



AMENDED AGENDA V2

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SHORELINE CITY COUNCIL SPECIAL MEETING

Monday, May 12, 2014
5:45 p.m.

Conference Room 303 · Shoreline City Hall
17500 Midvale Avenue North

TOPIC/GUESTS: Joint meeting with the Shoreline Planning Commission

SHORELINE CITY COUNCIL BUSINESS MEETING

Monday, May 12, 2014
7:00 p.m.

Council Chamber · Shoreline City Hall
17500 Midvale Avenue North

	<u>Page</u>	<u>Estimated Time</u>
1. CALL TO ORDER		7:00
2. FLAG SALUTE/ROLL CALL		
(a) Proclamation of Armed Services Day	<u>2a-1</u>	
3. REPORT OF THE CITY MANAGER		
4. COUNCIL REPORTS		
5. PUBLIC COMMENT		
<i>Members of the public may address the City Council on agenda items or any other topic for three minutes or less, depending on the number of people wishing to speak. The total public comment period will be no more than 30 minutes. If more than 15 people are signed up to speak, each speaker will be allocated 2 minutes. Please be advised that each speaker's testimony is being recorded. When representing the official position of a State registered non-profit organization or agency or a City-recognized organization, a speaker will be given 5 minutes and it will be recorded as the official position of that organization. Each organization shall have only one, five-minute presentation. Speakers are asked to sign up prior to the start of the Public Comment period. Individuals wishing to speak to agenda items will be called to speak first, generally in the order in which they have signed. If time remains, the Presiding Officer will call individuals wishing to speak to topics not listed on the agenda generally in the order in which they have signed. If time is available, the Presiding Officer may call for additional unsigned speakers.</i>		
6. APPROVAL OF THE AGENDA		7:20
7. CONSENT CALENDAR		7:20
(a) Minutes of Business Meeting of April 14, 2014	<u>7a1-1</u>	
Minutes of Business Meeting of April 21, 2014	<u>7a2-1</u>	
Minutes of Special Meeting of April 21, 2014	<u>7a3-1</u>	
(b) Approval of expenses and payroll as of April 25 in the amount of \$1,869,310.84	<u>7b-1</u>	

- (c) Adoption of Ord. No. 685 Amending the 2014 Budget for Uncompleted 2013 Capital and Operating Projects and Increasing Appropriations in the 2014 Budget 7c-1

8. ACTION ITEMS

- (a) Adoption of Res. No. 357 - Growing Transit Communities Regional Compact 8a-1 7:20
- (b) Motion to Authorize Councilmember Roberts to Support the Proposed Sound Cities Association's Public Issues Committee Policy Position at the May 14, 2014 Public Issues Committee Meeting 8b-1 7:35

9. STUDY ITEMS

- (a) Discussion of Concurrency and Impact Fees 9a-1 7:55
- (b) Discussion Council Goals 9b-1 8:55

10. ADJOURNMENT

9:15

The Council meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at 801-2231 in advance for more information. For TTY service, call 546-0457. For up-to-date information on future agendas, call 801-2236 or see the web page at www.shorelinewa.gov. Council meetings are shown on Comcast Cable Services Channel 21 and Verizon Cable Services Channel 37 on Tuesdays at 12 noon and 8 p.m., and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m. Online Council meetings can also be viewed on the City's Web site at <http://shorelinewa.gov>.

Council Meeting Date: May 12, 2014

Agenda Item: 2(a)

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Proclamation of Armed Services Appreciation Day		
DEPARTMENT:	City Clerk's Office		
PRESENTED BY:	Jessica Simulcik Smith, City Clerk		
ACTION:	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input type="checkbox"/> Motion
	<input type="checkbox"/> Discussion	<input type="checkbox"/> Public Hearing	<input checked="" type="checkbox"/> Proclamation

ISSUE STATEMENT:

The month of May is identified as the month of patriotism, as many Americans celebrate Victory in Europe (VE) Day, Military Spouse Day, Loyalty Day, Armed Forces Day, and the National Day of Prayer, along with the Memorial Day federal holiday. This proclamation for May 17, 2014, for Armed Services Appreciation Day, acknowledges the important sacrifices that members of the United States military and their families make to our City, State and nation to ensure freedom and liberty for all citizens.

William Ziebarth, former Platoon Sergeant and member of the Mobile Riverine Force, Mekong Delta, and Chairman of the Lake City Elks in Shoreline, WA; and former military personnel from World War II, the Korean War, the Vietnam War and a military representative from the latest conflict in Afghanistan, will be at the meeting to accept the proclamation.

RECOMMENDATION

Staff recommends that Council declare May 17, 2014 as Armed Services Appreciation Day in the City of Shoreline.

Approved By: City Manager **DT** City Attorney **IS**



PROCLAMATION

WHEREAS, the City of Shoreline desires to express appreciation to our fellow citizens who have been called upon to perform their military duties, wherever they may be; and

WHEREAS, the members of the United States Armed Services have carried out their duties and missions with excellence, patriotism and bravery, and thousands of United States troops have sacrificed their lives in service to their country in current and recent military campaigns, and

WHEREAS, the families of the United States military personnel have also sacrificed while providing support for their loved ones engaged in military operations; and

WHEREAS, United States troops continue to serve by protecting the citizens of many nations throughout the world; and

WHEREAS, the Shoreline City Council urges Shoreline residents to recognize the important sacrifice of members of the United States military and their families to our City, State and nation;

NOW, THEREFORE, I, Shari Winstead, Mayor of the City of Shoreline, on behalf of the Shoreline City Council, do hereby proclaim May 17, 2014

ARMED SERVICES APPRECIATION DAY

in the City of Shoreline.

Shari Winstead, Mayor

CITY OF SHORELINE
SHORELINE CITY COUNCIL
SUMMARY MINUTES OF BUSINESS MEETING

Monday, April 14, 2014
7:00 p.m.

Council Chambers - Shoreline City Hall
17500 Midvale Avenue North

PRESENT: Mayor Winstead, Deputy Mayor Eggen, Councilmembers McGlashan, Hall, McConnell, Salomon, and Roberts

ABSENT: None

1. CALL TO ORDER

At 7:03 p.m., the meeting was called to order by Mayor Winstead.

2. FLAG SALUTE/ROLL CALL

Mayor Winstead led the flag salute. Upon roll call by the City Clerk, all Councilmembers were present.

3. REPORT OF THE CITY MANAGER

Debbie Tarry, City Manager, provided reports and updates on various City meetings, projects and events.

Gail Harris, Emergency Management Coordinator, introduced four Shoreline students that placed in the top 20% of the region in the 1st Lego League, Emergency Management Program event. They presented their emergency management plan entitled "Nature's Fury".

4. COUNCIL REPORTS

Deputy Mayor Eggen commented that he attended a Transportation Policy Board meeting which is a committee of the local agency that distributes and monitors Federal Funds for King, Kitsap, Pierce and Snohomish Counties. The Transportation 2040 Update plan, special needs transportation projects, and a five million dollar emergency funding allocation to Oso were approved at the meeting.

5. PUBLIC COMMENT

There was no public comment.

6. APPROVAL OF THE AGENDA

Councilmember Hall asked that item 7d, *Adoption of Ordinance No. 685, Amending the 2014 Budget for Uncompleted 2013 Capital and Operating Projects and Increasing Appropriations in the 2014 Budget* be pulled from the consent calendar for discussion at a later date. The agenda was adopted by unanimous consent with this amendment.

7. CONSENT CALENDAR

Upon motion by Councilmember Roberts, seconded by Councilmember McConnell and unanimously carried, the following Consent Calendar items were approved:

- a) Minutes of Business Meeting of March 24, 2014; and Special Meeting of March 31, 2014
- b) Approval of expenses and payroll as of March 28, 2014 in the amount of \$1,401,599.12

***Payroll and Benefits:**

Payroll Period	Payment Date	EFT Numbers (EF)	Payroll Checks (PR)	Benefit Checks (AP)	Amount Paid
2/16/14-3/1/14	3/7/2014	54642-54843	13042-13061	56287-56292	\$435,986.99
					\$435,986.99

***Wire Transfers:**

Expense Register Dated	Wire Transfer Number	Amount Paid
3/26/2014	1080	\$3,340.00
		\$3,340.00

***Accounts Payable Claims:**

Expense Register Dated	Check Number (Begin)	Check Number (End)	Amount Paid
3/11/2014	56228	56228	\$4,444.00
3/12/2014	56229	56237	\$18,428.52
3/12/2014	56238	56257	\$87,252.80
3/13/2014	56258	56279	\$52,974.82
3/13/2014	56280	56286	\$623.32
3/20/2014	56293	56309	\$233,944.29
3/20/2014	56310	56322	\$17,331.60
3/20/2014	56323	56339	\$60,073.31
3/20/2014	56340	56345	\$1,372.68
3/20/2014	56346	56346	\$2,012.61
3/20/2014	56347	56348	\$56,089.34
3/24/2014	56349	56350	\$96,344.26

3/25/2014	56350	56350	(\$10.00)
3/26/2014	56351	56365	\$179,201.85
3/26/2014	56366	56381	\$141,121.76
3/26/2014	56382	56396	\$10,910.25
3/26/2014	56397	56399	\$156.72
			<u>\$962,272.13</u>

- c) **Adoption of Ordinance. No. 684, Updating Record Keeper and Authorizing Rulemaking for Investment Policies in SMC Chapter 2.30**
- d) **Item pulled from the agenda for discussion at a later date.**
- e) **Motion to Authorize the City Manager to Execute the Regional Coordination Framework for the Disasters and Planned Events for Public and Private Organizations in King County Agreement**

8. APPOINTMENT OF LIBRARY BOARD MEMBERS

Ms. Tarry introduced Dick Deal, Parks, Recreation and Cultural Services Director, to provide the staff report. Mr. Deal announced that the Council subcommittee is recommending the appointment of Brooke Shirts and Robert Smith and the reappointment of Eileen Wood-Lim to the Library Board to a four year term beginning April 2014 through March 31, 2018, and stated that

Ms. Shirt and Mr. Smith are present in the audience.

Councilmember McGlashan moved to appoint Brooke Shirts, Robert Smith and Eileen Wood-Lim to the Library Board. The motion was seconded by Councilmember Salomon.

Councilmember McGlashan stated it was a difficult selection process as a number of qualified candidates applied for the position. He expressed his gratitude to all the candidates for applying and thanked the new members in advance for their service. Councilmember McConnell also expressed her gratitude to all the outstanding candidates for wanting to serve in their community.

The motion was unanimously approved.

9. STUDY ITEMS

- a) Discussion of Point Wells Traffic Corridor Study

At 7:00 p.m., Councilmember Hall recused himself from the discussion due to an appearance of a conflict of interest regarding Point Wells and left the meeting.

Ms. Tarry introduced Mark Relph, Public Works Director, and Kirk McKinley, Transportation Planning Manager, to give the report. She stated the purpose of this report is to provide Council an update and share feedback received from the community on the Point Wells Transportation Corridor Study. She reviewed the City has conducted six public meeting workshops and announced a final workshop is scheduled for Wednesday, April 16, 2014. The City's

recommendations regarding transportation impacts to the Shoreline community created by the Points Wells project will be presented at the meeting, and the public will be provided an opportunity to offer feedback on the recommendations. Mayor Winstead expressed gratitude to staff for coordinating and staffing the TCS meetings.

Mr. McKinley outlined the presentation and reviewed the sequence of actions that have occurred, or are likely to occur, for Point Wells. He reviewed the Letter of Intent signed between the City and the developer which included direction to establish the TCS, the Memorandum of Understanding, and City Goals for the TCS. He displayed an illustration of segments A and B, and highlighted the traffic impacts. He reviewed the process for the TCS workshops, including the purpose, public involvement/participation, outreach and communications. He stated the workshops were productive and informative with more than 350 attendees expressing their passion and concerned for their community. The following items were cited as issues and concerns regarding the project: creating access to Point Wells from Woodway; noise levels; speed and safety; cut-through traffic; pedestrian/bikes/buses; off-corridor impacts; major changes to dead end streets; impacts on existing improvements; construction traffic; driveway access/egress; quality of life/property values; and Richmond Beach Road as a barrier.

Mr. McKinley reviewed Richmond Beach Drive, 196th/195th Triangle, Off-Corridor mitigation, right-of-way constraints, alternative access to Point Wells, cut through diverted traffic roads, and highlighted the challenges for each. He reviewed the components of the recommendations to be presented at the final TCS workshop scheduled for April 16, the tentative timeline, and the Development Agreements. Mr. Relph emphasized expectations will need to be established for a favorable outcome as the City deals with the development's impact to surrounding neighborhoods, and in determining how much the developer is legally responsible for as the mitigation list is addressed. He addressed Segment A and stated the cross-sections have been a difficult conversation and staff's recommendation will balance all the uses that happen in a right-of-way.

Council expressed gratitude to staff for encouraging community participation; thanked the community for their participation and comments; questioned if there are general traffic principals or other adopted policies that could help with traffic challenges; asked if staff has talked to King County Metro regarding this segment of the corridor; and asked if analyses has been done on building a road through Woodway. Mr. McKinley responded that trying to fit all the different needs into the road right-of-way is challenging; that the developer would accommodate a bus terminus and Metro will consider rerouting buses once there are enough residents at the site; and that building a road through Woodway would peel off 20-25% of trips. Mr. Relph added that there is no template for addressing the triangle intersection due to its multitude of needs. It was asked if Mr. Eglick's email was reviewed by staff regarding the International Fire Code and entrances to the site. Mr. Relph responded that staff will look into those comments. Councilmember Salomon and Councilmember Roberts commented on the helpfulness of community input in the TCS, and Councilmember Salomon expressed the desire to have the Development Agreement be legally binding and to ensure the City receives what it needs to best meet the needs of the residents of Shoreline.

Councilmember McConnell expressed concern over the Triangle, especially in inclement weather, and the need for equity for entire community. She commented on the use of the three

roads for cut through traffic to Edmonds and recommended trip cap reductions to protect the roads. Mr. Relph responded that maximum vehicle usage was modeled in the study but the City can try to negotiate it at a lower rate, and commented the triangle will be difficult to mitigate due to all the issues involved. Councilmember McConnell asked if the City has heard from the City of Woodway about a road acquisition to assist with cut-through traffic and would like to enter into discussion with Woodway. Councilmember McGlashan expressed concern over Option 4A road cross section and the absence of a combination of a center lane and a bike lane. Mr. McKinley responded it would add 10 ft. and the plan is attempting not to increase the road section to respect residents. Councilmember McGlashan asked follow up questions regarding cut through traffic, the possibility of 5 lanes between 3rd and 8th, and the feasibility of a pedestrian bridge crossings or tunnel. Mr. Relph responded that the plan is to have long term flexibility, and that it is a delicate balance to make it easy and to discourage people to j-walk. Mr. Relph responded that the tunnel is less expensive than a bridge, but there are security concerns to address with a tunnel.

Mayor Winstead expressed appreciation to the community for their input.

At 8:22 p.m., Mayor Winstead announced a Council recess to allow Councilmember Hall an opportunity to return to the dais. The Council Meeting reconvened at 8:30 p.m.

b) Quarterly Finance Update and Discussion of 2013 Year End Financial Report

Ms. Tarry introduced Robert Hartwig, Administrative Services Director, to provide Council with a summary of the City of Shoreline 2013 Year End Financial Report and financial position, and update on capital projects. Mr. Hartwig stated the report summarizes the financial activities during 2013 for all City funds with special emphasis placed on the General Fund, and explained the report is for informational purposes requiring no action from Council. Mr. Hartwig reviewed Citywide Financial Activity, and General Fund Activity and Performance. He commented on the tax year over year increase, retail trade from 2009 to 2013, stated that real estate excise tax is up, and explained that gambling taxes are over projection partially because delinquent promissory notes are being paid. Streets, Surface Water Maintenance, General Capital, Roads Capital, Bonds, other funds, funds balance results, and the statuses of CIPs were reviewed. He stated the 2013 Year End Summary shows that revenues are above projections and expenditures are below projections for the 2013 operating budget.

Mr. Hartwig provided the following responses to Council's questions received through the week. He explained forecasting the telecommunications utility tax and stated the decrease in revenue is due to the decline in land lines; stated that criminal justice expenditures exceeded the projected and budgeted amount due to changes at the Snohomish County Sherriff's facility necessitating moving prisoners to other jail locations with higher costs, and that public defense expenses and court costs exceeded budget. He provided an explanation of the over budget situation in Human Resources and explained the City's over budgetary control process. He provided an explanation of variances in the 2013 annual report, commented on the under budgeting for the 2013 Transportation Benefit District (TBD) revenues and stated detailed information will be provided at the TBD meeting scheduled for May 5, 2014. He explained the cost impact of staffing changes

and stated this information is still being analyzed by staff and will shortly be presented to Council.

Councilmembers commented that budget accountability comes from reviewing the budget using budget versus actual numbers, commented on the fund balance number; and commented on the Surface Water Maintenance (SWM) revenues as being a fixed fee and asked how was it under projected. Mr. Hartwig explained that the funding balance is excluded from general fund revenue, and that SWM revenue was under projected due to grant revenue projected but not realized.

c) Discussion of Ordinance No. 687 Amending the 2014 Salary Schedule for the Communications Program

Ms. Tarry introduced the discussion of Ordinance No. 687 Amending the 2014 Salary Schedule for the Communications Program, and stated John Norris, Assistant City Manager will be providing the report. Mr. Norris presented the report to amend the 2014 budget, to add the Communication Program Coordinator (CPC) in the Exempt Salary Schedule at range 52, and to move the Communication Assistant from range 37 to range 39 on the non-exempt salary schedule. He reviewed the job functions of the CPC and provided the fiscal impact of the proposed change. He explained the additional \$2,967 will be paid out of salary savings in the City Manager's office budget for 2014, and would be budgeted as an ongoing expense in future years. He stated the item is for discussion purposes, and is scheduled to return on the April 28 for action.

Councilmember Hall commented on the need to have a comprehensive review of the compensation policy to ensure cost are kept down, that all employees are being compensated fairly, and expressed concern about basing compensation comparison on cities that are not comparable to Shoreline. Questions were asked about guiding principles on how to set salary ranges and if market studies are conducted. Mr. Norris responded that this proposal aligns the duties and salary range for duties currently being performed. Richard Moore, Senior Human Resources Analyst, stated the City follows the Classification and Compensation Strategy established in 1997, and that there was a comparison salary study completed but there was not a good match for the Communication Program Coordinator position which resulted in the use of the internal placement process. Mayor Winstead, Deputy Mayor Eggen, Councilmembers McGlashan and Roberts stated their support for moving forward with the amendment.

Ms. Tarry stated a comprehensive compensation study will be provided for the 2015 budget review process as previously directed by Council.

d) Discussion of Resolution No. 344 - Revisions to Council Rules

Mr. Norris provided background on proposed Resolution No. 344 amending Council Rules for the Election of Mayor and Deputy Mayor; Agenda Preparation; Public Testimony; Council Representation; and Telephonic Participation. He stated this item is for discussion only and no action is required tonight. Mr. Norris addressed item 3.2 - replacing items on the Agenda by

minority Councilmembers after the item has been removed, and explained that since this is not an issue for the City, staff is proposing to pull the amendment.

A discussion ensued on telephonic participation. There was concern expressed about the quality of communication over the telephone; it was stated that Councilmembers should not routinely participate in meetings by telephone; that telephone participation needs to benefit the City and not the individual Councilmember; to possibly allow telephone usage for voting purposes only and not for discussion; and to ensure priority is placed on attending the meeting in person because the depth of feeling expressed at the meeting cannot be conveyed over the telephone. Council requested an opportunity to have more discussion regarding attending the council meeting by telephone and recommended moving forward with the other proposed amendments.

At 9:38 p.m. Mayor Winstead announced that Council would recess into an Executive Session for a period of 10 minutes to discuss Litigation pursuant to RCW 42.30.110(1)(i). City staff attending the Executive Session included: Debbie Tarry, City Manager; John Norris, Assistant City Manager; and Ian Sievers, City Attorney. At 9:48 p.m. Mayor Winstead announced that the Executive Session was being extended for a period of 15 minutes. Executive Session ended at 9:56 p.m.

At 9:56 p.m., Mayor Winstead declared the meeting adjourned.

Jessica Simulcik Smith, City Clerk

CITY OF SHORELINE
SHORELINE CITY COUNCIL
SUMMARY MINUTES OF BUSINESS MEETING

Monday, April 21, 2014
7:00 p.m.

Council Chambers - Shoreline City Hall
17500 Midvale Avenue North

PRESENT: Mayor Winstead, Deputy Mayor Eggen, Councilmembers McGlashan, Hall, McConnell, Salomon, and Roberts

ABSENT: None

1. CALL TO ORDER

At 7:00 p.m., the meeting was called to order by Mayor Winstead.

2. FLAG SALUTE/ROLL CALL

Mayor Winstead led the flag salute. Upon roll call by the Deputy City Clerk, all Councilmembers were present.

3. REPORT OF THE CITY MANAGER

Debbie Tarry, City Manager, provided reports and updates on various City meetings, projects and events.

4. COUNCIL REPORTS

Mayor Winstead reported attending the King County Seattle Board of Health meeting and discussing secure medicine return fees and hazardous waste fee restructuring.

5. PUBLIC COMMENT

Diane Pottinger, Bellevue resident, District Manager North City Water District and professional engineer, commented on the Utility Unification and Efficiency Study. She stated that the financial projections contained in the report are incorrect, and that correct data will be provided to the City in June. She commented on the overhead costs and the use of rate making practices to use capital contributions to balance the budget, cautioned against rate increases, contested the cost savings projection, and recommended that staff and Council review the assumptions presented in the report.

Tom Jamieson, Shoreline, commented on the inefficiencies that will take place from assuming Ronald Wastewater and recommended reviewing concurrency with other agencies.

6. APPROVAL OF THE AGENDA

The agenda was adopted by unanimous consent.

7. CONSENT CALENDAR

Upon motion by Deputy Mayor Eggen, seconded by Councilmember McConnell and unanimously carried, the following Consent Calendar items were approved:

- a) Minutes of Business Meeting of March 31, 2014

8. STUDY ITEMS

- a) Discussion of the Utility Unification and Efficiency Study

Ms. Tarry introduced Mark Relph, Public Works Director and Gail Tabone of ESS Consulting to provide the report for the Utility Unification and Efficiency Study. Mr. Relph stated the two main objectives of the study is to quantify efficiency opportunities for the utilities and the City's general operations when the utilities are added to the City, and to evaluate other water and sewer charges to identify future utility policy issues. He stated the Ronald Wastewater District, Seattle Public Utilities, North City Water District, and identified City's operations were used to complete the study. Ms. Tabone provided an overview of the utilities, reviewed rate comparisons, and explained the quantification of savings. She reviewed direct saving options 1-4, and explained the benefits to city departments in general operations savings. Mr. Relph commented that the unification will benefit rate payers and the City, presented the non-economic benefits, discussed how unification can help balance economic development needs, and addressed future policy considerations.

Councilmembers inquired about connections fees for commercial businesses and asked if additional fees charged in Shoreline are due to insufficient water supply or sewer capacity. The savings from RWD was explained and it was clarified that the saving occurs from the unification, and not in RWD's budget. Questions were asked about estimating costs for SPU operating in Shoreline, utility accounting practices, and overhead impacting the City. Councilmembers expressed interest in reviewing the City's historical performance of managing utilities rates; asked for clarification regarding existing storm water utility savings; and commented on the cross training of utility staff.

Ms. Tabone responded that connection fees for commercial businesses are not related to water supply, but rather are based on what infrastructure is required to be built to service the development. Mr. Relph added that connection charges may have to be accessed to improve deficiencies but can be recovered by the developer through an agreement.

Ms. Tabone addressed utility accounting practices and stated that the cost for SPU operating in Shoreline was estimated by subtracting costs from revenues. She stated that rates of the utility are set equal to the cost specific to the utility, and that a transfer of funds to the City's general fund would only occur to cover administrative functions and from assessed utility taxes. Mr.

Relph stated overhead costs have to be reviewed as the utilities are merged, and Ms. Tarry provided examples of potential overhead costs. Mr. Relph stated that further clarification will be provided regarding the storm water utility cost and savings. He stated having utility staff under City operations lends to cross training and utilizing staff in varying capacities.

At 8:02 p.m. Mayor Winstead called for a five minute recess. The meeting reconvened at 8:07 p.m.

b) Discussion of Ord. No. 688 Stay Out of Drug Area (SODA)

Ms. Tarry introduced Shawn Ledford, Shoreline Police Chief; Chad Devore, Shoreline Police Sergeant; and Julie Ainsworth-Taylor, Assistant City Attorney; to provide the presentation. Chief Ledford stated SODA is a court order issued by a judge and provides authority to police detectives to recommend to the prosecutor viable candidates to be placed on a SODA order. He explained SODA is needed to assist with resolving drug related criminal activity, for prevention of reoccurring crimes; and to promote a safe environment for citizens. Sergeant Devore presented a five year study and a corresponding graph of narcotics related activity in the City of Shoreline. Drug related calls for service were identified and an aerial map was presented displaying proposed SODA geographic boundaries.

Councilmembers commented on the consideration of neighborhood residents impacted by lawlessness on Aurora, expressed concern with the broadness of the area, and stated that SODA may serve to force low income residents with limited options to move away from Shoreline. Questions were asked about the ability of residents on a SODA order to travel by transit on the Aurora Corridor and about the number of repeat offenders violating Stay Out of Area Prostitution (SOAP). Councilmembers inquired as to how often the SODA tool will be used, and asked about resulting penalties. Staff was asked about SODA's effectiveness, and asked to provide feedback from other jurisdictions.

Councilmembers expressed the need to keep the area safe for residents, businesses, shoppers, and to provide police enforcement powers. It was asked if the SODA area could be expanded, and comments were made regarding costs impacting the City. Chief Ledford stated that SODA focuses on those people targeting Shoreline for criminal activity and stated that homeowners involved in criminal activity may not be a good candidate for SODA. Ms. Ainsworth-Taylor added that judges have the ability to exempt residents, and provide stipulations to allow travel to and from work. Chief Ledford stated that there are repeat offenders and will provide a specific number to Council at a later date. He stated SODA will be a resource available for police enforcement for chronic and repeat offenders, and hopes, through education, to deter drug related criminal activity. Ms. Ainsworth-Taylor stated the penalty is a gross misdemeanor, and that the SODA order can be issued as a pretrial release or as sentencing restrictions. Ms. Ainsworth-Taylor commented on expanding the SODA area and stated that a two year review cycle is built into the ordinance for modifications and updates. Sergeant Devore added that the SODA areas selected were specifically targeted to address the areas of the City currently being affected by drug related crimes.

Councilmembers commented that SODA will support Council's goals for public safety and economic development. Ms. Tarry stated staff will gather information regarding the effectiveness of SODA in other jurisdictions for Council's review and that the adoption of the ordinance is scheduled to come before Council in May.

At 8:57 p.m., Mayor Winstead declared the meeting adjourned.

Jessica Simulcik Smith, City Clerk

CITY OF SHORELINE
SHORELINE CITY COUNCIL
SUMMARY MINUTES OF SPECIAL MEETING

Monday, April 21, 2014

Conference Room 303 - Shoreline City Hall
17500 Midvale Avenue North

5:46 p.m.

PRESENT: Mayor Winstead, Deputy Mayor Eggen, Councilmembers McGlashan, Hall McConnell, Salomon and Roberts

ABSENT: None

STAFF: Debbie Tarry, City Manager; John Norris, Assistant City Manager; Ian Sievers, City Attorney; Eric Bratton Management Analyst; and Bonita Roznos, Deputy City Clerk

At 5:46 p.m., the meeting was called to order by Mayor Winstead.

Ms. Tarry introduced Eric Bratton, CMO Management Analyst, to present the report regarding the 2014 Citizen Satisfaction Survey. He explained the last survey was completed in 2012; that the survey is mailed to a random sample of approximately 3,500 households in the City of Shoreline; and that resident have the option to complete the survey on paper or online. He reviewed the revisions and updates to be incorporated in the 2014 survey, and asked for Council's feedback.

Council proposed the following revisions: eliminating question 7e, enforcing tree regulations, and recommended adding a question regarding the chronic nuisance ordinance; eliminating question 8, as residents may not be familiar with city codes and ordinances. Council recommended that the language in the survey remain consistent to allow for the tracking of trends. Questions were asked about digital signs and billboard regulations, and it was recommended that a digital sign enforcement question be added to question 7. Council requested a comprehensive review of signage regulations but cautioned over-regulating to avoid negatively impacting businesses' ability to advertise. Council requested more precise language regarding question 12 on communications resources. It was recommended that questions 19c on recycling and 19d on maintenance of public trees be moved under question 5 which will provide residents the opportunity to survey all of the City's maintenance services in one location. It was also suggested to use the word "parks" instead of open space. After a further discussion regarding sustaining local environmental quality, Council recommended eliminating question 19 and incorporating the remaining questions under more appropriate topics already contained in the survey. Question 20 regarding plastic bags will be eliminating as a result of the adoption of Ord. 653. Clarification was requested regarding question 27. It was recommended that

educational information on the City's Financial Sustainability Plan be included in the question, and that the question be formatted to allow responders to rank responses in priority order. Council also recommended that the economic development piece focus on services that the citizens have identified as wanting in Shoreline, and to communicate that vital services, such as police and the maintenance of the community, are provided as a result of the City's Financial Sustainability Plan. A discussion ensued regarding adding a question about the City's outreach for light rail. Council agreed that the survey is intended to collect feedback from a citywide perspective and that it is not the right tool to gather feedback for individual projects.

Council directed Mr. Bratton to incorporate the recommended changes in the final draft and that another meeting on the 2014 survey was not required.

Mr. Sievers addressed council operations and confirmed that Council has been in compliance in conducting executive sessions since there has been no action taken by Council in executive sessions. He provided an explanation of the operational process to move to a Charter City form of government and provided examples of entities governed by Charter.

At 6:45 p.m. the meeting was adjourned.

Bonita A. Roznos, Deputy City Clerk

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Approval of Expenses and Payroll as of April 25, 2014
DEPARTMENT:	Administrative Services
PRESENTED BY:	R. A. Hartwig, Administrative Services Director

EXECUTIVE / COUNCIL SUMMARY

It is necessary for the Council to formally approve expenses at the City Council meetings. The following claims/expenses have been reviewed pursuant to Chapter 42.24 RCW (Revised Code of Washington) "Payment of claims for expenses, material, purchases-advancements."

RECOMMENDATION

Motion: I move to approve Payroll and Claims in the amount of \$1,869,310.84 specified in the following detail:

***Payroll and Benefits:**

Payroll Period	Payment Date	EFT Numbers (EF)	Payroll Checks (PR)	Benefit Checks (AP)	Amount Paid
3/30/14-4/12/14	4/18/2014	55247-55441	13102-13120	56601-56608	\$575,326.45
					<u>\$575,326.45</u>

***Accounts Payable Claims:**

Expense Register Dated	Check Number (Begin)	Check Number (End)	Amount Paid
4/16/2014	56528	56539	\$17,724.22
4/16/2014	56540	56565	\$72,394.37
4/16/2014	56566	56569	\$1,311.83
4/17/2014	56570	56584	\$780,765.48
4/17/2014	56585	56600	\$145,575.81
4/22/2014	56609	56609	\$9,147.54
4/22/2014	56610	56611	\$69,816.34
4/23/2014	56612	56612	\$34,774.75
4/23/2014	56613	56648	\$78,175.04
4/24/2014	56649	56667	\$84,299.01
			<u>\$1,293,984.39</u>

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Adoption of Ordinance No. 685 Amending the 2014 Budget for Uncompleted 2013 Capital and Operating Projects and Increasing Appropriations in the 2014 Budget
DEPARTMENT:	Administrative Services
PRESENTED BY:	Robert Hartwig, Administrative Services Director
ACTION:	<input checked="" type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

Shoreline’s budget is adopted on a calendar year basis. Any appropriations that are not expended lapse at the end of each year. However, City operations are ongoing and frequently span two or more calendar years. In order to resolve this year-end situation, cities routinely carry over, or re-appropriate, some of the unspent funds from one year into the next when necessary.

Proposed Ordinance No. 685, which is attached to this staff report as Attachment A, re-appropriates \$2,628,169 for various projects that need to continue in 2014. It also amends various 2014 budgets by \$1,649,963 for revenue sources and expenditures that were not anticipated when the 2014 budget was prepared.

This action follows a staff presentation and City Council discussion on this same topic at the April 28th City Council meeting. To view the staff report for this April 28 discussion, please click on the following link:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2014/staffreport042814-9c.pdf>.

FINANCIAL IMPACT:

In total, proposed Ordinance No. 685 would amend the City’s budget by increasing it roughly \$4.3 million. This would bring the total 2014 budget to roughly \$77 million. After the effect of these changes, the City’s available 2014 fund balance is expected to exceed the projected fund balance in the 2014 budget book by over \$1.9 million.

RECOMMENDATION

Staff recommends that Council approve Ordinance No. 685, amending the 2014 budget.

ATTACHMENTS:

Attachment A: Proposed Ordinance No. 685

Approved By: City Manager ***DT*** City Attorney ***IS***

ORDINANCE NO. 685

AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, AMENDING ORDINANCE NO. 678 BY INCREASING THE APPROPRIATION IN THE GENERAL FUND, PUBLIC ARTS FUND, FEDERAL CRIMINAL FORFEITURE FUND, GENERAL CAPITAL FUND, CITY FACILITIES MAJOR MAINTENANCE FUND; ROADS CAPITAL FUND; SURFACE WATER UTILITY FUND AND EQUIPMENT REPLACEMENT FUND.

WHEREAS, the 2014 Budget was adopted in Ordinance No. 678; and

WHEREAS, the 2014–2019 Capital Improvement Plan was adopted in Ordinance No. 678; and

WHEREAS, the 2014 Budget has assumed completion of specific capital improvement projects in 2013; and

WHEREAS, some of these capital projects were not completed and need to be continued and completed in 2014; and

WHEREAS, various projects were included in the City’s 2013 operating budget and were not completed during 2013; and

WHEREAS, due to these 2013 projects not being completed, the 2013 ending fund balance and the 2014 beginning fund balance for the General Fund, Public Arts Fund, Federal Criminal Forfeiture Fund, General Capital Fund, City Facilities Major Maintenance Fund, Roads Capital Fund, Surface Water Utility Fund and Equipment Replacement Fund is greater than budgeted; and

WHEREAS, the City wishes to appropriate a portion of these greater than budgeted beginning fund balances in 2014 to complete 2013 work and to include additional projects that were unknown needs when the 2014 budget was adopted; and

WHEREAS, the City of Shoreline is required by RCW 35A.33.00.075 to include all revenues and expenditures for each fund in the adopted budget; and

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON DO ORDAIN AS FOLLOWS:

Section 1. Amendment. The City hereby amends Section 2 of Ordinance No. 678, the 2014 Final Budget, by increasing the appropriation from the General Fund by \$729,297; for the Public Arts Fund by \$5,643; for the Federal Criminal Forfeiture Fund by \$61,465; for the General Capital Fund by \$764,939; for the City Facilities Major Maintenance Fund by \$40,000; for the Roads Capital Fund by \$2,231,148; for the Surface Water Utility Fund by \$379,984; for the Equipment Replacement Fund by \$65,656; and by increasing the Total Funds appropriation to \$77,285,025 as follows:

	<u>Current Appropriation</u>	<u>Revised Appropriation</u>
General Fund	\$36,113,716	\$36,843,013
Street Fund	1,999,037	
Code Abatement Fund	100,000	
State Drug Enforcement Forfeiture Fund	13,800	
Public Arts Fund	49,408	55,051
Federal Drug Enforcement Forfeiture Fund	20,750	
Property Tax Equalization Fund	\$0	
Federal Criminal Forfeiture Fund	254,845	316,310
Revenue Stabilization Fund	\$0	
Unltd Tax GO Bond 2006	1,709,050	
Limited Tax GO Bond 2009	1,662,567	
General Capital Fund	4,113,532	4,878,471
City Facility-Major Maintenance Fund	50,000	90,000
Roads Capital Fund	21,372,851	23,603,999
Surface Water Capital Fund	5,222,967	5,602,951
Vehicle Operations/Maintenance Fund	245,273	
Equipment Replacement Fund	61,597	127,253
Unemployment Fund	17,500	
Total Funds	<u>\$73,006,893</u>	<u>\$77,285,025</u>

Section 3. Effective Date. A summary of this ordinance consisting of its title shall be published in the official newspaper of the City. The ordinance shall take effect and be in full force five days after passage and publication.

PASSED BY THE CITY COUNCIL ON MAY 12, 2014

Mayor Shari Winstead

ATTEST:

APPROVED AS TO FORM:

Jessica Simulcik-Smith
City Clerk

Ian Sievers
City Attorney

Publication Date:
Effective Date:

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Adoption of Proposed Resolution No. 357 - Growing Transit Communities Regional Compact
DEPARTMENT:	Planning and Community Development
PRESENTED BY:	Rachael Markle, Director of Planning and Community Development
ACTION:	<input type="checkbox"/> Ordinance <input checked="" type="checkbox"/> Resolution <input type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

The Growing Transit Communities (GTC) Oversight Committee approved the GTC Strategy in October 2013. All partners, including the City of Shoreline, have been invited to sign a Compact as the next step toward implementation of the GTC Strategy. Adoption of proposed Resolution No. 357 serves as the Council action needed to sign onto the Compact.

RESOURCE/FINANCIAL IMPACT:

There is no direct financial impact to signing the GTC Compact. Signing the Compact only commits the City to implement and fund those GTC Strategies the City finds applicable to local conditions. In addition, there may be future funding available regionally to implement the GTC Strategies. The City may be eligible for these funds by signing the Compact.

RECOMMENDATION

Staff recommends that Council adopt proposed Resolution No. 357, which authorizes the Growing Transit Communities Regional Compact and commits the City to the regional goals and strategies embodied in the Growing Transit Communities Strategy; and appoints two Council members to serve as a boardmember and alternate for the Puget Sound Regional Council Transit-Oriented Development Advisory Board

Approved By: City Manager **DT** City Attorney **IS**

BACKGROUND

The Growing Transit Communities (GTC) Partnership, a broad coalition of stakeholders from the public, private and nonprofit sectors, including representatives from the City of Shoreline, identified ways to create the sustainable, equitable communities envisioned in adopted regional plans and supported by the region's commitment of nearly \$20 billion in high-capacity transit investments. These plans and investments present a once-in-a-lifetime opportunity to shape the region and ensure that transportation improvements support sustainable development and foster vibrant, healthy neighborhoods for all.

The City Council last discussed the GTC Strategy at the May 6, 2013 Council Meeting. Sara (Schott-Nikolic) Maxana from the PSRC Growing Transit Communities program came to that meeting to discuss the draft Strategy with the Council. To view the staff report for this Council discussion, please click on the following link: <http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2013/staffreport050613-8a.pdf>. Following an extensive 18-month collaborative process, the GTC Partnership adopted the GTC Strategy in October 2013.

The purpose of the GTC Strategy "is to present consensus approaches for developing thriving neighborhoods around high-capacity transit areas, and to provide tools and resources to implement adopted regional and local plans". The overarching goals of the Strategy are to:

- Attract more of the region's residential and employment growth near high-capacity transit;
- Provide housing choices affordable to a full range of incomes near high-capacity transit; and
- Increase access to opportunity for existing and future community members in transit communities.

The goals and recommendations in the GTC Strategy are wide-ranging, developed with the recognition that some approaches may work in some locations but not in others, and that each partner retains flexibility to pursue the actions most appropriate to local needs and conditions.

Attachment A to this staff report is the Executive Summary of the GTC Strategy. The following is a link to the GTC Strategy in its entirety - <http://www.psrc.org/growth/growing-transit-communities/growing-communities-strategy/read-the-full-growing-transit-communities-strategy/>

DISCUSSION

Now, the GTC Partnership has invited the City to sign on as a partner to implement the approved GTC Strategy through the GTC Regional Compact (Attachment B). By signing the GTC Regional Compact, the City would be committing to work in partnership with other jurisdictions, agencies and organizations throughout the state and nation to implement the GTC goals and strategies as appropriate for Shoreline. These goals and most of the strategies contained in the GTC Strategy mirror the City's own Comprehensive Plan goals and policies for the light rail station areas and other parts of

the City well served by transit. Adoption of proposed Resolution No. 357 (Attachment C) serves as the Council action needed to sign onto the Compact.

As of April 2014, the following 27 jurisdictions, agencies and organizations have signed on to the Regional Compact:

Local Jurisdictions

Everett
Kirkland
Mercer Island
Mountlake Terrace
Redmond
SeaTac
Seattle
Snohomish County
Tacoma
Tukwila

Other Public Agencies

Puget Sound Regional Council
King County Housing Authority
Sound Transit
Tacoma Housing Authority
University of Washington

Non-Governmental Organizations

Affordable Housing Consortium of Tacoma-Pierce County
Bellwether
Enterprise Community Partners
FeetFirst
Forterra
Futurewise
HomeSight
Housing Consortium – Everett and Snohomish County
Housing Development Consortium – Seattle and King County
Impact Capital
Puget Sound SAGE
Quality Growth Alliance

While signing onto the Compact is not required, there are some benefits of doing so, including:

- Serves as a tangible reminder of Shoreline’s intent to encourage transit-oriented development (TOD) within the City’s light rail station areas and other areas within the City that are served well by transit such as Aurora Avenue North;
- Indicates Shoreline’s willingness to work with other partners to support key regional goals; and
- May help in seeking grants for infrastructure that supports access to transit and transit-oriented development.

Also by signing the Compact, the City has a seat on the Puget Sound Regional Council (PSRC) TOD Advisory Committee. The purpose of the Advisory Committee is to advance the GTC Strategy through guidance to PSRC and other agencies and organizations on implementation, coalition building, and support for state and federal legislation and funding needed to create and sustain equitable transit communities. Each signatory may designate one representative and one alternate to serve on the Advisory Committee. The Committee will meet at least four times a year, with the meetings beginning in June 2014. The other Compact cities have appointed elected officials to the Committee. If Council does decide to sign the Compact through adoption of proposed Resolution No. 357, then a decision regarding membership on the TOD Advisory Committee should also be discussed.

COUNCIL GOAL(S) ADDRESSED

The item addresses Council Goal No. 3: Prepare for two Shoreline light rail stations.

RESOURCE/FINANCIAL IMPACT

There is no direct financial impact to signing the GTC Compact. Signing the Compact only commits the City to implement and fund those GTC Strategies the City finds applicable to local conditions. In addition, there may be future funding available regionally to implement the GTC Strategies. The City may be eligible for these funds by signing the Compact.

RECOMMENDATION

Staff recommends that Council adopt proposed Resolution No. 357, which authorizes the Growing Transit Communities Regional Compact and commits the City to the regional goals and strategies embodied in the Growing Transit Communities Strategy; and appoints two Council members to serve as a boardmember and alternate for the Puget Sound Regional Council Transit-Oriented Development Advisory Board

ATTACHMENTS

Attachment A: Growing Transit Communities Strategy Executive Summary
Attachment B: Growing Transit Communities Regional Compact
Attachment C: Proposed Resolution No. 357



Growing Transit Communities Strategy

Executive Summary

Our region has a shared vision for a sustainable future that will benefit our people, our prosperity, and our planet. VISION 2040, the central Puget Sound region's long-range plan for growth, transportation, and economic development, describes the commitments, actions, and stewardship needed over many decades by many stakeholders to achieve far-reaching goals. As the region grows to 5 million people—a more than 30 percent increase—by the year 2040, a key goal calls for growth within existing urban areas and especially in compact, walkable communities that are linked by transit.

The region's recent commitments to invest over \$15 billion in high-capacity transit (light rail, bus rapid transit, express bus, streetcar, and commuter rail) present an once-in-a-lifetime opportunity to locate housing, jobs, and services close to these transit investments, and to do so in a way that benefits surrounding communities. A region-wide coalition of businesses, developers, local governments, transit agencies, and nonprofit organizations—the Growing Transit Communities Partnership—spent three years working together to create solutions that will encourage high-quality, equitable development around rapid transit.

The Challenges

Growth, as envisioned in VISION 2040, should benefit all people by increasing economic development and access to jobs, expanding housing and transportation choices, promoting neighborhood character and vitality, and improving public health and environmental quality. But, this is easier said than done. In particular, this growth may magnify several challenges currently facing the region:



Living in and working in walkable, transit-served communities. Recent market studies show that there is significant unmet demand for housing and jobs located within walking distance of transit. Many people want to live and work in compact, complete, and connected communities, but investments in transit and in transit station areas have fallen behind. Attracting growth to transit communities will require policies to encourage more housing and jobs near transit along with investments in the infrastructure and services for a growing population.



Housing choices for low and moderate income households near transit. Forty-three percent of the region's households make less than 80 percent of the area median income. However, most new market-rate housing that is accessible to transit is unaffordable to these households. With new investment in transit communities, many lower-cost units are at risk of displacement. For the lowest income households, many of whom are transit dependent, the supply of subsidized housing is far short of the need. Building mixed-income communities that meet these needs will require improved strategies to minimize displacement, and preserve and produce diverse housing types affordable to a full range of incomes.



Equitable access to opportunity for all the region's residents. Analysis of indicators across the region reveals that too many people do not have access to education, employment, mobility, health, and neighborhood services and amenities. These community resources are the building blocks that create the opportunity to succeed and thrive in life. Transit communities, with their access to the region's jobs, institutions, and services are critical focal points for achieving greater equity for the region's diverse residents. As these communities grow through public and private investment, equitable development will require targeted community improvements and strategies to connect existing and future residents to greater regional resources.

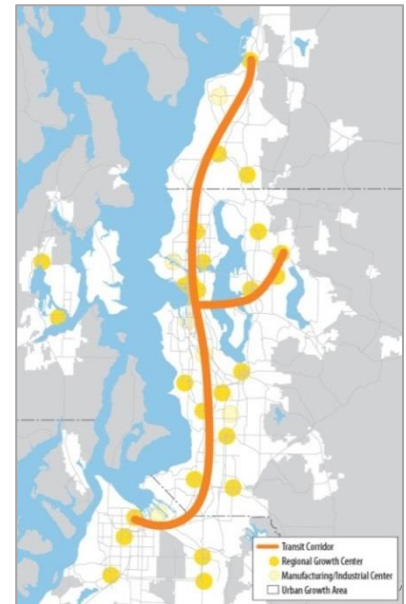
Why Now?

In the last decade, central Puget Sound voters have approved a series of high-capacity light rail and other transit investments—a commitment of approximately \$15 billion—that will serve the region’s most densely populated and diverse communities for decades to come. These investments present an once-in-a-lifetime opportunity to support and improve existing communities and meet regional goals through strategies to make great places for people to live and work. In order to do this, the region must:

Leverage transit investment to build sustainable communities. Transit investments, such as light rail, streetcars, commuter rail, and bus rapid transit, create value by connecting communities to the larger region. Transit communities are the best opportunity for the region to become more sustainable, prosperous, and equitable.

Create new resources and tools. Current resources available to governmental and non-governmental agencies alike are not enough. New tools and funding sources will be necessary to meet infrastructure, economic development, housing, and other community needs.

Work together across the region and across sectors. It will take collaboration among a wide spectrum of public, private, and nonprofit agencies and organizations working together to promote thriving and equitable transit communities. There are roles for everyone in this process.



The Strategy

How will this all be accomplished? The Growing Transit Communities Strategy calls for regional and local actions that respond to the challenges and opportunities in transit communities and represent major steps toward implementing the growth strategy in VISION 2040. The Strategy was developed by the Growing Transit Communities Partnership, an advisory body of various public, private, and nonprofit agencies and organizations working together to promote successful transit communities. The Growing Transit Communities Partnership, funded by a three-year grant from the federal Partnership for Sustainable Communities and housed at the Puget Sound Regional Council, established three main goals for the Strategy:

- *Attract more of the region’s residential and employment growth near high-capacity transit*
- *Provide housing choices affordable to a full range of incomes near high-capacity transit*
- *Increase access to opportunity for existing and future community members in transit communities*

Toolkit of Strategies and Actions

Twenty-four strategies, guided by a People + Place Implementation Typology, constitute the “playbook” for the Growing Transit Communities Strategy. From overarching regional approaches to local and individual actions, together these provide a set of coordinated steps toward ensuring a prosperous, sustainable, and equitable future.

The Strategy presents 24 strategies recommended by the Growing Transit Communities Partnership and includes specific actions for PSRC, transit agencies, local governments, and other regional partners. The recommendations address the three main goals for transit communities. As a whole, the strategies are a call to action for partners across the region to redouble efforts to create great urban places and build equitable communities around transit. Fully recognizing the strong policy foundation embodied in regional and local plans, as well as the innovative work in implementing those plans to date, the Partnership makes these recommendations as a challenge to do more than is being doing today.

The Toolkit of Strategies and Actions fall into four groupings:

The **Foundation Strategies** recommend a regional and local framework for ongoing work to support transit communities. Modeled on the relationships and values at the heart of the Growing Transit Communities Partnership, these strategies envision an ongoing regional effort involving a variety of partners and community members in decision making and implementation at all levels.

The **Strategies to Attract Housing and Employment Growth** recommend actions to make great urban places that are attractive to households and businesses, remove barriers to development, and support development in emerging markets.

The **Strategies to Provide Affordable Housing Choices** recommended actions to define and quantify housing needs, preserve existing affordable housing and supply new housing choices, and capitalize on the value created by the private market—enhanced by transit investments—in order to achieve the broadest range of affordability in transit communities.

The **Strategies to Increase Access to Opportunity** recommend actions to understand regional disparities in access to opportunity, identify existing and potential new resources and tools to meet community needs, and build support for equitable opportunities through education, coalitions, and leadership.



1. Establish a regional program to support thriving and equitable transit communities
2. Build partnerships and promote collaboration
3. Engage effectively with community stakeholders
4. Build capacity for community engagement
5. Evaluate and monitor impacts and outcomes



6. Conduct station area planning
7. Use land efficiently in transit communities
8. Locate, design, and provide access to transit stations to support TOD
9. Adopt innovative parking tools
10. Invest in infrastructure and public realm improvements



11. Assess current and future housing needs in transit communities
12. Minimize displacement through preservation and replacement
13. Increase housing support transit-dependent populations
14. Implement a TOD property acquisition fund
15. Expand value capture financing as a tool for infrastructure and affordable housing
16. Make surplus public lands available for affordable housing
17. Leverage market value through incentives
18. Implement regional fair housing assessment



19. Assess community needs
20. Invest in environmental and public health
21. Invest in economic vitality and opportunity
22. Invest in equitable mobility options
23. Invest in equitable access to high quality education
24. Invest in public safety in transit communities

Successful implementation will require shared commitment and collaboration among governments, major stakeholders, and community members. There are roles for many different regional and local partners, each with a distinct jurisdiction, authority, and mission. Consistent with those roles, all are asked to use the Toolkit of Strategies and Actions as a “playbook”

for taking action to advance the regional vision of creating thriving and equitable transit communities in a manner that is a best fit to each community.

People + Place Implementation Typology

No two transit communities are alike. Accordingly, there is no one-size-fits-all approach to the strategies that will help a transit community thrive and grow with equitable outcomes for current and future community members. The Strategy presents the People + Place Implementation Typology as a regional framework for local implementation. Working with stakeholders from each of three major light rail corridors, the Growing Transit Communities Partnership analyzed conditions in 74 study areas as a basis for a set of locally tailored recommendations. Based on indicators of the physical, economic, and social conditions in each transit community, the results of this typology analysis suggest eight Implementation Approaches. Key strategies and investments address the needs and opportunities in different communities, while also advancing regional and corridor-wide goals. The Implementation Approaches and typology analysis are intended to complement and inform existing regional and, especially, local plans as they are implemented, evaluated, and refined in the coming years.



The Next Steps

The Growing Transit Communities Strategy includes a three-part implementation plan to promote thriving and equitable transit communities in the central Puget Sound region. The **Regional Compact** affirms the support of a variety of partners from throughout the region for the Partnership's work and a commitment to work toward regional goals by implementing the Strategy. The **Toolkit of Strategies and Actions** and the **People + Place Implementation Typology**, as described above and detailed in the body of this report, include 24 recommended strategies, eight implementation approaches, and corridor specific priorities that will guide an evolving approach to transit communities. The **Individual Work Plans** are local government, agency, or organization specific work plans, to be developed individually and in consultation with PSRC staff, which define short- and medium-term actions that can implement the Strategy. The nature and format of the Individual Work Plans will vary to reflect the diversity of public and private partners, legislative and decision-making processes, and actions adopted.



By working together, the central Puget Sound region can achieve its vision for a sustainable future that advances our people, our prosperity, and our planet. The Growing Transit Communities Strategy lays out essential tools and actions to get us there.



September 2013. For more information on the Growing Transit Communities Strategy, please visit www.psrc.org.



Growing Transit Communities Compact

Preamble

VISION 2040 was approved as the central Puget Sound region's plan for sustainable development following a broad-based, collaborative planning process. Central Puget Sound region voters also approved a series of high-capacity light rail and transit projects—a commitment of approximately \$15 billion—that will serve the region's most densely populated and diverse communities for decades to come. These investments present a once-in-a-lifetime opportunity to shape the region's urban form and ensure that transportation improvements support sustainable development and foster vibrant, healthy neighborhoods for all.

Recognizing what this unprecedented opportunity means for the region and its residents, a broad coalition of stakeholders came together to identify what will be needed to create the sustainable, equitable communities envisioned in the region's plans. The result was the Growing Transit Communities Partnership.

The Growing Transit Communities Partnership produced the Growing Transit Communities Strategy as a tool to implement VISION 2040 and local comprehensive plans adopted under the state Growth Management Act, and which is supported by this Compact. Its goals and recommendations are wide-ranging, developed with the recognition that some tools and approaches may work in some locations but not in others, and that each partner retains flexibility and discretion in pursuing the strategies most appropriate to local needs and conditions. However, the envisioned outcomes, consistent with VISION 2040, require an ongoing dedicated partnership of many interests, including cities, counties, transit agencies, businesses and employers, housing authorities, public health agencies, affordable housing providers, educational institutions, community-based organizations, and development interests.

And while the Compact is not legally binding and does not mandate adoption of any particular policies or actions, it expresses the need for many and diverse partners to work together over time to achieve its goals, recognizing that opportunities for success cannot be achieved unless we work together.

Therefore, as signatories to the Compact, we commit ourselves to working in partnership to achieve the goals and strategies in this Compact, while respecting the diversity of interests, perspectives, and responsibilities throughout the region.

Whereas the central Puget Sound region has adopted VISION 2040, with the following vision statement:

Our vision for the future advances the ideals of our people, our prosperity, and our planet. As we work toward achieving the region's vision, we must protect the environment, support and create vibrant, livable, and healthy communities, offer economic opportunities for all, provide safe and efficient mobility, and use our resources wisely and efficiently. Land use, economic, and transportation decisions will be integrated in a manner that supports a healthy environment, addresses global climate change, achieves social equity, and is attentive to the needs of future generations.

and;

Whereas the central Puget Sound region is expected to add 1.3 million people and 1.1 million jobs by the year 2040; and

Whereas VISION 2040 includes among its goals (1) maintaining a prosperous and sustainable regional economy by supporting businesses and job creation, investing in all people, sustaining environmental quality, and creating great central places, diverse communities, and a high quality of life, and (2) focusing growth within already urbanized areas to create walkable, compact, and transit oriented communities, and (3) meeting housing needs through preservation and expansion of a range of affordable, healthy and safe housing choices; and

Whereas the voters of the central Puget Sound region have committed to a \$15 billion investment in light rail, commuter rail, bus rapid transit and local streetcar service that creates a once-in-a-lifetime opportunity to plan for and support the growth of communities near high capacity transit; and

Whereas in 2010 the region adopted Transportation 2040, a long-range transportation plan designed to implement VISION 2040 that calls for implementation of an aggressive transit strategy to keep up with increasing population and employment growth, including completion of Sound Transit 2 projects, additional Link light rail extensions to Everett, Tacoma, and Redmond, and local transit service increases of more than 100 percent in peak periods and over 80 percent in off-peak periods; and

Whereas The Regional Economic Strategy recognizes that transportation investments must address the diverse needs of the region's economy and support key employment sectors, provide more convenient and varied transportation options, and improve travel reliability to maintain and enhance quality of life in the region for workers and support local businesses; and

Whereas approximately 45% of households currently residing in proximity to existing and planned light rail corridors are moderately or severely housing cost burdened; and

Whereas current income distribution for the region shows 13% of households earn between 0-30% of the area median income, 12% of households earn between 30-50% of the area median income, and 18% of households earn between 50-80% of the area median income; and

Whereas new market-rate housing trends and subsidized housing resources are not providing sufficient housing choices in transit communities for households earning under 80% of the area median income; and

Whereas the combined cost burden of housing plus transportation can be substantially reduced by locating affordable housing opportunities in proximity to transit; and

Whereas the report “Equity, Opportunity, and Sustainability in the Central Puget Sound Region” identifies a widespread pattern within the region of unequal household access to educational, economic, transportation, environmental health, and neighborhood resources; and

Whereas many communities that are now or may be served by high-capacity transit are home to low-income and minority households and small locally- and minority-owned businesses that are at a potentially higher risk of displacement due to a range of factors; and

Whereas transit-oriented development is a land use pattern with many social, economic, and environmental benefits, including more sustainable and efficient use of urban land, support for regional and local economies, reduced combined housing and transportation costs per household, and improved access and mobility for residents; and

Whereas the Growing Transit Communities Partnership, a diverse coalition of governmental and nongovernmental partners, was funded by a grant from the federal Partnership for Sustainable Communities for the express purpose of helping to implement VISION 2040 by leveraging regional transit investments to create thriving and equitable transit communities around light rail and other high-capacity transit stations; and

Whereas the Equity Network Steering Committee has defined equity to mean that all people can attain the resources and opportunities that improve their quality of life and enable them to reach their full potential; and

Whereas the Growing Transit Communities Partnership defines equitable transit communities as follows:

Equitable transit communities are mixed-use, transit-served neighborhoods that provide housing and transportation choices, and greater social and economic opportunity for current and future residents. Although defined by a half-mile walking distance around high-capacity transit stations, they exist within the context of larger neighborhoods with existing residents and businesses.

These communities promote local community and economic development by providing housing types at a range of densities and affordability levels, commercial and retail spaces, community services and other amenities integrated into safe, walkable neighborhoods.

Successful equitable transit communities are created through inclusive planning and decision-making processes, resulting in development outcomes that accommodate future residential and employment growth, increase opportunity and mobility for existing communities, and enhance public health for socially and economically diverse populations

Whereas Growing Transit Communities Partners recognize that transit communities throughout the region will have unique roles, functions, and opportunities, and will develop with different uses at varying intensities; and

Whereas creating vibrant transit-oriented communities can be substantially advanced through the development of additional tools and funding for infrastructure improvements in communities along transit corridors; and

Whereas *Growing Transit Communities Partners believe that progress toward creating equitable transit communities will depend on active participation from a full range of partners over the long term, including transit agencies, businesses, non-profit organizations, as well as local jurisdictions and the Puget Sound Regional Council; and*

Whereas *the Growing Transit Communities Partnership has developed a Toolkit of Strategies and Actions that recommend adoption of specific actions and tools by regional and local governments, by both public and private stakeholders, in order to create, grow, and enhance equitable transit communities throughout the region; and*

Whereas *updates to local comprehensive plans and development regulations, transit agency plans, and the refinement of regional growth and transportation plans present continuing opportunities to implement the Toolkit of Strategies and Actions;*

Now, therefore, the signatories to this Regional Compact:

Agree that the region's long-range growth management, economic, environmental, and transportation goals depend heavily on continued investment in more and better public transportation services ; and

Acknowledge the acute need for additional resources and tools to create and preserve affordable housing throughout the region; and

Recognize that cities and counties will require new resources to create the critical physical and social infrastructure that will support growth, including transportation, utilities, recreation, and public services; and

Agree that progress toward equitable transit communities requires a cooperative, regional approach with diverse partners across governmental and nongovernmental sectors that supports and builds upon existing and ongoing planning efforts by regional and local governments and transit agencies; and

Commit to build upon the work of the Growing Transit Communities Partnership through the promotion of equitable transit communities in light rail station areas and transit nodes located within the region's three long-range light rail transit corridors, and around transit nodes outside these corridors in other parts of the region; and

Recognize that each corridor is at a different stage of high-capacity transit system development, and that future stations may be identified and sited that should also be considered under this Compact; and

Understand that this Compact is designed to express the intent of diverse partners to work together toward common goals, with specific actions identified by partners appropriate to their roles and responsibilities; and

Recognize that the policies and programs promoted by the Growing Transit Communities Partnership may also benefit community development around other transit investments and corridors, including but not limited to bus rapid transit, streetcar, commuter rail, intercity express bus, and ferries; and

Support a continuing process of collaboration and coordinated action to advance the development of equitable transit communities, as guided by the following goals, signatories to this Compact will strive to:

Attract more of the region's residential and employment growth to high capacity transit communities.

VISION 2040 calls for a compact pattern of growth within the Urban Growth Area, particularly in regional and subregional centers served by high capacity transit. The Growing Transit Communities work program has demonstrated that the region's light rail corridors alone have the potential to support this vision by attracting at least 25% of the housing growth and 35% of the employment growth expected in the region through the year 2040. Attracting additional TOD market demand to other regional corridors that are served by other types of high capacity transit is also essential. To advance the Regional Growth Strategy adopted in VISION 2040, promote economic development, and realize the multiple public benefits of compact growth around rapid transit investments, the signatories to this Compact will strive to:

- Use a full range of tools, investments, and economic development strategies, to attract the potential demand for residential and commercial transit oriented development within transit communities consistent with and in furtherance of regional policies and plans, and
- Plan for and promote residential and employment densities within transit communities that support ridership potential and contribute to accommodating growth needs within each high-capacity transit corridor.

Additional transit communities along the region's other high-capacity transit mode corridors will also attract significant portions of future residential and employment growth.

Provide housing choices affordable to a full range of incomes near high-capacity transit.

Adopted regional policy recognizes housing as a basic human need and calls for local policies and tools that provide for an adequate supply of housing affordable at all income levels, to meet the diverse needs of both current and future residents. Region-wide, affordable housing need is defined by current household incomes, where 18% of households earn between 50% and 80% of AMI, 12% earn between 30% and 50% of AMI, and 13% earn less than 30% of AMI. In transit communities, projected need for affordable housing is higher, especially for households in the lowest income range due to their greater reliance on transit. Depending on local market conditions, efforts to meet that need will focus on new housing, housing preservation, or combined strategies.

In order to meet a substantial portion of this need within walking distance of rapid transit services, the signatories to this Compact will strive to:

- Use a full range of housing preservation tools to maintain the existing level of affordable housing within each transit community, and
- Use a full range of housing production tools and incentives to provide sufficient affordable housing choices for all economic and demographic groups within transit corridors, including-new housing in the region's transit communities collectively that is proportional to region-wide need or greater to serve transit-dependent households.

These goals apply to the region's transit corridors collectively, and do not suggest a specific desired outcome for any individual transit community. Further, fully attaining these goals will require new tools, resources, and subsidies beyond those that exist today.

Increase access to opportunity for existing and future residents of transit communities.

Adopted regional policy recognizes the need to address the diverse housing, transportation and economic needs of current and future residents so that all people may prosper as the region grows. This requires special attention to communities that lack access to transportation choices, quality schools, and other social and physical neighborhood components that allow community members to thrive and succeed.

In order to more equitably meet the needs of all residents of the region, the signatories to this Compact will strive to:

- Improve access to opportunity in the transit corridors through targeted investments that meet the needs of residents and businesses in communities with limited access to opportunity, targeted affordable housing investments in communities with good access to opportunity, and transit connections linking areas with good access to opportunity and areas with limited access to opportunity.
- Use a full range of community engagement strategies to increase the involvement of diverse and historically under-represented groups in transit community development, empower communities to influence decisions at all levels of government, and ensure opportunities for participation throughout decision-making processes.

In order to maximize this historic opportunity, show regional leadership, and act as a national model of how diverse stakeholders can make transformative decisions that advance a region's goals for its people, its prosperity, and the planet, the signatories to this Compact pledge to work individually and collaboratively toward the goals described above, and toward the implementation of the Growing Transit Communities Strategy, as appropriate to each jurisdiction and organization. PSRC will periodically convene representatives of Compact signatories as an Advisory Committee to evaluate the region's progress over time toward achieving equitable transit communities. PSRC's regional monitoring program will track progress of implementing and achieving the goals described in this compact.

Signatories to the Growing Transit Communities Compact

_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date
_____ Name, Title, Organization	_____ Date



For more information on the Growing Transit Communities Partnership, please contact Program Manager Ben Bakkenta (bbakkenta@psrc.org or 206-971-3286) or visit the Growing Transit Communities website at <http://www.psrc.org/growth/growing-transit-communities/>

RESOLUTION NO. 357

A RESOLUTION OF THE CITY COUNCIL, CITY OF SHORELINE, WASHINGTON, TO SIGN THE GROWING TRANSIT COMMUNITIES REGIONAL COMPACT AGREEING TO BE A REGIONAL PARTNER IN IMPLEMENTING THE GROWING TRANSIT COMMUNITIES STRATEGY

WHEREAS, the central Puget Sound region has adopted VISION 2040, a long-range strategy to advance the ideals of our people, our prosperity and our planet by integrating land use, economic and transportation decisions in order to meet the needs of current and future generations, achieve economic prosperity with social equity, and support a healthy environment, including addressing global climate change; and

WHEREAS, VISION 2040 includes among its goals (1) maintaining a prosperous and sustainable regional economy by supporting businesses and job creation, investing in all people, sustaining environmental quality, and creating great central places, diverse communities, and a high quality of life, and (2) focusing growth within already urbanized areas to create walkable, compact, and transit-oriented communities, and (3) meeting housing needs through preservation and expansion of a range of affordable, healthy and safe housing choices; and

WHEREAS, the voters of the central Puget Sound region have committed to a \$25 billion investment in light rail, commuter rail, bus rapid transit and local streetcar service that creates a once in a lifetime opportunity to plan for and support the growth of communities near high-capacity transit; and

WHEREAS, transit-oriented development is a land use pattern with many social, economic, and environmental benefits, including more sustainable and efficient use of urban land, support for regional and local economies, reduced combined housing and transportation costs per household, and improved access and mobility for residents; and

WHEREAS, the Growing Transit Communities Partnership was formed as a diverse coalition of governmental and nongovernmental partners that was funded by a grant from the federal Partnership for Sustainable Communities for the express purpose of leveraging regional transit investments to create thriving and equitable transit communities around light rail and other high capacity transit stations; and

WHEREAS, progress toward creating equitable transit communities will depend on active participation from a full range of partners over the long term, including transit agencies, businesses, non-profit organizations, as well as local jurisdictions and the Puget Sound Regional Council; and

WHEREAS, the Growing Transit Communities Partnership has developed the Growing Transit Communities Strategy that recommends adoption of specific actions and tools by regional and local governments, by both public and private stakeholders, in order to create, grow, and enhance equitable transit communities throughout the region; and

WHEREAS, it is in the interest of elected officials, public agencies, leaders of and for affordable housing, communities and neighborhoods, business, education, the environment, philanthropy, finance, real estate, and transportation to cooperatively engage in the work related to the *Growing Transit Communities Strategy* for its successful completion; and

WHEREAS, the *Growing Transit Communities Strategy* will be managed by the Puget Sound Regional Council; now therefore

**THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON
HEREBY RESOLVES:**

That the City Council of the City of Shoreline acknowledges its support of and the need for coordinating efforts to successfully implement the *Growing Transit Communities Strategy*, and authorizes execution of the *Growing Transit Communities Compact* on behalf of the City of Shoreline.

ADOPTED BY THE CITY COUNCIL ON MAY 12, 2014.

Shari Winstead, Mayor

ATTEST:

Jessica Simulcik Smith
City Clerk

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Motion to Authorize Councilmember Roberts to Support the Proposed Sound Cities Association's Public Issues Committee Policy Position at the May 14, 2014 Public Issues Committee Meeting and Support Tying Any Puget Sound Clean Air Agency Rate Increase to a Tangible Number such as the Implicit Price Deflator or Consumer Price Index
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Scott MacColl, Intergovernmental Relations Manager
ACTION:	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

Councilmember Roberts, as the City's representative to the Sound Cities Association's (SCA) Public Issues Committee (PIC), is seeking Council guidance regarding draft SCA public policy position for the upcoming May PIC meeting. The potential policy position is to take an emergency action to adopt the a position opposing the rate increase proposed by the Puget Sound Clean Air Agency (PSCAA).

The proposed PIC policy position is:

The Sound Cities Association opposes the Puget Sound Clean Air Agency's proposal to increase rates by \$.25 per capita. This proposed increase of 44% or more is too dramatic an increase to be borne by cities in a year, or a biennium.

This action is necessary as in April, cities received notice that the PSCAA was proposing adopting a rate increase to generate an additional \$1 million per year in order to meet the agency's newly adopted Strategic Plan.

RESOURCE/FINANCIAL IMPACT:

There are significant financial impacts to the PSCAA's current rate increase proposal, as Shoreline's assessment rate would increase by 45%, from \$28,229 in 2014 to \$41,056 in 2015.

RECOMMENDATION

Staff recommends that Council move to provide direction to Councilmember Roberts to support the proposed SCA PIC policy position at the May 14, 2014 PIC meeting and support tying any Puget Sound Clean Air Agency rate increase to a tangible number such as the Implicit Price Deflator or Consumer Price Index.

Approved By: City Manager DT City Attorney IS

BACKGROUND

The Puget Sound Clean Air Agency (PSCAA) is a special-purpose, regional government chartered by state law. The agency has mandates that are spelled out by the federal Clean Air Act and the Washington Clean Air Act, including monitoring for air pollution throughout the region and regulating businesses that have the potential to cause air pollution. The agency also sponsors voluntary activities to protect public health, improve neighborhood air quality and reduce greenhouse gases, and educational programs for business and individuals about clean air and climate. The PSCAA has a staff of 70 people comprised of air quality planners and engineers, inspectors, meteorologists and technicians who maintain air quality monitoring equipment. The agency also employs in-house computer services, communications, human resources, legal services, records management, accounting and administrative staff.

The member jurisdictions of the PSCAA are King, Snohomish, Pierce, and Kitsap counties. The Board of the PSCAA is comprised of elected officials from each of the four counties, plus a representative from the largest city in each county, and one member representing the public at large.

The PSCAA is required to adopt its budget no later than the fourth Monday in June, pursuant to RCW 70.94.092.

Issue Background

In April 2014, cities received notice that the PSCAA was proposing to raise its dues (Attachment A). As noted in the letter sent to each city, PSCAA Executive Director Craig Kenworthy was asking the Board of the agency to adopt a rate increase that would generate an additional \$1 million per year in order to meet the goals in the agency's newly adopted Strategic Plan. (Attachment B.)

The proposed dues increase is \$.25 per capita. This is a 44% increase in the per capita rate charged by the PSCAA. Because the PSCAA's dues are based on a formula that is a combination of per capita and assessed valuation for each jurisdiction they represent, the actual increase in dues for member cities will vary. Attachment C, PSCAA Proposed Rate Increase Spreadsheet, details cities' rates for 2014, as well as the proposed rate increase for 2015. The proposal from the PSCAA was to utilize the rate noted in the column "50:50 Method," as the proposed rate would be a 50/50 combination of per capita and assessed valuation. Shoreline's assessment rate would increase by 45%, from \$28,229 in 2014 to \$41,056 in 2015.

The Sound Cities Association's (SCA) Board presented a letter at the April 24, 2014 PSCAA meeting expressing concerns about the proposed rate increase (Attachment D). At that meeting, PSCAA staff presented a PowerPoint detailing their outreach efforts (Attachment E), noting that many cities support the agency vision but express concerns regarding the amount of the rate increase. In response to expressed city concerns, PSCAA staff presented an alternate proposal (Attachment F) that would achieve the same proposed rate increase, but would increase the rate over the course of two years rather than all in one year. (The alternate proposal would increase the per capita rate by \$.15 in 2015, and an additional \$.10 in 2016.)

After hearing the presentation, the PSCAA Board directed staff to come back to the May 22, 2014 Board meeting with two alternate proposals: one that would adopt the \$.25 increase in 2015, and one that would increase the rate by \$.25 over two years (\$.15 in 2015, and \$.10 in 2016). The Board did not ask staff to prepare scenarios for review that would include a lesser increase or no increase at all. The Board expressed the view that cities may be supportive of the proposed increase if they were more familiar with the PSCAA strategic plan.

Since learning of this proposed increase, numerous SCA member cities have expressed serious concerns about this proposed increase and have asked for the PSCAA to keep rates flat, or to consider a lesser rate increase, such as an increase tied to the Implicit Price Deflator (IPD) or Consumer Price Index (CPI). The concerns expressed by SCA member cities have also been expressed by cities in Pierce and Snohomish Counties, who are also considering action to ask the PSCAA to reconsider its proposed rate increase.

Proposed Policy Position

At the May 14, 2014 PIC Meeting, the PIC will be asked to take emergency action in response to the proposed PSCAA rate increase. The proposed policy position would express opposition from SCA to increase the rate by \$.25 per capita in a year, or biennium. In the alternative, the PIC may wish to consider expressing opposition to the proposed increase occurring all in one year, but supportive of the alternate proposal to raise the rate over two years. The PIC could also adopt a position supportive of the proposed increase, or decline to adopt a position. The proposed policy position was drafted based on feedback from cities to date, expressing the view that the proposed increase is too dramatic an increase to be adopted in a year, or a biennium.

DISCUSSION

The proposed 45% PSCAA rate increase for Shoreline is substantial for a one-year increase, regardless of the dollar amount. Many jurisdictions have not raised revenue since 2009 and are living within their current budgets. Regardless of the PSCAA mission and vision, significant increases in rates need to be vetted with member jurisdictions in advance of moving forward with a proposal.

Council may want to consider providing further policy direction to Councilmember Roberts as to whether Shoreline would support keeping the rates flat or tying the rate increase to something tangible like the IPD or CPI, as those alternatives may be raised as amendments at the PIC meeting.

Tying the rate to a tangible inflator guarantees that there won't be increases of over 40% in any one year, yet would provide necessary increased funding for the agency. This signifies that Council supports the mission and strategic plan of the PSCAA, but rate increases need to be reasonable and the agency needs to build support and make its case prior to proposing a significant rate increase. Council recently provided similar policy direction in regard to a PIC Policy position for a proposed King Conservation District rate increase. Base on this, staff recommends that any PSCAA rate increases are tied to a tangible inflator such as the IPD or CPI.

RESOURCE/FINANCIAL IMPACT

There are significant financial impacts to the PSCAA's current rate increase proposal, as Shoreline's assessment rate would increase by 45%, from \$28,229 in 2014 to \$41,056 in 2015.

RECOMMENDATION

Staff recommends that Council move to provide direction to Councilmember Roberts to support the proposed SCA PIC policy position at the May 14, 2014 PIC meeting and support tying any Puget Sound Clean Air Agency rate increase to a tangible number such as the Implicit Price Deflator or Consumer Price Index.

ATTACHMENTS

- Attachment A - PSCAA Letter to Jurisdictions re Proposed Rate Increase
- Attachment B - PSCAA Strategic Plan
- Attachment C - PSCAA Proposed Rate Increase Spreadsheet
- Attachment D - 4-23-2014 Board Letter to Puget Sound Clean Air Agency
- Attachment E - PSCAA Outreach Efforts PowerPoint
- Attachment F - PSCAA PowerPoint re Alternative to Per Capita Increase



April 2, 2014

Dear Mayor Winstead:

Clean and Healthy Air for everyone in our region, all the time. Defend our future by reducing greenhouse gas emissions.

Clean healthy air for
everyone, everywhere,
all the time.

This is the vision our Board (comprised of elected officials from King, Kitsap, Pierce and Snohomish counties) recently adopted in our new Strategic Plan (enclosed). The Plan calls for us to:

Board of Directors

Bremerton
Patty Lent, Mayor

Everett
Ray Stephanson, Mayor
Paul Roberts, Board Chair

King County
Dow Constantine, Executive

Kitsap County
Charlotte Garrido, Commissioner

Pierce County
Pat McCarthy, Executive

Public-at-Large
Stella Chao

Seattle
Ed Murray, Mayor

Snohomish County
Dave Somers, Councilmember

Tacoma
Ryan Mello, Councilmember

Executive Director
Craig T. Kenworthy

Phone
206.343.8800
800.552.3565

Fax
206.343.7522

Mail
1904 Third Avenue, Suite 105
Seattle, WA 98101-3317

- **Make sure our region meets federal air quality standards.** This creates a competitive advantage over other metropolitan areas by minimizing barriers to attracting new businesses. Our region is at risk for violating new lower ozone standards and the highest pollution levels are in King County. Being in violation means higher costs for major employers like the aerospace industry. Reducing transportation emissions is a major part of our new plan (they are the #1 source of ozone pollution).
- **Protect our most vulnerable from the most toxic pollutants.** Pregnant women, children, our seniors and those with heart and lung conditions suffer the most from air pollution. Exposure to air pollution can cause a lifetime of ailments like decreased lung function and smaller birth weight and head size; we can't afford to allow this to happen to future generations.
- **Invest in new technologies to define air quality on a finer scale.** We'll move beyond our fixed air quality monitor network and expand efforts to give people a better understanding of the air quality closer to them.
- **Leave no one behind.** Low income communities and people of color often live in areas where pollution exposure levels are higher than surrounding communities. We'll work to raise awareness and reduce inequities.
- **Defend the future.** Our goal? Become the most climate friendly region in the country. We'll focus on reducing transportation emissions, which helps protect public health now and fulfills our responsibility to those who follow us.

Our per capita rate has not increased since FY2009. Since then, we've collected \$10 million in per capita revenue while leveraging it into over \$40-million in federal, state and other grant funding for our region. **I am asking our Board to raise the per capita rate** to generate an additional \$1,000,000 per year starting in 2015. I'll also propose keeping the new rate flat until at least 2018. The new rate would go into effect on January 1, 2015. Your city's share of per capita funding, including the increase is projected to be \$ 41,056 in 2015. The Board will discuss this at their April 24th meeting and we will ask them to take action at their May 22nd meeting.

I'll be contacting your office to set up a time to explain the investments we are making through our Strategic Plan and answer any questions that you may have. In the interim, you can contact me anytime at 206-689-4004 or at craigk@pscleanair.org.

Best,


Craig Kenworthy
Executive Director

jwc

King
County

Pierce
County

Strategic Plan

2014 - 2020

Clean healthy air for
everyone, everywhere,
all the time.


pscleanair.org
Puget Sound Clean Air Agency

Snohomish
County

Kitsap
County

How we'll use this plan

This plan outlines our goals and objectives, our strategies to achieve them, and targets to help gauge our progress. We also describe how we'll ensure that as an agency, we have what it takes to get the job done. For each goal and supporting objective, we've set ambitious yet attainable targets. Some targets are about the overall quality of our air as influenced by many factors, while others relate to specific agency actions. Each year we'll evaluate our accomplishments and seek input from key stakeholders. We'll also consider emerging challenges, adjust our plan as appropriate, and update our Board of Directors.



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Our Message To You

As your Clean Air Agency, we work every day to protect public health, improve neighborhood air quality and reduce greenhouse gases to preserve our climate for you and future generations. Over the next seven years, we commit to:

Defend the future

We can assure a healthier future for ourselves and future generations by doing more to help our region address climate change. Because most of our climate pollution comes from cars, trucks and other vehicles, we will concentrate on programs that promote cleaner fuels, vehicles and transportation options. These efforts also reduce other air pollutants, so we'll be protecting everyone living here now while we work for those yet to come.

Protect you from air pollution

We will target our work in highly impacted communities where pollution levels pose the greatest risk, and reduce impacts in neighborhoods near roadways or affected by wood smoke.

Tell you what's in the air you are breathing

We'll help you understand what's in the air by strengthening our knowledge of what we're all breathing throughout the region, and make it easier for you to get and use that information.

Prevent and reduce risk to you by upholding and enforcing the law

We regulate air pollution sources across the region and will make sure they follow the law.

Be good and wise stewards of the resources you give us

We will be transparent, fiscally and environmentally responsible. We will make certain we use the best tools in the most efficient and equitable manner. We will maximize our effectiveness by partnering with others to help us achieve our vision.

We look forward to accomplishing great things with you for cleaner, healthier air.

About Us

We are a special-purpose, regional government agency chartered by state law in 1967. Our jurisdiction covers King, Kitsap, Pierce and Snohomish counties; home to more than 3.8 million people, over half of the state's population.

Every day we work to protect public health, improve neighborhood air quality and reduce our region's contribution to climate change. We do this by:

- Following mandates in the federal Clean Air Act and the Washington Clean Air Act.
- Adopting and enforcing air quality regulations.
- Monitoring air pollution.
- Sponsoring voluntary initiatives.
- Educating people and businesses about clean-air and climate-friendly choices they can make.

Our Board of Directors is composed of elected officials from each of the four counties in our jurisdiction, along with a representative from the largest city in each county, and one member representing the public-at-large.

The members of our Advisory Council represent large and small businesses, education, transportation, health, tribal nations, fire chiefs, environmental justice, the environmental community, local ports and the public-at-large across our four counties.

Our staff of 75 people bring skill and expertise in air quality planning, engineering, compliance, atmospheric science, air monitoring, information technology, public education and outreach, law, human resources, financial management and administrative services.

Our jurisdiction



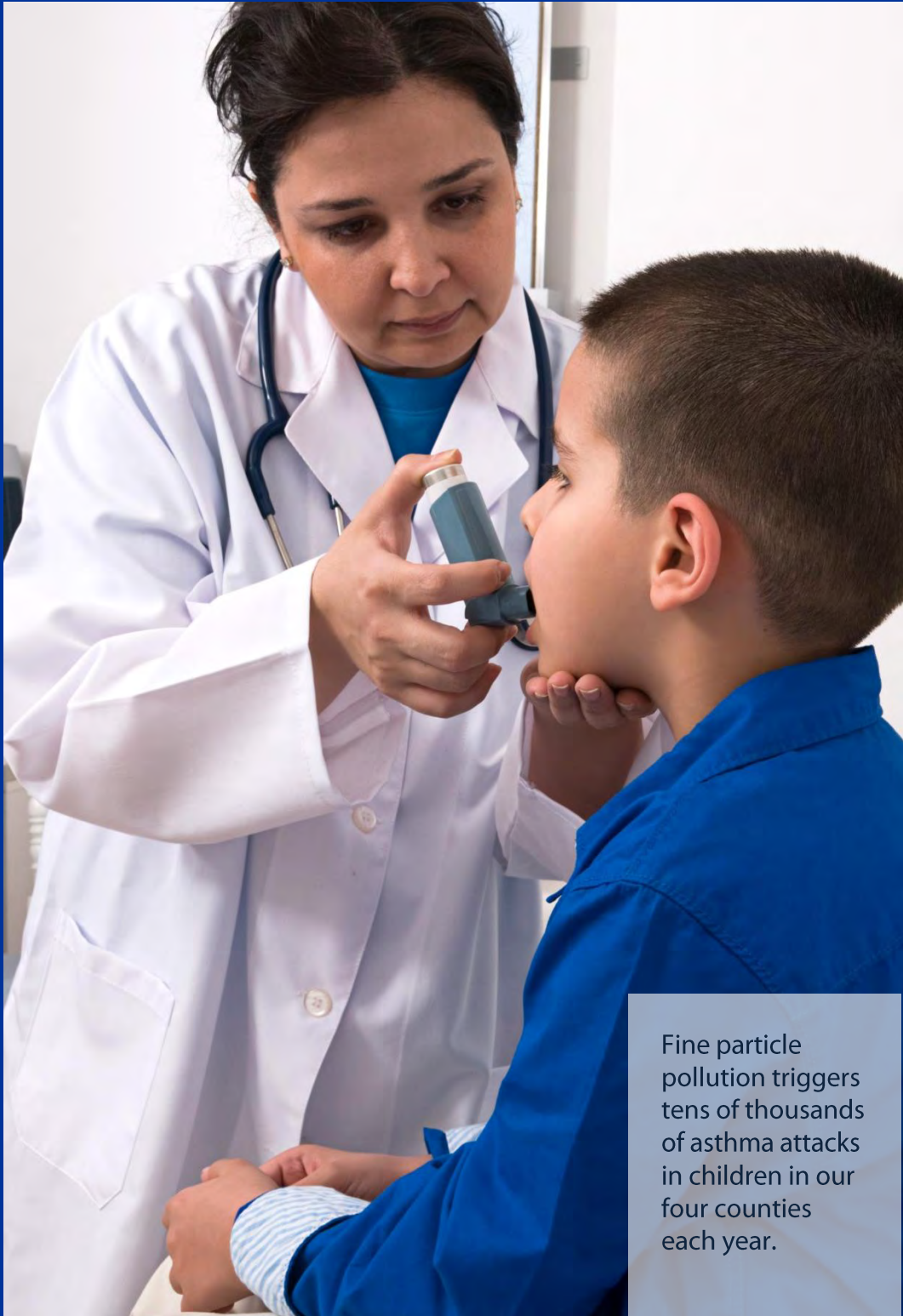
This plan is dedicated to the people who live, work, play and breathe in King, Kitsap, Pierce, and Snohomish counties.



Long-Term Vision for the Region's Air Quality and Climate

The strategies in this plan move the central Puget Sound region toward this vision:

- All the people and natural systems in our region benefit from clean and healthy air all the time, regardless of socio-economic status or geographic location.
- Our region does its part, and more, to protect the climate.
- Everyone in the region plays an active role in achieving this vision.



Fine particle pollution triggers tens of thousands of asthma attacks in children in our four counties each year.

Goal One

Protect public health and the environment from air pollution

Our long-term vision is that all people and natural systems benefit from healthy air everywhere, all the time. To achieve this, our strategies target the largest sources of the most harmful pollutants in our region: fine particle pollution and air toxics.

Fine particle pollution (including diesel particle pollution) and air toxics contribute to heart attacks, strokes, chronic obstructive pulmonary disease, and other health impacts in our region. Exposure to these pollutants exacerbates asthma and leads to increased cancer risk and even premature death. All of these impacts affect our quality of life and our economy, with lost work days.

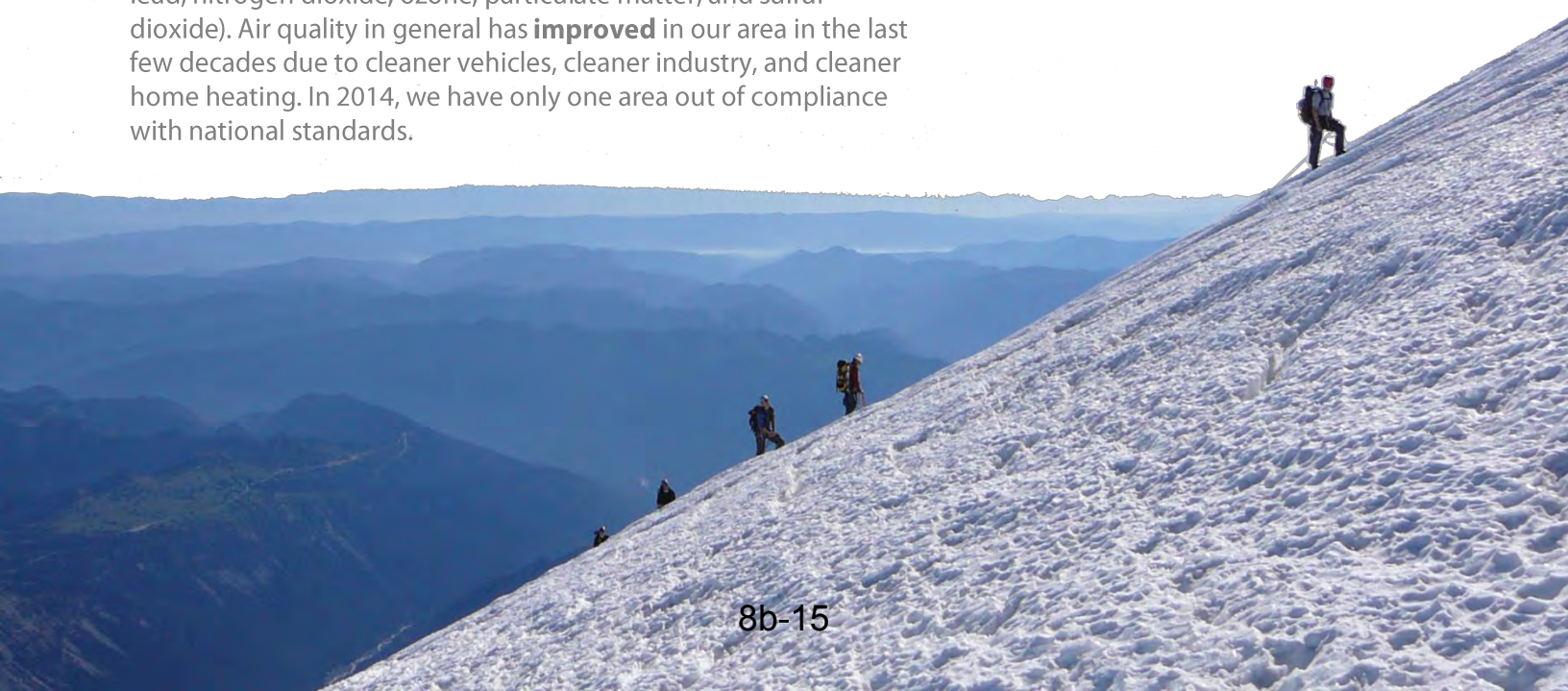
Recent studies consistently show that these pollutants cause harm, even at levels that meet national standards. We aim to reduce pollution to levels well below the existing standards to better protect public health. We will especially focus on reducing pollution in highly impacted communities.

Our efforts under this goal also benefit our natural systems by reducing deposition of harmful pollutants to our waterways and improving visibility of our many mountain peaks and ranges.

Goal One Targets

- The annual economic impact of air pollution health effects drops \$300 million from 2014 to 2020.¹
- Potential cancer risk from air pollution drops 50 percent from 2014 to 2020.²
- Annual air pollution-related lost work days drop by 6,000 from 2014 to 2020.³
- Socio-economic disparities in air pollution exposure decrease from 2014 to 2020.⁴

The U.S. Environmental Protection Agency sets and revises health-based standards for levels of six air pollutants (carbon monoxide, lead, nitrogen dioxide, ozone, particulate matter, and sulfur dioxide). Air quality in general has **improved** in our area in the last few decades due to cleaner vehicles, cleaner industry, and cleaner home heating. In 2014, we have only one area out of compliance with national standards.



Objective 1.1

Meet National Ambient Air Quality Standards

Target

Entire region attains National Ambient Air Quality Standards from 2015 forward.

The federal Clean Air Act establishes limits on air pollution called National Ambient Air Quality Standards (NAAQS). As a Clean Air Agency, it's our mandate to ensure our air quality meets the NAAQS. Meeting the NAAQS is not only important for air quality and public health, but also benefits the economic vitality of our region. At the beginning of 2014, a large portion of Pierce County does not meet, or "attain" the NAAQS for fine particle pollution. We direct our efforts toward restoring air quality in this nonattainment area, and also make sure the rest of our region enjoys healthy, clean air well beyond minimum federal standards. Many of the other objectives in this plan support this objective.

Strategies

- A. With the Washington State Department of Ecology, secure re-designation of the Tacoma-Pierce fine particle nonattainment area to attainment status.
- B. Track the periodic revisions to the NAAQS to understand the potential for new nonattainment areas in our region.
- C. If new nonattainment areas are designated in our region (e.g. ozone) develop effective attainment plans promptly, with the participation of regional stakeholders.
- D. Make sure gasoline vapor recovery requirements support ozone maintenance.
- E. Meet requirements of legacy maintenance plans from former nonattainment areas, including transportation conformity requirements.

Objective 1.2

Reduce transportation emissions, especially diesel particulate, in highly impacted locations

Target

- Diesel particulate in the air at select highly impacted locations drops 60 percent from 2014 to 2020.

Most of the air pollution in our region comes from transportation activities and includes fine particulate matter, diesel particulate matter, ozone precursors and carcinogenic air toxics such as benzene and formaldehyde. This pollution affects health, especially for those living near major transportation corridors.

Diesel particulate matter contributes more than 70 percent of the potential cancer risk from air toxics in our jurisdiction. Studies show that people living among major transportation corridors and port areas, many of whom suffer economic and social disadvantages, face the greatest risk. Transportation pollution also impacts sensitive populations like children, seniors and people already struggling with pre-existing health conditions. Addressing these impacts is a critical part of achieving our vision of

Diesel particulate matter contributes more than 70 percent of the potential cancer risk from air toxics in our four counties.



everyone breathing healthy air. In this objective, we prioritize the reduction of diesel pollution in highly impacted communities, in concert with strategies outlined in Objective 2.1.

Strategies

- A. Assess harmful emissions from transportation activities and identify highly impacted locations.
 - 1) Inventory transportation emissions at fine geographic scale.
 - 2) Analyze opportunities and threats to reducing diesel fine particle pollution.
 - 3) Identify communities highly impacted by transportation emissions in our region.
- B. Partner with highly impacted communities to reduce emissions and exposures.
 - 1) Engage with highly impacted communities to learn about their air quality priorities and apply their concerns in decision-making processes; help drive understanding of the health risks and what can be done to minimize exposure; and share resources to help communities play an active role in reducing air pollution.
 - 2) Implement neighborhood-based projects that reduce risk from high-emitting vehicles.
- C. Reduce emissions from maritime activities.
 - 1) Fulfill our commitments under the Northwest Ports Clean Air Strategy.
 - 2) Reduce emissions in highly impacted communities (e.g., dray truck emissions).
 - 3) Reduce emissions from high-emitting sources over which ports and other agencies have less influence (e.g., locomotives and harbor vessels).
- D. Influence and advocate for policy and regulatory improvements.
 - 1) Evaluate potential for legislative, rule or policy improvements (federal, state or local) that would benefit highly impacted communities.
 - 2) Provide information to local government and community partners on the health risks of traffic-related air pollution and near-roadway disparities to help guide their decision-making.

Highly Impacted Communities

We define “highly impacted communities” as geographic locations characterized by degraded air quality, whose residents face economic or historic barriers to participation in clean air decisions and solutions. For example, a neighborhood with a high population of people of color located near a major roadway would meet this definition. A predominantly low-income neighborhood with significant wood-burning activity would also be considered highly impacted.


Objective 1.3

Reduce emissions and exposures from wood smoke and outdoor burning

Target

- There are no days with 24-hour fine particle levels over $25 \mu\text{g}/\text{m}^3$ in high-wood-smoke communities by 2020.

During colder months, many of our neighborhoods experience episodes of unhealthy levels of wood smoke from fires in wood stoves and fireplaces. These episodes drive up our year-round average fine particle levels and cause dangerous long-term health effects. We continue efforts to restore healthy air to the Tacoma-Pierce County Smoke Reduction Zone nonattainment area and address wood smoke pollution in other communities or neighborhoods that experience unhealthy levels. Year-round smoke from outdoor fires can also lead to unhealthy air in localized areas and cause neighborhood nuisance. We build on our current programs to minimize pollution from outdoor fires.



Wood smoke from wood stoves and fireplaces can make up more than half of all of the fine particle pollution in our communities in the winter.

Strategies

- A. Restore healthy air to the Tacoma-Pierce County nonattainment area.
 - 1) Actively enforce air quality burn bans.
 - 2) Continue incentives for the removal or replacement of uncertified, high-polluting wood stoves, including the 2015 removal requirement.
 - 3) Raise awareness, participation and compliance through outreach and education.
 - 4) With Ecology, secure re-designation of the nonattainment area to attainment status.
- B. Reduce wood smoke pollution in other highly impacted communities that experience unhealthy levels.
 - 1) Call and enforce air quality burn bans throughout our region, using enhanced techniques piloted in Tacoma/Pierce County.
 - 2) Identify communities with high 24-hour wood smoke levels using monitoring, modeling, or complaint analysis.
 - 3) Engage with highly impacted communities to learn about their air quality priorities; help drive understanding of the health risks and what they can do to minimize exposure; and share resources to help them to play an active role in improving air quality.
 - 4) Secure incentives to encourage the removal or replacement of uncertified, high-polluting wood stoves in these communities.
 - 5) Influence and implement cleaner federal, state or local wood heater emission standards.
- C. Minimize pollution from outdoor fires.
 - 1) Evaluate alternatives to outdoor burning. If warranted, develop rulemaking to reduce residential yard waste burning.
 - 2) Minimize illegal outdoor burning through education, partnering with fire districts, and enforcement.

Objective 1.4

Prevent, reduce and control emissions and exposure from significant stationary sources of air pollution

Targets

- Compliance rates of regulated businesses increase, reducing environmental harms.
- Meet all requirements of the compliance assurance agreement and EPA-delegated programs.
- Public participation in agency permitting processes and knowledge of agency permit actions increases.



"My daddy is an air janitor. He cleans the air." - Corrina, age 7

Industrial and business activities produce a declining, but still significant, amount of air pollution in our region each year. We regulate these operations to ensure they comply with air quality rules and do not cause illegal emissions. Regulated activities include manufacturing, processing and refining, construction, asbestos projects, gas station operations, coffee roasting, dry cleaning, auto-body shop spray coating, and others. We take a creative and discerning approach to our compliance efforts, employing regulatory and enforcement tools that help us communicate well with the public and adapt and learn based on new technologies, science and community feedback.

Strategies

- A. Prevent, reduce and control emissions and exposure by using our problem-solving approach, inspections and enforcement tools, permit reviews and conditions, and education.
- B. Use appropriate tools to prevent, reduce and control emissions and exposure in a manner that is transparent and fact based, creates a level playing field, provides appropriate customer service, employs principled decision-making, engages highly impacted communities, and incorporates new information.
- C. Limit asbestos emissions and exposure from projects, renovations and demolitions through education, enforcement and partnerships.
- D. Control and reduce pollution from businesses activities through our registration program.
- E. Identify and require appropriate emission control technologies through the new source review process.
- F. Implement the federal air operating permit program to regulate larger, more complex stationary sources of air pollution.
- G. Prevent or reduce odors through permitting for control technology requirements, responding to complaints, enforcing regulations and permit conditions, and conducting studies and research to advance the understanding of odor issues.
- H. Build relationships, educate and engage with communities about the health risks of air quality issues of interest.
- I. Encourage communities to meaningfully participate in, and share feedback about, agency permitting processes.

Objective 1.5

Characterize and communicate air quality throughout the region, with the active participation of the public

Targets

- Fine particle levels are characterized for at least two additional communities in each of our counties by 2020.
- In these communities, public engagement in air quality issues is high.

A comprehensive and accurate understanding of our region's air quality helps us develop programs and policies and measure the success of this strategic plan.

Further sharing this information with our public helps them take action and make healthy-air choices.

Emerging technologies and crowd-sourcing applications in monitoring present new ways of collecting and analyzing information, and engaging with our communities. We anticipate that technology will continue to progress and we'll be able to involve communities more in gathering air quality information.

This will not only improve our understanding of local impacts, but also forge new connections, build awareness, and create feedback

channels. We'll explore and adopt new monitoring technologies as appropriate, while building our use of localized air quality and health models to provide our region with a sound, science-based understanding of our air quality.

We primarily monitor fine particle pollution in our counties. You can find monitoring data on our website.



Strategies

- A. Employ a variety of tools to characterize and improve our understanding of air pollution, its sources, and impacts across our four counties. Main sources of air pollution include transportation, wood smoke, and point source emissions.
 - 1) Review and optimize our long-term monitoring network, which measures compliance with health-based National Ambient Air Quality Standards.
 - 2) Use emissions inventories and models to map air pollution, estimate health effects and public health economic impact, and predict future changes.
 - 3) Broaden our knowledge of environmental impacts of air pollution (e.g. air deposition).
 - 4) Identify and prioritize highly impacted communities of combined high air pollution exposure and socio-economically disadvantaged populations for additional characterization.
- B. Monitor in more places beyond our long-term trend network, using new technologies and focusing on highly impacted communities. Share and communicate air quality information.
 - 1) Forecast and communicate daily air quality, with the goal of tailoring forecasts to progressively smaller areas of our region to increase their relevancy.
 - 2) Build relationships with highly impacted communities to learn about their air quality concerns and priorities.
 - 3) Work with highly impacted communities to increase their understanding of the health risks and sources of air pollution and what they can do to minimize their risk. Facilitate community participation and feedback in air quality monitoring.
- C. Build and leverage partnerships to pool collective knowledge and resources to deliver the strategies above.

Objective 1.6

Reduce inequities in air pollution exposure

Targets

- New initiatives are launched in at least four communities by 2020, designed and implemented in partnership with community-based organizations.
- Air quality in highly impacted communities improves by 2020 as much as, or more than, air quality in the rest of the region.

Our vision is for everyone everywhere to breathe clean, healthy air all the time regardless of who they are, or where they live. In addition to reducing air pollution overall, we also focus on equity, so nobody is more at risk because of where they live, or their socio-economic status.

To be relevant and serve all people in our four counties, we reach out and listen to community concerns and make room to work with issues new to us (i.e. issues beyond those in objectives 1.1 through 1.5). Our commitment to equity and environmental justice means taking the time to build and invest in relationships with a range of constituents, from partner institutions to academic and grassroots organizations.

No community in our region should bear disproportionate burdens and exposure from air pollution.



In our region, the communities that bear the highest impact of air pollution also tend to be those with other socio-economic challenges. For example, lower income communities and communities of color face higher exposure to diesel exhaust. Our strategies prioritize air pollution reductions for communities that historically experience challenges to economic opportunity and decision-making access. We also consider cumulative air quality risks in affected communities.

Strategies

- A. Identify locations of greatest disparity (“highly impacted communities”) where we can address relevant air quality concerns.
- B. Develop equity guidelines for prioritizing where we should focus our efforts.
- C. Engage with communities in the prioritized locations so that they are aware of the risk, and can be involved with the design of programs and policies.
- D. Building on community engagement, design and implement programs to reduce exposure and disparity.

Environmental justice is the “fair distribution of environmental benefits, risks, and burdens.” In our work, it means that everybody experiences the same air quality benefits, and burdens. Currently, many communities throughout our jurisdiction face greater risks of exposure to air pollution than others, driven by a number of factors, including: topography, weather patterns, geography, and socio-economic status.

We will have achieved environmental justice when every person in our region enjoys the same level of protection from air pollution and equal access to decision-making processes that affect his/her health, regardless of his/her race, ethnicity, national origin, or income.

Equity means “the quality, state, or idea of being just, fair and impartial.” When it comes to air pollution, some populations in our region are more impacted than others, often due to geography and socio-economic circumstances. Our goal is to rebalance the burden of pollution to be more fair and impartial, so that no community faces greater risk than others. When we refer to “equity” we describe our approach toward ensuring everyone, everywhere, benefits from clean, healthy air to breathe.

In 2014, low-income individuals in our four counties are much more likely to have heart and lung problems.





Goal Two

Become the most climate-friendly region in the United States

Air pollution from human activities is the cause of climate change and its associated public health impacts. In the Puget Sound region, climate change will likely lead to wetter winters and warmer, drier summers. This in turn will affect:

- **Water resources:** Smaller mountain snowpack, earlier snowmelt, less water for freshwater supplies and irrigation, and shorter ski seasons.
- **Weather:** More extreme and potentially catastrophic weather events, heightened drought and wildfire danger, and warmer summers and related heat stress.
- **Air pollution:** Increased ozone pollution resulting from warmer summers and rising fine particle pollution from more wildfires.
- **Public health:** Exacerbation of lung and heart disease, due to hotter summers and ozone pollution.

We are strengthening our programs to reduce greenhouse gas pollution and ensure that our region does its part, and more, to protect the climate. We work in concert with other organizations helping our region adapt to the changing climate.

Goal Two Targets

- Greenhouse gas emissions in 2020 return to 1990 levels.⁵
- Greenhouse gas emissions drop 25 percent from 1990 to 2035.⁶

Objective 2.1

Reduce emissions of greenhouse gases from transportation

Targets

- Transportation greenhouse gas emissions in 2020 return to 1990 levels.
- Zero-emission vehicles comprise 10 percent of public and private fleets' new vehicle purchases by 2016.

Renewable fuels are derived from non-petroleum sources such as crops, animal waste, or municipal solid waste. Renewable fuels include liquid and gaseous fuels as well as electricity derived from renewable sources.

In our region, transportation emits nearly 50 percent of our climate pollution. Cars alone contribute about one-third of our region's carbon dioxide emissions. To help our region do its part and more to protect the climate, we synergize our efforts with state and regional climate strategies. We focus on the transportation sector, an area where we have expertise and proven success and can add the most value. We stimulate aggressive shifts in policies and infrastructure in favor of lower-carbon fuels, advanced technology vehicles, and alternate modes of travel.

Strategies

- A. Secure the adoption of state and local carbon-reducing policies.
 - 1) Influence and achieve the implementation of a clean fuel standard in Washington.
 - 2) Influence and achieve other policies and incentives that support investment in electric vehicles and renewable fuels.
- B. Target vehicle and infrastructure projects that accelerate regional uptake of electric vehicles and renewable fuels.
 - 1) Support investment in electric vehicles and renewable fuels, increase acceptance and eliminate barriers to adoption.
 - 2) Educate public and private sector fleets about electric vehicles and renewable fuels in our region, sharing information and lessons learned, as appropriate.
 - 3) Gather consumer input and facilitate public education about electric vehicles and cleaner fuels through partnerships and community collaboration.
- C. Inventory regional transportation greenhouse gas emissions to guide efforts and measure success.
- D. Motivate people to make more climate-friendly choices through education and outreach.
 - E. Host and strengthen our support of the Western Washington Clean Cities Coalition.
 - F. Influence regional transportation planning to advance low-carbon transportation infrastructure and policies
 - 1) Advocate a climate-friendly regional growth strategy.
 - 2) Advocate strong multi-passenger vehicle, transit, bicycle and pedestrian infrastructure.
 - 3) Work with Puget Sound Regional Council and countywide forums to improve decision-making tools, models and criteria, particularly for use in selecting transportation infrastructure projects for federal funding.





Excellence in Action

Employ the best people, policies, and practices to achieve our work

Our effectiveness depends not only on what we do, but how we do it. Key to our success will be ensuring we have the right people, the right tools, the right resources and the right approaches to achieve our vision, all part of being a good steward of public resources.

Objective 3.1

Attract, retain and inspire exceptional staff

Target

- 90 percent of employees recommend the Agency as a great place to work.

We are a small agency with a unique mission. No other organizations in the Puget Sound area possess the science-based experience, skills and infrastructure to achieve our mandated work. It is in our interest to be, and remain, an employer of choice, offering a work culture and workplace environment that attracts and retains highly qualified, motivated and diverse employees.

We must strive to be representative of our region's diversity. A diverse staff provides us with a better understanding of the needs of constituents and the ability to better engage in all parts of our region.



Strategies

- A. Promote the Agency as an employer of choice in the Puget Sound region.
- B. Use the full range of financial and workplace motivators to attract and retain quality staff.
- C. Support continuous development for every staff member, ensuring high performance and satisfaction.
- D. Continue Agency policies, processes and practices that instill a culture of respect and inclusiveness for all efforts and viewpoints.
- E. Ensure our staff at all levels increasingly reflects the diversity of our region.
- F. Develop program partnerships, fellowship and internship opportunities with institutions and organizations throughout our region.

Objective 3.2

Develop a culture that integrates environmental justice and equity principles into our day-to-day work and decisions

Targets

- Use of equitable practices and community engagement increases from 2014 to 2020.
- All employees engage in ongoing professional development and education in environmental justice.

Laying critical ground work and infrastructure ensures our commitment to equity and environmental justice is sustainable and robust.

Strategies

- A. Establish an equity review process for agency decisions, including potential for disparate impacts or unintended consequences.
- B. Develop and maintain the internal infrastructure, processes and staff development necessary to support an environmental justice and equity culture.

Objective 3.3

Engage in meaningful dialogue and outreach with all sectors of the public

Targets

- Public awareness of air quality issues increases 25 percent from 2014 to 2020.
- Three new organizations identified annually for partnership emphasis.
- Our technology platforms provide infrastructure availability 99.5 percent of the time.

Individual choices strongly affect air quality and climate. Each of us plays a role in helping our region achieve its vision of clean, healthy air for everyone. As an agency, one of our roles is to encourage air- and climate-friendly choices by educating and engaging meaningfully with the public.

We conduct our work with transparency, seek and share public input and take it to heart, and be accountable to the public. We value the economic, geographic, cultural, and ethnic diversity of the people we serve.

Strategies

- A. Develop and continually enhance outreach tools (e.g., website, social media) to improve user interface and information accessibility and transparency, for the public and staff.
- B. Broaden our community connections by building new, and strengthening existing relationships with partner organizations and involving them in our outreach.
- C. Proactively reach out to communities by scheduling at least two presentations per county per year to schools, chambers of commerce, service clubs or other organizations.
- D. Actively seek out local media coverage of air quality issues.
- E. Engage and solicit input from community members and stakeholders in active dialogue on regional air quality and pollution prevention. Use tools that allow

ease of stakeholder input and facilitate information incorporation into Agency decision making as appropriate.

- F. Identify highly impacted communities and develop effective mechanisms to mutually engage with them on air quality education and issues.
- G. Respond to our public's questions and concerns with exemplary customer service.
- H. Provide the public and our staff with better access to agency records by completing the transition to an online, electronic storage system.

Objective 3.4

Build the agency's long-term financial strength and ensure accountability

Targets

- Deliver a balanced and sustainable annual agency budget.
- Assure financial reserve sufficiency.
- Achieve a clean audit each year.

We make sure that our day-to-day spending decisions, financial policies, financial planning and annual budgets clearly and strongly support our strategic plan and vision. We demonstrate accountability for the use of public funds.

Strategies

- A. Maintain and expand diverse funding sources matched to priorities.
- B. Maintain an appropriate level of discretionary funds to ensure flexibility, manage risks and provide for contingencies.
- C. Manage cash flows (liquidity and receivable collections).
- D. Maximize efficiency by continually seeking creative ways to provide the highest level of service per dollar.

- E. Maintain credibility and confidence of the public, Board, fee payers, partners, grantors, Advisory Council, auditors and others by being accountable and transparent and by managing expenditures well.
- F. Ensure fee-based programs cover the costs of administering them.

Objective 3.5

Be a model of environmental sustainability

Target

— Achieve carbon-neutrality by 2020.

We walk the talk by making sure that the way we do business is consistent with our vision. We frequently review the environmental impacts of our operations, and implement policies and practices to minimize them.

Strategies

- A. Optimize our transportation choices to reduce emissions.
- B. Reduce our use of resources such as paper, water and electricity through conservation and efficiency measures.
- C. Procure safe and environmentally friendly products.
- D. Find offset projects within the region to bring agency operations' net climate impact to zero.



Endnotes: ¹We estimate that the total 2014 economic impact of all fine particle pollution is \$5.5 billion in our four counties — premature death is the largest contributor to this estimate. ²Potential cancer risk from air pollution is a relatively small fraction of overall cancer risk, including genetic and lifestyle risk factors. ³We estimate that fine particle pollution leads to 100,000 work days lost in our four counties in 2014. ⁴We will use our Community Air Tool (which maps air pollution, demographic factors, and aggregated health information) to quantify correlations and measure progress towards equity. ⁵State law “emissions reductions” require these percent reductions in statewide greenhouse gas emissions. We are targeting the same percent reduction in greenhouse gas emissions in our four counties. Federal and state initiatives adopted to date are only projected to reduce statewide 2020 greenhouse gas emissions from 30% above 1990 levels to 11% above 1990 levels. ⁶While the 2035 target is outside the time horizon of this plan, it signals the ambitious trajectory needed beyond 2020.



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Attachment A	Per Capita - Actual CY14 Compared to Proposed CY15 Three Methods								Attachment C
	CY14				CY15				
	Population ¹	Assessed Property Value ²	Per Capita Assessment (50:50 Method)		Population ³	Assessed Property Value ⁴	Per Capita (50:50 Method)	Per Capita (Population Method)	Per Capita (Assessed Value Method)
Per Capita Rate			\$ 0.56				\$ 0.81	\$ 0.81	\$ 0.81
Jurisdiction									
Algona	3,070	\$ 345,798,375	\$ 1,610		3,075	\$ 346,162,327	\$ 2,270	\$ 2,491	\$ 2,048
Auburn (Part)	63,390	6,232,478,667	31,282		64,320	6,583,523,846	45,528	52,099	38,957
Beaux Arts	300	93,818,663	288		290	104,863,959	428	235	621
Bellevue	124,600	32,823,239,487	106,159		132,100	36,150,275,635	160,457	107,001	213,914
Black Diamond	4,170	503,975,270	2,262		4,170	551,304,784	3,320	3,378	3,262
Bothell (Part)	17,280	3,022,664,590	11,401		17,440	3,115,162,986	16,280	14,126	18,434
Burien	47,730	4,005,299,458	22,061		48,030	4,109,785,417	31,612	38,904	24,319
Carnation	1,785	159,623,990	846		1,785	171,215,231	1,229	1,446	1,013
Clyde Hill	2,980	1,280,892,704	3,616		2,980	1,645,904,803	6,077	2,414	9,739
Covington	17,760	1,537,454,655	8,311		18,100	1,625,611,637	12,140	14,661	9,619
Des Moines	29,700	2,291,203,013	13,291		29,730	2,249,628,455	18,697	24,081	13,312
Duvall	6,900	701,880,295	3,456		7,120	794,701,899	5,235	5,767	4,703
Enumclaw	11,030	984,425,916	5,226		11,100	964,115,952	7,348	8,991	5,705
Federal Way	89,460	7,143,090,985	40,559		89,720	7,386,015,527	58,189	72,673	43,706
Hunts Point	390	689,741,527	1,607		395	777,992,902	2,462	320	4,604
Issaquah	31,150	5,774,943,676	21,262		32,130	6,272,408,867	31,571	26,025	37,116
Kenmore	21,020	2,585,486,453	11,500		21,170	2,785,642,567	16,816	17,148	16,484
Kent	119,100	12,009,757,520	59,426		120,500	12,651,208,800	86,233	97,605	74,862
Kirkland	81,480	14,327,902,235	53,926		81,730	15,843,872,200	79,977	66,201	93,754
Lake Forest Park	12,640	1,869,330,539	7,598		12,680	1,931,662,888	10,851	10,271	11,430
Maple Valley	23,340	2,154,409,159	11,213		23,910	2,341,637,967	16,612	19,367	13,856
Medina	2,990	2,281,215,483	5,791		3,000	2,727,516,810	9,285	2,430	16,140
Mercer Island	22,690	8,162,642,696	24,077		22,720	8,827,404,911	35,319	18,403	52,235
Milton (Part)	835	76,352,374	400		840	86,713,496	597	680	513
Newcastle	10,460	1,801,305,245	6,840		10,640	1,939,132,104	10,046	8,618	11,475
Normandy Park	6,350	1,097,274,442	4,161		6,350	1,068,451,733	5,733	5,144	6,322
North Bend	5,855	815,719,638	3,411		6,020	853,937,108	4,965	4,876	5,053
Pacific(Part)	6,535	370,690,427	2,635		6,675	388,153,406	3,852	5,407	2,297
Redmond	55,360	12,973,646,878	43,671		55,840	14,135,063,166	64,436	45,230	83,642
Renton	93,910	10,588,721,199	49,287		95,540	11,332,326,913	72,222	77,387	67,057
Sammamish	47,420	8,426,434,938	31,574		48,060	9,290,367,218	46,951	38,929	54,974
Sea Tac	27,210	3,945,019,620	16,185		27,310	4,037,202,415	23,005	22,121	23,890
Seattle	616,500	117,686,522,416	428,161		626,600	128,814,234,965	634,892	507,546	762,239
Shoreline	53,270	6,131,546,669	28,229		53,670	6,529,802,151	41,056	43,473	38,639
Skykomish	200	22,576,470	105		195	23,112,609	147	158	137
Snoqualmie	11,320	1,822,907,336	7,128		11,700	1,923,859,899	10,431	9,477	11,384
Tukwila	19,080	4,649,191,308	15,438		19,160	4,756,373,688	21,832	15,520	28,145
Woodinville	10,960	2,446,628,563	8,381		10,990	2,605,989,017	12,161	8,902	15,421
Yarrow Point	1,060	674,960,237	1,762		1,015	825,878,529	2,855	822	4,887
Total Incorp. King County	1,701,280	284,510,773,116	1,094,136		1,728,800	308,568,218,787	1,613,117	1,400,328	1,825,905
Total Unincorp. King County	255,720	30,235,433,551	137,254		253,100	32,075,397,556	197,406	205,011	189,801
Total King County	1,957,000	314,746,206,667	1,231,390		1,981,900	340,643,616,343	1,810,523	1,605,339	2,015,707
Bainbridge Island	23,090	5,226,583,214	17,814		23,190	5,232,391,419	24,873	18,784	30,962
Bremerton	39,650	2,394,781,600	16,302		37,850	2,293,000,729	22,113	30,659	13,568
Port Orchard	11,780	1,312,770,504	6,149		12,870	1,319,792,155	9,117	10,425	7,810
Poulsbo	9,360	1,211,141,601	5,251		9,585	1,230,099,929	7,521	7,764	7,279
Total Incorp. Kitsap County	83,880	10,145,276,919	45,516		83,495	10,075,284,232	63,624	67,631	59,619
Total Unincorp. Kitsap County	170,620	15,974,350,029	82,460		170,505	15,835,621,072	115,907	138,109	93,705
Total Kitsap County	254,500	26,119,626,948	127,976		254,000	25,910,905,304	179,531	205,740	153,324
Auburn (part)	7,850	709,039,856	3,738		8,915	736,240,333	5,789	7,221	4,357
Bonney Lake	17,730	1,688,432,963	8,631		18,010	1,778,123,002	12,555	14,588	10,522
Buckley	4,365	318,871,406	1,915		4,370	328,660,215	2,742	3,540	1,945
Carbonado	610	28,209,272	232		610	26,210,204	325	494	155
Du Pont	8,640	1,176,714,772	4,974		8,855	1,291,637,605	7,408	7,173	7,643
Eatonville	2,785	160,564,705	1,181		2,815	155,223,485	1,599	2,280	919
Edgewood	9425	946,924,060	4,695		9460	955466323	6658	7,663	5,654

	CY14				CY15				
	Population ¹	Assessed Property Value ²	Per Capita Assessment (50:50 Method)		Population ³	Assessed Property Value ⁴	Per Capita (50:50 Method)	Per Capita (Population Method)	Per Capita (Assessed Value Method)
Per Capita Rate			\$ 0.56				\$ 0.81	\$ 0.81	\$ 0.81
Fife	9,235	1,776,946,972	6,444	9,290	1,896,381,840	9,373	7,525	11,222	
Fircrest	6,525	553,632,539	3,029	6,540	566,076,606	4,324	5,297	3,350	
Gig Harbor	7,340	1,652,017,762	5,642	7,670	1,706,920,083	8,157	6,213	10,100	
Lakewood	58,260	4,420,933,057	25,912	58,310	4,494,673,400	36,914	47,231	26,597	
Milton(Part)	6,150	508,136,092	2,825	6,345	529,844,060	4,137	5,139	3,135	
Orting	6,790	378,099,092	2,722	6,930	393,369,675	3,971	5,613	2,328	
Pacific(Part)	85	157,531,618	366	85	159,109,160	505	69	942	
Puyallup	37,620	4,025,725,508	19,275	37,980	4,223,888,029	27,879	30,764	24,994	
Roy	805	44,761,151	323	805	44,357,960	457	652	262	
Ruston	755	101,362,144	431	795	123,935,133	689	644	733	
South Prairie	435	24,599,058	175	435	22,616,520	243	352	134	
Steilacoom	6,015	591,241,028	2,968	6,040	611,557,171	4,256	4,892	3,619	
Sumner	9,470	1,655,317,256	6,246	9,520	1,846,797,748	9,320	7,711	10,928	
Tacoma	199,600	16,013,945,690	90,660	200,400	16,593,506,428	130,257	162,324	98,190	
University Place	31,270	2,655,070,281	14,521	31,340	2,779,532,023	20,916	25,385	16,447	
Wilkeson	485	27,631,413	196	485	22,856,502	264	393	135	
Total Incorp. Pierce County	432,245	39,615,707,695	207,048	436,005	41,286,983,505	298,738	353,164	244,309	
Total Unincorp. Pierce County	375,955	29,508,693,991	169,342	378,495	30,260,762,893	242,822	306,581	179,063	
Total Pierce County	808,200	69,124,401,686	376,390	814,500	71,547,746,398	541,560	659,745	423,373	
Arlington	17,970	1,727,872,805	8,783	18,270	1,816,314,125	12,773	14,799	10,748	
Bothell (Part)	16,720	2,782,171,373	10,723	17,020	3,013,833,447	15,810	13,786	17,834	
Brier	6,155	659,670,947	3,156	6,315	750,061,330	4,777	5,115	4,438	
Darrington	1,345	104,943,496	604	1,350	99,202,198	840	1,094	587	
Edmonds	39,800	5,545,239,847	23,185	39,950	6,102,411,700	34,235	32,360	36,110	
Everett	103,300	10,626,808,542	51,999	104,200	11,511,536,706	76,260	84,402	68,118	
Gold Bar	2,060	112,716,107	822	2,080	115,532,563	1,184	1,685	684	
Granite Falls	3,380	214,392,304	1,412	3,385	222,062,202	2,028	2,742	1,314	
Index	180	13,131,376	79	180	12,865,095	111	146	76	
Lake Stevens	28,510	2,204,099,855	12,769	28,960	2,375,391,203	18,757	23,458	14,056	
Lynnwood	35,900	4,077,655,634	18,906	35,960	4,404,126,247	27,594	29,128	26,061	
Marysville	61,360	4,476,525,057	26,901	62,100	4,869,342,321	39,557	50,301	28,814	
Mill Creek	18,450	2,356,965,802	10,284	18,600	2,587,203,172	15,188	15,066	15,309	
Monroe	17,390	1,349,715,977	7,800	17,510	1,464,883,201	11,426	14,183	8,668	
Mountlake Terrace	20,090	1,660,705,992	9,231	20,160	1,799,934,852	13,490	16,330	10,651	
Mukilteo	20,360	3,173,293,219	12,591	20,440	3,439,006,432	18,453	16,556	20,350	
Snohomish	9,215	948,367,830	4,639	9,220	1,037,368,081	6,803	7,468	6,138	
Stanwood	6,300	591,926,022	3,049	6,340	638,609,620	4,457	5,135	3,779	
Sultan	4,660	290,655,964	1,936	4,660	302,489,053	2,782	3,775	1,790	
Woodway	1,310	421,687,813	1,282	1,300	462,791,427	1,896	1,053	2,738	
Total Incorp. Snohomish County	414,455	43,338,545,962	210,151	418,000	47,024,964,975	308,421	338,580	278,263	
Total Unincorp. Snohomish County	308,445	29,283,076,558	149,949	312,500	32,423,777,432	222,494	253,125	191,863	
Total Snohomish County	722,900	72,621,622,520	360,100	730,500	79,448,742,407	530,915	591,705	470,126	
Grand Total	3,742,600	\$ 482,611,857,821	\$ 2,095,856	3,780,900	\$ 517,551,010,452	\$ 3,062,529	\$ 3,062,529	\$ 3,062,529	
1. The CY14 assessment was based on population estimates for 2012									
2. The CY14 assessment was based on 2012 assessed property values for the 2013 tax year									
3. The CY15 assessment is based on population estimates for 2013									
4. The CY15 assessment is based on 2013 assessed property values for the 2014 tax year									



SOUND CITIES ASSOCIATION

36 Cities. A Million People. One Voice.

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Bernie Talmas
Mayor
City of Woodinville

Executive Director

Deanna Dawson

April 23, 2014
Paul Roberts, Chair
Puget Sound Clean Air Agency
1904 Third Avenue - Suite 105
Seattle, WA 98101

Dear Chair Roberts:

On behalf of the Board of the Sound Cities Association, I write to you today to express our collective concern about the Puget Sound Clean Air Agency's proposed \$.25 increase in per capita assessment.

The Sound Cities Association (formerly the Suburban Cities Association) was founded in the 1970s to help cities in King County act locally and partner regionally to create vital, livable communities through advocacy, education, leadership, mutual support, and networking. Collectively, our 36 member cities represent nearly one million constituents in King County.

We understand that the Puget Sound Clean Air Agency is scheduled to discuss this proposed rate increase at its April 24, 2014 meeting, with possible action at its May 22, 2014 meeting. While we understand that your agency has a statutory obligation to submit its budget by the fourth Monday in June, this schedule leaves little time for cities to assess the impact that this substantial increase would have on their budgets, or to submit feedback. Our cities became aware of this proposed increase via letter in early April, and we discussed the proposal at our April 16, 2014 Board meeting. The strong concerns that this proposed increase raised for the 13 cities represented on our Board prompted us to refer the matter to our policy making arm, the Public Issues Committee (PIC), for emergency action at its next meeting on May 14, 2014.

While the PIC has not yet adopted a formal policy position on behalf of our 36 member cities, we wanted to bring these concerns to your attention at this time, given the tight time frame. The \$.25 per capita increase represents a 44% per capita increase and this increase, when combined with increases based on assessed property values, would increase rates by up to 60% for our member cities. An increase of this magnitude will have substantial impacts on our municipal budgets at a time when many of our cities are struggling economically. We would strongly urge you to consider the impact of this proposal on cities, and to consider alternate budget scenarios for the Puget Sound Clean Air Agency that do not include such a dramatic increase in assessments.

We thank you for your consideration. If you have any questions, please feel free to contact me or our Executive Director Deanna Dawson at (206) 433-7170, or Deanna@Soundcities.org.

Sincerely,

John Marchione
President, Sound Cities Association
Mayor, City of Redmond

Sound Cities Association
6300 Southcenter Boulevard
Suite 206
Tukwila, WA 98188
(206) 433-7168
SCA@SoundCities.org
www.SoundCities.org

Cc: Board, Puget Sound Clean Air Agency
Sound Cities Association Member Cities
Craig Kenworthy, Executive Director, Puget Sound Clean Air Agency

Cities We Have Talked or Communicated With So Far

| **Marysville**

| **Edmonds**

| **Lynnwood**

| **Kirkland**

| **Issaquah**

| **Sammamish**

| **Maple Valley**

| **Redmond**

| **Tacoma**

| **Brier**

| **Fircrest**

| **Woodway**

Cities & Organizations We are Scheduled to Talk With or Are Talking With

- | **Renton**
- | **Kent**
- | **Bellevue**
- | **Kenmore**
- | **Lakewood**
- | **University Place**
- | **Mukilteo**
- | **Mill Creek**
- | **Mountlake Terrace**
- | **Bothell**
- | **Burien**
- | **PCCTA (Pierce County
Cities and Towns
Association)**
- | **SCA (Sound Cities
Association)**
- | **Kitsap County
Commissioners**

Cities We Have Contacted Directly But Not Heard Back

| **Federal Way**

| **Shoreline**

| **Mercer Island**

| **Auburn**

| **Bainbridge Island**

| **Lake Stevens**

| **Covington**

Per Capita Increase Alternative Approaches and Their Implications

Effects on Agency Strategic Plan by Objective*

- | **1.1 Non-attainment in Pierce – no change. On ozone – less pollution reduction work**
- | **1.2 Maintain, but do not expand diesel transportation work**
- | **1.3 Likely no additional wood smoke work in new area**
- | **1.5 Can monitor additional places, but no capacity to communicate it through enhanced outreach**
- | **1.6 and 3.2 Maintain, but do not expand environmental justice work – get to one community/area instead of several areas**

* Based on key assumptions re other funds

Effects on Agency Strategic Plan by Objective (cont'd)

- | **2.1 Less climate work because of ripple effects of less resources in other areas**
- | **3.3 Less outreach with public, fewer partnerships. Maintain existing AQ data technology but with high risk for failure in a few years**
- | **1.4 Stationary sources – no effect or small effect**
- | **3.1 No dedicated funding even with proposed increase**
- | **3.4 Agency budget gap opens and widens sooner with federal fund cut looming**

Fiscal Implications of a Stepped Approach

Discretionary Fund balances expected to run out in FY16 due to non-attainment effort

Possible options to manage that work and launch parts of the Strategic Plan as outlined above:

- | FY16 forward-allow civil penalty(C.P) fund use for more purposes to do more strategic plan work**
- | FY17 forward-allow C.P. funds to be used for all purposes**
- | Eliminate or reduce the proposed contingency fund made up of civil penalty collections**
- | Run greater risks with antiquated IT infrastructure**

This creates a manageable gap in FY17 but large deficits after that.

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Discussion of Concurrency and Impact Fees
DEPARTMENT:	Public Works
PRESENTED BY:	Mark Relph, Public Works Director Kirk McKinley, Transportation Services Manager Alicia McIntire, Senior Transportation Planner
ACTION:	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Motion <input type="checkbox"/> Public Hearing <input checked="" type="checkbox"/> Discussion

PROBLEM/ISSUE STATEMENT:

In 2011, Council adopted an updated Transportation Master Plan (TMP). One chapter in the plan discussed transportation concurrency and level of service. The plan includes policies identifying the transportation levels of service in the City as well as direction to adopt an impact fee program. These policies were adopted as part of the 2012 Comprehensive Plan update. The TMP also includes a suggested framework for evaluating transportation concurrency.

The City's transportation concurrency consultant has made several presentations to Council explaining state law addressing transportation concurrency requirements, options available for implementation of an impact fee program and a description of the transportation concurrency framework included in the TMP. On May 20, 2013, Council directed staff to proceed with development of an updated concurrency methodology and impact fee program for Shoreline. This report outlines the Planning Commission and staff's recommendations and supporting documentation for both.

RESOURCE/FINANCIAL IMPACT:

There is no financial impact associated with tonight's discussion. The resources needed to complete an updated concurrency methodology and impact fee program were allocated as part of the Transportation Master Plan update and are still available. Funding has also been allocated for development of public information handouts and internal forms as well as implementation training for staff once these programs are adopted. Upon adoption of an impact fee program, the City would begin implementing the new concurrency system and collecting impact fees in conjunction with building permits. Impact fees would be applied toward design and construction of the transportation improvements needed to accommodate growth and maintain the City's adopted level of service for transportation facilities.

RECOMMENDATION

No formal action is required at this time as this report is for discussion purposes only. Staff is scheduled to return to Council for additional discussion on this topic on June 2, 2014 (if needed) and adoption of Ordinance Nos. 689 and 690 and the Rate Study for Impact Fees for Transportation on July 21, 2014.

Approved By: City Manager ***DT*** City Attorney ***IS***

INTRODUCTION

In 2011, Council adopted an updated Transportation Master Plan (TMP). One chapter in the plan discussed transportation concurrency and level of service. The plan includes policies identifying the transportation levels of service in the City as well as direction to adopt an impact fee program. These policies were adopted as part of the 2012 Comprehensive Plan update. The TMP also includes a suggested framework for evaluating transportation concurrency.

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BACKGROUND

Concurrency is one of the goals of the Growth Management Act (GMA). The GMA also requires the development of a comprehensive plan to provide for a generalized coordinated land use policy statement for the City of Shoreline. The comprehensive plan contains mandatory elements, with special attention called out for transportation. The importance of transportation in comprehensive planning is demonstrated by the GMA's requirement that transportation improvements or strategies to accommodate growth are made concurrently with development. "Concurrent with the development" is defined by the GMA to mean that any needed "improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years." While concurrency is a mandate, cities have flexibility regarding how to apply concurrency within their regulations, plans and permitting processes.

Transportation concurrency is measured by comparing the existing or planned capacity of transportation facilities to the anticipated capacity that will occur as a result of a development. This is generally measured using Level of Service (LOS) standards.

If the existing or planned capacity is greater than what is needed for the proposed development, the applicant passes the concurrency test and a development may proceed. The applicant fails the concurrency test if the proposed development exceeds the existing or planned capacity of the transportation facilities. If an applicant fails the concurrency test, the following alternatives are available:

- The applicant can modify the proposal to reduce the transportation impacts;
- The applicant can propose mitigation (transportation improvements and/or strategies) that results in an acceptable LOS;
- The applicant can appeal the concurrency test results; or
- The application is denied.

The City's adopted concurrency standard measures Level of Service (LOS) at the signalized intersections on arterial streets, unsignalized intersecting arterials, and on principal and minor arterial street segments. Intersection LOS is measured by average delay and roadway segment LOS is measured as a volume to capacity ratio (V/C). LOS standards qualitatively describe the operating conditions of a roadway and are based on a scale of "A" to "F."

LOS A is essentially free flowing traffic conditions whereas LOS F reflects a heavily congested roadway as traffic demand exceeds the capacity of the roadway. Thus, LOS A and B represent minimal delays, and LOS C represents generally acceptable delays. LOS D represents an increasing amount of delay and an increasing number of vehicles stopped at the intersection. An intersection with LOS E is approaching capacity and is processing the maximum number of vehicles possible through the intersection. LOS F means that the intersection is operating with excessive delays, meaning that it has a high level of traffic congestion. Vehicles approaching an intersection with LOS F may have to wait for more than one signal cycle to get through the intersection. The 2010 Highway Capacity Manual measures LOS in the following manner:

Level of Service	Roadway Segments V/C Ratio	Signalized Intersections Average Delay (sec/veh)	General Description
A	≤ 0.60	≤ 10	Free Flow
B	> 0.60 - 0.70	> 10 - 20	Stable Flow (slight delay)
C	> 0.70 - 0.80	> 20 - 35	Stable Flow (acceptable delay)
D	> 0.80 - 0.90	> 35 - 55	Approaching Unstable Flow (speeds somewhat reduced, more vehicles stop and may wait through more than one signal cycle before proceeding)
E	> 0.90 - 1.0	55 - 80	Unstable Flow (speeds reduced and highly variable, queues occur, many vehicles have to wait through more than one signal cycle before proceeding)
F	> 1.0	> 80	Forced Flow (jammed conditions, long queues occur that do not clear, most vehicles wait through more than one signal cycle before proceeding)

Shoreline LOS

For its signalized intersections on arterials and unsignalized intersecting arterials, the City of Shoreline has adopted a level of service standard of LOS D. The City has also adopted a supplemental LOS for principal arterials and minor arterials that limits the volume to capacity (V/C) ratio to 0.90 or lower except when any leg of a principal or minor arterial intersection operates at LOS D or better.

Development proposals that generate more than 20 trips during the p.m. peak travel period are evaluated using a Traffic Impact Analysis prepared by the applicant. (Twenty p.m. peak hour trips is the equivalent of 32 apartments or 13,500 square feet of office

space or 5,400 square feet of retail space). This analysis is required to identify any direct impacts to City roadways or intersections. If there will be impacts, they are mitigated through the City's SEPA review process. This process generally identifies the impacts only on adjacent or nearby streets and does not analyze the cumulative impacts of development on the citywide transportation network. As a result, the full burden for upgrades to some facilities falls on the applicant whose project exceeds the threshold.

Shoreline Concurrency and Impact Fees

As part of the TMP update, the City contracted with Randy Young of Henderson, Young & Co. to evaluate the City's existing concurrency process and recommend changes, if needed. The identified goals for this evaluation were that any new program:

- needed to be easy and inexpensive to implement,
- easily understood by the development community, and
- customized to reflect the built out nature of Shoreline.

During development of the TMP, Randy Young presented a draft framework to update the City's concurrency program to the Council (Attachment E). The framework focused on mitigating the impacts of traffic growth only. At the beginning of the process, a multi-modal concurrency approach that included bicycles, pedestrians and transit was discussed among staff and the consultant. It was determined that this approach would be cumbersome and expensive for the City to administer and would not suit Shoreline as a fully built-out community where large developments are not anticipated. The draft framework accomplished the identified goals and at the Council meeting of May 20, 2013, Council directed staff to proceed with development of an updated concurrency methodology and new impact fee program based upon this approach. To view the staff report from this May 2013 discussion, please click on the following link:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2013/staffreport052013-9a.pdf>.

Under state law, the City is required to have a concurrency standard by which to measure growth. An impact fee is not required but is allowed under state law. Concurrency and impact fees are not dependent upon one another – a City can have one without the other.

The majority of cities in this region charge a transportation impact fee associated with development. The fees cover a broad range of impacts, depending upon the estimated costs of the transportation improvements that will be needed to accommodate varying levels of growth. Attachment F to this staff report shows the adopted transportation impact fees per single family dwelling unit for several cities in this region. These fees range from \$625 to \$14,854 per single family dwelling unit. This attachment also shows other city adopted impact fees, including those for fire protection, parks and open space and schools. On June 2nd, staff will also present a larger look at the fees associated with development in Shoreline and in other cities in the Puget Sound region to provide some context for both City's economic development goals and the implementation of transportation impact fees.

DISCUSSION

Two related draft ordinances are being presented with this staff report. Draft Ordinance No. 689 (Attachment A) outlines changes to Shoreline Municipal Code (SMC) 20.60.140 that establish a new methodology for measuring transportation concurrency. It also amends several definitions contained in SMC 20.20 that are related to the draft changes to SMC 20.60.140. Because these represent amendments to the City's development code, the text of draft Ordinance No. 689 has been reviewed and recommended by the City's Planning Commission.

The other ordinance, Draft Ordinance No. 690 (Attachment B), will add a new chapter to SMC Title 12 that authorizes the collection of transportation impact fees and establishes those fees. This ordinance also amends the City's fee schedule contained within SMC Chapter 3.01. The changes contained within draft Ordinance No. 690 were not evaluated by the Planning Commission as they are not part of the City's development code.

The draft concurrency methodology and impact fee program outlined in these ordinances have been designed to work in conjunction with each other. They allow the City to implement concurrency and impact fee programs that are easy to administer, understandable and predictable for the development community and result in development paying for the improvements needed to mitigate the traffic impacts that occur due to growth. The City will be able to reexamine the need for growth related transportation improvements as the forecasts for growth change and adjust the impact fee accordingly.

Should the Council decide not to adopt an impact fee program, a different concurrency framework would need to be developed. Without impact fees, the City would lack the funding for the street improvement projects that provide the trip capacity in the citywide concurrency trip bank. Additionally, if improvements to maintain transportation LOS cannot be funded, the City will need to make a decision about how to meet its concurrency standard. When addressing unfunded improvements, the City may choose to restrict growth by denying or delaying land use permit applications or accept a lower transportation level of service.

Since impact fees are designed to cover the costs for growth citywide, mitigation would still be required for localized impacts resulting from individual developments. These impacts would be evaluated as part of the City's SEPA process.

Impact fees can be used for any phase of a project including project administration, design, environmental review, right-of-way acquisition and construction. However, because impact fees can only be collected to pay for the impacts of growth, additional funding will be needed to cover the costs of correcting any existing deficiencies. Impact fees can be used as a match when pursuing grants.

In developing the recommended impact fee program, staff has heard several concerns regarding how impact fees will influence development in a city. These include concerns that development will occur elsewhere, housing will be unaffordable or that the timing is wrong because of a bad economy. Cities with impact fee programs have found that

impact fees produce benefits that equal costs and they are a small portion of the total cost of a development project. Additionally, development decisions are generally based upon location, availability of land, price of land, market rent potential, and nearby attractions. Issues such as interest rates, land costs and amenities provided by development have a larger effect on affordability than impact fees. Finally, research has shown that impact fees have not stalled development nor has reducing or eliminating impact fees served as a mechanism to stimulate development. As the market recovers and growth begins, development will need to pay its share. However, some jurisdictions opt to allow a waiver for low-income housing.

The Point Wells development will result in significant transportation impacts in the City. The anticipated growth at this site was not included in the traffic model so that the impacts of this development would be identified and mitigated separately. Because the property is not located in Shoreline, the developer would not be subject to the City's impact fees but will be required to provide mitigation as part of the SEPA process.

Draft Ordinance No. 698 and 690 are further described below:

Concurrency Methodology – Draft Ordinance No. 689

Draft Ordinance No. 689 outlines a concurrency program that measures traffic volume compared to road capacity. It functions as a trip “debit” system wherein the City first calculates the maximum allowed vehicle trips the traffic network can accommodate based upon projected growth, adopted transportation LOS and planned transportation improvements. Once the baseline trip “account” is established, new trips generated by future development are “debited” from it. New trips will be calculated at the time of building permit application. As long as trips are still available in the City account, the concurrency test is passed. If there are not enough trips in the account to accommodate a proposed development, the application must be modified to reduce the number of trips to an amount equal to or less than the account balance, the applicant provides additional mitigation or the project fails the concurrency test and is denied. For projects that are approved, the applicant is required to pay the transportation impact fee and provide mitigation for localized transportation impacts. Development proposals that do not create new dwelling units or additional square feet of non-residential development, do not increase impacts to transportation facilities or demolish or move a structure would be exempt from the concurrency test.

The recommended change to the City's concurrency program has two primary benefits:

1. Accounts for the impacts of growth citywide – The City's existing concurrency methodology only requires evaluation of the localized impacts of a proposal and does not take into account the impacts of a project on the citywide transportation network. Additionally, a development that fails the City's concurrency test because of the cumulative impacts of previous projects may be required to invest significant funds into transportation improvements which were not entirely necessary to mitigate the project's impacts in order to be approved. The City has developed a traffic model to help predict where there will be transportation problems resulting from growth throughout the City and has also calculated the approximate costs for those projects. When integrated with an impact fee program, the proposed methodology requires each developer to mitigate the

localized impacts of a proposal as well as paying for a proportional share of those projects needed to accommodate citywide growth over the next twenty years.

2. Streamlines permitting process – With the adoption of the proposed methodology, the City will provide for a more predictable and streamlined permitting process. The concurrency test is greatly simplified, as the City will have established trip generation rates for different uses, making the test a relatively simple exercise of calculating trips based upon type of use and number of units and/or square footage of area. Developers can simplify the calculations in Transportation Impact Analyses for a given development by utilizing these rates. The scope of Transportation Impact Analyses is reduced, as the larger impacts of citywide growth will be identified in advance and individual developers will not be required to analyze those areas nor pay to mitigate impacts that result from cumulative development. Transportation Impact Analyses will focus on localized transportation and safety impacts.

On March 6, 2014, staff presented the draft concurrency methodology to the Planning Commission for review and discussion. A public hearing was held on March 20, 2014 and the Planning Commission adopted their recommendation to Council. The Planning Commission discussed whether Point Wells would be evaluated through this concurrency program, review of permit applications and mitigation for localized impacts from development and the timeline for future updates to the citywide capacity. Public comments were received from Shoreline Community College and Richmond Beach Advocates. Attachment D to this staff report contains the record of the Planning Commission deliberations and recommendation. The Planning Commission recommended language is incorporated into Draft Ordinance No. 689 as Exhibit A.

Impact Fee Program – Draft Ordinance No. 690

Draft Ordinance No. 690 establishes procedures for the collection of transportation impact fees, as well as the rates associated with various land uses, the process for collection of fees and exemptions from impact fees.

Transportation impact fees are collected to help pay for projects needed to maintain the City's adopted LOS standard as growth occurs. In order to identify locations where transportation facilities would fail to meet the adopted LOS, traffic modeling was performed as part of the TMP development. Utilizing growth assumptions of 5,000 new jobs and 5,000 new housing units in the next twenty years, the traffic model identified the following projects as necessary to help ensure that adequate transportation facilities are in place to support growth while maintaining the City's adopted LOS:

1. Addition of a center two-way left-turn lane and traffic calming measures on Meridian Avenue N from N 145th Street to N 205th Street
2. Intersection improvements at N 185th Street and Meridian Avenue N
3. Addition of a center two-way left-turn lane on N 175th Street from Stone Avenue N to Meridian Avenue N
4. Intersection improvements at N 175th Street and Meridian Avenue N
5. Extension of left-turn pockets on N/NE 175th Street between Meridian Avenue N and the I-5 on-/off-ramps

6. Addition of a center two-way left-turn lane on NE 185th Street from 1st Avenue NE to 7th Avenue NE
7. Intersection improvements at NE 175th Street and 15th Avenue NE

The total cost for these projects is approximately \$38.7 million. Project number 7 was not included in the development of the impact fees, as the project consists primarily of the reprogramming of traffic signals and minor roadway rechannelization, which can be accommodated by the City's existing traffic program.

The proposed impact fee program for the City is based upon the costs for these projects. Impact fees cannot be used to pay for existing deficiencies in the transportation system, such as an intersection that currently fails to meet the City's LOS standard. Similarly, they cannot be collected in order to pay for transportation capacity beyond the forecast need. Jurisdictions also cannot rely solely on impact fees to fund transportation system improvements. The total estimated cost for all transportation improvements, less these requirements, is divided by the total estimated number of p.m. peak hour growth trips (which is the standard identified for use by the City when measuring concurrency) to determine a cost per trip. The details of these calculations are contained within the Rate Study for Impact Fees for Transportation (Attachment C).

Using the factors described above, Shoreline's impact fee per p.m. trip has been calculated at \$6,124.77. This per trip amount has been used to determine the impact fee for various land uses. The number of trips generated by a given land use varies depending upon the intensity of use. Similarly, the trip lengths (how far someone would travel to access a use) and the exclusivity of trips (the use is generally a single destination or it is included as a "pass by" trip) are factors to determine the impact fee for a given use. These factors are derived using the *Institute of Transportation Engineers Trip Generation Report*. Draft Ordinance No. 690 includes a table that identifies the impact fees for the most common land uses, as well as those allowed in Shoreline. They include:

- Single family residential (includes townhouse and duplex): \$5,567.41 per dwelling unit
- Apartment (includes accessory dwelling unit): \$3,607.49 per dwelling unit
- Condominium: \$3,662.61 per dwelling unit
- General office: \$12.10 per square foot
- Medical-dental office: \$19.55 per square foot
- General retail and personal services: \$8.14 per square foot
- Sit down restaurant: \$22.97 per square foot

For developed properties that experience a change of land use, if no impact fee was paid for by the immediately preceding use, the impact fee for the new use will be reduced by an amount equal to the current impact fee for the immediately preceding use. Buildings vacant for less than twelve months would be assessed with a reduction based on the most recent legally established use and those vacant for twelve months or more would pay the full impact fee for the new use. Impact fees for mixed use developments would be assessed by the proportionate share of each land use. Similar to the draft concurrency regulations, development proposals that do not create new

dwelling units or additional square feet of non-residential development, do not increase impacts to transportation facilities, or demolish or move a structure would be exempt from paying impact fees.

Because not all estimated trips that utilize Shoreline streets will be generated by development within the City (also known as external to external or pass-through trips), the City cannot collect impact fees for them. This also partially applies to trips that only begin or end in Shoreline (internal to external or external to internal trips), as only the internal trip ends will result in the collection of an impact fee. It is expected that the maximum the City would be able to collect through impact fees would be approximately 43% of the total project costs. This would only be achieved if all of the anticipated development was to occur within the 20 year time frame and all impact fees were collected, which is not likely. The City will periodically revise its growth assumptions and reevaluate the transportation improvements needed to accommodate them. The City would be able to leverage the impact fees for grant funding to help pay for the growth projects.

Optional Items

Draft Ordinance No. 690 includes two sections that are optional for impact fee programs:

1. Deferred payment for residential development - In other jurisdictions, homebuilders have requested an option to delay payment of impact fees to lessen the effect on the cash flow of small builders. The impact fee would be collected 18 months after permit issuance or in conjunction with the sale of the property, whichever is earlier. Staff is recommending inclusion of a deferral for single family residential development. This deferral would not apply to multi-family residential development or non-residential development, such as commercial or office uses.
2. Low income housing exemption - Local governments have the discretion to provide exemptions from impact fees for low-income housing and other "broad public purpose" development. The City's Comprehensive Plan contains several policies that promote affordable housing opportunities, including the use of incentives. Staff is recommending inclusion of an exemption from impact fees when state- or federally-recognized non-profit organizations commit to maintaining the housing as low income for a period of ten years. Public funds would be used to pay the amount equal to the exemption when they are needed for any phase of growth project implementation.

When adopting a transportation impact fee, the City is not required to adopt the full amount identified in the rate study. Jurisdictions have opted to adopt a portion or percentage of the impact fee, resulting in lower payments for developers. The program can also be phased in, in which a reduced fee is adopted for a set time frame, such as one year, and then it is increased over time until 100 percent of the rate is being implemented. However for each exemption or reduction in the rates, the City will be responsible for providing those funds, either with roads capital funding or by securing grants. Once adopted, Council can reduce the rates by amending the City's rate table, provided the reductions are the same percentage for all land use categories. Staff is not recommending either of these options.

Adoption and Implementation

Generally, ordinances go into effect five days after their adoption. However, the City will need to develop forms for the permit applicants, set up any internal implementation programs and ensure all employees that will be administering the program are trained. The City will also want to provide plenty of notice to potential permit applicants that an impact fee program has been adopted. Funding is included in the CIP for consultant assistance with training and to develop the forms and implementation programs. Therefore, it is staff's recommendation that these Ordinances go into effect on January 1, 2015 in order to provide staff with time to prepare and to coincide with any additional changes to the City's fee schedule.

STAKEHOLDER OUTREACH

The draft concurrency methodology was presented to the Planning Commission for review and discussion on March 6, 2014. A public hearing was held on March 20, 2014 and the Planning Commission adopted their recommendation to Council, incorporated into Draft Ordinance No. 689 as Exhibit A, at that time. Attachment D to this staff report contains the record of the Planning Commission deliberations and recommendation. This is the first discussion of the proposed impact fee program (Draft Ordinance No. 690) or the draft Rate Study for Impact Fees for Transportation.

COUNCIL GOAL(S) ADDRESSED

City Council Goal 2 is to "Improve Shoreline's utility, transportation, and environmental infrastructure". The TMP identifies the necessary transportation improvements to accommodate growth over the next twenty years and maintain the City's adopted transportation LOS. Adoption of the updated concurrency methodology coupled with an impact fee program will help the City fund design and construction the needed improvements.

RESOURCE/FINANCIAL IMPACT

There is no financial impact associated with tonight's discussion. The resources needed to complete an updated concurrency methodology and impact fee program were allocated as part of the Transportation Master Plan update and are still available. Funding has also been allocated for development of public information handouts and internal forms as well as implementation training for staff once these programs are adopted. Upon adoption of an impact fee program, the City would begin implementing the new concurrency system and collecting impact fees in conjunction with building permits. Impact fees would be applied toward design and construction of the transportation improvements needed to accommodate growth and maintain the City's adopted level of service for transportation facilities.

RECOMMENDATION

No formal action is required at this time as this report is for discussion purposes only. Staff is scheduled to return to Council for additional discussion on this topic on June 2,

2014 (if needed) and adoption of Ordinance Nos. 689 and 690 and the Rate Study for Impact Fees for Transportation on July 21, 2014.

ATTACHMENTS

Attachment A: Draft Ordinance No. 689

Attachment B: Draft Ordinance No. 690

Attachment C: Rate Study for Impact Fees for Transportation

Attachment D: Planning Commission Public Hearing Record, Update to Concurrency Regulations, March 20, 2014

Attachment E: Draft Transportation Concurrency Framework, prepared by Henderson, Young and Co., dated January 26, 2010

Attachment F: Impact Fees: Washington Cities

ATTACHMENT A

CITY OF SHORELINE, WASHINGTON

ORDINANCE NO. 689

AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, AMENDING SHORELINE MUNICIPAL CODE SECTION 20.60.140 “ADEQUATE STREETS” TO CLARIFY THE CONCURRENCY REQUIREMENT FOR NEW DEVELOPMENT AND PROVIDING FOR EXEMPTIONS FROM THE CONCURRENCY TEST; AND AMENDING CHAPTER 20.20 DEFINITIONS.

WHEREAS, the City of Shoreline is a non-charter optional municipal code city as provided in Title 35A RCW, incorporated under the laws of the state of Washington, and planning pursuant to the Growth Management Act (GMA), Chapter 36.70A RCW; and

WHEREAS, the City, as required by the GMA, adopted and has subsequently revised a Comprehensive Plan which includes a Transportation Element that plans for adequate transportation facilities and sets levels of service and

WHEREAS, the City’s Transportation Element is based on an analysis of levels of services, needed improvements to the transportation system and a framework for transportation concurrency set forth in the 2011 Transportation Management Plan (2011 TMP); and

WHEREAS, in 2000 the City adopted Shoreline Municipal Code Title 20, the Unified Development Code, to implement the Comprehensive Plan; and

WHEREAS, the Unified Development Code, Chapter 20.60 Subchapter 4 includes regulations to ensure adequate streets will be maintained, including levels of service and concurrency requirements; and

WHEREAS, RCW 36.70A.070(6)(b) specifically requires adoption and enforcement of an ordinance which prohibits development approval if the development causes the level of service on a locally-owned transportation facility to decline below the standards adopted in the Transportation Element unless transportation improvements or strategies to accommodate the impacts of development are made concurrent with the development; and

WHEREAS, On March 20, 2014, the Planning Commission held a publically-noticed open record public hearing in order to provide interested members of the public an opportunity to comment on the proposed amendments. The Planning Commission's recommendations were submitted to the City Council for the Council's initial discussion session on May 12, 2014; and

WHEREAS, on May 12, 2014, the City Council, at its regularly scheduled meeting, considered the proposed amendments and interested members of the public were given the opportunity to comment on the proposed amendments; and

WHEREAS, pursuant to RCW 36.70A.106, the City has provided the Washington State Department of Commerce with a 60-day notice of its intent to adopt the amendment(s) to its Unified Development Code; and

WHEREAS, the SEPA Responsible Official for the City of Shoreline has determined that this amendment to the Unified Development Code is categorically exempt from SEPA review pursuant to WAC 197-11-800(19); and

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Amendment.

Title 20 of the Shoreline Municipal Code, is amended as set forth in Exhibit A to this Ordinance, amending SMC 20.20 Definitions and SMC 20.60.140 Adequate Streets.

Section 2. Severability.

Should any section, paragraph, sentence, clause, or phrase of this ordinance, or its application to any person or circumstance, be declared unconstitutional or otherwise invalid for any reason, by a court of competent jurisdiction, such unconstitutionality or invalidity shall not affect the validity or constitutionality of the remaining portions of this ordinance or its application to any other person or circumstance.

Section 3. Publication and Effective Date.

A summary of this ordinance consisting of its title shall be published in the official newspaper of the City. The ordinance shall take effect and be in full force on _____, 2014.

ADOPTED BY THE CITY COUNCIL ON _____, 2014.

Mayor Shari Winstead

ATTEST:

APPROVED AS TO FORM:

Jessica Simulcik Smith
City Clerk

Ian Sievers
City Attorney

Publication Date:

Effective Date:

EXHIBIT A
ADEQUATE STREETS “CONCURRENCY” REGULATIONS

SMC 20.60.140 Adequate Streets is hereby amended as follows:

The intent of this subchapter is to ensure that public streets maintain an adequate level of service (LOS) as new development occurs. The purpose of this chapter is to set forth specific standards providing for the City’s compliance with the concurrency requirements of the State Growth Management Act (GMA), 36.70A RCW. The GMA requires that adequate transportation capacity is provided concurrently with development to handle the increased traffic projected to result from growth and development in the city. The purpose of this chapter is to ensure that the city’s transportation system shall be adequate to serve the future development at the time the development is available for occupancy without decreasing current service levels below established minimum standards.

A. Level of Service. The level of service standard that the City has selected as the basis for measuring concurrency is as follows:

1. LOS D at signalized intersections on arterial streets and at unsignalized intersecting arterials; or
2. A volume to capacity (V/C) ratio of 0.90 or lower for principal and minor arterials.

The V/C ratio on one leg of an intersection may exceed 0.90 when the intersection operates at LOS D or better.

These level of service standards apply throughout the City unless an alternative level of service for a particular streets or streets has been adopted in the Comprehensive Plan Transportation Element.

B. Development Proposal Requirements. All new proposals for development that would generate 20 or more new trips during the p.m. peak hour must submit a ~~traffic study~~ transportation impact analysis prepared by the applicant in accordance with the standards established in the City’s Engineering Development Manual at the time of application. The estimate of the number of trips for a development shall be consistent with the most recent edition of the Trip Generation Manual, published by the Institute of Traffic Engineers.

1. The traffic impact analysis shall include, at a minimum, an analysis of the

following:

- a. An analysis of origin/destination trip distribution proposed;
 - b. The identification of any intersection that would receive the addition of 20 or more trips during the p.m. peak hour; and
 - c. An analysis demonstrating how impacted intersections could accommodate the additional trips and maintain the LOS standard.
2. If the traffic impact analysis identifies one or more intersections at which the adopted LOS standards are exceeded, the development proposal shall not be approved unless the applicant shall mitigate the impacts in order to achieve and maintain the adopted LOS standard.

~~C. **Concurrency Required**—Development Approval Conditions. A development proposal that will have a direct traffic impact on a roadway or intersection that causes it to exceed the adopted LOS standards, or impacts an intersection or a road segment currently operating below a level of service identified in subsection B of this section, will not meet the City’s established concurrency threshold and shall not be approved unless:~~

- ~~1. The applicant agrees to fund or build improvements within the existing right of way that will attain the LOS standards; or~~
- ~~2. The applicant achieves the LOS standard by phasing the project or using transportation demand management (TDM) techniques or phasing the development proposal as approved by the City of Shoreline to reduce the number of peak hour trips generated by the project to attain LOS standards.~~

C. **Concurrency Requirement.** The City shall not issue a building permit until:

1. A concurrency test has been conducted and passed, or
2. The building permit has been determined to be one of the following that are exempt from the concurrency test:
 - a. Alteration or replacement of an existing residential structure that does not create an additional dwelling unit or change the type of dwelling unit.
 - b. Alteration or replacement of an existing nonresidential

structure that does not expand the usable space or change the existing land use as defined in the land use categories as set forth in the impact fee analysis land use tables.

c. Miscellaneous improvements that do not generate increased need for public facilities, including, but not limited to, fences, walls, residential swimming pools, and signs;

d. Demolition or moving of a structure.

e. Any building permit for development that creates no additional impacts, insignificant and/or temporary additional impacts on any transportation facility, including, but not limited to:

i. Home occupations that do not generate any additional demand for transportation facilities;

ii. Special events permits;

iii. Temporary structures not exceeding a total of 30 days;

f. Any building permit issued to development that is vested to receive a building permit pursuant to RCW 19.27.095

D. Available Capacity for Concurrency

1. The City shall determine the available capacity for concurrency as of the effective date of this ordinance and record it in the Concurrency Trip Capacity Balance Sheet.

2. The City shall update the available capacity in the Concurrency Trip Capacity Balance Sheet within twelve (12) months of any of the events listed below.

a. Update or amendment of the City's Transportation element as it relates to concurrency management.

b. Total traffic volume increases by 30 percent compared to traffic volume at the time the Concurrency Trip Capacity

Balance Sheet was created, or was updated with new data from the traffic model.

c. More than 50 percent of the available capacity in the most recent calculation of available capacity has been reserved as a result of concurrency tests conducted by the City.

3. If none of the events listed in subsection 2 occurs within seven years of the most recent calculation of the available capacity, the City will update the available capacity recorded in the Concurrency Trip Capacity Balance Sheet.

4. Each update of available capacity in the Concurrency Trip Capacity Balance Sheet shall carry forward the reservations of capacity for any building permits for development that has not been completed prior to the update of available capacity.

5. In order to monitor the cumulative effect of exemptions from the concurrency test on the available capacity, the City shall adjust the available capacity in the Concurrency Trip Capacity Balance Sheet to record the number of p.m. peak hour trips generated by exempt building permits in the same manner as though a concurrency test had been performed for the exempt building permits.

E. Concurrency Test.

1. Each applicant for a building permit that is not exempt from the concurrency test as provided in SMC 20.60.140(C)(2) shall submit the type of development to be constructed pursuant to the building permit, the number of square feet of each type of development, and the number of dwelling units.

2. The City shall perform a concurrency test for each application for a building permit that is not exempt from the concurrency test.

3. The concurrency test is passed if the number of trips from an applicant's proposed development is equal to or less than available capacity in the Concurrency Trip Capacity Balance Sheet that has been adjusted to subtract reserved trips . If the concurrency test is passed the City shall record the concurrency test results in the Concurrency Trip Capacity Balance Sheet in order to reduce the available capacity by the number of trips that will be generated by the applicant's development. The reservation of capacity shall be valid for the same time as the building permit for which it was reserved.

4. The concurrency test is not passed if the number of trips from an applicant's proposed development is greater than available capacity after it has been adjusted to subtract reserved trips. If the concurrency test is not passed, the applicant may select one of the following options:

a. Amend the application to reduce the number of trips generated by the proposed development, or

b. Provide system improvements or strategies that increase the city-wide available capacity by enough trips so that the application will pass the concurrency test, or

c. Appeal the denial of the application for a concurrency test, pursuant to the provisions of subsection H of this section, or

5. The City shall conduct concurrency tests for multiple applications impacting the same portions of the transportation network/intersection chronologically in accord with the date each application was deemed complete pursuant to SMC 20.30.110.

F. Reservation of Availability Capacity Results of Concurrency Test

1. Upon passage of a concurrency test, the City shall reserve capacity on behalf of the applicant in the Concurrency Trip Capacity Balance Sheet.

2. A reservation of available capacity shall be valid for the same period as the approved building permit for which it was made, and may be extended according to the same terms and conditions as the underlying building permit.

3. A reservation of available capacity is valid only for the uses and intensities authorized for the building permit for which it is issued. Any change in use or intensity is subject to an additional concurrency test of the incremental increase in impact on transportation facilities.

4. A reservation of available capacity is non-transferrable to another parcel of land or development proposal. A reservation of available capacity may be transferred to a subsequent purchaser of the land for the same uses and intensities.

5. A reservation of available capacity shall expire if the underlying building permit expires; the application or permit is withdrawn by the applicant; the permit is revoked by the City; application approval is denied by the City; or the determination of completeness expires.

G. Fees.

1. The City shall charge each applicant for a building permit that is not exempt from this section a concurrency test fee in an amount to be established by the City Council.

2. The City shall charge a processing fee to any individual that requests an informal analysis of capacity if the requested analysis requires substantially the same research as a concurrency test. The amount of the processing fee shall be the same as the concurrency test fee authorized by subsection G.1.

3. The fees authorized in subsections G.1 or G.2 of this section shall not be refundable, shall not be waived, and shall not be credited against any other fee.

H. Appeals. Determinations and decisions by the Director may be appealed by an applicant following the procedures of SMC 20.30 for an Administrative Decision-Type B.

I. Authority. The Director of Public Works, or his/her designee, shall be responsible for implementing and enforcing the concurrency requirements of this chapter. The Director of the Department of Public Works is authorized to adopt guidelines for the administration of Concurrency, which may include the adoption of procedural rules to clarify or implement the provisions of this section.

SMC 20.20.010 is hereby amended to add the following definition:

“Available Capacity” means the number of motor vehicle trips that can be accommodated by the transportation facilities during the p.m. peak period for current and planned development while maintaining the adopted level of service standards. Available capacity is calculated as set forth in the table below:

<u>Step 1</u>	<u>Calculate the baseline total number of trips on the existing City-wide network of transportation facilities during the p.m. peak period using the most recent traffic counts.</u>
<u>Step 2</u>	<u>Identify any existing deficiencies of transportation facilities compared to the level of service standards set forth in SMC</u>

	<u>20.60.140(A).</u>
<u>Step 3</u>	<u>Identify capital improvements that will eliminate existing deficiencies identified in Step 2.</u>
<u>Step 4</u>	<u>Add the improvements from Step 3 to the existing network to create the current non-deficient network</u>
<u>Step 5</u>	<u>Add future development to the current land use.</u>
<u>Step 6</u>	<u>Identify any future deficiencies of the current non-deficient network of transportation facilities compared to the level of service standards set forth in SMC 20.60.140(A).</u>
<u>Step 7</u>	<u>Identify capital improvements that will eliminate future deficiencies identified in Step 6.</u>
<u>Step 8</u>	<u>Add the improvements from Step 7 to create the improved network</u>
<u>Step 9</u>	<u>Calculate the total number of future trips on the improved network of transportation facilities during the p.m. peak period by the combined total of current and planned development.</u>
<u>Step 10</u>	<u>Calculate the available capacity by subtracting the baseline trips as calculated in Step 1 from the future trips as calculated in Step 9.</u>
<u>Step 11</u>	<u>Record the available capacity as the beginning balance in the City's Concurrency Trip Capacity Balance Sheet conducted by the City pursuant to Step 10.</u>

SMC 20.20.014 is hereby amended to add the following definition:

"Concurrency" means the level of service standard will be achieved and maintained for new development by adequate transportation facilities that are in place or will be completed no later than six (6) years after occupancy of development.

"Concurrency Test" means a comparison of the number of motor vehicle trips that will be generated during the p.m. peak period by development to the available capacity of transportation facilities.

"Concurrency Trip Capacity Balance Sheet" means the document created and maintained by the City to record the available capacity, reservations of capacity, and the balance of the available capacity that has been adjusted to reflect reserved trips.

SMC 20.20.032 is hereby amended to add the following definition:

"Level of Service Standard" means the levels of service in SMC 20.60.140.A. For the purpose of determining capacity for concurrency, the level of service standards shall be compared to the actual levels of service at the p.m. peak period.

SMC 20.20.044 is hereby amended to add the following definition:

"Reserve" and "Reservation" for the purpose of Concurrency means to set aside or otherwise note in the City's Concurrency Trip Capacity Balance Sheet in a manner that assigns capacity to the applicant's building permit and prevents the same capacity from being assigned to any other applicant.

SMC 20.20.048 is hereby amended to add the following definition:

"Transportation Facilities" for the purpose of Concurrency means those roads and streets functionally classified as principal and minor arterials. "Transportation Facilities" also means signalized intersections on arterial streets and unsignalized intersecting arterials. "Transportation Facilities" does not include those facilities specifically identified as exempt in the City's Transportation Master Plan.

ATTACHMENT B

CITY OF SHORELINE, WASHINGTON

ORDINANCE NO. 690

AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, ADDING A NEW CHAPTER 12.35 *IMPACT FEES* TO TITLE 12, *STREETS, SIDEWALKS AND PUBLIC PLACES*, TO THE SHORELINE MUNICIPAL CODE AUTHORIZING THE COLLECTION OF IMPACT FEES FOR TRANSPORTATION FROM NEW DEVELOPMENT; AND AMENDING CHAPTER 3.01 FEE SCHEDULES.

WHEREAS, the Shoreline City Council finds that new growth and development in the City of Shoreline will create additional demand and need for transportation facilities; and

WHEREAS, in the Revised Code of Washington (RCW) 82.02.050(1), the Legislature has stated its intent is to allow the cities to require that new growth and development within their boundaries pay a proportionate share of the cost of system improvements to serve such new development activity through the assessment of impact fees for transportation facilities; and

WHEREAS, in RCW 82.02.050(2), the Legislature has authorized cities to impose impact fees subject to the requirements of RCW 82.02.050(3) and (4); and

WHEREAS, RCW 82.02.090(3) defines “impact fee” as a payment of money imposed upon development as a condition of development approval to pay for public facilities needed to serve new growth and development, and that is reasonably related to the new development that creates additional demand and need for public facilities, that is a proportionate share of the cost of the public facilities, and that is used for facilities that reasonably benefit the new development; and

WHEREAS, RCW 82.020.050(1)(b) and RCW 82.020.060 provide that the City may enact a local ordinance providing for impact fees and the limitations and/or extent that the local ordinance can provide for the impact fees; and

WHEREAS, RCW 82.020.070(2) provides that impact fees shall be expended only in conformance with the Capital Facilities Plan Element of the Comprehensive Plan; and

WHEREAS, the City Council finds that building permits issued by the City are the specific development approval of development activity in the City that can create additional demand and need for transportation facilities; and

WHEREAS, the City Council finds that development activities authorized by building permits for, but not limited to new residential, commercial, retail, office, and industrial development in the City will create additional demand and need for system improvements to transportation facilities in the City, and the City Council finds that such new growth and development should pay a proportionate share of the cost of system improvements needed to serve the new growth and development; and

WHEREAS, the City Council finds that it is in the public interest, and consistent with the intent and purposes of the Growth Management Act (GMA), ~~36.70~~ RCW, and consistent with RCW 82.02.060(1), for the City to adopt impact fees which are uniform to the greatest extent practicable; and

WHEREAS, the City has conducted extensive research documenting the procedures for measuring the impact of new growth and development on transportation facilities, and has prepared the “Rate Study for Impact Fees for Transportation,” City of Shoreline, dated April 3, 2014 (“Rate Study”) which utilizes methodologies for calculating the maximum allowable impact fees that are consistent with the requirements of RCW 82.02.060(1); and

WHEREAS, in developing the impact fees for transportation facilities, the City has provided adjustments for past and future taxes paid or to be paid by new growth and development, which are allocated or proratable to the same new transportation facilities that will serve the new growth and development; and

WHEREAS, the purpose and intent of this chapter is to authorize the collection of impact fees for transportation facilities and to provide for certain other matters in connection therewith; and

WHEREAS, on May 12, 2014, the City Council, at its regularly scheduled meeting, considered the proposed amendments and interested members of the public were given the opportunity to comment on the proposed amendments; and

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. New Chapter.

A new chapter, Chapter 12.35, *Impact Fees for Transportation*, is added to Title 12 of the Shoreline Municipal Codes as set forth in Exhibit A to this Ordinance.

Section 2. New Section.

A new section, Section 3.01.015 *Transportation Impact Fees*, is added to Chapter 3.01 as set forth in Exhibit B to this Ordinance.

Section 3. Severability.

If any portion of this chapter is found to be invalid or unenforceable for any reason, such finding shall not affect the validity or enforceability of any other chapter or any other section of this chapter.

Section 4. Effective Date and Publication.

A summary of this ordinance consisting of its title shall be published in the official newspaper of the City. The ordinance shall take effect and be in full force on _____, 2014.

ADOPTED BY THE CITY COUNCIL ON _____, 2014.

Mayor Shari Winstead

ATTEST:

APPROVED AS TO FORM:

Jessica Simulcik Smith
City Clerk

Ian Sievers
City Attorney

Publication Date:
Effective Date:

**TRANSPORTATION IMPACT FEES
EXHIBIT A**

Chapter 12.35, *Impact Fees for Transportation*

.010 Authority and Incorporation by Reference.

A. Pursuant to RCW 82.02.050 – 100, the City adopts impact fees for transportation.

B. The rate study “Rate Study for Impact Fees for Transportation,” City of Shoreline, dated April 3, 2014 (“Rate Study”) documents the extensive research concerning the procedures for measuring the impact of new developments on public transportation facilities. The rate study, City Clerk’s Recording Number XXXX, is fully incorporated by reference.

C. The Council adopts this chapter to assess impact fees for transportation. The provisions of this chapter shall be liberally construed in order to carry out the purposes of the Council in providing for the assessment of impact fees.

.020 Definitions.

For purposes of this chapter, if not defined below, the definitions of words and phrases set forth in SMC 1.05.050, SMC 20.20, and RCW 82.02.090 shall apply to this chapter or they shall be given their usual and customary meaning.

“Applicant” is any person, collection of persons, corporation, partnership, an incorporated association, or any other similar entity, or department or bureau of any governmental entity or municipal corporation obtaining a building permit. Applicant includes an applicant for an impact fee credit.

“Building permit” means written permission issued by the City empowering the holder thereof to construct, erect, alter, enlarge, convert, reconstruct, remodel, rehabilitate, repair, or change the use of all or portions of a structure having a roof supported by columns or walls and intended for the shelter, housing, or enclosure of any individual, animal, process, equipment, goods, or materials of any kind.

“Capital facilities plan” means the capital facilities element of the City’s Comprehensive Plan adopted pursuant to RCW 36.70A and such plan as amended.

“Director” means the Director or designee of the Department of Public Works.

“Encumbered” means to reserve, set aside, or otherwise earmark impact fees in order to pay for commitments, contractual obligations, or other liabilities incurred for system improvements.

“Impact fee” means a payment of money imposed upon development as a condition of development approval to pay for transportation facilities needed to serve new growth and development, and that is reasonably related to the new development that creates additional demand and need for transportation facilities, that is a proportionate share of the cost of the transportation facilities, and that is used for facilities that reasonably benefit the new development. An impact fee does not include a reasonable permit fee or application fee. An impact fee does not include the administrative fee for collecting and handling impact fees, the fee for reviewing independent fee calculations, or the fee for deferring payment of impact fees.

“Impact fee account” means the separate accounting structure within the City’s established accounts which shall identify separately earmarked funds and which shall be established for the impact fees that are collected. The account shall be established pursuant to subsection 12.35.100, and shall comply with the requirements of RCW 82.02.070.

“Independent fee calculation” means the impact fee calculation, studies and data submitted by an applicant to support the assessment of a transportation impact fee other than by the use of the rates published in Chapter 3.01.015(A), or the calculations prepared by the director where none of the fee categories or fee amounts in Chapter 3.01.015 accurately describe or capture the impacts on transportation facilities of the development authorized by the building permit.

“Owner” means the owner of record of real property, although when real property is being purchased under a real estate contract, the purchaser shall be considered the owner of the real property if the contract is recorded.

“Project improvements” means site improvements and facilities that are planned and designed to provide service for a particular development project and that are necessary for the use and convenience of the occupants or users of the project, and are not system improvements. No improvement or facility included in a capital facilities plan adopted by the Council shall be considered a project improvement.

“Transportation facilities”, for purposes of this chapter, means the public streets and roads owned or operated by the City of Shoreline or other governmental entities.

“Rate study” means the “Rate Study for Impact Fees for Transportation,” City of Shoreline, dated April 3, 2014.

“Street or road” means a public right-of-way and all related appurtenances, such

as curb, gutter, sidewalk, bicycle lanes and other components of complete streets, and required off-site mitigation, which enables motor vehicles, transit vehicles, bicycles, and pedestrians to travel between destinations.

“System improvements”, means transportation facilities that are included in the City’s capital facilities plan and are designed to provide service to service areas within the community at large, in contrast to project improvements.

.030 Establishment of service area.

A. The City hereby establishes, as the service area for impact fees, the City of Shoreline, including all property located within the corporate City limits.

B. The scope of the service area is hereby found to be reasonable and established on the basis of sound planning and engineering principles, and consistent with RCW 82.02.060, as described in the rate study.

.040 Impact fees methodology and applicability.

The transportation impact fees in Chapter 3.01.015 are generated from the formulae for calculating transportation impact fees set forth in the rate study. Except as otherwise provided for independent fee calculations in subsection 12.35.060, exemptions in subsection 12.35.070, and credits in subsection 12.35.080, all building permits issued by the City will be charged impact fees applicable to the type of development listed in the fee schedule adopted pursuant to Chapter 3.01.015.

.050 Collection of impact fees.

A. The City shall collect impact fees for transportation, based on the rates in Chapter 3.01.015, from any applicant seeking a building permit from the City unless specifically exempted in subsection 12.35.070.

B. When an impact fee applies to a building permit for a change of use, the impact fee shall be the applicable impact fee for the land use category of the new use, less any impact fee paid for the immediately preceding use.

1. For purposes of this provision, a change of use should be reviewed based on the land use category provided in the rate study that best captures the broader use or development activity of the property under development or being changed. Changes of use and minor changes in tenancies that are consistent with the general character of the building or building aggregations (i.e., “industrial park,” or “specialty retail”), or the previous use shall not be considered a change of use that is subject to an impact fee.

2. If no impact fee was paid for the immediately preceding use, the

impact fee for the new use shall be reduced by an amount equal to the current impact fee rate for the immediately preceding use.

3. Buildings vacant for less than 12 months shall be assessed with a reduction based on the most recent legally established use as shown on a locally owned business license.

4. Buildings vacant for 12 months or more shall pay the full impact fee for the new use.

C. For mixed use developments, impact fees shall be imposed for the proportionate share of each land use, based on the applicable measurement in the impact fee rates in Chapter 3.01.015.

D. Impact fees shall be determined at the time the complete application for a building permit is submitted using the impact fees then in effect. Impact fees shall be due and payable before the building permit is issued by the City.

E. Applicants allowed credits prior to the submittal of the complete building permit application shall submit, along with the complete application, a copy of the letter prepared by the Director setting forth the dollar amount of the credit allowed.

F. A building permit applicant may defer payment of impact fees for a single family detached residential dwelling unit until the earlier of the seven (7) days after the date of the sale of the dwelling unit or eighteen (18) months after issuance of the original building permit, but only if before issuance of the building permit, the applicant:

1. Submits to the Director a signed and notarized deferred impact fee application, pays associated administrative fees, and provides acknowledgement form for each single family detached residential dwelling unit for which the applicant wishes to defer payment of the impact fees;

2. Records at the applicant's expense a covenant and lien that:

a. requires payment of the impact fees to the City seven (7) days after the date of sale or eighteen (18) months after issuance of the original building permit, whichever occurs first;

b. provides that if the impact fees are paid through escrow at closing of sale, in the absence of an agreement between the buyer and the seller to the contrary, the impact fees shall be

paid from the seller's proceeds;

c. provides that the seller bears strict liability for the payment of the impact fees;

d. requires the seller or seller's agent of property subject to the covenant and lien to provide written disclosure of the covenant and lien to a purchaser or prospective purchaser. Disclosure of the covenant must include the amount of impact fees payable and that the fees are to be paid to the City on the date of sale; and

e. makes the applicant legally liable for payment of the impact fees if the fees are not paid by the earlier of seven days after the date of sale or eighteen months after the building permit has been issued, whichever occurs first;

G. Payment of impact fees deferred under this subsection shall be made by cash, escrow company check, cashier's check or certified check.

H. Upon receipt of payment of impact fees deferred under this subsection, the City shall execute a lien release for each single family detached residential dwelling unit for which the impact fees have been received. Unless an agreement to the contrary is reached between buyer and seller, the seller, at the seller's expense, shall be responsible for recording the lien release.

I. The director shall not issue the required building permit until the impact fees have been paid or the signed and notarized deferred impact fee application and acknowledgement form and deferral fee has been received and approved by the City.

J. Not later than one year after the effective date of this Chapter, the Director shall report to the Council on the effect of subsection 12.35.050.F-I. The report shall include information on the number of applications for deferral, the length of time of deferral, the amount of fees deferred, the number of fees and amount not paid as required, and any adverse impacts to the ability of the City to construct projects made necessary by new development. The report shall also include recommendations for changes to address deficiencies identified in the report.

.060 Independent fee calculations.

A. If, in the judgment of the Director, none of the fee categories set forth in Chapter 3.01.015 accurately describes or captures the impacts of a new development on transportation facilities, the director may conduct independent fee calculations and the Director may impose alternative fees on a specific

development based on those calculations. The alternative fees and the calculations shall be set forth in writing and shall be mailed to the applicant.

B. A applicant may opt not to have the impact fees determined according to the fee structure in Chapter 3.01.015, in which case the applicant shall prepare and submit to the Director an independent fee calculation for the development for which a building permit is being sought. The documentation submitted shall show the basis upon which the independent fee calculation was made. An independent fee calculation shall use the same methodology used to establish impact fees adopted pursuant to Chapter 3.01.015, shall be limited to adjustments in trip generation rates and lengths for transportation impact fees.

C. There is a rebuttable presumption that the calculations set forth in the rate study are valid. The Director shall consider the documentation submitted by the applicant, but is not required to accept such documentation or analysis which the Director reasonably deems to be inapplicable, inaccurate, incomplete, or unreliable. The Director may require the applicant to submit additional or different documentation for consideration. The Director is authorized to adjust the impact fees on a case-by-case basis based on the independent fee calculation, the specific characteristics of the development, and/or principles of fairness. The fees or alternative fees and the calculations therefore shall be set forth in writing and shall be mailed to the applicant.

.070 Exemptions.

Except as provided for below, the following shall be exempted from the payment of all transportation impact fees:

A. Alteration or replacement of an existing residential structure that does not create an additional dwelling unit or change the type of dwelling unit.

B. Alteration or replacement of an existing nonresidential structure that does not expand the usable space or change the existing land use as defined in the land use categories as set forth in the impact fee analysis land use tables.

C. Miscellaneous improvements which do not generate increased need for transportation facilities, including, but not limited to, fences, walls, residential swimming pools, and signs;

D. Demolition or moving of a structure.

E. Properties that have undergone prior State Environmental Policy Act (SEPA), RCW 43.21C, review and received a final decision that includes mitigation requirements on the condition that the SEPA mitigation obligation has or will be fulfilled by the time the impact fees, if applicable, would be due.

F. Any development that creates insignificant and/or temporary additional impacts on any transportation facility, including, but not limited to:

- i. Home occupations that do not generate any additional demand for transportation facilities;
- ii. Special events permits;
- iii. Temporary structures not exceeding a total of 30 days;

G. Low-income housing provided by federally- or state-recognized non-profit organizations. Federally – or state-recognized non profit organizations that are developers of low-income housing, including single family residential dwelling units and multi-family residential buildings, shall execute and record a lien against the property, in favor of the City, for a period of ten (10) years guaranteeing that the dwelling unit will continue to be used for low-income housing or that impact fees from which the low-income housing is exempted, plus interest, shall be paid to the City. The lien against the property shall be subordinate only to the lien for general taxes. In the event that the development is no longer used for low-income housing, the owner shall pay the City the impact fee from which the owner or any prior owner was exempt, plus interest at the statutory rate. Any claim for an exemption for low-income owner occupied housing must be made no later than the time of application for a building permit. Any claim not so made shall be deemed waived.

.080 Credits for dedications, construction of improvements, and past tax payments.

A. An applicant may request that a credit or credits for impact fees be awarded to him/her for the total value of system improvements, including dedications of land and improvements, and/or construction provided by the applicant. The application for credits shall be presented by the applicant on forms to be provided by the director and shall include the content designated in such forms. Credits will be given only if the land, improvements, and/or the facility constructed are:

- 1. Included within the capital facilities plan;
- 2. Determined by the City to be at suitable sites and constructed at acceptable quality;
- 3. Serve to offset impacts of the development authorized by the applicant’s building permit; and
- 4. Part of one (1) or more of the projects listed in Table 1 of the rate

study as the basis for calculating the transportation impact fee, however frontage improvements for those projects are not eligible for credits unless the Director determines that the frontage improvements will not be replaced or significantly changed when the project is constructed..

B. For credits for dedications of real property, the procedures of SMC 2.60.090 shall be followed if applicable. If the procedures of SMC 2.60.090 are not applicable, the following procedures shall be followed:

1. For each request for a credit or credits, the Director shall select an appraiser or, in the alternative, the applicant may select an independent appraiser acceptable to the Director.

2. Unless approved otherwise by the Director, the appraiser must be a Member of the American Institute of Appraisers and be licensed in good standing pursuant under RCW 18.40 et.seq. in the category for the property to be appraised, and shall not have a fiduciary or personal interest in the property being appraised.

3. The applicant shall pay the actual costs for the appraisal and an independent review, if required.

4. After considering the appraisal the Director shall provide the applicant with a written determination setting forth the dollar amount of any credit, the reason for the credit, a description of the real property dedicated, and the legal description or other adequate description of the project or development to which the credit may be applied. The applicant must sign and date a duplicate copy of such determination accepting the terms of the letter or certificate, and return such signed document to the Director before the impact fee credit will be awarded. The failure of the applicant to sign, date, and return such document within sixty (60) calendar days of the date of the determination shall nullify the credit. If credit is denied, the applicant shall be notified in a letter that includes the reasons for denial.

5. No credit shall be given for project improvements.

C. An applicant may request a credit for past tax for past payments made for the particular system improvements listed in the rate study as the basis for the impact fee. For each request for a credit for past payments the applicant shall submit receipts and a calculation of past payments earmarked for or proratable to the particular system improvement for which credit is requested. The Director shall determine the amount of credits, if any, for past payments for system

improvements.

D. Any claim for credit must be received by the City prior to issuance of the building permit. The failure to timely file such a claim shall constitute an absolute bar to later request any such credit.

.090 Adjustments for future tax payments and other revenue sources.

Pursuant to and consistent with the requirements of RCW 82.02.060, the rate study has provided adjustments for future taxes to be paid by the development authorized by the building permit which are earmarked or proratable to the same new transportation facilities which will serve the new development. The impact fees in Chapter 3.01.015 have been reasonably adjusted for taxes and other revenue sources which are anticipated to be available to fund transportation improvements.

.100 Establishment of impact fee accounts.

A. The City shall establish a separate impact fee account for the transportation impact fees collected pursuant to this chapter. Funds appropriated or otherwise withdrawn from the impact fees received must be used in accordance with the provisions of this Chapter and applicable state law. Interest earned on the fees shall be retained in the accounts and expended for the purposes for which the impact fees were collected.

B. On an annual basis, the Director or designee shall provide a report to the Council on the impact fee accounts showing the source and amount of all moneys collected, earned, or received, and the transportation improvements that were financed in whole or in part by impact fees.

C. Impact fees shall be expended or encumbered within ten (10) years of receipt, unless the Council identifies in written findings extraordinary and compelling reasons for the City to hold the fees beyond the ten (10) year period, pursuant to RCW 82.02.070(3).

.110 Refunds and offsets.

A. If the City fails to expend or encumber the impact fees within ten (10) years of the date the fees were paid, unless extraordinary or compelling reasons are established, the current owner of the property on which impact fees have been paid may receive a refund of such fees. In determining whether impact fees have been expended or encumbered, impact fees shall be considered expended or encumbered on a first in, first out basis.

B. The City shall notify potential claimants of the refund by first-class mail deposited with the United States Postal Service at the last known address of such claimants. A potential claimant must be the current owner of record of the real

property against which the impact fees were assessed.

C. Owners seeking a refund of impact fees must submit a written request for a refund of the fees to the Director within one (1) year of the date the right to claim the refund arises or the date that notice is given, whichever is later.

D. Any impact fees for which no application for a refund has been made within this one-year period shall be retained by the City and expended on the system improvements for which they were collected.

E. Refunds of impact fees under this subsection shall include any interest earned on the impact fees by the City.

F. When the City seeks to terminate any or all components of the impact fee program, all unexpended or unencumbered funds from any terminated component or components, including interest earned, shall be refunded pursuant to this chapter. Upon the finding that any or all fee requirements are to be terminated, the City shall place notice of such termination and the availability of refunds in a newspaper of general circulation at least two (2) times and shall notify all potential claimants by first-class mail at the last known address of the claimants. All funds available for refund shall be retained for a period of one (1) year. At the end of one (1) year, any remaining funds shall be retained by the City, but must be expended for the transportation facilities for which the impact fees were collected. This notice requirement shall not apply if there are no unexpended or unencumbered balances within the account or accounts being terminated.

G. The City shall also refund to the current owner of property for which impact fees have been paid all impact fees paid, including interest earned on the impact fees, if the development for which the impact fees were imposed did not occur; provided, however, that, if the City has expended or encumbered the impact fees in good faith prior to the application for a refund, the Director may decline to provide the refund. If within a period of three (3) years, the same or subsequent owner of the property proceeds with the same or substantially similar building permit, the owner can petition the Director for an offset in the amount of the fee originally paid and not refunded. The petitioner must provide receipts of impact fees previously paid for a building permit of the same or substantially similar nature on the same real property or some portion thereof. The Director's determinations shall be in writing and shall be subject to the appeals procedures set forth in subsection 12.35.140.

.120 Use of impact fees.

A. Pursuant to this chapter, impact fees:

1. Shall be used for system improvements that will reasonably benefit the new development authorized by the building permit;

2. Shall not be imposed to make up for deficiencies in transportation facilities; and

3. Shall not be used for maintenance or operation.

B. Impact fees may be spent for system improvements including, but not limited to, planning, land acquisition, right-of-way acquisition, site improvements, necessary off-site improvements, construction, engineering, architectural, permitting, financing, and administrative expenses, applicable impact fees or mitigation costs, and any other expenses which can be capitalized.

C. Impact fees may also be used to recoup system improvement costs previously incurred by the City to the extent that new growth and development will be served by the previously constructed improvements or incurred costs.

D. In the event that bonds or similar debt instruments are or have been issued for the advanced provision of system improvements for which impact fees may be expended, such impact fees may be used to pay debt service on such bonds or similar debt instruments to the extent that the facilities or improvements provided are consistent with the requirements of this chapter.

.130 Review and adjustment of rates.

The fees and rates set forth in the rate study may be reviewed and adjusted by the Council as it deems necessary and appropriate in conjunction with the annual budget process so that adjustments, if any, will be effective at the first of the calendar year subsequent to budget period under review. The Director shall advise the Council of the most recent annual change of the Washington Department of Transportation's construction Cost Indices (CCI) for consideration during this rate review.

.140 Appeals.

Determinations and decisions by the Director that are appealed by an applicant shall follow the procedures of SMC 20.30 Subchapter 4.

.150 Existing authority unimpaired.

Nothing in this chapter shall preclude the City from requiring the applicant or the proponent of a development authorized by a building permit to mitigate adverse environmental impacts of a specific development pursuant to the SEPA, Chapter 43.21C RCW, based on the environmental documents accompanying the building permit process, and/or Chapter 58.17 RCW, governing plats and subdivisions. Compliance with this chapter or payment of fees under this chapter shall not constitute evidence of a determination of transportation concurrency. Such mitigation shall not duplicate the impact fees charged under this chapter.

**TRANSPORTATION IMPACT FEES
EXHIBIT B**

Chapter 3.01 is amended to add:

3.01.015 Transportation Impact Fees.

A. Rate Table

ITE Code	Land Use Category/Description	Impact Fee Per Unit @ \$6,124.77 per Trip	
90	Park-and-ride lot w/ bus svc	2,848.02	per parking space
110	Light industrial	7.78	per square foot
140	Manufacturing	5.86	per square foot
151	Mini-warehouse	2.09	per square foot
210	Single family house (includes townhouse and duplex)	5,567.41	per dwelling unit
220	Apartment (includes accessory dwelling unit)	3,607.49	per dwelling unit
230	Condominium	3,662.61	per dwelling unit
240	Mobile home park	2,601.80	per dwelling unit
251	Senior housing	1,190.65	per dwelling unit
255	Continuing care retirement	1,776.18	per dwelling unit
310	Hotel	3,722.02	per room
320	Motel	2,965.00	per room
444	Movie theater	11.67	per square foot
492	Health/fitness club	15.37	per square foot
530	School (public or private)	4.52	per square foot
540	Junior/community college	11.82	per square foot
560	Church	3.04	per square foot
565	Day care center	29.19	per square foot
590	Library	14.75	per square foot
610	Hospital	7.15	per square foot
710	General office	10.76	per square foot
720	Medical office	19.55	per square foot
731	State motor vehicles dept	94.21	per square foot
732	United States post office	22.48	per square foot
820	General retail and personal services (includes shopping center)	8.14	per square foot
841	Car sales	14.97	per square foot
850	Supermarket	22.23	per square foot

ITE Code	Land Use Category/Description	Impact Fee Per Unit @ \$6,124.77 per Trip
851	Convenience market-24 hr	41.31 per square foot
854	Discount supermarket	22.67 per square foot
880	Pharmacy/drugstore	13.09 per square foot
912	Bank	31.85 per square foot
932	Restaurant: sit-down	22.97 per square foot
934	Fast food	52.85 per square foot
937	Coffee/donut shop	67.05 per square foot
941	Quick lube shop	23,840.66 per service bay
944	Gas station	21,679.38 per pump
948	Automated car wash	46.34 per square foot

Annually, and prior to the first day of January, the Director shall adjust the fees by the same percentage change as in the most recent annual change of the Washington Department of Transportation's Construction Cost Indices (CCI).

B. Administrative Fees.

1. For each impact fee imposed, there shall be charged a non-refundable administrative fee equal to the charge for one hour as set forth in the City's fee schedule, SMC 3.01.010. The administrative fee shall be paid at the time the building permit is issued.
2. Request to the Director for an estimate or preliminary determination of impact fees shall be charged a non-refundable administrative processing fee as provided in SMC 3.01.010(G)(10) Interpretation of Development Code. The fee shall be paid at the time the request is submitted to the City.
3. Each application for a deferral of payment of residential impact fees as provided in SMC 12.35.050(F) shall pay a non-refundable administrative deferral fee equal to the charge for one hour as set forth in the City's fee schedule, SMC 3.01.010. The fee shall be paid at the time the application for deferral is submitted to the City.
4. Any applicant submitting an independent fee calculation as provided in SMC 12.35.060 shall pay a non-refundable administrative fee to cover the cost of reviewing the independent fee calculation. The fee shall be based on the hourly rate set forth in the City's fee schedule, SMC 3.01.010, times the actual hours incurred by the City to perform the review. A fee deposit equivalent to three-hours shall be paid prior to issuance of the Director's determination.
5. Administrative fees shall not be credited against the impact fees.

RATE STUDY
FOR
IMPACT FEES
FOR
TRANSPORTATION

CITY OF SHORELINE, WASHINGTON

April 24, 2014

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EXECUTIVE SUMMARY

The purpose of this study is to establish the rates for impact fees for transportation¹ facilities in the City of Shoreline, Washington.

Rates

The rates for transportation impact fees for new residential development are:

Type Dwelling Unit	Impact Fee per Unit
Single Family	\$ 5,567.41
Apartment	3,607.49
Condominium	3,662.61

The rates for transportation impact fees for non-residential land uses are listed in Table 5.

Impact Fees vs. Other Applicant Contributions

Impact fees are charges paid by new development to reimburse local governments for the capital cost of public facilities that are needed to serve new development and the people who occupy or use the new development. Throughout this study, the term "applicant" is used as a shorthand expression to describe anyone who is obligated to pay impact fees, including builders, owners or developers.

The impact fees that are described in this study do not include any other forms of applicant contributions or exactions, such as mitigation or voluntary payments authorized by SEPA (the State Environmental Policy Act, RCW 43.21C), system development charges for water and sewer authorized for utilities (RCW 35.92 for municipalities, 56.16 for sewer districts, and 57.08 for water districts), local improvement districts or other special assessment districts, linkage fees, or land donations or fees in lieu of land.

Adjustments for Other Sources of Revenue for Transportation Capital Improvements

The impact fees in this study recognize the existence of other sources of revenue that are available to pay for the capital cost of transportation facilities. These other revenues are accounted for by adjusting (i.e., reducing) the amount of

¹ Throughout this study the term "transportation" refers to "public streets and roads" defined in RCW 82.02.090, including related appurtenances such as curb, gutter, sidewalk, bicycle lanes and other components of complete streets.

the impact fee rates to adjust for the portion of transportation capital project costs that are paid by the other revenues.

Credits for Other Contributions by Applicant

An applicant who contributes land, improvements or other assets that are part of one of the impact fee projects may receive a "credit" which reduces the amount of impact fee that is due. This credit is in addition to the adjustment for other revenues described in the preceding paragraph. The City has the sole right to determine what contributions are acceptable. The improvement by the applicant must be part of one or more of the projects listed in Table 1 of this study. Frontage improvements for those projects are not eligible for a credit unless the Director determines that the frontage improvement will not be replaced or significantly altered when the project is constructed.

Who Pays Impact Fees

Impact fees are paid by all types of new development that are not exempted by City Code. Impact fee rates for new development are based on, and vary according to the type of land use.

Service Areas for Impact Fees

Impact fees in some jurisdictions are collected and expended within service areas that are smaller than the jurisdiction that is collecting the fees. Impact fee programs are not required to use multiple service areas unless such "zones" are necessary to establish the relationship between the fee and the development. Public streets and roads impact fees are collected and expended in a single service area throughout the current boundaries of the City of Shoreline because of the compact size of the City and the accessibility of its transportation system to all property within the City.

Timing of Payment of Impact Fees

Impact fees are usually collected at the time the local government issues a building permit. In the City of Shoreline the amount of the impact fees are calculated at the time the complete building application is submitted. The impact fees are paid at the time the building permit is issued unless authorized by City Code.

Uses of Impact Fee Revenue

Impact fee revenue can be used for the capital cost of public facilities. Impact fees cannot be used for operating or maintenance expenses. The cost of public facilities that can be paid for by impact fees include engineering design studies, environmental review, land surveys, right of way acquisition, engineering, permitting, financing, administrative expenses, construction, applicable mitigation costs, and capital equipment (i.e., signals) pertaining to

transportation capital improvements. A separate administrative fee charged with the impact fee provides money to pay for the cost of administering the impact fee program.

The public facilities that can be paid for by impact fees are "system improvements" (which are typically outside the development), and "designed to provide service to service areas within the community at large" as provided in RCW 82.02.050(9)), as opposed to "project improvements" (which are typically provided by the applicant on-site within the development or adjacent to the development), and "designed to provide service for a development project, and that are necessary for the use and convenience of the occupants or users of the project" as provided in RCW 82.02.050(6).

Expenditure Requirements for Impact Fees

Impact fees must be spent on capital projects contained in an adopted capital facilities plan, or they can be used to reimburse the government for the unused capacity of existing facilities. Impact fee payments that are not expended or obligated within 10 years must be refunded unless the City Council makes a written finding that an extraordinary and compelling reason exists to hold the fees for longer than 10 years. In order to verify these two requirements, impact fee revenues must be deposited into separate accounts of the government, and annual reports must describe revenue and expenditures.

Applicant Options

Washington law provides people who are liable for impact fees several alternatives to paying the impact fees calculated in this study. The applicant can submit data and or/analysis to demonstrate that the impacts of the proposed development are less than the impacts calculated in this rate study. The applicant can appeal to the Hearing Examiner the impact fee calculation by the City of Shoreline. If the local government fails to expend the impact fee payments within 10 years of receipt of such payments, the applicant can obtain a refund of the impact fees (unless the City Council has made a written finding and extension of the deadline pursuant to RCW 82.02.060(3)(a). The applicant can also obtain a refund if the development does not proceed, no impacts are created, and the City has not expended the impact fees.

ORGANIZATION OF THE STUDY

This impact fee rate study contains four chapters, and an appendix:

- Chapter 1 summarizes the statutory basis for developing impact fees, discusses issues that must be addressed, and presents the methodology and formulas for determining the amount of the impact fee.

- Chapter 2 lists the capital improvement project costs of system improvements to transportation facilities, and subtracts non-impact fee revenues to determine the unfunded cost of eligible transportation projects.
- Chapter 3 documents the growth in trips attributable to new development, and calculates the cost per growth trip.
- Chapter 4 documents the trip generation rate for each type of land use, and calculates the transportation impact fee for each of the land use types.
- Appendix A documents the need for additional transportation facilities, including identification of existing deficiencies in transportation system capacity for current development, capacity of existing transportation system available for new development, and additional transportation system capacity needed for new development, as specified in RCW 82.02.050(4).

DATA USED IN THIS STUDY

This impact fee rate study is based on the most recent data provided by the City of Shoreline.

1. STATUTORY BASIS AND METHODOLOGY

Local governments charge impact fees for several reasons: 1) to obtain revenue to pay for some of the cost of new public facilities; 2) to implement a public policy that new development should pay a portion of the cost of facilities that it requires, and that existing development should not pay all of the cost of such facilities; and 3) to assure that adequate public facilities will be constructed to serve new development.

This study of impact fees for transportation for Shoreline, Washington describes the methodology that is used to develop the fees, presents the formulas, variables and data that are the basis for the fees, and documents the calculation of the fees. The methodology is designed to comply with the requirements of Washington State Law.

This study uses data and levels of service standards from the Transportation Element and the Capital Facilities Plan Element of the City's Comprehensive Plan.

STATUTORY BASIS FOR IMPACT FEES

The Growth Management Act of 1990 authorizes local governments in Washington to charge impact fees. RCW 82.02.050 - 82.02.100 contain the provisions of the Growth Management Act that authorize and describe the requirements for impact fees.

The impact fees that are described in this study are not mitigation payments authorized by the State Environmental Policy Act (SEPA). There are several important differences between impact fees and SEPA mitigations. Two aspects of impact fees that are particularly noteworthy are: 1) the ability to charge for the cost of public facilities that are "system improvements" (i.e., that provide service to the community at large) as opposed to "project improvements" (which are "on-site" and provide service for a particular development); and 2) the ability to charge small-scale development their proportionate share, whereas SEPA exempts small developments.

The following synopsis of the most significant requirements of the law includes citations to the Revised Code of Washington as an aid to readers who wish to review the exact language of the statutes.

Types of Public Facilities

Four types of public facilities can be the subject of impact fees: 1) public streets and roads; 2) publicly owned parks, open space and recreation facilities; 3) school facilities; and 4) fire protection facilities. *RCW 82.02.050(2) and (4), and RCW 82.02.090(7)*

Types of Improvements

Impact fees can be spent on "system improvements" (which are typically outside the development), as opposed to "project improvements" (which are typically provided by the applicant on-site within the development). *RCW 82.02.050(3)(a) and RCW 82.02.090(6) and (9)*

Benefit to Development

Impact fees must be limited to system improvements that are reasonably related to, and which will benefit new development. *RCW 82.02.050(3)(a) and (c)*. Local governments must establish reasonable service areas (one area, or more than one, as determined to be reasonable by the local government), and local governments must develop impact fee rate categories for various land uses. *RCW 82.02.060(6)*

Proportionate Share

Impact fees cannot exceed the development's proportionate share of system improvements that are reasonably related to the new development. The impact fee amount shall be based on a formula (or other method of calculating the fee) that determines the proportionate share. *RCW 82.02.050(3)(b) and RCW 82.02.060(1)*

Reductions of Impact Fee Amounts

Impact fees rates must be adjusted to account for other revenues that the development pays (if such payments are earmarked for or proratable to particular system improvements). *RCW 82.02.050(1)(c) and (2) and RCW 82.02.060(1)(b)* Impact fees may be credited for the value of dedicated land, improvements or construction provided by the applicant (if such facilities are in the adopted CFP and are required as a condition of development approval). *RCW 82.02.060(3)* The City has the sole right to determine what contributions are acceptable.

Exemptions from Impact Fees

Local governments have the discretion to provide exemptions from impact fees for low-income housing and other "broad public purpose" development, but all such exemptions must be paid from public funds (other than impact fee accounts). *RCW 82.02.060(2)*

Applicant Options

Applicants who are liable for impact fees can submit data and or/analysis to demonstrate that the impacts of the proposed development are less than the impacts calculated in this rate study. *RCW 82.02.060(5)*. Applicants can pay

impact fees under protest and appeal impact fee calculations. *RCW 82.02.060(4) and RCW 82.02.070(4) and (5)*. The applicant can obtain a refund of the impact fees if the local government fails to expend or obligate the impact fee payments within 10 years, or terminates the impact fee requirement, or the applicant does not proceed with the development (and creates no impacts). *RCW 82.02.080*

Capital Facilities Plans

Impact fees must be expended on public facilities in a capital facilities plan (CFP) element (or used to reimburse the government for the unused capacity of existing facilities). The CFP must conform to the Growth Management Act of 1990, and must identify existing deficiencies in facility capacity for current development, capacity of existing facilities available for new development, and additional facility capacity needed for new development. *RCW 82.02.050(4), RCW 82.02.060(7), and RCW 82.02.070(2)*

New Versus Existing Facilities

Impact fees can be charged for new public facilities (*RCW 82.02.060(1)(a)*) and for the unused capacity of existing public facilities (*RCW 82.02.060(7)*) subject to the proportionate share limitation described above.

Accounting Requirements

The local government must separate the impact fees from other monies, place them in an interest bearing account, expend or obligate the money on CFP projects within 10 years, and prepare annual reports of collections and expenditures. *RCW 82.02.070(1)-(3)*

ISSUES RELATING TO IMPACT FEES

Prior to calculating impact fee rates, several issues must be addressed in order to determine the need for, and validity of such fees: responsibility for public facilities, the need for new revenue for additional transportation facilities, and the benefit of transportation facilities to new development.

Responsibility for Public Facilities

In general, local governments that are authorized to charge impact fees are responsible for specific public facilities for which they may charge such fees. The City of Shoreline is legally and financially responsible for the transportation facilities it owns and operates within its jurisdiction. In no case may a local government charge impact fees for private streets or roads, but it may charge impact fees for some streets or roads that it does not administer if such facilities are "owned or operated by government entities" (*RCW 82.02.090 (7)*). Thus, a city or county may charge impact fees for transportation, and enter into an

agreement with the State of Washington for the transfer, expenditure, and reporting of transportation impact fees for state roads. A city may not charge or use impact fees on State roads without an agreement with the State, and a City CFP that includes state road projects.

Need for Additional Transportation Capacity

The need for additional transportation system capacity is determined by using standards for levels of service for transportation facilities and other metrics, such as increase in traffic volume. The analysis of needed transportation facilities must comply with the statutory requirements of identifying existing deficiency, reserve capacity and new capacity requirements for facilities. An analysis of the need for additional transportation facilities is presented in Appendix A.

Need for New Revenue for Additional Transportation Capacity

The need for new revenue for transportation facilities is demonstrated by comparing the cost of new facilities through 2030 to the existing sources of revenue for the same time horizon. The City's Transportation Element and CFP for transportation facilities does not have enough revenues from other sources to pay needed costs without impact fees.

Determining the Benefit to Development

The law imposes three tests of the benefit provided to development by impact fees: 1) proportionate share, 2) reasonably related to need, and 3) reasonably related to expenditure (*RCW 80.20.050(3)*).

1. Proportionate Share.

First, the "proportionate share" requirement means that impact fees can be charged only for the portion of the cost of public facilities that is "reasonably related" to new development. In other words, impact fees cannot be charged to pay for the cost of reducing or eliminating deficiencies in existing facilities.

Second, there are several important implications of the proportionate share requirement that are not specifically addressed in the law, but which follow directly from the law:

- Costs of facilities that will be used by new development and existing users must be apportioned between the two groups in determining the amount of the fee. This can be accomplished in either of two ways: (1) by allocating the total cost between new and existing users, or (2) calculating the cost per trip and applying the cost only to new development when calculating impact fees.

- Impact fees that recover the costs of existing unused capacity should be based on the government's actual cost, rather than the replacement cost of the facility. Carrying costs may be added to reflect the government's actual or imputed interest expense.

The third aspect of the proportionate share requirement is its relationship to the requirement to provide adjustments and credits to impact fees, where appropriate. These requirements ensure that the amount of the impact fee does not exceed the proportionate share.

- The "adjustments" requirement reduces the impact fee to account for past and future payments of other revenues (if such payments are earmarked for, or proratable to, the system improvements that are needed to serve new growth).
- The "credit" requirement reduces impact fees by the value of dedicated land, improvements or construction provided by the applicant (if such facilities are in the adopted CFP and are required as a condition of development approval). The law does not prohibit a local government from establishing reasonable constraints on determining credits. For example, the location of dedicated right of way and the quality and design of a donated transportation facilities improvement can be required to be acceptable to the local government.

Without such adjustments and credits, the fee-paying development might pay more than its proportionate share.

2. Reasonably Related to Need.

There are several ways to fulfill the requirement that impact fees be "reasonably related" to the development's need for public facilities, including personal use and use by others in the family or business enterprise (direct benefit), use by persons or organizations who provide goods or services to the fee-paying property (indirect benefit), and geographical proximity (presumed benefit). These measures of relatedness are implemented by the following techniques:

- Impact fees for transportation facilities are charged to properties that need (i.e., benefit from) new transportation facilities. The City of Shoreline provides its transportation facilities network to all kinds of property throughout the City regardless of the type of use of the property.
- The relative needs of different types of growth are considered in establishing fee amounts (i.e., different trip generation rates for different types of land use).

- Applicants can pay a smaller fee if they demonstrate that their development will have less impact than is presumed in the impact fee schedule calculation for their property classification. Such reduced needs must be permanent and enforceable (i.e., via land use restrictions).

Shoreline’s transportation facilities serve the entire City, therefore the impact fees for these transportation capital improvements are based on a single service area that encompasses the City.

3. Reasonably Related to Expenditures.

Two provisions of the law tend to reinforce the requirement that expenditures be "reasonably related" to the development that paid the impact fee. First, the requirement that fee revenue must be earmarked for specific uses related to public facilities ensures that expenditures are on identifiable projects, the benefit of which can be demonstrated. Second, impact fee revenue must be expended or obligated within 10 years, unless the City Council makes a written finding that an extraordinary and compelling reason exists to hold the fees for longer than 10 years. This deadline ensures a benefit to the applicant by prohibiting the City from holding the money indefinitely.

METHODOLOGY AND RELATIONSHIP TO CAPITAL FACILITIES PLAN

Impact fees for transportation facilities begin with the list of projects in the City's Transportation Element and Capital Facilities Plan (CFP). The projects in the Transportation Element and CFP are analyzed to identify capacity costs attributable to new development. The costs are adjusted to reflect other sources of revenue paid by the new development (and any payments that reduce the cost of the facility that is to be paid by impact fees). The costs are calculated per growth trip. The costs per growth trip are applied to the unique trip generation rates for each type of land use. The amount of the fee is determined by charging each fee-paying development for cost of the number of growth trips that it generates.

Calculation of Impact Fee Amounts

Five formulas are used to determine the amount of impact fees for transportation facilities that are required as a result of new development:

$$1. \quad \begin{array}{r} \text{Road}^2 \\ \text{Project} \\ \text{Costs} \end{array} - \begin{array}{r} \text{Cost of} \\ \text{Existing} \\ \text{Deficiencies} \end{array} - \begin{array}{r} \text{Cost of Capacity} \\ \text{for Growth} \\ \text{After 2030} \end{array} = \begin{array}{r} \text{Capacity Cost} \\ \text{for Future} \\ \text{Growth} \end{array}$$

² In the formulas and tables in this study, the terms "road" or "roads" is used as a shorthand expression for "transportation" (i.e., "public streets and roads" authorized by RCW 82.02.090(7)).

2. Capacity Cost for Future Growth - Other Funds Committed To Projects = 2008³-2030 Growth's Share of Projects
3. Future Trips on Road Network - Current Trips on Road Network = Growth Trips on Road Network
4. 2008-2030 Growth's Share ÷ Growth Trips on Road Network - "Not Rely Solely" Adjustment = Eligible Cost per Growth Trip
5. Eligible Cost per Growth Trip x Trip Generation Rate per Land Use = Impact Fee for Land Use Type

³ 2008 is the baseline year of Shoreline's most recent traffic model. Development that has occurred between 2009 and the present, and increases in trips on Shoreline's street network since 2008 are considered "growth" for the purpose of calculating impact fee costs per trip. However, impact fees will be charged only to growth that occurs after the effective date of Shoreline's ordinance adopting impact fees, and growth between 2009 and that effective date will not be charged impact fees.

2. ROAD SYSTEM IMPROVEMENT COSTS ELIGIBLE FOR IMPACT FEES

This chapter includes a description of the first two formulas, each variable that is used in the formula, an explanation of the use of data in the formula, and the calculation of 2008-2030 growths' share of the capital cost of system improvements to transportation facilities that are eligible for impact fees.

The transportation projects listed in this chapter are eligible for impact fees because the needs analysis of the Transportation Element and CFP projects presented in Appendix A meets the requirements of RCW 82.02.

FORMULA 1: CAPACITY COST FOR FUTURE GROWTH

The cost of the capacity of eligible transportation projects for future growth is calculated by subtracting the cost of existing deficiencies and the cost of capacity not used by 2030 from the total transportation project costs as shown in the City's Transportation Element and Capital Facilities Plan (CFP) for transportation facilities.

$$\begin{array}{rcccccc} 1. & \text{Road} & & \text{Cost of} & & \text{Cost of Capacity} & & \text{Capacity Cost} \\ & \text{Project} & & \text{Existing} & & \text{for Growth} & = & \text{for Future} \\ & \text{Costs} & - & \text{Deficiencies} & - & \text{After 2030} & & \text{Growth} \end{array}$$

There are three variables that require explanation: (A) the costs of transportation projects, (B) the cost of existing deficiencies, and (C) the cost of capacity for growth after 2030.

Variable (A) Costs of Transportation Projects

The Transportation Element and Capital Facilities Plan identify capital projects needed to maintain the City's current transportation system, and to meet the additional demands from growth. The projects in the Transportation Element and CFP were analyzed to determine which projects are needed to serve growth. Appendix A presents the results of that analysis.

The costs of transportation projects used in this study include the full cost of the project, including engineering, right of way, and construction costs.

The cost of transportation projects does not include any costs for interest or other financing. If the City decides in the future to borrow money for transportation facilities, the carrying costs for financing can be added to the costs in this study, and the impact fee can be recalculated to include such costs.

Variable (B): Costs of Existing Deficiencies

Impact fees can be charged for growth's proportionate share of transportation projects, but impact fees cannot be charged for the portion of projects that eliminate deficiencies that existed before growth occurred. The portion of a project that eliminates an existing deficiency is not eligible for impact fees, therefore the cost of eliminating the existing deficiency is subtracted from the total cost of the project.

For transportation segments, the cost of existing deficiency is determined by dividing the current deficient traffic volume by the capacity created by the new project. The resulting percent is the portion of the project that is needed for the existing deficiency. That percent is multiplied times the total transportation project cost to determine the portion of the cost that is needed to eliminate the existing deficiency.

For intersections, the cost of existing deficiency is determined by dividing the number of seconds of delay in excess of the standard by the number of seconds allowed by the standard. The resulting percent is the portion of the project that is needed for the existing deficiency. That percent is multiplied times the total intersection project cost to determine the portion of the cost that is needed to eliminate the existing deficiency.

Variable (C) Costs of Capacity for Growth after 2030

The impact fees in this study are calculated for growth that will occur between 2008 and 2030, but some of the transportation projects in the Transportation Element and Capital Facilities Plan create more capacity than will be used up by growth through 2030. The amount of capacity that is not used by 2030 is available for long-term growth that occurs after 2030, but its cost should not be included in impact fees for short-term growth.

The cost of growth after 2030 is calculated by determining the unused ("reserve") capacity. Reserve capacity is the difference between the total capacity of the improved transportation facilities and the amount of traffic volume in the year 2030 (as forecast by the traffic model). The cost (value) of reserve capacity is determined by dividing the reserve capacity by the total capacity created by the new project. The resulting percent is the portion of the project that is unused reserve capacity in 2030. That percent is multiplied times the total project cost to determine the portion of the cost that is for capacity for growth that will occur after 2030. However, project #6, N 175th St. from Stone to Meridian is being constructed in order to relieve congestion on Meridian. As a result, the analysis of reserve capacity on N 175th is not applicable to the impact fee calculations.

CALCULATION OF CAPACITY COSTS FOR FUTURE GROWTH

The calculation of the cost of the capacity of eligible transportation projects for future growth is presented in Table 1. Columns 1 and 2 list the eligible projects and total costs from the Transportation Element and CFP. The total costs are reduced by existing deficiency costs and costs of capacity for growth after 2030 in Columns 3 and 4. These ineligible costs are subtracted from the total costs, and the balance in Column 5 is the cost of capacity for future growth.

	(1)	(2)	(3)	(4)	(5)
#	Project	Project Cost	Cost of Existing Deficiency	Cost of Post-2030 Reserve Capacity	2008 - 2030 Growth Share
1.	N 185 th St/Meridian Ave N: 500 ft NB/SB	\$ 5,479,125	\$199,241	\$ 0	\$ 5,279,884
2.	N 175th St/Meridian Ave N: 500 ft	5,260,356	180,502	0	5,079,854
3.	Meridian Ave N: N 145th St to N 205th St	10,108,030	0	0	10,108,030
4.	NE 185th St: 1st Ave NE to 7th Ave NE	308,068	0	211,797	96,271
5.	N 175th St: Meridian Ave N to I-5	4,269,679	0	0	4,269,679
6.	N 175th St: Stone to Meridian	13,253,502	0	0	13,253,502
	Totals	38,678,760	379,743	211,797	38,087,220

FORMULA 2: 2008-2030 GROWTH'S SHARE

The 2008-2030 growth share of transportation project cost is calculated by subtracting the value of other funds that are committed to the project and which will pay for part of growth's share of the cost (from Table 1).

$$2. \text{ Capacity Cost for Future Growth} - \text{Other Funds Committed To Projects} = \text{2008-2030 Growth's Share of Projects}$$

There is one new variable that requires explanation: (D) other funds committed to projects.

Variable (D): Other Funds Committed to Projects

Impact fee rate calculations must recognize and reflect all known sources of revenue from new development that are earmarked or proratable to a particular impact fee project. These sources of revenue can include locally generated revenues (e.g., taxes, fees or charges, interest, etc.), state and/or

federal grants, bonds, or other revenue sources, which are committed to transportation capital improvement projects. The City’s Transportation Element and CFP list specific sources of revenue for each project. The City of Shoreline’s impact fee calculations include all non-impact fee revenue, whether paid by new development, or paid by existing residents and businesses.

The sources of revenue listed in the City’s Transportation Element and CFP are available to pay for the City’s “share” of projects, as well as growth’s “share.” The City’s share includes the costs of variables B and C listed above: costs of existing deficiencies, and cost of capacity for growth after 2030. The revenues in the City’s plan were analyzed to determine the portion that was available for the City’s share and the portion that was for growth’s share. The City has no revenue that applies to growth’s share of project costs.

Revenues that are used for repair, maintenance or operating costs are not included because impact fees are not used for such expenses. Revenues for payments of *past* taxes paid on vacant land prior to development are not included because new capital projects do not have prior costs, therefore prior taxes did not contribute to such projects.

If an applicant believes that past tax payments were made by his/her property and such taxes meet the criteria of RCW 82.02.060(1)(b), an applicant can submit documentation and request a special review.

CALCULATION OF 2008-2030 GROWTH’S SHARE

The 2008-2030 growth share of transportation project cost is presented in Table 2. Column 1 lists the eligible projects from the Transportation Element and CFP. Column 2 lists the capacity cost for future growth (from Table 1, column 5). The capacity costs in Column 1 are reduced by the other revenue that pays for growth’s share (Column 3). The result is shown in Column 4: 2008-2030 growth’s share of the transportation improvement projects.

TABLE 2 NET GROWTH SHARE ELIGIBLE FOR IMPACT FEES				
	(1)	(2)	(3)	(4)
#	Project	2008 - 2030 Growth Share	Other Funds Committed to Projects	Net Growth Share (Eligible for Impact Fees)
1.	N 185 th St/Meridian Ave N: 500 ft NB/SB	\$ 5,279,884	\$ 0	\$ 5,279,884
2.	N 175th St/Meridian Ave N: 500 ft	5,079,854	0	5,079,854
3.	Meridian Ave N: N 145th St to N 205th St	10,108,030	0	10,108,030
4.	NE 185th St: 1st Ave NE to 7th Ave NE	96,271	0	96,271
5.	N 175th St: Meridian Ave N to I-5	4,269,679	0	4,269,679
6.	N 175th St: Stone to Meridian	13,253,502	0	13,253,502
Totals		38,087,220	0	38,087,220

3. 2008-2030 GROWTH COST PER GROWTH TRIP

In this chapter the 2008-2030 growth's share of the cost of eligible transportation projects from Chapter 2 is converted to a cost per growth trip. As in the previous chapter, this chapter includes a description of each formula and each variable that is used in the formulas, an explanation of the use of data in the formula, and the calculation of the unfunded cost per growth trip, using formulas 3 and 4.

FORMULA 3: GROWTH TRIPS

The growth of trips on Shoreline's transportation system is calculated by subtracting the number of trips currently on the transportation system from the number of trips that are forecast to be on the transportation system in the year 2030:

$$\begin{array}{rcccl}
 3. & \text{Future} & & \text{Current} & & \text{Growth} \\
 & \text{Trips on} & - & \text{Trips on} & = & \text{Trips on} \\
 & \text{Road Network} & & \text{Road Network} & & \text{Road Network}
 \end{array}$$

There is one new variable used in formula 3 that requires explanation: (E) trips.

Variable (E) Trips (Current and Future)

A traffic demand model is used to analyze traffic on transportation facilities. Shoreline's model was run by the City's transportation planning consultant, DKS Associates, and the results used to calculate current and future trips on Shoreline's transportation facilities. The data from the model is presented here as p.m. peak hour trips.

CALCULATION OF GROWTH TRIPS

Table 3 shows the future and current trips and calculates the growth trips.

TABLE 3			
GROWTH TRIPS (P.M. PEAK HOUR) IN SHORELINE			
(1)	(2)	(3)	(4)
Origin - Destination	2008 Trips	2030 Trips	Growth Trips (Increase in Trips)
internal to internal	2,444	3,352	908
internal to external	7,009	8,846	1,837
external to internal	8,168	9,766	1,598
external to external	8,011	9,700	1,689
Total Trips	25,632	31,664	6,032

FORMULA 4: COST PER GROWTH TRIP

The 2008-2030 growth share of cost of transportation projects per growth trip is calculated by dividing the 2008-2030 growth share of cost of transportation projects by the number of growth trips:

$$4. \quad \begin{array}{r} \text{2008-2030} \\ \text{Growth's} \\ \text{Share} \end{array} \div \begin{array}{r} \text{Growth} \\ \text{Trips on} \\ \text{Road Network} \end{array} - \begin{array}{r} \text{"Not Rely} \\ \text{Solely"} \\ \text{Adjustment} \end{array} = \begin{array}{r} \text{Eligible Cost} \\ \text{per} \\ \text{Growth Trip} \end{array}$$

There is one new variable used in formula 3 that requires explanation: (F) "not rely solely on impact fees."

Variable (F) "Not Rely Solely on Impact Fees"

RCW 82.02.050(7) provides that "...the financing for system improvements to serve new development ... cannot rely solely on impact fees." The statute provides no further guidance, and "not rely solely" could be anything between 0.1% and 99.9%, thus additional analysis is presented below.

As noted previously, the total cost of all eligible projects is \$32.5 million, and 0.9% of that is for existing deficiencies. In addition, the future reserve capacity equals 0.5% of total costs. The City is required to pay for existing deficiencies and reserve capacity costs. The City may or may not eventually recoup the costs of future reserve capacity from development that occurs after the 2030 planning horizon for the transportation improvements. Arguably the 0.9% and the 0.5% that will be paid by the City provide sufficient compliance with the requirement to "not rely solely on impact fees." However, in the event that the intent of the statute is more narrowly construed to mean that the City should "not rely solely on impact fees" for the \$32,042,240 cost that is eligible for impact fees, an additional 3% reduction (\$961,267) is made to the impact fee calculation. This is accomplished at the end of Table 4, by reducing the cost per trip by 3%, and the resulting net cost per trip will be used as the basis for the remaining calculations of the transportation impact fee for Shoreline.

CALCULATION OF COST PER GROWTH TRIP

Table 4 shows the calculation of the cost per growth trip by dividing the 2008-2030 growth share of cost of transportation projects that are eligible for impact fees (from Table 2) by the number of growth trips (from Table 3) to produce the total cost per growth trip. The last step in Table 4 is to subtract an amount equal to 3% of the total cost per trip in order to determine the eligible cost per trip.

TABLE 4 COST PER GROWTH TRIP	
(1) Description	(2) Amount
Growth Share of Project Costs	\$ 38,087,220
P.M. Peak Hour Growth Trips	6,032
Cost per P.M. Peak Hour Growth Trip	\$ 6,314.19
RCW 82.02.050 (2) "cannot rely solely on impact fees"	-3.00%
Net Cost per P.M. Peak Hour Growth Trip	\$ 6,124.77

4. IMPACT FEE RATES FOR SPECIFIC LAND USES

In this chapter the eligible cost per growth trip (from chapter 3) is converted to an impact fee rate per unit of development for a variety of land use categories. As in the previous chapter, this chapter includes a description of the formula and each variable that is used in the formula, an explanation of the use of data in the formula, and the calculation of the impact fee, using formula 5.

FORMULA 5: IMPACT FEE RATES FOR SPECIFIC LAND USES

The impact fee for each category of land use is determined by multiplying the cost per growth trip times the number of trips generated per unit of development of each category of land use:

$$\begin{array}{rcccl} 5. & \text{Eligible Cost} & & \text{Trip} & & \text{Impact} \\ & \text{per} & & \text{Generation} & = & \text{Fee for} \\ & \text{Growth Trip} & \times & \text{Rate per Land Use} & & \text{Land Use Type} \end{array}$$

The formula uses different trip generation rates for different types of land uses (i.e., single family houses, office buildings, etc.). There is one new variable used in formula 4 that requires explanation: (G) trip generation rates.

Variable (G) Trip Generation Rates

This rate study uses the data reported in Trip Generation, compiled and published by the Institute of Transportation Engineers (ITE). The report is currently in its 8th edition. The report is a detailed statistical compilation of hundreds of surveys of trip origins and destinations conducted throughout the United States. The data is reported on several variables (i.e., type of land use, units of development, number of employees, hour of day, etc.). The data used in this impact fee rate study is for trips generated during the p.m. peak hour, since that is the same basis as the trip data for the City's level of service. Impact fee rates are calculated in this study for many frequently used types of land use (i.e., dwellings, offices, retail, restaurants, etc.). Impact fees can be calculated for other land uses not listed in this rate study by referring to the data in the ITE report.

Trip generation data is reported initially as the total number of trips leaving and arriving at each type of land use (i.e., trip ends). There are two adjustments made to each trip generation rate before it is used to calculate the impact fee.

The first adjustment is to reduce the number of trips charged to land uses that are incidental attractors and generators of trips. For example, if a person leaves work to return home at the end of the workday, the place of employment is the origin, and the home is the destination. But if the person stops enroute to run an errand at a store, the ITE data counts the stop at the store as a new destination (and a new origin when the person leaves the store). In reality, the work-to-

home trip was going to occur regardless of the incidental stop, therefore the trip rate of the store should not be charged as an additional impact on the transportation system. The adjustment is based on the number of "pass-by" trips that stop at the store instead of "passing by." In Table 5, these trips are eliminated by counting only the trips that are truly "new" trips (i.e., a person made a special trip to the store). The adjustment is shown in the rate table as "Percent New Trips."

The second adjustment is the "Trip Length Factor." Not all trips are the same length. Longer trips need more transportation facilities, so they are considered to have a greater impact than shorter trips. The ITE report's trip generation data is adjusted by a factor that compares the average trip length of each type of development to the average trip length of all trips. Some land uses have factors greater than 1.0 (i.e., hospitals are factored at 1.28 because their trips are 28% longer than average) while other land uses have factors less than 1.0 (i.e., 24-hour convenience markets trips are factored at 0.44 because their trips are only 44% the length of an average trip).

CALCULATION OF IMPACT FEE RATES FOR SPECIFIC LAND USES

Table 5 shows the calculation of impact fee rates for twenty-eight frequently used categories of land use that are listed in column 1. The ITE trip rate in column 2 is multiplied times the percent new trips in column 3, and the result is multiplied times the trip length factor in column 4. Column 5 reports the net new trips that are the result of these calculations. The impact fee rates in column 6 are calculated by multiplying the net new trips from column 5 times the eligible cost per growth trip (from Table 4, and repeated in the column heading of column 6). If the trip generation rate in column 5 is reported per 1,000 square feet, the calculation of rates for column 6 includes a step of dividing by 1,000 in order to calculate the impact fee rate per square foot.

An applicant for a building permit will be assessed an impact fee that is determined as follows:

1. Select the appropriate land use category from Table 5, and find the impact fee rate per unit in column 6.
2. Determine the number of "units" of development, such as dwelling units, or square feet of buildings the applicant proposes to build. (Specific "units" used for impact fees are listed in the right portion of column 6 of Table 5).
3. Multiply the rate per unit by the number of units to be built. The result is the impact fee.

TABLE 5 IMPACT FEE RATES							
(1)	(2)	(3)	(4)	(5)		(6)	
ITE Code	Land Use Category/ Description	Trip Rate ¹	% New Trips ²	Trip Length Factor ³	Net New Trips Per Unit of Measure		Impact Fee Per Unit @ \$6,124.77 per Trip
90	Park-and-ride lot w/ bus svc	0.62	75%	1.00	0.47	parking spce	2,848.02 per parking spce
110	Light industrial	0.97	100%	1.31	1.27	1,000 sq ft	7.78 per square foot
140	Manufacturing	0.73	100%	1.31	0.96	1,000 sq ft	5.86 per square foot
151	Mini-warehouse	0.26	100%	1.31	0.34	1,000 sq ft	2.09 per square foot
210	Single family house (includes townhouse and duplex)	1.01	100%	0.90	0.91	dwelling	5,567.41 per dwelling unit
220	Apartment (includes accessory dwelling unit)	0.62	100%	0.95	0.59	dwelling	3,607.49 per dwelling unit
230	Condominium	0.52	100%	1.15	0.60	dwelling	3,662.61 per dwelling unit
240	Mobile home park	0.59	100%	0.72	0.42	dwelling	2,601.80 per dwelling unit
251	Senior housing	0.27	100%	0.72	0.19	dwelling	1,190.65 per dwelling unit
255	Continuing care retirement	0.29	100%	1.00	0.29	dwelling	1,776.18 per dwelling unit
310	Hotel	0.59	100%	1.03	0.61	room	3,722.02 per room
320	Motel	0.47	100%	1.03	0.48	room	2,965.00 per room
444	Movie theater	3.80	85%	0.59	1.91	1,000 sq ft	11.67 per square foot
492	Health/fitness club	3.53	90%	0.79	2.51	1,000 sq ft	15.37 per square foot
530	School (public or private)	0.97	80%	0.95	0.74	1,000 sq ft	4.52 per square foot
540	Junior/community college	2.54	80%	0.95	1.93	1,000 sq ft	11.82 per square foot
560	Church	0.55	95%	0.95	0.50	1,000 sq ft	3.04 per square foot
565	Day care center	12.46	75%	0.51	4.77	1,000 sq ft	29.19 per square foot
590	Library	7.30	75%	0.44	2.41	1,000 sq ft	14.75 per square foot
610	Hospital	1.14	80%	1.28	1.17	1,000 sq ft	7.15 per square foot
710	General office	1.49	90%	1.31	1.76	1,000 sq ft	10.76 per square foot
720	Medical-dental office	3.46	75%	1.23	3.19	1,000 sq ft	19.55 per square foot
731	State motor vehicles dept	17.09	90%	1.00	15.38	1,000 sq ft	94.21 per square foot
732	United States post office	11.12	75%	0.44	3.67	1,000 sq ft	22.48 per square foot
820	General retail and personal services (includes shopping center)	3.73	66%	0.54	1.33	1,000 sq ft	8.14 per square foot
841	Car sales	2.59	80%	1.18	2.44	1,000 sq ft	14.97 per square foot
850	Supermarket	10.50	64%	0.54	3.63	1,000 sq ft	22.23 per square foot
851	Convenience market-24 hr	52.41	39%	0.33	6.75	1,000 sq ft	41.31 per square foot
854	Discount supermarket	8.90	77%	0.54	3.70	1,000 sq ft	22.67 per square foot
880	Pharmacy/Drugstore	8.42	47%	0.54	2.14	1,000 sq ft	13.09 per square foot
912	Bank	25.82	53%	0.38	5.20	1,000 sq ft	31.85 per square foot
932	Restaurant: sit-down	11.15	57%	0.59	3.75	1,000 sq ft	22.97 per square foot
934	Fast food	33.84	50%	0.51	8.63	1,000 sq ft	52.85 per square foot
937	Coffee/donutshop	42.93	50%	0.51	10.95	1,000 sq ft	67.05 per square foot
941	Quick lube shop	5.19	75%	1.00	3.89	service bay	23,840.66 per service bay
944	Gas station	13.87	58%	0.44	3.54	pump	21,679.38 per pump
948	Automated car wash	11.64	65%	1.00	7.57	1,000 sq ft	46.34 per square foot

¹ ITE Trip Generation (8th Edition): 4-6 PM Peak Hour Trip Ends

² Excludes pass-by trips: see "Trip Generation Handbook: An ITE Proposed Recommended Practice" (1988) and other sources.

³ Ratio to average trip length

APPENDIX A: ANALYSIS OF NEEDS FOR ROAD IMPROVEMENTS

Need for Transportation to Serve Growth in Shoreline

RCW 82.02 requires impact fees to be based on the City's Capital Facilities Plan which must identify existing deficiencies in transportation system capacity for current development, capacity of existing transportation system available for new development, and additional transportation system capacity needed for new development. Shoreline's Capital Facilities Plan for transportation projects is found in the Transportation Element of the City's Comprehensive Plan.

Existing deficiencies and reserves were summarized in Table 2 of this study. The purpose of this appendix is to summarize needs for additional capacity for new development based on data provided in the Transportation Element of the City's Comprehensive Plan.. Specifically, Figure A-4 denotes roadway projects to accommodate growth. Tables 8.2 and 8.3 speak to 2008 and 2030 increased in time delay (for LOS) in % and Appendix E, Figures E-2, E-3, E-4, and E-5 all speak to growth with 2008 and 2030 vehicle counts and % growth calculations being presented.

The need for additional transportation facilities is determined by using several criteria, including increases in traffic volume, increases in transportation system capacity and determination that the capacity increases are needed for growth. Table A-1 lists the transportation projects from Shoreline's Transportation Element and CFP that are eligible for impact fees because of the results of one or more criteria.

TABLE A-1 ANALYSIS OF NEED FOR ROAD PROJECTS TO SERVE GROWTH					
(1)	(2)	(3)	(4)	(5)	
#	Project	Description	Volume Increase 2008 - 2030	Capacity Increase 2008 - 2030	Capacity Increase Needed to Serve Growth
1.	N 185 th St/Meridian Ave N: 500 ft NB/SB	Add/Drop Lanes	50%	380 vph	X
2.	N 175th St/Meridian Ave N: 500 ft	NB Add lane, Restripe WB Approach	44%	380 vph	X
3.	Meridian Ave N: N 145th St to N 205th St	Add two way left turn lane	39%	140 vph	X
4.	NE 185th St: 1st Ave NE to 7th Ave NE	Add two way left turn lane	38%	160 vph	X
5.	N 175th St: Meridian Ave N to I-5	Roadway widening and sidewalks	22%	160 vph	X
6.	N 175th St: Stone to Meridian	Roadway widening, sidewalks and vertical realignment	40%	160 vph	X



PUBLIC HEARING RECORD
Update to Concurrency Regulations
March 20, 2014 / List of Exhibits

- Exhibit 1** March 6, 2014 Staff Report “Update to Concurrency Regulations”
 - Exhibit 2** Attachment A: Draft Amendments to Title 20
 - Exhibit 3** Attachment B: Concurrency Test Process
 - Exhibit 4** Attachment C: Notice of Public Hearing
 - Exhibit 5** Attachment D: Revised Public Hearing Notice Text
 - Exhibit 6** Affidavit of Publication for Public Hearing Notice
 - Exhibit 7** Concurrency Presentation - March 6 Planning Commission Meeting
 - Exhibit 8** March 20, 2014 Staff Report “Update to Concurrency Regulations”
 - Exhibit 9** Attachment A – Draft Amendments to Title 20
 - Exhibit 10** Concurrency Presentation – March 20 Planning Commission Meeting
 - Exhibit 11** Shallbetter Law Comment Letter
- Public Hearing Minutes (include oral testimony)**
- Planning Commission transmittal of findings, conclusion and recommendation**

Planning Commission Audio Recording at:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/pcd/pc/2014/0320/PC032014.mp3>

Content of the Record. *The record of a hearing conducted by the Planning Commission shall include, but not be limited to, the following materials:*

- a. The application;*
- b. The departmental staff reports;*
- c. All evidence received which shall include oral testimony given at the hearing, all exhibits and other materials admitted as evidence;*
- d. A statement of all matters officially noticed;*
- e. A recommendation containing the findings and conclusions of the Planning Commission;*
- f. Recordings made on electronic equipment; and*

- g. Any Environmental Impact Statement prepared for the project or action.*

Planning Commission Meeting Date: March 6, 2014
Agenda Item 6

PLANNING COMMISSION AGENDA ITEM

CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Update to Concurrency Regulations**DEPARTMENT: Public Works****PRESENTED BY: Alicia McIntire, Senior Transportation Planner** **Public Hearing** **Study Session** **Recommendation Only** **Discussion** **Update** **Other****INTRODUCTION**

In 2011, Council adopted an updated Transportation Master Plan (TMP). One chapter in the TMP discusses transportation concurrency and level of service. The TMP includes policies identifying the transportation levels of service in the City as well as direction to adopt an impact fee program. The TMP serves as the Transportation Element of the Comprehensive Plan and was adopted as such in 2011. The TMP also includes a draft framework for evaluating transportation concurrency. The purpose of this study session item is to introduce a draft methodology for measuring transportation concurrency that is consistent with the framework direction in the TMP and will work effectively with an impact fee program.

BACKGROUND

Concurrency is one of the goals of the Growth Management Act (GMA) (RCW 36.70A.020(12)). The GMA also requires the development of a comprehensive plan to provide for a generalized coordinated land use policy statement for the City of Shoreline. The comprehensive plan contains mandatory elements, with special attention called out for transportation (RCW 36.70A.070(6)). The importance of transportation in comprehensive planning is demonstrated by the GMA's requirement that transportation improvements or strategies to accommodate growth are made concurrently with development. "Concurrent with the development" is defined by the GMA to mean that any needed "improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years." (RCW 36.70A.070(6)(b)). While concurrency is a mandate, cities have flexibility regarding how to apply concurrency within their regulations, plans and permitting processes.

Transportation concurrency is measured by comparing the existing or planned capacity of transportation facilities to the anticipated capacity that will occur as a result of a development. This is generally measured using Level of Service (LOS) standards.

If the existing or planned capacity is greater than what is needed for the proposed development, the applicant passes the concurrency test and a development may

Approved By: Project Manager _____**Planning Director _____**

proceed. The applicant fails the concurrency test if the proposed development exceeds the existing or planned capacity of the transportation facilities. If an applicant fails the concurrency test, the following alternatives are available:

- The applicant can modify the proposal to reduce the transportation impacts;
- The applicant can propose mitigation (transportation improvements and/or strategies) that results in an acceptable LOS;
- The applicant can appeal the concurrency test results; or
- The application is denied.

The City’s existing concurrency program measures Level of Service (LOS) at the signalized intersections on arterial streets, unsignalized intersecting arterials, and on principal and minor arterial street segments (Shoreline Comprehensive Plan, Transportation Element, Policy T-44; SMC 20.60.140(A)). Intersection LOS is measured by average delay and roadway segment LOS is measured as a volume to capacity ratio (V/C). LOS standards qualitatively describe the operating conditions of a roadway and is based on a scale of “A” to “F.” LOS A is essentially free flowing traffic conditions whereas LOS F reflects a heavily congested roadway as traffic demand exceeds the capacity of the roadway. Thus, LOS A and B represent minimal delays, and LOS C represents generally acceptable delays. LOS D represents an increasing amount of delay and an increasing number of vehicles stopped at the intersection. An intersection with LOS E is approaching capacity and is processing the maximum number of vehicles possible through the intersection. LOS F means that the intersection is operating with excessive delays, meaning that it has a high level of traffic congestion. Vehicles approaching an intersection with LOS F may have to wait for more than one signal cycle to get through the intersection. The 2010 Highway Capacity Manual measures LOS in the following manner:

Level of Service	Roadway Segments V/C Ratio	Signalized Intersections Average Delay (sec/veh)	General Description
A	≤ 0.60	≤ 10	Free Flow
B	> 0.60 - 0.70	> 10 - 20	Stable Flow (slight delay)
C	> 0.70 - 0.80	> 20 - 35	Stable Flow (acceptable delay)
D	> 0.80 - 0.90	> 35 - 55	Approaching Unstable Flow (speeds somewhat reduced, more vehicles stop and may wait through more than one signal cycle before proceeding)
E	> 0.90 - 1.0	55 - 80	Unstable Flow (speeds reduced and highly variable, queues occur, many vehicles have to wait through more than one signal cycle before proceeding)
F	> 1.0	> 80	Forced Flow (jammed conditions, long queues occur that do not clear, most vehicles wait through more than one signal cycle before proceeding)

For its signalized intersections on arterials and unsignalized intersecting arterials, the City of Shoreline has adopted a level of service standard of LOS D (Shoreline Comprehensive Plan, Transportation Element, Policy T-44; SMC 20.60.140(A)). The City has also adopted a supplemental LOS for principal arterials and minor arterials that limits the volume to capacity (V/C) ratio to 0.90 or lower except when any leg of a principal or minor arterial intersection operates at LOS D or better. *Id.*

Development proposals that generate more than 20 trips during the p.m. peak travel period are evaluated using a Traffic Impact Analysis prepared by the applicant. (Twenty p.m. peak hour trips is the equivalent of 32 apartments or 13,500 square feet of office space or 5,400 square feet of retail space.) (SMC 20.60.140). This analysis is required to identify any direct impacts to City roadways or intersections. If there will be impacts, they are mitigated through the City's SEPA review process.

As part of the TMP update, the City contracted with Randy Young of Henderson, Young & Co. to evaluate the City's existing concurrency process and recommend changes, if needed. The goals staff laid out for Young were:

- any new program needed to be easy and inexpensive to implement,
- easily understood by the development community and
- customized to reflect the built out nature of Shoreline.

During development of the TMP, Randy Young presented a draft framework to update the City's concurrency program to the Council. The framework focused on mitigating the impacts of traffic growth only. At the beginning of the process, a multi-modal concurrency approach that included bicycles, pedestrians and transit was discussed among staff and the consultant. It was determined that this approach would be cumbersome and expensive for the City to administer and would not suit Shoreline as a fully built-out community where large developments are not anticipated. The draft framework accomplished the identified goals and at its regular meeting on May 20, 2013 Council directed staff to proceed with development of a program based upon this approach. Council also directed staff to develop an impact fee program for the City, however, the impact fee program is not subject to review by the Planning Commission. Under state law, the City is required to have a concurrency standard by which to measure growth (RCW 36.70A.070(6)(b)). An impact fee is not required but is allowed under state law (RCW 82.02). Concurrency and impact fees are not dependent upon one another – a City can have one without the other.

In order to identify locations where transportation facilities would fail to meet the adopted LOS, traffic modeling was performed as part of the TMP development. Utilizing growth assumptions of 5,000 new jobs and 5,000 new housing units in the next twenty years, the traffic model identified seven projects as necessary to help ensure that adequate transportation facilities are in place to support growth while maintaining the City's currently adopted LOS. An impact fee program for the City will be based upon the costs for these projects. A cost per trip will be calculated to allow the fees to be distributed in proportion to the type and size of development. Since impact fees are designed to cover the costs for growth citywide, mitigation would still required for localized impacts resulting from individual developments. These impacts would be evaluated as part of the City's SEPA process.

The draft amendments (Attachment A) outline a concurrency program that functions best in conjunction with an impact fee. It allows the City to implement a program that is easy to administer, understandable and predictable for the development community and results in development paying for the improvements needed to mitigate the traffic impacts that occur due to growth. The City will be able to reexamine the need for growth related transportation improvements as the forecasts for growth change and adjust the impact fee accordingly. Should the City decide not to adopt an impact fee program, a different concurrency framework would need to be developed. Without impact fees, the City would lack the funding for the street improvement projects that provide the trip capacity in the citywide concurrency trip bank. Additionally, if improvements to maintain transportation LOS cannot be funded, the City will need to make a decision about how to meet its concurrency standard. In addressing unfunded improvements, the City may choose to restrict growth by denying or delaying land use permit applications or accept a worse transportation level of service.

These amendments would be incorporated within the Title 20 of the City's Municipal Code, the Unified Development Code, and are therefore subject to review by the Planning Commission. This is the Planning Commission's first discussion of the specific amendments to the City's Concurrency regulations.

PROPOSAL & ANALYSIS

The proposed code amendments outline a concurrency program that measures traffic volume compared to road capacity. It functions as a trip "debit" system wherein the City first calculates the maximum allowed vehicle trips the traffic network can accommodate based upon projected growth, adopted transportation LOS and planned transportation improvements. Once the baseline trip "account" is established, new trips generated by future development are "debited" from it. New trips will be calculated at the time of building permit application. As long as trips are still available in the City account, the concurrency test is passed. If there are not enough trips in the account to accommodate a proposed development, the application must be modified to reduce the number of trips to an amount equal to or less than the account balance or the project fails the concurrency test and is denied. For projects that are approved, the applicant is required to pay the transportation impact fee and provide mitigation for localized transportation impacts. Attachment B shows the process the City would use to administer concurrency tests. Development proposals that do not create new dwelling units or create additional square feet of non-residential development, increase impacts to transportation facilities or demolish or move a structure would be exempt from the concurrency test.

The recommended change to the City's concurrency program has two primary benefits.

1. Accounts for the impacts of growth citywide – The City's existing concurrency methodology only requires evaluation of the localized impacts of a proposal and does not take into account the impacts of a project on the citywide transportation network. Additionally, a development that fails the City's concurrency test because of the cumulative impacts of previous projects may be required to invest significant funds into transportation improvements which were not entirely necessary to mitigate the project's impacts in order to be approved. Using the proposed methodology, the City will identify where there will be expected

transportation problems resulting from growth throughout the City. When integrated with an impact fee program, the proposed methodology requires each developer to mitigate the localized impacts of a proposal as well as paying for a proportional share of those projects needed to accommodate citywide growth over the next twenty years.

2. Streamlines permitting process – With the adoption of the proposed methodology, the City will provide for a more predictable and streamlined permitting process. The concurrency test is greatly simplified, as the City will have established trip generation rates for different uses, making the test a relatively simple exercise of calculating trips based upon type of use and number of units and/or square footage of area. Developers can simplify the calculations in Transportation Impact Analyses for a given development by utilizing these rates. The scope of Transportation Impact Analyses is reduced, as the larger impacts of citywide growth will be identified in advance and individual developers will not be required to analyze those areas nor pay to mitigate impacts that are not tied solely to a single development.

City Council Goal 2 is to “Improve Shoreline’s utility, transportation, and environmental infrastructure”. The TMP identifies the necessary transportation improvements to accommodate growth over the next twenty years and maintain the City’s adopted transportation LOS. Adoption of the updated concurrency methodology coupled with an impact fee program will help the City fund design and construction the needed improvements.

These amendments are categorically exempt from State Environmental Policy Act review under Washington Administrative Code 197-11-800(19).

TIMING AND SCHEDULE

This study session is the first presentation of the proposed amendments to the Planning Commission. A public hearing to receive testimony is scheduled for March 20, 2014. The Planning Commission is scheduled to adopt a recommendation to the City Council on March 20, 2014.

Notice of the March 20, 2014 public hearing on these amendments was published in the Seattle Times on February 18, 2014. Due to an error in the original notice a correction was published on February 25, 2014. Notice of the proposed code amendments was sent to the Washington State Department of Commerce on February 13, 2014.

RECOMMENDATION

No action is requested at this time. This report is for discussion purposes only.

ATTACHMENTS

Attachment A – Draft Amendments to Title 20
Attachment B – Concurrency Test Process
Attachment C – Notice of Public Hearing

Attachment D – Revised Public Hearing Notice

ATTACHMENT A – DRAFT AMENDMENTS TO TITLE 20

AMENDMENT #1 SMC 20.60.140

This change provides new language to more comprehensively outline the purpose of Chapter 20.60.140.

20.60.140 Adequate Streets.

~~The intent of this subchapter is to ensure that public streets maintain an adequate level of service (LOS) as new development occurs.~~ The purpose of this chapter is to set forth specific standards providing for the City's compliance with the concurrency requirements of the State Growth Management Act (GMA), 36.70A RCW. The GMA requires that adequate transportation capacity is provided concurrently with development to handle the increased traffic projected to result from growth and development in the city. The purpose of this chapter is to ensure that the city's transportation system shall be adequate to serve the future development at the time the development is available for occupancy without decreasing current service levels below established minimum standards.

AMENDMENT #2 SMC 20.60.140(A)

The proposed change adds minor clarifying language regarding the adopted Level of Service standard.

20.60.140(A). Level of Service. The level of service standard that the City has selected as the basis for measuring concurrency is as follows:

1. LOS D at signalized intersections on arterial streets and at unsignalized intersecting arterials; or
2. A volume to capacity (V/C) ratio of 0.90 or lower for principal and minor arterials.

The V/C ratio on one leg of an intersection may exceed 0.90 when the intersection operates at LOS D or better.

These level of service standards apply throughout the City unless an alternative level of service for a particular streets or streets has been adopted in the Comprehensive Plan Transportation Element.

AMENDMENT #3 SMC 20.60.140(B)

This change clarifies the requirements for transportation impact analyses submitted with development proposals.

20.60.140(B). Development Proposal Requirements. All new proposals for development that would generate 20 or more new trips during the p.m. peak hour must submit a traffic study transportation impact analysis prepared by the applicant in accordance with the standards established in the City's Engineering Development Manual at the time of application. The estimate of the number of trips for a development

shall be consistent with the most recent edition of the Trip Generation Manual, published by the Institute of Traffic Engineers. The traffic study shall include, at a minimum, an analysis of the following:

1. An analysis of origin/destination trip distribution proposed;
2. The identification of any intersection that would receive the addition of 20 or more trips during the p.m. peak hour; and
3. An analysis demonstrating how impacted intersections could accommodate the additional trips and maintain the LOS standard.

AMENDMENT #4 SMC 20.60.140(C)

This change would delete the language describing the City's current methodology used to evaluate the capacity for concurrency. This new language identifies the requirement for administering a concurrency test prior to issuance of a building permit and identifies proposals that are exempt from a concurrency test.

~~**20.60.140(C). Concurrency Required** — Development Approval Conditions. A development proposal that will have a direct traffic impact on a roadway or intersection that causes it to exceed the adopted LOS standards, or impacts an intersection or a road segment currently operating below a level of service identified in subsection B of this section, will not meet the City's established concurrency threshold and shall not be approved unless:~~

- ~~1. The applicant agrees to fund or build improvements within the existing right-of-way that will attain the LOS standards; or~~
- ~~2. The applicant achieves the LOS standard by phasing the project or using transportation demand management (TDM) techniques or phasing the development proposal as approved by the City of Shoreline to reduce the number of peak hour trips generated by the project to attain LOS standards.~~

20.60.140(C). Concurrency Requirement. The City shall not issue a building permit until:

1. A concurrency test has been conducted and passed, or
2. The building permit has been determined to be one of the following that are exempt from the concurrency test:
 - a. Alteration or replacement of an existing residential structure that does not create an additional dwelling unit or change the type of dwelling unit.
 - b. Alteration or replacement of an existing nonresidential structure that does not expand the usable space or change the existing land use.

c. Miscellaneous improvements that do not generate increased need for public facilities, including, but not limited to, fences, walls, residential swimming pools, and signs;

d. Demolition or moving of a structure.

e. Any building permit for development that creates no additional impacts, insignificant and/or temporary additional impacts on any transportation facility, including, but not limited to:

i. Home occupations that do not generate any additional demand for transportation facilities;

ii. Special events permits;

iii. Temporary structures not exceeding a total of 30 days;

f. Any building permit issued to development that is vested to receive a building permit pursuant to RCW 19.27.095

AMENDMENT #5 SMC 20.60.140(D)

This new language identifies the requirements for the City to determine the availability capacity for concurrency and when the capacity must be updated.

20.60.140(D). Available Capacity for Concurrency

1. The City shall determine the available capacity for concurrency as of the effective date of this ordinance and record it in the Concurrency Trip Capacity Balance Sheet.

2. The City shall update the available capacity in the Concurrency Trip Capacity Balance Sheet within twelve (12) months of any of the events listed below.

a. Update or amendment of the City's Transportation element as it relates to concurrency management.

b. Total traffic volume increases by 30 percent compared to traffic volume at the time the Concurrency Trip Capacity Balance Sheet was created, or was updated with new data from the traffic model.

c. More than 50 percent of the available capacity in the most recent calculation of available capacity has been reserved as a result of concurrency tests conducted by the City.

3. If none of the events listed in subsection 2 occurs within seven years of the most recent calculation of the available capacity, the City will update the available capacity recorded in the Concurrency Trip Capacity Balance Sheet.

4. Each update of available capacity in the Concurrency Trip Capacity Balance Sheet shall carry forward the reservations of capacity for any building permits for development that has not been completed prior to the update of available capacity.

5. In order to monitor the cumulative effect of exemptions from the concurrency test on the available capacity, the City shall adjust the available capacity in the Concurrency Trip Capacity Balance Sheet to record the number of p.m. peak hour trips generated by exempt building permits in the same manner as though a concurrency test had been performed for the exempt building permits.

AMENDMENT #6 SMC 20.60.140(E)

This new language outlines the methodology the City will employ to test for concurrency, the conditions under which a development passes or fails a concurrency test, options available to an applicant if a concurrency test is not passed and the order in which tests are administered for applications. This section also identifies that concurrency tests are exempt from the State Environmental Policy Act.

20.60.140(E). Concurrency Test.

1. Each applicant for a building permit that is not exempt from the concurrency test as provided in SMC 20.60.140(C)(2) shall submit the type of development to be constructed pursuant to the building permit, the number of square feet of each type of development, and the number of dwelling units.

2. The City shall perform a concurrency test for each application for a building permit that is not exempt from the concurrency test.

3. The concurrency test is passed if the number of trips from an applicant's proposed development is equal to or less than available capacity in the Concurrency Trip Capacity Balance Sheet that has been adjusted to subtract reserved trips . If the concurrency test is passed the City shall record the concurrency test results in the Concurrency Trip Capacity Balance Sheet in order to reduce the available capacity by the number of trips that will be generated by the applicant's development. The reservation of capacity shall be valid for the same time as the building permit for which it was reserved.

4. The concurrency test is not passed if the number of trips from an applicant's proposed development is greater than available capacity after it has been adjusted to subtract reserved trips. If the concurrency test is not passed, the applicant may select one of the following options:

a. Amend the application to reduce the number of trips generated by the proposed development, or

b. Provide system improvements or strategies that increase the city-wide available capacity by enough trips so that the application will pass the concurrency test, or

c. Appeal the denial of the application for a concurrency test, pursuant to the provisions of subsection H of this section, or

5. The City shall conduct concurrency tests for multiple applications impacting the same portions of the transportation network/intersection chronologically in accord with the date each application was deemed complete pursuant to SMC 20.30.110.

6. A concurrency test, and any results, shall be administrative actions of the City that are categorically exempt from the State Environmental Policy Act.

AMENDMENT #7 SMC 20.60.140(F)

This new language identifies the conditions under which available capacity is reserved.

20.60.140(F). Reservation of Availability Capacity Results of Concurrency Test

1. Upon passage of a concurrency test, the City shall reserve capacity on behalf of the applicant in the Concurrency Trip Capacity Balance Sheet.

2. A reservation of available capacity shall be valid for the same period as the approved building permit for which it was made, and may be extended according to the same terms and conditions as the underlying building permit.

3. A reservation of available capacity is valid only for the uses and intensities authorized for the building permit for which it is issued. Any change in use or intensity is subject to an additional concurrency test of the incremental increase in impact on transportation facilities.

4. A reservation of available capacity is non-transferrable to another parcel of land or development proposal. A reservation of available capacity may be transferred to a subsequent purchaser of the land for the same uses and intensities.

5. A reservation of available capacity shall expire if the underlying building permit expires; the application or permit is withdrawn by the applicant; the permit is revoked by the City; application approval is denied by the City; or the determination of completeness expires.

AMENDMENT #8 SMC 20.60.140(G)

This new language identifies the fees associated with administering the City's concurrency program.

20.60.140(G). Fees.

1. The City shall charge each applicant for a building permit that is not exempt from this section a concurrency test fee in an amount to be established by resolution by the City Council.

2. The City shall charge a processing fee to any individual that requests an informal analysis of capacity if the requested analysis requires substantially the same research as a concurrency test. The amount of the processing fee shall be the same as the concurrency test fee authorized by subsection G.1.

3. The fees authorized in subsections G.1 or G.2 of this section shall not be refundable, shall not be waived, and shall not be credited against any other fee.

AMENDMENT #9 SMC 20.60.140(H)

This new language identifies the process for appeals.

20.60.140(H). Appeals. Determinations and decisions by the Director that are appealed by an applicant shall follow the procedures of SMC 20.30 for an Administrative Decision-Type B.

AMENDMENT #10 SMC 20.60.140(I)

This new language identifies the Director of Public Works as the responsible official for implementing the City’s Concurrency requirements and provides the authority for the City to adopt guidelines for the administration of concurrency, including procedural rules.

20.60.140(I). Authority. The Director of Public Works, or his/her designee, shall be responsible for implementing and enforcing the concurrency requirements of this chapter. The Director of the Department of Public Works is authorized to adopt guidelines for the administration of Concurrency, which may include the adoption of procedural rules to clarify or implement the provisions of this section.

AMENDMENT #11 SMC 20.20.010

This amendment adds a new definition for “Available Capacity”.

“Available Capacity” means the number of motor vehicle trips that can be accommodated by the transportation facilities during the p.m. peak period for current and planned development while maintaining the adopted level of service standards. Available capacity is calculated as set forth in the table below:

Step 1	<u>Calculate the baseline total number of trips on the existing City-wide network of transportation facilities during the p.m. peak period using the most recent traffic counts.</u>
Step 2	<u>Identify any existing deficiencies of transportation facilities compared to the level of service standards set forth in SMC 20.60.140(A).</u>
Step 3	<u>Identify capital improvements that will eliminate existing deficiencies identified in Step 2.</u>
Step 4	<u>Add the improvements from Step 3 to the existing network</u>

	<u>to create the current non-deficient network</u>
Step 5	<u>Add future development to the current land use.</u>
Step 6	<u>Identify any future deficiencies of the current non-deficient network of transportation facilities compared to the level of service standards set forth in SMC 20.60.140(A).</u>
Step 7	<u>Identify capital improvements that will eliminate future deficiencies identified in Step 6.</u>
Step 8	<u>Add the improvements from Step 7 to create the improved network</u>
Step 9	<u>Calculate the total number of future trips on the improved network of transportation facilities during the p.m. peak period by the combined total of current and planned development.</u>
Step 10	<u>Calculate the available capacity by subtracting the baseline trips as calculated in Step 1 from the future trips as calculated in Step 9.</u>
Step 11	<u>Record the available capacity as the beginning balance in the City's Concurrency Trip Capacity Balance Sheet conducted by the City pursuant to Step 10.</u>

AMENDMENT #12 SMC 20.20.014

This amendment adds new definitions for “Concurrency”, “Concurrency Test” and “Concurrency Trip Capacity Balance Sheet”.

"Concurrency" means the level of service standard will be achieved and maintained for new development by adequate transportation facilities that are in place or will be completed no later than six (6) years after occupancy of development.

"Concurrency Test" means a comparison of the number of motor vehicle trips that will be generated during the p.m. peak period by development to the available capacity of transportation facilities.

“Concurrency Trip Capacity Balance Sheet” means the document created and maintained by the City to record the available capacity, reservations of capacity, and the balance of the available capacity that has been adjusted to reflect reserved trips.

AMENDMENT #13 SMC 20.20.032

This amendment adds a new definition for “Level of Service Standard”.

"Level of Service Standard" means the levels of service in SMC 20.60.140.A. For the purpose of determining capacity for concurrency, the level of service standards shall be compared to the actual levels of service at the p.m. peak period.

AMENDMENT #14 SMC 20.20.044

This amendment adds new definitions for “Reserve” and “Reservation”.

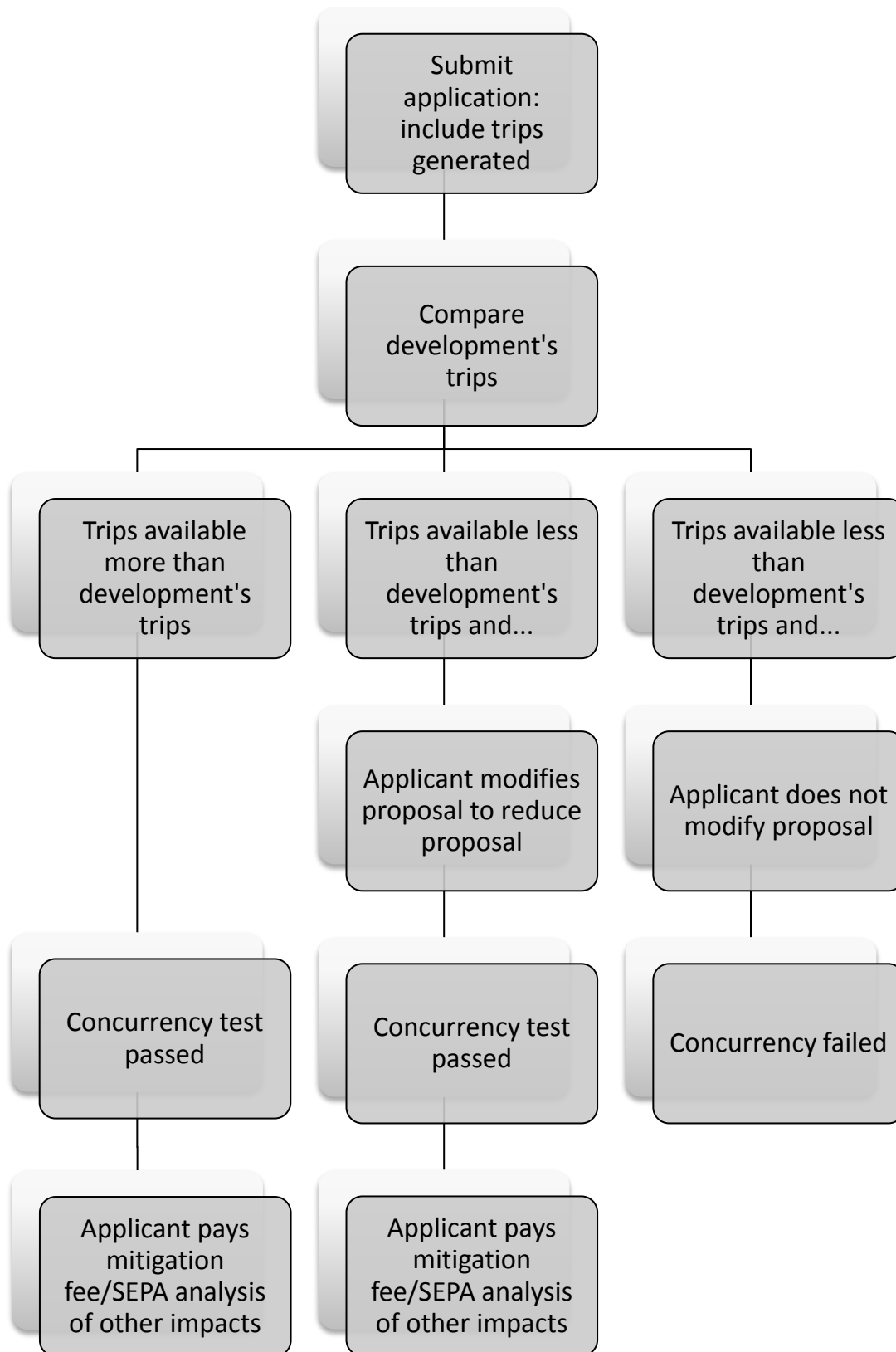
"Reserve" and "Reservation" means to set aside or otherwise note in the City's Concurrency Trip Capacity Balance Sheet in a manner that assigns capacity to the applicant's building permit and prevents the same capacity from being assigned to any other applicant.

AMENDMENT #15 SMC 20.20.048

This amendment adds a new definition for "Transportation Facilities".

"Transportation Facilities" for the purpose of Concurrency means roads and streets functionally classified as principal and minor arterials and signalized intersections on arterial streets and at unsignalized intersecting arterials except those facilities specifically identified as exempt in the City's Transportation Master Plan.

ATTACHMENT B - Concurrency Test Process



ATTACHMENT C – NOTICE OF PUBLIC HEARING

The City of Shoreline Notice of Public Hearing of the Planning Commission

Description of Proposal: The City of Shoreline is proposing a Development Code Amendment to amend SMC 20.60.140 “Adequate streets” to clarify concurrency requirements for new development, provide exemptions from the concurrency test and providing definitions in SMC 20.20.

This proposed amendment to the Development Code is categorically exempt from SEPA review under WAC 197-11-800(19).

This may be your only opportunity to submit written comments. Written comments must be received at the address listed below before **5:00 p.m. March 6, 2014**. Please mail, fax (206) 801-2788 or deliver comments to the City of Shoreline, Attn: Alicia McIntire 17500 Midvale Avenue N, Shoreline, WA 98133 or email to amcintire@shorelinewa.gov.

Interested persons are encouraged to attend a study session for this development code amendment. The study session is scheduled for Thursday, March 6, 2014 at 7:00 p.m. in the Council Chamber at City Hall, 17500 Midvale Avenue N, Shoreline, WA.

Interested persons are encouraged to provide oral and/or written comments regarding the above project at an open record public hearing. The hearing is scheduled for Thursday, March 20, 2014 at 7:00 p.m. in the Council Chamber at City Hall, 17500 Midvale Avenue N, Shoreline, WA.

Copies of the proposal and applicable codes are available for review at the City Hall, 17500 Midvale Avenue N.

Questions or More Information: Please contact Alicia McIntire, Public Works Department at (206) 801-2483.

Any person requiring a disability accommodation should contact the City Clerk at (206) 801-2230 in advance for more information. For TTY telephone service call (206) 546-0457. Each request will be considered individually according to the type of request, the availability of resources, and the financial ability of the City to provide the requested services or equipment.

ATTACHMENT D – REVISED PUBLIC HEARING NOTICE

**The City of Shoreline Notice of Public Hearing of the Planning Commission
REVISED**

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The Seattle Times

RECEIVED
MAR 03 2014
PCD

City of Shoreline
Kim Sullivan
17500 Midvale Ave N

Shoreline, WA 98133-4905

Re: Advertiser Account # 100164

Agency Account #: 0

Ad #: 410010

Agency Name:

Affidavit of Publication

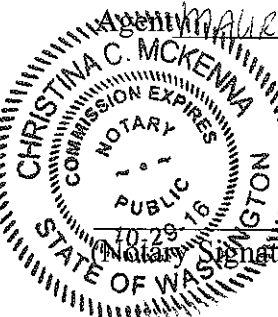
STATE OF WASHINGTON
Counties of King and Snohomish

Newspaper and Publication Date(s)	
Seattle Times	02/25/14

The undersigned, on oath states that he/she is an authorized representative of The Seattle Times Company, publisher of The Seattle Times of general circulation published daily in King and Snohomish Counties, State of Washington. The Seattle Times has been approved as a legal newspaper by others of the Superior Court of King and Snohomish Counties.

The notice, in the exact form annexed, was published in the regular and entire issue of said paper or papers and distributed to its subscribers during all of the said period.

MAUREEN E DUGGAN Signature Maureen E Duggan



subscribed and sworn to before me on Feb 25, 2014
DATE

Christina C. McKenna
Notary Public in and for the State of Washington, residing at Seattle

The Seattle Times

Re: Advertiser Account # 100164

Ad #: 410010

Agency Account #: 0

Agency Name:

AD TEXT

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Update to Concurrency Regulations

March 6, 2014



BACKGROUND

- Updated Transportation Master Plan adopted in 2011
- Includes direction to update concurrency methodology and adopt impact fees
- Transportation concurrency required by GMA (RCW 36.70A.020(12))

BACKGROUND (cont.)

EXHIBIT 7

- “Concurrency” comes from “concurrent”
- Dictionary defines “concurrent” = at the same time as
- “Concurrency” = private development and *adequate* public infrastructure at the same time

BACKGROUND (cont.)

EXHIBIT 7

Before Concurrency:

- Development was not linked to adequate infrastructure (except water & sewer)
- Infrastructure was never adequately funded
- Traffic congestion was considered normal in urban and suburban areas

BACKGROUND (cont.)

EXHIBIT 7

Concurrency origins:

- Cannot occupy structure without potable water and disposal of sanitary wastes
- Florida 1985: added transportation & other facilities
- Washington 1990: concurrency for transportation (“adequacy” for others)

BACKGROUND (cont.)

EXHIBIT 7

- Concurrency measured by comparing existing or planned capacity to anticipated capacity resulting from growth
- Measured as Level of Service standard
- Concurrency test administered for development
 - Existing/planned capacity $>$ development = pass
 - Existing/planned capacity $<$ development = fail, modify or mitigate

BACKGROUND (cont.)

EXHIBIT 7

What is “adequate”? (PSRC 2001 survey)

Grade	Percent
D	50%
E	26%
F	12%

City of Shoreline Level of Service

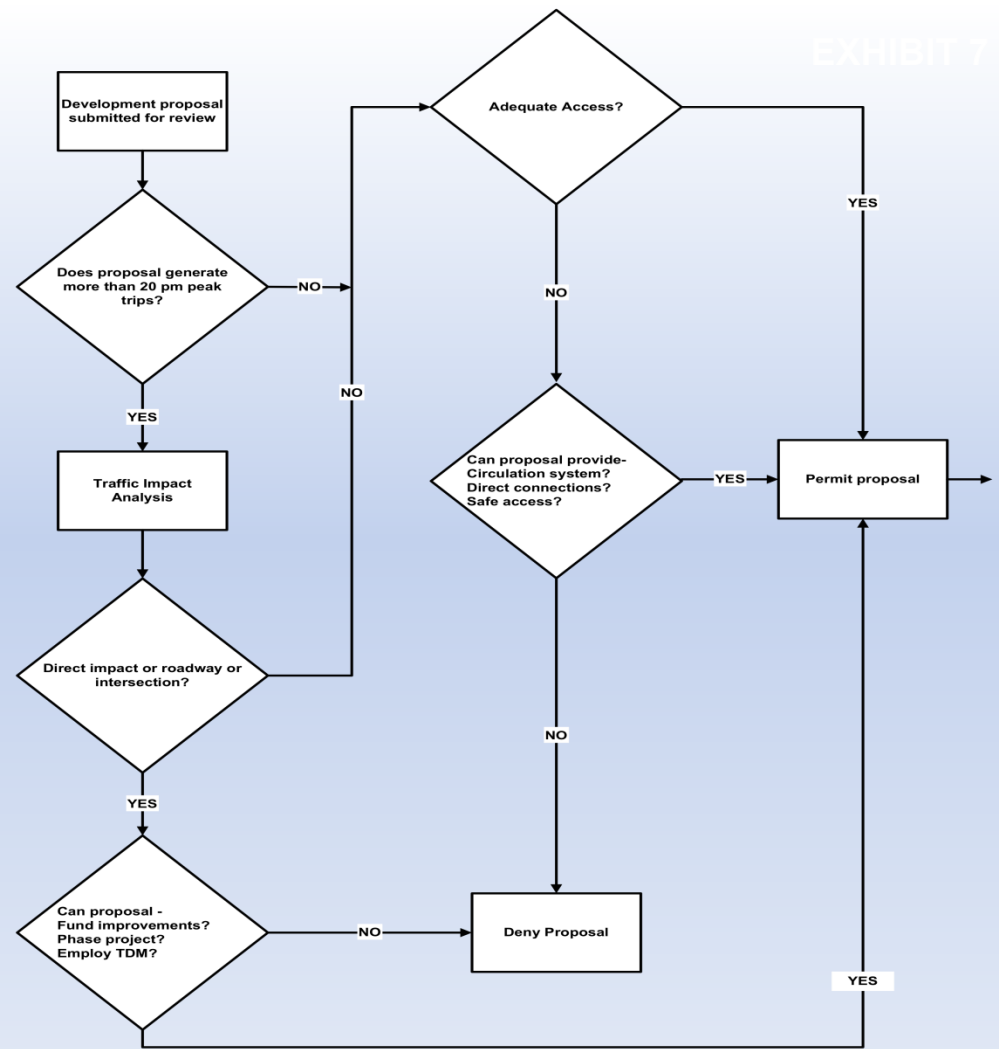
- LOS D for signalized intersections on arterials and unsignalized intersecting arterials
- Volume to capacity ratio of 0.90 for Principal and Minor arterials

DISCUSSION

Proposed Concurrency Program

- Easy and inexpensive to implement
- Easily understood by the development community
- Customized to reflect the built out nature of Shoreline
- Works best with impact fee program

Shoreline's Existing Concurrency



Pros & Cons of Shoreline's Existing Concurrency

- Pro
 - Familiar
 - Easy on small scale development (no traffic studies, no mitigation)
- Con
 - Impacts only adjacent or nearby streets
 - Full burden on applicant who exceeds threshold
 - Applicant pays for traffic impact study
 - No cumulative impacts of small scale development

A. Submit app, trip
calculator

Shoreline's Proposed Concurrency

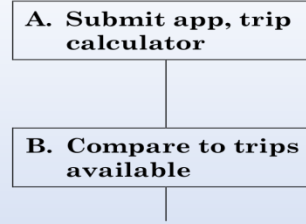
Step A

Shoreline's Proposed Concurrency Trip Generation Calculator

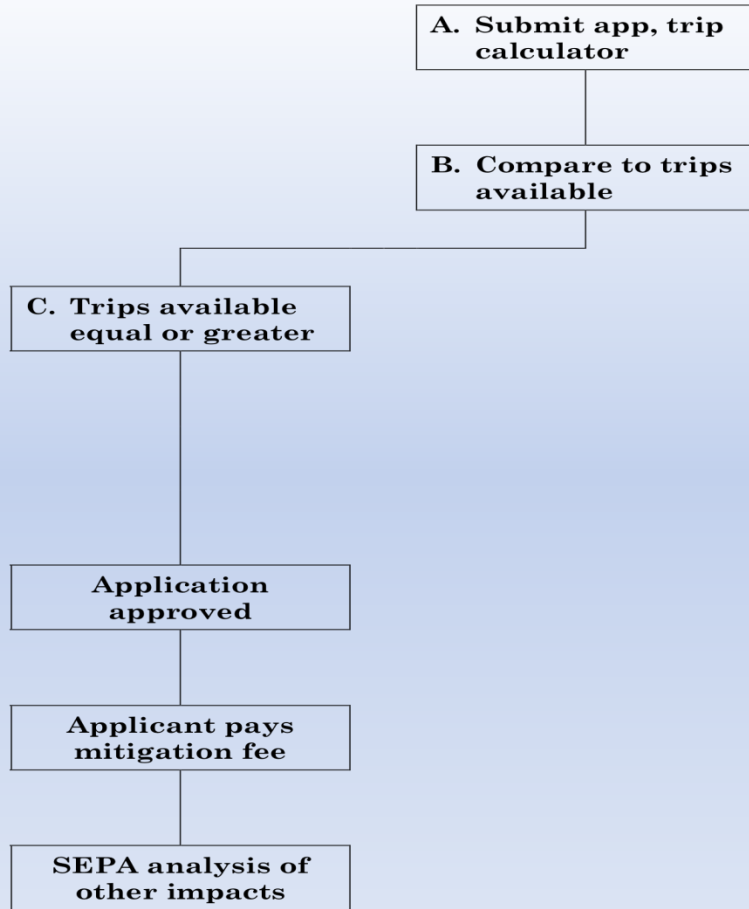
ITE Code	ITE Land Use Category	Trip Rate (1)	Unit of Measure	Applicant's Number of Units	Applicant's Trips To Be Generated
110	Light Industrial	0.98	1,000 sq ft		
140	Manufacturing	0.74	1,000 sq ft		
151	Mini-warehouse	0.26	1,000 sq ft		
210	Single family House	1.01	dwelling		
220	Apartment	0.62	dwelling	32	20
230	Condominium	0.52	dwelling		
240	Mobile Home	0.59	dwelling		
250	Retirement Community	0.26	dwelling		
310	Hotel	0.59	room		
320	Motel	0.47	room		
420	Marina	0.19	berth		
430	Golf course	0.30	acre		
444	Movie Theater	5.22	1,000 sq ft		
492	Racquet club	0.64	1,000 sq ft		
530	High School	0.97	1,000 sq ft		
560	Church	0.66	1,000 sq ft		
610	Hospital	1.18	1,000 sq ft		
620	Nursing home	0.22	bed		
710	General Office	1.49	1,000 sq ft	13,500	20
720	Medical office	3.72	1,000 sq ft		
820	Shopping Center	3.75	1,000 sq ft	5,400	20
932	Restaurant: sit-down	10.92	1,000 sq ft		
933	Fast food, no drive-up	26.15	1,000 sq ft		
934	Fast food, w/ drive-up	34.64	1,000 sq ft		
944	Gas station	13.86	pump		
945	Gas station w/convenience	13.38	pump		
850	Supermarket	10.45	1,000 sq ft		
851	Convenience market-24 hr	52.41	1,000 sq ft		
912	Drive-in Bank	45.74	1,000 sq ft		
				TOTAL	60

Shoreline's Proposed Concurrency

Step B

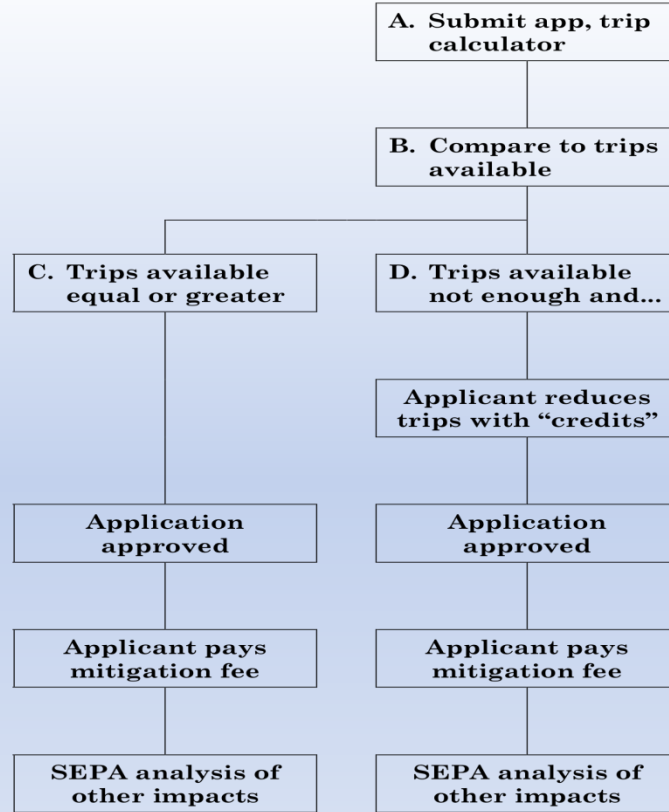


Shoreline's Proposed Concurrency Step C

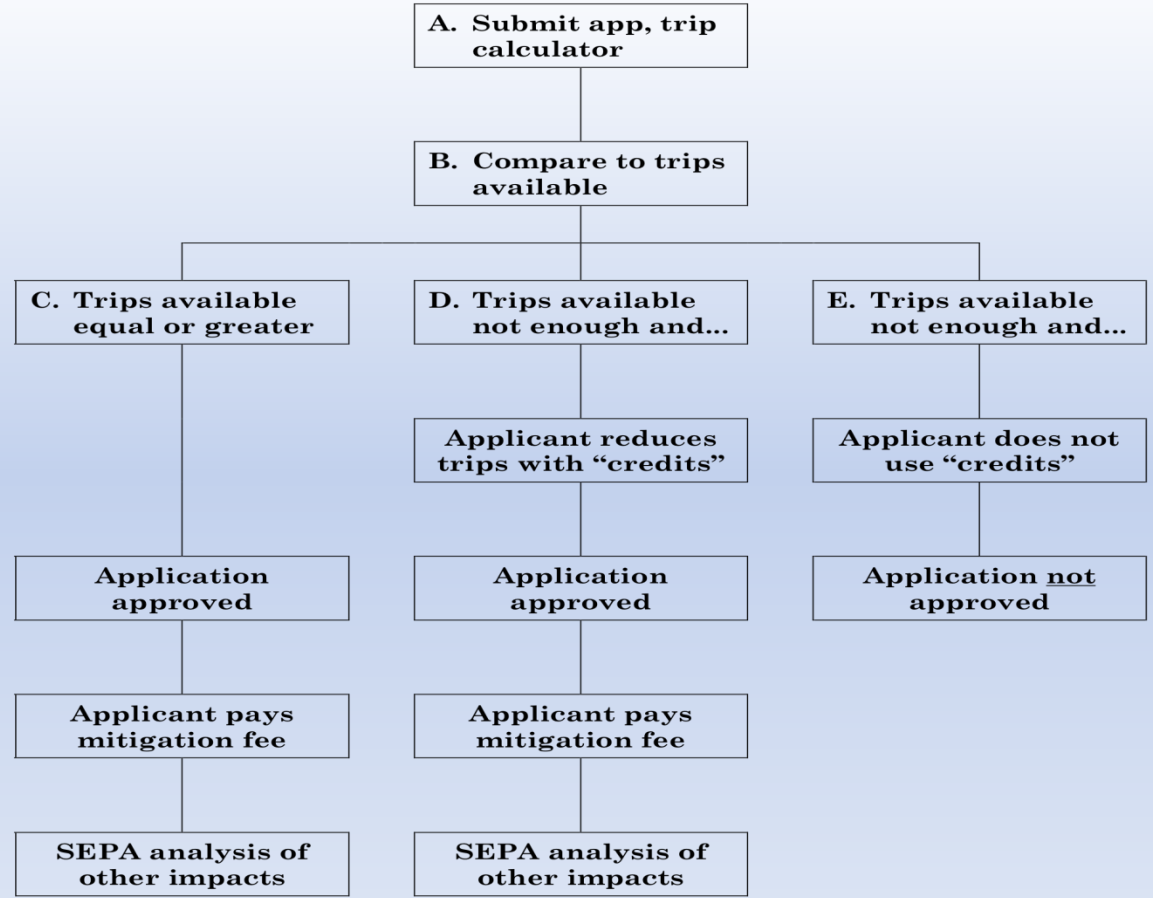


Shoreline's Proposed Concurrency

Step D



Shoreline's Proposed Concurrency Step E



Pros & Cons of Shoreline's Proposed Concurrency

- Pro
 - Trip generation calculator instead of traffic impact study saves time and cost
 - Burden limited to proportionate share
 - Every development's impacts are counted
- Con
 - Still need to check local access

RECOMMENDATION AND SCHEDULE

- No action required tonight
- Return for public hearing and adoption –
March 20, 2014
- Staff recommendation – Planning Commission
recommend adoption of amendments to SMC
Title 20

Planning Commission Meeting Date: March 20, 2014
Agenda Item

PLANNING COMMISSION AGENDA ITEM

CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Update to Concurrency Regulations
DEPARTMENT: Public Works
PRESENTED BY: Alicia McIntire, Senior Transportation Planner
 Public Hearing
 Discussion
 Study Session
 Update
 Recommendation Only
 Other

INTRODUCTION

In 2011, Council adopted an updated Transportation Master Plan (TMP). One chapter in the TMP discusses transportation concurrency and level of service. The TMP includes policies identifying the transportation levels of service in the City as well as direction to adopt an impact fee program. The TMP serves as the Transportation Element of the Comprehensive Plan and was adopted as such in 2011. The TMP also includes a draft framework for evaluating transportation concurrency. The purpose of this study session item is to introduce a draft methodology for measuring transportation concurrency that is consistent with the framework direction in the TMP and will work effectively with an impact fee program.

BACKGROUND

Concurrency is one of the goals of the Growth Management Act (GMA) (RCW 36.70A.020(12)). The GMA also requires the development of a Comprehensive Plan to provide for a generalized coordinated land use policy statement for the City of Shoreline. The Comprehensive Plan contains mandatory elements, with special attention called out for transportation (RCW 36.70A.070(6)). The importance of transportation in comprehensive planning is demonstrated by the GMA's requirement that transportation improvements or strategies to accommodate growth are made concurrently with development. "Concurrent with the development" is defined by the GMA to mean that any needed "improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years." (RCW 36.70A.070(6)(b)). While concurrency is a mandate, cities have flexibility regarding how to apply concurrency within their regulations, plans and permitting processes.

Transportation concurrency is measured by comparing the existing or planned capacity of transportation facilities to the anticipated capacity that will occur as a result of a development. This is generally measured using Level of Service (LOS) standards.

If the existing or planned capacity is greater than what is needed for the proposed development, the applicant passes the concurrency test and a development may

Approved By: Project Manager _____
Planning Director *pm*

proceed. The applicant fails the concurrency test if the proposed development exceeds the existing or planned capacity of the transportation facilities. If an applicant fails the concurrency test, the following alternatives are available:

- The applicant can modify the proposal to reduce the transportation impacts;
- The applicant can propose mitigation (transportation improvements and/or strategies) that results in an acceptable LOS;
- The applicant can appeal the concurrency test results; or
- The application is denied.

A description of the City's existing concurrency program, Level of Service (LOS) standards and the Council direction to develop an updated concurrency methodology were outlined in the March 6, 2014 staff report which can be viewed at <http://shorelinewa.gov/home/showdocument?id=15846>. The staff report also discussed the implementation of proposed methodology and the benefits and drawbacks of this methodology. The Planning Commission discussed the draft amendments to SMC 20.60.140 at the March 6, 2014 study session.

PROPOSAL & ANALYSIS

At the March 6, 2014 study session, the Planning Commission discussed the proposed amendments, including possible exemptions from the concurrency test, the requirements for updating the City's available trip capacity, the process for identifying needed transportation improvements and development project review under the State Environmental Policy Act. The Planning Commission also discussed the relationship between the proposed concurrency methodology and an impact fee program.

During their discussion, the Commission requested staff return with an estimated cost for the update of the City's available trip capacity that would be required by 20.60.140(D). While exact costs would vary based upon the complexity associated with updating the traffic model, identification of future traffic problems and development of solutions, it is estimated that the update work would range from \$125,000-\$135,000.

The Planning Commission did not suggest any changes to the draft development code amendments presented at the March 6, 2014 study session. Attachment A outlines the proposed amendments to the development code that would be incorporated within Title 20 of the City's Municipal Code, the Unified Development Code.

TIMING AND SCHEDULE

The Planning Commission held a study session to discuss the proposed amendments on March 6, 2014. A public hearing to receive testimony is scheduled for March 20, 2014. The Planning Commission is scheduled to adopt a recommendation to the City Council on March 20, 2014.

Notice of the March 20, 2014 public hearing on these amendments was published in the Seattle Times on February 18, 2014. Due to an error in the original notice a correction was published on February 25, 2014. Notice of the proposed code amendments was

sent to the Washington State Department of Commerce on February 13, 2014. Copies of these notices were provided to the Planning Commission as part of the March 6, 2014 staff report.

RECOMMENDATION

Staff recommends the Planning Commission hold a public hearing to receive public testimony regarding the proposed amendments to Title 20 of the Shoreline Municipal Code. Staff recommends the Planning Commission forward to City Council a recommendation to approve the draft amendments to Title 20 of the Shoreline Municipal Code as outlined in Attachment A.

ATTACHMENTS

Attachment A – Draft Amendments to Title 20

ATTACHMENT A – DRAFT AMENDMENTS TO TITLE 20

AMENDMENT #1 SMC 20.60.140

This change provides new language to more comprehensively outline the purpose of Chapter 20.60.140.

20.60.140 Adequate Streets.

The intent of this subchapter is to ensure that public streets maintain an adequate level of service (LOS) as new development occurs. The purpose of this chapter is to set forth specific standards providing for the City's compliance with the concurrency requirements of the State Growth Management Act (GMA), 36.70A RCW. The GMA requires that adequate transportation capacity is provided concurrently with development to handle the increased traffic projected to result from growth and development in the city. The purpose of this chapter is to ensure that the city's transportation system shall be adequate to serve the future development at the time the development is available for occupancy without decreasing current service levels below established minimum standards.

AMENDMENT #2 SMC 20.60.140(A)

The proposed change adds minor clarifying language regarding the adopted Level of Service standard.

20.60.140(A). Level of Service. The level of service standard that the City has selected as the basis for measuring concurrency is as follows:

1. LOS D at signalized intersections on arterial streets and at unsignalized intersecting arterials; or
2. A volume to capacity (V/C) ratio of 0.90 or lower for principal and minor arterials.

The V/C ratio on one leg of an intersection may exceed 0.90 when the intersection operates at LOS D or better.

These level of service standards apply throughout the City unless an alternative level of service for a particular streets or streets has been adopted in the Comprehensive Plan Transportation Element.

AMENDMENT #3 SMC 20.60.140(B)

This change clarifies the requirements for transportation impact analyses submitted with development proposals.

20.60.140(B). Development Proposal Requirements. All new proposals for development that would generate 20 or more new trips during the p.m. peak hour must submit a traffic study transportation impact analysis prepared by the applicant in accordance with the standards established in the City's Engineering Development Manual at the time of application. The estimate of the number of trips for a development

shall be consistent with the most recent edition of the Trip Generation Manual, published by the Institute of Traffic Engineers. The traffic study shall include, at a minimum, an analysis of the following:

1. An analysis of origin/destination trip distribution proposed;
2. The identification of any intersection that would receive the addition of 20 or more trips during the p.m. peak hour; and
3. An analysis demonstrating how impacted intersections could accommodate the additional trips and maintain the LOS standard.

AMENDMENT #4 SMC 20.60.140(C)

This change would delete the language describing the City's current methodology used to evaluate the capacity for concurrency. This new language identifies the requirement for administering a concurrency test prior to issuance of a building permit and identifies proposals that are exempt from a concurrency test.

~~**20.60.140(C). Concurrency Required** — Development Approval Conditions. A development proposal that will have a direct traffic impact on a roadway or intersection that causes it to exceed the adopted LOS standards, or impacts an intersection or a road segment currently operating below a level of service identified in subsection B of this section, will not meet the City's established concurrency threshold and shall not be approved unless:~~

- ~~1. The applicant agrees to fund or build improvements within the existing right-of-way that will attain the LOS standards; or~~
- ~~2. The applicant achieves the LOS standard by phasing the project or using transportation demand management (TDM) techniques or phasing the development proposal as approved by the City of Shoreline to reduce the number of peak hour trips generated by the project to attain LOS standards.~~

20.60.140(C). Concurrency Requirement. The City shall not issue a building permit until:

1. A concurrency test has been conducted and passed, or
2. The building permit has been determined to be one of the following that are exempt from the concurrency test:
 - a. Alteration or replacement of an existing residential structure that does not create an additional dwelling unit or change the type of dwelling unit.
 - b. Alteration or replacement of an existing nonresidential structure that does not expand the usable space or change the existing land use.

c. Miscellaneous improvements that do not generate increased need for public facilities, including, but not limited to, fences, walls, residential swimming pools, and signs;

d. Demolition or moving of a structure.

e. Any building permit for development that creates no additional impacts, insignificant and/or temporary additional impacts on any transportation facility, including, but not limited to:

i. Home occupations that do not generate any additional demand for transportation facilities;

ii. Special events permits;

iii. Temporary structures not exceeding a total of 30 days;

f. Any building permit issued to development that is vested to receive a building permit pursuant to RCW 19.27.095

AMENDMENT #5 SMC 20.60.140(D)

This new language identifies the requirements for the City to determine the availability capacity for concurrency and when the capacity must be updated.

20.60.140(D). Available Capacity for Concurrency

1. The City shall determine the available capacity for concurrency as of the effective date of this ordinance and record it in the Concurrency Trip Capacity Balance Sheet.

2. The City shall update the available capacity in the Concurrency Trip Capacity Balance Sheet within twelve (12) months of any of the events listed below.

a. Update or amendment of the City's Transportation element as it relates to concurrency management.

b. Total traffic volume increases by 30 percent compared to traffic volume at the time the Concurrency Trip Capacity Balance Sheet was created, or was updated with new data from the traffic model.

c. More than 50 percent of the available capacity in the most recent calculation of available capacity has been reserved as a result of concurrency tests conducted by the City.

3. If none of the events listed in subsection 2 occurs within seven years of the most recent calculation of the available capacity, the City will update the available capacity recorded in the Concurrency Trip Capacity Balance Sheet.

4. Each update of available capacity in the Concurrency Trip Capacity Balance Sheet shall carry forward the reservations of capacity for any building permits for development that has not been completed prior to the update of available capacity.

5. In order to monitor the cumulative effect of exemptions from the concurrency test on the available capacity, the City shall adjust the available capacity in the Concurrency Trip Capacity Balance Sheet to record the number of p.m. peak hour trips generated by exempt building permits in the same manner as though a concurrency test had been performed for the exempt building permits.

AMENDMENT #6 SMC 20.60.140(E)

This new language outlines the methodology the City will employ to test for concurrency, the conditions under which a development passes or fails a concurrency test, options available to an applicant if a concurrency test is not passed and the order in which tests are administered for applications. This section also identifies that concurrency tests are exempt from the State Environmental Policy Act.

20.60.140(E). Concurrency Test.

1. Each applicant for a building permit that is not exempt from the concurrency test as provided in SMC 20.60.140(C)(2) shall submit the type of development to be constructed pursuant to the building permit, the number of square feet of each type of development, and the number of dwelling units.

2. The City shall perform a concurrency test for each application for a building permit that is not exempt from the concurrency test.

3. The concurrency test is passed if the number of trips from an applicant's proposed development is equal to or less than available capacity in the Concurrency Trip Capacity Balance Sheet that has been adjusted to subtract reserved trips . If the concurrency test is passed the City shall record the concurrency test results in the Concurrency Trip Capacity Balance Sheet in order to reduce the available capacity by the number of trips that will be generated by the applicant's development. The reservation of capacity shall be valid for the same time as the building permit for which it was reserved.

4. The concurrency test is not passed if the number of trips from an applicant's proposed development is greater than available capacity after it has been adjusted to subtract reserved trips. If the concurrency test is not passed, the applicant may select one of the following options:

a. Amend the application to reduce the number of trips generated by the proposed development, or

b. Provide system improvements or strategies that increase the city-wide available capacity by enough trips so that the application will pass the concurrency test, or

c. Appeal the denial of the application for a concurrency test, pursuant to the provisions of subsection H of this section, or

5. The City shall conduct concurrency tests for multiple applications impacting the same portions of the transportation network/intersection chronologically in accord with the date each application was deemed complete pursuant to SMC 20.30.110.

6. A concurrency test, and any results, shall be administrative actions of the City that are categorically exempt from the State Environmental Policy Act.

AMENDMENT #7 SMC 20.60.140(F)

This new language identifies the conditions under which available capacity is reserved.

20.60.140(F). Reservation of Availability Capacity Results of Concurrency Test

1. Upon passage of a concurrency test, the City shall reserve capacity on behalf of the applicant in the Concurrency Trip Capacity Balance Sheet.

2. A reservation of available capacity shall be valid for the same period as the approved building permit for which it was made, and may be extended according to the same terms and conditions as the underlying building permit.

3. A reservation of available capacity is valid only for the uses and intensities authorized for the building permit for which it is issued. Any change in use or intensity is subject to an additional concurrency test of the incremental increase in impact on transportation facilities.

4. A reservation of available capacity is non-transferrable to another parcel of land or development proposal. A reservation of available capacity may be transferred to a subsequent purchaser of the land for the same uses and intensities.

5. A reservation of available capacity shall expire if the underlying building permit expires; the application or permit is withdrawn by the applicant; the permit is revoked by the City; application approval is denied by the City; or the determination of completeness expires.

AMENDMENT #8 SMC 20.60.140(G)

This new language identifies the fees associated with administering the City's concurrency program.

20.60.140(G). Fees.

1. The City shall charge each applicant for a building permit that is not exempt from this section a concurrency test fee in an amount to be established by resolution by the City Council.

2. The City shall charge a processing fee to any individual that requests an informal analysis of capacity if the requested analysis requires substantially the same research as a concurrency test. The amount of the processing fee shall be the same as the concurrency test fee authorized by subsection G.1.

3. The fees authorized in subsections G.1 or G.2 of this section shall not be refundable, shall not be waived, and shall not be credited against any other fee.

AMENDMENT #9 SMC 20.60.140(H)

This new language identifies the process for appeals.

20.60.140(H). Appeals. Determinations and decisions by the Director that are appealed by an applicant shall follow the procedures of SMC 20.30 for an Administrative Decision-Type B.

AMENDMENT #10 SMC 20.60.140(I)

This new language identifies the Director of Public Works as the responsible official for implementing the City's Concurrency requirements and provides the authority for the City to adopt guidelines for the administration of concurrency, including procedural rules.

20.60.140(I). Authority. The Director of Public Works, or his/her designee, shall be responsible for implementing and enforcing the concurrency requirements of this chapter. The Director of the Department of Public Works is authorized to adopt guidelines for the administration of Concurrency, which may include the adoption of procedural rules to clarify or implement the provisions of this section.

AMENDMENT #11 SMC 20.20.010

This amendment adds a new definition for "Available Capacity".

"Available Capacity" means the number of motor vehicle trips that can be accommodated by the transportation facilities during the p.m. peak period for current and planned development while maintaining the adopted level of service standards. Available capacity is calculated as set forth in the table below:

Step 1	<u>Calculate the baseline total number of trips on the existing City-wide network of transportation facilities during the p.m. peak period using the most recent traffic counts.</u>
Step 2	<u>Identify any existing deficiencies of transportation facilities compared to the level of service standards set forth in SMC 20.60.140(A).</u>
Step 3	<u>Identify capital improvements that will eliminate existing deficiencies identified in Step 2.</u>
Step 4	<u>Add the improvements from Step 3 to the existing network</u>

	<u>to create the current non-deficient network</u>
Step 5	<u>Add future development to the current land use.</u>
Step 6	<u>Identify any future deficiencies of the current non-deficient network of transportation facilities compared to the level of service standards set forth in SMC 20.60.140(A).</u>
Step 7	<u>Identify capital improvements that will eliminate future deficiencies identified in Step 6.</u>
Step 8	<u>Add the improvements from Step 7 to create the improved network</u>
Step 9	<u>Calculate the total number of future trips on the improved network of transportation facilities during the p.m. peak period by the combined total of current and planned development.</u>
Step 10	<u>Calculate the available capacity by subtracting the baseline trips as calculated in Step 1 from the future trips as calculated in Step 9.</u>
Step 11	<u>Record the available capacity as the beginning balance in the City's Concurrency Trip Capacity Balance Sheet conducted by the City pursuant to Step 10.</u>

AMENDMENT #12 SMC 20.20.014

This amendment adds new definitions for "Concurrency", "Concurrency Test" and "Concurrency Trip Capacity Balance Sheet".

"Concurrency" means the level of service standard will be achieved and maintained for new development by adequate transportation facilities that are in place or will be completed no later than six (6) years after occupancy of development.

"Concurrency Test" means a comparison of the number of motor vehicle trips that will be generated during the p.m. peak period by development to the available capacity of transportation facilities.

"Concurrency Trip Capacity Balance Sheet" means the document created and maintained by the City to record the available capacity, reservations of capacity, and the balance of the available capacity that has been adjusted to reflect reserved trips.

AMENDMENT #13 SMC 20.20.032

This amendment adds a new definition for "Level of Service Standard".

"Level of Service Standard" means the levels of service in SMC 20.60.140.A. For the purpose of determining capacity for concurrency, the level of service standards shall be compared to the actual levels of service at the p.m. peak period.

AMENDMENT #14 SMC 20.20.044

This amendment adds new definitions for "Reserve" and "Reservation".

"Reserve" and "Reservation" means to set aside or otherwise note in the City's Concurrency Trip Capacity Balance Sheet in a manner that assigns capacity to the applicant's building permit and prevents the same capacity from being assigned to any other applicant.

AMENDMENT #15 SMC 20.20.048

This amendment adds a new definition for "Transportation Facilities".

"Transportation Facilities" for the purpose of Concurrency means roads and streets functionally classified as principal and minor arterials and signalized intersections on arterial streets and at unsignalized intersecting arterials except those facilities specifically identified as exempt in the City's Transportation Master Plan.

Update to Concurrency Regulations

March 20, 2014



BACKGROUND

EXHIBIT 10

- **Updated Transportation Master Plan adopted in 2011**
- **Includes direction to update concurrency methodology and adopt impact fees**
- **Transportation concurrency required by GMA (RCW 36.70A.020(12))**

What is Concurrency?

EXHIBIT 10

- **Concurrency = compare existing + planned capacity to trips resulting from growth**
- **Capacity must maintain Shoreline's adopted Level of Service standard:**
 - ✓ **LOS D for signalized intersections on arterials and unsignalized intersecting arterials**
 - ✓ **Volume to capacity ratio of 0.90 for Principal and Minor arterials**

Shoreline's Existing Concurrency

EXHIBIT 10

- **Traffic study: case-by-case**
 - Only looks at adjacent or nearby streets
 - Full burden on applicant who exceeds LOS standard, not proportionate share
 - No cumulative impacts of small scale development
 - City gets piecemeal improvements
 - City does not get mitigation for impacts elsewhere in the City
 - Applicant costs: time and money for study, potential full cost of mitigation

Shoreline's Proposed Concurrency (part 1 of 2)

EXHIBIT 10

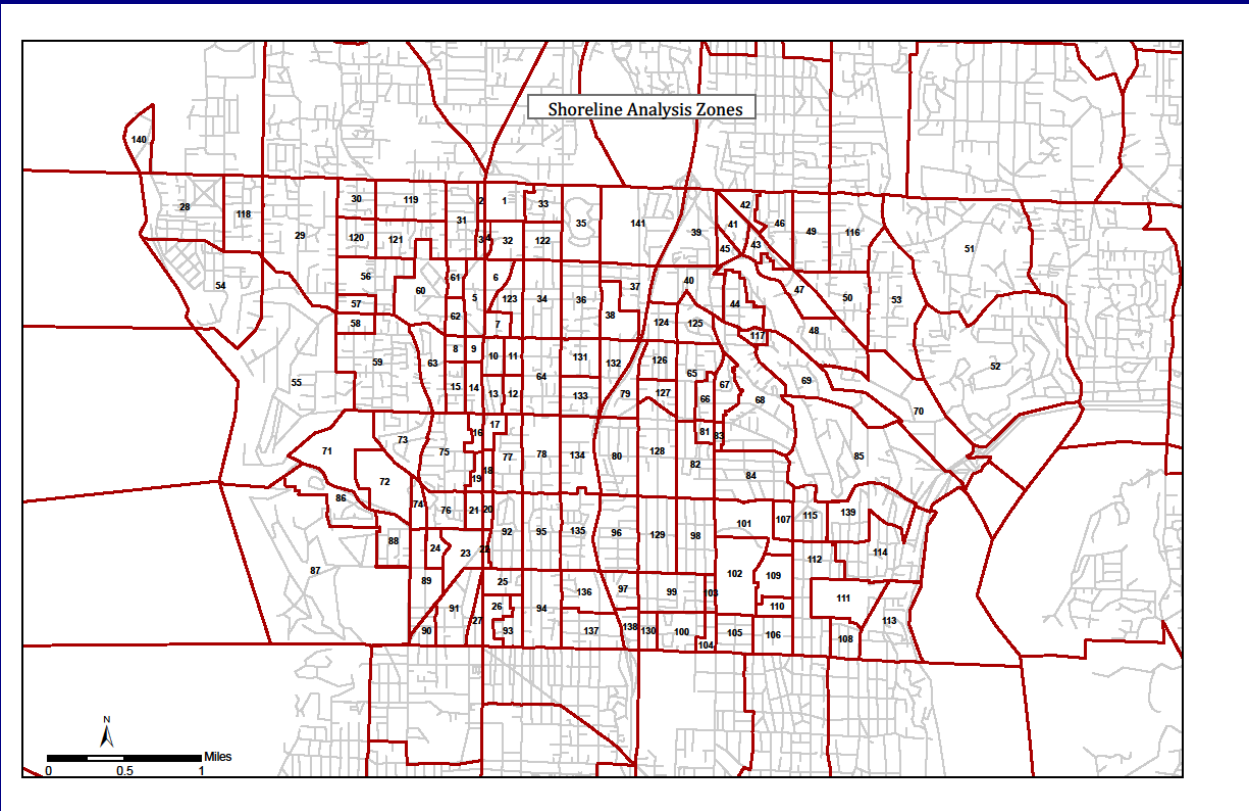
- **Citywide traffic analysis, projects, funding**
 - **Citywide growth per Regional Allocation & Shoreline Comp Plan**
 - **Growth assigned to 141 Traffic Analysis Zones in traffic model**
 - **Growth's impact on streets is identified by traffic model**
 - **Projects are identified to solve LOS problems and maintain LOS standards**

Next 5 graphics show how it works...

Citywide Growth in Shoreline

Development	Base	2030	Growth
Housing Units	21,000	26,000	5,000
Jobs	16,000	21,000	5,000

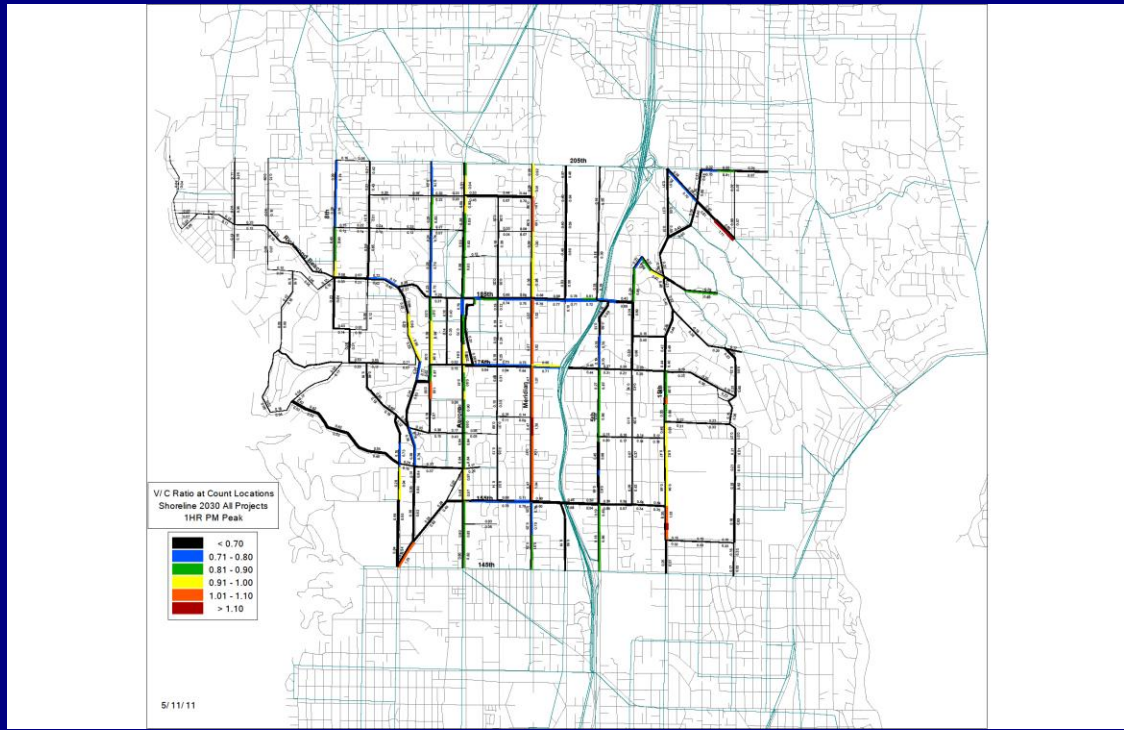
Growth Assigned to 141 Zones (“TAZs”)



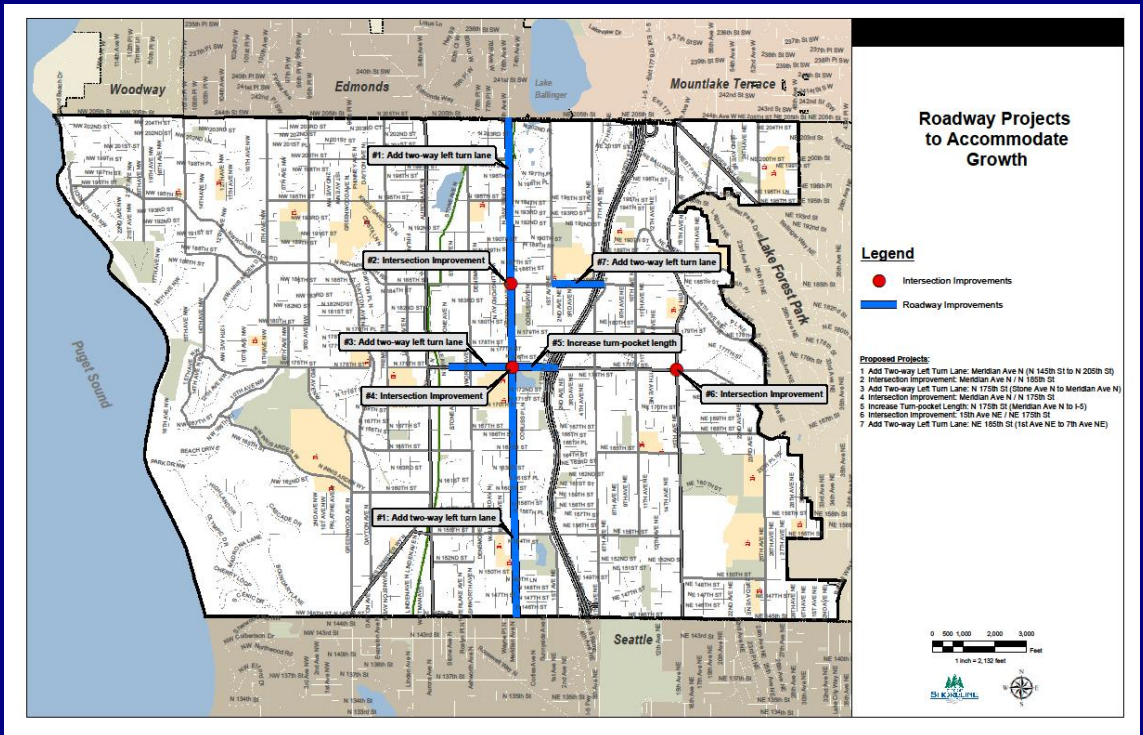
Growth Assignment Consistent With the Comprehensive Plan

SHORELINE TRAFFIC MODEL - TOD FOCUSED SCENARIO						
TAZ NUMBER	NEW JOBS	EXISTING JOBS	TOTAL JOBS	NEW HOUSING UNITS	EXISTING HOUSING UNITS	TOTAL HOUSING UNITS
1	400	841	1241	32	0	32
5	350	207	557	300	92	392
10	250	159	409	200	165	365
30	0	2	2	7	148	155
38	600	128	728	500	20	520
41	100	158	258	300	127	427
44	0	4	4	7	112	119
55	0	96	96	7	706	713

Traffic Model Identifies Levels of Service With Growth



Projects Add Capacity for Growth Impact Fees Pay for Part of Projects



Shoreline's Proposed Concurrency (part 2 of 2)

EXHIBIT 10

- **Trip calculator and trip capacity bank**
 - Applicant proposes # of dwellings + # sq. ft. of commercial
 - Trip calculator computes total # of applicant's trips on citywide network
 - Applicant's citywide trips compared to citywide trip capacity
 - If existing + planned capacity > development = pass
 - If existing + planned capacity < development = fail, modify or mitigate
 - If pass, pay citywide impact fee that pays for specific projects throughout the City that produce the capacity

Shoreline's Proposed Concurrency Trip Generation Calculator

ITE Code	ITE Land Use Category	Trip Rate (1)	Unit of Measure	Applicant's Number of Units	Applicant's Trips To Be Generated
110	Light Industrial	0.98	1,000 sq ft		
140	Manufacturing	0.74	1,000 sq ft		
151	Mini-warehouse	0.26	1,000 sq ft		
210	Single family House	1.01	dwelling		
220	Apartment	0.62	dwelling	32	20
230	Condominium	0.52	dwelling		
240	Mobile Home	0.59	dwelling		
250	Retirement Community	0.26	dwelling		
310	Hotel	0.59	room		
320	Motel	0.47	room		
420	Marina	0.19	berth		
430	Golf course	0.30	acre		
444	Movie Theater	5.22	1,000 sq ft		
492	Racquet club	0.64	1,000 sq ft		
530	High School	0.97	1,000 sq ft		
560	Church	0.66	1,000 sq ft		
610	Hospital	1.18	1,000 sq ft		
620	Nursing home	0.22	bed		
710	General Office	1.49	1,000 sq ft	13,500	20
720	Medical office	3.72	1,000 sq ft		
820	Shopping Center	3.75	1,000 sq ft	5,400	20
932	Restaurant: sit-down	10.92	1,000 sq ft		
933	Fast food, no drive-up	26.15	1,000 sq ft		
934	Fast food, w/ drive-up	34.64	1,000 sq ft		
944	Gas station	13.86	pump		
945	Gas station w/convenience	13.38	pump		
850	Supermarket	10.45	1,000 sq ft		
851	Convenience market-24 hr	52.41	1,000 sq ft		
912	Drive-in Bank	45.74	1,000 sq ft		
				TOTAL	60

REASONS TO CHANGE CONCURRENCY

EXHIBIT 10

- **Easy and inexpensive to administer**
- **Predictable and easily understood by the development community**
- **Customized to reflect the built out nature of Shoreline**
- **Connects capacity for level of service to impact fees that mitigate impacts**

STATUS OF REVIEW

EXHIBIT 10

- **Presented draft amendments to Planning Commission at March 6, 2014 study session.**
- **No changes requested by Planning Commission**
- **Requested estimates for updating available trip capacity**
 - **\$125,000 - \$135,000**

RECOMMENDATION AND SCHEDULE

- **Hold public hearing tonight to receive public testimony**
- **Staff recommendation – Planning Commission recommend adoption of amendments to SMC Title 20**

End of Presentation

ADDITIONAL SLIDES

Pros & Cons of Shoreline's Proposed Concurrency

- Pro
 - Trip generation calculator instead of traffic impact study saves time and cost
 - Burden limited to proportionate share
 - Every development's impacts are counted
- Con
 - Still need to check local access

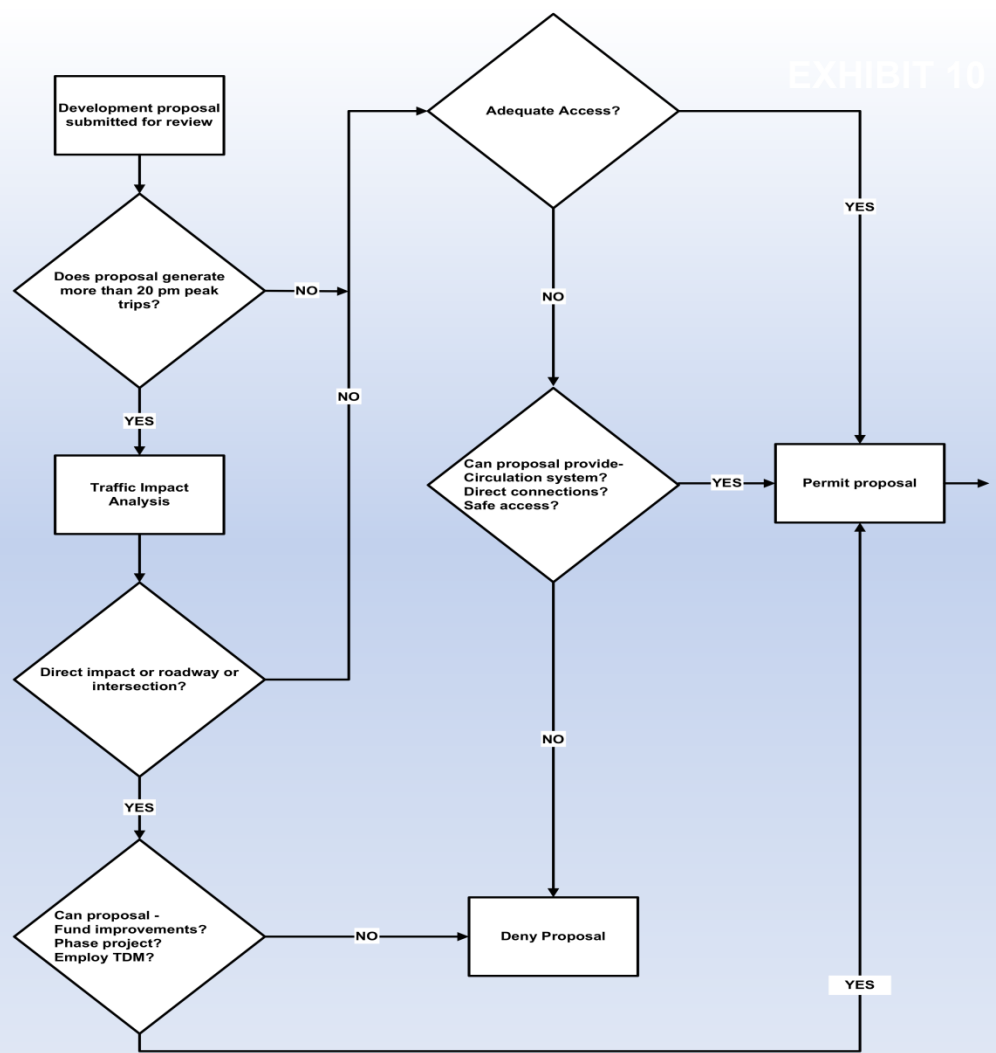
BACKGROUND (cont.)

EXHIBIT 10

What is “adequate”? (PSRC 2001 survey)

Grade	Percent
D	50%
E	26%
F	12%

Shoreline's Existing Concurrency



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PUGET SOUND NORTHERN CASCADES KITTITAS COUNTY CENTRAL WASHINGTON EASTERN WASHINGTON

March 20, 2014

City of Shoreline Planning Commission
17500 Midvale Avenue N.
Shoreline, WA 98133-4905
via email: plancom@shorelinewa.gov; pcd@shorelinewa.gov

Re: Public Comment re. Traffic Concurrency Amendments

On behalf of Richmond Beach Advocates (“RBA”), I have reviewed the City’s proposed Transportation Concurrency Development Code Amendments. RBA takes issue with just one of the proposed amendments, and recommends a slight modification to avoid vagueness and unlimited discretion by the City.

Specifically, we would request that the language for the proposed SMC 20.60.140(E)(4)(b) be revised to more specifically define what may qualify as acceptable “*strategies that increase the city-wide available capacity*” or how the City will discern as much. As it has been proposed, the SMC 20.60.140(E)(4)(b) is unduly vague and confers unlimited (and potentially uniformly exercised) discretion on City staff.

We believe that the City’s intention is to add some options for flexibility and innovation to the City’s concurrency standards, authorizing, for example strategies such as: (a) a multimodal concurrency system (i.e., if you do improvements to pedestrian or transit facilities then you can operate at a lower vehicle capacity because the people carrying capacity of the corridor has been increased); or (b) provision of improvements on a parallel corridor that provide the combined two systems greater capacity. Such “strategies” are consistent with, and commonly accepted, in the transportation planning industry as legitimate and effective means of fulfilling concurrency objectives.

While it is not necessary for the City to attempt to identify and list all potentially acceptable “strategies” for increasing the city-wide available capacity, it is essential that the City provide some guidelines or objective standards in SMC 20.60.140(E)(4)(b) for determining whether proposed “*strategies that increase the city-wide available capacity*” will be accepted by the City. **At minimum, we would request that the language of SMC 20.60.140(E)(4)(b) be modified to read something along the lines of “*strategies that increase the city-wide available capacity, provided such strategies are consistent with, and commonly accepted, in the transportation planning industry as legitimate and effective means of fulfilling concurrency objectives.*”**

Sincerely,
SHALLBETTER LAW
Attorneys for Richmond Beach Advocates

Traci Shallbetter

RECOMMENDATIONS OF THE PLANNING COMMISSION

Recommendations from the Planning Commission:

Adopt the proposed changes as amended:

Amendment 2

Amend to reflect the changes proposed by the Julie

20.60.140 (B) Development Proposal Requirements. All new proposals for development.....published by the Institute of Traffic Engineers.

(1) The traffic impact analysis shall include

a.

b.

c.

(2) If the traffic impact analysis identifies one or more intersections at which the adopted LOS standards are exceeded the applicant shall mitigate their impacts in order to achieve and maintain the adopted LOS Standard.

Amendment 4

20.60.140 (C)

2 (B) ...change the existing land use as defined in the land use categories as set forth in the impact fee analysis land use tables.

DRAFT

CITY OF SHORELINE

**SHORELINE PLANNING COMMISSION
MINUTES OF PUBLIC HEARING**

March 20, 2014
7:00 P.M.

Shoreline City Hall
Council Chamber

Commissioners Present

Chair Moss
Vice Chair Esselman
Commissioner Craft
Commissioner Maul
Commissioner Montero
Commissioner Scully
Commissioner Wagner

Staff Present

Rachael Markle, Director, Planning and Community Development
Steve Szafran, Senior Planner, Planning and Community Development
Kirk McKinley, Transportation Services Manager
Julie Aynsworth Taylor, Assistant City Attorney
Lisa Basher, Planning Commission Clerk

Others Present

Randy Young, Henderson, Young and Associates

CALL TO ORDER

Chair Moss called the regular meeting of the Shoreline Planning Commission to order at 7:00 p.m.

ROLL CALL

Upon roll call by the Commission Clerk the following Commissioners were present: Chair Moss, Vice Chair Esselman, and Commissioners Craft, Maul, Montero, Scully and Wagner.

APPROVAL OF AGENDA

The agenda was accepted as presented.

APPROVAL OF MINUTES

The minutes of March 6, 2014 were adopted as submitted.

GENERAL PUBLIC COMMENT

No one in the audience indicated a desire to address the Commission during this portion of the meeting.

PUBLIC HEARING: TRAFFIC CONCURRENCY DEVELOPMENT CODE AMENDMENT

Staff Presentation

Mr. McKinley reviewed that when the Transportation Master Plan (TMP) was last updated in 2011, it included direction to update the concurrency policy and methodology, which is the subject of the proposed amendments. He emphasized that transportation concurrency is required by the Growth Management Act (GMA).

Randy Young, Henderson, Young and Associates, explained that concurrency is about comparing existing and planned capacity to trips resulting from growth to make sure there is enough trip capacity to serve development. As per the GMA, the City must deny development if there is not enough capacity and the Level of Service (LOS) Standard would be violated. The proposed amendments are intended to implement a program that protects the City's LOS Standard. As discussed at the last meeting, the City of Shoreline has adopted LOS D for signalized intersections on arterials and unsignalized intersection arterials, as well as a volume-to-capacity ratio of 0.90 for principal and minor arterials.

Mr. Young provided a chart to give more factual background for what the different LOS Standards, particularly LOS D, would look and feel like. The chart illustrates how full a road could get and how much crowding the City is willing to tolerate. He explained that from an economist's standpoint, efficient use of the City's resources would be to have the road system operating close to capacity (80% to 90%). However, it is also important to keep in mind how long the City is willing to allow people to wait to get through an intersection. For those who are anxious to get somewhere, waiting 35 to 55 seconds is too long, but reducing this time to 10 to 30 seconds would require LOS A. That would mean that most of Shoreline would be paved roadways with lots of capacity but nowhere to live. He reminded the Commission that the purpose of tonight's discussion is not to argue or even defend the City's current LOS Standard because it has already been adopted into the City's Comprehensive Plan and Development Code. If the Commission believes there are good reasons to question or doubt the adopted standard, they could recommend that the standard be revisited as a separate process. Because a concurrency program is required, the City must either adopt the proposed amendments or live with the program that is currently adopted, which is still LOS D with a different methodology.

Mr. Young explained that the City's existing concurrency program requires a traffic study for all development that exceeds the 20-trip threshold. The traffic study only looks at adjacent or nearby streets, and the full burden of required improvements would fall on the applicant who exceeds the LOS standard, even if the improvements would also solve preexisting problems and provide capacity for future development. The program does not address the cumulative impacts of small-scale development, and the City ends up with piecemeal improvements. In addition, the program does not allow the City to get mitigation for impacts that occur elsewhere in the system. He pointed out that traffic studies cost applicants a significant amount of time and money, and then they are required to pay the full cost of mitigation. It is difficult to predict the outcome of the current system, which results in a surprise burden to some applicants and surprise lottery win to others who do not trigger the threshold or get a free ride on the developer who went before them. In addition to being difficult to administer and requiring staff to respond to every traffic study, the City's biggest concern is that small-scale development is invisible and they do not get mitigation for impacts other than those in the immediate area.

Mr. Young explained that instead of requiring each applicant to do a study, the proposed methodology involves a citywide approach for addressing future traffic needs. He reminded the Commission that the City of Shoreline has accepted its regional allocation of growth (5,000 people and 5,000 jobs) and the Comprehensive Plan and Development Plan have been updated accordingly. As required by GMA, the City must also have a plan in place to ensure that the traffic system will sustain the growth.

Mr. Young advised that a citywide traffic study was completed to identify the areas where growth is likely to occur, and traffic modeling was done to identify the growth's impact on streets throughout the City. He provided visual information to illustrate how the proposed program would be implemented, noting that the traffic model assigns growth to 141 Traffic Analysis Zones (TAZ). He recalled the Commission's concern about preserving and protecting residential neighborhoods. He explained that the TAZs are not identical to neighborhood boundaries, and in many cases they are smaller. Rather than spreading the growth evenly throughout each of the 141 TAZs, the growth was allocated based on the City's adopted Comprehensive Plan Land Use Map. He reviewed a chart that illustrates the zones where most of the growth is anticipated to occur and advised that the numbers were used to create a traffic model that identifies how the anticipated growth would impact the City's transportation network. Rather than waiting for applicants to mitigate the problem areas one block at a time, the model identifies six specific projects that are necessary to solve LOS problems and maintain LOS Standards.

Mr. Young explained that, as per the proposed program, applicants would no longer be required to complete detailed traffic studies. Instead, they would simply identify the number of dwelling units and/or amount of commercial space associated with the project, and staff would use the Trip Generation Calculator to compute the total number of trips that would be added to the citywide network. Projects would be approved if there is existing or planned capacity in the citywide system to accommodate the additional trips. If a project exceeds the existing and planned capacity, the applicant would be required to either downsize the application or mitigate the additional impact. He reminded the Commission that if capacity in the citywide system falls below 50%, a new study would be required to update the capacity numbers.

Mr. Young explained that applicants would be required to pay a citywide impact fee that will be used to fund the six specific projects throughout the City that are necessary to improve capacity. He explained that, using this approach, no applicant would get stuck building an entire improvement, nor would an applicant get a free ride. He reminded the Commission that the current program exempts small projects that generate fewer than 20 trips. He pointed out that small-scale development would include a multi-family residential development of up to 31 units or an office building of up to 1,300 square feet. He summarized that small-scale development is not invisible and without impacts.

Mr. Young concluded his presentation by pointing out the benefits of the proposed concurrency program:

- No applicants would escape the process.
- The capacity for LOS would be connected to the impact fees that fund the six projects. While all applicants would pay a predictable and consistent share of the improvements, it is important to understand that the City is going to have to pay for a share of the improvements associated with through traffic.

- The mitigation burden would be proportionate to the size of a development. This makes the program fairer and easier for attorneys to defend.
- The trip calculator and trip bank will save both time and money for the City staff and applicants.
- The program would be transparent and easy to administer.
- The program would be predictable for the development community.
- The program would be customized to Shoreline.

Mr. Young recalled that because no formal action was taken by the Commission on March 6th to alter the proposal, no changes were made to the ordinance. However, the Commission requested a cost estimate for updating the available trip capacity. He reported that the estimated cost of updating the available trip capacity is between \$125,000 and \$135,000. Mr. McKinley added that the timeline for the update would be tied to the next update of the TMP. At that time, the City will know more about what will happen at the Sound Transit station areas, etc.

Mr. McKinley reviewed the timeline for moving the proposed amendment forward, starting with a public hearing before the Planning Commission. Staff's recommendation is that the Commission recommend adoption of the amendments to SMC Title 20.

Commission Questions

Commissioner Maul pointed out that, as per the maps provided by Mr. Young, there are already some intersections on Meridian Avenue that are below LOS D. He asked how the City could ensure capacity when the program is first implemented. Mr. Young responded that, while they do not have final numbers, the bank account will be based on the difference between the current number of trips and how many trips a street can handle. He explained that although it would be nice to think the City would not approve a new development unless the six improvements had already been complete to handle future capacity without falling below LOS D, State law allows the City a six-year time period to actually achieve the LOS standard. The proposed program will enable the City time to collect enough impact fees and obtain grant funding to complete the improvements within six years.

Commissioner Wagner pointed out that Point Wells is identified on the map as one of the 141 TAZs. She asked staff to clarify the City's expectations related to this area. Mr. Young reminded the Commission that Point Wells is outside the City boundaries, so the City would not have the ability to impose impact fees on future development. Mr. McKinley explained that the only access to Point Wells is through Shoreline, so the City will suffer all of the impacts associated with the project. Although the City requested that Snohomish County analyze the option of providing access through Snohomish County as part of the draft Environmental Impact Statement, this connection would be very difficult. Even if a connection were provided, most of the people who would live and work at Point Wells would use the City's roads to access Aurora Avenue North and Interstate 5. He advised that the developer is predicting a 20 to 25-year period to complete the project, which will be constructed in four phases. If the City were to annex the site at some point in the process, the impact fee program would be applicable. At this point, the City has negotiated a Memorandum of Understanding with the developer that says the developer would pay for the mitigation identified in the Transportation Corridor Study, which is taking place right now. He noted that when the City initially submitted comments regarding the project in

2009, the estimated cost of mitigation was \$30 million, and he anticipates the actual costs will be double that amount.

Commissioner Wagner asked if impacts associated with Point Wells were considered when identifying the six projects and developing the available trip capacity. Mr. McKinley answered no and said he does not anticipate anyone will live at Point Wells for at least six to eight years. By that time, the City will have completed at least one update of the available trip capacity.

Commissioner Scully expressed concern that, as per the proposed program, the City would no longer have the ability to study the local impacts of a development and require mitigation. He asked if a study of the local traffic impacts would be part of a State Environmental Policy Act (SEPA) review. Ms. Aynsworth Taylor answered that, regardless of the concurrency ordinance, Shoreline Municipal Code (SMC) 20.60.140(B) requires a transportation study for all projects that generate more than 20 peak hour trips. The study requires an analysis of traffic origin, destination, and trip generation. It must also demonstrate how impacted intersections would accommodate the trips and maintain the LOS standard.

Commissioner Montero asked how long it would take the City to address a situation where a large development creates LOS problems at an intersection that is not included on the list of six projects. Would the City have to wait six years to identify a new group of projects? Mr. Young explained that, as per the proposed program, small-scale development would no longer be exempt, and all applicants would be required to pay a predictable mitigation fee. The citywide impact fee would also apply to larger developments (more than 20 peak hour trips). In addition, larger projects would require an additional traffic study to identify and mitigate local impacts. Mr. McKinley clarified that no additional mitigation would be required through SEPA as long as a project does not exceed LOS D.

Chair Moss asked how long it would take to update the Concurrency Trip Capacity Balance Sheet. Chair Moss asked if applications would be put on hold while the update is being done. Mr. Young reminded the Commission that an update would be triggered as soon as the citywide capacity falls below 50% of the trip count. With the exception of a very large project, this provision would allow sufficient capacity for the City to continue to issue permits while the study is being updated.

Commissioner Wagner asked if a project that is done in phases would be charged against the Concurrency Trip Capacity Balance Sheet. Mr. Young answered that the trips would not be deducted from the balance sheet until each phase of the project is at the building permit stage. However, staff will likely start the update sooner if they anticipate a project will trigger the need for an update in the near future. Again, he reminded the Commission that there are three possible triggers for the update: an amendment to the City's TMP as it relates to concurrency, a 30% increase in total traffic volume compared to traffic volume at the time the Concurrency Trip Capacity Balance Sheet was created, and more than 50% of the available capacity in the most recent calculation of available capacity has been reserved.

Commissioner Wagner asked how often the City conducts traffic counts. Mr. McKinley answered that the City conducts citywide traffic counts on a quarterly basis.

Commissioner Craft asked the Assistant City Attorney to respond to the letter from the Shallbetter Law Firm. Ms. Aynsworth Taylor advised that the letter was submitted on behalf of Richmond Beach advocates. The letter proposes language that would limit the City's ability to consider new and more creative strategies. It also raises concerns about what is considered "legitimate and effective." She explained that all strategies implemented by the City will be tied to trip capacity reduction and the changes proposed in the letter are unnecessary. At most, a categorical list of acceptable types of strategies could be added. However, she cautioned against refining the language down to specific strategies, which would unfairly bind both developers and the City from considering other strategies.

Commissioner Wagner noted that the term, "traffic study," was replaced with "transportation impact analysis" in SMC 20.60.140(B). She asked if this is a simple change of terminology rather than creating a different tool. Ms. Aynsworth Taylor said the terminology was changed to be consistent with the rest of the code. Mr. Young added that the term is defined in the code.

Commissioner Maul said it not clear in the language proposed in SMC 20.60.140(B) that a developer would be required to make local improvements if a traffic study shows that an intersection would be impacted beyond LOS D. In addition to changing the terminology, Mr. Young pointed out that the language makes it clear that the analysis must meet the standards established by the City's Engineering Development Manual. The study must analyze the proposed origin/destination trip distribution, identify any intersections that would receive the addition of 20 or more trips during the peak hour, and demonstrate how impacted intersections could accommodate the additional trips and maintain the LOS standard. While the language in this section does not specifically say an applicant must solve the problem, SMC 20.60.140(E) states that if an applicant does not pass the concurrency test, he/she can amend the application to reduce the number of trips generated, provide system improvements or strategies that increase the citywide available capacity, or appeal the denial.

Commissioner Scully said his interpretation of SMC 20.60.140(B) is that a permit would not be issued if it is demonstrated that a project will exceed the City's LOS standard at a particular intersection unless improvements are made. However, this requirement should be made clearer. Commissioner Craft concurred and asked for direction from the Assistant City Attorney. Ms. Aynsworth Taylor explained that if the Commission wants to move the proposed amendments forward to the City Council immediately after the public hearing, they should provide specific language to address their concerns. Another option would be to postpone their recommendation to allow the staff and consultant time to craft new language for their consideration. Commissioner Wagner pointed out that new Commissioners would come on board at the next meeting. She suggested the Commission craft new language to address their concerns and forward a recommendation to the City Council with a request that staff highlight the issue in their presentation to the Council.

Mr. Young suggested adding a paragraph at the end of SMC 20.60.140(B) to read, "If the analysis identifies one or more locations at which the LOS Standard is not maintained, the applicant shall mitigate their impacts sufficient to achieve and maintain the LOS Standard."

Commissioner Maul questioned if it would be more appropriate to place this new language in SMC 20.60.140(E). Mr. Young pointed out that SMC 20.60.140(E) refers to the "concurrency test," and SMC 20.60.140(B) refers to an additional analytical requirement. They must make sure that SMC

20.60.140(B) solves problems identified by the transportation impact analysis, just as SMC 20.60.140(E) solves problems identified in the concurrency test.

Ms. Aynsworth Taylor modified the proposed language to read, “If the analysis identifies one or more intersections where adopted LOS Standards are exceeded, the applicant shall mitigate their impacts sufficient to achieve and maintain the adopted LOS standard.”

Public Testimony

Brent Carson, Seattle, VanNess Feldman Lawfirm, said he was present to speak on behalf of Shoreline Community College (SCC). He said he just recently learned about the proposed concurrency amendments while meeting with the City Attorney and staff to discuss the SCC Master Plan. As a land-use attorney, he is very familiar with the concept of concurrency, and he reviewed the proposal today in an effort to provide some quick comments.

Mr. Carson recalled the question from Commissioner Wagner about phased projects and said he is particularly interested in master development plan permits. He reminded the Commission that SCC is prohibited from doing any development until a master development plan has been adopted for the site. This detailed process identifies all of the development that is expected to occur, as well as associated mitigation. He expressed concern that the proposed language appears to require the SCC and other master planned developments to go through the concurrency test at the time of each building permit application even though traffic impacts and required mitigation were addressed as part of the master development plan. He referred to SMC 20.30.353(G), which says a master development plan permit is vested for 10 years to all the applicable land use codes. He asked if this provision would apply to concurrency, as well.

Mr. Carson also requested clarification about whether a property owner would be required to go through a concurrency test when seeking a development permit to remodel or when changing the use on a commercial site that is already developed.

Lastly, Mr. Carson said he supports a citywide concurrency program. However, he pointed out that most communities that have adopted this approach have eliminated the intersection-by-intersection concurrency standards and used SEPA to address local issues, instead. He reminded the Commission that the goal of the new program is to provide clarity and predictability. Developers of projects that create more than 20 vehicle trips know they must do a traffic analysis as part of the SEPA review, and they understand that mitigation may be required. The SEPA review provides flexibility to make the determination of how much mitigation is appropriate and reasonable. If the City adopts a citywide approach for concurrency, he recommended that the intersection-by-intersection concurrency requirement be eliminated and that the SEPA mitigation requirement be used instead.

Continued Commission Discussion and Questions

To answer Mr. Carson’s question regarding changes in use and remodels, Mr. Young referred to SMC 20.60.140(C)(2)(a) and 20.60.140(C)(2)(b). As currently proposed, alteration or replacement of an existing residential structure that does not create an additional dwelling unit or change the type of

dwelling unit would be exempt from the concurrency test. The same would be true for alteration or replacement of an existing nonresidential structure that does not expand the usable space or change the existing land use.

Commissioner Scully said Mr. Carson was actually seeking more information about what is meant by “changes in existing land use,” because “land use” is not defined in the City’s code. He said his interpretation of SMC 20.60.140(C)(2) is that a concurrency test would be required in situations where an existing use is changed to a more intense use that has a much higher traffic count. Commissioner Maul agreed that some commercial uses have much higher parking and traffic requirements than other and would change the impact on streets. However, the proposed language is intended to get away from requiring concurrency and mitigation for changes in use because it has become a nightmare for jurisdictions to implement. This approach would require the City to track every change, and potentially offer credits for changes that result in fewer vehicle trips.

Commissioner Maul asked Mr. Young to respond to Mr. Carson’s comment regarding the new language discussed earlier by the Commission for SMC 20.60.140(B). Mr. Young said Mr. Carson is advocating for a citywide program that uses SEPA to address local intersections, which is consistent with the proposed new language. Commissioner Scully said his interpretation of the new language is that applicants would be required to meet both sections of the transportation code. Mr. Carson is asking them to eliminate SMC 20.60.140(B) and address local intersections through SEPA. Ms. Aynsworth Taylor clarified that Mr. Carson recommended a cross reference to say “mitigation for intersection-specific impacts would be handled through the SEPA process.”

Regarding the earlier discussion about “existing land uses,” Ms. Aynsworth Taylor explained that land use tables are provided in the code to identify the permitted uses in each of the various zoning districts. To provide clarity, she suggested the language be changed to reference the City’s land use tables in the Development Code.

Commissioner Wagner asked if adding an accessory dwelling unit on a single-family residential lot would require a concurrency test. Director Markle recalled a discussion between the staff and Mr. Young where it was determined that accessory dwelling units would be considered new units and a concurrency test would be required.

Mr. Young referred to Mr. Carson’s concern about how the proposed concurrency program would be applied to phased projects such as master development plans. He agreed with Mr. Carson that most jurisdictions allow for concurrency earlier in the process. However, most of these cities have more capability for large development. The initial thought was that the proposed plan includes protections, other than exempting them or giving them a separate and earlier path to concurrency. He reminded the Commission of the requirement built into the proposed concurrency program, which requires the City to take a fresh look at the citywide system capacity if the 50% threshold has been exceeded. While this does not provide the assurance that large scale developers want and prefer, it does provide assurance that the City is not intentionally putting phased-developments at risk. The proposed program is transparent and will be updated regularly as part of the TMP.

Regarding vesting, Mr. Young explained that a citywide impact fee program has been proposed in conjunction with the concurrency program. While vesting creates a lot of protection for properties, it does not vest any property under Washington law from paying an impact fee at the point of a building permit. The impact fee portion of the proposal would not change nor would an applicant be vested from the fee by virtue of being allowed to have concurrency earlier in the process.

Mr. Young commented that allowing master planned and phased developments to use a separate and earlier path to concurrency would enable the City to set aside the trips associated with the development and protect them from being used by other developers in the future. That is good for both the applicant and the City. However, there is a price tag associated with this approach. Because the trips would be placed on the books earlier, the City would need to identify a mechanism for dealing with situations where properties change hands and owners decide to develop them differently than the plans that were previously approved. Would the trips be protected for the property regardless of changes in uses?

Mr. McKinley reminded the Commission that one purpose of the master development plan process is to provide predictability. The City and its citizens have an understanding of what will happen in the future, and the developer knows what to expect and gets prior approval on the context of the development. During the master development plan process, staff advises applicants that impact fees will be assessed at the time a building permit application is submitted. This enables developers to build the fee into their financial plans. Both parties know what to expect so there are no surprises.

Mr. Young recalled that King County's original concurrency system included a provision that allowed early applicants to come in and file for concurrency for plats, preliminary plats, rezones, etc. At the time, he recommended that King County not just warn applicants of the impact fee, but require them to pay the fee as a deposit at the time they were given concurrency. He cautioned King County that if they gave away something of value at no cost, developers would grab it off the shelf very quickly. King County did not follow his advice, and all of the concurrency capacity on the Sammamish Plateau was taken up in just a few short months. King County quickly changed their approach, and his subsequent clients have learned from this mistake. If the City wants to allow an early or special path for concurrency, he urged them to require a concurrency fee that is treated as a payment for the reservation of capacity. The fee should be an amount equal to the cost per trip of the existing impact fee. It should not be considered a prepayment of the impact fee, but a deposit against the final impact fee at the time building permits are in place. This will protect the City in case the impact fee goes up.

Chair Moss referred to Amendment 14 (SMC 20.20.044) and noted that the term "reserve" could be used as both a noun and a verb. She asked if both meanings would be clearly defined in the definition section of the code. Mr. Young explained that each of the subchapters in the "fee" section of the SMC, where the language related to impact fees is located, has its own definition section. However, the Development Code portion of the SMC places all of the definitions in one place to provide consistency. There is currently no definition for "reserve" or "reservation" in Chapter 20, and the proposed definition is written in such a way that it would only apply to Chapter 20.

Chair Moss suggested that punctuation should be added to the definition for "transportation facilities" found in Amendment 15 (SMC 20.20.048) to make it read clearer.

Because the public hearing had not been closed, Chair Moss allowed Mr. Carson another opportunity to address the Commission.

Brent Carson, Seattle, VanNess Feldman Lawfirm, pointed out that “community college” is not one of the uses listed on the Trip Generation Calculator. He asked if applicants would be allowed to provide a study that identifies the number of trips for unique uses. To clarify a point he made earlier, Mr. Carson pointed out that the Trip Generation Calculator identifies a specific number of 3.75 for shopping centers, yet “shopping center” is not a land use category in the City code. He expressed concern that referencing the land use section of the code could require the City to charge property owners when uses change even though the impact fees were paid by the developer when the shopping center was developed.

Mr. Young explained that what takes precedence is whether or not you are responsible for a concurrency test. Impact fees would not be assessed unless a concurrency test is required. The proposed language defines that changes in land use (or land use categories as per the land use tables) would require a concurrency test and an impact fee would be assessed. As long as the use remains within the same category of land use, no concurrency test or impact fee would be required.

Closure of Public Hearing

Chair Moss closed the public hearing.

Commission Deliberation and Action

COMMISSIONER WAGNER MOVED THAT THE COMMISSION FORWARD A RECOMMENDATION TO CITY COUNCIL THAT THEY ADOPT THE PROPOSED AMENDMENTS TO TITLE 20 AS DRAFTED BY STAFF. COMMISSIONER MONTERO SECONDED THE MOTION.

Commissioner Wagner thanked City staff and the consultant for providing a thorough presentation, specifically explaining the reasons why the proposed amendments make sense directionally. She particularly likes that the proposed concurrency program would give predictability to developers and allow staff to apply the requirements consistently for all development applications.

Commissioner Montero also commended staff and the consultant for their thorough presentation. He noted that the proposed program is very similar to the program that has been successfully implemented by the City of Redmond. He felt the document was well drafted and would encourage development in the City.

COMMISSIONER SCULLY MOVED TO AMEND THE MOTION TO CHANGE AMENDMENT 3 [SMC 20.60.140(B)] TO READ AS FOLLOWS:

20.60.140(B). Development Proposal Requirements. All new proposals for development that would generate 20 or more new trips during the p.m. peak hour must submit a transportation impact analysis prepared by the applicant in accordance with the standards established in the

City's Engineering Development Manual at the time of application. The estimate of the number of trips for a development shall be consistent with the most recent edition of the Trip Generation Manual, published by the Institute of Traffic Engineers.

1. The transportation impact analysis shall include:

- a. An analysis of origin/destination trip distribution proposed;*
- b. The identification of any intersection that would receive the addition of 20 or more trips per the p.m. peak hour; and*
- c. An analysis demonstrating how impacted intersections could accommodate the additional trips and maintain the LOS standard.*

2. If the transportation impact analysis identifies one or more intersections where adopted LOS standards are exceeded, the applicant shall mitigate their impacts in order to achieve and maintain the adopted LOS standard.

COMMISSIONER CRAFT SECONDED THE MOTION, WHICH CARRIED UNANIMOUSLY.

The Commission asked staff to review the document and change all “traffic study” references to “traffic impact analysis.”

Commissioner Wagner expressed concern about how the concurrency program would be applied to phased developments. She specifically referred to the Community Renewal Area where redevelopment is encouraged and reminded the Commission of the need to provide predictability, particularly for larger developments. She asked for direction from the staff and consultant about how and where this issue would be best addressed. Ms. Aynsworth answered that phased projects should be addressed in a stand-alone section that is a subset of the concurrency requirement.

COMMISSIONER SCULLY MOVED TO AMEND THE MOTION TO CHANGE SMC 20.60.140(C)(2)(b) (AMENDMENT 4) TO READ:

- b. Alteration or replacement of an existing nonresidential structure that does not expand the usable space or change the existing land use as defined in the land use categories as set forth in the trip generation calculator land use categories.*

COMMISSIONER MAUL SECONDED THE MOTION.

Commissioner Scully agreed with the concern raised by Mr. Carson regarding the definition of “land use categories.” He believes the intent is to move away from the massive table of use categories to simple trip generation categories. His proposed change simply clarifies what is meant by “land use category.”

Mr. Young pointed out that the trip generation calculator provided in the presentation is actually just an example from another jurisdiction. A trip generation calculator has not yet been created for the City of Shoreline. Director Markle reminded the Commission that the table Commissioner Scully referred to in

the motion would be adopted as part of the City's new impact fee program, and amendments related to the concurrency program would not be adopted until the impact fee program has been adopted.

Commissioner Montero said he likes the ambivalence of the plain words "land use" and leave it up to the Public Works Director to decide whether a true change in land use has occurred. He would prefer to give the director options instead of using a strict table.

THE MOTION FAILED.

COMMISSIONER SCULLY MOVED TO AMEND THE MOTION TO CHANGE SMC 20.60.140(C)(2)(b) (AMENDMENT 4) TO READ:

- b. Alteration or replacement of an existing nonresidential structure that does not expand the usable space or change the existing land use as defined in the land use categories as set forth in the impact fee analysis land use tables.*

COMMISSIONER CRAFT SECONDED THE MOTION, WHICH CARRIED UNANIMOUSLY.

Chair Moss reminded the Commission that the letter from the Richmond Beach Association asked them to review the language in SMC 20.60.140(E)(4)(b) (Amendment 6). The Commission decided against amending the language in this section.

Chair Moss questioned if SMC 20.20.014 (Amendment 12) should also include a definition for the term, "concurrency fee deposit." Mr. Young said this definition would only be needed if the Commission chooses to establish a separate concurrency path for master development plans. Director Markle said this issue would be better addressed under the code section related to master development plans.

Commissioner Wagner asked if the master development plan option would only be applicable to properties zoned "campus." Mr. Szafran answered affirmatively and said there are currently four properties in the City that are zoned "campus." Commissioner Wagner expressed concern that incorporating a separate concurrency path for master development plans would not address other types of phased development such as the Community Renewal Area. She reminded the Commission of the City's desire for larger, consolidated, multi-use projects; but she acknowledged she does not have enough information to understand whether or not a developer would find the proposed concurrency program less attractive because it does not provide enough certainty.

Commissioner Maul observed that the proposed concurrency program would add a lot of predictability for large projects. The proposed language makes it clear the impact fee would be applied when a permit application has been made, and there would be no advantage for property owners to pay a deposit fee when a master development plan is vested. He said he does not see a need to allow large developments to reserve trips.

The Commission directed staff to make grammatical changes to SMC 20.20.048 (Amendment 15) to clarify the intent of the definition for "transportation facilities."

THE MAIN MOTION TO FORWARD A RECOMMENDATION TO CITY COUNCIL THAT THEY ADOPT THE PROPOSED AMENDMENTS TO TITLE 20 AS DRAFTED BY STAFF WAS UNANIMOUSLY APPROVED AS AMENDED.

DIRECTOR'S REPORT

Director Markle referred to correspondence the Commission received from Ms. Basher concerning training opportunities. The Growth Management Act Course on Local Planning provides an overview of Washington State Law, comprehensive planning in general, and best practices and public participation. She encouraged those who have not attended in the past to consider participating in one of the three local sessions. In addition, the Washington Cities Insurance Authority is sponsoring a training event for public officials that will be specifically geared towards Commissioners and Councilmembers. Risk exposure and controls will be the focus of the training, and she encouraged Commissioners to attend if possible.

Director Markle announced that the deadline for submitting scoping comments related to the Point Wells Project was extended to April 2nd.

Director Markle reported that the fourth of six meetings for the Transportation Corridor Study for Point Wells was held on March 19th, and the upper portion of Richmond Beach Road (Segment B) was the focus of the discussion. There will be one more meeting on Segment B, followed by a wrap-up meeting in mid April. She commented that the process is going well, and the City has received a lot of good, constructive comments.

Director Markle advised that the Chronic Nuisance Ordinance was adopted by the City Council on March 3rd.

Director Markle announced that the City Council confirmed the appointment of new Commissioners, who will start at the first meeting in April. Chair Moss was reappointed, and two new Commissioners (Terry Strandberg and Jack Malek) were appointed.

Director Markle thanked Commissioner Esselman for her four years of service on the Commission. She commented that she has always admired her ability to listen and give thoughtful comments. She particularly appreciated her perspective on the built environment. She also thanked Commissioner Wagner for her eight years of service on the Commission, and commented that her leadership helped to change the dynamic on the Commission so they could work towards consensus. She also appreciates her drive to seek balance and present both sides of an issue in an unbiased way.

UNFINISHED BUSINESS

No unfinished business was scheduled on the agenda.

NEW BUSINESS

No new business was scheduled on the agenda.

REPORTS OF COMMITTEES AND COMMISSIONERS/ANNOUNCEMENTS

Letter to Council

Chair Moss referred to a draft letter to the City Council that she prepared on behalf of the Commission. She invited the Commissioners to review the letter and provide comments via Plancom as soon as possible. She specifically requested Commissioners provide information about the other public meetings they attended outside of the regular Commission meetings. She agreed to also seek this information from staff.

Chair Moss said she would present an updated letter at the next Commission meeting for final review and acceptance before it is forwarded to the City Council.

AGENDA FOR NEXT MEETING

Mr. Szafran reviewed that “housing for everyone” will be the topic of the Commission’s April 3rd meeting, and various individuals have been invited to share their perspectives on housing and housing choices.

Councilmember Hall commented that he could not do his job, as a Councilmember on behalf of the community, without the work done by the Planning Commission. There is simply too much for Councilmembers to get into the thorough detail the Commissioners discuss on each issue. The work they do to perfect legislation so it comes to the City Council thoroughly baked is exceptional. While the Council may have slightly different input from time to time that might lead them to amend the Commission’s work, they should never misunderstand that to be a condemnation or criticism of their work. Every single recommendation from the Commission is exceptional and valuable.

Councilmember Hall specifically thanked Commissioners Wagner and Esselman for their thoughtful, hard working, and caring dedication as Planning Commissioners. The remaining Commissioners also thanked Commissioners Wagner and Esselman for their service on the Commission.

ADJOURNMENT

The meeting was adjourned at 9:41 p.m.

Donna Moss
Chair, Planning Commission

Lisa Basher
Clerk, Planning Commission

**TIME STAMP
March 20, 2014**

CALL TO ORDER:

ROLL CALL:

APPROVAL OF AGENDA:

APPROVAL OF MINUTES: 1:25

GENERAL PUBLIC COMMENT: 1:53

PUBLIC HEARING: TRAFFIC CONCURRENCY – DEVELOPMENT CODE AMENDMENT

Staff Presentation: 3:10

Commission Questions: 30:41

Public Testimony: 1:05:45

Continued Commission Discussion and Questions: 1:14:40

Closure of Public Hearing: 1:47:20

Deliberation and Action: 1:47:35

DIRECTOR'S REPORT: 2:25:55

REPORTS OF COMMITTEES AND COMMISSIONERS/ANNOUNCEMENTS:

Letter to Council: 2:30:25

AGENDA FOR NEXT MEETING:

ADJOURNMENT:

TRANSPORTATION CONCURRENCY FRAMEWORK

SHORELINE, WASHINGTON

January 26, 2010

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1. DEFINITION OF TRANSPORTATION CONCURRENCY

- A. "Transportation concurrency" requires adequate transportation facilities to be available concurrent with private development. Development is not allowed if it causes the level of service (LOS) on transportation facilities to fall below standards adopted in the comprehensive plan.

Transportation concurrency is determined by comparing the capacity of public transportation facilities needed by each application for development to the uncommitted capacity that is (or will be) available. If the uncommitted available capacity is equal to, or greater than the capacity required, the applicant passes the concurrency "test." If the uncommitted available capacity is less than the capacity required, the applicant fails the concurrency "test."

If the concurrency test is "failed" there are several alternatives: (1) the applicant can mitigate the impacts to achieve a satisfactory LOS, (2) the applicant can revise the proposed development to reduce the impacts and maintain a satisfactory LOS, or (3) the application is denied, and the proposed development does not occur.

- B. Washington law establishes goals and specific requirements for transportation concurrency.

1. Goal for adequate public facilities and services:

RCW 36.70A.020. PLANNING GOALS.

(12) "... public facilities and services ... shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards."

2. Specific requirements for transportation concurrency:

RCW 36.70A.070. COMPREHENSIVE PLANS--MANDATORY ELEMENTS.

(6)(b) After adoption of the comprehensive plan ... local jurisdictions must adopt and enforce ordinances which prohibit development approval if the development causes *the level of service on a locally owned transportation facility to decline below the standards adopted in the transportation element of the comprehensive plan*, unless

transportation improvements or strategies to accommodate the impacts of development are made concurrent with the development. These strategies may include increased public transportation service, ride sharing programs, demand management, and other transportation systems management strategies. For the purposes of this subsection (6) "concurrent with the development" shall mean that improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years.

(6)(a)(iii) Facilities and services needed, including:...

(B) Level of service standards for all locally owned arterials and transit routes to serve as a gauge to judge performance of the system. These standards should be regionally coordinated;

(C) For state-owned transportation facilities, level of service standards for highways, as prescribed in chapters 47.06 and 47.80 RCW, to gauge the performance of the system. The purposes of reflecting level of service standards for state highways in the local comprehensive plan are to monitor the performance of the system, to evaluate improvement strategies, and to facilitate coordination between the county's or city's six-year street, road, or transit program and the department of transportation's six-year investment program. ...;

(D) Specific actions and requirements for bringing into compliance locally owned transportation facilities or services that are below an established level of service standard;

(E) Forecasts of traffic for at least ten years based on the adopted land use plan to provide information on the location, timing, and capacity needs of future growth;

(F) Identification of state and local system needs to meet current and future demands. Identified needs on state-owned transportation facilities must be consistent with the statewide multimodal transportation plan required under chapter 47.06 RCW;

3. Specific requirement for transportation facilities for subdivisions:

RCW 58.17.110. SUBDIVISIONS.

(2) "A proposed subdivision and dedication shall not be approved unless the city, town, or county legislative body makes written findings that: (a) appropriate provisions are made for the public health, safety, and general welfare and for such ... streets or roads, alleys, other public ways, transit stops, ..."

2. GOALS FOR SHORELINE'S TRANSPORTATION CONCURRENCY

- A. Shoreline's transportation concurrency program should be simple:
 - 1. It should be understandable to the applicants and the community.
 - 2. It should be easy for City staff to implement and administer.
 - 3. Shoreline is nearly built out, therefore the program will not be used enough to need or justify a more complex approach.

- B. Shoreline's transportation concurrency program should support the City's interest in increasing the use of transit as an alternative to single occupancy vehicles¹.

- C. Shoreline's transportation concurrency program should support a simple, fair and predictable program for mitigating the impact of development on the transportation system.

- D. Shoreline's transportation concurrency program should support transportation planning and land use decisions that improve travel time and reduce travel delays.

¹ Shoreline also supports bicycle and pedestrian modes as alternatives to single occupancy vehicles, but bicycle and pedestrian level of service metrics and standards are not yet developed sufficiently to become part of Shoreline's concurrency and mitigation program.

3. BENCHMARKS AND ASSUMPTIONS FOR SHORELINE'S CONCURRENCY

There are several key elements of Shoreline's transportation plans that will serve as benchmarks for the City's transportation concurrency requirement.

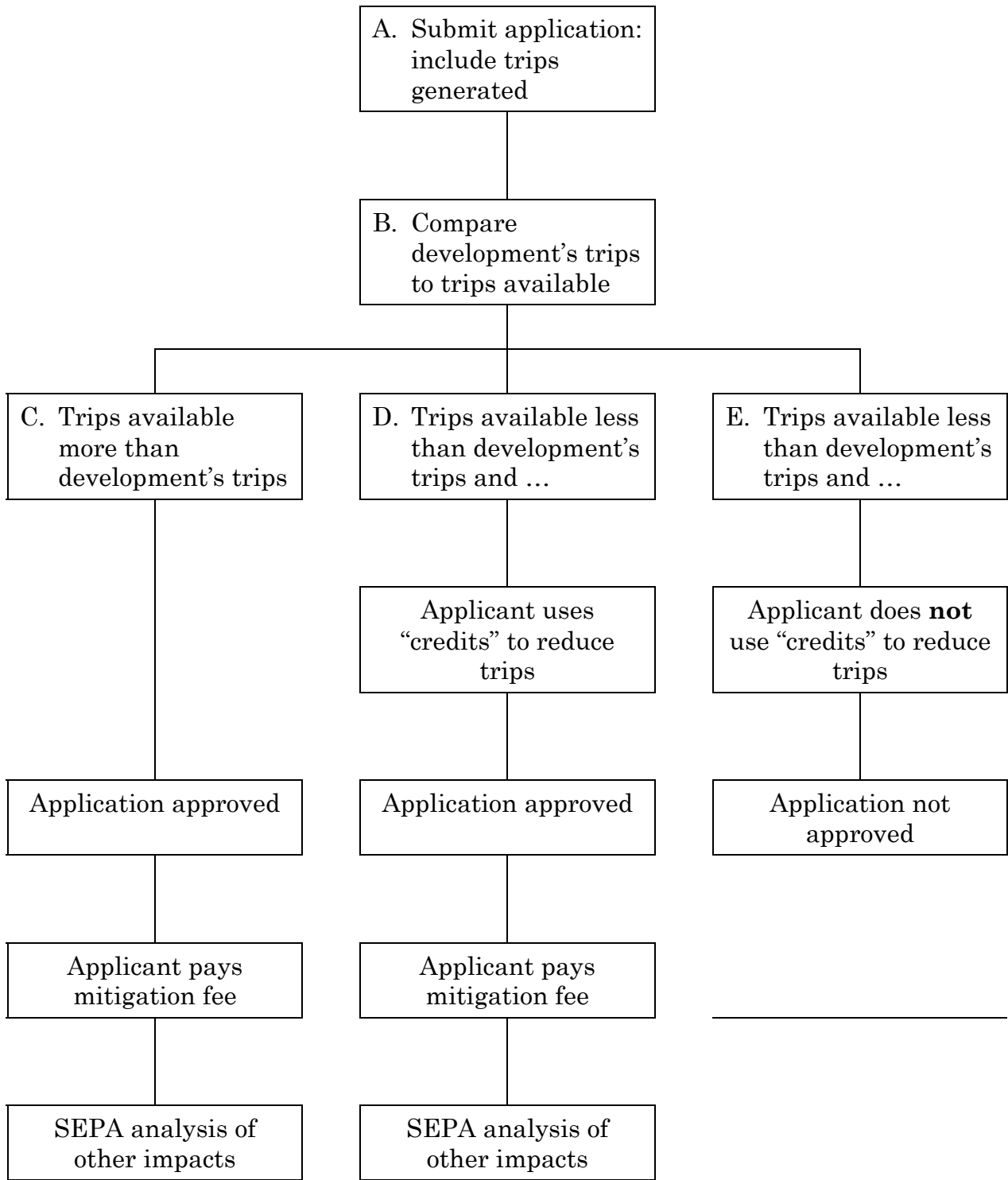
- A. Level of service (LOS) is the heart of concurrency: it must be understandable, accurate, and defensible. The nature of the LOS controls the nature of the concurrency ordinance. LOS standards for transportation concurrency will be the same as the City's standards in the transportation element of the comprehensive plan and the transportation plan:
- B. Traffic counts and trip generation will be measured during the p.m. peak period in order to be consistent with the City's adopted standards.
- C. The metric for vehicular traffic will measure traffic volume compared to road capacity.
- D. Concurrency will be tested as early as possible in the development process:
 - 1. Applications for rezoning, subdivision, or site plan approval will be tested for concurrency. If the concurrency requirement is fulfilled, the concurrency approval will apply automatically to subsequent development permits for the same development.
 - 2. Concurrency must be tested no later than during the application for a building permit. If the proposed development has not been tested previously for concurrency, it must be tested during the application for a building permit. If the proposed development was tested and approved for concurrency before the building permit, no further concurrency test will be required.
- F. Transportation concurrency will be evaluated in one citywide service area. Multiple service areas or corridors will add complexity.

4. STEPS IN SHORELINE'S CONCURRENCY FOR ROADWAYS

The steps in Shoreline's transportation concurrency for roadways are described below, and presented graphically in Figure 1 on the next page. An explanation of the technical basis for key elements in these steps is presented in Section 5 of this Framework.

- A. An application for development is submitted, including the number of trips it will generate.
- B. The number of trips from the proposed development is compared to the number of trips available for development.
- C. If there are more trips available than the development will generate, the concurrency requirement is fulfilled (subject to the development paying the mitigation fee for its share of the City's transportation plan improvements that were included in determining the number of trips available). The trips needed by the applicant will be subtracted from the available balance and "reserved" for the applicant. The applicant will receive a certificate or similar confirmation of the approval of concurrency and the reservation of trips for the development. The application will then be reviewed pursuant to SEPA to identify and mitigate any other transportation impacts not included in concurrency.
- D. If there are not enough trips available to serve the trips generated by the development the applicant can use "credits" to reduce its trip generation by providing one or more specific additional mitigations from the City's pre-approved list of trip-reducing credits. When the applicant's reduced trips are less than the trips available, the concurrency requirement is fulfilled (subject to the development paying the mitigation fee for its share of the City's transportation plan improvements that were included in determining the number of trips available). The trips will be "reserved" for the applicant, and a certificate will be issued in the same manner as Step C, above. The application will then be reviewed under SEPA in the same manner as Step C.
- E. If there are not enough trips available to serve the trips generated by the development and the applicant is unable or unwilling to reduce its trip generation the concurrency requirement is not fulfilled, and the City cannot approve the development.

Figure 1: Steps in Shoreline’s Transportation Concurrency for Roadways



5. TECHNICAL BASIS OF SHORELINE'S CONCURRENCY FOR ROADWAYS

- A. The number of trips initially available for development (see Step 4-B) is determined by using the traffic model as follows:
1. The model is run with the existing network, current land use (existing dwelling units and commercial square feet), and recent traffic counts in order to identify any existing deficiencies compared to adopted level of service standards.
 2. Capital improvements are identified that will eliminate existing deficiencies.
 3. The model is run with the improvements from 2, above, added to the existing network, and with future development (dwelling units, commercial growth) added to the current land use. The result will identify future "deficiencies" caused by growth (i.e., intersections, street segments and/or other elements of the transportation system that will operate in the model below the adopted standard for level of service).
 4. Capital improvements are identified that will create capacity needed to serve future development (i.e., eliminate the future "deficiencies" identified by the model during 3, above).
 5. The model is run with the improvements from 4, above, added to the model version from 3, above, in order to confirm that the improved network will serve current and future development without any deficiencies.
 6. Subtract the total trips from model results from 1, above, from the total trips from model results from 5, above. The difference is the number of trips that can be added by growth and accommodated by the improved network.
- B. The number of trips available for development (see Step 4-B) after one or more applications have been processed is as follows:
1. The number of trips that can be added by growth and accommodated by the improved network from A-6, above, is the beginning entry in a ledger of available trip capacity.

2. Each time an application for development is approved for transportation concurrency, the number of trips for the new development is subtracted from the previous balance of trips available, and a new balance is entered in the ledger. This ledger tracks trip capacity in the same manner that a checkbook balance tracks money.

C. “Credits”: The City’s pre-approved list of trip-reduction credits available for Step 4-D contains a variety of specific mitigations that can be provided by the applicant, and the exact percentage of trips that will be credited for each specific mitigation. The City of Olympia has such a list. The following are examples from Olympia’s reductions:

Action	Reduction
Install bus shelter on site or within ¼ mile of site.	1%
Install preferential carpool/vanpool parking facilities	2%
Install paid parking	3%
Underbuild parking standards by 20%, or 30% or 40%	2%, 4%, 7%
Install bike lockers or employee showers	1%

The following are other potential credits identified by DKS for the type or location of development, and for installation of bike and pedestrian improvements. The amount of the credit has not yet been determined.

- Developing a specific type of development that the City would like to encourage
- Locating development near a LINK light rail station
- Locating development near park and ride/transit centers
- Locating development near rubber tire transit corridors
- Installing additional sidewalks/non-motorized trails beyond frontage improvements required by code
- Installing bike lanes

The following is another list of potential credits identified by DKS for the funding provided by the developer. The amount of the credit has not yet been

determined, but it could be a dollar-for-dollar reduction of the transportation mitigation fee paid in Steps 4-C or 4-D (the methodology is described immediately following this list).

- Funding for Transit Signal Priority
- Funding for sidewalks
- Funding for bike lanes
- Funding for City identified roadway or intersection improvement projects
- Funding for signal improvements
- Funding for ITS components

D. All applications that are approved for concurrency will pay a mitigation fee (see Steps 4-C and 4-D).

1. The purpose of the fee is to pay for the development's proportionate share of the cost of the City's transportation plan improvements that were included in determining the number of trips needed to serve new development and therefore available for transportation concurrency (see 5-A-4, above).
2. The calculation of the mitigation fee cost per trip uses the following formula:

$$c/t = \frac{(c - d - r)}{t}$$

- where
- c/t = the cost per trip,
 - c = the total cost of transportation plan improvements identified to create capacity needed to serve future development (i.e., eliminate future "deficiencies" identified by the model: see 5-A-4),
 - d = the portion of the cost of the improvement that eliminates existing deficiencies, if any,
 - r = the revenue from other sources that will pay for a portion of the capital improvement in excess of the cost of the deficiency,

t = the number of trips added by all growth planned for the City (see 5-A-6).

3. The mitigation fee cost per trip is the same for all applications. It is calculated when the transportation concurrency program is established. It is recalculated only at such time as there are significant modifications or updates to the transportation plan, traffic model, and/or the transportation concurrency program. The mitigation fee cost per trip is not recalculated for each application for development because all developments pay the same proportionate share cost per trip.
4. The amount of the mitigation fee to be paid by each applicant is calculated by multiplying the number of trips generated by the development (from Step 4-A) times the cost per trip (from 5-D-2).
5. The amount of the mitigation fee is not affected by specific mitigations that reduce trips for 5-C, above, because the mitigation fee is for the set of transportation improvements for the transportation system as a whole, whereas the specific mitigations for trip-reducing credits affect the trips generated by a specific development, and benefits to other users are incidental.

6. SHORELINE'S CONCURRENCY FOR TRANSIT

NOTE: this section of the concurrency and mitigation framework is a work-in-progress that needs more discussion among staff and consultants in order to finalize the best choice and develop the specific methodology and steps.

- A. One of the following *alternative methods* can be used to include transit in Shoreline's transportation concurrency and mitigation program.
1. Transit supportive trip-reducing credits (see 5-C).
 2. Reduce LOS for facilities or areas served by transit. Criteria would need to be established to identify the transit service that qualifies an area for reduced LOS.
 3. Other, such as
 - a. Transit usage (mode split), OR
 - b. Transit availability (whole system): service hours, seat miles, headways, etc.), OR
 - c. Applicant's trip generation (see 4-A) includes separately stated transit trip generation based on the percent usage of transit (from recent PSRC travel diaries), or on a multiplier based on persons per vehicle.
- B. The steps in transportation concurrency for transit should be similar to, and concurrent with the steps for motor vehicle concurrency.
- C. The mitigation program for transit concurrency should be similar to, and concurrent with the mitigation program for motor vehicle concurrency.

7. TRANSPORTATION IMPACTS NOT INCLUDED IN CONCURRENCY AND MITIGATION FEES

Shoreline's transportation concurrency and mitigation program will consider the impact of proposed development on the major components of the transportation system (i.e., arterial and collector streets and intersections and the public transit system), but it does not deal with smaller components (i.e., local streets, alleys, or driveways). The transportation concurrency and mitigation program also excludes specific impacts by proposed development on arterial and collector intersections or road segments that are not identified by the traffic model as impacted by overall growth in Shoreline. *[Question: should concurrency include local streets experiencing cut-through traffic, thus functioning like a collector?]*

Shoreline will use other programs, such as project-specific traffic impact analysis (TIA) pursuant to SEPA, to consider the impact of development on the transportation elements listed below that are excluded from transportation concurrency and mitigation.

- A. Local public streets and alleys, on-site streets, driveways, and parking. These improvements are required for local access, safety, and local mobility. They are typically required by development regulations, such as subdivision or site plan regulations. They are not considered in evaluating LOS, therefore they are not included in transportation concurrency. They are not included in the City's transportation plan capital improvements, thus they are not part of the mitigation program, and therefore no credit against mitigation fees is given for making these improvements.

- B. Frontage improvements on arterials and collectors. If the TIA shows an impact on an arterial or collector that is also on Shoreline's mitigation program list, the applicant will receive a credit against their mitigation fee for making the frontage improvement. If a segment or intersection of an arterial or collector has been removed from the mitigation program list, applicants will receive credits for frontage improvements they are required to make within 5 years after a segment or intersection has been removed from the mitigation program list. If the impacted arterial or collector is not on the mitigation program list, and has not been on the mitigation program list for more than 5 years, the applicant will be required to make the frontage improvement, but will not receive credit against their mitigation fee for the frontage improvement.

- C. Intersections and/or segments of arterials and collectors that are not included in capital improvement projects in Shoreline's transportation plan. If the TIA shows an impact on an arterial or collector that is not on Shoreline's mitigation program list, the applicant's mitigation will be limited to the applicant's proportionate share of the cost, or the applicant must be provided a latecomer agreement that can provide reimbursement to the applicant for portions of the cost that exceed their proportionate share.

8. IMPLEMENTATION AND ADMINISTRATION OF CONCURRENCY

- A. The public works department will perform the concurrency test (i.e., verify the trips generated by each applicant, and compare the trips generated to the trips available).
- B. Transportation concurrency does not apply to the following development applications:
1. Vested development is exempt by state law (see RCW 19.27.095). Development is vested if the applicant submitted a completed application for a building permit before the concurrency requirement is adopted by Shoreline. Vested development will be reviewed in order to determine the number of trips it will generate, and those trips will be recorded in the concurrency ledger, but the vested applications will be approved even if trips are not available.
 2. Proposed development that causes no added impacts on capital facilities. Examples include:
 - a. Accessory structures to residences
 - b. Amenities: swimming pools, fences, walls, signs
 - c. Room addition to residences
 - d. Identical replacement of structure
 - e. Utility substations
 - f. Use permits/right-of-way permits
 - g. Completion/finishing permits if shell permit was vested or tested for concurrency
 - h. Tenant improvements
 - i. Remodelings (if no additional square footage and no change in use)
 - j. Art projects

- k. Any other development that generates no impact on transportation facilities
- C. Shoreline will evaluate applications for transportation concurrency in the order in which completed applications are received. This will prevent awarding of the same trip capacity to more than one applicant.
- D. If there are fewer trips available than needed by an applicant the applicant can amend their application to reduce the number of trips needed to be equal to or less than the number available.
- E. Availability and reservation of trips will be documented on a separate certificate of capacity.
 - 1. serves as a control document
 - 2. can be recorded to disclose status to future buyers
 - a. specific uses, densities, intensities
 - b. expiration date
 - 3. no change to existing forms or software
- F. Fees will be charged for concurrency.
 - 1. Concurrency application fee (due with application, not refundable)
 - 2. Fee for reviewing independent data or traffic studies submitted by the applicant to be used in lieu of the standard data used by the City (due when independent data is submitted by the applicant, not refundable)
 - 3. Concurrency mitigation fee (due when approved for concurrency, not refundable, but if the development does not proceed the mitigation fee runs with the land as a credit against future mitigation fees due from the property)
 - 5. Exemptions from concurrency fees, or reduced fees, or deferral of payment until construction or occupancy is available only as follows:
 - a. low-income housing: _____

- d. economic development projects: _____
 - c. single family houses on single lots (or sub-SEPA threshold):

 - d. transit-oriented development: _____
 - e. other _____ : _____
- G. Trip capacity reservation expires when the permit expires, unless the permit has been extended (which automatically extends the trip capacity reservation).
- H. Trip capacity reservation is transferrable only to new owners of same parcel for the same number of trips reserved for the applicant
- I. Shoreline will discourage monopolization of concurrency trips by tying them to the expiration of the permits, limiting transfer to subsequent owners of the same parcel, and requiring payment of mitigation fees at the time concurrency is approved.
- J. Appeals of denials of concurrency:
- 1. Grounds for appealing a denial of concurrency include the following:
 - a. Error by the City
 - b. Rejection of applicant's alternative data or studies
 - 2. Appeals of concurrency determinations will be the same as appeals of other decisions pertaining to applications for development.
 - 3. If trip capacity was available and denial of the application was on other grounds, the City will reserve the trip capacity until the appeal is completed.
 - 4. If trip capacity was not available therefore denial was on the grounds of insufficient trip capacity, the City will reserve any trip capacity that has not been reserved and create a temporary hold on future applications until the appeal is completed

- K. Source of data used for the transportation concurrency and mitigation program:
1. The source of data for the transportation concurrency and mitigation program is the City of Shoreline, and other sources selected by the City.
 2. Applicants may provided alternative data provided that they
 - a. pay a fee to pay for review of the data by the City,
 - b. provide documentation substantiating the alternative data
 - c. provide controls (i.e., deed restrictions) to prevent variance from applicant's proposed use
- L. The transportation concurrency and mitigation program will be updated within 3 months of any of the events listed below. If none of the listed events occurs within five years of the adoption or update of the transportation concurrency and mitigation program, the City will update the program.
1. Update or amendment of Shoreline's transportation plan.
 2. Total traffic volume increases by 30% over the previous baseline.
 3. More than 50% of the trip capacity in the original or updated ledger has been approved for applicants since the adoption or most recent update of the transportation concurrency and mitigation program.
 4. Transportation capital improvements are completed that cumulatively increase the capacity of the system by more than 10% of the previous baseline.

ATTACHMENT F
TRANSPORTATION IMPACT FEES: WASHINGTON CITIES

<u>City</u>	<u>Fee</u> <u>(SFDU)</u>		<u>Source</u>
Gold Bar	624.70	x	2012 AWC Survey
Carnation	636.00		2012 AWC Survey
Pasco	709.00		2012 AWC Survey
Renton	750.00		2012 AWC Survey
Blaine	770.10		2008 AWC Survey
Washougal	775.00		1997 AWC Survey
Edmonds	840.72		HYCo Files
Anacortes	900.00		2012 AWC Survey
Everett	900.00	x	2012 AWC Survey
Oak Harbor	907.00		2012 AWC Survey
Burien	957.00		2012 AWC Survey
Edgewood	1,162.00		2012 AWC Survey
Sumner	1,165.00	x	2012 AWC Survey
Mountlake Terrace	1,242.00	x	2012 AWC Survey
West Richland	1,247.35		2012 AWC Survey
Yelm	1,334.21		2012 AWC Survey
Tukwila	1,361.00		2010 AWC Survey
Vancouver	1,458.34		2012 AWC Survey
Sedro-Wooly	1,500.00		2006 AWC Survey
Richland	1,519.10		2012 AWC Survey
Lacey	1,616.00		2012 AWC Survey
Issaquah	1,646.62		2012 AWC Survey
Newcastle	1,704.98		2012 AWC Survey
Ellensburg	1,758.00	x	2012 AWC Survey
Bellevue	1,768.00		2012 AWC Survey
Mukilteo	1,875.00	x	2012 AWC Survey
Ridgefield	1,943.00		2012 AWC Survey
Bellingham	1,951.00		2010 AWC Survey
Lynden	2,016.00		2012 AWC Survey
Yacolt	2,050.00		2012 AWC Survey
Bothell	2,093.00		Mirai 12/26/07
Gig Harbor	2,124.00		2012 AWC Survey
Orting	2,149.00		2012 AWC Survey
Stanwood	2,216.12		2012 AWC Survey
Ferndale	2,300.00		2004 AWC Survey
Granite Falls	2,500.00		2012 AWC Survey
median SFDU	2,500.00		
Monroe	2,518.38		2010 AWC Survey
Kenmore	2,602.42		2008 AWC Survey
average SFDU	2,820.42		
Tumwater	2,828.49		2012 AWC Survey
La Center	2,838.10		2012 AWC Survey
Des Moines	2,838.77		2012 AWC Survey
Sequim	2,893.00		2012 AWC Survey
Enumclaw	2,937.00		2012 AWC Survey
Mill Creek	2,939.00	x	2012 AWC Survey
Brier	3,000.00		2004 AWC Survey
Olympia	3,054.00		2012 AWC Survey
Woodinville	3,098.00		Mirai 12/26/07
Federal Way	3,111.94		2012 AWC Survey

TRANSPORTATION IMPACT FEES: WASHINGTON CITIES

Mount Vernon	3,176.50		2012 AWC Survey
Lynwood	3,209.20		2012 AWC Survey
University Place	3,230.00		2012 AWC Survey
Shelton	3,282.39	x	2012 AWC Survey
Arlington	3,355.00	x	2012 AWC Survey
Camas	3,410.00		2012 AWC Survey
Burlington	3,633.00	x	2012 AWC Survey
Kent	3,702.00		2012 AWC Survey
Kirkland	3,825.00		2012 AWC Survey
Auburn	3,882.61		2012 AWC Survey
Bonney Lake	4,035.00		2012 AWC Survey
Buckley	4,153.00		2012 AWC Survey
Puyallup	4,500.00	x	2012 AWC Survey
Covington	4,505.00		2012 AWC Survey
Wenatchee	4,830.00		2012 AWC Survey
Sultan	5,272.00		2010 AWC Survey
Maple Valley	6,272.00		2012 AWC Survey
Marysville	6,300.00		2012 AWC Survey
Fife	6,478.00		2010 AWC Survey
Redmond	6,916.19		2012 AWC Survey
Duvall	7,480.00	x	2012 AWC Survey
Sammamish	14,853.96		2012 AWC Survey
Deer Park	350 /parking space		2010 AWC Survey
Poulsbo	283.50/trip		2012 AWC Survey
Zillah	0.39/sq ft		2012 AWC Survey
73 cities w/ transp impact fees		x	= rate per p.m. peak trip

Attachment F

**Association of Washington Cities - 2012 Tax and User Fee Survey
Impact Fees**

City	Impact Fees					When Collect Fees
	Fire Protection	Parks/ Open Space	Schools	Transportation	TOTAL	
Algona		\$1,000			\$ 1,000.00	at time of building permit
Arlington		\$1,662.00		\$3,355	\$ 5,017.00	At building permit
Auburn	\$290.13	\$3,500	Varies	\$3,882.61	\$ 7672.74+	Building permit issuance or certificate of occupancy
Bellevue			\$3,568	\$1,768	\$ 5,336.00	at building permit issuance
Bonney Lake		\$3,130		\$4,035	\$ 7,165.00	At Building Permit Issuance
Buckley		\$772		\$4,153	\$ 4,925.00	building permit, final plats
Burien				\$957	\$ 957.00	time of building permit issuance
Burlington	\$150	\$625	\$5,796	\$3,633	\$ 10,204.00	at building permit issuance
Carnation		\$2,850		\$636	\$ 3,486.00	Schools: 50% at final plat, 50% at building permit issuance. Parks and Transportation: building permit issuance
Coupeville		\$870			\$ 870.00	at building permit issuance
Covington			\$5,486	\$4,505	\$ 9,991.00	Final Plat (res), Notice to Proceed (comm) Schools at time of building permit issuance
Des Moines				\$2,838.77	\$ 2,838.77	issuance of building permit
DuPont	\$940.87				\$ 940.87	At time of building permit issuance
Duvall		\$4,305		\$7,480	\$ 11,785.00	School impact fee: 50% at time of final plat and 50% at time of building permit issuance, short plat pay school impact fee at time of building permit issuance. School & transportation impact fees: at time of building permit issuance. Park impact fees: at time of building permit issuance.
Edgewood		\$2,939	\$3,500	\$1,162	\$ 7,601.00	Building Permit Issuance
Ellensburg		\$1,925		\$1,758	\$ 3,683.00	building permit issuance
Enumclaw		\$1,209		\$2,937	\$ 4,146.00	building permit issuance
Everett				\$900	\$ 900.00	School impact fees are collected prior to final plat approval on plats. For multi-family development, prior to issuance of building permit. For transportation impact fees, we collect prior to final plat approval on plats. For all other projects, we collect prior to the issuance of building permits.
Federal Way				\$3,111.94	\$ 3,111.94	They are collected typically at time of building permit issuance, although they MAY be deferred until sale of property.
Gig Harbor		\$1,500	\$2,780	\$2,124	\$ 6,404.00	Building Permit Issuance

**Association of Washington Cities - 2012 Tax and User Fee Survey
Impact Fees**

City	Impact Fees				TOTAL	When Collect Fees
	Fire Protection	Parks/ Open Space	Schools	Transportation		
Gold Bar		\$866	\$1,673	\$624.70	\$ 3,163.70	building permit issuance
Granite Falls		\$230		\$2,500	\$ 2,730.00	building permit issuance
Issaquah	\$688.34	\$6,998.43	\$3,568	\$1,646.62	\$ 12,901.39	Building Permit Issuance
Kent			\$5,486	\$3,702	\$ 9,188.00	Building permit issuance
Kirkland		\$3,845	\$5,000	\$3,825	\$ 12,670.00	Building Permit Issuance
La Center		\$2,042	\$6,891	\$2,838.10	\$ 11,771.10	Building permit issuance
La Conner			\$252		\$ 252.00	Prior to issuance of Certificate of Authorization
Lacey				\$1,616	\$ 1,616.00	Permit Issuance
Lake Stevens		\$2,363	\$4,414	Varies	\$ 6777.00+	Park and School fees are collected at time of building permit issuance. Transportation fees are collected at time of final plat.
Lynden	\$517	\$936		\$2,016	\$ 3,469.00	50% at final plat; 50% with building permits
Lynnwood				\$3,209.20	\$ 3,209.20	Building Permit Issuance
Maple Valley		Varies	\$5,052	\$6,272	\$ 11,324.00+	Building permit issuance, final plat
Marysville		\$1,251	\$4,263	\$6,300	\$ 11,814.00	traffic-final plat, school & parks at building permit issuance
Medical Lake	\$104	\$1,210	\$268		\$ 1,582.00	Building permit issuance
Mill Creek	\$365	\$5,933.27	\$1,937	\$2,939	\$ 11,174.27	Prior to Final Plat approval
Mount Vernon	\$76	\$427.50	\$6,684	\$3,176.50	\$ 10,364.00	At time of building permit issuance
Mountlake Terrace		\$1,351		\$714	\$ 2,065.00	At time of building permit issuance.
Mukilteo		\$2,438	\$2,456	\$1,875	\$ 6,769.00	Building Permit Issuance
Napavine			\$3,479.81		\$ 3,479.81	At time of building permit issuance
Newcastle			\$3,568	\$1,704.98	\$ 5,272.98	Transportation: at building permit application a temp measure provides collection prior building permit final inspection. Parks: at final plat temp measure allows for collection prior to building permit final. Schools: 50% at final plat and 50% prior building permit issuance.
Olympia		\$5,068	\$2,969	\$3,054	\$ 11,091.00	Building permit issuance
Orting		\$830	\$3,005	\$2,149	\$ 5,984.00	Parks fees are collected at final plat. Transportation Impact Fees are collected at building permit issuance.Schools are paid to School District and proof of payment is required at building permit issuance

**Association of Washington Cities - 2012 Tax and User Fee Survey
Impact Fees**

City	Impact Fees				TOTAL	When Collect Fees
	Fire Protection	Parks/ Open Space	Schools	Transportation		
Pasco		\$687	\$4,700	\$709	\$ 6,096.00	building permit issuance
Port Orchard			\$1,114.88		\$ 1,114.88	AT building permit issuance
Poulsbo		\$1,195		\$283.50	\$ 1,478.50	Building permit issuance
Puyallup		\$2,300	\$3,074	\$4,500	\$ 9,874.00	Applicants have choice: at permit issuance or occupancy
Redmond	\$105.59	\$3,100.13	\$5,672	\$6,916.19	\$ 15,793.91	Building permit issuance
Renton	\$488	\$530.76	\$6,310	\$75	\$ 7,403.76	Prior to Construction or Building Permit issuance
Richland		\$663		\$1,519.10	\$ 2,182.10	Building permit issuance
Ridgefield		\$1,933.09	\$4,490.97	\$1,943	\$ 8,367.06	Varies
Quincy		\$250			\$ 250.00	Impact Fees are only with large scale retail over 40,000 at which time an impact analysis is done and those impacts are addressed through fees and participation with improvements.
Roy		\$2,372			\$ 2,372.00	Building permit issuance
Sammamish		\$2,605.82	Varies by district	\$14,853.96	\$ 17459.78+	preliminary, final and building permit issuance
Sequim		\$1,975		\$2,893	\$ 4,868.00	Bldg Permit Application
Shelton				\$3,282.39	\$ 3,282.39	Non-residential at time of building permits, residential up to time of final inspection
Stanwood	\$200	\$640.80		\$2,216.12	\$ 3,056.92	Building permit issuance
Steilacoom			\$6,201		\$ 6,201.00	Building permit issuance
Sumner	\$80	\$214	\$1,298	\$1,165	\$ 2,757.00	occupancy
Tukwila	\$922	\$1,426		Varies	\$ 2348.00+	at building permit issuance
Tumwater		\$3,726.86	\$3,496	\$2,828.49	\$ 10,051.35	Building Permit Issuance
University Place		\$2,000		\$3,230	\$ 5,230.00	Building permit issuance
Vancouver		\$2,084	\$4,324	\$1,458.34	\$ 7,866.34	Building Permit Issuance
Wenatchee			\$0	\$4,830	\$ 4,830.00	
West Richland		\$860		\$1,247.35	\$ 2,107.35	Building permit issuance
Woodland	\$1,530	\$1,116	\$2,750		\$ 5,396.00	Building permit issuance or C of O; but we do offer a deferral program
Yacolt		\$1,800		\$2,050	\$ 3,850.00	Permits OK'd by Town Council

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Proposed 2014-2016 Council Goals and Citywide Workplan
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Debbie Tarry, City Manager John Norris, Assistant City Manager
ACTION:	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Motion <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

PROBLEM/ISSUE STATEMENT:

At the City Council's April 11-12, 2014 annual strategic planning session the Council discussed their proposed 2014-2016 goals. It was determined that Council would like to continue the focus of their goals towards achievement of Vision 2029 and being a sustainable city in all respects:

- Sustainable neighborhoods – ensuring they are safe and attractive;
- Sustainable environment – enhancing our build environment so that it protects our natural resources; and
- Sustainable services – supporting quality services, facilities and infrastructure.

Council also determined that the five goals that were adopted in 2013 were still relevant and supportive of Vision 2029 and therefore they should continue to be the goals for 2014-2016. The proposed goals are:

1. Strengthen Shoreline's economic base;
2. Improve Shoreline's utility, transportation, and environmental infrastructure;
3. Prepare for two Shoreline light rail stations;
4. Enhance openness and opportunities for community engagement; and,
5. Promote and enhance the City's safe community and neighborhood initiatives and programs.

Attachment A lists the proposed 2014-2016 Council goals, including the suggested action steps and progress indicators for monitoring the goals. New or enhanced action steps are underlined. Completed action steps from prior year were removed. The question for Council is whether the proposed goals and action steps reflect the direction given to staff at the annual Council goal setting retreat.

Citywide Workplan

Attachment B is the proposed 2014-2015 citywide work plan, assuming that Council is in agreement with the proposed goals and action steps.

RESOURCE/FINANCIAL IMPACT:

Resources needed to accomplish the Council's goals and workplan are included in the 2014 budget and will be included in the 2015 proposed budget.

RECOMMENDATION

The purpose for this discussion is to review the goals and proposed action steps. Council is scheduled to adopt the 2014-2016 goals on May 19.

Approved By: City Manager ***DT*** City Attorney ***IS***

ATTACHMENTS

Attachment A – Draft 2014-2016 Council Goals

Attachment B – Citywide Workplan

2014-2016 City Council Goals and Workplan

The Council is committed to fulfilling the community’s long-term vision – Vision 2029 – and being a sustainable city in all respects:

- Sustainable neighborhoods—ensuring they are safe and attractive;
- Sustainable environment—preserving our environmental assets and enhancing our built environment so that it protects our natural resources; and
- Sustainable services—supporting quality services, facilities and infrastructure.

The City Council holds an annual strategic planning and goal setting session to monitor progress and determine priorities and action steps necessary to advance Vision 2029. This workplan, which is aimed at improving our ability to fulfill the community’s vision, is then reflected in department workplans, the City’s budget, capital improvement plan, and through special initiatives.

Goal 1: Strengthen Shoreline’s economic base

Shoreline voters approved Proposition No. 1 in November 2010, which helped to maintain essential service levels through 2016. Whether or not Proposition No. 1 is renewed in 2016, it is vital to attract investment in Shoreline businesses and neighborhoods to enhance the local economy, provide jobs, and support the services that make Shoreline a desirable place to live and to . Investment will strengthen our tax base while providing our residents with greater housing choices, local employment, retail opportunities, and lifestyle amenities.

ACTION STEPS:

1. Implement the Community Renewal Plan for Aurora Square including developing recommendations for incentives, property acquisition, and capital improvements to encourage Vision 2029 businesses to locate and thrive at Aurora Square
2. Implement efforts to make the permit process predictable, timely and competitive including the implementation of a new permit software system and enhancing the partnership with other permitting agencies
3. Implement the 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund and maintain priority public services, facilities, and infrastructure
4. Implement marketing strategies to promote Shoreline as a progressive and desirable community for new residents, investors, and businesses
5. Evaluate the competitiveness of Shoreline’s regulations and evaluation processes to enhance the attractiveness of Shoreline as a place for private investment

PROGRESS INDICATORS:	2011	2012	2013
a. Annual growth of assessed property value from new construction	0.17%	0.50%	0.41%
b. Ratio of commercial versus non-commercial valuation	.112	.115	.117
c. Retail sales tax per capita	\$113	\$130	\$137
d. Number of licensed businesses	4,474	4,784	4,945
e. Number of housing units	23,049	23,204	23,329
f. Vacancy and rental rates of commercial and multi-family properties	Comm: 4-5%; \$15-30/sf; Resid: 4%; \$1.18/sf	Retail: 4%; \$17.50/sf; Office: 4.5%; \$23.63/sf; Resid: 3.2%; \$1.24/sf	Retail: 5.3%; \$19.50/sf; Office: 6.4%; \$24.27/sf; Resid: 1.9%; \$1.32/sf
g. Number of business mini-grants awarded; number of grand openings supported	N/A	N/A	2; 0

Underline indicates proposed enhanced/added action steps

Goal 2: Improve Shoreline’s utility, transportation, and environmental infrastructure

Shoreline inherited an aging infrastructure when it incorporated in 1995. The City has identified needed improvements through our 20-year planning documents including the Surface Water Master Plan, Transportation Master Plan and Parks and Open Space Master Plan. Improvements are not limited to infrastructure investments – The City is also interested in improving coordination, planning, and overall information sharing among all service providers. As capital improvements are made, it is important to include efforts that will enhance Shoreline’s natural environment, ultimately having a positive impact on the Puget Sound region.

ACTION STEPS:

1. Construct the Aurora Corridor improvements from N 192nd to N 205th Streets
2. Identify funding strategies to implement the City’s transportation master plan including construction of new non-motorized improvements
3. Execute the Shoreline/Seattle Public Utility’s water system Acquisition Agreement and develop a multi-year implementation plan for creating the City’s water utility (70% voter approval in 2012)
4. Develop a plan to merge the Ronald Wastewater District into City operations as outlined in the 2002 Interlocal Operating Agreement
5. Work with the City of Seattle, King County and Washington State Department of Transportation on a plan and financial strategy that will improve safety, efficiency and modes of transportation for all users of 145th Street
6. Begin implementation of Phase 1 of the Urban Forest Strategic Plan short-term recommendations
7. Provide an update to the City Council on the City’s adopted environmental sustainability strategy
8. Implement a comprehensive asset management system for the City’s roads, streets, facilities and park systems

PROGRESS INDICATORS:	2011	2012	2013
a. Number of redevelopment projects improving the treatment of surface water	6	0	1
b. Number of linear feet of non-motorized facilities constructed	16,000	7,384	11,362
c. Number of trees planted in the public right-of-way and on City property (net)	470	145	362
d. Volume of paper purchased for City operations (letter reams)	1,760	2,008	1,710
e. Percent of community garden plots reserved	N/A	100%	100%
f. Water quality average index score ¹ for:			
• Boeing Creek Basin (Boeing Creek)	60 (Mod Concern)	60 (Mod Concern)	68 (Mod Concern)
• McAleer Creek Basin (McAleer Creek & Cedarbrook Creek)	50 (Mod Concern)	60 (Mod Concern)	70 (Mod Concern)
• Thornton Creek Basin (Thornton Creek)	31 (High Concern)	19 (High Concern)	30 (High Concern)
• Puget Sound Basin (Storm Creek)	24 (High Concern)	24 (High Concern)	41 (Mod Concern)

¹In 2013, the index used was changed to reflect small Puget Sound Streams more accurately. The resulting higher index scores shown here are artifacts of the index change; not an indication of improvement. By and large, the numbers have not changed over the past three years, as is noted by the level of concern noted with each index score.

Goal 3: Prepare for two Shoreline light rail stations

In 2008 Shoreline voters supported the Sound Transit 2 funding package by 61%. Our community looks forward to increasing mobility options and reducing environmental impacts through light rail service. Sound Transit estimates the light rail extension from Northgate to Lynnwood to be \$1.4-1.6 billion, which includes investment in two stations in Shoreline, which are planned to open in 2023. Engaging our community on how this effort benefits Shoreline and the greater region needs to start now.

Underline indicates proposed enhanced/added action steps

ATTACHMENT A

ACTION STEPS:

1. Engage the community in an education and outreach plan to help residents and businesses prepare for the addition of new light rail stations and service
2. Adopt the 185th and 145th Light Rail Station Sub-Area plans
3. Participate as a Cooperating Agency in Sound Transit’s environmental process by providing early and continuous input into the development of the environmental impact statement (EIS)
4. Develop a multi-modal transportation strategy to deliver people to the future light rail stations, as an alternative to single occupancy vehicles
5. Work with Sound Transit to evaluate the redevelopment potential of large parcels in the light rail station areas

PROGRESS INDICATORS:	2011	2012	2013
a. Number and location of Shoreline light rail stations identified in the EIS process	N/A	3 - 145 th , 155 th & 185 th	2 – 145 th & 185 th
b. Number of City and Sound Transit opportunities provided for public input in the light rail planning process	4	21	37

Goal 4: Enhance openness and opportunities for community engagement

The Council values an open, transparent, and responsive government. And the City believes that the best decisions are informed by the perspectives and talents of our residents. Community involvement is vital, and finding effective ways to engage all segments of our community is key to shaping our future.

ACTION STEPS:

1. Communicate and provide opportunities for public input on key policies and initiatives, including Vision 2029, light rail station planning, safe community initiatives, and other City projects
2. Continue to support neighborhood associations and volunteer initiatives and to host community forums and workshops
3. Continue to provide documents online and improve the ease of use of the City’s website
4. Advance public engagement with implementation of the City’s e311 system, online communication and survey tools and social media platforms
5. Enhance the City’s crime prevention and safe community communication programs including promotion of the City’s E-Alert system and expanding the City’s Shoreline Neighborhood Watch Program

PROGRESS INDICATORS:	2011	2012	2013
a. Percent of residents who believe the City is moving in the right direction ²	71%	72%	72%
b. Percent of residents somewhat/very satisfied with the City’s efforts to keep residents informed ¹	67%	67%	67%
c. Number of citizen volunteer hours	19,530	16,758	12,653
d. Number of documents available on the City’s website	9,576	12,512	13,317
e. Number of annual website visits; number of Facebook “likes”	77,400/545	111,000/700	151,306/860
f. Number of service requests responded to through the City’s See Click Fix app	3	179	258
g. Number of Shoreline Neighborhood Watches supported	75	80	80
h. Number of Alert Shoreline subscribers	N/A	N/A	1,580
i. Number of public record requests (excludes routine requests)	161	174	179

²Indicator taken from biennial citizen survey – most recent survey occurred in 2012

Goal 5: Promote and enhance the City’s safe community and neighborhood programs and initiatives

Maintaining a safe community is the City’s highest priority. The 2012 Citizen Survey reflected that 91% of respondents felt safe in their neighborhood during the day and 78% had an overall feeling of safety in Shoreline. Although these results are reflective of statistics from medium sized cities across the United States, it was a slight decrease from previous citizen surveys conducted by the City. As a result, in November 2012 the City held a public focus group on crime prevention efforts to receive citizen input. Based on this feedback, the City is pursuing a concentrated workplan to enhance our public safety communication and crime prevention efforts to ensure that our residents and businesses continue to find Shoreline a safe place to live, work, and play.

ACTION STEPS:

1. Utilize the City’s cross-department safe community team to resolve issues and develop proactive programs related to traffic, code enforcement, and crime prevention efforts
2. Utilize the joint Parks and Police effort to maintain safe parks by addressing resident concerns through crime prevention through environmental design (CPTED)
3. Continue to work with the Shoreline schools, Emergency Management Council, Shoreline Fire Department and other stakeholders to keep school safety policies up to date and consistent with best practices
4. Enhance safety and security for seniors by meeting directly with senior groups to discuss criminal activity and deceptive scams that target the senior population
5. Acquire the Grease Monkey property and integrate Police Facility at Shoreline City Hall
6. Continue the efforts of the Traffic Action Plans and the Neighborhood Traffic Safety Program to address neighborhood traffic safety concerns


PROGRESS INDICATORS:	2011	2012	2013
a. Percent of residents who have an overall feeling of safety in Shoreline ²	83%	78%	78%
b. Percent of residents who feel safe in City parks and trails ²	58%	56%	56%
c. Number of Shoreline schools provided with training on school lockdown procedures	N/A	N/A	16
d. Number of parks with completed CPTED reviews or implemented directed safety emphasis	N/A	N/A	2
e. Number of neighborhood traffic safety improvement efforts completed	6	2	1

² Indicator taken from biennial citizen survey – most recent survey occurred in 2012

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			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Q												
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan												
1	Council Goal 1: Strengthen Shoreline's Economic Base		▶																																				
2	1. Adopt and implement a Community Renewal Plan for Aurora Square		▶																																				
3	Rebranding Aurora Square CRA		▶ Dan E																																				
4	Aurora Square CRA Due Dilligence	Complete																																					
5	Aurora Square CRA Planning Commission process	Complete																																					
6	Aurora Square CRA Public Process	Complete																																					
7	Rebranding Aurora Square CRA		▶ Dan E																																				
8	Aurora Square CRA Projects/Funding		▶																																				
9	Westminster Street Vacation	Hold																																					
10	SEPA Planned Action		▶ Dan E																																				
11	Sewer Energy System Feasibility		▶ Dan E																																				
12	2. Implement Efforts to make the permit process predictable, timely and competitive including the implementation of a new permit software system		▶																																				
13	Commercial zone review	Complete																																					
14	Demolition permit process improvement	Complete																																					
15	Annual update of the Engineering Development Manual		▶ Tricia																																				
16	Standardize zoning and plan review processes		▶ Rachael																																				
17	Permit software review & selection		▶ Katie																																				
18	3. Develop a 10-year Financial Sustainability Plan to achieve sufficient fiscal capacity to fund priority public and quality of life services, facilities and infrastructure		▶																																				
19	ASD develop preliminary data	Complete																																					
20	Internal City department service review	Complete																																					
21	Develop economic development alternatives	Complete																																					
22	Council sub-committee process		▶ Bob																																				
23	Council process and adoption		▶ Bob																																				
24	4. Develop and implement marketing strategies to promote Shoreline as a progressive and desirable community for new residents, investors, and businesses		▶ Dan E																																				
25	5. Support local businesses through implementation of the business mini-grant program, promotion efforts such as grand openings, and by evaluating the competitiveness of regulations		▶																																				
26	Implement business mini-grant program	Complete																																					
27	Analyze the cost of development with other neighboring cities		▶ Dan E																																				

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28	Analyze the competitiveness of development regulations																																						
29	6. Collaborate with the Shoreline Community College to launch the Shoreline Film Office																																						
30	Office launched May 9, 2013	Complete																																					

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31	Council Goal No. 2: Improve Shoreline's utility, transportation, and environmental infrastructure		[Timeline bar from Jan 2013 to Jan 2016]																																															
32	1. Construct the Aurora Corridor Improvements from N 192nd to N 205th Street		[Timeline bar from Jan 2014 to Jan 2016]																																															
33	Right-of-way acquisitions	Complete																																																
34	Bid process	Complete																																																
35	Construction		[Timeline bar from Jan 2014 to Jan 2016] Kirk																																															
36	2. Identify funding strategies to implement the City's transportation master plan including construction of new non-motorized improvements		[Timeline bar from Jan 2013 to Jan 2015]																																															
37	Grant match policy discussion	Complete																																																
38	Complete evaluation of impact fees for potential adoption		[Timeline bar from Jan 2013 to Jan 2015] Kirk M																																															
39	3. Execute the Shoreline/Seattle Public Utility's water system Acquisition Agreement and develop a multi-year implementation plan for creating the City's water utility		[Timeline bar from Jan 2014 to Jan 2015]																																															
40	Negotiate an acquisition agreement with Seattle Public Utilities	Complete																																																
41	Agreement adoption process with Seattle City Council		[Timeline bar from Jan 2014 to Jan 2015] Scott																																															
42	Develop workplan for utility transition		[Timeline bar from Jan 2014 to Jan 2015] Mark																																															
43	Development of Water Comprehensive Plan		[Timeline bar from Jan 2014 to Jan 2015] Mark																																															
44	4. Develop a plan to merge the Ronald Wastewater District into City operations as outlined in the 2002 Interlocal Operating Agreement		[Timeline bar from Jan 2014 to Jan 2016]																																															
45	Study to evaluate rate/tax payer savings for consolidated utility operations		[Timeline bar from Jan 2014 to Jan 2015]																																															
46	Prepare UUES initial findings		[Timeline bar from Jan 2014 to Jan 2015] Susana																																															
47	Present UUES findings to Council & Public		[Timeline bar from Jan 2014 to Jan 2015] Susana																																															
48	UUES Adoption		[Timeline bar from Jan 2014 to Jan 2015] Susana																																															
49	Implement transition plans for consolidation		[Timeline bar from Jan 2014 to Jan 2016] John																																															
50	5. Work with the City of Seattle, King County and Washington State Department of Transportation on a plan that will improve safety, efficiency and modes of transportation for all users of 145th Street		[Timeline bar from Jan 2014 to Jan 2015]																																															
51	Council authorization to move forward		[Timeline bar from Jan 2014 to Jan 2015] Kirk M																																															
52	Draft RFP and Establish Shareholder Committee		[Timeline bar from Jan 2014 to Jan 2015] Kirk M																																															
53	Staff research and negotiation		[Timeline bar from Jan 2014 to Jan 2015] Kirk M																																															
54	Council action		[Timeline bar from Jan 2014 to Jan 2015] Kirk M																																															

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55	6. Review the City's Environmental Sustainability Strategy and Climate Action Plan and develop an urban tree management strategy																																						
56	Council adoption of Climate Action Plan	Complete																																					
57	Review Earth Corps holly strategy	Complete																																					
58	Receive Tree City USA designation	Complete																																					
59	Completion of tree inventory through grant funding	Complete																																					
60	Development & adoption of urban tree strategy																																						
61	Climate Wedge Analysis																																						
62	7. Prepare for the consolidtaion of utilities by acquiring and developing the Brugger's Bog Maintenance Facility and implementing a comprehensive asset management system																																						
63	Acquire Brugger Bog Maintenance Facility																																						
64	Acquire Site	Complete																																					
65	Fuel System Activation	Complete																																					
66	Phase 1 Master Site Plan																																						
67	Construction of Phase 1 improvements																																						
68	Implement Asset Management System																																						
69	Implement Surface Water Asset Management	Complete																																					
70	Complete city assessment for other asset categories	Complete																																					
71	Implement Roads/Traffic Asset Management																																						
72	Implement Facilities/Fleet Asset Management																																						
73	Implement Parks Asset Management																																						
74	Prepare for Utility Asset Management Implementation																																						

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75	Council Goal No. 3: Prepare for two Shoreline light rail stations		[Timeline bar from Jan 2013 to Dec 2015]																																															
76	1. Adopt phase 1 of the subarea plans (boundary maps) for the two light rail station areas		[Timeline bar from Jan 2013 to Dec 2015]																																															
77	Complete study-area boundary maps for 185th and 145th stations	Complete	[Timeline bar from Jan 2013 to Dec 2015]																																															
78	2. Participate as a Cooperating Agency in Sound Transit's environmental process by providing early and continuous input into the development of the environmental impact statement (EIS)		[Timeline bar from Jan 2014 to Dec 2015]																																															
79	Sound Transit's DEIS review & preferred alternative	Complete	[Timeline bar from Jan 2014 to Dec 2015]																																															
80	Sound Transit's FEIS review		[Timeline bar from Jan 2014 to Dec 2015] Alicia																																															
81	3. Work with Sound Transit to evaluate the redevelopment potential of large parcels in the light rail station areas		[Timeline bar from Jan 2013 to Dec 2015] Alicia, Miranda																																															
82	4. Engage the community in an education and outreach plan to help residents and businesses prepare for the addition of new light rail stations and service		[Timeline bar from Jan 2013 to Dec 2015]																																															
83	Station Area Framework Policies	Complete	[Timeline bar from Jan 2013 to Dec 2015]																																															
84	Community Outreach/TOC Meetings/Station Area Workshop		[Timeline bar from Jan 2013 to Dec 2015]																																															
85	185th Station Subarea Plan		[Timeline bar from Jan 2013 to Dec 2015]																																															
86	Environmental Document Participation		[Timeline bar from Jan 2013 to Dec 2015] Steve																																															
87	Public Participation Process - Visioning	Complete	[Timeline bar from Jan 2013 to Dec 2015]																																															
88	Public Participation Process - Design	Complete	[Timeline bar from Jan 2013 to Dec 2015]																																															
89	Existing Conditions Data Collection & Market Analysis		[Timeline bar from Oct 2013 to Dec 2014] Miranda																																															
90	Connecting Corridors Study (PC)		[Timeline bar from Jan 2014 to Dec 2015] Miranda																																															
91	Alternatives Analysis		[Timeline bar from Jan 2014 to Dec 2015] Miranda																																															
92	Final Station Area Plan		[Timeline bar from Jun 2013 to Dec 2015] Miranda																																															
93	145th Station Subarea Plan		[Timeline bar from Jan 2013 to Dec 2015]																																															
94	Environmental Document Participation		[Timeline bar from Jan 2014 to Dec 2015] Steve																																															
95	Public Participation Process - Visioning	Complete	[Timeline bar from Jan 2013 to Dec 2015]																																															
96	Public Participation Process - Design		[Timeline bar from Jan 2014 to Dec 2015] Miranda																																															
97	Existing Conditions Data Collection & Market Analysis		[Timeline bar from Jan 2014 to Dec 2015] Miranda																																															
98	Connecting Corridors Study (PC)		[Timeline bar from Jan 2014 to Dec 2015] Miranda																																															
99	Alternatives Analysis		[Timeline bar from Jan 2014 to Dec 2015] Miranda																																															
100	Final Station Area Plan		[Timeline bar from Jul 2014 to Dec 2015] Miranda																																															
101	5. Develop a multi-modal transportation strategy to deliver people to the future light rail stations, as an alternative to single occupancy vehicles		[Timeline bar from Jan 2014 to Dec 2015]																																															

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102	Transit Service Integration (Shoreline Policy Development)																										Alicia												

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103	Council Goal No. 4: Enhance openness and opportunities for community engagement																																																	
104	1. Communicate and provide opportunities for public input on key policies and initiatives, including safe community initiatives, the Point Wells Transportation Corridor Study, and other City projects																																																	
105	State of the City Breakfast	Complete																																																
106	Climate Action Plan	Complete																																																
107	Community Renewal Area	Complete																																																
108	Community Housing Options Forum - Housing for All		Rosie																																															
109	2. Continue to support neighborhood associations and volunteer initiatives and to host community forums and workshops																																																	
110	CON Vision, Mission and Values	Complete																																																
111	Volunteer Soiree recognition event	Complete																																																
112	Volunteer protocols updated and training provided to all departments	Complete																																																
113	Host Safe Community and Crime Prevention Fair		Rob B																																															
114	Encourage reactivation of North City Neighborhood Association		Nora																																															
115	3. Develop a workplan to make more documents available online and to improve the website's ease of use																																																	
116	Make Council Dinner Meeting agendas and documents available on-line	Complete																																																
117	Review website architecture for ease of use																																																	
118	Develop marketing messages and governance and presentation structures		Eric																																															
119	City website Focus Group to review for ease of use and as an information tool		Eric																																															
120	Seek input from LT		Eric																																															
121	Train content providers/managers on new governance and presentation structures		Eric																																															
122	Review department web pages for ease of use																																																	
123	Emergency Management	Complete																																																
124	Police	Complete																																																
125	Parks & Recreation	Complete																																																
126	Public Works		Tavia,Joan																																															
127	Planning & Community Development		Tavia,Joan																																															
128	Point Wells		Eric,Tavia																																															
129	Ronald Assumption		Eric,Tavia																																															
130	Administrative Services		Joan																																															

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145	Council Goal No. 5: Promote and enhance the City's safe community and neighborhood programs and initiatives																																						
146	1. Initiate a City cross-department safe community team to resolve issues and develop proactive programs related to traffic, code inforcement, and crime prevention efforts																																						
147	Establish cross-department teams, establish work plans, and regular meetings	Complete																																					
148	Develop chronic nuisance property ordinance & present for potential Council adoption	Complete																																					
149	Implement process improvements for code enforcement citation programs																																						
150	2. Initiate a joint Parks and Police effort to maintain safe parks by addressing resident concerns through crime prevention through environmental design (CPTED)																																						
151	Identify parks and conduct CPTED review																																						
152	Conduct problem solving review for all parks during summer activity																																						
153	Trail monitoring and problem solving for Interurban Trail																																						
154	Implement security improvement with police for gate and restroom closures	Complete																																					
155	3. Continue to work with the Shoreline schools, Emergency Management Council, Shoreline Fire Department and other stakeholders to keep school safety policies up to date and consistent with best practices																																						
156	Police ASAP training with schools	Complete																																					
157	Update the District's Lockdown/Lockout policy and provide training	Complete																																					
158	Implement a unified emergency communication protocol																																						
159	4. Enhance safety and security for seniors by meeting directly with senior groups to discuss criminal activity and deceptive scams that target the senior population																																						
160	Provide education and training for senior volunteers	Complete																																					
161	Survey Blakely apartment residents	Complete																																					
162	Implement active Senior Outreach program & coordinate with Senior Center																																						

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163	5. Complete the police station feasibility study to determine if operational efficiencies can be gained between City and police operations, police neighborhood storefronts and police volunteers																																						
164	Complete facility needs assessment and site options analysis	Complete																																					
165	Develop preferred alternative for Council recommendation	Complete																																					
166	Consolidate police storefront operations at City Hall	Complete																																					
167	Acquire property for City Hall Police Station																																						
168	Implement City Hall renovations (build out 3rd floor) & 1st floor for Police																																						
169	6. Continue the efforts of the Traffic Action Plans and the Neighborhood Traffic Safety Programs to address neighborhood traffic safety concerns																																						
170	Implement on-line traffic complaint system on Police web page	Complete																																					
171	Develop annual traffic safety evaluation report																																						
172	Complete Aurora connections review																																						

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173	Priority Community Issues: Priority issues that have potential long-term Shoreline community impact and support adopted Council policies		[Timeline bar spanning from Jan 2013 to Jan 2016]																																															
174	1. Address issues related to proposed development of Point Wells site located within Snohomish County		[Timeline bar spanning from Jan 2013 to Jan 2016]																																															
175	Manage & coordinate information for Point Wells		[Timeline bar spanning from Jan 2013 to Jan 2016] Scot																																															
176	Monitor legal proceedings including the WA Supreme Court and GMHB		[Timeline bar from Jan 2013 to Jun 2014] Ian																																															
177	Participate and monitor the Snohomish County EIS process		[Timeline bar from Oct 2013 to Jun 2015] Rachael																																															
178	Conduct Transportation Corridor Study		[Timeline bar from Oct 2013 to Jun 2014] Kirk M																																															
179	Complete negotiations with BSRE for municipal agreement		[Timeline bar from Apr 2014 to Jun 2015] Ian																																															
180	Develop financial impact model		[Timeline bar from Apr 2014 to Jun 2014] Bob																																															
181	Legal Negotiations		[Timeline bar from Oct 2013 to Jun 2015]																																															
182	Negotiate ILA with Snohomish County		[Timeline bar from Oct 2013 to Jun 2015] Ian																																															
183	Negotiate ILA with Woodway		[Timeline bar from Oct 2013 to Jun 2015] Ian																																															
184	Annexation Process		[Timeline bar from Oct 2013 to Jun 2015] Ian																																															
185	Adopt related TMP and Comprehensive Plan amendments		[Timeline bar from Oct 2013 to Jun 2014] Rachael																																															
186	2. Monitor and address potential local impacts related to the Cherry Pointe coal train proposal		[Timeline bar from Oct 2013 to Jun 2015]																																															
187	Sponsor community AWC webcast sessions	Complete																																																
188	Facilitate Council discussion and action regarding coal train proposal	Complete																																																
189	Review and respond to the EIS scoping	Complete																																																
190	Monitor and respond to DEIS		[Timeline bar from Oct 2013 to Jun 2015] Kim L																																															
191	3. Consider adoption of a ban on single use plastic shopping bags to support the City's sustainability plan		[Timeline bar from Oct 2013 to Jun 2015]																																															
192	Conduct buiness survey	Complete																																																
193	Council review and adoption of bag ban policy	Complete																																																
194	Implementation and communication of policy to Shoreline community and businesses	Complete																																																
195	On-going management of policy		[Timeline bar from Oct 2013 to Jun 2015] Rika																																															
196	4. Negotiate and adopt new Seattle City Light Franchise Agreement		[Timeline bar from Oct 2013 to Jun 2015]																																															
197	Negotiate franchise renewal with SCL specifically addressing vegetation management, undergrounding and other terms of the agreement		[Timeline bar from Oct 2013 to Jun 2015] John																																															

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198	Council review and adoption of new franchise																																						
199	5. Continue to deliver daily municipal services to the Shoreline community																																						
200	The majority of City employees and resources are focused on the provision of daily services to Shoreline residents, businesses, and potential investors																																						All

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201	Organizational Performance and Capacity Building Projects: Priority projects that are intended to enhance organizational performance and strengthen the organization for long-term success																																						
202	1. Implement a new on-line performance evaluation system that provides regular feedback for employees and integrates Council Goals, City workplan, individual work plan goals and projects, and professional development goals for each employee																																						
203	Selection and set-up of on-line software (Halogen)	Complete																																					
204	Identify supervisor/manager/director competencies and provide training		Richard																																				
205	Implement goal setting process for departments and employees	Complete																																					
206	Do system set-up for first annual performance evaluations		Richard																																				
207	Complete first annual performance evaluations		All																																				
208	2. Adopt and implement 2015-2016 Technology Strategic Plan																																						
209	Establish a cross-department Technology Strategic Plan Advisory Committee		Katie																																				
210	Develop plan that addresses long-term organizational needs and Council priorities		Katie																																				
211	Adopt plan and implement plan with 2015 Budget adoption		Katie																																				
212	3. Implement software upgrades and technology projects that improve organizational efficiency																																						
213	Complete upgrade of City's financial system (IFAS 7.9)	Complete																																					
214	Implement time-card online		Patti																																				
215	Upgrade Windows operating system with on-going Microsoft support		Katie																																				
216	Complete hardware replacement per equipment replacement schedule		Katie																																				
217	4. Review City's health benefit policies and other personnel practices in light of the implementation of the Federal Affordable Care Act (ACA)																																						
218	Review regulations of the ACA to determine potential impacts on City operations		Richard																																				
219	Establish cross-department employee team to review policies and evaluate alternatives		Marci																																				

