

A ROAD MAP TO WASHINGTON'S FUTURE

Final Report Volume 1.

June 30, 2019



THE WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON

The William D. Ruckelshaus Center is a neutral resource for collaborative problem solving in the State of Washington and the Pacific Northwest, dedicated to assisting public, private, tribal, non-profit, and other community leaders in their efforts to build consensus and resolve conflicts around difficult public policy issues. It is a joint effort of Washington State University, hosted and administered by WSU Extension and the University of Washington, hosted by the Daniel J. Evans School of Public Policy and Governance.

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DISCLAIMER

The following report was prepared by the William D. Ruckelshaus Center, a joint effort of the University of Washington and Washington State University whose mission is to help parties involved in complex public policy challenges in the State of Washington and Pacific Northwest tap university expertise to develop collaborative, durable and effective solutions.

University leadership and the Center's Advisory Board support the preparation of this and other reports produced under the Center's auspices. However, the key themes, findings, and proposals contained in this report are intended to reflect the opinions of the participating parties. This report provides a collective reflection of the views and experiences of over 2,500 participants who gave their time and talent to this inquiry. The role of the Ruckelshaus Center's Road Map Project Team was to listen to and collect multiple viewpoints with neutrality, and then to consolidate, synthesize, and communicate the array of ideas shared by identifying themes and, ultimately, proposals to consider for action. Those themes, findings, and proposals for action do not represent the views of the universities or Advisory Board members, nor do they represent the personal views of Project Team members.

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Final Report

In 2017, the Washington State Legislature allocated funds to the William D. Ruckelshaus Center for a two-year project to create a "Road Map to Washington's Future." The purpose of the project was to articulate a vision of Washington's desired future and identify additions, revisions, or clarifications to the state's growth management and planning framework needed to reach that future.

To understand how the framework aligns with, creates barriers to, and/or supports the desired future of the communities it is meant to serve, the Project Team traveled across the state, gathering information and hearing from ~2,500 individuals, which included nearly 400 elected officials (Appendix A).

The Project Team is deeply grateful to the many individuals who gave their time, talent, and energy to participate in workshops, interviews, questionnaires, and to otherwise inform this report.

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Table of Contents

I. INTRODUCTION	2
Listening	2
Synthesizing	3
Guiding	4
II. DEFINING THE GROWTH PLANNING FRAMEWORK	8
Growth Management Act (GMA)	10
Shoreline Management Act (SMA)	12
State Environmental Policy Act (SEPA)	13
III. PROJECT COMPONENTS & PROCESS	15
Multi-Sector Workshops	16
Elected Official Workshops	17
Workshops for Regional/State-Wide Groups	17
Interviews	17
Online Questionnaire	18
Next Generation	18
University Partners Research and Data Inventory	19
Engagement with Tribal Governments	20
Latinx Community Workshop	20
IV. KEY FINDINGS: PARTICIPANT RESPONSES	22
Participant Responses: Visions of a Thriving Future	24
Community and Civic Life	25
Independence, Self-Determination, and Self-Reliance	25
Identity	26
Equity and Diversity	26
Economic Opportunity and Prosperity	27
Connection to and Protection of Nature	27
Viable Agriculture	28
Change	29
Resilience, Adaptation, and Sustainability	29
Growth and Development	29
Infrastructure, Transportation, and Mobility	30
Housing	30
Health and Safety	31
Education	31
Government, Governance, and Coordination	32
Participant Responses: Purpose and Value of Growth Planning	34
Promotes Deliberative Decision-Making	34
Prioritizes Resources, Reduces Sprawl	34
Promotes Good Governance	34
Creates Structure, Consistency, and Encourages Coordination	35
Protects Critical Areas, Agriculture, and Forest Resource Lands	35
Requires Public Participation	35

Table of Contents Cont.

Participant Responses: Working Well in the Growth Planning Framework	37
Protects Critical Areas, Agriculture, and Forest Resource Lands	37
Reducing Sprawl	37
Shoreline Management Planning	37
The Voluntary Stewardship Program	37
Public Participation	38
Inter-Jurisdictional Coordination	38
Regional Coordination and Collaboration	38
Requirement to Identify Open Space Corridors	39
Essential Public Facilities Provisions	39
Growth Management Appeals Process	39
Regional Transportation Planning Organizations	39
Participant Responses: Not Working Well in the Growth Planning Framework and Ideas for Improvements	42
Existing Growth Planning Framework: "One Size Fits All"	42
Tax Structure and Revenue Generation	44
Alignment and Coordination of State Laws and Growth Planning	46
Housing	47
Economic Development	50
City, County, and State Coordination with Tribal Governments	51
Planning for a Changing Climate and Natural Disasters	51
Annexation Laws and Processes	53
Economically Viable Natural Resource Industries	54
Transportation and Other Infrastructure	56
Ecosystem Protection	58
Enforcement and Dispute Resolution	59
Equitable Growth Planning and Implementation	61
Strategic Water Planning	61
Regional Planning	62
Monitoring and Evaluation	63
State Environmental Policy Act (SEPA)	64
Coordination with Special Purpose Districts	64
City, County, and State Coordination with Federal Military Installations	66
Leadership, Engagement, and Accountability	67
Development Regulations and Permit Processes	69
Density and Community Character	70
Integrating Health into Growth Planning	72
Comprehensive Plan Update Cycles and Time Horizons	73
Urban Growth Areas	73
V. A ROAD MAP	76
Listening	76
Synthesizing	77
Guiding	78
Actions: Transformational & Systemic Change	81
Funding and Revenue Generation	82
Adaptive Planning at a Regional Scale	83
Resilience to Changing Conditions and Disasters	85

Table of Contents Cont.

Statewide Water Planning.....	87
Equity.....	88
Economic Development.....	89
Key Reforms: To Improve the Existing Growth Planning Framework.....	92
State Agency Coordination with, and Support for, Regional Plans.....	92
Funding and Capacity for Planning and Implementation.....	92
Monitoring and Evaluation of Comprehensive and Regional Plans.....	93
Education.....	93
Health of the Environment.....	94
Human Health and Well-Being.....	95
Housing.....	95
Annexation.....	96
Economic Viability of Agriculture and Other Natural Resource Industries.....	97
Transportation.....	98
Coordination with Military Installations.....	99
Other GMA Modifications.....	99

APPENDICES..... 103

- A. Participant List
- B. Road Map Budget Proviso
- C. Multi-Sector Workshop Questions and Materials
- D. Elected Official Workshop Questions and Materials
- E. List of Workshops for Regional/State-Wide Groups
- F. Interview Questions
- G. Online Questionnaire Questions
- H. Latinx Workshop Questions and Materials
- I. Glossary

Volume 2: Workshop Summaries and Online Questionnaire Summary

Volume 3: University Partners Research and Data Inventories

Volume 4: Formal Letters Received



I. INTRODUCTION





INTRODUCTION

In 2015, Washington State legislators asked the William D. Ruckelshaus Center (Center) to describe a process for a comprehensive and collaborative look at the Growth Management Act (GMA), as it reached its 25th year. To gauge support for this effort and identify an appropriate scope, the Center conducted a pre-assessment from October 2016 through June 2017. The pre-assessment consisted of a series of conversations with individuals from dozens of groups, organizations, and tribal, state, and local governments. Based on input from those parties, and their expressed consensus that such a process would be valuable, the Center recommended a process to: (1) articulate a vision of a desired future for Washington, and (2) examine not only the GMA, but a range of laws, institutions, and policies that provide the path to reach that desired future. Participants in the pre-assessment pointed out that a series of interrelated laws, institutions and policies, not just the GMA, constitute the State's growth planning framework and influence its ability to reach stated goals.

The Legislature responded to the pre-assessment by allocating funds to the Center for a two-year project to create a "Road Map to Washington's Future" (Road Map). The budget proviso outlined a scope, schedule, and general process for the project, as well as describing the purpose:

The purpose of the project is to articulate a vision of Washington's desired future and identify additions, revisions, or clarifications to the State's growth planning framework of laws, institutions, and policies needed to reach that future (Appendix B.).

LISTENING

The Road Map to Washington's Future project was about listening. The voices of participants were heard through 67 workshops in 26 locations across the State, 147 individual interviews, questionnaires, letters, reports, and other documents. Participants included more than 2,500 people (Appendix A.). These participants shared their stories, lived experiences, ideas, and recommendations about a desired future, and what parts of the growth planning framework are working or not working in their communities, regions, and the State.

Participants identified key historical events (social, cultural, economic, and ecological) that have influenced the patterns of community identity, development, engagement, and challenges and opportunities. They discussed what their communities need to thrive, and what contributes to their quality of life. Across the state, participants expressed their deep attachment to place (whether that is a neighborhood, a town, a river, or many other types of place), and gave examples of what contributes to the character of these places to which they are profoundly connected. Participants reflected on the value of the growth planning framework and shared examples of what has worked well, including the protection of farmland and forestry resource lands, reduction of sprawl, concentration of growth in urban areas, and public engagement.

Stories were told of challenges and uncertainties brought on by unprecedented and rapid changes, economic downturns, complex social and public health issues, and climate impacts. Participants spoke of coastal erosion due to intense storms, and destruction of forests and infrastructure from wildfire. They described three-hour commutes due to the cost of housing, and a lack of housing due to residential units being used as short-term rentals. They talked about areas that have not recovered from the last decade's



recession, and other areas that are feeling overwhelmed by rapid growth. In doing so, participants shared an astute awareness of the difficulty of creating plans and policies that fully account for the unique nature and circumstances of the places they call home. For some, there was fear of change. For others, there was grief due to loss—loss of lifestyles, loss of property from fires, loss of local businesses, loss of community gathering places, loss of housing opportunity.

Evident in the comments and stories were the interrelationships between economic, social, and ecological vitality. Participants shared that environmental protection, economic development, and personal and community health were at the core of their desired future. Many said they want more control over their lives, and to have their basic needs met. In both rural and urban areas, the seven most common concerns expressed were (not in order of priority):

- Availability and affordability of housing for the current and next generations
- Transportation choices and mobility
- Impacts of a changing climate, and the ability and resources to mitigate and adapt to those impacts
- Income availability and inequity
- Maintenance of community identity, character, and sense of place
- Protection of the environment, access to nature, and outdoor recreation
- Control over their lives and livelihoods

SYNTHESIZING

The Ruckelshaus Center's Road Map Project Team (Project Team) synthesized the wealth of information and insights collected from participants, in order to develop and communicate potential pathways to the future. Regardless of participants' specific interests and orientation, there were some common threads in their views: that issues need to be addressed as systems and not silos; that political will and leadership across political boundaries is needed to respond to change and consider new approaches; that the diverse regions of the State are actually interdependent and significantly impact each other; and that greater understanding of these impacts and interdependence is needed.

Participants were asked to describe their desired future. The purpose of asking this was to understand those desires and expressed values and use them to guide any recommended additions or modifications in how growth management planning and implementation is achieved in the State. Implicit in this effort to provide a "Road Map to Washington's Future" were a number of core questions: Does the collection of growth management laws, policies, and institutions developed over decades equip communities to address current and changing conditions? What new or modified approaches are needed to address the unique conditions around the state? What is restraining the ability of communities to thrive? Are there limits to growth? How can people have their needs met without compromising future generations? How can decision-makers best identify appropriate trade-offs, and make informed decisions?

The Legislature asked for a Road Map to Washington's Future. What became evident is that, while people wish to shape the future, it cannot be entirely predicted or mapped. The future that emerges will be the result of the dynamic interplay between historic and current forces and events, the choices of individuals, as well as political, ecological, social, technological, and marketplace dynamics.



So why plan or regulate? A number of participants stated that the fundamental value of the growth planning framework is to compel people, especially decision-makers, to stop and think before taking action. The hope is that policies and plans provide a framework for choices and actions that can help lead to a preferred future. However, many participants commented that planning and policies alone cannot assure reaching that future. They emphasized that essential to successful outcomes will be the ability to implement, monitor, evaluate, and adapt plans and actions as the future unfolds. A number of participants shared that central to successful outcomes is the ability of communities to develop inclusive collaborations that create a desired community/regional vision and make policy decisions based on that vision.

The comments from participants suggest that all levels of government have an important role to play in influencing the future, and that it is also important to recognize the role of the marketplace in influencing the quality of life. Participants called out the need for the actions of government and the actions of the marketplace to be better aligned, through the development of shared goals, values, and partnerships.

GUIDING

Through all of the information gathering, the Project Team was tasked with identifying common themes that help articulate a vision of Washington's desired future. The Project Team was also tasked with analyzing interests, finding connections between issues, and identifying common concerns, in order to "identify additions, revisions, or clarifications to the State's growth planning framework of laws, institutions, and policies needed to reach that future." The resulting guidance to decision-makers is communicated in three ways:

1. Participant Perspectives

Perspectives and ideas, as shared and recommended by individual participants or groups, are included in the following places:

Volume 1: The Road map to Washington's Future Report

- Section IV. Key Findings: Participants' Perspectives

Volume 2: Workshop Summaries and Online Questionnaire Summary

- Summaries of multi-sector and elected official regional workshops
- Online questionnaire summary report
- Latinx workshop summary
- Next Generation summary report

Volume 3: University Partners Research and Data Inventories

Volume 4: Formal Letters Received

2. Guiding Principles

The second form of guidance is contained in principles that could be used by decision-makers at all levels to help guide the direction and implementation of new actions, and future planning and policy-making efforts. Over the course of the Road Map project, through listening, reading, and synthesizing the vast amount



of input received, the Project Team identified key common principles that emerged. Reflected in these principles (listed below) are underlying values and approaches that can serve as a foundation for the next generation of growth planning efforts.

Respect that place matters. Each community and region of the state has a unique social, political, ecological, and cultural history that creates the story of that place. It is critical to understand the social and ecological dynamics and identity of each place, in order for growth to contribute to the health of its environment and people. People often develop strong emotional, spiritual, and cultural connections to place, to other people, as well as to lifestyles. Disruption of these connections can impact the quality of community life and human health.

Maximize flexibility, adaptation, and innovation in the development and implementation of growth management plans and policies, as the future is highly uncertain, and the pace of change is rapid. Creativity, innovation, and collaboration are needed to address the impacts of change. Economic and ecological conditions are very different across the state. In order to meaningfully address the unique circumstances of place, communities need the capabilities to adapt.

Align economic development with ecological resilience. Collaborate on approaches that move away from compromising the health of one system for another. Instead, consider how to develop and integrate approaches that support both the health of the environment, and the health of people and the economy.

Use a systems approach to identify, plan, design, implement, and evaluate efforts and policies. A systems approach includes:

- Taking a long-term, multi-generation view of planning horizons and desired outcomes;
- Identifying interconnections;
- Identifying influences and trade-offs;
- Considering patterns, trends, and changing conditions;
- Challenging individual and group assumptions;
- Not being bound by how things were approached in the past;
- Breaking down silos and working across disciplinary and sectorial boundaries;
- Addressing multiple objectives whenever possible; and
- Considering the appropriate scales to address issues, which in some cases will not correspond to political boundaries.

Recognize that healthy ecosystems transcend jurisdictional boundaries. Maintenance and restoration of the health of ecosystems are foundational to thriving people and communities. It is important, when designing approaches to planning and implementation, to consider natural ecosystems, bioregions, and watersheds.

Rethink the concept of land use in planning, to account for the interdependency and relationship of people with the land. It is the relationship of people with the land that is the basis for social, economic, and ecological sustainability. Land use often focuses on the adaptation, management, or utilization of land for human needs. Thinking more in terms of relationship allows for greater harmony between human activity and ecological vitality, and the potential that outcomes have multiple and mutual benefits.

Consider all elements needed to create thriving communities. Planning and policy goals are often siloed



and reduced to narrow indicators (for example, number of units of housing built may be a goal for housing availability). The nature of development, and the range of outcomes that development can serve, may be different if the focus is on building community.

Focus on creating conditions for collaboration versus adversarial approaches. Given the complexity and challenges of managing growth and/or creating thriving communities, maximize opportunities for collaboration, and provide technical support, to achieve desired outcomes.

Recognize that financial resources are required to achieve successful outcomes. Without sufficient resources and capacity, the best-laid plans will not come to fruition.

3. Transformational Change and Opportunities for Improvement

The third form of guidance synthesizes the wealth of participant perspectives and ideas, and applies the guiding principles, to identify six actions that could create transformational and systemic change, as well as a number of key reforms, that could improve the current growth planning framework. Over recent decades, much has changed in the State of Washington, and with these changes, new challenges have arisen. Communities in Washington also now have decades of experience implementing elements of the existing growth planning framework, experiencing and observing what is working and not working to achieve desired outcomes.

Becoming more evident is the complexity and interrelationships of the issues involved in growth management, and the inadequacies of trying to address them in silos and without adequate resources. This is compounded by uncertainty and significantly-changing conditions brought on by, for example, advances in technology, a changing climate, persistent economic distress, rapid population growth, widening disparities in income, and threats of natural hazards. Participants emphasized the need for new ways of thinking, more adaptive approaches, securing adequate financial resources, as well as increased opportunities for collaboration, in order to meet the needs of their communities.

Even though the future can't be precisely mapped, actions can be taken that increase the likelihood that Washington's people, communities, and environment will thrive in that future. The guiding principles provided above, and the six actions for transformational change provided in Section V. can provide pathways for fundamental shifts and adaptations that systemically address core challenges and gaps in the present growth planning framework. Transformational changes take time to manifest and require leadership, inclusive and authentic community engagement, and political will.

Participants also identified numerous elements of the existing growth planning framework that could be improved in the short-term and offered many ideas for how those improvements could be made. Where there was widespread interest in change, the Project Team focused on these areas and distilled participants' ideas into a number of key reforms to improve the existing growth framework. These key reforms are detailed in Section V. Although participants provided many different ideas for how to address these issues, there was common interest, and often urgency, in trying.



II. DEFINING THE GROWTH PLANNING FRAMEWORK

CITY & COUNTY





DEFINING THE GROWTH PLANNING FRAMEWORK

Given the project's broad scope, the Project Team described the collection of laws, institutions, and policies that regulate growth in Washington as the "growth planning framework". Communication materials were

Growth Planning Framework



- Growth Management Act – RCW 36.70A
- Shoreline Management Act – RCW 90.58
- State Environmental Policy Act – RCW 43.21
- Local Project Review Act – RCW 36.70B
- Land Use Petition Act – RCW 36.70C
- Planning Enabling Act – RCW 36.70
- Subdivision Statute – RCW 58.17
- Water System Coordination Act – RCW 70.116
- Regional Transportation Planning – RCW 47.80
- Interlocal Cooperation Act – RCW 39.34
- City and County Governance – RCW 35, 35A, 36
- Port Districts – RCW 53, Water and Sewer Districts – RCW 57
- Public Utility Districts – RCW 54, School Districts RCW 28
- Forest Practices – RCW 76.09, Energy Facilities – RCW 80.50
- State Agencies and Universities
- Community Redevelopment Financing - RCW 39.89
- Multi-Family Property Tax Exemption – RCW 84.14
- Impact Fees - RCW 82.02

developed to assist project participants in understanding what this framework includes.

The statutes listed above are chapters of the Revised Code of Washington (RCW) which were adopted and may be amended by the Legislature. The authorities and budgets of state agencies, as well as the administrative rules they adopt and enforce, are also within the purview of the Legislature and are therefore within the scope of the Road Map project.

Also shown are the Washington State and U.S. Constitutions, and the laws, agencies, lands and institutions of federal and tribal governments, which all reside outside of the Legislature's direct authority. Federal and



tribal governments plan for, and put their lands to, various uses and have important relationships with the state and local governments that are subject to the RCW. Therefore, in order to understand how well the entire planning system in our state is working, it is important to consider the context of the state and federal constitutions, as well as the lands, operations, and authorities of the federal and tribal governments operating within its borders.

The three Washington statutes most commonly understood to be regulating planning are the Growth Management Act (GMA), Shoreline Management Act (SMA), and State Environmental Policy Act (SEPA). While each of these laws is many pages long, their basic purposes are succinctly stated early in the respective RCW Chapters. The GMA, SEPA, SMA, Planning Enabling Act, and other laws, were not originally designed as part of a coordinated structure. They were adopted by different legislatures in different decades, responding to different economic, environmental, and political priorities and goals.

These statutes also employ different formats – some, but not all, include legislative findings, statements of purpose, goals, policies or other unique nomenclature. Cross-reference is not commonly made in these laws to other statutes. It is not always completely clear where jurisdiction over one type of planning ends in one law and begins in another, or which takes precedence where they disagree. But even though the laws and policies that make up the “growth planning framework” do not represent an entirely unified approach, they do collectively constitute the system of rules that form the structure for growth planning and decision-making in the State of Washington.

To provide a snapshot of the overarching policy aims of these three laws, the Project Team prepared summary handouts of the GMA, SMA, and SEPA that were used during the project's workshops. These handout are provided on the following pages



STATE GROWTH MANAGEMENT ACT

GMA

Legislative Findings:

The legislature finds that uncoordinated and unplanned growth, together with a lack of common goals expressing the public's interest in the conservation and the wise use of our lands, pose a threat to the environment, sustainable economic development, and the health, safety, and high quality of life enjoyed by residents of this state.

It is in the public interest that citizens, communities, local governments, and the private sector cooperate and coordinate with one another in comprehensive land use planning. Further, the legislature finds that it is in the public interest that economic development programs be shared with communities experiencing insufficient economic growth.



URBAN GROWTH

Encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner.



REDUCE SPRAWL

Reduce the inappropriate conversion of undeveloped land into sprawling, low-density development.



TRANSPORTATION

Encourage efficient multimodal transportation systems that are based on regional priorities and coordinated with county and city comprehensive plans.



HOUSING

Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock.



ECONOMIC DEVELOPMENT

Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses and recruitment of new businesses, recognize regional differences impacting economic development opportunities, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities.



PROPERTY RIGHTS

Private property shall not be taken for public use without just compensation having been made. The property rights of landowners shall be protected from arbitrary and discriminatory actions.



PERMITS

Applications for both state and local government permits should be processed in a timely and fair manner to ensure predictability.



NATURAL RESOURCE INDUSTRIES

Maintain and enhance natural resource-based industries, including productive timber, agricultural, and fisheries industries. Encourage the conservation of productive forestlands and productive agricultural lands, and discourage incompatible uses.



OPEN SPACE & RECREATION

Retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.



ENVIRONMENT

Protect the environment and enhance the state's high quality of life, including air and water quality, and the availability of water.



CITIZEN COORDINATION & PARTICIPATION

Encourage the involvement of citizens in the planning process and ensure coordination between communities and jurisdictions to reconcile conflicts.



PUBLIC FACILITIES & SERVICES

Ensure that those public facilities and services necessary to support development 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.



HISTORIC PRESERVATION

Identify and encourage the preservation of lands, sites, and structures, that have historical or archaeological significance



SHORELINES OF THE STATE

See Separate Handout



SHORELINE MANAGEMENT ACT

SMA

The legislature declares that the interest of all of the people shall be paramount in the management of shorelines of statewide significance. The department, in adopting guidelines for shorelines of statewide significance, and local government, in developing master programs for shorelines of statewide significance, shall give preference to uses in the following order of preference which:

- 1 Recognize and protect the statewide interest over local interest**
- 2 Preserve the natural character of the shoreline**
- 3 Result in long term over short term benefit**
- 4 Protect the resources and ecology of the shoreline**
- 5 Increase public access to publicly owned areas of the shorelines**
- 6 Increase recreational opportunities for the public in the shoreline**
- 7 Provide for any other element as defined in RCW 90.58.100 deemed appropriate or necessary**

In the implementation of this policy the public's opportunity to enjoy the physical and aesthetic qualities of natural shorelines of the state shall be preserved to the greatest extent feasible consistent with the overall best interest of the state and the people generally.



STATE ENVIRONMENTAL POLICY ACT | SEPA

PURPOSE



In order to carry out the policy set forth in this chapter, it is the continuing responsibility of the state of Washington and all agencies of the state to use all practicable means, consistent with other essential considerations of state policy, to improve and coordinate plans, functions, programs, and resources to the end that the state and its citizens may:

- a** Fulfill the responsibilities of each generation as trustee of the environment for succeeding generations;
- b** Assure for all people of Washington safe, healthful, productive, and aesthetically and culturally pleasing surroundings;
- c** Attain the widest range of beneficial uses of the environment without degradation, risk to health or safety, or other undesirable and unintended consequences;
- d** Preserve important historic, cultural, and natural aspects of our national heritage;
- e** Maintain, wherever possible, an environment which supports diversity and variety of individual choice;
- f** Achieve a balance between population and resource use which will permit high standards of living and a wide sharing of life's amenities; and
- g** Enhance the quality of renewable resources and approach the maximum attainable recycling of depletable resources.



III. PROJECT COMPONENTS & PROCESS



PROJECT COMPONENTS & PROCESS

The Project Team endeavored to design a process that would enable hearing directly from participants across the state, to understand the differences and similarities between the diverse regions of the state, and to hear from many different perspectives. Given the complexity of the planning framework, it was important to promote inclusive engagement with representatives of a wide range of federal, tribal, state, county, and city governments, private and non-profit entities, advocacy organizations, associations, elected officials, underrepresented populations, and other interested parties.

The collection of information throughout the State occurred through individual and group interviews, multi-sector workshops, elected official workshops, regional/statewide groups workshops, government agency workshops, Latinx workshops, an electronic questionnaire, university student and faculty research, and review of previous related studies and engagement activities. Each of these project components are described below in greater detail.

The Project Team developed a set of protocols for each of these components of the project, based on university human subject research principles and best practices in the field of collaborative governance. The WSU Office of Research Assurances reviewed the study and protocols and determined that the study satisfied the criteria for Exempt Research under 45 CFR 46.101(b)(2) and could be conducted without further review by the WSU Institutional Review Board.

The Project Team acknowledges there were limitations to the amount and nature of the outreach it was able to do given that the project was statewide, the entire team constituted 3.2 FTE, and the workshop design needed to be consistent, as per university protocols. The Project Team was aware that this effort could not replace grassroots organizing and community engagement efforts that exist at the local level. Nor was there any guarantee that an individual or entity representing a key interest would be able or willing to participate.

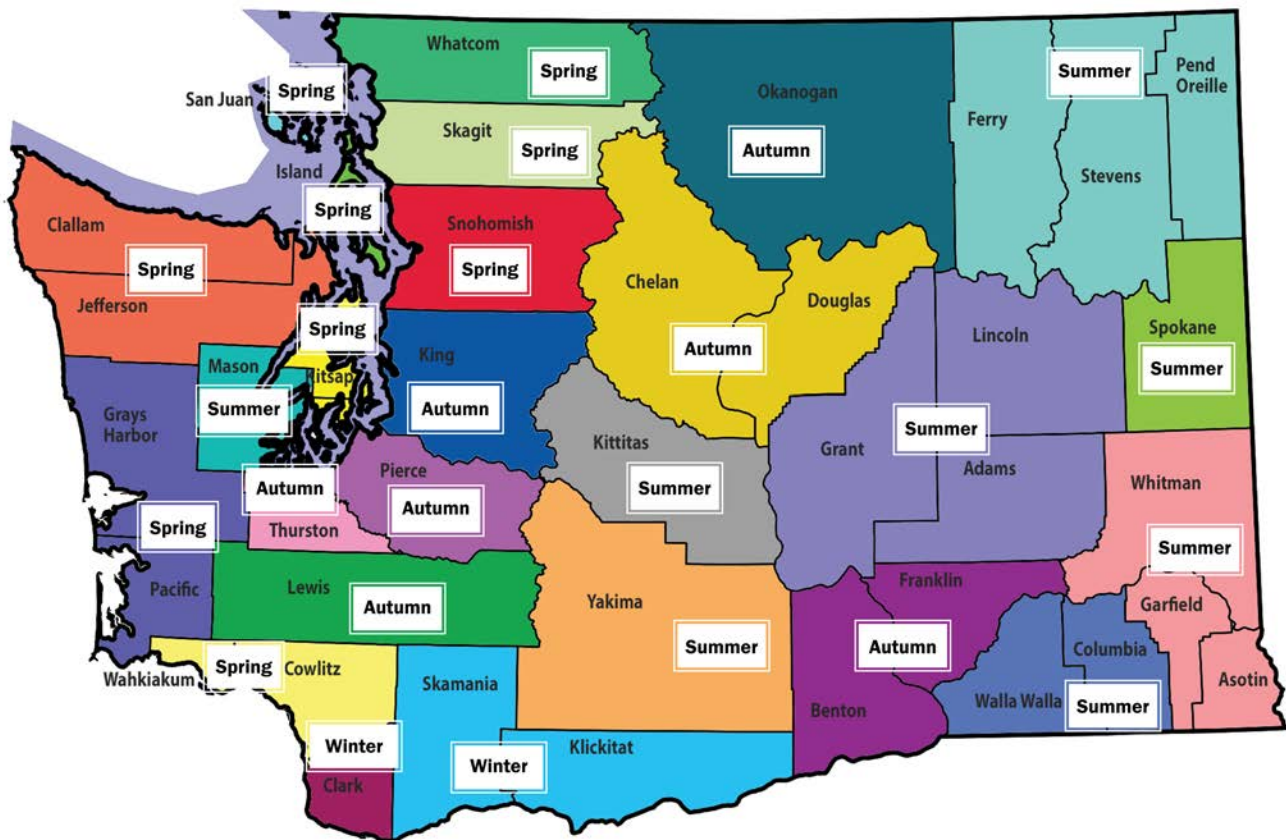
The Project Team invited every federal, tribal, state, and local elected official in Washington State to workshops and attempted to identify and invite as many individuals as possible to multi-sector workshops who were involved in their own community's growth planning and visioning efforts. The Project Team also created an online questionnaire consisting of the same questions asked in the workshops. This questionnaire was sent to the 10,394 individuals that were identified throughout the project asking that they send it on to others in their communities. In addition, the Project Team conducted workshops for state agencies and state-wide associations and groups and conducted individual interviews. The Project Team also reviewed examples of community visioning initiatives that were provided by participants.

A list of names of individuals who participated in multi-sector workshops, elected official workshops, regional/statewide groups workshops, government agency workshops, and interviews is provided in Appendix A. Per University protocols, participants were provided the opportunity to voluntarily opt out of having their name published in the Appendix. Some participants chose to opt out.

The Project Team also recognizes that to deepen understanding of the desired future and the growth planning framework there is more work needed to more extensively engage underrepresented populations.



Workshop Regions and Schedule for 2018



MULTI-SECTOR WORKSHOPS

From March 2018 through January 2019, the Project Team conducted 28 multi-sector workshops, covering all counties across the State (some counties that typically plan together were combined into one workshop). The purpose of each workshop was to understand what participants representing multiple sectors desire for the future of that region and the state, and how the growth planning framework aligns with, creates barriers to, and/or supports the desired future of the communities it is meant to serve. A total of 828 participants attended a multi-sector workshop. Each workshop was four hours in length, and engaged participants in individual reflection, as well as small group and full group discussions on a set of established questions. Participants were encouraged to comment on what was most relevant to them and their communities. Each participant was given the questions on a worksheet and asked to write individual reflections, in addition to verbal discussion. These worksheets were collected at the end of the workshops. A note taker was present at each workshop, to take notes during full group discussions. A summary of each workshop is provided in Volume 2.

The Project Team used a number of methods to identify participants, in order to get a wide range of sectors and interests at each workshop. This included developing a template identifying a range of sectors and interests that could be represented at the workshops, and then doing extensive outreach within each workshop region to ask for assistance in identifying individuals and other interests. In addition, the Project Team used membership lists from various councils, committees, and online sources, website research, referrals from other invitees, Project Team member discussions, and Washington State University Extension



faculty and staff working in each county.

On average, 200 participants were invited to each workshop, and on average, 40 people attended. Workshop participants were invited to participate, and asked to accept or decline, via email. Included in the email invitation was the list of workshop questions and a brief description of the project, including purpose, time commitment, and how information gathered at workshops was to be used (Appendix C.).

ELECTED OFFICIAL WORKSHOPS

In addition to the 28 multi-sector workshops, the Project Team conducted 26 workshops across the state for elected officials, to understand how the framework aligns with, creates barriers to, and/or supports the desired future in their communities. All federal, tribal, state, county, city, and special district elected officials in each county, and who had an interest or rights in the region, were invited to attend.

A total of 294 elected officials attended these workshops. Each workshop was two and a half hours in length and engaged participants in reflection and discussion on a set of established questions. Participants were asked to comment on what was most relevant to them and the communities they represent. The Project Team facilitated full group discussions to respond to the workshop questions, and participants were asked to write individual answers on worksheets. A note taker was present at each workshop to take notes during full group discussion. A summary of each workshop is provided in Volume 2.

All elected officials were invited to participate, and asked to accept or decline, via email. Included in the email invitation was the list of workshop questions and a brief description of the project, including purpose, time commitment, and how information gathered at workshops was to be used (Appendix D.).

WORKSHOPS FOR REGIONAL/STATE-WIDE GROUPS

The Project Team also conducted eleven workshops for regional or statewide groups and associations, elected officials, state agencies, as well as with members of the U.S. Department of Defense. These workshops were on average up to two hours in length, and questions asked were based on what was used in the multi-sector and elected officials workshops. Participants were invited via email and were provided with the workshop questions and a brief description of the project including purpose, time commitment, and how the information gathered from workshops was to be used. A list of workshops for regional and statewide groups and associations is provided in Appendix E.

INTERVIEWS

Another component of the project was individual or group interviews to identify strengths, issues, and potential solutions or improvements to the State's growth planning framework. These semi-structured interviews were based on a set of questions similar to those used in the workshops described above and included follow-up questions as appropriate (Appendix F).

There were 148 participants interviewed, representing current and past elected officials, environmental, business, real estate and building industry organizations, local government associations, state agencies, tribal governments, public health and planning entities, transportation planners, businesses, economic development leaders, advocacy groups, and others.

Individual or group interviews provided the opportunity for participants to delve deeper into the specifics



of what is working well, not working well, and ideas for improvements. Individual interviews were used to engage people who had planning and implementing roles and were especially familiar with the planning framework. Potential interview participants were identified through the knowledge and research of Project Team members, and referrals from other participants. The Project Team then developed the following criteria to guide the selection of specific individuals to interview:

- Broadly representative of the interests affecting and affected by the growth planning framework.
- Geographically dispersed.
- Representative of the diverse perspectives and views on past and future efforts.
- Representative of the diverse perspectives and views on desired future and what is needed for communities to thrive.
- Representative of varied tenure working on these issues and at their organizations.
- Organizational and/or subject matter expertise and leadership.
- Fit within project time and resource constraints.

Interview participants were invited by email and/or phone to participate in an interview and received the interview questions, background information explaining the process, purpose, and how the interview information would be used. This information emphasized that the interview was voluntary, that the information collected throughout the project would be aggregated in a final report, and that specific statements would not be attributed to individual participants, unless they requested and consented to be quoted, or to have their names attributed to specific information.

ONLINE QUESTIONNAIRE

Recognizing that not everyone could attend a workshop or felt represented by one of the individuals or groups being interviewed, the Project Team contracted with the WSU Division of Governmental Studies and Services (DGSS) to create an online questionnaire based on the questions asked in the multi-sector workshops (Appendix G.). The Project Team sent a link to the questionnaire to everyone invited to a workshop and sent follow-up reminders as the close date approached. The online questionnaire directly reached over 10,000 individuals. In the transmittal emails, the Center invited individuals to forward the questionnaire link to others who may be interested.

DGSS conducted thematic analysis for each open-ended question using the Atlas.ti qualitative analysis software. The Project Team developed codes based on the workshops and interviews, and provided these codes to DGSS researchers, to help ensure consistent coding and thematic analysis across the methods. The codes included key terms and phrases to identify the appropriate code. DGSS researchers used these key terms to code all open-ended results. The frequency of codes within each question were then calculated and used to identify dominant themes (those represented most) in responses. Provided in Volume 2 is the online questionnaire report developed by DGSS.

NEXT GENERATION

Western Washington University (WWU) Urban Planning and Sustainable Development (UPSD) students, under the direction of Dr. Tamara Laninga, worked with the Project Team to design and implement an engagement strategy to solicit the ideas and opinions of the “next generation” of Washingtonians (young



adults) regarding their desires for the future, and the values that underlie those desires. During the summer of 2018, Dr. Laninga and the student team completed an Institutional Review Board (IRB) proposal, identified a list of Washington schools, and drafted a workshop guide. Dr. Laninga incorporated the Next Generation project into her fall course, ENVS 475 Community Development and Participatory Methods. The student team refined a workshop guide, created the online survey, and hosted a Next Generation workshop at Western Washington University. Results from the student team workshop is provided in Volume 2.

UNIVERSITY PARTNERS RESEARCH AND DATA INVENTORY

The Road Map budget proviso directed the Center to work with university partners to collect data that could help inform discussion of potential modifications to the growth planning framework and identify areas for potential future research. The Project Team provided students with background information regarding the growth planning framework and coordinated with university faculty who were responsible for guiding and managing the work of these students and assuring compliance with the research protocols at their respective institutions. Members of the Project Team also coordinated technical support and participation in these studies by the Washington State Department of Commerce.

These university-based student reports provide potentially-valuable data and background information regarding current or potential future aspects of Washington's growth planning framework. However, it is important to emphasize that the information in these university-based reports represents the views of the authors, based on sources and data that were accessible and assumed to be reliable in 2017-2019. These reports were not prepared by the Center's Project Team, nor does the Center confirm the accuracy or completeness of the data, methods, analyses, or findings. The information and findings in these reports do not represent the views of the William D. Ruckelshaus Center, members of its Advisory Board, the University of Washington, or Washington State University.

The six student reports, together with the names of the students and their faculty advisors, are contained in Volume 3. These six reports are:

- *Potential Indicators for Washington's Growth Planning System: Performance Measurement Tools for Comprehensive Planning Under the Growth Management Act - University of Washington, Evans School of Public Policy and Governance*
- *Fiscal Tools for Affordable Housing: An Analysis of Tax Increment Financing, Multi-Family Tax Exemptions, Impact Fee Exemptions, and Latecomer Agreements – University of Washington, Evans School of Public Policy and Governance*
- *Successful Collaborative Planning in Washington State: Five Case Studies – University of Washington, School of Forestry*
- *Washington State's Centennial Accord and the Role of Tribal Governments in Regional Comprehensive Planning under the Growth Management Act and Associated Planning Laws – Western Washington University, Huxley College of the Environment*
- *Local Areas of More Intensive Rural Development (LAMIRDs): A Report Analyzing Whatcom, Skagit, Island, and San Juan County LAMIRDs – Western Washington University, Huxley College of the Environment*
- *Local Areas of More Intensive Rural Development (LAMIRDs): A Report Analyzing Snohomish, Stevens, and Spokane County LAMIRDs – Eastern Washington University, Urban and Regional Planning Program*



ENGAGEMENT WITH TRIBAL GOVERNMENTS

Understanding the critical role that tribes, and treaty and trust rights, play in the state and growth planning landscape, the Project Team took steps to connect with tribes with rights and interests in Washington. Following conversation with the Governor's Office of Indian Affairs, the Center sent two letters (beginning and mid-project) to the leadership of all 29 federally-recognized tribes in Washington requesting guidance as to how each tribe would like to engage in the project. When convening workshops across the state, the Project Team invited tribal staff to the multi-sector workshop, and tribal leadership to the elected officials workshop, occurring in each location that may be of interest to, or affect the rights of, one or more specific tribes. Leaders and staff of tribes in Idaho and Oregon, as well as intertribal organizations, also received invitations to workshops in counties where their interests or rights were potentially affected.

Additionally, the Project Team provided project overviews at various gatherings, such as the annual conference of the Affiliated Tribes of Northwest Indians and the Northwest Indian Fisheries Commission. Tribal engagement by tribes in the project included participation in workshops and interviews, phone calls, Project Team meetings with tribal councils and/or staff, and requests for periodic updates. Submission by the Tulalip Tribes of Washington regarding incorporating Tribal Reserved Treaty Rights into the Road Map to Washington's Future is provided in Volume 4.

LATINX COMMUNITY WORKSHOP

The Project Team worked in partnership with Washington State University Extension, Latino Community Studies and Outreach, to design and facilitate two Road Map workshops in Spanish specifically for Latinx community members in two regions, King County and Yakima. The same 14 questions used in the English workshops were translated into Spanish (Appendix H.). Nonprofit organizations, state and local agencies and local media (newspaper and radio stations) were contacted via phone, e-mail and social media (Facebook only) to distribute event details for a Spanish-speaking workshop. The sample size of participants was limited, and therefore, responses cannot be generalized to Latino and Hispanic populations. A summary of the Latinx workshop in Yakima is provided in Volume 2.



IV. KEY FINDINGS: PARTICIPANT RESPONSES



KEY FINDINGS: PARTICIPANTS' RESPONSES

The collection of information throughout the State occurred through individual and group interviews, multi-sector workshops, elected official workshops, regional/statewide groups workshops, government agency workshops, Latinx workshops, an electronic questionnaire, university student and faculty research, and review of previous related studies and engagement activities. Through all of the information gathering, the Project Team was tasked with identifying common themes that help articulate a vision of Washington's desired future. The Project Team was also tasked with analyzing interests, finding connections between issues, and identifying common concerns, in order to "identify additions, revisions, or clarifications to the State's growth planning framework of laws, institutions, and policies needed to reach that future."

The Project Team reviewed and synthesized a wealth of information and insights collected from participants. The process for reviewing the information collected during this project was qualitative and the analysis involved the identification, organization, and interpretation of key findings from each of the project components described above. Individual members of the Project Team analyzed the notes from the project components and convened as a Project Team for discussions regarding observations, key findings, recommendations, and successive drafts of this report. Notes from the workshops, interviews, and online questionnaire were not retained beyond the drafting of this report, per University research protocol.

Provided in this section is a summary of key findings. Additional detail, perspectives, and ideas shared and recommended by participants or groups are provided in Volume 2. And Volume 4.

Ruckelshaus Center Road Map Project Intern Team

Given the size and scope of the project, the Project Intern Team used Atlas.ti; a qualitative analysis software, to function as an advanced pdf reader to highlight different quotes, questions, and general topics, and categorize them using codes. A code is a word or phrase defined by the Project Team, that is representative of a quote or phrase used by a participant. Some codes had a singular meaning, such as a direct quote, for example "LAMIRDS." Alternatively, the code could have multiple meanings or encompass numerous things, for example "agriculture." The original code list was generated after analyzing several workshops at a highly detailed level. This was done to eliminate bias, and ensure that themes emerged from the coding process, rather than from pre-conceived ideas of what themes may be. After several characteristically different county workshops were assigned their own codes, the Project Team condensed codes with similar meanings into one code. To incorporate the inevitable change in some code's definitions as the project gathered new and previously undiscussed topics from across the state, the Project Intern Team internally updated code definitions, to ensure that generalized codes were still afforded local or regional nuance (the scope and timing of the project required that coding begin before data collection was finished). Each code was a part of a code family, which consists of codes that are similar or frequently discussed together. For example, "affordable housing" was located in the "Housing" code family. Each research question was also given a code to allow the Project Team to cross reference the relationship between coded participants quotes and the research questions.



Community and Civic Life

Independence, Self-Determination, and Self-Reliance

Identity

Equity and Diversity

Economic Opportunity and Prosperity

Connection to and Protection of Nature

Viable Agriculture

Change

Resilience, Adaptation, and Sustainability

Growth and Development

Infrastructure, Transportation, and Mobility

Housing

Health and Safety

Education

Government, Governance, and Coordination

Participant Responses:

VISIONS OF A THRIVING FUTURE



Visions of a Thriving Future

Participants were asked to reflect on what influences the quality of life in their community/county/region, and what is needed to thrive. These questions set the foundation for participants to then describe the future that they believe people in their community/county/region desire, the values that underlay that desired future, and what would need to happen to get to that future. In interviews, participants were asked to imagine what a future might look like if growth planning was successful. Participants were also asked to relate concerns they have about the future. Participants were not asked to agree with one another upon a shared vision for the future.

Responses sometimes focused on the qualities or characteristics of a preferred future—for example, maintaining identity, sense of place, or predictability. Other responses focused on specific needs that are important to address to achieve the desired future—for example, living wage jobs, affordable housing and homeownership, access to transportation, equity, and access to outdoor recreation. Responses also sometimes included what participants saw as the underlying values they felt important to shape the future—for example fairness, compassion, diversity, respect for science, individual liberty, freedom, equity, tolerance, independence, inclusivity, respect for indigenous knowledge, and ecological vitality.

Questions about the desired future were asked in all workshops, interviews, and questionnaires so the perspectives range from what an individual participant may want, what the participants felt their communities may want, as well as for those who engage statewide, what the whole of participants in Washington may want.

While most participants focused on qualities, characteristics or specific needs that describe the future they believe participants desire, these responses were sometimes tempered by a strong sense of underlying uncertainty and even questions about whether they will even have a future. This statement was most often expressed in response to economic uncertainty, wage disparities and cost of living, the impacts of environmental degradation and climate change.

When asked about participants' concerns for the future, common themes included impacts of climate change, affordability, health, and clean water resources. Affordability was most often mentioned in relation to housing, but other aspects mentioned include cost of living, education, and food. The issue of affordability was widespread throughout the state, regardless of whether the area was largely urban or rural. In regard to health, many concerns were raised about health costs, access to health care, mental health issues, and the opioid crisis. "Next Generation" participants' concerns emphasized housing options, affordability, and accessibility. Their concerns also focused on gentrification, loss of community character, decreased sense of place, sprawl, loss of agricultural land, and loss of community identity. They also were concerned about lack of employment, as well as the growing political divide. Environmental protection and vitality, community well-being, and income inequality were often brought up as major issues that will need to be addressed to achieve the desired future.

The themes that surfaced from the answers to what a participant's community/county/region needs to thrive, and what influences the quality of life, were very similar to the visions for a desired future. Ultimately, participants expressed the desire to live in thriving communities where all residents have opportunities for a high quality life. Even though participants were not asked to agree on a common vision, common themes did arise:



Community and Civic Life

There were many characteristics of community life that participants desired for the future. Many participants emphasized the importance of human connections and having a sense of community. A sense of community was often described as neighborliness, caring, embracing diversity, increased civic literacy, and opportunities to engage in dialogue across differences. Many participants envisioned a future where there was a strong commitment to volunteerism, opportunities for positive participation in civic life, and a strong sense of belonging. Connected to this is a shared vision and sense of purpose, which can guide civic action and inspire good deeds.

Many participants desired a future that included prosperity and opportunities for all. Some expressed a desire to “age in place,” have multi-generational communities, and housing and jobs that allowed people to stay in their chosen communities. Elements that participants felt contributed to vibrant communities included cultural and neighborhood amenities such as the arts, pedestrian-friendly streets, after-school activities for children, and trails and parks. Shopping and restaurants were seen as bringing benefits, as were community gathering spaces. A number of participants envisioned a future where rural life is complemented sufficiently with what they considered “urban” services, like access to health care and transit. Participants in the Latinx workshop envisioned improved relationships and integration between Latinos/as and whites as an important element of thriving communities.

Many participants emphasized the desire to have a high quality of life, which included not only having their basic needs of shelter, food, employment, and safety met, but also strong social cohesion, where people care about each other, and their community at large. This was sometimes described as a “small town” feel, where neighbors talk to each other and communities feel closely knit. There was an emphasis on the need to ensure that social and cultural foundations are maintained (schools, libraries, recreational areas, religious structures, community centers, community gathering places, non-governmental organizations, etc.), in order to support a thriving community. Some Latinx participants envisioned a future where they enjoyed a similar quality of life including affordable housing, public transportation, more neighborhood community centers and parks, improved and living wages, and improved garbage pick-up, including options for composting and recycling.

Many participants expressed interest in a future where current divisions (e.g. rural/urban, political, class, racial) are overcome, and common interests are recognized. Results from the Next Generation project identified a desire for better engagement and collaboration between tribal and non-tribal communities.

Independence, Self-Determination, and Self-Reliance

The desire for self-determination, self-reliance, and independence was strongly expressed by many participants from rural areas. Many expressed a desire for a future where the needs of rural populations were considered more strongly in state investment and policymaking. Many rural participants envisioned a future where there was an increased focus on sustaining rural communities, with increased choices and opportunities in employment, housing, and health care. Participants mentioned the desire for a future where there is greater understanding between urban and rural residents about their unique issues, and their interrelationships and impacts. Rural participants also expressed a desire for a future where urban residents value rural communities, not just the natural areas that surround them. Regardless of whether participants identified as rural or urban, they often expressed a desire to have an influence on policy decisions that directly affect their well-being.



Commonly, participants expressed a desire for a future where both individuals and communities/regions have more control over their destiny. Examples of this interest included desiring control over their private property, having a range of affordable housing options and location of where to live, desire for engagement and influence in neighborhood development decisions and design, and more flexible regulatory approaches. Comments included desiring less reliance on government, as well as wanting the unique characteristics of their communities and region be considered as decisions and development occurs.

Identity

Numerous participants expressed that a desired future is one in which participants' identity to culture and place is maintained. This also included maintaining the connections to the past that give meaning to the identity of participants and communities—for example, preserving historic structures and accounting for the cultural, social, economic, and environmental history of a place in considering plans for the future. Desires such as maintaining rural character, maintaining a livable city, protecting neighborhood and locally-owned small businesses, protecting the natural landscape, maintaining community meeting places, and maintaining what makes each place unique (whether at the neighborhood or regional scale) all contribute to the desire for attachment to the identity of place. In communities that have experienced (or are experiencing) community trauma and rapid change—for example from wildfires, violence, significant economic stresses, and/or rapid development—some participants were still grieving losses and major changes. In these areas, the need was expressed for a renewed community identity that considers the changed conditions.

Equity and Diversity

According to many participants, social, cultural, racial, gender, and economic diversity is an important aspect of a desired future, as are social equity and social justice. Participants expressed this in a number of ways, including desiring a future that addresses income inequality, distribution of community resources, race and social justice, and gentrification, and that creates a fair and inclusive society, with opportunities for all.

Many Next Generation participants envisioned a future that included safety nets for low-income residents and sanctuary for undocumented persons. Many urban, but especially rural participants, long for a future where youth can stay living and working in the community in which they grew up, and where the community is not only comprised of older people.

Equity was also an important element of a positive future for participants in the Latinx workshop. Their vision of the future included less disparity in addressing their basic needs and allocating community resources including having basic infrastructure, clean water, appropriate street lighting, playgrounds, bike lanes, and sidewalks. For participants in the Latinx workshop, equity included fair wages, absence of workplace abuse, and reasonable working hours. The vision for equity also included a reduction of disparities between communities in eastern and western Washington, and that resources are better distributed from a macroeconomic perspective.

Overall, many participants envisioned a future where equity is at the forefront of policymaking. Many participants desired a future that shifts from a “us versus them” mentality toward relationship-building and understanding.



Economic Opportunity and Prosperity

Economic opportunity and prosperity were commonly stated as fundamental to a desired future. Many participants across the state said they desire a future where members of the next generation have an opportunity for a better life than their parents. They often perceived that this is harder to achieve now. Many participants commented on the conditions they feel are needed to support economic prosperity including: living wage jobs, economic development that is in alignment with the uniqueness and character of place, companies that invest and partner with communities, support for locally-owned businesses, investments and assistance in succession planning to strengthen small businesses, access to higher education, job retraining programs and technical career education, more public/private partnerships, jobs close to where employees live, and diversified economies. Many participants stated that a desired future would be one in which there was decreased income inequity, and everyone is able to participate in a robust economy that strengthens the middle class. Decreasing the gap between have and have-nots and ensuring a future where economic mobility for all was still possible, were commonly expressed desires.

In rural areas, participants often expressed a strong desire for a future where there is increased and sufficient focus on economic development. Some envisioned a stronger local and state government role in rural economic development, and more comprehensive statewide strategies focused on rural economic vitality. Numerous participants expressed the desire for sustainable natural resource-based economies, for example working farms, forestry, fishing and seafood production. Where natural resource-based jobs have decreased, many expressed a desired future where new living wage jobs are available that support environmental quality and a green economy. Some participants hoped for a future where farming is viable, and that there is the ability to pass down family natural resource-based businesses to the next generation. Many participants envisioned a future where broadband internet and cellular signal is equally available in rural and urban areas, stating how important access to broadband is for economic development and educational equity.

Participants often expressed the desire for economic stability and the ability to meet basic needs. It was commonly expressed that a desired future is one where the state tax system is more equitable, reduces competition among jurisdictions, and provides more opportunity to meet the needs of communities. Many participants envisioned tax reform, and new revenue generating options for cities and counties, as elements of a desired future.

Connection to and Protection of Nature

Connection to and protection of nature was a dominant theme when participants were asked about a desired future. Maintaining ecological vitality was seen as a fundamental aspect of not only a desired future but having a future at all. Many participants cherish the natural environment of the Pacific Northwest and its proximity, majesty, health benefits, and the personal rejuvenation and economic opportunities that accompany outdoor recreation. Connection to and protection of nature included the ability to hunt and fish, protection of environmentally critical areas and ecologically fragile sites, less habitat destruction, protection of sensitive wildlife populations, preservation of healthy forests, conservation of fertile soils, and protecting and restoring key natural areas e.g. rivers, watersheds, and coastal areas.

Participants consistently stated that continued access to natural open spaces and outdoor recreation is an important aspect of a desired future. Participants mentioned that people who live in densely populated areas need access to the outdoors in order to thrive. Participants commonly expressed that they desire a future where the natural beauty of the state is maintained in rural, as well as urban, areas.



In discussing their desired future, Next Generation participants said they wanted strong protections and stewardship for the environment, along with sustainable economic growth. Regardless of whether the reason for preservation and protection of nature is for recreation, health, income earning, or aesthetic value, the responses demonstrated a strong value for a healthy environment.

Access to and the availability of clean water, were often stated as aspects of a desired future. Water resource protection was seen as an essential component to a desired future by many. Participants often envisioned a future where natural systems were restored, salmon and orca recovery efforts were successful, and there was reduction of pollution and waste, where sustainability was an underlying value in policies, programs, and lifestyles.

Participants from urban areas often emphasized the desire for access to nature within cities including parks, opens spaces and urban trails, and preferred a future where trees were valued in urban areas. They also envisioned high-quality streams and connected wildlife habitat corridors within urban areas. Many stated that access to a healthy environment plays a crucial role in the ability of Washington communities to thrive.

There was a common acknowledgment that ecological stewardship and natural resource-based economies could go hand-in-hand and that a desired future was one in which the activities of individuals and industries that affect the environment have been harmonized. Some participants mentioned that, in order to achieve the desired future, strong environmental laws were needed.

Concerns about the impacts of climate change were commonly expressed. Participants often expressed the hope that a desired future was one in which we are successful at adapting to the changes brought about by climate change. A number of participants viewed the future as unpredictable and unsafe, and expressed uncertainty about what the future might entail. They frequently mentioned harm from wildfire, erosion, landslides, impacts to an agricultural economy and water quality and availability. Participants often linked human health to the connection to and protection of nature, mentioning the importance of air quality, especially in relation to their experience of air pollution from wildfires. Many participants envisioned a future that had a reduced dependency on fossil fuels, was carbon neutral, had increased use of renewable energy sources, and included intensive local and state planning and implementation efforts for climate adaptation and initiatives to strengthen community resilience.

Viable Agriculture

Both urban and rural participants preferred a future where agricultural lands were preserved, protected from sprawl, and the needs of farmers were addressed. For some, this meant that urban growth boundaries are maintained, to decrease impacts to farmland. Some participants desired a future where locally-grown food is available and easily accessible. A number of participants desired a better connection between agricultural viability within the state and food security of residents, where policies to address access to healthy and locally-grown food were supported. Some participants identified issues affecting farming that need to be addressed (labor, crop insurance, access to capital, retirement savings, crops, soils, technology, land availability, climate change, water, new farmers, etc.) Some participants envisioned a future where agricultural communities are thriving due to the strengthening of agricultural infrastructure, increased diversification of crops, availability of financial tools and technical assistance, and elevation of the importance of agriculture in the State. Maintaining viable agriculture was often considered foundational to the health of the State's residents and economy. Some envisioned a future in which local governments considered food production and access being as essential as providing energy and water utilities..



Change

A number of participants responded to the question about describing a desired future by focusing on the relationship to change. Some expressed a preference for a future where things are largely the same as they are now, or at least that the pace of change is manageable. These participants specified that this response was related to wanting to preserve the character and identity of the community/region in which they live, and that they want to maintain the things that contribute to their strong sense of belonging and identity. In the regions where communities are experiencing traumatic and/or highly accelerated change, participants often expressed a strong desire for engagement in and influence over community development decisions that will affect the future. Participants often expressed the desire for more certainty and a greater ability to control lifestyle choices and community destiny. Many times, participants across the state envisioned a future that included more engagement and opportunities for meaningful community discussions, to help strengthen the ability for communities to understand changing conditions, and to identify adaptive strategies.

Resilience, Adaptation, and Sustainability

Participants often mentioned that in order to have a healthy and desirable future, we need to address how to adapt to changing conditions such as climate change impacts, natural disasters, and economic calamities. Many participants brought up the notion that a desired future is one in which participants and policymakers acknowledge the limits to growth and environmental degradation, and that in order to adapt to changes, participants and policymakers need to strengthen personal, community, and economic resilience. Some participants described this preparation for a desired future as transformational resilience that included having sufficient flexibility in growth management policies to adapt to changing conditions. Participants often described resilient communities as ones where there are strong social networks, adequate resources for basic needs, fair and transparent governance, and economic diversification. In order to increase resilience, many participants saw the need for intentional planning for adaptation to events such as climate change, natural hazards, and economic recessions, as well as identifying and strengthening the conditions for community resilience. As participants looked to the future, many saw a need to move away from reliance on fossil fuels.

Growth and Development

Many participants expressed a desire that development be more closely aligned with local character, and that historic buildings that contribute to that character be preserved. In considering the future, participants often pondered whether there are appropriate limits to growth, and how communities or the State might establish those limits. For many rural participants, they didn't necessarily see that growth itself would be part of a positive future, but hoped that rural living would be viable, which could include nodes of development. For rural and urban participants, many wanted a future where growth was sustainable and limited, where negative impacts of growth (which included impacts from urban growth on rural areas) were minimized, and the limitations and carrying capacity of nature are accounted for in accommodating growth.

There was a desire for increased connectivity between urban and rural issues, and increased dialogue focused on those interrelationships. This was sometimes expressed as a future where issues were addressed more in systems and less in silos. Participants also talked about wanting to see community visions and community health guide development decisions, particularly in times of rapid growth.



Comments from urban participants included the desire for human and environmental health be more of the basis for urban development decisions. Some participants commented that it is important to consider what the next generation envisions for their future, as their interests may be different. Others stated that community visioning needs to include the next generation in both the vision development, as well as in implementation.

Zoning and infrastructure also emerged as influencing quality of life. Many participants prefer a future where there is greater community influence and meaningful public engagement over land use decisions, and that decisions are more connected to expressed community visions. Many participants stated that they desire buildings that align with a community aesthetic and scale, and desire balance between residential and commercial buildings and other community needs—for example parks, trees, open space, community gardens, sidewalks, and trails. Many desired the preservation and creation of neighborhood gathering places, from local pubs, libraries and parks, to bowling alleys and small local businesses. Many participants mentioned that they were concerned about the loss of affordable retail spaces that can support locally-owned small businesses, and the future that is desired is one in which communities still have unique local retailers that serve people in many income brackets. There was interest in minimizing gentrification.

Infrastructure, Transportation, and Mobility

For many participants in rural areas, access to broadband was an essential component of their desired future. Participants also often expressed a desire for transportation, water, sewer, energy, and building infrastructure to be maintained, and that future infrastructure would be based on principles of health for participants and the environment. This included advancing green storm water infrastructure and taking into account ecosystem services.

Widespread among both rural and urban participants was the desire for improved walkability, multi-modal transportation options, increased transit, and improved safety for pedestrians, bicyclists, and drivers. There was a strong desire to have a future where infrastructure (roads and bridges) are adequately maintained, and the transportation system is well designed. The ability to live, work, play, and stay within communities was highly desired, as was reduced time commuting.

For some participants, an important element of the desired future was increased coordination and shared goals between municipalities and the state in regard to building and maintaining transportation infrastructure. They also hoped that there would be recognition that transportation policy and choices are related to human and environmental health. Some participants envisioned a future where health care and child care are viewed as important infrastructure for thriving individuals and communities.

Housing

Having shelter was envisioned as fundamental to a desired future. Rural and urban participants commented that a desired future, not only would homelessness be alleviated, but housing would be high quality and affordable, there would be options for all income levels that included renting and home ownership, workforce housing would be available, and that there would be improved home ownership rates for people of color. Urban participants also mentioned the desire for a variety of housing types, mixed use neighborhoods, as well as high density housing matched with neighborhood amenities such as parks and community meeting places. Many participants envisioned a greater role for government in creating affordable housing options, and desired those options to include workforce housing, accessory dwelling



units, and multi-family housing, as well as single family homes.

Health and Safety

Affordable health care and insurance, and access to quality health care, were important to many participants as a component of a desired future. Access to healthy and local food was also mentioned by many participants as a key ingredient to a thriving future. There was often a focus on incorporating health as an underlying value for future policymaking. Many participants envisioned a future where mental health and physical health were both considered important and equally accessible to all in Washington. Many participants mentioned the hope that opioid addiction would be decreased, and the opioid crisis better managed. There was also a strong interest that there would be less homelessness and that the underlying issues that cause homelessness would be identified and addressed, including the mental and physical health needs of homeless people.

Safety was a frequently mentioned aspect of a desired future. Participants repeatedly mentioned the need for safety in all aspects of community; safe roadways, streets, neighborhoods, individuals, and schools. Some participants pointed out specific elements impacting safety, including the drug usage crisis, and the protection provided by police and firefighters. Some participants in the Latinx workshop expressed the desire for a future where less young participants end up in gangs, dead, or in jail, and where there are sufficient programs for youth to avoid gangs. They also envisioned a future where they do not live in fear of violence or threats. While some participants use safety to describe a desired future, it is also a value that participants think should shape the future.

Education

High quality education was foundational for many participants in discussing their desired future. This meant not only quality K-12 schooling, but access and proximity to higher education and to vocational training/schools. For some participants, high quality education and schools also meant decreased use of portables, and opportunities to explore a wide range of career options. Participants mentioned local K-12 schools, community colleges, public universities, technical education, public internships, STEM (science, technology, engineering, and medicine), and other educational resources as vital for our state's future.

Many expressed the desire that, in the future, K-12 schools in both rural and urban areas are well funded, have good teachers, and are safe. Safety included personal safety from violence and bullying, as well as from infrastructure failure due to disasters (e.g. earthquakes and tsunamis). For some participants, their future vision included state elected officials having a better understanding of the impact of their decisions on schools, and a future where school funding was not a challenge. Next Generation participants included increased funding for college students, free tuition, and availability of vocational training as important ingredients for a desired future.

Education was an especially important element to participants in the Latinx workshop. Participants envisioned a future where there was improved and equal education for the Latino/a population, including both children and adults. This included increased access to English as a Second Language classes, health and nutrition education, and enrollment in higher education. There was a desire for a future that had increased opportunities to work in the US in professions transferred from another country. Many Latinx workshop participants desired a future where bilingual education was offered more broadly, to increase the social interaction and integration between Spanish and English-speaking community members.



Government, Governance, and Coordination

Many participants described the role of government as helping to provide the conditions for the desired future to manifest. Some participants envisioned that a preferred future included transparent governing, responsive leadership, and consistent enforcement of regulations. Participants often expressed the desire that elected officials approach issues more systemically, with greater understanding of the interconnection of issues, and that they would have the political will to address complex issues. In order to get a better understanding of the interconnection of issues, some participants identified a future where state elected officials build relationships across party and political boundaries, and more broadly explore the impact of their decisions. Many participants described a preference for good governance which included decision-making based on facts, long-range planning, and improved coordination, cooperation, and collaboration.

Some participants saw a future where the role of government was more as a partner and less as a ruler. This philosophy connected to seeing a future where there were more adaptive strategies to deal with issues, sufficient government investment in infrastructure and planning, better coordination with tribes and between state agencies, and that state agencies would be adequately funded to coordinate better with cities and counties. Across the state, participants commented that part of a desired future is fixing the tax structure and having a fair tax structure.

Many participants preferred a future where they had meaningful involvement in local decision-making. It was often stated that meaningful involvement included developing long range community visions, increased democratic decision-making, increased engagement from a diversity of participants especially those currently underrepresented, and more opportunities for community dialogue and collaboration. Participants often included as elements of a desired future planning that is more regionally focused, coordination between state agencies to achieve balanced and effective solutions to issues, and resolution of natural resource conflicts through collaborative problem solving.



Promotes Deliberative Decision-Making

Prioritizes Resources, Reduces Sprawl

Promotes Good Governance

Creates Structure, Consistency, and Encourages Coordination

Protects Critical Areas, Agriculture, and Forest Resource Lands

Requires Public Participation

Participant Responses:

**PURPOSE &
VALUE OF
GROWTH
PLANNING**





Purpose and Value of Growth Planning

If changes to the existing state growth planning framework are to be considered, it is important to align those changes to the underlying purpose and value of the framework. For this reason, participants were asked to describe the purpose and value of the planning framework for their community/county/region. Though views were wide-ranging about the purpose and value of the existing growth planning framework some common themes arose. The majority of comments focused on the purpose and value of the Growth Management Act (GMA), with less comments directed on other parts of the framework.

Promotes Deliberative Decision-Making

Many participants said that the present planning framework has great value because it promotes deliberative decision-making, beginning with setting goals and thinking about long-term outcomes, rather than just near-term actions. Simply put, they said the planning makes people stop and think about the tradeoffs involved when making decisions about growth, and the potential long-term consequences of different choices.

Prioritizes Resources, Reduces Sprawl

Most participants said that the purpose of a growth planning framework is to serve both economic opportunity and environmental stewardship. They said that Washington's GMA does this by requiring local governments to consider and balance the 14 planning goals. They said the GMA encourages development and conservation. They emphasized it avoids the environmental, fiscal and human costs of sprawl by creating a differentiated landscape of urban, rural, and natural resource lands. By concentrating most growth in compact urban growth areas, some said public funds can be efficiently invested in infrastructure and human services, farm and forest resources can be conserved, and the natural landscape and habitat protected.

Promotes Good Governance

Many said that a major purpose of the GMA is to compel local governments to accept a certain amount of growth, and to figure out how to accommodate and serve that growth. To do so, they said, the GMA creates goals, requirements, and processes that serve the good governance values of transparent, inclusive, informed, and honest decision-making.

Some participants said that a key purpose of the planning framework is to define the roles of state, regional, county, and city governments, and special districts, and clarify who is responsible for what decisions. Some participants said that the comprehensive planning requirements in Washington are "bottom-up", where counties and cities create and implement growth plans. Other participants said that there are also "top down" components of the GMA, including the requirement that local government plans be consistent with, and implement the planning goals and requirements in, the GMA. Some said that while the GMA defers most planning decisions to local governments, in certain cases, it limits local discretion, in order to advance a compelling state interest, for example, in the siting of essential public facilities or protection of critical ecosystems.



Creates Structure, Consistency, and Encourages Coordination

Many participants said that inter-jurisdictional coordination is another major purpose of the GMA. The GMA creates mechanisms and processes, like multi-county and countywide planning policies, for counties and cities to communicate and coordinate in making and implementing regional policy. Participants talked about how roles and responsibilities of cities and counties are defined in the GMA, and that the planning process is more consistent and predictable than it was before the GMA.

Protect Critical Areas, Agriculture and Forest Resource Lands

Many participants said that a key purpose of the GMA is to protect agricultural and forestry lands from conversion to urbanization or suburbanization. They said that it does so in two ways – first, by concentrating the majority of new commercial, residential and other urban uses in cities which are typically far away from farms and forests; second, by requiring counties to map agricultural and forestry resource lands and adopt development regulations to protect them from conversion to non-resource lands uses.

Participants said that is vital to protect these lands because natural resource industries are key contributors to the state's gross domestic product and provide many thousands of jobs across the state. In addition to providing food and fiber to world and national markets, Washington's agriculture and forestry have great value providing food and building materials to help meet the needs of the state's rapidly growing communities.

Many participants said that another key value of conserving these resource lands is their open space value and, in the case of forests, the value of sequestering carbon, cleansing and managing the flow of stormwaters, and providing wildlife habitat.

Many also said a key value of the GMA is that it requires the protection of environmentally critical areas. Participants often spoke about the importance and value of preserving and restoring the natural environment, the importance of maintain fish and wildlife habitat, and to ensure that development and people are not living in floodplains or natural hazard areas. Some also talked about the importance of using best available science and how it is necessary in order to ensure vital cultural and economic resources are protected and maintained for future generations.

Requires Public Participation

Many participants said that one of the most important purposes of the growth planning framework is to connect decisions about growth, development, and conservation to the people of the state. They said that GMA public participation processes are required, which serves the fundamental values of democracy and representational government and provides the foundational legitimacy of adopted plans and codes.



Protection of Critical Areas, Agricultural, and Forest Resource Lands

Reducing Sprawl

Shoreline Management Planning

The Voluntary Stewardship Program

Public Participation

Inter-Jurisdictional Coordination

Regional Coordination and Collaboration

Requirement to Identify Open Space Corridors

Essential Public Facilities Provisions

Growth Management Appeals Process

Regional Transportation Planning Organizations

Participant Responses:

**Working Well
in the Growth
Planning
Framework**



Working Well in the Growth Planning Framework

It was important for the Project Team to understand participant perspectives on what is working well in the growth planning framework. Since the Road Map effort was not intended as a comprehensive evaluation of outcomes associated with the growth planning framework, or a statewide “before and after” comparison, the first-hand experiences of participants gave the Project Team insight into what is perceived to be working well “on the ground.” In many cases, participants qualified comments about what is working well with comments about what needs improvement. For example, comments about where the Growth Hearings Board process works well were often coupled or compared with examples of where it does not work well. The themes that follow do not represent universal agreement but do highlight the variety of responses received. Comments centered around a few key themes.

Protection of Critical Areas, Agricultural, and Forest Resource Lands

Many agreed that protection of critical areas and conservation of agricultural and forest resource lands is working well. Many participants said that the GMA requirements to designate and adopt regulations have resulted in local governments doing a much more systemic and effective job of protecting streams, wetlands, and wildlife habitat areas. While some commented that lands have been lost as agricultural and forest resource lands as a result of their re-designation to rural residential, on the whole participants said that the rate of loss of these resources has been slowed compared to pre-GMA when protection was uneven and SEPA was the only available regulatory tool.

Reducing Sprawl

Many participants said that the urban growth area (UGA) provisions of the GMA were successful in concentrating new development in cities and protecting rural lands, agricultural and forestry lands from conversion to low density sprawl. Some lauded coordination between counties and cities in making provisions regarding unincorporated portions of UGAs. For example, some counties and cities have adopted interlocal agreements to address development standards and share tax revenues in areas adjacent to the city limits.

Shoreline Management Planning

Many participants said that the SMA system works well, in large part because of the strong State role as a partner. They said that the SMA and Ecology help provide fiscal and technical capacity needed to perform the work required under the Act, gives clarity up front about the range of permitted shoreline uses, and enables a high degree of certainty in the shoreline permitting process. They also liked that a state agency (Ecology) defends appeals of local SMPs to the Growth Management Hearing Board. They contrasted this with appeals of GMA actions, where the cost of defending a comprehensive plan or development regulations falls only on the local government.

The Voluntary Stewardship Program

Participants frequently talked about the Voluntary Stewardship Program as an example of what's currently



working well in the growth planning framework. Many were in favor of VSP as an alternative way for counties to satisfy GMA requirements on farmland and liked that VSP is non-regulatory and uses an incentive, watershed-based approach to protect critical areas and promote viable agriculture. Many said they liked VSP because it came with funding support to develop a plan, unlike some other requirements under the framework that they see as unfunded mandates. Participants also said they liked VSP because it is an adaptive management approach that requires monitoring and evaluation of implementation effectiveness, which many noted was lacking in the traditional GMA approach. Others talked favorably about how VSP offers technical assistance from a coordinated body of agencies that reviews draft work plans before they are submitted for approval, as well as how there is additional assistance offered to help the revise the plan, if a plan is rejected.

Public Participation

Many said that the public participation provisions of the GMA require early and continuous public participation, providing an important foundation for policy decisions made by county and city elected officials. They said that the public participation processes create better-informed and more credible planning decisions. Participants often emphasized the importance of providing inclusive and meaningful public engagement and public education opportunities. A number of participants talked about how public understanding and engagement in land use planning in their communities has increased and is better than it was before the GMA was enacted. While many noted that public engagement in land use and growth planning can be contentious, they talked about how it facilitates public dialogue and participation in local decision-making. Participants gave a number of examples of public engagement programs they saw as successful. Several of these are detailed in Volume 3.

Inter-Jurisdictional Coordination

Some participants said that the GMA provisions for multi-county and county-wide planning policies (RCW 36.70A.210) have greatly improved inter-jurisdictional coordination, reducing competition and conflict between local governments. Participants said that, in addition to providing a process to convene county and city governments to address issues of regional and mutual concern, these provisions helped clarify the distinct roles of counties and cities. For example, they said, counties now play a regional role in drawing UGA boundaries and allocating population to cities, while cities have become the preferred provider of urban services within those UGAs. Several participants said that these GMA clarifications about the role of cities helped provide the impetus for successful city incorporations and annexations over the past 28 years.

Some talked about how the planning framework provides a process that encourages counties and cities to coordinate their land-use and capital planning, and to connect codes and regulations to the long-term visions of communities. Participants also talked about how the framework provides a process for local governments to consider the long-term impacts of different types of development.

Participants also provided a number of examples of coordination between tribal and local governments under the growth planning framework that is working well (Volume 3).

Regional Coordination and Collaboration

Many participants said that the successful cooperation and collaboration of counties and cities in adopting Multi County Planning Policies and Countywide Planning Policies (MPPs and CPPs) have fostered better



communication and collaboration in other realms, and with additional parties. Participants in Thurston County said that regional collaboration has become the norm; participants in Clallam County cited increased cooperation among county, city, and tribal governments on public safety, infrastructure, and salmon recovery issues. In Spokane county, participants told the story of how a city/county tax sharing agreement and a new joint public development authority leveraged the extension of city utilities and a streamlined county permitting process to spur private investment at the airport, yielding 1,000 new jobs. These three case studies are described in Volume 3.

Others spoke about the success of GMA Regional Transportation Planning Organizations (RTPOs) in coordinating the transportation elements of local comprehensive plans with regional transportation plans, and how this provides a bridge to statewide policies.

Requirement to Identify Open Space Corridors

Some participants said the GMA requirement to identify open space corridors within and adjacent to urban areas (RCW 36.70A.160) has worked well. Participants talked about how the provisions led to regional efforts such as the Regional Open Space System (ROSS) in the Central Puget Sound region, and the Ridges to Rivers Open Space Network (RROS) in Benton and Franklin counties that enabled public, private, and non-profit partners to work together to inventory networks of natural features, wildlife habitat, open spaces, and recreational trails.

Essential Public Facilities Provisions

Some participants said that the Essential Public Facilities (RCW 36.70A.200) provisions of the GMA are working well. They said that important regional facilities like sewer treatment plants and airport expansion have been protected from local government vetoes by their status as essential public facilities. Participants asserted that building such important, but often locally unpopular, facilities would have been much more difficult, time-consuming, and costly to area taxpayers if it weren't for such provisions.

Growth Management Appeals Process

Many said an appeal process for growth management is important. Some participants said that the appeals process to the Growth Management Hearings Board works well, because it allows for public oversight. They said that, while local governments enjoy broad discretion in adoption of plans and regulations, that discretion is not limitless. While Growth Management Hearings Board decisions apply only to the particulars of a case, and do not constitute legal precedent, some participants said that a digest of the Board's decisions is a useful tool, because it illuminates its reasoning.

Regional Transportation Planning Organizations

Another part of the growth planning framework that some participants think works well are the provisions for the RTPOs authorized by RCW 47.80. Participants said that the RTPOs play an important role linking the statewide Washington Transportation Plan (WTP) and the projects of the Washington State Department of Transportation to the plans and projects of counties and cities. Some said that the RTPO structure provides for inventorying of transportation systems assets and programs. Other talked about how RTPOs in their region facilitate good regional coordination, and enable regional dialogues about utilities, economic development, and transportation issues.

Existing Growth Planning Framework: "One Size Fits All"

Tax Structure and Revenue Generation

Alignment and Coordination of State Laws with Growth Planning

Housing

Economic Development

City, County, and State Coordination with Tribal Governments

Planning for a Changing Climate and Natural Disasters

Annexation Laws and Processes

Economically Viable Natural Resource Industries

Transportation and Other Infrastructure

Ecosystem Protection

Enforcement and Dispute Resolution

Equitable Growth Planning and Implementation

Participant Responses:

NOT
Working Well
in the
Growth
Planning
Framework



Strategic Water Planning

Regional Planning

Monitoring and Evaluation

State Environmental Policy Act (SEPA)

Coordination with Special Purpose Districts

City, County, and State Coordination with Federal Military Installations

Leadership, Engagement, and Accountability

Development Regulations and Permit Processes

Density and Community Character

Integrating Health into Growth Planning

Comprehensive Plan Update Cycles and Time Horizons

Urban Growth Areas

**Participant Responses
Cont.**

**NOT
Working Well
in the
Growth
Planning
Framework**



Not Working Well in the Growth Planning Framework and Ideas for Improvements

Questions about what parts of the current growth planning framework do not work well and ideas for needed improvements generated rich conversations and a wide range of ideas. Participants sometimes answered with very specific examples of what is not working well and changes they think would be helpful. Others focused on more general aspects of what is not working well. Overwhelmingly, participants wanted to see a shift in the focus of growth planning to be about how to *achieve the goals* of growth planning, rather than how to *comply with the laws*. Participants often expressed an urgency to make changes for what is not working well, and the need for leadership, political will, and collaboration at the local, regional, and state levels. There was a general sense among participants that conditions have significantly changed over the decades since the framework was put in place, that new, adaptive approaches are needed, and that current resources are insufficient to achieve the desired outcomes.

Provided in this section are summaries of the key themes that arose from information collected from over 2,500 people who participated in this project. Additional detail about what is not working, and ideas for improvements, are provided in Volume 2, which includes a summary of each multi-sector and elected official workshop, the Latinx workshop summary, a summary of responses gathered in the online questionnaire, and the Next Generation report.

Existing Growth Planning Framework: “One Size Fits All”

At nearly every workshop and interview participants made the statement, ‘one size does not fit all’ when referring to the current growth planning framework. Many participants said that to reflect the different circumstances, assets, challenges, opportunities, and priorities in the diverse regions of the state, the growth planning framework may warrant a realignment of state, regional, and local roles in planning and a greater range of local choices, financial tools, and regulatory flexibility.

Most participants said that the controversy and litigation inherent in the growth planning framework is a result of different views about the local versus state role in planning. Many participants said the original intent of Washington’s planning system was to be “bottom up,” with maximum discretion reserved to counties and cities, and that the state’s role was to primarily be a provider of resources and guidance, rather than a “top-down” enforcer of state rules.

Other participants agreed that the GMA does give local governments a broad range of choices in how they plan, but it also requires those choices to be consistent with statewide goals and requirements. They said that under GMA it is necessary in some instances for local preferences to yield to compelling state interests, such as meeting needs for affordable housing and protecting ecosystems larger in scale than individual jurisdictions.

Those who characterized Washington’s planning system as “bottom up” pointed to the fact that GMA planning requirements apply only to county and city governments. The state agency responsible for administering the GMA is the Department of Commerce which provides modest grants and technical assistance to local governments, and adopts advisory administrative rules, but does not participate defending a locally adopted comprehensive plan or regulation if it is appealed to the Growth Management Hearings Board (GMHB). The burden of defending a GMA action falls on the adopting city or county.



Some participants contrasted the state-local relationship of GMA with that of the Shoreline Management Act (SMA). Like GMA, SMA requirements apply only to counties and cities. However, the state role is more proactive and robust under SMA than GMA. The Department of Ecology is responsible for administering the SMA, provides generous up-front grants and technical assistance to local governments to update their shoreline master programs (SMPs), adopts binding administrative rules, has final authority approving local SMPs, and bears the cost of defending the SMP if it is appealed to the GMHB.

Comments from many rural county participants acknowledged that declining economic vitality in the state's rural counties is due in part to global and national trends, but they said that the growth planning framework is making things worse, not better. Many of these participants said that creating and implementing strategies for economic development that also stewards the environment is more critical than meeting what they see as overly-cumbersome and sometimes irrelevant requirements of growth planning.

Many rural area participants said that the rigorous GMA planning requirements were originally drafted to respond to growth pressures in rapidly-growing urban counties and cities along Interstate 5, but that this is not needed in rural counties and small towns. Many participants from rural counties and small towns said that the challenge in their jurisdictions was not how to manage rampant growth, but how to manage to grow. They said that their local conditions could not be accounted for in the current planning framework, that it limits innovation and options for achieving the locally desired outcomes. Among the examples they cited were the GMA's provisions for Local Areas of More Intensive Rural Development (LAMIRDs) which they said were overly restrictive. Some said the LAMIRD rules create "economic sinkholes" that inhibit innovation and economic vitality and deprive counties of needed revenues.

Some suggested that rural counties be allowed to opt out entirely of the GMA. Other participants said that a county's ability to opt out would have to be contingent on agreement by the cities and towns in that county.

Other participants focused on how to create a better fit between the GMA and the unique needs and circumstances of rural counties and small towns. Some suggested the creation of a GMA variant for rural counties that some called "GMA light" or "GMA 2.0." This concept would create a different alignment between the state and local roles and could incorporate several ways to create a better fit for rural counties. For example, some suggested that the state-local relationship be modeled on the SMA or Voluntary Stewardship programs. They said that those approaches have the merits of providing funding from the State, and provide certainty through state agency technical assistance, oversight, and defense of the local government actions in the event of an appeal. Overall, they said such an approach would provide rural counties and small cities a better balance of certainty and flexibility.

Other features that some suggested for a "GMA 2.0" variant could be less frequent plan update cycles, allowances for new economic uses in rural areas, more flexibility to use new technologies to address sanitary waste, greater flexibility to expand the boundaries or uses allowed in LAMIRDs, and greater flexibility for small cities and towns to partner with tribal governments in economic development (for example, by extending utility services outside the UGA).

Some participants said that, while the idea of GMA variants for either rural or urban parts of the state may have merit, it would be important to do so at a scale larger than individual cities, or even individual counties. Some suggested that the RTPO structure could serve as the basic unit for crafting more regionally-specific planning GMA requirements because RTPOs consist of city and county representatives and already play a role with respect to coordinating local and regional transportation policies and projects with state policies and funding.



Some participants suggested that some functions that now reside at the state level could devolve to the regional level, such as adjudicating land use appeals or prioritizing economic, environmental, and transportation programs and projects. Others said that an increased focus on planning at the regional level could create economies of scale by pooling local resources, provide important regional context for local actions, and enable state agencies to deliver technical and fiscal support tailored to the different needs and circumstances of different parts of the state.

With regard to the state's nine urban counties, some participants said that due to the complexity, pace and scale of their growth challenges, these urban regions may warrant more detailed planning requirements, different fiscal tools, and closer coordination with state agencies than their rural counterparts. Some said that if future reforms to the growth planning framework are needed to meet the needs of these urban regions, it should not be presumed that the same need applies to the rural regions. They said that application of the "one size does not fit all" principle would suggest tailoring any future reforms to the GMA, or other parts of the planning framework, to fit the respective needs of the state's urban and rural regions.

Tax Structure and Revenue Generation

Many participants said that Washington's tax structure is broken, some describing it as antiquated, regressive, inflexible, and inadequate to meet current and future needs of Washington's people, economy, and environment. Participants also talked about how there are too few tools to generate revenue at both the state and local level. Many said that what's needed is transformational reform to the state tax structure, and greater revenue-generating options for local municipalities. They suggested a comprehensive look at the entire tax structure including the property tax, retail sales tax, road tax, utility tax, multifamily property, and open space tax exemptions.

Participants also suggested evaluating tools and approaches used in other states, for example, regional tax base sharing, tax increment financing, value-added, personal and corporate income taxes. For example, some participants suggested amending state law to enable Tax Increment Financing (TIF), a tool that is available in most other states, including Oregon. Participants pointed to public parks, utility systems, and housing projects built in Portland and Lake Oswego, Oregon as examples of what can be achieved with TIF. Some participants believed that TIF is the only way to create the large amounts of revenue to pay for large-scale capital projects that will be needed to support growth, particularly in areas that are rezoned to higher densities but lack adequate water, sewer, roads, parks, or drainage facilities. Some suggested that research about the successes and challenges in other states could inform ways to design a TIF system that is targeted to specific kinds and locations of projects and is transparent and accountable.

Many participants said local governments have few primary sources of revenue – property tax, retail sales tax, and charges for services. They said that these options are inadequate to pay for needed services and infrastructure. Participants pointed out that costs of providing services typically grows at 2.5% to 3% annually, while the increase in property tax is legislatively capped at one percent annually. Some said this is particularly difficult for counties, because they are more reliant on the property tax than cities. Participants expressed concern about the increasing cost of providing essential services including public safety, public health and human services, programs to protect and restore ecosystems, and maintenance of roads, bridges and other infrastructure. Many were concerned that a long-term result could be to push small cities and rural counties into bankruptcy. The widening gap between revenues and costs was described as approaching a "fiscal cliff." Many said that what is needed is a tax base that can support not only state, regional, and local government planning, but also implementation of those plans – everything from the delivery of



human services, to the construction of needed infrastructure, to programs to protect and restore stressed ecosystems.

Many participants called for the elimination of the one percent property tax cap, and for the flexibility for each jurisdiction or region to decide on its own cap. Some called for the state to authorize fiscal home rule. They said this tool would allow a community or region to plan for the future it wants and design a tax system that fits it, rather than design the community to fit Washington's current tax system. Others called for expanding the scope and duration of the existing Multi-Family Property Tax Exemption (MFPT) Program, for example, by removing the population threshold for participating cities, extending the potential exemption period up to 20 years, and providing more flexibility to local governments to set qualifying criteria for residents.

Many participants talked about how GMA has become a large, unfunded mandate to local jurisdictions. Participants mentioned that since GMA was passed, there have been compounding requirements, such as buildable lands requirements and best available science, that have increased the complexity of planning and the need for more staff and resources needed to meet these requirements. Most participants said that many counties and small cities lack the fiscal and staff capacity to meet the demands of compounding, complex regulatory requirements. Some said that regulatory requirements simply overwhelm many rural counties and small cities. Many said the State should fully fund growth planning, including updating of Countywide Planning Policies, comprehensive plans, and buildable lands reporting. Other participants said that state funding should also support local government work to update development codes, to make the permit process more timely, fair, and predictable. They said that, by funding the work to update code standards and design guidelines, local governments could reduce the costs incurred by delay and uncertainty in the permit process and get outcomes that better fit with community character.

Participants said that Washington's tax structure fuels competition among jurisdictions for tax base and incentivizes local land use decisions that have little rationale other than increasing revenues. Others said that the tax structure is a barrier to meeting the intent under GMA that urbanizing areas be annexed by cities. They said that the Legislature's tax rebate to cities to incentivize annexations was very helpful, but the program has since lapsed. Some participants said that the lack of fiscal support from the Public Works Trust Fund impacts counties' and cities' ability to meet infrastructure needs. Others said that the State's constitutional prohibition on lending of public credit puts Washington communities at a disadvantage in competing with other states that do not have this constraint.

Many talked about the fiscal impact GMA has had on counties, due to the re-direction of retail business growth, and its corresponding sales and use tax revenue, into incorporated areas. Some talked about how this impact was recognized when GMA was passed, with promises of what was frequently referred to as a "phase two" of the GMA, meant to align local government funding with the cost of planning and implementation. They said this issue has yet to be addressed. Other participants talked about how changes in how government is financed in the State since GMA was passed have left many counties no longer fiscally sustainable. For example, participants said GMA updates are solely funded from the county expense fund, which has been severely limited by the one percent cap on property taxes. In addition, the cost of appeals has further stretched the financial ability of counties to plan and implement GMA.

Some participants observed that, when local government operating budgets are cut, the first positions to go typically are the staff responsible for planning, permitting and code enforcement. They said that while these services are less visible and popular than public safety or parks, to cut planning staff services erodes



environmental protection and adds delay and cost to all development, including housing. They said that while permit fees may support permit staff, other important functions, such as comprehensive planning, development code updates and enforcement, need to be funded from the operating budget, the same as other essential local government services.

Some talked about how school districts struggle with many financial burdens, some of which are the result of the GMA, others of which are due to the way funding for new school construction is provided by the State. Some said that State law requiring a supermajority for school bonds is too burdensome, whereas bonds for other capital facilities like parks and jails requires only a simple majority. Some participants said that the state should revise the 60% threshold for approval of school district bonds. They said that it should be lowered to the 50% threshold that applies to all other bond measures in Washington. Others talked about how applying sales tax up to 8.5% to the cost of materials being purchased to build schools undercuts the ability to achieve as much with the funds that local taxpayers approve. Some suggested eliminating the sales tax that applies to the cost of materials being purchased to build schools.

Another issue identified by participants was how school districts only receive state funding for school construction based on current enrollment. State funding is not available for construction based on future enrollment. They talked about how schools are always behind in providing needed facilities, resulting in excessive use of inefficient stopgaps like portables.

Alignment and Coordination of State Laws with Growth Planning

Participants often talked about needing more clarity on the role of state agencies in growth management. Many talked about state agencies not being subject to the GMA's goals and requirements, how state agencies do not have to meet the same standards as cities and counties, and how state agency plans and actions are not consistent with local comprehensive plans and countywide planning policies. Participants also talked about conflicting guidance from different agencies and compounding and duplicative regulations.

A number of participants talked about specific regulations, such as stormwater regulations, and how they can make it difficult for local governments to meet growth allocations, due to reducing available land supply and making efficient site development challenging. Many participants who responded to the online questionnaire described a lack of coordination between local and regional goals, planning and implementation, and among state agencies. Participants in workshops, interviews, and the questionnaire spoke about how state agencies often work only within their own departments and lack capacity to better coordinate across departments, agencies, and other governments.

A number of participants made statements about there being misalignment or conflict between various laws. For example, participants talked about there being a misalignment between GMA and annexation statutes that has led to financial and political barriers, which impacts the ability for annexation to take place. Participants talked about the challenges and backlash cities often face from communities, special districts, and other entities when putting forward annexation proposals that are needed to implement the goals of GMA. Many said that annexation processes need to be streamlined and the priorities in various statutes need to be clarified and better aligned.

Another frequently-mentioned example was a misalignment between GMA and SEPA, where some felt SEPA is being mis-used at a project permit scale, and this can be in conflict with a comprehensive plan and how an area is zoned. Some talked about how this has made it challenging to address major issues like building



infill housing, and housing for homeless and low-income residents, and being able to meet housing goals in GMA. Some suggested changing the threshold for exemption from SEPA review. Other participants were opposed to this idea, particularly in areas where there are or may be historic buildings or archaeological artifacts.

When asked what was needed to address alignment and coordination issues, participants often talked about needing some overall state strategy that would focus on aligning state laws and support coordination across state agencies. Other participants suggested starting with a thorough examination of state, regional and local government roles, authorities, and relationships to determine where opportunities exist to create better alignment. There were suggestions to assess capital facilities planning, to identify lessons learned and opportunities to better sync with land use laws and plans. Some said that planning should be elevated to a function in the Governor's Office, so that all state agencies and resources could be coordinated with growth management goals. Many said identifying and reconciling gaps, ambiguities, and conflicts that exist between the GMA and older laws, such as SEPA, the Planning and Enabling Act, and the Forest Practices Act, was greatly needed.

Housing

The increasing cost and declining availability of housing was heard in every workshop across the state and nearly every interview. Many referred to housing as a statewide crisis. Housing issues ranged from the permit process, the lack of affordable housing for middle income residents, lack of affordable housing for low income residents, homelessness, availability and supply issues, and buildable lands, to name a few. Participants frequently talked about needing to strengthen the housing elements in GMA, focus policy efforts on addressing middle- and low-income affordable homeownership, address the impacts of short term rentals on housing stock, and to provide housing options for all stages of life and preferences.

Provided in the paragraphs below is a summary of many of the issues related to housing that were frequently or uniquely mentioned by participants. Additional detail and participant perspectives about housing can be found In Volume 2. of this report, in the summaries of the 28 multi-sector and 26 elected official workshops across the state, the Latinx workshop summary, the summary report from the online questionnaire, and the Next Generation project report. In Volume 3 is a report prepared by graduate students at the University of Washington, Evans School of Public Policy and Governance regarding fiscal tools for affordable housing.

Participants in every location across the state talked about and shared concerns regarding affordable housing and affordable homeownership. Participants talked about the rising costs of home prices and how more and more people are being priced out of their neighborhoods. Participants in King County talked about how median home prices in most areas are over \$600k. Participants in locations such as Kitsap, Skagit, Whatcom, Pierce, Kittitas, Pierce, Mason, and Clark talked about how people are moving to their areas for more affordable housing and commuting long distances to the city for work, which is impacting housing affordability and stock in their communities and increasing traffic congestion.

Some talked about there being a disconnect between housing and transportation. Others talked about having to commute long distances because they are unable to afford to live where they work and how this impacts the time available to spend with family or participating in community and civic activities. Others talked about how teachers, nurses and emergency responders can no longer afford to live in the same location as they work. Some talked about the impact of short-term rentals on available housing stock. For



example, participants in San Juan County talked about nearly 40% of houses in the County are second homes and often only occupied a few weeks out of the year.

Participants all across the state also talked about homelessness as a crisis that needs to be addressed. Participants talked about how rising housing costs, the treatment of housing as a commodity, and the loss of low-cost housing to development is contributing to the displacement of people and rise in homelessness. Also, frequently mentioned was the lack of affordable middle-income housing. Some talked about how the younger generation has few affordable homeownership options. Others talked about how the lack of middle-income housing is increasing competition for affordable units and displacing lower income households. Participants said current state and federal funding programs to help produce or preserve housing for low-income and moderate-income households are inadequate to meet the need for affordable housing.

Participants talked about how outcomes being achieved are falling short of the housing aspirations described in the growth planning framework. Some considered housing to be a regional issue and talked about how housing markets, employment markets, and transportation systems often transcend city and county boundaries. Others commented on how county comprehensive plans can only gather data, set objectives, and implement policies within the scope of their individual borders and lack the resources or authority to influence land use, transportation, housing, and economic decisions at a more regional scale. A number of participants suggested implementing housing requirements under GMA at a more regional scale. One suggestion was to expand the certification authority of Regional Transportation Planning Organizations (RTPOs) to include certification of the housing elements of local comprehensive plans.

Participants in the Central Puget Sound region spoke about the need for large investments in order to match the magnitude of unmet and forecasted housing needs in the region, which was said to be in the hundreds of thousands of additional units. Concern was expressed that the scale of need for affordable housing is far greater than what can be met with even the most ambitious addition of accessory dwelling units, backyard cottages, and tiny houses. One suggestion was to create a Regional Housing Authority or a Regional Public Development Authority for the Central Puget Sound region on a scale comparable to Sound Transit with the authority to acquire land, leverage debt, and subsidize new construction of housing on a massive scale

Participants also talked about needing better data and analysis of housing collected state-wide that could be provided to local governments when updating countywide planning policies and comprehensive plans. Some suggested that the GMA be amended to require numeric targets for housing and affordable housing to be incorporated into the comprehensive plans of cities and the county. Participants suggested state funding and incentives be provided to local jurisdictions to implement, monitor, evaluate, and to be able to report on its progress, and make appropriate adjustments as needed.

When discussing the barriers to providing additional and affordable housing, participants talked about a number of conditions, including specific development regulations and permit processes. Participants talked about housing affordability and the impact of large single-family areas in rapidly urbanizing areas. Some gave examples of how new residential infill that would provide additional affordable units faces community resistance and is appealed even when in compliance with the land use policies and zoning regulations. Some felt that such neighborhood resistance can inhibit local elected officials from streamlining permit processes or discourage infill development. Others said that many local government permit counters are understaffed, which contributes to delay and cost of the permit process. Some felt that poorly written land use regulations inject delay and uncertainty into the permit process and have the effect of decreasing the



supply and increasing the cost of building new housing. Others felt that development codes and service standards could too easily be manipulated when it comes to multi-family residential housing and can result in unequal sharing of regional housing among cities, since county-wide planning polices lack enforcement.

Participants talked about there being a shortage of multi-family units, both owner-occupied condominiums and rental apartments. Some participants said that a portion of the multi-family housing shortfall could be met by improvements to the state's Multi-Family Property Tax Exemption program, such as extending the duration of the program, and modifying the criteria for qualifying residents. Others said that the population threshold for jurisdictions to use the Multi-Family Property Tax Exemption (MFPTe) program is too limiting, as is the limitation of the program to 12 years.

To address housing issues, participants also talked about needing greater collaboration between the public and private sector, to connect public policy to emerging market trends, and the need to tap private sector innovation, support, and resources to help finance or underwrite new housing starts. Also suggested was for affordable housing be treated as public infrastructure that serves a documented public need, and as such should be publicly funded, built, and managed, potentially by a regional authority with access to new fiscal tools, such as tax increment financing (TIF). Preliminary research has been done on both potential revisions to the MFPTe program and the possibilities for TIF (See UW Fiscal Tools Report in Volume II).

Additional comments and suggestions offered included:

- Mandating minimum urban densities.
- Requiring local governments to remove regulatory barriers to new housing projects, particularly residential infill in UGAs.
- Have the GMA require housing targets in countywide planning policies and comprehensive plans be implemented by reasonable measures to increase the supply of housing of a "variety of residential densities and housing types."
- Amend the GMA housing goal to replace 'encourage' with 'require' with respect to providing for the housing needs of all segments of the population.
- Within UGAs, prohibit exclusionary housing practices like large lot zoning, deliberately under-sized utilities, onerous permit processes, and rolling back-to-back building moratoria.
- Enable environmental and community character to be maintained through appropriate development and design standards, urban forestry stewardship plans, concerted efforts to protect critical areas and shorelines, and infrastructure improvements.
- Additional and better fiscal tools are needed to help address the unmet needs for affordable housing.
- The Housing Trust Fund, which helps support local government responses to housing needs, is underfunded.
- Discussion and analysis is needed to better understand the issues surrounding condominium building throughout the state and to identify ideas and creative solutions to better encourage condominium building.
- Remove regulatory barriers and incentivize Accessory Dwelling Unit (ADU), cottage, container, and modular home construction.
- Evaluate excess public land that could be used to build workforce housing.



- Incentivize cities and counties to allow for more density near transit and commercial districts.

Economic Development

Across the state, participants from rural areas shared stories about how the current growth planning framework does not work well to address the unique circumstances and needs of their communities. Many spoke about how their communities still struggle to recover from the 2008 Great Recession as well as the longer-term decline of the timber, mineral, and fisheries industries. Others spoke about the challenges of agricultural economies in transition due to trends toward automation and mechanization, shifting world markets for agricultural products, and the decreasing numbers of small farms. Many of them said that the challenge in many rural counties is not how to manage growth but how to manage to grow or thrive.

Participants from rural parts of the state spoke of needing increased state resources to attract private investment and grow opportunities for economic development. They said that their communities struggle to create living-wage jobs, attract and retain health care providers and educators, and retain young people. Some said that state investment and regulatory reforms are needed to bring broadband access to rural Washington, investments in the rural road and short line rail networks vital to freight connections, and state technical assistance and economic development programs to grow jobs in small towns and communities. In many cases, these participants were not so focused on growth as they were on surviving and thriving. Many said that they seek opportunities for families and the next generation to live, work, play, and stay in their communities.

Some of the issues and challenges discussed by participants from urban areas were similar to their rural counterparts, but others were very different. They too spoke about the need for living wage jobs, but many said that the robust employment growth in their regions was creating many negative consequences. Many said that rapid growth in the tech sector was creating an increasing gap between incomes, fueling gentrification, displacement of people from their communities, and a declining ability of people with modest or stagnant wages to afford housing.

A number of participants said that rapid, expanding economic growth does not benefit everyone. Some felt that elected officials mistakenly believe that all economic growth is good and that they don't consider negative consequences such as traffic congestion and declining housing affordability. Some participants in the Puget Sound region said that there is a large imbalance of jobs and housing, with too much growth concentrated in Seattle, depressing economic vitality of other counties in the region and worsening traffic congestion.

The need for a greater distribution of economic opportunities across the state was frequently mentioned by participants. Some suggested the State target and tailor its economic development programs and investments primarily to slow growing cities, rural counties and their cities. Others suggested a State objective should be to grow the economies of "landscapes of statewide significance" that have great historic, scenic, and ecosystem value. They suggested that the State explore ways to tailor its investments, agency programs, and planning requirements to supplement the federal and private sector efforts to foster vital and durable economies across the state.

Others suggested the State help grow living wage jobs in the parts of the state that have lost fishing and logging, for example the coast and southwest Washington. Some participants said that portions of the state suffer from a lack of economic diversity, relying heavily on a federal installation, university, or single large



employer. They said that too often, a lack of flexibility in the growth planning framework makes it difficult to attract investments, encourage new business, and increase employment opportunities. One suggestion was for a state-wide economic strategy to help redistribute growth through state capital investment, agency programs, tax policy, and other incentives.

Several participants described Ports as the critical link between world markets and the manufacturing and agricultural sectors that drive the State's economy. The ongoing health and functionality of the Ports, they said, are vital to the economic health of the State and, for that reason, should be protected from incompatible adjacent uses and impediments to freight mobility.

City, County, and State Coordination with Tribal Governments

Many participants talked about how there is no foundation within the growth planning framework to guide communication and cooperation between regional, county, and city governments and tribal governments. Some said GMA policies lack guidance regarding coordination between tribal governments and local governments, and in what capacity. There were participants who talked about how the provisions for preparing countywide planning processes do not mention involving tribes, nor do they provide guidance for doing so.

Participants talked about how the State's current growth management framework does not incorporate tribal interests or allow for the appropriate inclusion of tribal governments into regional planning. Since tribal rights and interests often extend beyond reservation boundaries, and across one or multiple counties, participants talked about needing more regional planning approaches that allow for inclusion of tribal government interests. For example, some talked about wanting to see more meaningful inclusion and representation of tribal governments on regional transportation planning organizations and better integration of tribal interests into regional growth planning.

Suggested by several tribal participants was for participatory processes to be developed that ensure early tribal participation in decision making and ensure that decisions that affect tribal reserved rights require free, prior, and informed consent (FPIC).

Participants did offer examples of successful intergovernmental collaboration and intergovernmental agreements between tribal governments, and county and city governments created to address issues of mutual interest, such as land use, service delivery, utility infrastructure, ecosystem restoration, and economic development. It was suggested that these types of agreements could provide the basis for crafting and disseminating a model interlocal agreement for use by cities and counties.

Planning for A Changing Climate and Natural Disasters

One of the questions the Project Team asked participants was about changing conditions and if anything was missing or not addressed in the current growth planning framework. Participants frequently talked about planning for climate change and climate impacts, and the lack of integration between hazards/emergency management planning, and growth management planning. Participants spoke about a number of events impacting communities including wildfires, flooding, landslides, poor air quality due to wildfires,

Tribes of Washington are sovereign rights holders recognized in their treaties. The State of Washington and the tribes have government-to-government relationships and these relationships recognize and respect the sovereignty of the other. The State of Washington and federally-recognized tribes signed the Centennial Accord and Millennium Agreement, agreeing to consult on matters that may affect tribal and State interests, and in law established state agency procedure requirements for the government-to-government relationship with tribes (RCW 43.376).



declining snowpack, sea-level rise, erosion, and the risk of a major earthquake and tsunami. Participants frequently suggested that the practices of disaster planning, as well as hazard analysis, be incorporated into growth management planning such as countywide planning policies, comprehensive plans, development regulations, zoning, and operating and capital budgets. Others wanted to see decisions about growth, infrastructure, and transportation better reflecting goals to reduce carbon emissions. Some wanted to see decisions better reflect and support the conditions needed to strengthen ecosystem, economic, and community resilience.

Many said the current growth planning framework does not address how to mitigate or adapt to the impacts of a changing climate, and that adaptation needs to be added to growth planning laws and policies. While some state agencies and local governments have begun working on climate change adaptation strategies, they said, these things are not addressed in the growth planning framework, and regional or local planning. Others talked about how land use, transportation, and agricultural practices can play an important role in lowering greenhouse gas emissions and adapting to climate impacts. They said the State's adopted schedule and targets to reduce greenhouse gas emissions are not integrated into growth management plans. Others suggested transportation planning be informed by anticipated climate impacts, as well as the development of appropriate adaptation strategies.

When asked to provide ideas for improvements, some suggested adding a 15th planning goal to the GMA, to address climate change. Others recommended the growth planning framework require government entities such as WSDOT, RTPOs, counties, and cities to establish climate strategies and goals. Some suggested Countywide Planning Policies include provisions to address climate change and natural hazards. Others recommended adding resilience as a required comprehensive plan element.

Tribes were frequently mentioned for their leadership when it comes to addressing climate impacts, hazards planning, and resilience planning. Participants mentioned that many tribes have incorporated sea level rise and tsunami hazard information into their long-term planning efforts, use adaptive management approaches, have developed climate action plans and emergency preparedness plans, and consider resilience at a social, economic, and environmental scale. For example, participants talked about how coastal treaty tribes have planned, and are implementing, relocation of villages and critical infrastructure out of the tsunami zone and areas vulnerable to sea level rise. Some commented on how tribal planning efforts could serve as a model for state and local planning efforts and lessons learned on decision-making and use of creativity and innovation to meet local needs in these areas.

Additional ideas included:

- Establish a climate forecasting metric, similar to population projections, that would be used for climate planning.
- Look at the Climate Change Certification Tool as a model for creating local responses to climate change.
- Better integrate forest practices and wildfire management into GMA and land use efforts.
- Require addressing sea level rise under SMA planning.
- Require the use of best available science.
- Fund mapping to identify hazard prone areas or areas, such as landslide prone and liquefaction areas, to inform future development decisions.
- Incorporate planning for a Cascadia earthquake and tsunami into the growth planning framework.



- For communities along the shoreline and the coast, provide opportunities for sewer outside the UGAs, to improve public health outcomes and avoid pollution that would be associated with a rising water table and failing septic systems.

Annexation Laws and Processes

Annexation was frequently mentioned by participants as an area in need of improvement in the current growth planning framework. Participants generally agreed that cities should be providing urban governmental services within the urban growth area, but acknowledged that to enable this, the GMA and revenue-generating mechanisms need to be revised to assure that future annexations keep counties fiscally sustainable. Participants often said that what is needed is incentives for cities to annex areas that are best served by city infrastructure, while also providing counties with the funds to promote annexation of unincorporated urban areas. One frequent suggestion was to have the State renew the annexation sales and use tax, as a way to incentivize cities in larger counties to annex areas.

Participants also talked about the cost and revenue generation challenges cities and counties face regarding annexation. Some talked about how when a city initiates an annexation, it is important that the city ensures it is financially feasible, and that the tax revenue generated will be able to cover the costs of infrastructure improvements, sewer, sidewalks, and the cost of meeting city standards in areas that may have been developed under county standards. Others talked about how cities only annexing areas with the greatest amount of revenue, primarily commercial areas, leaves the county with only residential areas, which many said does not generate the revenue needed to cover the cost of delivering services. Some talked about how there is a disincentive for counties to invest in improvements such as parks and roads, since they run the risk of making that area more attractive and having it annexed, often without a say in the decision. Others gave examples of city annexations that did not include major roadways, due to infrastructure costs, which in turn left the county to have to continue covering the cost of road maintenance, but now without the financial resources to cover it.

When asked how to address the challenges of trying to promote annexations that balance both city and county fiscal needs, participants frequently suggested promoting better collaboration between cities and counties. Others suggested collaborative cost sharing agreements. Some suggested the State renew the annexation sales and use tax. And many suggested eliminating the one percent cap on property taxes.

Many comments and examples were shared about how the GMA policy favoring annexation is restricted by existing annexation laws, and negative public perception of annexation. Participants spoke about various challenges cities and counties face when trying to meet the requirements of GMA, and to bring part of the UGA into city limits. One example mentioned was that to annex land, even an unincorporated island completely surrounded by a city requires either a favorable election of the residents, or petitions in support representing 60% of the assessed value of the area. Participants talked about how it is challenging for local jurisdictions to obtain this level of support, even though the area is already being served by city services. Others talked about how the petition method can lead to arbitrary annexation boundaries. And how annexation laws allow for residential elections to overturn a local jurisdiction's attempts at addressing these issues.

Other participants talked about how they purposely chose to live and/or build outside of the city. They shared their appreciation for the small, rural feel of their community, open spaces, quiet, lack of traffic congestion and smog, access to nature, ability to have livestock, more limited government intervention, and not having to pay for services they do not want. Some were concerned that annexation would lead to greater



urbanization, and the loss of community identity and other things they appreciate about where they live and work.

Participants also talked about a lack of clarity when it comes to GMA, annexation laws, and special purpose districts. They said while annexation is necessary to implement GMA goals, it is a costly undertaking, especially when there is pushback from local residents, which deters cities from even attempting the process. Participants also talked about how special purpose districts are impacted by annexations and may also push back on the decision to annex. While some participants said that cities should be the primary provider of urban services, others gave examples of instances where they thought a water, sewer, or fire district was better able to provide services. Specifically, participants talked about sewer and water services being better delivered at the regional scale and gave examples of large utility districts that provide water and/or sewer service to several cities within their boundaries. Participants also cited instances where a city was not equipped to provide utility service due to scale or topography and was instead able to rely on the special district to provide that service.

When asked how annexation challenges could be addressed, participants also suggested that there be a review to identify and then address the barriers that prevent annexation. Participants also frequently suggested promoting better collaboration between cities and counties, and with special districts. Others suggested collaborative cost sharing agreements. Some suggested counties and cities be required to share tax revenues for unincorporated urban areas that adjoin cities. Some suggested that when an annexation includes an area being served by a special district, the special district and city enter into an interlocal agreement. Others suggested the county also be included in the agreement. Some suggested streamlining annexation laws and providing local jurisdictions greater discretion. Others suggested sales tax remittance to cities that annex significant residential areas. For areas not being annexed, some suggested counties be allowed additional revenue streams, such as the utility tax. A number of participants suggested looking at the State's entire tax system to identify reforms, commenting on how residents are feeling increasingly stretched and burdened by increasing taxes, and that current taxes do not adequately cover the cost of delivering services.

Participants also suggested that the urban growth area and annexation laws be synched so that if a UGA is expanded adjacent to an existing city, the affected land would automatically become part of that city. Some said the Boundary Review Board (BRB) should have no jurisdiction when shared tax revenue agreements exist between cities and counties. Others said that the county should be the only party entitled to invoke BRB jurisdiction over a city annexation. Some suggested removing from BRB authority the ability to review annexations of unincorporated areas surrounded by cities, or annexations that are supported by both a city and county. Some suggested annexations of unincorporated areas surrounded by cities no longer be required to be approved by a BRB. Others were strongly in favor of keeping the BRB review, in order to provide independent review of government-proposed jurisdiction changes.

Economically Viable Natural Resource Industries

Participants spoke frequently about needing to better maintain and enhance natural resource industries, such as timber, fisheries, and agriculture. Participants all over the state talked about issues related to the viability of agriculture, particularly the increasing challenges for farm owners of small and mid-size farms to be able to maintain an economically-viable farm business. Sentiments such as "it's not farming without farmers," and the need for greater flexibility in the regulatory system to address local circumstances were common. Many talked about the importance of keeping land in agriculture, the ability to steward the



land for future generations, and how farmers are often not acknowledged nor appreciated for being good stewards of the land, and ensuring it is not converted to development. Many participants talked about the impact of increasing barriers to maintaining economically viable agriculture, such as compounding regulations, real estate markets, and rapidly increasing land costs.

Participants regularly talked about how the compounding of regulations has become burdensome. Participants also frequently shared concerns about restrictions on various value-added actions that would help ensure economically viable agriculture for small and mid-size operations. For example, participants talked about needing greater flexibility for ancillary uses to be co-located on agricultural lands, such as a fruit stand to sell jam, a mechanic shop to work on farm equipment, agricultural tourism, or the ability to build a single home on an inaccessible or non-prime soils portion of a farming operation.

When asked what is needed for economically-viable natural resource industries, and ideas for improvements, participants frequently talked about needing greater flexibility and more voluntary and incentive driven options that focused on outcomes, as opposed to regulations focused on compliance. Participants frequently mentioned the Voluntary Stewardship Program (VSP) as an example, and how VSP creates a plan for targeted outreach to assist landowners in developing farm plans. Others talked about needing to look at viable agriculture more holistically, and how the protection of farm land needs to consider whether the farm-to-market infrastructures and services exists in the area to support production. Many wanted to see an easing of regulatory processes, and less difficult permitting processes. Some suggested identifying where multiple permit processes could be consolidated, to allow for greater efficiency. Others suggested providing resources for state, county, and city staff to provide technical assistance to landowners.

Some participants wanted to see greater flexibility to be able to convert un-utilized agricultural lands that border or are near UGAs (for example, non-viable agricultural lands that were used for wheat production, to support dairy producers that have since gone out of business). Some suggested trade-offs could be made to preserve and enhance more high-value habitats and soils within or outside of the UGA, in exchange for conversion of non-viable lands. Also suggested was allowing smaller lot sizes and agricultural infrastructure for farm uses outside the UGA, where there would be demonstrated environmental gains.

Others expressed concern about the loss of farm and forest lands to development. Participants talked about how increased population growth and rising costs of housing is driving demand for more buildable lands, leading to increased development in areas outside of cities. Others talked about how population growth and booming economic conditions in the Puget Sound region and other areas are driving up land values all across the state. A number of participants expressed concern that these factors are leading to the loss of more and more working farm and forest lands to residential or commercial development. When asked what is needed to address these issues, some wanted to see greater emphasis and efforts by counties to appropriately designate agricultural lands of long-term commercial significance. Also suggested was the development of a statewide regulatory strategy to ensure the long-term economic viability of natural resource industries.

Climate change impacts were also mentioned as an issue impacting natural resources industries. Participants talked about how many of these industries are vulnerable to sea level rise, erosion, flooding, ocean acidification, drought, seasonal water availability, crop disease and pests, and fires.

Water, and its connection to maintaining and enhancing natural resource industries, was also frequently mentioned as a missing element in GMA. Participants talked about issues associated with having adequate water supply and access to water for agriculture. They talked about issues with the legal system to protect



water rights, and how securing water and water right reliability during drought times needs to be addressed. The need for water storage was also discussed as needed to reduce conflicts between tribal treaty rights and water demands among different water uses and that greater attention is needed regarding the important of uses such as environmental water and cultural water. Others said it was important that the State prioritize and fund improvements to forest roads and culverts, and culvert removal in order to restore fish habitat and healthy streams.

Participants also talked about the impacts of labor shortages and housing availability. Some talked about technology and automation being used as a way to address labor shortages and market changes. Participants talked about how packing and manufacturing jobs are being replaced by automation and the economic impact this has had on rural communities. Some said that large-scale agriculture in the state will look very different in ten years due to technology and automation and will largely be “de-humanized.” Some said it is important that Washington State University Extension continue to provide technical assistance to landowners. Others talked about needing greater state financial assistance to support the next generation of agriculture, forestry, and fisheries.

Many participants talked about how viable and sustainable fishing industries need to be better addressed in the growth planning framework. Many talked about needing greater focus and integration of growth planning efforts with salmon recovery and habitat restoration efforts. Others talked about how habitat degradation and barriers to fish passage are impacting salmon stocks by preventing salmon from reaching important spawning and foraging habitat. Also mentioned was the importance of hatcheries for the conservation of salmon stocks and how they are necessary for sustaining meaningful tribal treaty rights in the context of salmon declines.

Some participants suggested ensuring a next generation of fisherman, and recommended changing laws to allow lending institutions to loan on fishing permits. Others suggested there be an effort to better connect growth management planning, shoreline management planning, and marine spatial planning along Washington's coast.

Transportation and Other Infrastructure

Rural and urban participants expressed a strong desire for increased mobility and transportation choices and emphasized that growth planning should prioritize increased transit and bicycle and pedestrian improvements. Many participants from rural areas and small cities stated that there is a lack of transit options especially for low-income and senior residents. They stated that funding is inadequate to implement improved transportation infrastructure including transit. One idea for improvement was to authorize impact fees to support transit operations. Some participants also stated that in order to improve transit, counties will need improved funding mechanisms.

While GMA encourages the use of multimodal performance measures, participants spoke about how state regional and local governments often do not or are unable to prioritize the resources for this purpose resulting in inconsistencies in the collection of multimodal data. Participants talked about the importance of understanding the needs of all types of modes of transportation and travelers ensures good transportation investments that meets the needs of communities and local conditions, and that transportation facilities and services keep pace with growth, changing conditions, and can be modified when needed.

Participant suggestions included having WSDOT and RTPOs use multimodal performance measures for state highways and ferry routes and that local governments, RTPOs and WSDOT develop regionally consistent



multimodal performance measures, monitor and evaluate data, and be provided the funding to do so. Also suggested was that the RTPOs certify methods for performance measures helping to ensure there is coordination and consistency across the transportation system.

Many participants identified the need for better coordination and integration between state, regional and local transportation projects. Participants provided examples of conflicts between projects as well as examples where multiple benefits could have been achieved had there been coordination. Many stated that this lack of coordination also creates a disconnect between local and State transportation priorities. Also suggested was for the State to allow, encourage, and assist with the design of “complete streets” for state highways that serve as the main streets for many cities and towns.

Participants from all parts of the state stated that it is important to connect transportation and land use planning and policy. Many participants said that, despite this general concept, the link between transportation decisions and land use decisions is missing from the growth planning framework, particularly at the state level.

Some called for a statewide transportation strategy as part of a broader statewide strategy to connect the issues of climate change adaptation, economic, environmental and human health. Such a strategy could also connect transportation funding and budgets to the plans and programs of other state agencies, and the transportation, land use, housing, and other elements of regional, county, and city plans.

Others suggested providing incentives for local governments and tribal governments to connect land use and transportation decisions as a way to better optimize decisions across the entire transportation system.

Some participants said that the state’s transportation planning system is confusing. They said there are no clear mechanisms for coordination and consistency between the Washington Statewide Transportation Plan (WTP) adopted by the Washington State Transportation Commission (WTC), planning and projects implemented by the Washington State Department of Transportation (WSDOT), the plans adopted by the 16 Regional Transportation Planning Organizations (RTPOs), and the programs and projects of regional transportation agencies like Sound Transit, Spokane Transit, King County Metro, and Pierce Transit. Some participants said that the GMA could possibly be amended to integrate the six chief goals of the Washington Transportation Plan in the GMA planning goals.

Some participants spoke about the need to reform the GMA “concurrency” requirement, which means that transportation systems, including roads, bridges, bicycle and other modes of transportation, must keep up with growth. They said that exempting state transportation facilities from GMA concurrency has created a serious disconnect between local land use decisions and State transportation projects. It was suggested that mechanisms be developed similar to concurrency that would ensure state transportation facilities are provided concurrent with development.

The collection of mitigation fees was also frequently mentioned by participants as problematic. Some talked about the importance of impact fees as a mechanism to ensure that new growth pays for growth. Some participants said that the amount that can be collected is often not enough to cover the cost of impacts and that fees can’t be pooled over a long time period. Others talked about how such fees can be burdensome on developers and costs end up having to be passed down to the public, such as in the form of higher housing prices.

Some suggested allowing WSDOT to collect impact fees for improvements to a state highway from a



developer directly instead of requiring cities and counties to serve as the go-between. A few participants commented that, absent a coordinated local roads/state highway concurrency system, WSDOT is left to rely on SEPA to collect impact fees, which is not the most cost-effective or efficient method to ensure new growth helps participate in funding state highway improvements.

Many participants said that RTPOs provide an important connection between state level planning and the plans, projects, and programs of counties and cities and that they need to be better funded. It was also suggested that the priorities for state transportation funding be tied directly to the regional plans adopted by the RTPOs. Another suggestion was that RTPOs be able to take action when a city or county's adopted performance standards on state highways is inconsistent with regional and state standards. To be effective as regional planning agencies, some said RTPOs need to include the perspectives and support of all major units of government in the region. Although several RTPOs engage tribal governments in transportation planning, some participants said, there is no clear statutory duty to do so.

For GMA to be implemented in an effective way, some participants said, there needs to be a monitoring and evaluation of local and regional transportation and land use policy. In addition, some called for the establishment of performance objectives or targets at the front end. Some participants said that this task could be funded and performed by the RTPOs and folded into their certification authority.

Participants also talked about the importance of freight to the overall economic health of the state. Some talked about the impacts of increasing density, lack of truck parking, traffic congestions, and closures due to natural disasters such as landslides, on freight mobility and economic competitiveness. Participants said that such disturbances disrupt travel, delay deliveries, and increase uncertainty and costs. Participants suggested adopting policies that would better provide adequate truck parking supply and to provide resources to local governments to include in comprehensive plans the State's freight planning recommendations for roadways, railways, and waterways.

Participants also talked about a number of non-transportation infrastructure needs. These included the water, sewer, and stormwater systems needed to serve dramatic growth in Washington's urban regions and broadband services needed to sustain communities in the state's rural regions. Many participants said that the GMA strategy of accommodating future growth in more compact and densely developed urban growth areas will require significant retrofitting and upgrading of such infrastructure as water and sewer lines, which may be many decades old, and lack capacity to serve new development.

While some participants said that the cost of such system upgrades can be borne by development, there are many pre-existing area-wide system deficiencies that must be addressed by public resources. Some participants said that the scale of needed infrastructure upgrades in urban areas may require the State to create new sources of public revenue, for example, tax increment financing.

Many participants said that there is a great need for broadband access and cellular communication service to the communities on the coast, and in rural areas across the state. These systems have great importance for emergency management, as well as economic vitality, governance, education, and health care in these parts of the state. Participants talked about a lack of resources or incentives for improving cell service, and development of broadband infrastructure.

Ecosystem Protection

Participants all across the state talked about the importance of protecting, enhancing, and restoring the



health and function of Washington's ecosystems. Many shared concerns that natural ecosystems across the state are in decline, despite being regulated by an array of federal, state, and local rules and programs. Many expressed concerns about the impacts of climate change such as the increasing frequency and intensity of wildfires, sea level rise, erosion, drought, flooding, ocean acidification, loss of snow pack, and increasing water temperatures,

Some were concerned that efforts to protect and recover the health of Puget Sound, orca, and salmon were not succeeding, despite the expenditure of millions of dollars and decades of efforts by local, state, and regional agencies, and tribal governments. Some participants said that the GMA approach to protecting this ecosystem does not work because critical area regulations are adopted and applied in a fragmented, uncoordinated and inconsistent way by literally dozens of local governments. They said that the adoption of a rigorous and uniform critical areas regulation is needed to serve the compelling state interest of protecting this ecosystem.

Some participants suggested that ecosystem protection be based on the principle of net gain. It was stated that without net gains in overall ecosystem health and processes, it will not be possible for tribes to maintain their treaty rights in the face of population growth, climate change, environmental change. Participants also said that some environmental protection efforts, such as the expansion of stormwater drainage capacity, can disturb tribal cultural sites and resources. Some said that environmental and climate change policies and actions by state and local governments need to be evaluated to ensure they do not diminish tribal treaty rights.

A number of participants spoke about how environmental protection and restoration needs to be addressed through better integration of efforts, expanding opportunities for watershed and bioregional planning and implementation, increased opportunities for collaborative problem-solving and conflict resolution, and piloting/supporting models where economic development and environmental protection are connected. Many participants suggested that local government plans and regulations must be shown to be effective through monitoring and evaluation.

Other participants said that there has been an uneven distribution of resources, technical assistance, and projects across the state, with too much focus on Puget Sound, and not enough focus on other regions such as Washington's coastal areas.

Enforcement and Dispute Resolution

Participants frequently talked about components of the overall enforcement system of the State's growth planning framework. Many thought the appeals process for GMA was not the best approach to manage for success. Participants spoke about the process as expensive and laborious, and said it doesn't promote cooperative problem-solving or engage technical assistance to inform and innovate, as well as resolve conflicts. Many suggested creating alternative dispute resolution mechanisms that minimize the cost of litigation, quicken resolution, and maximize successful outcomes.

Frequently mentioned as not working well was the current process for appeals to the Growth Management Hearings Board (GMHB). Some thought the current process is too expensive, does not give adequate deference to local government choices, and that the current rules of practice and procedure put local government defendants at a disadvantage, because GMHB rules do not follow Superior Court rules. When asked what was needed to improve GMHB process, participants shared varying ideas. Some wanted appeals to instead go directly to Superior Court. Others suggested having appeals first go to mediation.



Some thought that Superior Courts are not the proper place to take GMA appeals because judges may not have expertise in land use law, there could be uncertainty as to how long a court would take to reach a decision, and cases could only be filed by attorneys, which would exclude citizen appellants. There were suggestions to have the GMHB be comprised of technical experts in land use, land use lawyers, or former planners with demonstrated experience. Some suggested having members be confirmed by the Senate. Others suggested reversing GMHB rules that bar direct testimony from expert witnesses. Others wanted to see GMHB members pass a test on land use law, development, and permitting processes before being appointed. Some suggested having a technical team that reviews plans to help ensure they are in compliance.

Some participants suggested appeals of GMA, SMA and SEPA actions and/or GMHB decisions go directly to the Court of Appeals, in order to create case law precedent. Others said direct review by appellate courts would have similar drawbacks to initial review by Superior Courts, and that appellate courts have less capacity for docketing and timely decisions.

Participants talked about the limited resources of local governments, and how having to cover the cost of appeals comes at the expense of being able to implement plans. Others said the focus of local government is often on how to avoid an appeal, of having a record to defend one, and that the cost and fear of appeal hinders local governments from generating creative solutions to meet community needs. Participants also talked about how local governments tend to favor inaction, since a decision can only be challenged when a change to a plan or regulation is adopted, and how this makes it difficult to adapt to meet changing conditions and local community needs.

Many participants talked about how local residents shoulder much of the responsibility for enforcing state planning laws. Participants talked about it being burdensome to have to file a petition, and that having to hire legal counsel for an appeal is expensive. Some suggested that a better approach would be to have GMA plans and regulations reviewed by the State, similar to how the department of Ecology reviews and approves Shoreline Master Plans, so that local residents can provide comments and concerns during the review process. Other participants talked about how agency approval would offer greater certainty and could reduce the cost of litigation for local governments, if the State would serve as a defendant on appeals.

There were participants who felt that local government actions being presumed valid upon adoption has not been given sufficient deference, and that the flexibility and certainty this presumption was meant to provide is lost when decisions are overturned by the GMHB. Some suggested revising the GMHB standard of review to be even more deferential.

A few participants suggested that state-created "safe harbors" could be an option for local governments, to avoid the uncertainty and cost of appeals and litigation. Under this approach, the State Department of Commerce could create model ordinances that local governments could adopt and would not be subject to appeals. This would require a rule-making process similar to SMA, where shoreline guidelines are issued by the Department of Ecology. Others suggested that "safe harbors" could be created and implemented by regional planning bodies (RTPOs), instead of the Department of Commerce, in order to be reflective of local conditions.

Many participants talked about how the application of GMA differs jurisdiction to jurisdiction, and how the appeals-based process results in uneven enforcement. For example, participants talked about how the responsibility for enforcement being largely left to local residents means that what may be approved in one county is challenged and overturned in another. Some suggested having an optional set of standards



or incentive-based approaches to address planning elements that are the most costly and staff intensive to create, in particular for small jurisdictions with limited resources and capacity. Examples relating to the State's vesting laws were also frequently mentioned. Some talked about how vesting before a GMHB reaches a decision leaves the Board unable to offer a remedy to the situation.

Equitable Growth Planning and Implementation

Participants all across the state talked about an equitable approach to growth and development as something that is missing and not addressed in the current growth planning framework. Participants talked about needing to look at state and local policies, investments, and programs through a race and social justice lens, the need to develop more equitable growth planning strategies that do more to reduce current disparities and creating new policies and measures to achieve equity through growth. Others talked about needing to focus on developing growth policies and investments that reflect community need, rather than a distribution based only on numbers of people or households.

Participants in many workshops talked about escalating costs of living and seeing displacement of marginalized populations as a result of growth and development in their communities. Others expressed concern about gentrification happening in their communities. Participants also talked about how growth strategies need to better consider historical origins of existing disparities, such as racially restrictive lending practices and "redlining." Others suggested growth planning should include goals and actions that ensure marginalized populations, community organizations, and locally-owned businesses stay in their neighborhoods.

Participants talked about needing to better address and account for market forces in growth planning, and how these forces contribute to inequality. Some suggested better partnerships between government and the private sector, to produce equitable growth and reduce disparities. Others suggested supporting programs and investments in quality of life outcomes (such as affordable housing, living wage jobs, and access to nature) for people already living and working in the state, as opposed to only focusing on growth and development to meet the needs of new people moving in.

Participants talked about how many people are unable to afford to live within walking distance to work, or access to transit. Others talked about not only needing to increase the supply of housing near transit, but to ensure that there are a variety of housing options that are affordable to all income levels.

Strategic Water Planning

Water was frequently mentioned as an element either missing, or not adequately addressed, in the growth planning framework. Participants often referred to the State's water laws as having accumulated piece-by-piece, resulting in a disparate or complicated system. Others talked about how Washington only addresses water issues on a basin-by-basin basis, compared to other states that have statewide water plans. A number of participants stated it is not currently possible to adequately allocate water for different uses, because the amount of water available statewide is unknown. Some suggested that what is needed is regional planning for growth, done at the watershed scale.

Participants commented on how water is often lacking where and when it is needed. Others said the amount of water available is dependent on multiple variables, such as the season, year, amount of snowpack, timing of rainfall, and a number of other factors, and that fixed water rights conflict with these variable factors. Others talked about how the allocation of water during drought shortages needs to be



looked at more holistically. Some talked about needing a way for water claims to be verified, expressing concern that some claims may be asserting quantities that are unrelated to the actual water use and purpose.

Some participants asserted that state law does not adequately recognize tribal rights to water, such as the right to sufficient flows to support salmon, and the right to support tribal communities. Some said the system does not adequately address the need to protect fish and wildlife, especially during times of drought, and that instream flow rules need to be examined, to determine whether they are adequate to meet environmental needs, and to better account for groundwater and surface water flows. Some mentioned that sole source drinking water aquifers have not been identified or inventoried statewide. Others said areas of potential seawater intrusion needs to be identified and mapped.

When asked what is needed to address water issues related to growth planning, participants commonly suggested the need for a statewide water strategy. Some suggested an inventory of water availability connected to the demand for water and for what uses. Some suggested regional water plans that would be connected to an overall state plan, such as one water plan for eastern Washington, and one for western Washington.

Participants also spoke frequently about the Hirst water Law. Some said the Legislature's Hirst "fix" only addressed rural domestic water supply, not agriculture or municipal needs, nor acknowledged the unknown amount of tribal senior water rights. They talked about how the "fix" allows for rural home building to proceed, as long as there is a plan to assure that the instream flow is going to be maintained.

Regional Planning

Many participants across the state said that some of the most serious and challenging issues they face are regional in scope and can only be effectively addressed by integrating local with regional solutions. They pointed out that housing markets, job markets, transportation networks, and ecosystems all transcend city and county boundaries, and yet the current growth planning framework tries to address these issues in a siloed, jurisdiction-by-jurisdiction way. Many participants said the current growth planning framework needs to enable better coordination and consistency for issues that transcend city and county boundaries. It was stated that Washington is a state with many diverse regions, and that the growth planning framework should build on the diverse assets, capacities, and needs of those regions. Some participants said that, as the capacity and authority for regional planning increases, state agency roles and responsibilities should also adapt by focusing on regional strategies that align with regional conditions and needs.

Participants pointed out that regional diversity is why some RTPOs have voluntarily taken on additional functions. For example, the Skagit Council of Governments performs not only the RTPO transportation certification function, but also administers a growth monitoring program. Another example is the Tri-County Economic Development District in northeast Washington, which combines the RTPO certification function with the coordination of federal and state funds for transportation projects and economic development activities in Stevens, Ferry, and Pend Oreille counties.

While RTPOs perform the important regional function of coordinating local government transportation plans with the regional transportation plan, some stated they do not presently have statutory authority or funding to coordinate or assure effective regional approaches to land use, housing, economic development, or ecosystem protection. Some said that while RTPOs have potential to perform more integrated regional planning, they generally lack resources to do so. Many said that adequate funding needs to be provided for



RTPOs to perform their current and future functions, at least a portion of which should come from the State. Some participants suggested that a regional entity with authority could coordinate and fund the acquisition of high-priority open spaces.

Participants also suggested that the role of the RTPOs be enhanced in order to maximize the synergy of transportation, land use, and housing decisions across a region and achieve more effective and equitable outcomes. Some suggested that existing RTPO authority to certify transportation elements be expanded to include certification of the land use or housing elements of comprehensive plans, countywide or multi-county planning policies.

Some participants said that the existing GMA framework of countywide planning policies (CPPs) and multi-county planning policies (MPPs) was designed to address regional issues but has had limited success. They said that more needs to be done to make the process more inclusive and effective. For example, they said that the CPP process does not do enough to encourage the participation of tribal governments and Department of Defense in the creation of regional economic, environmental, and transportation policy. Some participants recommended ongoing monitoring of the performance of CPPs to meet state planning goals. Other participants said that CPPs could and should provide a forum for coordinating responses to climate change and potentially link countywide, or multi-county, efforts to address reduction of greenhouse gas (GHG) emissions to the state targets and schedule.

Many participants pointed out the importance of working across jurisdictional boundaries to broaden understanding of issues and to develop common goals. In certain counties, participants shared examples of collaborative regional visioning processes that created unified strategies to address economic development, housing, transportation, environmental restoration, and community building. An example from Chelan and Douglas counties (Our Valley, Our Future) was mentioned as a model of successful regional collaboration. This non-partisan initiative engaged thousands of participants from county and city governments, and the private and non-profit sectors in a collaborative, values-based approach to breaking down barriers, finding common ground, combining and leveraging resources, and enhancing the region. A housing report was completed, and implementing actions are underway. Some said that one priority in this regional policy context (to increase housing for the “missing middle”) helped support the City of Wenatchee’s decision to update its development code to increase housing supply, while protecting existing character.

Monitoring and Evaluation

Many participants said that for GMA to be implemented in an effective way, there needs to be monitoring and evaluation. Participants talked about how GMA provides no requirement or guidance about what or how to measure the performance of a comprehensive plan in implementing the planning goals and policies. Without some system of benchmarks, indicators, and metrics, there is no feedback to inform potential course corrections. Participants talked about how local governments undertake the update of their plans without knowing what is working, what is not, and what improvements they might want to consider.

Participants suggested a model performance measurement system be prepared for use by cities and counties to measure progress towards implementing policies in comprehensive plans and provides guidance on how to make needed adjustments and improvements, if needed. Given the variety of local government circumstances, priorities, and capacities across the state, participants suggested performance measure requirements and guidance be flexible and scalable and that funding be provided for implementation.



The Buildable Lands Report, VSP, Puget Sound Partnership's ecosystem indicators, and Sustainable Lands Strategy were some examples provided by participants of performance measurement systems that are used to inform performance measurement of GMA. Provided in Volume 3 is a report prepared by graduate students at the University of Washington, Evans School of Public Policy and Governance on performance measurement tools for comprehensive planning under the GMA.

State Environmental Policy Act (SEPA)

Many participants made comments regarding the application of SEPA to permit actions, such as building, subdivision, and zoning permits, while others made comments regarding the application of SEPA to legislative actions, such as adoption or amendment of comprehensive plans or development regulations.

Some participants said that SEPA used to be the only tool available to help local governments mitigate the impacts of new development before GMA was adopted, but that it has since become redundant now that there are more recent laws such as the GMA critical areas regulations, low-impact development (LID) and water quality rules adopted under the Clean Water Act, locally-adopted tree retention, and urban design requirements. Some felt these laws better mitigate the impacts of development than project-by-project SEPA checklists and appeals. Some participants said that the SEPA checklist has become a time-consuming and frustrating exercise for many projects, with the most frequent notation being "does not apply."

Some participants thought the SEPA appeal process is often misused by project opponents to inject delay and uncertainty into the permit process. Some shared examples of the use of the SEPA appeal process to halt residential infill projects and how this impacts housing affordability by restricting the supply of new housing units and making those that do get built more expensive. To address this issue, one suggestion was to raise the threshold for exempting a project from SEPA review, particularly for housing projects. Others suggested eliminating SEPA reviews for permits within the UGA. Some called for abolishing SEPA altogether.

Other participants said that SEPA is still relevant and should be retained. Participants talked about how SEPA provides notice to tribes and state agencies regarding activities that may impact historic and archaeological resources; provides an opportunity for participants to comment on a proposed action; suggest mitigating conditions; and potentially file appeals. Participants also said that SEPA is still needed to evaluate project alternatives and identify mitigations for large public capital projects such as a wastewater treatment plant or an airport, and large private development projects such as major subdivisions and mixed use or commercial shopping centers. Some participants said that the SEPA Register is a useful way for state agencies and others to monitor development activity being permitted by local government actions.

Other participants expressed concerns that archaeologically or historically significant resources can be disturbed or destroyed even by small development projects and were opposed to raising SEPA exemption thresholds. Some said that perhaps the raising of an exemption threshold could be considered, if there were a rigorous inventory of such resources, and specific controls in place to protect those resources. Some said that for small-scale projects that don't have some other form of required permit notification, SEPA provides the only notice, and an opportunity to comment or suggest mitigations, or to appeal the local action. Overall, even given the difference of opinion, there was wide-spread interest in discussing SEPA reform.

Coordination with Special Purpose Districts

Participants talked about how special purpose districts are important components of the growth planning framework and should be integrated into GMA planning. Many talked about needing better coordination



between counties/cities and special purpose districts, such as water, sewer, school, and port districts. Participants said that excluding special purpose districts from the growth planning framework has spawned confusion, competition, and conflict among counties, cities, and special districts, and made implementation of GMA difficult.

Some pointed out that GMA required the capital facilities plans of special purpose districts to be consistent with, and implement, the comprehensive plans of counties and cities. However, that provision was vetoed, which seriously impaired communication, coordination, and consistency within the overall growth planning framework.

Some participants said that counties and cities do an inadequate job of communicating and coordinating their land use policies with the capital facilities plans of special purpose districts. Other participants said that a major problem arises when a special district makes system funding commitments to serve a portion of a UGA, only to have a county subsequently remove the area from the UGA.

Many thought there is a significant lack of funding for infrastructure, including the sewer and water systems needed to support the land use plans of cities and counties. This disconnect between land use planning and infrastructure funding was said to limit the ability to serve dense urban areas and exposes rural areas to the risk of contaminated drinking water, due to failing waste treatment systems.

Participants suggested statutes governing water and sewer districts make clear that their long-range capital facilities plans must be consistent with the population projections and designed to serve the land use policies of the cities and counties in which they are located. These participants also said that, to assure this consistency, sewer and water districts plans should be appealable to the Growth Management Hearings Board.

Other participants said that while the GMA says that cities are to be the primary providers of urban water and sewer services, there are exceptions to that premise. They said that drainage basins and pressure zones sometimes require that the scale of a functional utility service area be larger than an individual city. For that reason, it was suggested that utility service on a regional scale may sometimes be the best solution, and that city annexation of a special district service area should not always assume that the city should take over that service.

Also said was that there is a gap between the GMA requirement that an urban growth area be sized to serve the next 20 years of projected growth, while the statutes governing utility districts direct them to plan beyond 20 years. Other participants suggested counties be required to consult with potentially-affected special districts before they expand or contract UGAs. They said this would avoid counties and cities making faulty assumptions about the ability of special districts to provide services within the 20-year timeframe, and also avoid the costly extension of utilities into places that may later be removed from the UGA.

Participants talked about a number of issues relating to the siting and design of school district facilities and how this has an impact on the land use and capital facilities decisions of county and city governments, and vice-versa. Others noted that these siting decisions are not coordinated with the comprehensive plans of counties and cities and that this has led to disconnected decision making, particularly with regard to the location and design of school facilities and has resulted in confusion and conflict.

Some participants said that schools to serve city residents should be located inside the urban growth area, not in the rural area, because having to bus or drive students to remote rural locations increases



driving distances, deprives city students of the social and health benefits of after-school activities, and fuels real estate speculation and pressure to convert surrounding rural lands to urban uses. Other participants disagreed, saying that such concerns were overstated and, in any case, do not outweigh the State Constitution's education imperative, and that it is unfair to deny students from rural areas the same educational opportunities provided to students from urban areas.

Some participants suggested school districts have requirements added to their enabling statutes that they coordinate with, and be consistent with, the comprehensive plans of counties and cities. With this approach, land use and infrastructure assumptions and decisions can be harmonized in a comprehensive, collaborative, and proactive way.

Other participants said that school districts are different from other special districts because, under the State Constitution, the primary duty of the State is the education of children. They said that school districts should be able to locate school facilities where they best meet the educational mission, and not be constrained by the designation of land as either urban or rural.

Participants also talked about how ports are not included meaningfully in the GMA. This was considered to be a major gap in the planning system and participants talked about how ports are economic development engines important to the fiscal health of the state, including the counties and cities within which they are located. Participants suggested ports be integrated into the GMA planning system in order to reduce conflict, create synergy, and serve the economic vitality of both ports and cities/counties. Also mentioned was to have the capital facilities and operating plans of ports be more closely integrated with the capital facilities plans of surrounding cities and counties.

Some participants said that some cities have not adopted visions that recognize the regional and statewide importance of port and associated freight systems. Specifically mentioned was that the container port element added to the GMA in 2009 was a step in the right direction, but greater priority is needed to assure the long-term viability of port operations, including protecting them from incompatible adjacent land uses, such as sports stadia or upscale residential developments. Also mentioned was that intensive housing, recreational, sports, and commercial uses can locate virtually anywhere within an urban growth area, but port facilities are fixed in place and occupy only a fraction of the land in a UGA. Others talked about how the communication between ports and cities/counties, and the coordination of their capital facility plans and operations, are issue-driven and ad hoc, rather than integrated and comprehensive and this gap leads to missed opportunities at best, conflict at worst.

Some participants said that since ports connect the manufacturing and agricultural sectors of the state economy to national and global trade markets, they merit designation as essential public facilities under GMA. Some participants also said that the relatively large scale and intensity of port activities is unlike the uses in other parts of a city and calls for unique processes. It was suggested that ports should be authorized to adopt their own land use and building codes, uniquely tailored to accommodate the industrial scale and nature of their operations.

City, County, and State Coordination with Federal Military Installations

Participants also talked about needing better coordination between city, county, state, and tribal governments and federal military installations. Some participants said communication between the plans and operations of local governments and nearby federal military installations does occur on an ad hoc basis and that the GMA advocates for land use compatibility adjacent to military bases. Others said there is no



systematic communication, coordination or consistency.

Some participants said that the cumulative impacts of local government actions can degrade the functionality and safety of the operation of military flight ranges. An example given was of wind turbines, which can be a hazard for low-flying, fast-moving, military aircraft. Another problem voiced by was that military officials may have difficulty directly communicating with state legislators or local elected officials, since they are restricted from lobbying.

Some suggested the gaps between GMA planning done by cities and counties, and the planning done by the U.S. Department of Defense should be addressed by amending the GMA. They said the commanders of military installations should be given notice by local governments whenever land use changes or transportation or infrastructure projects are proposed adjacent to military airfields. In addition, notice could be given whenever land use changes or permit for structures are proposed that could present a hazard to aircraft flying along "military training routes." Another suggestion was to have the WA Department of Commerce funded to provide liaison between local governments, state elected officials, and those in charge of military installations and operations.

Leadership, Engagement, and Accountability

Participants talked about how the success of local comprehensive plans, regional plans, and other components of the planning framework, depends upon civic engagement, participation, and support of the public. Participants frequently talked about it being difficult to engage in growth planning due to the complicated nature of the planning framework. Some felt that there is a lack of understanding about the purpose, processes, and values of growth planning. Others talked about how public views about growth planning are often negative and seen as restricting choices and rights. Participants talked about how it can be difficult for people to engage in growth planning efforts when it is unclear how plans and decisions connect to personal, family, and community interests. For example, it was mentioned that without understanding the growth planning framework, it can be difficult for people in the community to see dense and concentrated growth as a way to serve larger benefits they might value, such as protecting natural areas from development, or providing more housing opportunities for families and friends.

Often suggested was needing to create better engagement opportunities and more relatable education materials to convey a more accurate narrative of the value of growth planning. Participants also suggested teaching civics in K-12 and teaching about local land use and environmental policy. One example provided and suggested for inclusion in a civics curriculum was *Washington, By and By*, a graphic novel targeted to an audience of young participants about what planning is, why it matters, and how they can be involved.

Also suggested was training for state and local government elected officials, to ensure they are knowledgeable about growth planning and able to deliver accurate information to their communities. One example of an existing training program that was suggested was the Short Course in Local Planning administered by the Washington State Department of Commerce. Some observed that continuing education is required for participants involved in growth planning and implementation, such as lawyers, planners, engineers, and realtors, but that no such requirement exists for local elected officials.

Participants also talked about how a shared and community supported vision is often missing in growth plans or how decisions are made that do not reflect the vision that was created. Participants frequently talked about successful planning efforts and how they began with a visioning process that broadly engaged participants, built understanding of purpose and methods, and featured ongoing broad participation



and support for the planning process. Several examples were shared, from the “Walla Walla Way” to “Our Valley, Our Future” in the Chelan/Douglas region. These are described in Volume 3. Participants suggested leadership of elected officials and others to better engage communities to create a vision and get buy-in on the value of long-range growth planning.

Participants talked often about a lack of accountability in the growth planning framework between policy expressed in state law and local comprehensive plans, implementation of plans, development regulations, and permit processes. Frequently stated was that while the GMA requires local governments to plan, there is no requirement to implement. Also mentioned was disconnect among planning goals for housing, transportation, economic development, and environmental protection.

Some participants thought enforcement mechanisms for the GMA are weak and saw a lack of linkage between land use regulations and comprehensive planning. Since permits are controlled by development regulations, rather than by comprehensive plan policies, some suggested more time and resources be devoted to updating development regulations, rather than simply reworking existing plan policies. Others commented on there being no authority to compel implementation of growth management policies in a uniform way and that while the GMA provides a way for local jurisdictions to discuss difficult and important issues, like housing, economic development, and environmental protection, there is no enforcement entity to ensure plans are implemented.

Some suggested the State enforce the GMA as well as provide assistance to counties and cities to help with implementation of growth plans. Another suggestion mentioned was for local governments to adopt an implementation strategy, including addressing things like develop code updates and staffing needs. Others commented that to do an implementation strategy, funding for additional planning capacity would be needed. Having an implementation strategy was seen by some as helping to ensure local governments would be accountable to implementing the policies they create.

Some participants talked favorably about there being no State enforcement entity for GMA because this allows for local flexibility to be able to develop and implement plans tailored to local needs and issues. Others commented on how local flexibility is important, though such flexibility has sometimes created unintended challenges such as confusion, imposed excessive costs, or local elected officials having to make decision that might be consistent with the law, but are locally unpopular.

Participants also talked about how the GMA does not have a mechanism to measure the performance or success of comprehensive plans. Participants talked about how without some objective way to determine how well a plan is being implemented, it is difficult to make needed course corrections. There was concern that having to measure performance would result in local governments be held accountable for situations outside the control of government, such as decisions that the private sector makes and market forces that drive development and decisions to build.

With respect to housing, some participants were concerned about the lack of accountability and enforcement of housing goals in GMA. Others spoke about how there is no regional coordination around affordable housing and how addressing housing on a city-by-city has led to inconsistencies and unfair outcomes. Some participants talked about the challenges of building affordable housing in their communities, often talking about “NIMBY” sentiment of some communities that block affordable housing projects in their neighborhoods. It was said this has resulted in the number of housing units built being significantly less than what adopted comprehensive plans and zoning codes stated.



Some additional suggestions participants offered to address accountability:

- Funding monitoring and evaluation of plans and implementation.
- Providing training for elected officials and their constituents about growth planning laws.
- Providing funding and requiring adoption by local governments of implementation strategies, to show how and when policies are going to be implemented.
- Providing financial resources and capacity, not only for comprehensive plan updates, but corresponding updates to development regulations.
- Providing guidance on ways to measure the performance or success of implementation.
- Have comprehensive plans reviewed and approved by a state agency, similar to the process administered by Oregon's Land Conservation and Development Commission.
- Rather than subject the entire comprehensive plan and development regulations to a state or regional approval process, perhaps such review is only needed for certain priority areas, like regulations to protect ecosystems, and the housing element and its implementing regulations.

Development Regulations and Permit Processes

Some participants said that certainty in the permit process is what the development community was promised by GMA, but that it has not been delivered. These participants said local government processes for development permits usually deter, rather than advance, the objectives of timeliness, fairness, and predictability, adding to the cost of development, especially residential infill.

Some participants said that excessive permit processing time is working against affordability and housing supply. Some said that the standard for appeals needs to be high enough to discourage frivolous appeals. Others said that the Regulatory Reform Act of 1995 was intended to promote efficiency, and as originally drafted would have streamlined the permit process, but that it was watered down, due to local government opposition, and that reasonable permit processing deadlines were effectively eliminated.

Other participants said that development permits are controlled by zoning ordinances, not the comprehensive plan, and argued that dimensional standards and other criteria for approval should be codified as development regulations, which would provide certainty to permit applicants and project neighbors alike about what can be built where, at what density, and in what form.

Some participants talked about how it is often politically difficult for local elected officials to make unpopular decisions. At an appeal hearing on an unpopular local project, officials are often faced with the difficult trade-off of being responsive to angry voters and being responsible to stick to adopted criteria for permit approval. Some participants said that local elected officials have on occasion made decisions that exposed their jurisdictions to large financial risk because those decisions departed from the applicable permit criteria, the record, or rules regarding the parties permitted to speak in a closed-record hearing. There were participants that suggested removing final action by elected officials from development permits, as a way to reduce delay, uncertainty, and cost. Some suggested that, rather than spend time attempting to adjudicate land use disputes on an ad hoc, permit-by-permit basis, local elected officials could prioritize adopting development standards that achieve desired outcomes for all permit applications.

Some participants said that, to reduce the cost of new development, especially residential infill, local governments need to make more permits "of right" rather than "quasi-judicial." This would mean that no public hearing would be required if the application complies with all locally adopted and state



requirements. They said that to make the “of right” option palatable, local governments often create rigorous standards to control not just traditionally-regulated elements like lot size, impervious lot coverage, building height, and parking, but many other detailed building and site design standards. They also suggested that these form-based codes be shared with other jurisdictions through local government associations, and possibly a guidebook developed by the Department of Commerce.

Some participants said that local governments do not allocate sufficient resources for permit processing and code updates that can streamline the process to increase predictability and decrease delays. They said that expertise and capacity are sometimes lost when permit staff are laid off and that a lack of available permit staff and clearly articulated information is a barrier to understanding regulations.

Some suggested decreasing the delay and cost of permit processes by setting and enforcing reasonable timelines. In view of the escalating cost of housing, many said that the State needs to revisit ways to shorten the time it takes to review and approve a permit. Other participants suggested that research is also needed into Washington state permit regimes, to see what might create greater certainty and decrease processing time.

Some participants said comprehensive plans and policies are sometimes used inappropriately as criteria for quasi-judicial permits. They talked about how this is problematic because it results in comprehensive plans that are long, dense, and vague, and permit processes that are cumbersome, unpredictable, and expensive. Participants suggested if local governments use these tools consistent with their defined meanings, comprehensive plans would be leaner, more concise, and provide needed guidance to development regulations, rather than looking as though their purpose is to serve as criteria for permit approval. They said this practice enables project opponents to selectively cite what are usually many plan policies, injecting ambiguity, uncertainty, and excess cost into the permit processes.

Some participants thought the GMA places too much emphasis on reviewing and updating comprehensive plans, and not enough emphasis on improving development regulations. They talked about how most comprehensive plans are statements of values and aspirations, while development regulations are about specific outcomes—the specific configuration, shape, density, and character of what is being built. They suggested that local governments commit resources to monitor permit outcomes and make appropriate code updates or clarifications if different outcomes are desired.

Some suggested that the State prepare and encourage local adoption of templates for permit processes, to help reduce uncertainty for permit applicants and administrators alike, and to expedite the timely processing of permits. They said that adopting a state-compliant model permit process would save local governments the cost of developing their own code provisions, simplify environmental review, and potential insulate approval of permits from appeals.

Density and Community Character

Participants frequently talked about issues related to density and maintaining the character of communities during times of growth and development. Participants shared stories and examples of the impact on communities when development decisions are made that do not contribute to what makes a place unique, interesting, and livable. They talked about many elements that contribute to the character of a community such as historic preservation, neighborhood amenities, small neighborhood businesses, community gathering places, the scale and style of buildings, presence of mature trees, bodies of water, unique topography or other natural features and historical artifacts and sites.



Some felt that the growth planning framework does not take into account the sense of place and that regulations that only control building dimensions, like setbacks and height, do not effectively preserve character. Some said that residential area development standards in urban neighborhoods are too lenient, often resulting in boxy, flat-roofed buildings that are out of scale with the pattern of existing homes.

Some participants said that design standards and design review processes are good tools to protect community character and help to better visualize outcomes, making it is easier to engage in conversations about preferred outcomes. Others talked about how their design-based regulations, while somewhat more prescriptive than traditional zoning, are yielding good results. They talked about how projects permitted under these regulations better fit their context, provide predictability for developers and neighbors alike, while also reducing processing time. Participants across the state gave examples of where their communities adopted design standards and processes to identify important elements of community character and required that they be integrated into new developments. A couple of examples include the cities of Bothell, Edmonds, Lacey, and Wenatchee, which were talked about as having achieved outcomes consistent with desired community character while also reducing delay in the permit process.

Many rural participants talked about how rural character is a valued part of the rural lifestyle. Some said that attempting to define rural character on a statewide basis ignores local conditions and customs and that what is rural in western Washington is not necessarily what is rural in eastern Washington. Many specifically talked about the five-acre lot minimum as a default for rural areas is not working well and needs to be addressed. Participants talked about how the five acre lot size is too large to mow, too small to grow (farm), and, if placed adjacent to city limits, can eliminate the possibility of city expansion. Participants frequently commented that flexibility is needed to designate some lands for one acre lots. Other participants said that 20 acres is too small a parcel to make agriculture viable, and that the GMA needs to relook at what constitutes viable agricultural acreage given the changes in agriculture in the state over the last 30 years. Some participants suggested a convening to explore how the state planning framework can better meet the emergent needs and aspirations of Washington's rural counties as well as the rural portions of its urban counties.

Some participants said that the GMA needs to provide greater clarity about densities in both urban and rural areas and talked about how the lack of density standards has caused confusion, uncertainty, and outcomes contrary to GMA planning goals. For example, some cities have designated large residential lot sizes that can lead to reduced cost-effectiveness of urban infrastructure investments and adds pressure to increase the size of the UGA. Another example provided was of counties that have adopted rural lot sizes that are too small, which fueled real estate speculation and pressure to divide large lots into a pattern of suburban sprawl.

To eliminate the ambiguity about maximum and minimum densities, some participants called for the establishment of "bright lines," either in the law or by administrative rule that would provide guidance and certainty to local governments, developers, and residents. Other participants said that what constitutes urban or rural density could vary from region to region, based on many localized factors, and therefore such determinations are best made at the county or regional level. Some suggested urban and rural density rules be adopted either by state legislation, or by the Washington State Department of Commerce.

Also suggested was that rather than create maximum or minimum density standards, a "safe harbor" density could be created for both urban and rural areas that would provide local governments the option for protection from appeals, so long as their local action stayed inside the "harbor." A suggested variation on this option was to adopt safe harbors at the regional scale, to reflect local circumstances and priorities. Some



participants said that the creation of a safe harbor standard, whether for urban/rural densities or other state requirements, would have to be subject to a rigorous public process, similar to what is required during state agency rule-making.

Integrating Health into Growth Planning

Several participants said that the planning framework has not done a good job of responding to the unequal health outcomes in different places and communities in Washington. Some participants talked about wanting to see the determinants of human health, specifically the physical environment, and social and economic factors incorporated into growth planning. Others talked about there being a lack of specific requirements and guidance on how growth management plans, regulations, and capital improvements can help achieve public health goals and objectives.

Some participants suggested adding a “Public Health and Well-Being” element to the comprehensive plans developed under GMA. Others suggested developing a guidebook prepared by the State departments of Commerce and the Department of Health, to share ideas and best practices for achieving better health outcomes through informed planning. Many said such a plan element could guide implementing actions such as regulations to encourage walkability, multi-modal transportation choices, and the design and siting of parks, schools, and other public facilities. Participants said that local plans, regulations, and projects should focus on increasing access to open spaces, nature, and outdoor exercise, which would help reduce mental stress, decrease obesity and related cardio-vascular problems, increase time for family life and social connectivity, and reduce exposure to toxins.

Participants also talked about the growth planning framework does not take into account the unique circumstances facing families with childcare needs, seniors, and rural communities. Some participants said that their counties lacked hospital facilities, or even health care professionals. Others talked about needing greater broadband access so that their communities could access new telemedicine opportunities. Others talked about seniors and low-income families not having access to transportation to access needed health services.

Some participants said that, while access to open space and nature in nearby rural and resource lands is important to city dwellers, equally important is access to trees and nature within the urban environment. They said urban parks and open spaces are vital to human health and well-being, and the growth planning framework is important to ensure these areas are not lost to development. Some suggested state, regional, and local governments need to incorporate environmental justice into transportation and land use planning decisions, at both the state and local levels.

Some participants suggested that state, regional, and local governments make use of Health Impact Assessments (HIAs) as a way to measure the effects of transportation and land use planning decisions on human health. Other participants recommended greater state guidance and funding to support the design of “complete streets,” which give equal status to motor vehicles, bicycles, and pedestrians, and a focus on reducing injuries and fatalities in public rights of way. Several participants said that local governments should be encouraged to co-locate environmental health departments with planning and public works departments, to foster better coordination on improving human health outcomes. And participants expressed the need for regional and state food policy development and implementation, focusing on access to healthy food for all, prevention of hunger and food insecurity, and support for farmers’ markets and other avenues that improve local food availability.



Comprehensive Plan Update Cycles and Time Horizons

Participants frequently talked about how the current cycle of required updates to GMA comprehensive plans, multi-county and countywide planning policies, and shoreline master programs are not well-aligned with each other, WA Office of Financial Management (OFM) population projections, or the U.S. Census.

Some pointed out that the current eight-year comprehensive plan update cycle sets 2022 as the next deadline for the three Central Puget Sound counties, which means that they will be basing their plans on federal census data from the year 2000, because 2020 census data will not be available to OFM until 2022. That means countywide planning policies (CPP) will not be updated to reflect new OFM allocations until 2023. They said that it would take two years for county and city comprehensive plans updates to incorporate the new CPP population allocations. So, they recommended setting 2025 as the next update deadline, to enable their plans to be on more current and accurate census data. Others suggested lengthening the update cycle to ten years, synching it with the 2020 census, and requiring a mid-term update for the Housing Element at five years to enable adaptation to changes in the housing market and buildable lands updates.

Many participants supported the idea of a ten-year update cycle synched to the 2020 federal census, with monitoring and needed adjustments made at the five-year mark, to respond to changing market conditions. However, some participants disagreed, saying it would be a mistake to push comprehensive plan updates three years further into the future because delaying plan updates would delay local action to address urgent issues like the housing crisis, climate change, and ecosystem decline.

Some participants said that the 20-year time horizon for GMA comprehensive plans is too short to realistically address certain issues. While they talked about there being value in continuing to link the sizing of UGAs to OFM 20-year population projections they also talked about how two decades is too short a time interval to plan for major capital improvements with longer-term life cycles, such as highways, airports, and sewage treatment plants. Other participants said that accounting for the long-term effects of climate change, and adopting strategies for adaptive management, requires thinking many decades into the future and that 50-year or longer time horizons are needed.

Urban Growth Areas

Some participants said that limiting new development primarily to UGAs artificially restricts the supply of land, and therefore contributes to increased housing costs. Other participants disagreed, saying that the land supply constraint is offset by allowable market factors in sizing the UGA, and that there are many other factors increasing housing costs, and better ways to address cost than expanding the UGA. Some participants said there has been inconsistent methodology used to determine the supply of buildable land in some urban counties.

Some participants said that the UGAs are too large in some counties, with many of the largest population concentrations located not in cities, but rather in unincorporated suburban areas with rural infrastructure, and minimal urban services provided by the county.

Some participants said that overly-large, unincorporated UGAs are contrary to the GMA principle that cities, rather than counties, should provide urban services and be the focal points for new growth. Some participants said that counties have too much authority to funnel population growth into the unincorporated UGA, rather than to cities. Another problem, they said, is that counties cannot be compelled



to treat adjacent cities as collaborative partners in planning for, serving, and eventually annexing adjacent unincorporated urban areas.

Some participants said that the GMA does not promote orderly urbanization, because it does not phase growth within a UGA first in regional growth centers, then in other cities, and lastly in unincorporated areas. They said that, without such a phasing strategy, growth is dispersed across the UGA, which makes it difficult for special districts or state agencies to schedule and target capital investments and operations.

Some participants said that UGA boundaries that were in some cases established decades ago were drawn at too gross a scale or have become dated and cannot easily be refined or adjusted, because the criteria for expanding UGAs are narrow. For example, some said UGA boundaries sometimes have irregular shapes that split communities of shared interest, hamper the efficient delivery of urban services, or preclude the relocation of existing communities out of floodplains and into upland areas. They assert that these would be appropriate reasons for a boundary adjustment, but would not now be allowed by UGA criteria that say the only reason to expand the UGA is if it is needed to meet an increased county-wide population projection. Some participants suggested allowing expansion of UGA acreage in trade for financing and developing high-value habitat sites, to increase biological productivity and resilience.

Some said that it does not work well to require that new schools that primarily serve UGA resident students be located inside the UGA. They said that this requirement forces school districts to compete with the private sector for urban real estate that is not only expensive, but sometimes not suitable because of a lack of adequate area or availability. Others said that locating school facilities outside the UGA creates development pressures to convert nearby rural residential or even agricultural land to suburban sprawl, increases greenhouse gas emission impacts due to increased driving distances, and deprives city students from the health benefits of walking or biking to school and the socialization benefits of being able to stay after school for extra-curricular activities. Some people said they thought siting school facilities to serve UGA students outside the UGA would be reasonable, with an exception made to GMA rules to enable extending urban sewer or water systems through the rural area to serve only the school. Others said that school districts should be required to collaborate with counties and cities to determine what steps can be taken to site school facilities inside the UGA wherever possible.

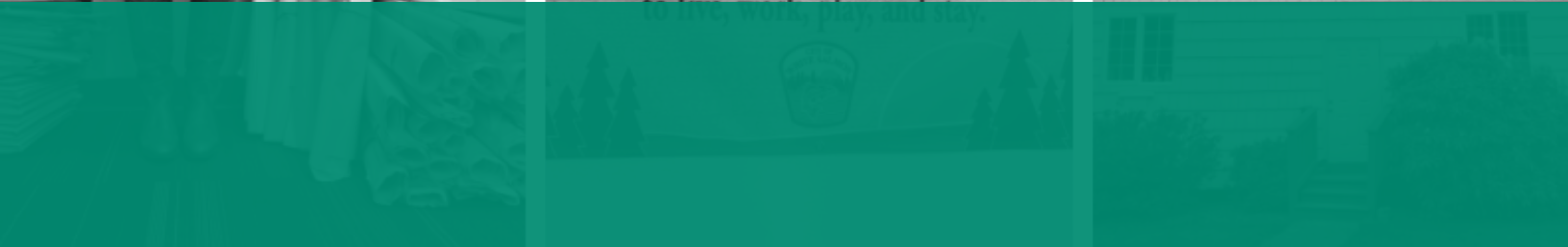
Some participants said that the 20-year horizon for development in a UGA should be divided into phases, with first priority given to where infrastructure capacity exists and urban infill opportunities exist in regional centers, then to other parts of existing cities, and only later in the time horizon in unincorporated urban areas. Some participants said counties should be obliged to enter into joint planning agreements with adjacent cities, and to require that infrastructure and development standards in those areas be comparable to the standards of those adjacent cities.

Some participants said that the GMA, annexation, and vesting laws should be amended to close the loophole that allows counties to avoid the consequence of a finding that a UGA expansion violates the GMA. They said that one solution would be to delay the timing of the effectuation of a large UGA expansion until after the time for filing a GMA appeal lapses or, if an appeal is filed, until final action is taken on the appeal. These participants noted that this revision is justified by the history of several counties vesting annexations and development permits in very large UGA expansions that were subsequently found to be illegal. Other participants said that such a change would undercut the presumption of validity that the GMA provides to local governments.

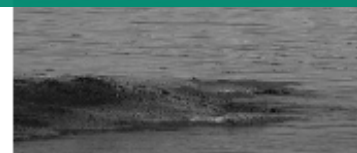
**Road Map to
Washington's
Future**
THIS WAY
Please park in the NORTH
PARKING LOT to leave ample room
for our PUD customers. Thank you.



White Salmon
proud community working together to create
and sustain a desirable place



A ROAD MAP





A ROAD MAP

LISTENING

The Road Map to Washington's Future project was about listening. The voices of participants were heard through 67 workshops in 26 locations across the State, 147 individual interviews, questionnaires, letters, reports, and other documents. Participants included more than 2,500 people (Appendix A.). These participants shared their stories, lived experiences, ideas, and recommendations about a desired future, and what parts of the growth planning framework are working or not working in their communities, regions, and the State.

Participants identified key historical events (social, cultural, economic, and ecological) that have influenced the patterns of community identity, development, engagement, and challenges and opportunities. They discussed what their communities need to thrive, and what contributes to their quality of life. Across the state, participants expressed their deep attachment to place (whether that is a neighborhood, a town, a river, or many other types of place), and gave examples of what contributes to the character of these places to which they are profoundly connected. Participants reflected on the value of the growth planning framework and shared examples of what has worked well, including the protection of farmland and forestry resource lands, reduction of sprawl, concentration of growth in urban areas, and public engagement.

Stories were told of challenges and uncertainties brought on by unprecedented and rapid changes, economic downturns, complex social and public health issues, and climate impacts. Participants spoke of coastal erosion due to intense storms, and destruction of forests and infrastructure from wildfire. They described three-hour commutes due to the cost of housing, and a lack of housing due to residential units being used as short-term rentals. They talked about areas that have not recovered from the last decade's recession, and other areas that are feeling overwhelmed by rapid growth. In doing so, participants shared an astute awareness of the difficulty of creating plans and policies that fully account for the unique nature and circumstances of the places they call home. For some, there was fear of change. For others, there was grief due to loss—loss of lifestyles, loss of property from fires, loss of local businesses, loss of community gathering places, loss of housing opportunity.

Evident in the comments and stories were the interrelationships between economic, social, and ecological vitality. Participants shared that environmental protection, economic development, and personal and community health were at the core of their desired future. Many said they want more control over their lives, and to have their basic needs met. In both rural and urban areas, the seven most common concerns expressed were (not in order of priority):

- Availability and affordability of housing for the current and next generations
- Transportation choices and mobility
- Impacts of a changing climate, and the ability and resources to mitigate and adapt to those impacts
- Income availability and inequity



- Maintenance of community identity, character, and sense of place
- Protection of the environment, access to nature, and outdoor recreation
- Control over their lives and livelihoods

SYNTHESIZING

The Ruckelshaus Center's Road Map Project Team (Project Team) synthesized the wealth of information and insights collected from participants, in order to develop and communicate potential pathways to the future. Regardless of participants' specific interests and orientation, there were some common threads in their views: that issues need to be addressed as systems and not silos; that political will and leadership across political boundaries is needed to respond to change and consider new approaches; that the diverse regions of the State are actually interdependent and significantly impact each other; and that greater understanding of these impacts and interdependence is needed.

Participants were asked to describe their desired future. The purpose of asking this was to understand those desires and expressed values and use them to guide any recommended additions or modifications in how growth management planning and implementation is achieved in the State. Implicit in this effort to provide a "Road Map to Washington's Future" were a number of core questions: Does the collection of growth management laws, policies, and institutions developed over decades equip communities to address current and changing conditions? What new or modified approaches are needed to address the unique conditions around the state? What is restraining the ability of communities to thrive? Are there limits to growth? How can people have their needs met without compromising future generations? How can decision-makers best identify appropriate trade-offs, and make informed decisions?

The Legislature asked for a Road Map to Washington's Future. What became evident is that, while people wish to shape the future, it cannot be entirely predicted or mapped. The future that emerges will be the result of the dynamic interplay between historic and current forces and events, the choices of individuals, as well as political, ecological, social, technological, and marketplace dynamics.

So why plan or regulate? A number of participants stated that the fundamental value of the growth planning framework is to compel people, especially decision-makers, to stop and think before taking action. The hope is that policies and plans provide a framework for choices and actions that can help lead to a preferred future. However, many participants commented that planning and policies alone cannot assure reaching that future. They emphasized that essential to successful outcomes will be the ability to implement, monitor, evaluate, and adapt plans and actions as the future unfolds. A number of participants shared that central to successful outcomes is the ability of communities to develop inclusive collaborations that create a desired community/regional vision and make policy decisions based on that vision.

The comments from participants suggest that all levels of government have an important role to play in influencing the future, and that it is also important to recognize the role of the marketplace in influencing the quality of life. Participants called out the need for the actions of government and the actions of the marketplace to be better aligned, through the development of shared goals, values, and partnerships.



GUIDING

Through all of the information gathering, the Project Team was tasked with identifying common themes that help articulate a vision of Washington's desired future. The Project Team was also tasked with analyzing interests, finding connections between issues, and identifying common concerns, in order to "identify additions, revisions, or clarifications to the State's growth planning framework of laws, institutions, and policies needed to reach that future." The resulting guidance to decision-makers is communicated in three ways:

1. Participant Perspectives

Perspectives and ideas, as shared and recommended by individual participants or groups, are included in the following places:

Volume 1: The Road map to Washington's Future Report

- Section IV. Key Findings: Participants' Perspectives

Volume 2: Workshop Summaries and Online Questionnaire Summary

- Summaries of multi-sector and elected official regional workshops
- Online questionnaire summary report
- Latinx workshop summary
- Next Generation summary report

Volume 3: University Partners Research and Data Inventories

Volume 4: Formal Letters Received

2. Guiding Principles

The second form of guidance is contained in principles that could be used by decision-makers at all levels to help guide the direction and implementation of new actions, and future planning and policy-making efforts. Over the course of the Road Map project, through listening, reading, and synthesizing the vast amount of input received, the Project Team identified key common principles that emerged. Reflected in these principles (listed below) are underlying values and approaches that can serve as a foundation for the next generation of growth planning efforts.

Respect that place matters. Each community and region of the state has a unique social, political, ecological, and cultural history that creates the story of that place. It is critical to understand the social and ecological dynamics and identity of each place, in order for growth to contribute to the health of its environment and people. People often develop strong emotional, spiritual, and cultural connections to place, to other people, as well as to lifestyles. Disruption of these connections can impact the quality of community life and human health.



Maximize flexibility, adaptation, and innovation in the development and implementation of growth management plans and policies, as the future is highly uncertain, and the pace of change is rapid. Creativity, innovation, and collaboration are needed to address the impacts of change. Economic and ecological conditions are very different across the state. In order to meaningfully address the unique circumstances of place, communities need the capabilities to adapt.

Align economic development with ecological resilience. Collaborate on approaches that move away from compromising the health of one system for another. Instead, consider how to develop and integrate approaches that support both the health of the environment, and the health of people and the economy.

Use a systems approach to identify, plan, design, implement, and evaluate efforts and policies. A systems approach includes:

- Taking a long-term, multi-generation view of planning horizons and desired outcomes;
- Identifying interconnections;
- Identifying influences and trade-offs;
- Considering patterns, trends, and changing conditions;
- Challenging individual and group assumptions;
- Not being bound by how things were approached in the past;
- Breaking down silos and working across disciplinary and sectorial boundaries;
- Addressing multiple objectives whenever possible; and
- Considering the appropriate scales to address issues, which in some cases will not correspond to political boundaries.

Recognize that healthy ecosystems transcend jurisdictional boundaries. Maintenance and restoration of the health of ecosystems are foundational to thriving people and communities. It is important, when designing approaches to planning and implementation, to consider natural ecosystems, bioregions, and watersheds.

Rethink the concept of land use in planning, to account for the interdependency and relationship of people with the land. It is the relationship of people with the land that is the basis for social, economic, and ecological sustainability. Land use often focuses on the adaptation, management, or utilization of land for human needs. Thinking more in terms of relationship allows for greater harmony between human activity and ecological vitality, and the potential that outcomes have multiple and mutual benefits.

Consider all elements needed to create thriving communities. Planning and policy goals are often siloed and reduced to narrow indicators (for example, number of units of housing built may be a goal for housing availability). The nature of development, and the range of outcomes that development can serve, may be different if the focus is on building community.

Focus on creating conditions for collaboration versus adversarial approaches. Given the complexity and challenges of managing growth and/or creating thriving communities, maximize opportunities for collaboration, and provide technical support, to achieve desired outcomes.

Recognize that financial resources are required to achieve successful outcomes. Without sufficient resources and capacity, the best-laid plans will not come to fruition.



3. Transformational and Systemic Change and Key Reforms

The third form of guidance synthesizes the wealth of participant perspectives and ideas, and applies the guiding principles, to identify six actions that could create transformational and systemic change (pgs. 81-90), as well as a number of key reforms (pgs 92-102), that could improve the current growth planning framework. Over recent decades, much has changed in the State of Washington, and with these changes, new challenges have arisen. Communities in Washington also now have decades of experience implementing elements of the existing growth planning framework, experiencing and observing what is working and not working to achieve desired outcomes.

Becoming more evident is the complexity and interrelationships of the issues involved in growth management, and the inadequacies of trying to address them in silos and without adequate resources. This is compounded by uncertainty and significantly-changing conditions brought on by, for example, advances in technology, a changing climate, persistent economic distress, rapid population growth, widening disparities in income, and threats of natural hazards. Participants emphasized the need for new ways of thinking, more adaptive approaches, securing adequate financial resources, as well as increased opportunities for collaboration, in order to meet the needs of their communities.

Even though the future can't be precisely mapped, actions can be taken that increase the likelihood that Washington's people, communities, and environment will thrive. The guiding principles provided above, and the six actions for transformational change provided below, can provide pathways to systemically address core challenges and gaps in the present growth planning framework. Transformational changes take time to manifest and require leadership, inclusive and authentic community engagement, and political will.

Participants also identified numerous elements of the existing growth planning framework that could be improved in the short-term and offered many ideas for how those improvements could be made. Where there was widespread interest in change, the Project Team focused on these areas and distilled participants' ideas into a number of key reforms to improve the existing growth framework. Although participants provided many different ideas for how to address these issues, there was common interest, and often urgency, in trying.



ACTIONS: TRANSFORMATIONAL & SYSTEMIC CHANGE

1. FUNDING AND REVENUE GENERATION

- Equitable and Reliable Sources of Revenue and Funding

2. ADAPTIVE PLANNING AT A REGIONAL SCALE

- Exploration of an Adaptive Management and Regionally-Based Approach
- Government-Government Consultation

3. RESILIENCE TO CHANGING CONDITIONS AND DISASTERS

- Climate Adaption and Mitigation
- Integration of Disaster Preparedness and Growth Planning

4. STATEWIDE WATER PLANNING

- A Statewide Water Plan

5. EQUITY

- Integration of Equity into Growth Planning

6. ECONOMIC DEVELOPMENT

- Statewide Economic Development Strategy
- Integration of Ports into Growth Planning





1. Transformational Change:

FUNDING AND REVENUE GENERATION

1.1 Equitable and Reliable Sources of Revenue and Funding

Regional circumstances and priorities varied across the state; however, participants commonly said that the current tax structure, along with limited or inadequate revenue-generating mechanisms, provide insufficient funding for meeting community needs such as mental health, public safety, and growth planning and implementation. This was expressed as an urgent issue in urban regions, due to the magnitude and pace of growth, and in rural regions, due to the challenges of agricultural and resource-based economies and populations in transition or decline. Many said that a more fair and equitable tax system is needed.

Urban and rural areas shared common concerns about the uncertainties and challenges brought on by economic, demographic, technological, and climate change. There was broad agreement that all these challenges call for a transformational reform to the state tax system, greater revenue-generating mechanisms at the local and state level, and funding that is fair and better aligned to meet current and future needs. They suggested a comprehensive look at the entire tax structure including the property tax, retail sales tax, road tax, utility tax, multifamily property, and open space tax exemptions.

Many said that what is needed is a tax base that can support not only state, regional, and local government planning, but also implementation of those plans – everything from the delivery of human services, to the construction of needed infrastructure, to programs to protect and restore stressed ecosystems.

Action 1.1

Focus legislative efforts on enhanced state funding and new fiscal tools that enable cities, counties, regions, and state agencies to address needs and manage growth.

- Identify and implement solutions that ensure the fiscal sustainability of counties, and decrease competition for resources among cities, counties, and special districts.
- Explore the creation of a state revenue funding cycle that allows for long-term funding (beyond the two-year biennium).
- Consider changes to the entire state tax and revenue system including the property tax, retail sales tax, real estate excise tax, gasoline tax, road tax, business and occupation tax, impact fees, and open space and multifamily property tax exemption programs.
- Examine potential additional fiscal tools available in other states including tax increment financing, regional tax base sharing, value added, and personal and corporate income taxes, at the statewide or regional scales.
- Increase grant funding to counties and cities for updates to regional policies, growth planning, and development codes.
- Fund the development and implementation of monitoring and evaluation for growth management plans.



2. Transformational Change:

ADAPTIVE PLANNING AT A REGIONAL SCALE

2.1 Exploration of an Adaptive Management and Regionally-Based Approach

At nearly every workshop and interview, participants made the statement, 'one size does not fit all' when referring to the current growth planning framework. Participants talked about the need for greater local choices, tools, and flexibility to reflect the different circumstances, assets, challenges, opportunities, and priorities in the diverse regions of the state. There were many examples given where unique local conditions could not be accounted for in the current planning framework, limiting innovation and options for achieving the desired outcomes. Participants often stated that in order to address the uncertainty of climate change impacts and technological change new approaches to planning are needed that can better align with local and regional circumstances

There was widespread concern that the current growth planning framework, especially the GMA, cannot adequately address current and emerging issues, and without sufficient funding for implementation will not fully achieve desired outcomes. Although many participants acknowledged that the GMA has been a valuable tool for deliberate decision-making and that important outcomes have been achieved, it was widely stated that the current growth planning framework needs systemic change.

All across the state, participants shared stories about how the current growth planning framework does not work well to address the unique circumstances of rural areas and rural communities. Many said that development pressures, local government planning capacity, and the financial resources to realistically implement plans and policies that exist in most urban counties, simply do not exist in the more rural regions of the state. Many participants called for options of different, more adaptive, approaches for those counties and their cities that are experiencing slow or no growth. Others said that new tools and resources are needed to address the emerging needs of rapidly-growing urban regions.

Participants also talked about needing greater flexibility to allow for adaptive management, as well as voluntary and incentive-driven approaches to planning, and that relief was needed from compounding and overly burdensome regulations. They said that such approaches could be modeled on other state programs such as the Shoreline Management Act (SMA) or the Voluntary Stewardship Program (VSP). When compared to GMA, they said, those approaches provide funding from the State, state agency technical assistance and oversight, defense of local government actions by the State if there is an appeal, and a better balance of certainty and flexibility.

Many participants said the current growth planning framework needs to enable better coordination and consistency for issues that transcend jurisdictional boundaries. Examples were provided where existing planning approaches (particularly the GMA) do not account for the interconnectedness between urban and rural issues. Some suggested that regional planning should be emphasized to make the most of coordinated transportation, land use, housing, and open space plans, particularly in the regions that are experiencing dramatic growth.

Many participants across the state said that some of the most serious and challenging issues they face are regional in scope and can only be effectively addressed with solutions that are likewise regional in scope. They pointed out that housing markets, job markets, transportation networks, and ecosystems all transcend



jurisdictional boundaries, and yet the current growth planning framework tries to address these regional issues in a fragmented, jurisdiction-by-jurisdiction, “bottom-up” way.

Creating an adaptive management and regional approach to planning could provide the adaptability called for by many participants. It could enhance the opportunity to use a systems approach to planning and implementation and provide opportunities for integration of issues on a larger scale. It could also provide a forum for more collaboration and innovation. An adaptive management regionally-based approach could also align more closely to what is needed to maintain healthy natural ecosystems. It could also provide a key mechanism for supporting adaptation and resilience to changing conditions and disasters.

Action 2.1

Convene a collaborative process to explore how best to achieve the goals of the GMA through the development of an adaptive management and regionally-based approach that provides flexibility, coordination, and creates opportunities to address local and changing conditions and needs. Consult with tribal governments, to determine if and how they may want to be involved in such a process. As part of this collaborative process consider:

- Identifying public, private, and non-profit sector representatives to participate in the process.
- convening urban and rural summits to dialogue and provide input into how best to design an adaptive management and regionally- based approach that serve the specific growth management, environmental, as well as economic development needs of rural and urban areas;
- identifying adaptive approaches for counties and cities experiencing no growth or slow growth;
- restructuring aspects of the growth planning and implementation process such as housing, employment, ecosystem protection and restoration, transportation, and economic development away from a county-by-county approach, and toward more appropriate regional scales, such as multi-county planning initiatives, bioregions, ecosystems, and watersheds;
- developing processes to monitor and evaluate plans and implementation;
- establishing alternatives to the current appeals processes including mechanisms for alternative dispute resolution that minimize the cost of litigation, quicken resolution, and maximize successful outcomes;
- considering options for expanding and funding the role of RTPOs in the restructured framework, including the possibility of plan certification, or certification of components of a plan (e.g. housing); and
- developing mechanisms for integration of regional and state growth planning.



2.2 Government to Government Consultation

There are 29 federally-recognized tribes in the State of Washington, with on- and off-reservation rights reserved by treaty and executive order. There are additional tribes in Oregon and Idaho that have off-reservation rights within Washington. The Centennial Accord (1989) and the Millennial Agreement (1999) established a government-to-government relationship between the signatory tribes and the Governor of Washington. However, there is no formal foundation within the state's growth planning framework to guide communication, cooperation, and collaboration between regional, county, and city governments, and tribal governments. Efforts to enhance the role of tribal governments in the growth planning framework begin with government-to-government consultation.

Action 2.2

Initiate government -to -government consultation with tribes in Washington State, to discuss the key questions asked, and guidance detailed, in the Road Map to Washington's Future Report.

3. Transformational Change:

RESILIENCE TO CHANGING CONDITIONS AND DISASTERS

3.1 Climate Adaptation and Mitigation

Participants frequently talked about the need to plan for climate change and climate impacts, and the lack of integration between hazards/emergency preparedness and recovery planning, and growth management planning. Many said the current growth planning framework does not address how to mitigate or adapt to the impacts of a changing climate, and that climate adaptation needs to be added to growth planning laws, policies, plans. Participants spoke about a number of events impacting communities including wildfires, flooding, landslides, poor air quality due to wildfires, declining snowpack, sea-level rise, erosion, and the risk of a major earthquake and tsunami. Participants frequently suggested that emergency preparedness, mitigation, and recovery planning, as well as hazard analysis, be incorporated into growth management planning, including countywide planning policies, comprehensive plans, development regulations, zoning, and operating and capital budgets. Participants suggested that transportation planning be informed by anticipated climate impacts, as well as the development and implementation of adaptation strategies. Some wanted to see community development decisions better reflect and support the conditions needed to strengthen ecosystem, economic, and community resilience.

Land use, transportation, and agricultural practices play an important role in lowering greenhouse gas emissions and adapting to climate impacts. The State's adopted schedule and targets to reduce greenhouse gas emissions are not currently integrated into growth management plans. Some suggested that this



integration needs to occur. Also, some participants suggested continuing to develop strategies and polices to reduce greenhouse gas emissions.

Tribes were frequently mentioned for their leadership when it comes to addressing climate impacts, hazards planning, and resilience planning. Participants mentioned how some tribes have incorporated sea level rise and tsunami hazard information into their long-term planning efforts, use adaptive management approaches, have developed climate action and emergency preparedness plans, and consider resilience at a social, economic, and environmental scale. Some commented on how tribal planning efforts could serve as a model for state and local planning efforts, as well as lessons learned on decision-making and the use of creativity and innovation to meet local needs.

Action 3.1

Develop comprehensive and integrated strategies, policies, implementation plans, and funding for climate adaptation and mitigation on the local, regional, and state level.

- Create a mechanism to link local and regional planning to the State's adopted schedule and targets to reduce greenhouse gas emissions.
- Enhance and integrate state-developed climate adaptation strategies, and create a comprehensive implementation plan that includes the development of long-term funding mechanisms for local and state adaptation and mitigation projects.
- Coordinate with tribes' climate action planning, strategies, and initiatives.
- Fund and develop mechanisms for tracking, reporting, and evaluating climate adaptation efforts locally, regionally, and statewide.
- Invest in research to inform climate adaptation strategies for agriculture, forestry, and fisheries in Washington State.
- Consider adding community and infrastructure resilience as a goal in the GMA or in an adaptive management regionally-based approach, if developed.
- Fund, and develop opportunities to support local and regional efforts to strengthen community resilience and adaptation work at the local level.
- Integrate regional planning, comprehensive planning and implementing policies with climate action planning.
- Support innovation in climate-friendly and sustainable infrastructure.
- Identify local and state regulatory barriers that impede local jurisdictions' abilities to adapt to changing conditions.
- Incentivize and fund collaborative efforts to enhance local projects that strengthen resilience, especially for highly-vulnerable people and communities, including communities on the coast, high fire risk communities, and low-income communities.



3.2 Integration of Disaster Preparedness and Growth Planning

Action 3.2

Integrate disaster preparedness, and emergency and recovery planning, with growth management planning and policies.

- Incorporate hazard analysis into local, regional, and state land use and transportation plans, policies, and decisions.
- Convene a working group to identify how best to integrate emergency preparedness and recovery planning into growth management planning and implementing policies, and into an adaptive management regionally-based approach, if developed.
- Fund local and regional disaster recovery and mitigation planning and develop funding mechanisms for prevention and mitigation efforts.

4. Transformational Change:

STATEWIDE WATER PLANNING

4.1 Climate Adaptation and Mitigation

Water is essential to ecological, economic, and human well-being. Participants across the State brought up a wide range of water issues, and many mentioned that water is not adequately planned for, that water laws are complicated, that the impacts of climate change on water in different parts of the State need to be understood and addressed, and that additional data is needed to inform water policy. When asked what is needed to address water issues related to growth planning, participants commonly suggested the need for a statewide water strategy that integrates regional strategies, and that anticipates changing conditions due to climate change. The plan could consider a variety of potential scenarios and be updated regularly. Initiators could look to lessons learned from the Yakima Basin Integrated Plan, and the California Water Plan. Beginning the process by conducting a situation assessment could help to identify involved parties, understand interests, likely challenges and opportunities, and identify and facilitate alignment among all levels of government.

Action 4.1

Establish a collaborative process to develop a statewide water plan for sustainably protecting, managing, and developing water resources in the state, for current and



future generations.

- Begin with government-to-government consultation between the State and the Tribes to discuss the development of a statewide water plan.
- Commission a situation assessment conducted by a neutral third party that engages a diversity of interests in identifying key elements, key issues, and implementation strategies to be included in a statewide water plan.
- Create an inventory of the State's water resources.
- Incorporate scientific knowledge on climate impacts to inform the statewide water plan.
- Engage broad public input into the plan development and updates.
- Incorporate existing data, plans, and efforts, including watershed plans and salmon recovery plans.

5. Transformational Change:

EQUITY

5.1 Integrate Equity Into Growth Planning

Participants all across the state said an equitable approach to growth and development is missing, and not addressed in the current growth planning framework. Participants talked about needing to look at State and local policies, investments, and programs through a race and social justice lens, to develop more equitable growth planning strategies that do more to reduce current disparities, and to create new policies and measures to achieve equity. The desire for equity and social justice was commonly expressed as an element of a desired future that shifts from an "us versus them" mentality towards relationship building and understanding.

Action 5.1

Integrate equity as a goal in growth planning, policies, strategies, and implementing actions, including adopting it as a goal of the GMA and an adaptive management regionally-based approach, if developed.

- Advance local, regional, and statewide policies and investments that eliminate inequity.
- Develop metrics to evaluate the effectiveness of efforts.
- Develop evaluation tools to determine the impacts of land use, and state and local transportation investments, on vulnerable populations and disadvantaged communities.
- Provide model community indicators, performance measures, and policy analysis tools developed by the State to assist cities, counties, and state agencies in addressing race and social equity in their plans, policies, and projects. Use lessons learned from cities and counties that apply a race and social justice lens to policies, programs, and projects.



6. Transformational Change:

ECONOMIC DEVELOPMENT

6.1 Statewide Economic Development Strategy

Participants in most rural counties said that their challenges are not how to manage rampant growth, but how to adapt to change and cultivate needed economic growth. Some suggested the State target and tailor its economic development programs and investments primarily to rural counties with declining resource industries and/or which are increasingly burdened by housing, transportation, and other impacts from adjacent urban regions. Others talked about how the State needs to help grow living wage jobs in the parts of the state with natural resource industries, for example the coast and southwest Washington. Some participants said that portions of the state suffer from a lack of economic diversity, relying on a federal installation, university, or a single large employer. They said that, too often, the lack of flexibility in the growth planning framework makes it difficult to attract investments, encourage new business, and increase employment opportunities. Many talked about the lack of broadband service to rural Washington, which impacts access to business operations, job training, education, and health services. These barriers, in turn, make it difficult to retain young people, or attract economic investment.

Many participants thought the State growth planning framework, in general, does not adequately support economic development. Many said that the GMA ideal of spreading job growth and economic prosperity to all parts of the State has not been realized. Instead, they said, there has been a concentration of job growth and wealth in King County and Seattle.

Some participants from the Puget Sound Region said that there is a large imbalance of jobs and housing, with too much growth concentrated in downtown Seattle, to the detriment of the economic vitality of other counties in the region. They said that this has led to an increase in the number of super-commuters who have three- to four-hour daily commutes, which adds to greenhouse gas emissions, and decreases the quality of life for everyone in the region.

Action 6.1

Develop and implement a statewide economic development strategy that builds on the unique assets and needs of the diverse regions of the state. Place emphasis on improving rural economies and slow-growing cities. Identify in the strategy what is needed to support local economic development plans, including state agency programs and state investments.

- Escalate efforts to provide reliable broadband statewide.
- Increase the capacity of the Department of Commerce, along with its partners, to provide technical assistance and programs specifically targeted to rural and slow-growing areas.



6.2 Integration of Ports Into Growth Planning

Several participants said that Washington is the most trade-dependent state in the country and described Ports as the critical link between world markets and the manufacturing and agricultural sectors that drive the State's economy. The ongoing health and functionality of the Ports, they said, are vital to regional and statewide economic health. Therefore, it is important that capital facilities, growth management, and transportation planning are integrated between Ports and cities and counties.

Action 6.2

Integrate the capital facilities and economic development planning of Ports with local and regional capital facilities, growth management, and transportation planning.



KEY REFORMS:

TO IMPROVE THE EXISTING GROWTH PLANNING FRAMEWORK

- State Agency Coordination with, and Support for, Regional Plans
- Funding and Capacity for Planning and Implementation
- Monitoring and Evaluation of Comprehensive and Regional Plans
- Education
- Health of the Environment
- Human Health and Well-Being
- Housing
- Annexation
- Economic Viability of Agriculture and Other Natural Resource Industries
- Transportation
- Coordination with Military Installations
- Other GMA Modifications





KEY REFORMS

Whereas the previous section identified six areas for transformational systemic change, in this section are 25 key reforms applicable to the existing planning framework. These key reforms reflect areas of common interest from participants that, if addressed, could have positive “ripple effects” throughout the current growth planning framework. Participant perspectives detailed in Section IV and Volume 2 provide additional comments and ideas related to each of these key reforms. While there are connections between some of these topics and the six transformational changes, it would be possible to move forward in the near-term to build agreement on these reforms or other actions. This could take many forms: convene interested parties to share information and refine options for further work; create collaborative work groups to build agreement for shared legislative or other solutions; and identify areas for potential further research by the universities or others (including, but not limited to, the issues preliminarily investigated in Volume 3).

STATE AGENCY COORDINATION WITH, AND SUPPORT FOR, REGIONAL PLANS

Many participants talked about there being a lack of enforcement mechanisms to compel state agencies to comply with the GMA, or to operate consistent with county and city plans and regulations. Efforts by state agencies to comply with the GMA, as well as regional or local policies, are ad hoc, voluntary, and depend largely on the good will of individuals, rather than on explicit statutory direction. Many thought implementation of the legislative intent of the GMA and its planning goals could be much more successful if state agencies were to comply with its goals and requirements, and operate consistent with regional plans.

- **Integrate State agency planning into the GMA and consider how to improve coordination in the implementation of regional growth management plans.**
-

FUNDING AND CAPACITY FOR PLANNING AND IMPLEMENTATION

There was broad agreement among participants that State planning grant funding to local governments needs to be increased, in order for cities and counties to have the capacity to do required updates to comprehensive plans and development regulations.

- **Increase grants for cities and counties to plan under the GMA.**

29 of Washington's 39 counties are required to fully plan under the GMA, with the same requirements applying to the cities within their boundaries. However, counties also have other planning responsibilities, such as the adoption and administration of countywide planning policies, and several of them have been required to defend their GMA actions before the Growth Management Hearings Boards and the courts. Meeting these obligations has left some counties in precarious financial circumstances.

- **Align funding of county government with the realities of implementing GMA**
-



MONITORING AND EVALUATION OF COMPREHENSIVE AND REGIONAL PLANS

Participants frequently talked about there being no requirements in the GMA for local or regional governments to measure the performance of their comprehensive or regional plans. Many participants stated that this is a serious shortcoming in the system, and that setting benchmarks, measuring performance, and making use of that information should be required, or at least encouraged. Several communities have already voluntarily put in place performance measurement systems. Recent research by students at the University of Washington describes how some jurisdictions in Washington and other states approach this task, including observations about how to make such a system portable and scalable to community desires and capacity. Procedural criteria and/or a guidebook could be developed that assist local and regional governments wishing to adopt appropriate performance monitoring systems. (See Volume 3)

- **Fund and develop guidelines and methods for performance monitoring and measurement of comprehensive and regional plan implementation**
-

EDUCATION

The ultimate responsibility for adopting GMA comprehensive plans, development regulations, capital budgets, and county-wide planning policies rests with the elected officials of counties and cities. Opportunities to learn about the legal and policy framework of the GMA and other laws and the roles and responsibilities of elected officials are now offered by the Department of Commerce, the Association of Washington Cities, and the Washington State Association of Counties. A number of participants pointed out that local elected officials, and county and city planning commissions, are required by the State to attend training regarding public records rules. It was suggested those officials attend annual training from one or more of the sources identified above regarding the planning framework, and it be required similar to the Public Disclosure Training required by the State.

- **Incorporate into already existing required training for elected officials an understanding of policies in the growth planning framework; the roles of state, regional, and local governments and the responsibilities of elected officials as policy makers, related to growth management.**

Many participants commented on the need for people to understand the basic functioning of government and public policymaking, in order to effectively participate in civic engagement, such as the type envisioned in the growth planning framework. They commented that, for several years, there has been a lack of civic education in our schools. Some also expressed the desire to increase educational opportunities for the general public about civics, particularly for young adults, underserved and under-represented populations. Several examples of how to improve civic education were mentioned during the Road Map process. Some local governments send quarterly city newsletters to every mailing address in their communities. They use that medium to explain what is going on with their local government, and to provide digestible teaching modules on various topics, including planning. Some participants suggested social media like Facebook pages or blogs, but others pointed out that those come with some legal and staffing challenges, like maintaining a public record and monitoring online behaviors.



Other participants pointed out that, in 2016, the State mandated all Washington public school students to have robust civics experiences, which provides an opportunity to connect with and educate young people about planning and government. One example shared of a potential tool to meet that educational requirement is a graphic novel (*Washington, By and By*), which was produced by the American Planning Association to help explain to young people what planning is, why it matters, and how they can become involved.

- **Identify opportunities to strengthen civic education throughout the state and across all sectors, including K-12, as well as community-based programs.**
-

HEALTH OF THE ENVIRONMENT

A common theme heard across the state were concerns about the impacts of climate change and natural disasters on human health, property, infrastructure, water supply, wildlife habitat, and potential disruptions to agriculture, fisheries, forestry, and local economies. These concerns were based on recent and vivid experiences with wildfires, flooding, mudslides, drought, and the risk of sea-level rise, tsunamis, and earthquakes.

There was strong support to plan for these eventualities by integrating into comprehensive planning the concepts of resilience and adaptation to, and mitigation of, these emerging and anticipated events. Adding a resilience goal to the GMA, and funding to implement it, would prompt local governments to consider these concepts as they update their comprehensive plans and implementing actions (for example, in land use, capital facilities, utilities, and transportation elements).

- **Add a Planning Goal to the GMA - Resilience to climate change and natural disasters**

SEPA was a frequent focus of calls for reform during Road Map workshops and interviews. Many wished to eliminate redundancy between SEPA and more recent and detailed land use and environmental regulations, including GMA. A number of participants commented that aspects of SEPA would be valuable to maintain, including environmental review to inform legislative actions regarding major capital projects, area-wide plans, large rezones, and development codes. Some of the concerns that participants suggested addressing include uncertainty, delay, and cost associated with permit review and appeals under SEPA.

Some participants suggested that there is a need to increase the protection of important historical and archaeological resources, and to address impacts of climate change, in ways that SEPA currently does not. A collaborative process could consider the development of new or modified programs, tools, and regulations to address these environmental issues in a more systemic, comprehensive, proactive, and effective way.

- **Convene a collaborative process with, at a minimum, representatives of cities, counties, tribes, state agencies, ports, business, development, planning, and environmental organizations to identify areas of agreement for reforming the State Environmental Policy Act (SEPA).**
 - Begin with government-to-government consultation between the State and the Tribes to discuss SEPA reform.



- Consider focusing SEPA review on comprehensive plans, subarea plans, large rezones, and development regulations, rather than permits.
- Identify the aspects of SEPA that work well, and those that are redundant or minimally effective.
- Identify current or potential programs or regulations that could be applied at the permit level to achieve comprehensive, efficient, and effective means of protecting the environment, archaeological and historical resources, and identifying measures to mitigate and adapt to the impacts of climate change.

HUMAN HEALTH AND WELL-BEING

Protecting human health is a key purpose named in the GMA, SMA, and SEPA, and provides a policy basis for much of the regulatory and programmatic structure of these and other state laws. Recent research and practice in planning, civil engineering, and public health have explored ways to address the health implications of public policies that shape the built environment and impact the natural environment.

Public health professionals across the state have created tools, such as healthy community planning programs and health impact assessments, to advance public health in the design and implementation of land use plans and infrastructure including schools, parks, state highways, county roads, and city streets. The Washington State Department of Public Health (DOH) has explored the links between community health and the environment, and mapped health disparities in Washington.

- **Add a Planning Goal to the GMA on Human Health and Well-Being. Elevate and fund the implementation of human health and well-being as a goal in growth management planning and implementation, including the design and location of transportation and other infrastructure, land use plans, and development regulations.**
- **Prepare a “comprehensive planning and civic design for public health” guidebook to assist state agencies and local governments on ways they could factor human health and well-being into updating their comprehensive plans, and the design and implementation of capital facilities such as state highways, county roads, city streets, and public parks. This could be a joint effort of the Departments of Commerce and Health, in consultation with tribal governments, state agencies, local governments, public health professionals, and county public health departments.**

HOUSING

Many participants said that state and federal funding programs to help produce or preserve housing for low-income and moderate-income households do not come close to meeting the need for affordable housing across all income levels. Many participants said that there are inadequate fiscal tools available to help address the unmet needs for affordable housing and that some state requirements, such as condominium



liability requirements, discourage private investment in an important niche in the housing market. Creation of new tools and funding strategies could greatly enhance opportunities to implement housing elements. In the meantime, cities and counties can share experiences with existing funding tools and mechanisms to monitor progress.

- **Develop funding strategies and new fiscal tools for cities and counties to implement the housing elements in their Comprehensive Plans and monitor achievement of housing targets.**

A number of reports have been issued in recent years examining the availability of housing and home ownership by different segments of the population. These include *The Invisible Crisis: A Call to Action on Middle Income Housing Affordability*, Challenge Seattle (2019); *Where Will We Live?, Our Valley, Our Future*, (2018), the Regional Affordability Task Force Final Report, King County (2018); the Housing Affordability Response Team (HART) Recommendations (2017); and many more. Cities and counties across the state are exploring ways to apply the findings and recommendations from these and other housing reports. The lack of housing for the “missing middle,” and the impacts of short term-rentals, were mentioned by Road Map participants from Walla Walla to Seattle, from the San Juan Islands to the Wenatchee Valley.

The State Department of Commerce could continue the work of the Affordable Housing Advisory Board and work with university and other partners to review these many reports. One objective might be to distill a suite of portable and scalable best practices to be shared with communities across the State. The associations of cities and counties could provide effective venues to disseminate information to communities across the state. Additional methods to share the results of such efforts could be explored by the Department of Commerce.

- **Address availability of middle- income housing, low and middle-income homeownership, and the impacts of short-term rentals and investment homes on housing availability and affordability.**

ANNEXATION

Annexation was frequently mentioned by participants as an area in need of improvement in the current growth planning framework. Participants generally agreed that cities should be providing urban governmental services within the urban growth area, but acknowledged that to enable this, the GMA and revenue-generating mechanisms need to be revised to assure that future annexations keep counties fiscally sustainable. When asked how to address the challenges of trying to promote annexations that balance both city and county fiscal needs, participants frequently suggested promoting better collaboration between cities and counties. Participants offered many suggestions as to how to improve annexation laws and processes. Although each had different perspectives on the problems and potential solutions, there was broad agreement that the status quo is unsatisfactory.

- **Convene a collaborative process(es) with, at a minimum, representatives of cities, counties, special districts, boundary review board, planning and environmental organizations to identify areas of agreement for reforming annexation laws in a way that streamlines the process and removes barriers to annexation of land adjacent**



to existing cities, maintains the fiscal sustainability of counties, clarifies the role of special districts, and reduces conflicts.

ECONOMIC VIABILITY OF AGRICULTURE AND OTHER NATURAL RESOURCE BASED INDUSTRIES

Participants all over the state talked about issues related to the viability of agriculture particularly the increasing challenges for farm owners of small and mid-size farms to maintain an economically-viable farm business. Sentiments such as “it’s not farming without farmers,” and the need for greater flexibility in the regulatory system to address local circumstances, were frequently mentioned. Many talked about the importance of keeping land in agriculture and the ability to steward the land for future generations. Many participants talked about the impact of increasing barriers to maintaining economically-viable agriculture, such as compounding regulations, real estate markets, and rapidly increasing land costs.

Participants also frequently shared concerns about restrictions on various value-added actions that would help ensure economically-viable agriculture for small and mid-size operations. Participants talked about needing greater flexibility for ancillary uses to be co-located on agricultural lands, such as a fruit stand to sell jam, mechanic shop to work on farm equipment, agricultural tourism, or the ability to build a single home on an inaccessible or non-prime soils portion of a farming operation.

- **Support policies and programs that enhance the economic and environmental viability of agriculture and identify and develop strategies and programs that address the needs of farmers.**

Participants spoke frequently about needing to better maintain and enhance natural resource industries, such as timber, fisheries, and agriculture. Participants regularly talked about how the compounding of, and lack of flexibility in, regulations has become burdensome.

When asked what is needed and ideas for improvements, participants frequently talked about needing adaptive approaches, and more voluntary and incentive-driven options that focused on outcomes, as opposed to regulations focused on compliance. Participants frequently mentioned the Voluntary Stewardship Program (VSP) as an example of the preferred type of approach.

Many wanted to see an easing of regulatory processes and less-difficult permitting processes. Some suggested identifying where multiple permit processes could be consolidated, to allow for greater efficiency. Others suggested providing resources for state, county, and city staff to be able to provide technical assistance to natural resource businesses. Also suggested was the development of a state-wide regulatory strategy that helps to ensure the long-term economic viability of natural resource industries.

- **Undertake an assessment that looks at the cumulative impacts of laws and regulations on the ability of agriculture and other natural resource-based industries to be economically viable and to achieve desired environmental outcomes.**



TRANSPORTATION

The six transportation planning goals, which govern the Washington State Transportation Plan, are set forth in RCW 47.04.289, while the 14 planning goals of the GMA are set forth in RCW 36.70A.020. One of the GMA planning goals is “(3) Transportation. Encourage efficient multimodal transportation systems that are based on regional priorities and coordinated with county and city comprehensive plans.”

Participants talked about how these goals operate at different scales and provide direction to different entities. It would take some thought about how best to relate them, but one suggestion given could be to determine which of these goals should provide direction to the State Transportation Plan and/or the GMA comprehensive plans of counties and cities. The answer to that question might be different if other reforms described in this report are made to the overall growth planning framework.

- **Clarify how the six chief goals of the Washington State Transportation Plan can be achieved in context with GMA Planning Goals.**

Many participants mentioned that, over time and with the benefit of experience, the need for course corrections become apparent. In order to evaluate whether adjustments are warranted, participants suggested that a set benchmarks need to be developed and outcomes measured.

- **Provide funding support for WSDOT, WSTC, RTPOs, and local governments to monitor and evaluate how well their plans, policies, and systems are working, in order to enable them to consider appropriate course corrections.**

While GMA encourages the use of multimodal performance measures, participants spoke about how state regional and local governments often do not or are unable to prioritize the resources for this purpose resulting in inconsistencies in the collection of multimodal data. Participants talked about the importance of understanding the needs of all types of modes of transportation and travelers ensures good transportation investments that meets the needs of communities and local conditions, and that transportation facilities and services keep pace with growth, changing conditions, and can be modified when needed. Participant suggestions included having WSDOT and RTPOs use multimodal performance measures for state highways and ferry routes and that local governments, RTPOs and WSDOT develop regionally consistent multimodal performance measures, monitor and evaluate data, and be provided the funding to do so. Also suggested was that the RTPOs certify methods for performance measures helping to ensure there is coordination and consistency across the transportation system.

- **Consider strengthening the requirements and incentivizing the use of multimodal performance measures within urban growth areas.**

Participants also talked about the importance of freight to the overall economic health of the state. Participants talked about the impacts of increasing density, lack of truck parking, traffic congestions, and closures due to natural disasters such as landslides, on freight mobility and economic competitiveness. Participants talked about how such disturbances disrupt travel, delay deliveries, and increase uncertainty and costs. Participants suggested adopting policies that would better provide adequate truck parking supply and to provide resources to local governments to include in comprehensive plans the State's freight planning recommendations for roadways, railways, and waterways.



- **Consider strengthening and funding local planning requirements for freight.**

For the 29 “fully planning” counties and cities in those counties, the GMA requires that transportation improvements or strategies to accommodate development impacts be made concurrently with land development. “Concurrent with the development” means 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.” Local governments are to establish level of service standards for transportation systems, a mechanism to measure the performance of the system, and are prohibited from approving a permit for a project that would drop system performance below the adopted level of service.

Some participants commented that one of the most problematic aspects of transportation concurrency is that state highways are exempted. Many participants supported the idea to remove the exemption of state highways from the concurrency provisions of the GMA.

- **Integrate state highways into the GMA transportation concurrency system.**

COORDINATION WITH MILITARY INSTALLATIONS

GMA acknowledges the military's role in Washington's economy and declares a state priority to prevent incompatible development near military installations. (RCW 36.70A.530). Counties and cities fully planning under the GMA are directed to consider the risks and potential impacts to military operations when they update or amend comprehensive plans and development regulations. Some participants stressed the importance of additional coordination and communication especially relating to flight paths that military aircraft use to traverse the State at low altitudes on training missions. Participants suggested coordination, communication and notice be formalized between air base commanders and counties, RTPOs, and the aviation division of WSDOT.

- **Coordinate planning between federal military installations and regional, county, and city governments**

OTHER GMA MODIFICATIONS

Across the State, participants provided thousands of examples of what is working well and not working well in their communities. They offered a wide range of ideas for improvements to the growth planning framework. There are similarities among urban areas and rural areas and there are also significant differences. Similarly, different urban areas have unique circumstances to be considered in growth management. It would be beneficial to create forums where rural interests could dialogue about their similarities and differences and provide input into how best to reform the GMA. Similarly, urban interests could benefit from the same process. Ultimately, creating the opportunity for bridging understanding across rural and urban interests and dialoguing about how to better address issues across boundaries could enhance achieving the desired outcomes of growth management.



- **Convene multi-sector urban and rural summits to dialogue and help identify priorities for modifications of the GMA that would improve planning and implementation for rural and urban communities.**

Many participants suggested basing comprehensive plan updates on current and reliable population information, which will next occur with the 2020 Federal Census. Moving the deadline for Central Puget Sound counties (King, Kitsap, Pierce, and Snohomish) from 2023 to 2025 would enable sufficient time for the Office of Financial Management (OFM) to use the 2020 census information as a basis for their GMA population projections in 2022 and then allow three years for local governments to receive those new OFM numbers, allocate and incorporate them into their plans. At year 5 a mid-term review could be done to assess buildable lands and market trends and make appropriate county-wide or regional adjustments to housing policies, targets, and actions.

If the Legislature wished to require local government action on some issues before a 2025 plan update, such as adoption of strategies to respond to climate change, they could do so independent of the comprehensive plan update cycle. Also, if the Legislature were to make other changes to the growth planning framework in the next few sessions, moving the update deadline to 2025 would provide time for local and regional governments to account for those new factors.

- **Consider revising the update cycle for comprehensive plans from every eight years to every ten years. Begin this process in phases, starting with moving the next update deadline for the four Central Puget Sound counties from 2023 to 2025, in order to synch with population data from the 2020 Federal Census.**

One of the GMA's planning goals provides: "Permits. Applications for both state and local government permits should be processed in a timely and fair manner to ensure predictability." RCW 36.70A.020(7). Some participants commented that the permit process in their communities did not live up to this goal and many shared examples of what was not working well resulting in negative consequences for permit applicants, local governments and their communities. Participants also recounted many ideas for reform.

- **Convene a collaborative process to identify areas of agreement for improvements to the statewide planning framework's development regulations and permitting processes to shorten the time needed to issue permits and increase predictability and achieve better outcomes both for permit applicants and residents in the vicinity of new development.**

Desiring a more flexible approach to LAMIRDs was cited by many participants. There were many examples given where unique local conditions could not be accounted for in the current planning framework, limiting innovation and options for achieving the desired outcomes. For example, many participants cited GMA restrictions regarding Local Areas of More Intensive Rural Development (LAMIRDs). Some talked about the impact of LAMIRD restrictions on rural communities, often referring to them as economic sinkholes, deprive rural county governments of needed revenues and that they inhibit the ability of a community to be innovative and address unique local challenges.

- **Convene a process to gather additional information and research and to identify areas of agreement for improvements to the GMA provisions for LAMIRDs.**



Some participants said that the siting and design of school district facilities have a major impact on the land use and capital facilities decisions of county and city governments, and vice-versa, yet they are not coordinated with the comprehensive plans of counties and cities. They said that this has led to disconnected decision making, particularly with regard to the location and design of school facilities and resulted in confusion and conflict.

- **Integrate school district capital facilities planning, including school siting, with the land use policies and capital plans of local governments.**

Many participants talked about needing better coordination between counties and cities and special purpose districts. Participants said that excluding special purpose districts from the GMA framework has spawned confusion, competition, and conflict among counties, cities, and special districts and made implementation of GMA difficult. They said that special purpose districts, such as water, sewer, school, and port districts are important components of the growth planning framework and should be integrated into GMA planning.

- **Integrate water and sewer districts, school districts, and port district planning into the GMA.**

Many examples were given of gaps, conflicts, or redundancies between statutes which can cause confusion and litigation. Given the complexity of reviewing years of State statutes enacted at different times, it would be difficult to align all of the statutes that are part of the growth planning framework. At a minimum, participants stated that identifying major gaps, conflicts, or redundancies between the GMA, SMA, and SEPA would help provide clarity and reduce disputes.

- **Initiate a review of State statutes, beginning with the SMA and SEPA, to identify major conflicts or disconnects with the goals and requirements of the GMA, and undertake efforts to reduce gaps, conflicts, or redundancies.**
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Appendix A. Participant List

Name	Organization/Affiliation
Ann Aagaard	League Women Voters Washington
Ryan Acker	Community Transportation Association of the Northwest
Laura Ackerman	The Lands Council
Rick Adams	Gateway Community of Ashford, Washington
Clint Adamson	Central Washington Home Builders Association, President Elect
Tom Agnew	Liberty Lake Sewer & Water District Commissioner
Chuck Ahrens	Washington On-Site Sewage Association
Patricia Akiyama	Master Builders Association of King & Snohomish County
Bruce Alber	Washington Friends of Farms and Forests
Gary Albrecht	Clark County Community Planning
Janet Alderton	President, Friends of the San Juans
Wisten Aldrich	Aldrich Berry Farm & Nursery, Incorporated
Glenn Aldrich	Aldrich Berry Farm & Nursery, Incorporated
Val Alexander	Friends of Clark County
Erin Allee	Proebstel Neighborhood Association
Marnie Allen	Clark County School Districts
Rob Allen	Pierce County
Faris Al-Memar	Washington State Department of Transportation
Sam Amira	King County Water District 90
Bob Amrine	Lewis Conservation District
Ben Anderson	Kitsap Economic Development Alliance; Art Anderson Associates
Dave Andersen	Washington State Department of Commerce
Geoff Anderson	American Institute of Architects, Washington & Schemata Workshop
Jenni Anderson	Stevens County Land Services
Jennifer Anderson	Master Builders of King and Snohomish Counties
Jeralee Anderson	City of Redmond
Ron Anderson	Yakima County Commissioner, District 2
Scott Anderson	City of Stevenson
Terri Anderson	Tenants Union of Washington State
Charlene Andrade	Washington State Department of Commerce
Roger Andrascik	Eatonville School Board
Ryan Andrews	City of Lacey
Isaac Anzlovar	City of Cle Elum
William Appel	Appel Law Office
Jay Arnold	City of Kirkland

Patricia Arnold	Friends of the White Salmon River
Jerry Asmussen	Okanogan Public Utilities District, Tonasket School District, Cattlemen's Association
Maryon Attwood	
COL Ronald Averill	Lewis County Farm Bureau
Carrie Backman	Washington State University Extension Wahkiakum
Mike Backman	Wahkiakum County
Brittany Bagent	Columbia River Economic Development Council
Yazmin Bahena	Walla Walla
Krestin Bahr	Eatonville School District #404
Lance Bailey	City of Port Townsend
Meagan Bailey	Columbia County Planning & Building
Linda Bainbridge	Audubon Society
Eric Baker	Kitsap County Commisioners Office
Katie Baker	City of Puyallup
Ben Bakkenta	Puget Sound Regional Council
Heather Ballash	Washington State Department of Commerce
Randy Bannecker	Bannecker Public Affairs
Ron Barca	Clark County Planning Commission
April Barker	City of Bellingham
Nancy Barnes	Clark Public Utilities
Cristina Barone	Washington Chapter, American Planning Association
Hugh Barrett	Grays Harbor and Pacific Counties Master Garders
Heather Bartlett	Washington State Department of Ecology
Bruce Bassett	City of Mercer Island
Chaz Bates	Spokane Valley
Leonard Bauer	City of Olympia
Mark Beales	Snoco Boundary Review Board
Dale Beasley	President Coalition of Coastal Fisheries and Columbia River Crab Fisherman'
Derrick Belgarde	Chief Seattle Club
Jason Beloso	Washington State Department of Transportation
Nancy Belsby	Whitman County Cattlemen Association
Sandi Benbrook-Rieder	Wahkiakum Chamber of Commerce
Bob Beneford	MAKERS architecture & urban design
Michelle Benetua	Seattle Parks Foundation
Francis Benjamin	Pullman 2040
Peter Bennett	Millennium Bulk Terminals

Carol Benson	Mayor, City of Black Diamond
Linda Bentley	Washington State Department of Commerce
Barry Berezowsky	City of Sequim
Scott Bergford	Scott Homes, INC.
Laura Berg	Washington State Association of Counties
Beth Berglund	Kingston Citizens Advisory Council
Stephen Bernath	Washington State Department of Natural Resources
Bill Berrigan	Berrigan Forestry / NEWFFA
Debbie Bertlin	Mercer Island City Council
Caralyn Bess	Hagadone Media/Washington
Jenna Bicknell	Mercy Corps Northwest
Robert Birman	Centrum Foundation
Angela Birney	City of Redmond
Louise Bjornson	Bellingham
Tirrell Black	City of Spokane
Misty Blair	Washington State Department of Ecology
Bill Blake	Skagit Conservation District
Tim Blanchard	Blanchard Manning LLP
Lenora Blauman	Washington State Boundary Review Board for King County
Laura Bobovski	Kittitas County Chamber of Commerce
Matt Boehnre	Kennewick City Council
Marc Boldt	Clark County
John Bolender	Mason Conservation District
Jim Bolger	Kitsap County
Bruce Bolme	Washington Gorge Action Programs
Leah Bolotin	Washington State Department of Transportation
Mike Bomar	Port of Vancouver
Nicholas Bond	City of Port Orchard
Ana Bonilla	Enterprise Community Partners
Hayley Bonsteel	City of Kent
Ann Bostrom	Evans School of Public Policy & Governance, University of Washington
Jill Boudreau	City of Mount Vernon
Susan Boundy-Sanders	Woodinville
Connie Bowers	Island County Public Works
Don Bradshaw	City of Winlock
Blair Brady	Wahkiakum County; Washington State Association of Counties

George Brady	Okanogan County, City of Pateros
Chris Branch	Okanogan County
Marge Brandsrud	Kittitas County Conservation Coalition
Mike Brandstetter	City of Lakewood
Charlie Brandt	Marine Sciences Laboratory, Pacific Northwest National Laboratory
Ben Braudrick	Washington Chapter, American Planning Association
Allyson Brekke	City of Port Angeles
Paul Brewster	Thurston Regional Planning Council
Linda Brentano	
Dave Bricklin	Futurewise
Shane Brickner	Liberty Lake
Amy Brockhaus	Mountains to Sound Greenway Trust
Richard Brocksmith	Skagit Watershed Council
Allyson Brooks	Washington State Department of Archeology & Historic Preservation
Sara Brostrom	Washington State Department of Ecology
Bill Broughton	Kitsap Building Association
Jean Brown	Yakima County Development Association
Lisa Brown	Washington State Department of Commerce
Rud Browne	Whatcom County
Timothy Buckley	Meng Analysis
Tom Bugert	Washington State Department of Natural Resources
Dave Bugher	City of Lakewood
Salley Bull	Okanogan County Planning Commission; Okanogan County Board of Equalization
Donna Bunten	Washington State Department of Ecology
Lynn Burditt	Columbia River Gorge National Scenic Area
Jeanette Burkhardt	Yakama Nation Fisheries
Jori Burnett	City of Ferndale
Jean Burnham	Town Council
Brian Burns	Tri-State Steelheaders
Heather Burns	Linger Longer Advisory Committee
Jamie Burrell	City of North Bend
Blair Burroughs	Washington Association of Sewer & Water Districts
Heather Bush	Washington State Department of Ecology
Allison Butcher	Master Builders Association of King and Snohomish Counties
Laura Butler	Washington State Department of Agriculture
Mary Butler	Fall City Community Association

Danielle Butsick	City of Kent
Traci Buxton	Des Moines
Ellen Bynum	Friends of Skagit County
Thea Byrd	Washington State House of Representatives
Jim Byrne	Loowit Trout Unlimited
Jacob Caggiano	Mapseed
Al Cairns	Jefferson County Conservation District
Jason Callahan	Washington Forest Protection Association
Kathleen Callison	Law Office of Kathleen Callison
Maren Calvert	Horenstein Law Group PLLC
Jon Campbell	Jon A Campbell Architect, PLLC
Mary Campbell	Community Council
Patrick Capper	Washington State Department of Agriculture
Carmen Caraballo	Esther Short Neighborhood Association
Dan Cardwell	Pierce County Planning & Public Works
Michael Cardwell	Quinault Indian Nation
Dan Carlson	Kittitas County
John Carlson	Skamania County Emergency Management
Todd Carlson	Washington State Department of Transportation
Steve Carpenter	
Christy Carr	City of Bainbridge Island
Edward Carr	Downtown Walla Walla Foundation Design Committee
Cindy Carter	Grant County
Terry Carter	Bonney Lake
Vicki Carter	Spokane Conservation District & Vets on the Farm
Lyndie Case	Childrens Council of Skagit County; Skagit Child & Family Consortium
Sara Cate	Community Health of Central Washington; medical society consortium on climate and health
Elizabeth Chamberlain	City of Walla Walla
Holly Chamberlain	Washington Trust for Historic Preservation
MaryLee Chamberlain	La Conner Town Council
Mickie Chamness	Columbia Basin Chapter, Washington Native Plant Society
Bob Champion	City of Mukilteo
Donald Chance	Badger Pocket Christmas Tree Farm
Bruce Chandler	Washington House of Representatives
Teri Chang	Washington State Department of Transportation
Jeff Chapman	Jefferson County

Patty Charnas	Jefferson County Community Development Department
John Chelminiak	Mayor of Bellevue
Scott Chesney	Columbia International Finance LLC
Gary Christensen	City of Bainbridge Island
Dave Christianson	Washington State Department of Ecology
Bradley Clark	King County Department of Permitting and Environmental Review
Gina Clark	Master Builders Association of King & Snohomish Counties
Hannah Clark	American Farmland Trust
Matt Clark	Matt Clark Realty
Norma Clark	Town of Conconully
Jeff Clarke	Alderwood Water & Wastewater District
Charlotte Claybrooke	Washington State Department of Transportation
Debra Clemens	North Thurston Public Schools
Wendy Cleveland	Friends of Clark County
Gordon Clowers	City of Seattle
Joren Clowers	
Riley Clubb	City of Walla Walla
Bruce Coe	The Central Washington Sentinel
Gary Cohn	Everett School District
Tracy Coleman	City of Woodland
Chris Collier	Alliance for Housing Affordability
Stella Columbia	Okanogan County
Chris Comeau	City of Bellingham
Victoria Compton	San Juan County Economic Development Council
Sean Connell	Economic Development Alliance of Skagit County
Hugh Conroy	Whatcom Council of Governments
Kirsten Cook	Okanogan Conservation District
Bill Coons	Wahkiakum County Assessor
James Cooper	Commute Seattle
Joseph Coppo	WSDOT - Olympic Region
Catherine Corbett	Lower Columbia Estuary Partnership
Jack Cory	J.W. Cory & Associates
Molly Coston	City of Washougal
Dan Cothren	Wahkiakum County
Lee Coumbes	Lewis County, City of Centralia
Michael Courts	City of Dupont

Edward Coviello	Kitsap Transit
Brendan Cowan	San Juan County Dept. of Emergency Management
Doug Cox	Washington State Department of Transportation
Joan Cromley	Town of Hamilton
Tim Crose	Pacific County Department of Community Development
Harvey Crowder	City of College Place
Christine Crowell	Coupeville Town Council
Duncan Cruickshank	Town of Cathlamet
Sam Crummett	City of Battle Ground
Amy Cruver	Pierce County
Rocklynn Culp	Town of Winthrop
Peter Cung	Western Washington University
Karen Cunningham	Confederated Tribes and Bands of the Yakama Nation
Rad Cunningham	
Richard Curtis	PNWF
Leatta Dahlhoff	City of Tumwater
Ken Dahlstadt	Skagit County
Sandy Dailey	Union Gap
Marc Daily	Thurston Regional Planning Council
Lynne Danielson	Olympic View Water & Sewer District
Shaun Darveshi	Palouse Regional Transportation Planning Organization (Palouse RTPO)
Kim Daughtry	Lake Stevens
Steve Davenport	Spokane County Planning Department
Lynda David	Southwest Washington Regional Transportation Council
Brian Davis	City of Federal Way
Jeff Davis	Washington Department of Fish and Wildlife
Jeremy Davis	Thurston County Community Planning
Kathleen Davis	Washington Department of Transportation
Rian Davis	Clark County Association of REALTORS
Andi Day	Pacific County Tourism Bureau
Derek Day	Washington State Department of Ecology
Sandra Day	City of Ridgefield
Sandra Day	City of Ridgefield
Brigid Dean	Washington State Department of Transportation
Kate Dean	Jefferson County
Ray Deardorf	Washington State Department of Transportation

Jerry DeBacker	Okanogan Land Trust
Kevin Decker	Washington Sea Grant
Doug DeForest	Puget Sound Regional Council
Dan Degon	Washington and Idaho Railway
Kimberly Dehart	Colfax Downtown Association
Kate Delavan	Puget Consumers Co-op (PCC) Farmland Trust
Jerome Delvin	Benton County
Richard DeNise	Greater Brush Prairie Neighborhood Association
Zana Dennis	Grays Harbor Council of Governments
Owen Dennison	Town of Coupeville
Michael Dixel	Washington State Department of Health
Kate Dexter	City of Port Angeles
Erica Dial	Maple Valley Black Diamond Chamber of Commerce
Suzy Diaz	Heritage University
Mary Lu Dickinson	University Place School District
Rick Dieker	Yakima-Tieton Irrigation District
Crystal Dingle	City of Ocean Shores
Karen Dinicola	Washington State Department of Ecology
Beth Doglio	Washington State House of Representative
Peter Donaldson	Sustainability Ambassadors
Molly Doran	Skagit Land Trust
Robert Drexler	Washington Realtors
Terri Drexler	Mason County Commission
Joshua Drummond	King County Water District 90
Davina Duerr	Bothell
Jim Duncan	Walla Walla County
Lael Duncan	Okanogan County Community Action Council
Kayla Dunlap	Port of Grays Harbor
Representative Mary Dye	Washington House of Representatives
Marie Dymkoski	Pullman Chamber of Commerce
Richard Dyrland	Top Pacific
Christopher Eaves	Seattle Department of Transportation
Urban Eberhart	Irrigated Agriculture
Marianne Edain	Whidbey Environmental Action Network
Janie Edelman	City of Black Diamond
Steve Edin	City of Mukilteo

Jack Edwards	Bremerton Chamber of Commerce
Gary Edwards	Thurston County Board of County Commissioners
Rick Eichstaedt	Gonzaga Environmental Law and Land Use Clinic
Chad Eiken	City of Vancouver
Daniel Einstein	Olympia Coalition for Ecosystems Preservation
Eric Eisemann	E2 Land Use Planning Services LLC
Eric Eisenberg	Lewis County Prosecuting Attorney's Office
Bill Elder	Citizen
Laura Ellsworth	Council for the Homeless
Tim Elsea	Skamania County
Dennis Engel	Washington State Department of Transportation
Andrew Engell	Congresswoman Cathy McMorris Rodgers
Mike Ennis	Association of Washington Business
Debra Entenman	Office of Congressman Adam Smith
Garrett Epling	Duke's Seafood & Chowder
Steve Erickson	Whidbey Environmental Action Network
Becky Erickson	City of Poulsbo
Michaelyn Erickson	Greater Lewis County Farmers Market Association
Jeffrey Eustis	Law Offices of Jeffrey M. Eustis
Fred Evander	Lewis County
Daniel J. Evans	
Mary Lynne Evans	Washington State Association of Boundary Review Boards
John Everett	ESM Consulting Engineers
Jessica Everett	
Johnna Exner	Ferry County Commissioner District #1
Daniel Fagerlie	Commissioner, District 2, Ferry Public Utilities District 1
Nicole Faghin	Washington Sea Grant
Ian Faley	Boys & Girls Club of Skagit County
Anne Farrell	The Seattle Foundation (ret.)
Phyllis Farrel	Individual
Robin Farris	City of Puyallup
Joe Fattizzi	Snohomish County Camano Island Association of Realtors
Susan Faubion	Timberland Regional Library
Nick Fazio	Cowlitz County
Dean Fearing	Kulshan Community Land Trust
Richard Feeney	West Sound Cycling Club

Kirsten Feifel	Washington State Department of Natural Resources
Peter Fels	Citizen
Chandler Felt	Retired
David Fenn	Lewis County Conservation District/Washington Farm Bureau
Max Fernandez	Washington Farm Bureau
Ben Ferney	Valley School District
Jake Fey	Washington State House of Representatives
Greg Figg	Washington State Department of Transportation
Alan Fisher	Mid Valley Hospital
John Flanagan	Washington Governor's Office
Rod Fleck	City of Forks
Lauren Flemister	City of Seattle - Office of Planning and Community Development
Gloria Flora	Northeast Washington Forest Coalition/Sustainable Obtainable Solutions
Hugo Flores	Washington State Department of Natural Resources
Aiden Forsi	Columbia River Gorge Commission
Douglas Fortner	Town of Steilacoom
Ann Foster	Salmon Creek Farmers Market; Clark County Food System Council
JW Foster	City of Yelm
Sarah Fox	City of Camas
Carley Francis	Washington State Department of Transportation
Chris Frank	Clallam County Health and Human Services
Mayor Cassie Franklin	City of Everett
Hilary Franz	Washington State Department of Natural Resources
Steve Frase	Washington Financial Aid Association
Gary Fredricks	Washington State University Extension
Al French	Spokane County
Becky Frey	Island County
Steven Friddle	Fife
Anne Fritzel	Washington State Department of Commerce
Edna Fund	Lewis County
Michael Gaffney	Washington State University
John Gambrell	Coldwell Banker, San Juan Islands, Inc.
Brad Gaolach	Washington State University Extension
Danielle Garbe Reser	Sherwood Trust
Louisa Garbo	Kitsap County
Alan Garcia	NW Natural; CREDC board

Jake Garcia	Friends of Clark County
Charlotte Garrido	Kitsap County
Janine Gates	Little Hollywood Media
Mary Gates	President FW Performing Arts Foundation; Secretary, Pacific Bonsai Museum Board
Tim Gates	Washington State Department of Ecology
Sharon Gauthier	Whidbey Audubon Society
Robert Gelder	Kitsap County
Erin George	City of Kent
Don Gerend	City of Sammamish, AWC (retired)
Paul Gerola	Port of Walla Walla
Bill Geyer, AICP	Geyer & Associates, Inc
Brandino Gibson	Sequim School District
Allan Giffen	City of Everett
Matthew Gilbert	Orcas Issues
Clark Gilman	Olympia
Judi Gladstone	WA Association of Sewer and Water Districts
Sophie Glass	Kitsap Regional Council
Linda Glover	City of Vancouver
Travis Goddard	City of Woodland
Hilary Godwin	UW School of Public Health
Debbie Goetz	Seattle Office of Emergency Management
Peter Goldmark	
Eric Golemo	SGA Engineering
Paul Gonseth	Washington State Department of Transportation
Jacob Gonzalez	City of Pasco
Nancy Goodloe	City of Ellensburg
Ruth Gordon	Jefferson County
Nathan Gorton	Washington Association of Realtors
Slade Gorton	US Senate, R-WA (retired)
Tim Gould	Sierra Club volunteer
Deirdre Grace	King Conservation District
Gary Graff	Washington State Department of Ecology, Shorelands Program
Andrew Graminski	Western Washington University
Pete Granger	
Lisa Grant	Mossyrock School District
Sharon Grant	Friends of Bagder Mountain

Carmen Green	Mead School District
Marta Green	San Juan Action Agenda Oversight Group
Paul Greenlee	City of Washougal
Steven Grega	Lewis County Farm Forestry - member
Christine Gregoire	Challenge Seattle; former Washington State Governor
Dan Griffey	Washington State House of Representatives - District 35
Greg Griffith	Washington State Department of Archeology and Historic Preservation
Stuart Grogan	Housing Kitsap
Emily Grossman	Washington State Department of Commerce
Darren Groth	City of Edgewood
John Gruber	Washington State Department of Transportation
Robert Grumbach	City of Woodinville
Eric Guida	University of Washington
Dennis Guilliams	Winlock Planning Commission
Mike Gunn	Everett School District
Michael Gustavson	Kitsap Alliance of Property Owners
Ranie Haas	Washington State Tree Fruit Association
Jinger Haberer	Ellensburg school district
Jennifer Hackett	Ellensburg school district
Dennis Hadaller	Lewis County Commissioner; Logging Contractor; Farmer
Leah Hadfield	City of Roslyn
Rich Hadley	Association of Washington Business
Bart Haggin	Community Activist
David Haire	Confederated Tribes of the Umatilla Indian Reservation
Pam Haley	Spokane Valley
Erin Hall	Olympia Master Builders
Margie Hall	Lincoln County Economic Development Council
Will Hall	City of Shoreline; Puget Sound Partnership; Orca Task Force
Ed Hallda	HEED CXO, LLC
Hansi Hals	Jamestown S'Klallam Tribe
Bob Hamlin	Skamania County
Richard M. Hannold	Island County Commissioner
Linda Hannon	City of Mossyrock
Bart Hansen	City of Vancouver
Bob Hansen	Audubon
Heather Hansen	WA Friends of Farms & Forests

Lara Hansen	EcoAdapt
Mami Hara	Seattle Public Utilities
Phil Harju	Cowlitz Indian Tribe
Maureen Harkcom	Lewis County Farm Bureau
Nick Harper	City of Everett
Mark Harrington	Southwest Washington Regional Transportation Council
Jeffrey Harris	UW - Dept. Of Health Services
Sydney Harris	Washington Environmental Council
Susan Harvey	Retired-Boeing
Toshiko Hasegawa	King County, Office of Law Enforcement Oversight
Tom Hauger	Retired - City of Seattle Long Range Planner
Lunell Haught	Inland Northwest Trails and Conservation Coalition
Gene Healy	Wahkiakum Public Utilities District
Mark Heitstuman	Asotin and Garfield Counties
Dean Hellie	Stevens County Conservation District
Jessica Helsley	Coast Salmon Partnership
Charles Hensley	Quinault Enterprises
Kim Herman	Washington State Housing Finance Commission
Dave Herrera	Skokomish Indian Tribe
Phil Hess	Kittitas WFFA
Patricia Hickey	Washington Association of Conservation Districts
Derrick Hiebert	Washington State Emergency Management Division
Chuck Higgins	Michigan Hill Tree Farm
Keith Higman	Island County
Kellye Hilde	City of Sammamish
Randy Hill	Vancouver Audubon; Washington Ornithological Society; Friends of Ridgefield NWR
Jan Himebaugh	Building Industry Association of Washington
Randy Hinchliffe	City of Waitsburg
Eleanor Hines	Northwest Straits Chapter of Surfrider
Rich Hoey	City of Olympia
Mark Hofman	City of Snoqualmie
Hillary Hoke	City of Chehalis
Lehman Holder	Loo Wit Group/Sierra Club
Roni Holder-Diefenbach	Economic Alliance
John Holdsworth	Snohomish County DEM
Fran Hollums	City of Covington

Greta Holmstrom	Cowlitz County
Joe Holtrop	Clallam Conservation District
Angie Homola	
Carolyn Honeycutt	City of Ellensburg
Damien Hooper	County of Grant
James D. Hoover	
Shane Hope	City of Edmonds
Mark Hoppen	City of Normandy Park
Steve Horenstein	Horenstein Law Group PLLC
Dena Horton	US Senator Maria Cantwell
Isaac Horwith	King County - Department of Community & Human Services
Wim Houppermans	Evergreen Islands
Karena Houser	Washington State Department of Transportation
Lyman Howard	City of Sammamish
Nathan Howard	Island County
Michael Howe	Central Washington Home Builders Association
Michael Hubner	City of Seattle
Kate Hudson	Visit Spokane
Stephen Hueffed	Willapa Hills Farm
Molly Hughes	Town of Coupeville
Patrick Hughes	City of Yelm
Myron Huie	City of Walla Walla
Fiona Humphrey	North Salmon Creek Neighborhood Association
Shawn Humphreys	Pacific County DCD
Bob Hunter	Kitsap Public Utility District
George Hurst	City of Lynnwood
Perry Huston	Okanogan County
Scott Hutsell	Lincoln county
Lynn Hyde	City of North Bend
Constance Ibsen	Lower Hood Canal Watershed Coalition and Hood Canal Improvement Club
Gary Idleberg	Washington State Department of Commerce
Joel Ing	Edge Developers
Paul Inghram	Puget Sound Regional Council
Soo Ing-Moody	Town of Twisp
Vicki Isett	Community Homes, Inc.
Daryl Jackson	Moses Lake

Robert Jamers	Makers
Debbie James	Yakama Nation
Mark James	City of Marysville
Fred Jarrett	King County
Kirsten Jewell	Kitsap County Human Services
Paul Jewell	Kittitas County
Sally Jewell	Univ of Washington, former US Secretary of the Interior
Jeremy Jewkes	Washington State Department of Transportation
Laurie Jinkins	WA House of Representatives
Erik Johansen	Island County
Erik Johansen	Stevens County, Land Services Director
Brad Johnson	City of Burlington
Carol Johnson	North Olympic Timber Action Committee
Chris Johnson	City of Okanogan
David Wayne Johnson	Jefferson County
Deborah Johnson	Washington State Department of Health
Eric Johnson	Washington State Association of Counties
Eric D. Johnson	Washington Public Ports Association
Glenn Johnson	City of Pullman
Helen Price Johnson	Island County Commissioner
James Johnson	Walla Walla County
Jill Johnson	Island County Commissioner
Jim Johnson	Walla Walla County
Patricia Johnson	Pierce Co., City of Buckley
Paul Johnson	Washington State Department of Commerce
Randy Johnson	Clallam County
Rob Johnson	City of Seattle Council Member
Susan Johnson	Milton
Suzanne Johnson	Green River College
Nathaniel Jones	City of Olympia
Taylor Jones	City of Fife
Lennard Jordan	Department of Ecology
Kate Kaehny	City of SeaTac
Allan Kafley	ECOSS
Mark Kajtia	Baker Boyer
Tamra Kammin	City of Newcastle

Riggers Karst	Asotin County
Kay Kassinger	Peninsula Housing Authority
Phillippa Kassover	City Council, Lake Forest Park
Mike Kattermann	City of Bothell
Charlene Kay	Washington State Department of Transportation
Cherie Kearney	Columbia Land Trust
RJ Keetch	City of Colville
Clare Kelm	League of Women Voters of the San Juans
Rebecca Kennedy	City of Vancouver
Jonathan Kesler	City of Ellensburg
Douglas Kess	Member of the Pacific County Marine Resources Council and WCMAC
Jennifer Kester	SeaTac
Jefferson Ketchel	Snohomish Health District
Lisa Key	Liberty Lake
Catherine Kiewit	City of Bingen
David Killingstad	Snohomish County Planning and Development Services
Paul Kimmell	Avista Corporation
Leslie King	Washington Department of Fish and Wildlife
Peter King	Association of Washington Cities
Nicole Klauss	Ellensburg City Council
Kathleen Kler	Jefferson County
David Klingenstein	Touchet Valley Television, Inc.
Kitty Klitzke	Futurewise
Shelley Kloba	Washington House of Representatives
Karen Klocke	Washington State Department of Health
Pete Kmet	City of Tumwater
Jennifer Knaplund	City of Duvall
Curtis Knapp	Washington State House of Representatives - District 43
Shelley Kneip	Retired
Katrina Knutson	City of Gig Harbor
Jeanne Kojis	Nonprofit Network
Duana Kolouskova	Johns Monroe Mitsunaga Kolouskova PLLC
Mark Koppang	City of Federal Way
Germaine Kornegay	City of Sedro-Woolley
Paul Krauss	City of Lynnwood
Robb Krehbiel	Defenders of Wildlife

Jennifer Kreifels	City of Centralia
Paul Kriegel	Port Susan Forest Management
Richard Krochalis	Seattle Design Commission
Kate Kruller	Tukwila City Council
Scott Kuhta	Washington State Department of Commerce
Mark Kulaas	Douglas County
Mark Kulaas	City of Wenatchee City Council
Katrin Kunz	Whitman County Planning Department
Peter Kwon	SeaTac
Ted Labbe	Urban Greenspaces Institute
Nels Lagerlund	Skagit Ag Advisory Board
Melissa Laird	Kitsap County Non-Motorized CAC and Kitsap Public Health District
Bob Lake	City of Sequim
Erik Lamb	City of Spokane Valley
Kathy Lambert	King County Council
Trevor Lane	WSU Ferry County Extension
Rick Lanning	Homeland Construction
Michael Largent	Whitman County
Judy Larsen	
Ryan Larsen	Stanwood City
Dave Larson	Tukwila School District
Matt Larson	City of Snoqualmie
Eric Laschever	U.W. School of Marine and Environmental Affairs
Jeff Lawlor	Washington Dept. of Fish & Wildlife
Terry Leas	Big Bend Community College
David Leatherman	Adams County Farm Bureau
Kevin LeClair	King County Dept. of Permitting and Environmental Review
David Lee	Tacoma/Pierce County Habitat for Humanity
John Lee	
Carol Levanen	Clark County Citizens United, Inc.
Carol Levanen	Clark County Citizens United, Inc.
Douglas Levy	City of Renton
Randy Lewis	City of Westport
Mark Libby	Kingston Citizens Advisory Council
Casey Liles	Washington State Department of Transportation
Nancy Lillquist	Ellensburg City Council

Thomas Linde	South Gifford Pinchot Collaborative Group
Jennifer Lindsay	City of Ridgefield
Kelli Linville	City of Bellingham
Mike Lithgow	Kalispel Tribe Natural Resource Dept.
Ronda Litzenberger	Eatonville School District
Robin Llewellyn	Audubon Society
William M. Loeber	King County DNRP
Shawn Logan	City Of Othello
John Lombard	Lombard Consulting LLC
Paula Lonergan	Affordable Housing Advisory Committee representing homeless shelters
Derek Long	Sustainable Connections
Marie Lotz	Grant County Conservation District
Matt Lower	Kalispel Tribe of Indians
Shannon Lowry	Grant Public Utilities District
Jennifer Loyd	Washington State University Extension
Jeff Lucas	Eatonville School District
Steve Lundin	Sr. Counsel, Washington state House of Representative
Susan Luond	City Of Centralia
Samya Lutz	City of Bellingham
Frank Lyall	Yakima County Farm Bureau
Salina Lyons	City of Covington
Tim Mack	AAI Foresight
Jerrold MacPherson	Benton County
Kevin Mader	Palouse Brand
Steve Mader	Steve & Kevin Mader G.P.
Mark Maggiora	Americans Building Community INC
Ashley Mahan	Walla Walla Valley Wine Alliance
Richard Mahar	Skamania County
Connie Mahugh	Rural Resources Community Action
Ryan Makinster	Building Industry Association of Clark County
Patience Malaba	Housing Development Consortium
Steve Mallory	
Craig Maloney	City of Pasco
Dave Malsed	Skagit Conservation District
Jay Manning	Puget Sound Partnership
Nicholas Manzano	Washington State Department of Transportation

Loreana Marciante	Paul G. Allen Philanthropies
Mikaela Marion	Mid-Valley Hospital
Lyle Markhart	Wenatchee
Sona Markholt	Salmon Creek Meats
Chris Marks	Confederated Tribes of the Umatilla Indian Reservation
John Marshall	Adams County
Sue Marshall	Friends of Clark County
Jerry Martens	Columbia Bluffs LLC
Erik Martin	Lewis County
Marcos Martinez	Casa Latina
Ruthell Martinez	Walla Walla Community Council
Tony Massa	Grant County, City of Warden
Matt Matayoshi	Lewis County Economic Development Council
Kyoko Matsumoto - Wright	Mountlake Terrace
Larry Mattson	Yakima Valley Conference of Governments
Lori Mattson	Tri-City Regional Chamber of Commerce
Evan Maxim	City of Mercer Island
James Mayhew	Snoqualmie City Council
George Mazur	Washington State Department of Transportation - North Central Region
Mo McBroom	The Nature Conservancy
Greg McCall	Asotin County Public Utilities District
Wes McCart	Stevens County Commissioner
Michael McCarty	City of Shelton
Mark McCaskill	Washington State Department of Commerce
Gregory McCormick	Kennewick
Mike McCormick	Retired Planner - Dept. of Commerce
Gina McCoy	Okanogan Planning Commission/Okanogan County Watch
Mary McCumber	Futurewise
Scott McDougall	Pacific County Emergency Management Agency
Anne McEnery-Ogle	City of Vancouver
Dave McFadden	Port of Seattle
Jeff McGinty	City of Poulsbo
Alex McGregor	The McGregor Company
Paddy McGuire	Mason County
Gordon McHenry Jr	Solid Ground WA
Randy McKibbin	Bonney Lake

Melissa McKnight	Grant County
Sarah McKnight	Southeast Washington Economic Development Association
Kelly McLain	Washington State Department of Agriculture
Bridget McLeman	Retired
Thomas McLeod	City of Tukwila
Norm McLoughlin	McLoughlin and Associates, LLC
Key McMurry	Key Environmental Solutions, LLC.
Liz McNett Crowl	Skagit Regional Health
Dan McShane	Stratum Group
Brad Medrud	City of Tumwater
Jean Melious	Huxley College of the Environment, Western Washington University
Ryan Mello	City of Tacoma
Karen Messmer	Olympia Safe Streets Campaign
Jeremy Metzler	City of Edgewood
Louis Meuler	City of Spokane
Andy Meyer	Association of Washington Cities
Kristine Meyer	Avista
Karen Meyering	King County
Claire Miller	Dept. of Commerce
Haylie Miller	City of Ferndale
Ivan Miller	King County
Rhea Miller	Lopez Community Land Trust
Ted Miller	City of Sequim
Tony Mills	Island County
Thomas Moak	Port of Kennewick
Ali Modarres	University of Washington - Tacoma
Gregory Moe	Thurston County Realtors
Rick Mohler	Department of Architecture, University of Washington
Alborz Monjazebeh	Whatcom County Peace & Justice Center, Board Member
Bill Moore	City of Grandview
Bill Moore	City of Grandview
Chris Moore	Washington Trust for Historic Preservation
Jim Moran	City of Port Angeles
Jake Morgan	Lewis County Tribune
Mary Morgan	Ellensburg City Council
Tim Morgan	City of Maple Valley

Gary Morishima	Quinault Nation
Roy Morris	
Dr. Nancy Messmer Morris	
Paul Moyer	LARKS: Bird Enthusiasts - Columbia R. Gorge
Anthony Muai	City of Kennewick
Candace Mumm	City of Spokane Council
Ian Munce	City of Tacoma
Beth Munns	Oak Harbor
Ralph Munro	Retired
Byron Murgatroyd	King County Water District #90
Kevin Murphy	Skagit Council of Governments
Mike Murphy	Whatcom Public Utilities District
Jon Mutchlen	City of Ferndale
Christine Myers	Cowlitz Indian Tribe
Hank Myers	City of Redmond
Lee Napier	Lewis County
Randy Neatherlin	Mason County
Craig Nelson	Okanogan Conservation District
Jennifer Nelson	Washington Dept of Fish & Wildlife
Linda Neunzig	Ninety Farms/Forterra
Tom Nevins	Kitsap County Planning Commission
Kristie Nevitt	CPA Inactive
Paul Newell	Underwood Conservation District
Sally Newell	Underwood Resident
Cat Nichols	Washington State Department of Veterans Affairs, Spokane County
Molly Nichols	Futurewise
Ronald Nielsen	Small Business Development Center
Darren Nienaber	People and Otters
Jeff Niten	City of Ridgefield
Keith Niven	Issaquah
Deborah Nix	Northport Community Preservation & Restoration (NCPR)
Doug Nixon	City of Cheney
Cassandra Noble	State of Washington Energy Facility Site Evaluation Council
Mike Nordin	Pacific and Grays Harbor Conservation Districts
Tony Nordin	City of Raymond
Dave Norman	Washington State Department of Natural Resources

Paul Nuchims	MCAC Manchester Community
Ike Nwankwo	Washington State Department of Commerce
Gary Nystel	City of Poulsbo
Obie O'Brien	Kittitas County
Scott O'Dowd	Washington State Department of Ecology
Patricia O'Hearn	WA Farm Forestry Association/Kittitas
Matt Ojala	Forterra
Mathew Ojennus	Washington State Department of Commerce
Gerry O'Keefe	Washington Public Ports Association
Ngozi Oleru	King County Metro
Amber Oliver	
Lisa Olsen	Pacific County Commissioner
Rick Olson	Puget Sound Regional Council
Sunrise O'Mahoney	Watershed Alliance of Southwest Washington
Kevin O'Neill	City of Seattle
Ron Onslow	City of Ridgefield
Ed Orcutt	Washington State Legislature - 20th District
Regina Ord	Washington State University
Lenny Orlov	City of Seattle Human Services (Aging & Disability, Age Friendly Seattle)
Peter Orser	Runstad Center for Real estate
Rich Osborne	UW Olympic Natural Resources Center
Allison Osterberg	Thurston County
Alison O'Sullivan	Suquamish Tribe, Natural Resources
Sherri Ott	Kittitas County Habitat for Humanity
John Owen	Makers
Lindsey Ozbolt	Kittitas County
Caty Padilla	Nuestra Casa
Margaret Pageler	Growth Management Hearings Board
Dixie Palmer	Office of Rural & Farmworker Housing
William Palmer	Kitsap Alliance of Property Owners
Carrie Parks	Multiple
Paul Parker	Transportation Commission
Karen Parkurst	Thurston Regional Planning Council
Jeff Parsons	Puget Sound Partnership
Nicky Pasi	Mountains to Sound Greenway Trust
Vijya Patel	Madison Ave. Realty

David Pater	Washington State Department of Ecology
Kim Patten	Washington State University Extension
Jason Paulsen	Methow Conservancy
Mary Lou Pauly	City of Issaquah
Rachel Pawlitz	United States Forest Service
Phillip Pearson	The Evergreen State College
Brad Peck	Franklin County
Ron Peck	Port of Seattle
Dave Peeler	Kiwanis Club
Brandi Peetz	Spokane Valley
Paula Reeves	Washington State Department of Health
Christina Pegg	Housing Opportunities Southwest Washington
Dana Pendergrass	Spangle
Jim Pendowski	Washington State Department of Ecology
Meredith Penny	Island County Planning & Community Development
Mark Personius	Whatcom County Planning & Development Services
Ben Persyn	Western Washington University, Huxley School
Alan Peters	Skamania County
JoEllen Peters	Hanford Area Economic Investment Fund
Alanna Peterson	Pacifica Law Group
Darcey Peterson	King County Water District No. 90
John Peterson	Clark Regional Wastewater District
Ruth Peterson	Washington State Senate
Faith Pettis	Pacifica Law Group
Michelle Pezley	Island County
Russ Pfeiffer-Hoyt	Mount Baker School District
Steven Philips	City of Battle Ground
Joe Phillips	Kitsap Planning Commissioner
Larry Phillips	
Joyce Phillips	City of Olympia
Laura Philpot	City of Maple Valley
Gary Piazzon	Whidbey Environmental Action Network
Glen Pickus	City of Snohomish
Emil Pierson	City of Centralia
Rebecca Pirtle	Kitsap County Commissioners' Office
Kevin Plambeck	Juniper Beach Water District

Irene Plenefisch	Microsoft
Gerry Pollet	State Representative, 46th District; Chair, Local Government
Erik Polsen	Greater Spokane
Cathy Potter	Port of Royal Slope
Diane Pottinger	North City Water District
Sara Porter	Thurston Regional Planning Council
Amy Pow	Tacoma-Pierce County Health Dept
John Powers	Kitsap County Economic Development Alliance, Kitsap Aerospace & Defense Alliance
Steve Powers	City of Oak Harbor
Stacie Pratschner	Skagit County
Candace Pratt	Sequim
Cynthia Pratt	City of Lacey
Lovel Pratt	Friends of the San Juans
Kizz Presia	Triangle Associates
Michone Preston	Habitat for Humanity Washington
Charles Prestrud	Washington State Department of Transportation
Richard Price	Project Coordinator-Moses Lake Washington Waterfowl Assc. Moses Lake FNRA Chairman Columbia Basin Pheasants Forever Chapter
Russell Prior	Lewis County Future Farmers of America Farm Bureau
Ashley Probart	Transportation Improvement Board
Cindy Proctor	Beacon Development Group
Robin Proebsting	City of Mercer Island
Mary Prophit	Timberland Regional Library
Cynthia Pruitt	Snohomish County Tomorrow
Bill Pugh	City of Sumner
Dennis R	University of Washington
Dave Radabaugh	Washington State Department of Ecology
Janice Rahman	King County Emergency Management
Vickie Raines	Grays Harbor County
Jeff Randall	Jefferson Public Utility District
Dan Rankin	City of Darrington
Oak Rankin	Glacier Peak Institute
Matt Ransom	Southwest Washington Regional Transportation Council
Silas Rappe	Tri County Economic Development District
Susan Rasmussen	Clark County Citizens United, Inc.
Doug Ray	

Sherry Raymond	City of Selah
Daniel Records	City of Pullman
Miranda Redinger	City of Shoreline
Paula J. Reeves	Washington State Department of Health
Jay Reich	Pacifica Law Group
Angelica Reyes	La Casa Hogar
Ricardo Reyes	Town of Coupeville
Jesse Reynolds	City of North Bend
Martha Rice	Yakima Public Schools
Sandra Richartz	Washington State Senate Republican Caucus
Ronald Ricker	North City Water District
Becky Rieger	Office of Management and Budget / Environmental Design / Lewis County Public Health & Social Services
Phil Rigdon	Yakama Nation
Mark Rigos	City of North Bend
Bill Riley	Tacoma Pierce County Association of Realtors
Zahra Roach	Pasco Planning Commission
Elizabeth Robbins	Washington State Department of Transportation
Betsy Robblee	Washington Wildlife & Recreation Coalition
Mindy Roberts	Washington Environmental Council
Dennis Robertson	Tukwila
Mary Jane Robins	Representative Derek Kilmer
Jan Robinson	Chehalis River Basin Land Trust
Mary Kay Robinson	Windermere Real Estate
Jerrick Rodgers	Aberdeen
Elizabeth Rodrick	Black Hills Audubon Society
Johanna Roe	Skamania Klickitat Community Network
Brenda Rogers	Bethel School District Board of Directors
Bridget Rohner	Washington State University Lincoln County Extension
Anna Rohrbough	Mukilteo
Christine Rolfes	Washington State Senate
Chris Roselli	Western Washington University
Katherine Ross	City of Snoqualmie
Mark Ross	Battle Ground Public Schools
Randy Ross	Grays Harbor County
Byron Rot	San Juan County Lead Entity for Salmon Recovery
Rhys Roth	Center for Sustainable Infrastructure

Heather Rousey	City of Monroe
Owen Rowe	The Food Co-op, Port Townsend
Kell Rowen	Mason County
Frank Rowland	Opportunities Industrialization Center of Washington
Allen Rozeman	Skagitonians to Preserve Farmland,
Courtney Rudy	Washington State Department of Transportation
Cristina Ruiz	Office of Rural and Farmworker Housing
Kelly Rupp	LeadToResults, LLC
Amy Rusko	City of Stanwood
Sarah Ryan	Washington Cattlemen's Association
Andy Ryder	Mayor of Lacey
Cindy Ryu	WA State Legislature/State Representative
Dan S	Bonney Lake
Kirsten Sackett	City of Ellensburg
Rhonda Salerno	Planning Advisory Board, City of Langley
Angela San Filippo	City of Ellensburg
Norma Sanchez	Colville Confederated Tribes.
Derek Sandison	Washington State Department of Agriculture
Tom Sanford	North Olympic Land Trust
Kat Satnik	Kittitas County Water Purveyors and Washington State University Kittitas County Extension
Allison Satter	City of Bremerton
Jim Sayce	Pacific County Economic Development Council
Kathleen Sayce	Shoalwater Botanical
Brian A. Sayrs	Department of Health, Office of Drinking Water
Avaly Scarpelli	Building Industry Association of Clark County
Linda Schactler	Central Washington University
Mary Schactler	King-Pierce Farm Bureau
Darlene Schanfald	
Tim Schauer	MacKay Sposito
Julie Schilling	City of Granger
Tom Schirm	Washington Department of Fish and Wildlife
Joe Schmick	Washington State House of Representatives - District 9
Janet Schmidt	Washington State University Whitman County Extension
Carolyn Schoenborn	St. Johns Lutheran
Kayla Schott-Bresler	Skagit County Public Health,
Carl Schroeder	Association of Washington Cities

Jan Schuette	Arlington City Council
Joseph Scorcio	City of SeaTac
Joyce Segal	Access Institute of Resea
Lindsey Sehmel	City of Gig Harbor
Melodie Selby	City of College Place
Paul Sentena	Northeast Sammamish Sewer & Water District
Rick Sepler	Washington Chapter, American Planning Association
Loretta Seppanen	Community Farm Land Trust
Hester Serebin	Transportation Choices and Washington State Transportation Coalition
Benjamin Serr	Washington Department of Commerce
Sarah Severn	Washington Business for Climate Action
Robert Severns	City of Oak Harbor
Dale Severson	Washington State Department of Transportation
John Shambaugh	Washington State Department of Transportation Northwest Region Mount Baker Area
Taylor Shanaman	Tacoma-Pierce County Association of Realtors
Marie Shankle	Lewis County Farm Bureau
Rosanna Sharpe	Visit the Reach
Richard Shattuck	Kitsap County Planning Commission
Danielle Shaw	Washington Environmental Council
Evan Sheffels	Washington State Department of Agriculture
Brian Sheldon	Oyster Grower; Washington Coastal Marine Advisory Council
Peggy Shepard	City of Snoqualmie
Brian Shinn	Asotin County
Drew Shirk	Washington Governor's Office
Shelly Short	Washington State Senate
Shannon Shula	Thurston County
Ron Shultz	Washington State Conservation Commission
Ben Shumaker	City of Stevenson
Mike Shuttleworth	Yakima Valley Conference of Governments
Satpal Sidhu	Spice Hut Corp
Rosemary Siipola	Kalama
Jeremy Sikes	Washington State Department of Ecology
Jill Silver	10,000 Years Institute
Jim Simmons	Re/MAX Parkside Affiliates
Merri Ann Simonson	Coldwell Banker SJI
Carol Simpson	Newcastle

Ted Simpson	Public Utilities District #1 of Clallam County
Will Simpson	Washington State Department of Commerce
Amanda Siok	Federal Emergency Management Agency Region 10
Rachel Siracuse	Ferry County
Cole Sisson	Doe Bay Wine Company
Theresa Slusher	Washington State Department of Social and Health Services
Amanda Smeller	Klickitat County
Brian Smith	Mason County Planning Advisory Commission
Diane Smith	Washington State University Skagit County Extension
Jack Smith	Colville City Council
Lauren Smith	King County
Lisa Smith	Enterprise for Equity
Lorna Smith	Jefferson County
Mark Smith	Housing Consortium of Everett and Snohomish County
Melissa Smith	City of Camas
Valerie Smith	Washington State Department of Commerce
Jennifer Smolen	Office of Washington State Senator Steve Hobbs
Marty Snell	MacKay Sposito
Bryan Snodgrass	City of Vancouver Community and Economic Development Department
Greg Snow	Pend Oreille County
Dave Soike	Port of Seattle
Alex Soldano	Sound Transit
Stephanie Solien	Puget Sound Partnership; Southern Resident Orca Task Force
Elaine Somers	US Environmental Protection Agency
Nancy Soriano	Water Resource Inventory Area 49 planning member
Trudy Soucoup	Homes First
Elissa Southward	Yakima Valley Memorial Hospital
Amy Spain	Snohomish County Tourism Bureau
Ron Speer	
Tiffany Speir	City of Lakewood
Andrea Spencer	City of Bremerton
Jerad Spogen	Washington State Joint Transportation Committee
Mark and Lorie Spogen	Jorgensen Timber
Isabelle Spohn	Okanogan County Watch
Missy Stalp	City Council Member at Large
Gary Stamper	Lewis County Board of County Commissioners

Ila Stanek	West Hazel Dell Neighborhood Assn.
Pete Stark	Whatcom Transportation Authority
Darin Stavish	Pierce Transit
John Steach	Evergreen Public Schools
Peter Steinbrueck	Port of Seattle
Mark Stephan	Washington State University Vancouver
Jamie Stephens	San Juan County
Ed Stern	City of Poulsbo, AWC Board
John Sternlicht	Skagit Economic Development Alliance
Mike Stevens	City of Richland
Richard Stevens	Grant County
Robert Stevens	Cowlitz-Wahkiakum Council of Governments
Megan Stewart	Asotin County Conservation District
Paul Stewart	Sunwest
Jesica Stuckles	City of Arlington
Doug Stienbarger	WSU Clark County Extension
Denise Stiffarm	Pacifica Law Group
Bob Stilger	NewStories
Deborah Stinson	City of Port Townsend
Allen Stockbridge, JD, CCIM	Kulshan Commercial
Abbey Stockwell	Washington State Department of Ecology
Jim Stoffer	Sequim School District
Dan Stonington	Washington State Department of Natural Resources
Don Stose	City of Ridgefield
Robert Stowe	Economic Development Consultant
Christoph Strouse	College of Built Environments/University of Washington
Julie Struck	South Bend
Steve Stuart	City of Ridgefield
John Stuhlmler	Washington State Farm Bureau
Ted Sturdevant	Washington State Department of Natural Resources
Junga Subedar	Whatcom County Peace & Justice Center, Board
Troy Suing	Washington State Department Of Transportation - South Central Region
Jason Sullivan	City of Bonney Lake
Lorah Super	Methow Valley Citizens Council
Judy Surber	City of Port Townsend
Michele Surber	University of Washington

Michelle Surber	University of Washington
Dan Sutton	Douglas County
Jennifer Sutton	City of Bainbridge Island
Tom Swanson	Puyallup City Council
Skip Swenson	Forterra
David Swindale	University Place
Bill Sygitowicz	Vineyard Development Group
Joe Symons	KeepSanJuansWild.org
Veena Tabbutt	Thurston Regional Planning Council
Dean Takko	Washington State Senate - 19th District
Bobbak Talebi	Washington State Department of Ecology
Kevin Tapani	Tapani Inc.
Mike Tatko	Avista
John Taves	City of Cheney
Amy Taylor	City of Maple Valley
Dave Taylor	City of Ridgefield
Laura Techico	City of Des Moines
Mike Tedesco	Spokane Tribe of Indians
Brianna Teitzel	Lewis County
Lucy Temple	City of Cle Elum
Dan Teuteberg	Washington State University
Troy Thiel	The Thiel Team - Windermere Yarrow Bay, Kirkland, WA
Robert Thode	Fire Mountain Farms
Ryan Thode	Fire Mountain Farms
Craig Thomas	University of Washington, Evans School of Public Policy & Governance
Geoffrey Thomas	Monroe
Jeff Thomas	City of Sammamish
John Thomas	Washington On-Site Sewage Association
Ken Thomas	City of Poulsbo
Scott Thomas	LaConner
Adenea Thompson	Colville City Council
Ben Thompson	Washington State Department of Natural Resources
Linda Thompson	City of Spokane Valley
Alan Thomson	Whitman County
Greg Thornton	City of La Center
Richard Tift	

David Timmons	City of Port Townsend
Heather Tischbein	Friends of Clark County; Clark County Food System Council
Tony To	HomeSight
Mike Todd	City of Mill Creek
Allison Tompkins	
Nathan Torgelson	City of Seattle, Department of Construction & Inspections
Matthew Torpey	City of Maple Valley
Nancy Tosta	Burien City Council
Lindsay Morgan Tracy	United Way of Pierce County
Paul Trautman	City of Spokane Community Housing and Human Services Department: All Hazard Alert Broadcast
Milt Tremblay	City of Buckley, Puget Sound Regional Council
Jose Trevino	City of Granger
Adam Trimble	City of Longview
Tim Trohimovich	Futurewise
Sarah Truglio	Washington Small Business Development Center
Judy Tuohy	City of Everett
Bill Turlay	City of Vancouver
Theresa Turpin	WSDOT Olympic Region
Amy Turnbull	Willapa Hills Creamery
Tiffany Turner	Adrift Hotel
Camille Uhlir	San Juan County Planning Commission
Mike Ulrich	Spokane Regional Transportation Council
Diane Underwood	City of Selah
Liz Underwood-Bultmann	Puget Sound Regional Council
Javier Valdez	Washington State House of Representatives
Joe Valenjuela	La Center
Margie Van Cleve	Sierra Club volunteer
Ann Van Dielen	Northeast Chapter of Washington Farm Forestry Association
Katrina Van Every	Thurston Regional Planning Council
Peter Van Nortwick	Clark County
Kim Van Zwalenburg	Washington Department of Ecology
Ken Van Buskirk	Davis Family Farm; Former Planning Commissioner
Leah VanderStoep	Washington State University Extension
Alan Vanell	Town of Bucoda
Lisa Vatske	Washington State Housing Finance Commission
Nick Velluzzi	Walla Walla Community College

David Vliet	Bothell Planning Commission, Chair
Marilyn Vogler	Community Activist
Roger Wagoner	BHC Consultants., LLC
Bryan Wahl	Councilmember, City of Mountlake Terrace
Jude Wait	Notional Lab of Agroecology
Jim Waldo	Gordon Thomas Honeywell, LLP
Rick Walk	City of Lacey
Lynn Wall	Naval Base Kitsap
Courtney Wallace	Burlington Northern Santa Fe Railroad
Laurel Waller	Hotel Cathlamet; Town of Cathlamet
Tanya Waller	Town of Cathlamet
Jim Walsh	Washington State Legislature
Kay Walters	
Ryan Walters	Skagit County Planning & Development Services
Julia Walton	3 Square Blocks LLC
Art Wang	Tahoma Audubon Society
Elise Warren	FISH Community Food Bank
Austin Watkins	Jefferson County
Tom Watson	Bonney Lake
Sean M Watts	SM Watts Consulting, LLC
Dale Webb	Belfair Water District #1
Dennis Weber	Cowlitz County
Shane Weber	City of Bremerton
Max Webster	Washington Environmental Council
Andrea Weckmueller-Behringer	Walla Walla Valley Metropolitan Planning Organization/Sub-Regional Transportation Planning Organization
Dennis Wedam	Lewis County Farm Forestry
Jennifer Weddle	
Kim Weerts	Whitman County Cattlemen's Association
Wendy Weiker	Mercer Island Councilmember
Chuck Weinstock	State of Washington Affordable Housing Advisory Board
Amy Weissfeld	City of Stevenson
Jill Weismann	City of Cheney
Todd Welch	Lake Stevens
Nathan Weller	City of Pullman
Kayla Wells	Washington State University Extension
Lee Wells	City of Ridgefield

Teri Wensits	Catholic Community Services
Geoffrey Wentlandt	City of Seattle
Darren Wertz	City of Ridgefield
Ron Wesen	Skagit County
David West	Farm Bureau
Hiller West	Island County
Greg Wheeler	City of Bremerton
Clay White	Former Snohomish County Planning Director; LDC, Inc.
Gordon White	Washington State Department of Ecology
Richard White	The Boeing Company
Dick Whitmore	Water Resources Inventory Area No. 1
Steve Whitney	The Bullitt Foundation
Arthur Whitten	Spokane Region Home Builders
Michelle Whitten	City of Toledo
Ben Wick	City of Spokane Valley
Emily Wiemer	Benton-Franklin Council of Governments
Christopher Wierzbicki	Futurewise
Kurt Wiest	Bremerton Housing Authority
Russell Wiita	City of Sultan
Keith Wilder	Wilder Construction LLC
John Willett	Multiple State and County Committees and Positions
Christine Williams	Public
Debbie Williams	Washington State University
Michael Williams	Washington State Department of Transportation
Paul Williams	Sumner-Bonney Lake School District
Keith Willnauer	Whatcom County Assessor
Deirdre Wilson	Northwest Seaport Alliance
Kurt Wilson	Soundbuilt Homes
Mary Ellen Winborn	Clallam County
David Windom	Mason County Community Services
Kaaren Winkler	Tacoma-Pierce County Association of Realtors
Paul Winterstein	City of Issaquah
Kathryn Witherington	Port of Columbia
Kerri Woehler	Washington State Department of Transportation
Jim Woessner	City of Oak Harbor
Christine Wolf	Northwest Seaport Alliance

Cindy Wolf	Orcas Women's Coalition - Political Action and Civic Engagement Team
Karen Wolf	King County
Frank Wolfe	Pacific County
Krystyna Wolniakowski	Columbia River Gorge Commission
Jill Wood	Island County
Andre-Denis Wright	WSU's College of Agricultural, Human, and Natural Resource Sciences
Cory Wright	Kittitas County
Janet Wright	Island County Planning
Patrick Wright	Washington State Department of Transportation Aviation Division
Russ Wright	Lake Stevens
Katie Wrubel	Makah Tribe
Bryce Yadon	Futurewise
Eric Yakovich	Port of Kalama
Bryan Yon	District 42
Danette York	Lewis County Public Health & Social Services
Karl Yost	Board of Directors/Anacortes School District 103
Benjamin Young	Communities of Color Coalition
Derek Young	Pierce County
James Young	Washington Center for Real Estate Research
Grace Yuan	K&L Gates; Washington School District Directors Association
Dave Zabell	City of Pasco
Adam Zack	San Juan County
Nick Zaferatos	Western Washington University
Janice Zahn	City of Bellevue
Cindy Zehnder	Gordon Thomas Honeywell Governmental Affairs
Hans Zeiger	Washington State Senate - 25th District
Beverly Zendt	Island County
Kim Zentz	Washington State University and Urbanova
Brian Ziegler	Washington State Freight Mobility Strategic Investment Board
Mark Ziegler	City of Shelton
Bill Zimmerman	Clark/Cowlitz Farm Bureau
Jasmin Zimmer-Stucky	Columbia Riverkeeper

Appendix B. Budget Proviso

(11) \$300,000 of the general fund—state appropriation for fiscal year 2018 and \$300,000 of the general fund—state appropriation for fiscal year 2019 are provided solely for the William D. Ruckelshaus center to collaborate with groups and organizations, including associations of local governments, associations of the business, real estate and building industries, state agencies, environmental organizations, state universities, public health and planning organizations, and tribal governments, to create a "Road Map to Washington's Future." The road map shall identify areas of agreement on ways to adapt Washington's growth management framework of statutes, institutions, and policies to meet future challenges in view of robust forecasted growth and the unique circumstances and urgent priorities in the diverse regions of the state. The center shall, in conjunction with state universities and other sponsors, conduct regional workshops to:

(a) Engage Washington residents in identifying a desired statewide vision for Washington's future;

(b) Partner with state universities on targeted research to inform future alternatives;

(c) Facilitate deep and candid interviews with representatives of the above named groups and organizations; and

(d) Convene parties for collaborative conversations and potential agreement seeking.

The center must submit a final report to the appropriate committees of the legislature by June 30, 2019.

Appendix C. Multi-Sector Workshop Questions



Road Map To Washington's Future

THE WILLIAM D. RUCKELSHAUS CENTER

Road Map Workshop

Questions - Agenda

Background

In 2015, Washington State legislators asked the William D. Ruckelshaus Center (Center) to design a process for a comprehensive and collaborative look at the Growth Management Act (GMA). To gauge support for this effort and identify an appropriate scope, the Center conducted a Pre-Assessment from October 2016 through June 2017. The Pre-Assessment consisted of a series of conversations with individuals from dozens of groups, organizations, tribal, state, and local governments. Based on input from the parties, the Center recommended a process to: (1) articulate a vision of a desired future for Washington, and (2) examine the planning framework that provides the path to reach that desired future. The growth planning framework in Washington includes the Growth Management Act, the Shoreline Management Act, the State Environmental Policy Act and other laws, institutions and policies.

The Legislature responded to the pre-assessment by allocating funds to the Center to facilitate a two-year process to create a "Road Map to Washington's Future." The budget proviso outlined a scope, schedule and general process for the project.

Purpose and Description

The purpose of the Road Map to Washington's Future project is to articulate a vision of Washington's desired future and identify additions, revisions, or clarifications to the growth management framework of state laws, institutions and policies needed to reach that future.

In order to understand how the framework aligns with, creates barriers to, and/or supports the desired future of the communities it is meant to serve, we will be conducting workshops beginning in January 2018 through December 2018 across the state with individuals and representatives of entities with a role, interest, or knowledge of the planning framework. We will also be conducting individual and group interviews, as well as workshops with government elected officials to better understand the issues, challenges, strengths, and potential solutions or improvements to the planning framework.

A copy of the workshop questions is provided in advance (see below). These questions have been reviewed by Washington State University's Office of Research Assurances, which has determined that the project satisfies the criteria for Exempt Research (meaning it is exempt from needing further review by that office).

Participation in the workshop is voluntary. Participants can choose at any time during the workshop to decline to answer a question or leave the workshop. Participants will be contacted prior to the workshop via email and asked to confirm that they are willing to participate.

The information gathered from workshops will be used to inform the Center's recommendations about what may need to change to improve the state's planning framework to best serve the desired future. Because there is a relationship between the state's planning framework and local impacts/needs, it is important that recommendations be grounded in and reflect local realities, experiences, interests, and aspirations. Key findings and recommendations will be summarized in a final report to the Legislature. Specific statements will

not be attributed to individual participants. Participants may request and consent to be quoted and their names attributed to their responses in the final report. They will be given an opportunity to review their attributed responses before published in the final report.

A list of names of individuals who participated in the project will be provided as an appendix in the report. Participation in the workshop is not contingent on having one's name published in the final report. A participant can request to not have their name listed.

The report will be available to all who participated in the project. The project is expected to be completed by the end of June 2019.

More information about the Center is available at: <http://ruckelshauscenter.wsu.edu/about/>.

WORKSHOP QUESTIONS - AGENDA

WELCOME AND INTRODUCTION

HISTORY OF PLACE

1. What are the key events in the past 10/25/50/100+ years that have defined your community/county/region?
2. How do these events affect the present? What are some important aspects of history that affect your community/county/region today?

VALUES, INFLUENCES, & NEEDS

3. What in your community/county/region influences the quality of life?
4. What does your community/county/region need to thrive?

DREAMING THE FUTURE

5. Based on your engagement in the community/county/region, describe the future that you believe people desire. What values have been expressed that are important to shape the future?
6. What concerns people the most about the future?
7. What do you see as the major issues that would need to be addressed to achieve your desired future?
8. What would need to happen to get to the future you want to see?

GROWTH PLANNING FRAMEWORK

9. How would you describe the purpose and value of the state growth planning framework for your community/county/region?
10. What parts of the growth planning framework do you believe work well in your community/county/region to achieve the desired future and why?
11. What parts of the current growth planning framework do you believe do not work well and why?

12. What, if anything, is missing or not addressed in the growth planning framework?

WRAP UP AND WHAT HAVEN'T WE ASKED?

13. What additional data or research is needed to inform possible changes to the state growth planning framework?

14. What haven't we asked that you want to comment on?

ADJOURN

Appendix D. Elected Officials Workshop Questions



Road Map To Washington's Future

THE WILLIAM D. RUCKELSHAUS CENTER

Elected Officials Workshop Workshop Questions – Agenda

Background

In 2015, Washington State legislators asked the William D. Ruckelshaus Center (Center) to design a process for a comprehensive and collaborative look at the Growth Management Act (GMA). To gauge support for this effort and identify an appropriate scope, the Center conducted a Pre-Assessment from October 2016 through June 2017. The Pre-Assessment consisted of a series of conversations with individuals from dozens of groups, organizations, tribal, state, and local governments. Based on input from the parties, the Center recommended a process to: (1) articulate a vision of a desired future for Washington, and (2) examine the planning framework that provides the path to reach that desired future. The growth planning framework in Washington includes the Growth Management Act, the Shoreline Management Act, the State Environmental Policy Act and other laws, institutions and policies.

The Legislature responded to the pre-assessment by allocating funds to the Center to facilitate a two-year process to create a “Road Map to Washington’s Future.” The budget proviso outlined a scope, schedule and general process for the project.

Purpose and Description

The purpose of the Road Map to Washington’s Future project is to articulate a vision of Washington’s desired future and identify additions, revisions, or clarifications to the growth management framework of state laws, institutions and policies needed to reach that future.

In order to understand how the framework aligns with, creates barriers to, and/or supports the desired future of the communities it is meant to serve, we will be conducting workshops beginning in January 2018 through December 2018 across the state with individuals and representatives of entities with a role, interest, or knowledge of the planning framework. We will also be conducting individual and group interviews, as well as workshops with government elected officials to better understand the issues, challenges, strengths, and potential solutions or improvements to the planning framework.

A copy of the workshop questions is provided in advance (see below). These questions have been reviewed by Washington State University’s Office of Research Assurances, which has determined that the project satisfies the criteria for Exempt Research (meaning it is exempt from needing further review by that office).

Participation in the workshop is voluntary. Participants can choose at any time during the workshop to decline to answer a question or leave the workshop. Participants will be contacted prior to the workshop via email and asked to confirm that they are willing to participate.

The information gathered from workshops will be used to inform the Center’s recommendations about what may need to change to improve the state’s planning framework to best serve the desired future. Because there is a relationship between the state’s planning framework and local impacts/needs, it is important that recommendations be grounded in and reflect local realities, experiences, interests, and aspirations. Key findings and recommendations will be summarized in a final report to the Legislature. Specific statements will not be attributed to individual participants. Participants may request and consent to be quoted and their

names attributed to their responses in the final report. They will be given an opportunity to review their attributed responses before published in the final report.

A list of names of individuals who participated in the project will be provided as an appendix in the report. Participation in the workshop is not contingent on having one's name published in the final report. A participant can request to not have their name listed.

The report will be available to all who participated in the project. The project is expected to be completed by the end of June 2019.

More information about the Center is available at: <http://ruckelshauscenter.wsu.edu/about/>.

WORKSHOP QUESTIONS - AGENDA

Welcome and Introduction

Purpose and Value of State Growth Planning Framework

1. How would you describe the purpose and value of the state growth planning framework?

Current State

2. What parts of the current growth planning framework do you believe work well in your community/county/region and why?
3. What parts of the current growth planning framework do you believe do not work well in your community/county/region and why?

Future State

4. Based on your engagement in the city, describe the future that you believe people in your community/county/region desire. What values have been expressed that are important to shape the future?
5. What would be included or not included in a statewide planning framework that best serves the desired future of your community/county/region?
6. What do you see as the major issues that would need to be addressed to achieve your desired future? How might these issues be addressed? Are there processes, statutory changes, etc. that you recommend to better address those issues?

Public Engagement

7. What is working well with the processes to engage the public, including comprehensive planning and the development permit process? What is not working well? How can these processes be improved?

Wrap Up

8. What additional data or research is needed to inform possible changes to the state growth planning framework?
9. What haven't we asked that you want to comment on?

Adjourn

Appendix E.

Workshops for Regional and State-wide Groups

- Association of Washington Cities Workshop – January 25, 2018, Olympia
- Washington State Association of Counties – February 1, 2018, Olympia
- Workshop for Inter-Agency Work Group – June 4, 2018, Olympia
- Washington Coastal Resilience Network – June 5, 2018, Seattle
- Affordable Housing Advisory Board – June 6, 2018, Seattle
- Washington State Association of Cities – June 27, 2018, Yakima
- Washington State Department of Transportation – August 18, 2018, Olympia
- Washington State Public Health Association - October 16, 2018, Wenatchee
- Ruckelshaus Center Advisory Board – October 26, 2018, Olympia
- U.S. Department of Defense – November 7, 2018, Lakewood
- Kitsap Regional Coordinating Council Planning Directors – November 8, 2018, Poulsbo
- Washington State School District Directors Association – November 14, 2018, Spokane
- Washington State Association of Counties – November 15, 2018, Tacoma
- Washington State Department of Natural Resources – January 23, 2019, Olympia
- Washington State Department of Ecology, January 30, 2019 - Olympia



Road Map To Washington's Future

THE WILLIAM D. RUCKELSHAUS CENTER

Road Map to Washington's Future Interview Questions

Background

In 2015, Washington State legislators asked the William D. Ruckelshaus Center (Center) to design a process for a comprehensive and collaborative look at the Growth Management Act (GMA). To gauge support for this effort and identify an appropriate scope, the Center conducted a Pre-Assessment from October 2016 through June 2017. The Pre-Assessment consisted of a series of conversations with individuals from dozens of groups, organizations, tribal, state, and local governments. Based on input from the parties, the Center recommended a process to: (1) articulate a vision of a desired future for Washington, and (2) examine the planning framework that provides the path to reach that desired future. The growth planning framework in Washington includes the Growth Management Act, the Shoreline Management Act, the State Environmental Policy Act and other laws, institutions and policies.

The Legislature responded to the pre-assessment by allocating funds to the Center to facilitate a two-year process to create a "Road Map to Washington's Future." The budget proviso outlined a scope, schedule and general process for the project.

Purpose and Description

The purpose of the Road Map to Washington's Future project is to articulate a vision of Washington's desired future and identify additions, revisions, or clarifications to the growth management framework of state laws, institutions and policies needed to reach that future.

In order to understand how the framework aligns with, creates barriers to, and/or supports the desired future of the communities it is meant to serve, we will be conducting workshops beginning in January 2018 through December 2018 across the state with individuals and representatives of entities with a role, interest, or knowledge of the planning framework. We will also be conducting individual and group interviews, as well as workshops with government elected officials to better understand the issues, challenges, strengths, and potential solutions or improvements to the planning framework.

As an individual or representative of an entity with a particular role or interest in, or knowledge of Washington State's growth management framework, you have been identified as a candidate for an interview. We hope you will agree to participate, or assist by identifying the most appropriate person(s) to speak with us.

Interviews take approximately 90 minutes. A copy of the interview questions is provided in advance of the interview (see below). These questions have been reviewed by Washington State University's Office of Research Assurances, which has determined that the assessment satisfies the criteria for Exempt Research (meaning it is exempt from needing further review by that office).

Participation in the interview is voluntary. Interviewees can choose at any time during the interview to decline to answer a question or end the interview. Interviewees will be asked prior to beginning the interview to confirm that they are willing to participate.

The information gathered from interviews will be summarized in a final report to the Legislature, including findings, recommendations and constructive next steps forward. A list of names of individuals interviewed and that participated in the project will be provided as an appendix in the report. An interviewee can request to not have their name listed. Participation in an interview is not contingent on having one's name published in the final report. Specific statements will not be attributed to individual interviewees. Interviewees may request and consent to be quoted and their names attributed to their responses in the final report. They will be given an opportunity to review their attributed responses before published in the final report. .

The report will be available to all who participated in the project. The project is expected to be completed by the end of June 2019.

More information about the Center is available at: <http://ruckelshauscenter.wsu.edu/about/>.

Interview Questions

Background

1. Please tell us about your background, affiliation, involvement, and interests with respect to Washington's growth planning framework.
2. How would you describe the purpose and value of the growth planning framework?

Vision

3. Imagine it's sometime in the future (more than 10 years) and growth planning in Washington State has been successful. How would you know? What would you see (or not see) happening? What would be the same? What would be different?

What's Working Well

4. What parts of the current growth planning framework do you believe work well and why? How do they impact your vision of success you described in the previous question (Q3)?
5. What changes have been made to the growth planning framework since 1990 that you believe have had a positive impact for the people of Washington State?

Issues, Challenges, Barriers

6. What parts of the current growth planning framework do you believe do not work well and why? How do they impact your vision of success you described in question #3?
7. What do you see as the major issues that would need to be addressed to achieve your vision of success?
8. What are the challenges to addressing these issues?
9. Are there gaps, conflicts, or a lack of clarity within the growth planning framework? If so, what specifically?

What's Needed

10. How might these challenges be addressed? What if any processes, policies, statutory changes, etc. might you recommend to address those issues?

11. Do you see an opportunity for common ground on any of these issues? Among the recommended approaches you provided to address issues, which ones do you think would meet the interests of multiple parties?
12. Is there additional information, data, or research needed on any of these issues? If so, what specifically?

Opportunities for Collaborative Process

13. In a collaborative process, involved parties are brought together as a group to share perspectives, define issues, identify interests and common ground, generate options for addressing issues, and seek agreement.

Do you feel there is potential for using a collaborative process to address any of the issues you've identified during this interview? If yes, who would need to be involved and why? If no, how do you think the issues could be resolved?

14. Are you aware of, or have you participated in, any processes that you think could in some way serve as a model to address any of the issues?

Public Participation

15. What is working well with the process for public participation in growth plan making and implementation of plans and why? What is not working well and why?

Wrap-up

16. Is there anyone else you think we should be interviewing? Why is it important to speak to them?
17. What should we have asked that we did not? Do you have any questions for us?

Appendix G. Online Questionnaire Report

Online questionnaire

Road Map to Washington's Future

The purpose of the Road Map to Washington's Future project is to articulate a vision of Washington's future, and identify additions, revisions, or clarifications to the growth management framework of state laws, institutions and policies needed to reach that future. In order to understand how the framework aligns with, creates barriers to, and/or supports the desired future of the communities it is meant to serve, we are conducting workshops across the state with individuals and representatives of entities with a role, interest, or knowledge of the planning framework.

We will also be conducting workshops with government elected officials to better understand the issues, challenges, strengths, and potential solutions or improvements to the planning framework. In addition to several workshops, we are also providing the opportunity for individuals who are unable to attend workshops, or have additional comments to complete an online survey which contains the questions asked of all workshop participants. This survey is a chance for all interested to provide their candid feedback on the growth management framework.

Participation in this survey is voluntary, and your answers are anonymous. You may choose at any time to decline to answer any or all questions or to end the survey. If you have any questions on the survey, please contact Molly Stenovec at molly.stenovec@wsu.edu. The information gathered will be used to inform the Center's recommendations about what may need to change to improve the state's planning framework to best serve the desired future. Key findings and recommendations will be summarized in a final report to the Legislature.

More information about the Center is available at: <http://ruckelshauscenter.wsu.edu/about/>.

We would like to know a little more about you.

1. Please indicate what county you live in.

- | | | | |
|--------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| <input type="radio"/> Adams | <input type="radio"/> Franklin | <input type="radio"/> Lewis | <input type="radio"/> Snohomish |
| <input type="radio"/> Asotin | <input type="radio"/> Garfield | <input type="radio"/> Lincoln | <input type="radio"/> Spokane |
| <input type="radio"/> Benton | <input type="radio"/> Grant | <input type="radio"/> Mason | <input type="radio"/> Stevens |
| <input type="radio"/> Chelan | <input type="radio"/> Grays Harbor | <input type="radio"/> Okanogan | <input type="radio"/> Thurston |
| <input type="radio"/> Clallam | <input type="radio"/> Island | <input type="radio"/> Pacific | <input type="radio"/> Wahkiakum |
| <input type="radio"/> Clark | <input type="radio"/> Jefferson | <input type="radio"/> Pend Oreille | <input type="radio"/> Walla Walla |
| <input type="radio"/> Columbia | <input type="radio"/> King | <input type="radio"/> Pierce | <input type="radio"/> Whatcom |
| <input type="radio"/> Cowlitz | <input type="radio"/> Kitsap | <input type="radio"/> San Juan | <input type="radio"/> Whitman |
| <input type="radio"/> Douglas | <input type="radio"/> Kittitas | <input type="radio"/> Skagit | <input type="radio"/> Yakima |
| <input type="radio"/> Ferry | <input type="radio"/> Klickitat | <input type="radio"/> Skamania | |

2. Are you an elected official?

- Yes
- No

3. Please indicate your age.

- | | |
|-----------------------------|----------------------------------|
| <input type="radio"/> 18-30 | <input type="radio"/> 61-70 |
| <input type="radio"/> 31-40 | <input type="radio"/> 71-80 |
| <input type="radio"/> 41-50 | <input type="radio"/> 81 or over |
| <input type="radio"/> 51-60 | |

4. Did you attend a Road Map workshop?

- Yes
- No

4b. In which county did you attend a Road Map workshop? (*This question was only displayed if respondent indicated in question 4 that they had attended a workshop*)

- | | | |
|---|--|--|
| <input type="radio"/> Adams, Grant & Lincoln | <input type="radio"/> Grays Harbor & Pacific | <input type="radio"/> San Juan |
| <input type="radio"/> Asotin, Garfield & Whitman | <input type="radio"/> Island | <input type="radio"/> Skagit |
| <input type="radio"/> Benton & Franklin | <input type="radio"/> King | <input type="radio"/> Snohomish |
| <input type="radio"/> Chelan & Douglas | <input type="radio"/> Kitsap | <input type="radio"/> Spokane |
| <input type="radio"/> Clallam & Jefferson | <input type="radio"/> Klickitat & Skamania | <input type="radio"/> Thurston |
| <input type="radio"/> Clark | <input type="radio"/> Lewis | <input type="radio"/> Walla Walla & Columbia |
| <input type="radio"/> Cowlitz & Wahkiakum | <input type="radio"/> Mason | <input type="radio"/> Whatcom |
| <input type="radio"/> Ferry, Pend Oreille & Stevens | <input type="radio"/> Okanogan | <input type="radio"/> Yakima |
| <input type="radio"/> Kittitas | <input type="radio"/> Pierce | |

HISTORY OF PLACE

In the following sections, we would like to know a little more about your community, county, and/or region.

5. What are the key events in the past 10, 25, 50 or 100+ years that have defined your community, county, and/or region?
6. How do the events you stated above affect the present?

VALUES, INFLUENCES, & NEEDS

7. What in your community, county, and/or region influences the quality of life?
8. What does your community/county/region need to thrive?

DREAMING THE FUTURE

9. Based on your engagement in the community, county, and/or region, describe the future that you believe people desire. What values have been expressed that are important to shape the future?
10. What concerns people the most about the future?

11. What do you see as the major issues that would need to be addressed to achieve your desired future?

12. What would you suggest to address the issues you described above?

GROWTH PLANNING FRAMEWORK

We would like to know about how the growth planning framework impacts your community, county, and region.

13. How would you describe the purpose and value of the state growth planning framework for your community, county, or region?

14. What parts of the growth planning framework do you believe work well in your community, county, and/or region to achieve the desired future and why?

15. What parts of the current growth planning framework do you believe don't work well and why?

16. What are the gaps, conflicts, or disconnects exist within the growth planning framework?

17. What current or potential future challenges or conditions are not addressed within the growth management framework?

18. What additional data or research is needed to inform possible changes to the state growth planning framework?

19. What haven't we asked that you want to comment on?



Los invitamos cordialmente a una reunión a que nos ayuden a crear una imagen del estado de Washington para nuestras futuras generaciones.

MARTES 29 de ENERO, 2019
6:00PM a 8:00PM

Yakima County Resource Center
2403 S. 18th Street
Union Gap, WA 98903

la voz
Latinx es
esencial

Se
proporcionará
una comida
liviana

lugar exacto
se anunciará
a principios
de enero

Patrocinado por





Road Map To Washington's Future

THE WILLIAM D. RUCKELSHAUS CENTER

Guía hacia el futuro de Washington

Historia

En el 2015, la legislatura del estado de Washington, solicitó la asistencia del William D. Ruckelshaus Center (Centro) para diseñar un proceso amplio y colaborativo para examinar la Ley (Acta) de la Administración de Crecimiento (AAC). Para medir los esfuerzos e identificar la amplitud de la solicitud, el Centro llevó a cabo una evaluación iniciada en octubre del 2016 y que concluyó en junio del 2017. La evaluación consistió en una serie de entrevistas con varios individuos de diferentes organizaciones, agencias estatales, gobiernos locales y tribales. Basada en la información coleccionada, el Centro recomendó un proceso para 1) crear una visión de un futuro deseado para el estado de Washington y 2) examinar el proceso de planificación para alcanzar ese futuro deseado. El proceso de planificación en el estado de Washington incluye el AAC, el Acta de Administración de Crecimiento de Shoreline, el Acta de Política Ambiental y otras leyes, instituciones, y políticas.

La legislatura respondió a los resultados de la evaluación mediante la asignación de fondos al Centro para facilitar un proceso durante dos años para crear “Una guía para el futuro del estado de Washington.” El presupuesto delinea requisitos resumidos con un calendario de ejecución y un proceso general para el proyecto.

Propósito y descripción

El propósito de este proyecto es de crear una visión de un futuro deseado para el estado de Washington e identificar adiciones, revisiones, o aclaraciones sobre el proceso de planificación de leyes estatales, institucionales y políticas necesarias para alcanzar ese futuro.

Para entender cómo esta planificación se alinea con, crea barreras a, y/o apoya el futuro deseado de las comunidades en las que esta destinado a servir, estamos conduciendo unos talleres a partir de enero de 2018 hasta enero de 2019, en todo el estado con individuos y representantes con oficio, interés o conocimiento del Ley (Acta) de la Administración de Crecimiento. También estaremos conduciendo entrevistas con grupos e individuos, así como con funcionarios electos del gobierno para entender los problemas, dificultades, puntos fuertes y posibles soluciones para mejorar el proceso de planificación.

Se proporciona una copia de las preguntas anticipadas (ver más abajo). Estas preguntas han sido revisadas por la Oficina de Investigación de Washington State University, que determinó que el proyecto cumple con los criterios de la exenta investigación (cual significa que está exento de la necesidad de una revisión adicional por parte de esa oficina).

Se contactará a los participantes antes del taller, mediante correo electrónico, y se les pedirá que confirmen si están dispuestos a continuar su participación. La participación en este taller es completamente voluntaria. Los participantes pueden elegir en cualquier momento durante el taller de rechazar respuestas a preguntas o abandonar el taller.

La información recopilada durante el taller será utilizada para informar las recomendaciones del Centro, sobre lo que se puede hacer para cambiar y mejorar el Acta de la Administración de Crecimiento del estado, para llegar mejor al futuro deseado. Debido a que existe una relación entre la Ley (Acta) de la Administración de Crecimiento del estado y los impactos/necesidades locales, es importante que las recomendaciones se basen en y reflejen realidades, experiencias, intereses, y aspiraciones locales. Los resultados y recomendaciones más importantes se resumirán en un informe final a la Legislatura. Las declaraciones específicas no se atribuirán a los participantes individuales. Los participantes pueden solicitar y dar su consentimiento para ser citados y para que sus nombres sean atribuidos a sus respuestas en el informe final. Se les dará la oportunidad de revisar sus respuestas atribuidas antes de publicarles en el informe final.

Una lista de nombres de las personas que participaron en el proyecto se proporcionará como un apéndice en el informe. La participación en el taller no está supeditada a que se publique el informe final. Un participante puede solicitar que su nombre no aparezca en la lista.

El informe estará disponible a todos los que participaron en este proyecto. Se anticipa que el proyecto se complete a fines de junio de 2019.

Para más información sobre el Centro, visite el web aquí:
<http://ruckelshauscenter.wsu.edu/about/>.

AGENDA

BIENVENIDA E INTRODUCCION

HISTORIA

1. ¿Qué eventos en los pasados 10 o 20 años tuvieron un impacto grande en tu comunidad?
2. En qué forma esos eventos cambiaron tu comunidad y/o región?

VALORES, INFLUENCIAS Y NECESIDADES

3. ¿Qué cosas en tu comunidad afectan la calidad de vida? (positivo y negativo)?
4. ¿Qué necesita tu comunidad para prosperar?

ANHELANDO EL FUTURO

5. ¿Cuál piensas que es el futuro que la gente desea?
6. ¿Qué valores son importantes para construir el futuro de tu comunidad?
7. ¿Qué tiene que pasar para llegar al futuro que tu quisieras ver?
8. ¿Cuáles son los principales obstáculos que habría que encarar para llegar al futuro deseado?

CADRE DE PLANIFICACIÓN

9. ¿Cómo describiría el propósito y el valor del Acta de la Administración de Crecimiento de del estado para su comunidad / condado / región?
10. ¿Qué partes del Acta de la Administración de Crecimiento cree que funcionan bien en su comunidad / condado / región para lograr el futuro deseado y por qué?
11. ¿Qué partes del Acta de la Administración de Crecimiento cree que NO funcionan bien en su comunidad / condado / región para lograr el futuro deseado y por qué?
12. ¿Habrá algo que no está incluido en el Acta de la Administración de Crecimiento?

PREGUNTAS ADICIONALES

13. ¿Qué datos adicionales o investigación se necesita para informar los posibles cambios en el Acta de la Administración de Crecimiento del estado?
14. ¿Hay algunas otras preguntas?

CONCLUSIÓN

THE WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON



“La resolución colaborativa de problemas es un enfoque enormemente poderoso para resolver conflictos; Es una gran promesa para decisiones políticas mejores, más rápidas y más sostenibles. Con los recursos combinados de nuestras instituciones de investigación, este centro establece un foro neutral invaluable para abordar algunos de nuestros desafíos más complejos y urgentes.”

- WILLIAM D. RUCKELSHAUS

Para más información sobre el William D. Ruckelshaus Center, favor de visitarnos en línea: RuckelshausCenter.wsu.edu

SOBRE EL RUCKELSHAUS CENTER

MISIÓN

La misión del William D. Ruckelshaus Center es asistir a las partes involucradas en problemas de política pública en el estado de Washington y Noroeste del Pacífico desarrollar soluciones de colaboración, duraderos y eficaces mediante la experiencia universitaria.

VISIÓN

El Centro prevé un futuro en el cual los líderes gubernamentales, los políticos y ciudadanos rutinariamente emplean como la colaboración en la toma de decisiones para diseñar, realizar y poner en práctica procesos de políticas públicas exitosas.

PERFIL

Somos un esfuerzo conjunto de la *University of Washington* y *Washington State University*. Sobre la base de las fortalezas únicas de estas dos instituciones, el Centro aplica los recursos y el conocimiento de las universidades para resolver problemas de normas políticas públicas.

VALORES

Colaboración, consenso, neutralidad, conocimiento, educación, investigación y civismo.

LO QUE HACEMOS

Junto con profesores y estudiantes de las universidades, el Centro trabaja para ayudar a las comunidades a construir consensos y resolver conflictos de políticas. Las áreas donde trabajamos incluyen:

- Desarrollo comunitario y económico
- Uso de tierras
- Recursos naturales
- Transporte
- Gobernanza tribal, federal, estatal y local
- Agricultura
- Cuidado de la salud

El Centro es un recurso neutro para la resolución colaborativa en la región, ayudando a las personas y organizaciones a comprender mejor, iniciar, participar y conducen los esfuerzos de política pública de colaboración.

LA COMUNIDAD QUE SERVIMOS

El Centro asiste organizaciones y agencias privadas y públicas, tribal, y otros líderes a crear consenso, resolver conflictos y crear soluciones innovadoras y colaborativas para el estado de Washington y el Noreste Pacífico.

"Felicitaciones al Centro por ayudarnos a forjar un camino hacia adelante. Ciertamente no habríamos llegado a este punto sin ti."

-KAREN VALENZUELA
Governor's Chehalis Work Group



COMO LO HACEMOS

- Proveer un foro neutral y seguro para que las partes definan de manera constructiva los objetivos comunes y resuelvan las diferencias
- Conducir una evaluación de la situación para determinar cómo las partes deben proceder con un enfoque de colaboración
- Proveer facilitación, mediación, resolución de disputas, gestión de proyectos, planificación estratégica y otros servicios que ayuden a las partes a alcanzar consenso y resolver problemas
- Ofrecer a diversos grupos una base de información común a través de la investigación universitaria y la investigación de hechos.
- Compartir conocimientos, capacitación y herramientas para mejorar las habilidades de colaboración de resolución de problemas de individuos y organizaciones
- Organizar debates sobre políticas en forma de conferencias, y nuestros eventos de recaudación de fondos

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El Center tiene oficinas en Seattle y Pullman. Está guiado por un consejo consultivo presidido por William Ruckelshaus y compuesto por líderes prominentes que representan una amplia gama de grupos y ubicaciones geográficas en la región. El financiamiento del Centro proviene de una combinación de fuentes que incluyen donaciones de fundaciones, corporaciones, individuos, agencias federales, estatales

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Appendix I.

GLOSSARY

Adaptive Management - A structured, iterative process of robust decision making in the face of uncertainty, with an aim to reducing uncertainty over time via system monitoring. In this way, decision making simultaneously meets one or more resource management objectives and accrues information needed to improve future management

Affordable housing – Defined by the U.S. Department of Housing and Urban Development (HUD), this is any housing that costs an owner or renter no more than 30% of gross household income, including utilities.

Annexation - The process by which a city, town, or special district absorbs surrounding land and brings it under its jurisdiction.

Aquifer - A body of soil or rock that contains sufficient saturated material to conduct groundwater and yield usable quantities of groundwater to springs and wells.

Best Available Science - Current scientific information used in the process to designate, protect, or restore critical areas that is derived from a valid scientific process as defined by WAC 365-195-900 through 365-195-925.

Bright line – A clearly defined rule or standard which resolves a legal issue in a straightforward, predictable manner.

Buildable lands report - An assessment of the amount of land needed for commercial, industrial, and housing development, as required by the Growth Management Act (RCW 36.70.215). Buildable lands programs are to determine whether a county and its cities are achieving urban densities within the urban growth area sufficient to accommodate the forecasted growth.

Capacity - The ability to contain, absorb or receive, and hold employment, residential development, vehicles, sewage, etc.

Capital Facilities Plan – A collection of planning and budget policies and documents working in concert to ensure capital projects are identified and prioritized in a manner that meets the needs of a growing population and promotes a safe and healthy community

Carbon sequestration – A term used to describe both natural and deliberate processes by which CO₂ is either removed from the atmosphere or diverted from emission sources and stored in the ocean, terrestrial environments (vegetation, soils, and sediment), and geologic formations.

Climate resilience - The capacity for a socio-ecological system to absorb stresses and maintain function in the face of external stresses imposed upon it by climate change

Climate change: Changes in average weather conditions that persist over multiple decades or longer. Climate change encompasses both increases and decreases in temperature, as well as shifts in precipitation, changing risk of certain types of severe weather events, and changes to other features of the climate system.

Complete Streets - Streets which are designed and operated to enable safe, attractive, and comfortable access and travel for all users, including pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities.

Comprehensive Plan— A generalized coordinated land use policy statement of the governing body of a county or city that is adopted pursuant to the Growth Management act

Concurrency – A program to ensure that the transportation system necessary to support development shall be adequate to serve the development at the time the development is available for occupancy, or within six years, and use without decreasing current service levels below locally established minimum standards.

Countywide Planning Policies - A series of policies intended to guide the development of city and county comprehensive plans including, but not limited to, the allocation of population and employment to the cities and unincorporated portions of a county.

Critical Areas – Any of the following areas or ecosystems: fish and wildlife habitat conservation areas, wetlands, frequently flooded areas, critical aquifer recharge areas, and geologically hazardous areas, as defined in the Growth Management Act.

Density – The average number of households, persons, or dwelling units per acre of land.

Development Regulations – The controls placed on development or land use activities by a county or city, including, but not limited to, zoning ordinances, critical areas ordinances, shoreline master programs, official controls, planned unit development ordinances, subdivision ordinances, and binding site plan ordinances together with any amendments thereto.

Development standards: Requirements or standards imposed on development by regulation or ordinance under land use and environmental planning legislation.

Ecosystems – A large community of living organisms (plants, animals and microbes) in a particular area. The living and physical components are linked together through nutrient cycles and energy flows. Ecosystems are of any size, but usually they are in particular places.

Ecosystem services - The benefits that people gain from ecosystems. These generally include providing drinking water, cleansing surface water, controlling stormwater, carbon sequestration, providing habitat for aquatic and terrestrial animals, pollination of crops and other plants, as well as human cultural, spiritual, and recreational benefits.

Essential Public Facility— A facility, conveyance, or site owned or operated by a governmental agency, a private or nonprofit organization under contract to or with substantial funding from government agencies, or a private organization subject to public service obligations, which is necessary to adequately provide a public service and which is typically difficult to site.

Fish and Wildlife Habitat - A seasonal range or habitat element with which a given species has a primary association, and which, if altered, may reduce the likelihood that the species will maintain and reproduce over the long-term. These include areas of relative density or species richness, breeding habitat, winter range, and movement corridors. These also include habitats of limited availability or high vulnerability to alteration, such as cliffs, streams and wetlands.

Form-based Code – A type of development regulation. A form-based code focuses on the physical form of development (i.e., the size, configuration, and façade details of buildings and sites and their orientation to the street rather than specifying allowed uses; and coordinates the function and design of the serving streets at the block face.

Greenhouse Gas - A gas in an atmosphere that absorbs and emits radiation within the thermal infrared range and affects the temperature of the earth. Primary greenhouse gases in the earth's atmosphere are water vapor, carbon dioxide, methane, nitrous oxide, and ozone. At present, the two primary sources of carbon dioxide emissions are from burning coal used for electricity generation.

Green infrastructure - Natural vegetation, landscape design, and engineered techniques that retain, absorb, and often cleanse stormwater runoff. By including such features throughout a community, stormwater and other runoff from wet weather or spring thaws is retained, absorbed, and often naturally filtered. Green infrastructure prevents or reduces the amount of runoff flowing directly into storm drains where it can overwhelm the sewer system and contaminate local waterways.

Growth Management Act (GMA) - A Washington State law requiring urban counties and the cities within them to develop comprehensive plans to address growth and the impacts of growth at least over a 20-year planning horizon. The GMA was enacted in 1990, amended in succeeding years, and is codified at RCW 36.70A and other chapters.

Hearing Examiner – An attorney or planner contracted by a city or county to conduct hearings on quasi-judicial permit applications, make a final decision on the application or make a recommendation to the elected officials of the jurisdiction. The purpose of utilizing a hearing examiner is to have a professionally trained individual make quasi-judicial decisions that are supported by an adequate record, objective and free from political influences, resulting in more timely, consistent and legally sustainable decisions.

Health Impact Assessment - A report that involves a combination of procedures, methods, and tools to evaluate a policy, program, or project as to its potential effects on the health of a population, and how these effects will affect different members of a population.

Historic Preservation - Includes the protection, rehabilitation, restoration, identification, scientific excavation, and reconstruction of districts, sites, buildings, structures and objects significant in American and Washington state history, architecture, archaeology, or culture.

Housing Types - This term refers to the physical form, configuration or scale of housing, as opposed to an ownership pattern (i.e., rental vs. owned). Three broad categories are: *detached housing* which includes one and two-story houses, ramblers, split-levels, cottages, cabins, accessory dwelling units, mobile homes, and carriage houses (unit over a garage); *common wall housing* which includes duplexes, triplexes, zero lot line homes, row houses and townhouses; and *stacked housing* which includes residential structures of two or more stories and mixed-use structures with commercial ground floor uses and two or more stories of residences above.

Impact Fee - Charges levied by a local government against a new development for its pro-rata share of the capital costs of facilities necessitated by the development. The Growth Management Act authorizes the imposition of impact fees on new development and sets the conditions under which they may be imposed.

Infill development - Development of vacant land or redevelopment of previously developed land within areas that are already largely developed

Infrastructure – A term connoting the physical components of the built environment including, but not limited to, roads, bridges, transit, sewer, water, and storm water management systems, parks, public buildings, and communications networks.

Landslide Hazard Areas - Areas that are potentially subject to risk of mass movement due to a combination of factors, including historic failures, geologic, topographic and hydrologic features as identified in the Department of Ecology Coastal Zone Atlas.

Local Area of More Intensive Rural Development – A land use designation which the Growth Management Act authorizes counties to designate in rural unincorporated areas, subject to a number of standards and criteria. RCW 36.70A.070(5)

Low Impact Development – A term used to describe a land planning and engineering design approach to managing stormwater runoff. LID emphasizes conservation and use of on-site natural features to protect water quality. This approach implements engineered small-scale hydrologic controls to replicate predevelopment conditions through infiltrating, filtering, storing, evaporating, and detaining runoff close to its source.

Mixed Use - A land use where more than one classification of land use (for example, residential, commercial, and recreational) permitted within a zoning district is combined on a lot or within a structure.

Mixed Use Development - A project which combines more than one use, either in the same structure or in different structures located on the same site.

Multicounty Planning Policies - A region wide framework which applies to more than one county the policies specified for countywide planning policies.

Multimodal - A term referring to accessibility by a variety of travel modes, typically pedestrian, bicycle, transit, and automobile modes, but may also include water and air transport modes.

Planning goals – the fourteen GMA goals set forth at RCW 36.70A.020.

Procedural Criteria - Documents maintained by the Department of Commerce which assist counties and cities in adopting comprehensive plans and development regulations that meet the goals and requirements of the Growth Management Act (GMA). The criteria lists requirements set forth in GMA, as well as recommendations for meeting those requirements.

Sense of place - A geographic location with a strong identity, historical meaning or visual character that is deeply felt by local inhabitants and by many visitors. It may apply across any scales, from a small, intimate space, to a neighborhood, an entire city, or a landscape.

Quasi-judicial land use hearing – In contrast to a legislative hearing which generally affects a large geographic area, such as a city or a subarea, a quasi-judicial land use hearing involves the legal rights of specific, identifiable parties, and narrowly defined geographic areas. Quasi-judicial hearings include those development permit applications and appeals as determined by local ordinance, and require due process for the parties involved, so such hearings have stricter procedural requirements than legislative hearings.

Resilience – The ability to thrive in the present, adapt to challenges, and even transform as necessary to meet future threats or opportunities.

Rural county – One of the 30 Washington counties so designated by the Office of Financial Management with population densities below 100 persons per square mile or smaller than two hundred and twenty-five square miles: Rural counties are Adams, Asotin, Chelan, Clallam, Columbia, Cowlitz, Douglas, Ferry, Franklin, Garfield, Grant, Grays Harbor, Island, Jefferson, Kittitas, Klickitat, Lewis, Lincoln, Mason, Okanogan, Pacific, San Juan, Skagit, Skamania, Stevens, Wahkiakum, Walla Walla, Whitman, and Yakima.

Safe harbor – In a land use context, a provision of a statute or a regulation that specifies that delineated conduct or enactments will be deemed not to violate a given rule.

Subarea plan –An optional comprehensive plan feature authorized by the Growth Management Act which provides detailed land use policies for a geographic subset of a city or county.

Sustainable/Sustainability - Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Systems thinking/systems approach – A holistic approach to analysis that focuses on the way that a system's constituent parts interrelate and how systems work over time and within the context of larger systems. The systems thinking approach contrasts with traditional analysis, which studies systems by breaking them down into their separate elements.

Urban County – One of the 9 Washington counties so designated by the Office of Financial Management with population densities above 100 persons per square mile. Urban counties are Benton, Clark, King, Kitsap, Pierce, Snohomish, Spokane, Thurston, and Whatcom.

Urban Growth Area – All incorporated cities and towns and any unincorporated land designated by a county for urban development and to be served with urban services.

Vision – A narrative and/or graphic description of a preferred future, describing desired long-term qualities and characteristics of a community, region, or state 20 or more years in the future.

Watershed - The geographic region within which water drains into a particular river, stream, or other body of water. A watershed includes hills, lowlands, and the body of water into which the land drains.

ACRONYMS

A

ATNI – Affiliated Tribes of Northwest Indians

AWB – Association of Washington Business

AWC - Association of Washington Cities

B

BIAW – Building Industry Association of Washington

C

CFE – Capital Facilities Element

CPP - Countywide Planning Policy

D

DNR – Washington State Department of Natural Resources
DOE or WSDOE – Washington State Department of Ecology
DOH or WSDOH– Washington State Department of Health
DOT or WSDOT - Washington State Department of Transportation
WTC- Washington State Transportation Commission

E

EPF – Essential Public Facility
ESA – Endangered Species Act

F

FBC - Form-based code
FPA- Forest Practices Act

G

GHG – Greenhouse Gases
GIS - Geographic Information Systems
GMA - Growth Management Act
GMHB – Growth Management Hearings Board

L

LID – Low Impact Development
LOS - Level of Service

M

MBAKS – Master Builders Association of King and Snohomish Counties
MPP - Multi-County Planning Policy

N

NWIFC – Northwest Indian Fisheries Commission

O

OFM - Office of Financial Management

P

PDA – Public Development Authority
PSRC - Puget Sound Regional Council
PSP – Puget Sound Partnership

R

RCW - Revised Code of Washington

RTPO - Regional Transportation Planning Organization

S

SEPA - State Environmental Policy Act

SMA – Shoreline Management Act

SMP – Shoreline Master Program

T

TIB - Transportation Improvement Board

TIF- Tax Increment Financing

U

UGA - Urban Growth Area

V

VMT - Vehicle Miles Traveled

W

WAC - Washington Administrative Code

WRIA – Water Resources Inventory Area

WSAC - Washington State Association of Counties

WASWD – Washington Association of Sewer and Water Districts

WSDOT - Washington State Department of Transportation

WTC – Washington Transportation Commission

WTP – Washington Transportation Plan