



Planning and Economic Development Committee Agenda

February 24, 2022

4:00 P.M.

Virtual Meeting

Due to the current COVID-19 public health emergency, and social distancing protocols, pursuant to the Governor's and public health officials' orders, this meeting will be conducted virtually. The meeting will be live streamed on SeaTV Government Access Comcast Channel 21 and the City's website <https://www.seatacwa.gov/seatvlive> and click play. The public may also call in to the conference line to listen to the meeting. The number is 206.973.4555. While you will be able to hear the meeting; you will not be able to participate in the meeting. Please note that if you are unable to mute your phone, everyone else on the call-in line will be able to hear you, so please refrain from speaking. City Hall is closed, so no one will be able to physically attend this meeting.

Councilmembers

Mohammed Egal, Chair

Peter Kwon

Mayor Jake Simpson

A quorum of the Council may be present.

Staff Coordinator: Evan Maxim, CED Director

ITEM	TOPIC	PROCESS	WHO	TIME
1	Call to Order		Chair	4:00
2	PUBLIC COMMENTS (any topic): In an effort to adhere to the social distancing protocols, and in order to keep our residents, Council, and staff healthy, the Committee will not hear any in-person public comments. The committee is providing remote oral and written public comment opportunities. All comments shall be respectful in tone and content. Signing-up for remote comments or providing written comments must be done by <u>2:00PM</u> the day of the meeting.		Chair	4:00 (2 min)

	<p>Any requests to speak or provide written public comments, which are not submitted following the instructions provided or by the deadline will not be included as part of the record.</p> <ul style="list-style-type: none"> • Instructions for providing remote oral public comments are located at the following link: Council Committee and Citizen Advisory Committee Virtual Meetings • Submit email/text public comments to pedpubliccomment@seatacwa.gov. The comment will be mentioned by name and subject and then placed in the committee handout packet posted to the website. 			
3	<p>Minutes of 01/27/2021 regular meeting <i>Exhibit 3a</i></p>	Review and approve	Committee	4:02 (2 min)
4	<p>Countywide Planning Policies: direction regarding SeaTac ratification <i>Exhibit 4a-4d</i></p>	Review and recommendation	Evan Maxim	4:04 (35 min)
5	<p>Business Retention & Expansion: Annual Business Outreach Program <i>Exhibit 5a-5d</i></p>	Information Briefing	Tanja Carter	4:39 (20 min)
6	<p>Strategic Real Estate Plan: Final Draft <i>Exhibit 6a-6b</i></p>	Review and recommendation	Evan Maxim / Aleksandr Yeremeyev	4:59 (15 min)
7	Adjourn		Chair	5:14



Planning & Economic Development Committee Minutes

Thursday January 27, 2022

4:00 PM – 5:30 PM

* Virtual Meeting *

Members: Present: Commence: 4:06 PM
Adjourn: 5:13 PM

Mohamed Egal, Chair **X**
 Jake Simpson, Mayor **X**
 Peter Kwon, Councilmember **X**

Other Councilmembers: CM Takele Gobena

Staff & Presenters: Gwendolyn Voelpel, *Deputy Director*, Evan Maxim, *CED Director*,
 Jenn Kester, *Planning Manager*, Neil Tabor, *Associate Planner*,
 Aleksandr Yeremeyev, *Economic Development Manager*, Tanja Carter,
Economic Development Strategist, Mary Mirante Bartolo, *City Attorney*,
 Bart Perman, *Information Systems Manager*, Barb Mailo, *Admin 3*; SeaTV

1. Call to Order	Chair Egal called the meeting to order at 4:06 PM and roll call.
2. Public Comments	Director Evan Maxim acknowledged written unofficial public comments received from Vicki Lockwood.
3. Minutes of 10/28/2021 regular meeting	Review and approve Councilmember Peter Kwon moved to approve meeting minutes as written. Second by Mayor Jake Simpson. Minutes were approved.
4. Short Term Rentals: Code Amendment	Review and recommendation Introduced by Planning Manager Jenn Kester. Presentation by Associate Planner Neil Tabor. The purpose of the presentation was to provide information on proposed code amendments related to short-term rentals and solicit recommendation from PED committee members on forwarding the topic to council. This could include the recommendations to: <ul style="list-style-type: none"> • Recommend as written • Recommend with specific modifications • Not Recommend

	<p>The presentation included: short-term rentals background, hotel & short-term rental statistics, discussion to date, summary of amendments, Committee Action Requested: PED recommendation and referral to City Council desired.</p> <p>All members thumbed up.</p>
5. Economic Development Overview	<p>Informational Briefing</p> <p>Introduction by Economic Development Manager Aleksandr Yeremeyev. Presented an overview of the SeaTac economic make up, city commercial pockets on the website GIS maps, industries in local area, and development patterns, economic development page resources on City website.</p> <p>Presentation by Economic Development Strategist Tanja Carter. Role introduction and presented "What is Economic Development?" video, and practice areas.</p> <p>Discussion commenced with Chair Egal, Mayor Simpson, Councilmember Kwon, Councilmember Takele Gobena, Aleksandr Yeremeyev, and Director Maxim.</p>
6. Adjourn	<p>Chair Egal adjourned the meeting at 5:13 PM.</p>



MEMORANDUM COMMUNITY & ECONOMIC DEVELOPMENT

Date: February 24, 2021
To: Planning & Economic Development (PED) Committee
From: Evan Maxim, Community & Economic Development Director
Subject: 2021 King County Countywide Planning Policies: Direction regarding ratification

Summary

The King County Countywide Planning Policies (CPPs) create a policy framework for all jurisdictions planning for growth in King County, including the City of SeaTac. The CPPs establish regional goals and policies that will inform and affect SeaTac's required major 2024 Comprehensive Plan update.

On December 14, 2021, the King County Council adopted the 2021 CPP amendments and ratified the CPPs on behalf of unincorporated King County. Once adopted, cities within King County have 90 days to take action to ratify the CPPs. The SeaTac Council has three options:

1. To ratify the CPPs through the passage of a City Council Resolution; or,
2. To not ratify the CPPs through the passage of a City Council Resolution; or,
3. To take no action. By not acting, the City of SeaTac will automatically ratify the CPPs.

The 2021 CPP amendments must be ratified by the county and cities representing at least 70 percent of the county population and 30 percent of those jurisdictions (i.e. county and cities). It is very unlikely that the 2021 CPP amendments will not receive ratification.

Countywide Planning Policies: Background

The Growth Management Act (GMA) provides for regional planning by each county in Washington State; policies adopted by a county are referred to as Countywide Planning Policies (CPPs). The GMA also allows multiple counties to collaborate in the adoption of policies; these are referred to as Multicounty Planning Policies (MPPs). King County, together with Kitsap County, Pierce County, Snohomish County, and the cities in each county, comprise the Puget Sound Regional Council (PSRC). PSRC has adopted MPPs in Vision 2050, which was adopted in October 2020.

The purpose of the CPPs and the MPPs is to ensure that the comprehensive plan of each county and city is coordinated with, and consistent with, the comprehensive plans of other counties or cities which share common borders or interests in regional issues. The CPPs and MPPs also provide a regional policy approach to addressing regional issues, such as managing population growth (i.e. housing and jobs), environmental protection, and transportation.

SeaTac is also required by GMA to regularly amend the SeaTac Comprehensive Plan to ensure that SeaTac's goals and policies remains consistent with the GMA, the MPPs, and the CPPs. The Comprehensive Plan is the basis for SeaTac to adopt development regulations, make capital budget decisions, and implement other programs and activities.

2021 CPP Amendments

The 2021 CPP amendments, (attached) are voluminous. Many of the 2021 CPP amendments reflect relatively minor adjustments to previous goals and policies, however there are also significant changes in policy direction. The 2021 CPP amendments contain significant policy language related to growth centers,

balancing job and housing growth, equity, climate change, and ensuring alignment with PSRC's Vision 2050. Some of the 2021 CPP amendments will not directly affect the City of SeaTac's Comprehensive Plan.

The City of SeaTac provided input and engaged with King County around several different topics – specifically: A) the growth targets for SeaTac, B) housing, and C) regional collaboration.

SeaTac supported data collection to document the City's current capacity for growth in the Urban Growth Capacity Report and participated in the King County regional discussion around the allotment of growth to each jurisdiction. "Growth targets" are a policy statement about the amount of housing and jobs SeaTac will plan to accommodate. For SeaTac, the housing growth target is a net of 5,900 new units and 14,810 new jobs in the period between 2019 and 2044. These growth targets are contained on page 23 of the attached 2021 CPP amendments. SeaTac has sufficient capacity for this additional growth; consequently, the City does not anticipate a required change to its zoning regulations to increase total housing and job capacity.

During the review of the 2021 CPP amendments by the Growth Management Planning Committee (GMPC), SeaTac and several other cities in South King County (Federal Way, Kent, Renton, and Tukwila) commented on the then-draft 2021 CPP amendments (see attached May 5, 2021 joint letter). In summary, the joint letter recommended that the draft 2021 CPP amendments incorporate language be further amended to:

- Recognize that affordable housing was not evenly distributed throughout King County;
- Account for the impact of regional facilities (e.g. transfer stations, jails, behavioral health facilities, homeless shelters, etc.) have on communities in South King County;
- Ensure that seeming impartial standards like "efficiency" are not used to perpetuate historical impacts on the BIPOC communities in South King County; and
- Recognize that regional challenges should be addressed through a well-defined collaborative process.

Some of these comments were addressed in the 2021 CPP amendments; however, many of the comments warranted further discussion with King County. The Affordable Housing Committee at King County is considering these items and may recommend additional amendments to the CPPs. SeaTac staff, along with staff from other jurisdictions, are continuing to engage with King County around these subjects.

SeaTac staff provided regular updates to the PED committee regarding the growth targets and the 2021 CPP amendments in November 2020, and in 2021 in January, February, March, and June.

PED Committee Direction

Staff are seeking the PED committee's direction:

1. To ratify the CPPs through the passage of a City Council Resolution; or,
2. To not ratify the CPPs through the passage of a City Council Resolution; or,
3. To take no action. By not acting, the City of SeaTac will automatically ratify the CPPs.

If the PED committee recommends either "1." or "2." staff will prepare a resolution for City Council review and action at the Regular Council meeting scheduled for March 8, 2022.

Packet Materials:

- a. This memo
- b. 2021 Countywide Planning Policies (CPPs) in King County Ord. 19384
- c. Joint comment letter to the GMPC, dated May 5, 2021
- d. PowerPoint presentation



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Ordinance 19384

Proposed No. 2021-0254.3

Sponsors Dembowski

1 AN ORDINANCE relating to adoption and ratification of
2 the 2021 King County Countywide Planning Policies.

3 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

4 SECTION 1. Findings:

5 A. On October 29, 2020, the Puget Sound Regional Council General Assembly
6 adopted VISION 2050 and the Multicounty Planning Policies.

7 B. The Multicounty Planning Policies call for the Countywide Planning Policies
8 to be updated, where necessary, before December 31, 2021.

9 C. On June 23, 2021, the Growth Management Planning Council approved
10 Motion 21-1 recommending the 2021 King County Countywide Planning Policies to the
11 King County council.

12 D. Technical changes made by the King County council streamline and
13 strengthen the 2021 King County Countywide Planning Policies.

14 E. Workplan items relating to the Affordable Housing Committee and Growth
15 Management Planning Council review of the four-to-one program implement VISION
16 2050 and the Countywide Planning Policies.

17 F. Changes to city of Sammamish growth targets reflect updated conditions that
18 impact capacity in the jurisdiction.

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19 SECTION 2. The 2021 King County Countywide Planning Policies, Attachment
20 A to this ordinance, is hereby adopted by King County and ratified on behalf of the
21 population of unincorporated King County.

22 SECTION 3.

23 A. Growth Management Planning Council Motion 21-1 included a workplan item
24 for the Affordable Housing Committee of the Growth Management Planning Council.
25 The County shall submit to the Affordable Housing Committee the following workplan
26 items for review, consideration, and recommendation:

- 27 1. Monitor and report jurisdictional housing supply, housing affordability,
28 housing needs and income-restricted housing levels, including disparities between
29 subregions and comparisons to established subregional or jurisdictional affordable
30 housing needs, through the Regional Affordable Housing dashboard and reporting;
- 31 2. Establish subregional or jurisdictional affordable housing needs, informed by
32 local data and the data and methodology provided by the Washington state Department of
33 Commerce;
- 34 3. Recommend to the Growth Management Planning Council an accountability
35 and implementation framework for equitably meeting affordable housing needs across the
36 region. The Affordable Housing Committee will consider, at a minimum, the range of
37 development patterns chapter and housing chapter amendments proposed by Growth
38 Management Planning Council members in June 2021 regarding understanding and
39 accommodating housing need, holding jurisdictions accountable and allocating resources;
40 and

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41 4. Recommend to the Growth Management Planning Council any Countywide
42 Planning Policy amendments necessary to implement their recommendations.

43 B. Complete its housing needs work by the end of 2022 and submit a staff report
44 to the Growth Management Planning Council quarterly in 2022 to provide an update the
45 on its progress.

46 SECTION 4.

47 A. The county's four-to-one program has been effective in implementing Growth
48 Management Act goals to reduce sprawl and encourage retention of open space. There
49 have been previous efforts to update the four-to-one program as part of the 2020 King
50 County Comprehensive Plan update and 2021 Countywide Planning Policies update.
51 There is a need to comprehensively review the Countywide Planning Policies ("the
52 CPPs"), King County Comprehensive Plan ("KCCP") and King County Code ("KCC") to
53 ensure the three documents are consistent and reflect countywide growth management
54 goals, including collaboration with cities affected by the program.

55 B. The executive shall review the four-to-one program as follows:

56 1. Analyze all projects approved under the four-to-one program and evaluate the
57 performance of those projects against the program's goals of reducing sprawl and
58 preserving open space;

59 2. Consider the following potential amendments to the four-to-one program. The
60 review shall also include proposed procedural improvements to make it clearer how four-
61 to-one program projects are applied for, reviewed, approved and monitored after
62 approval. The potential amendments to be considered include, but are not limited to:

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- 63 a. whether the four-to-one program should require projects be contiguous with
64 the 1994 urban growth area boundary, later adopted boundaries through subsequent joint
65 planning processes between the county and cities, or some combination thereof;
- 66 b. whether the four-to-one program should allow reduced open space
67 dedication if a proposal contains lands with high ecological value, such as lands that
68 could provide for high-value floodplain restoration, riparian habitat or working resource
69 lands;
- 70 c. whether the four-to-one program should allow for noncontiguous open space
71 preservation;
- 72 d. whether the four-to-one program should allow facilities, such as roads or
73 stormwater, that serve the new urban area to be located in the Rural Area;
- 74 e. whether the four-to-one program should allow nonresidential and
75 multifamily residential projects; and
- 76 f. whether the four-to-one program should allow projects that are not likely to
77 be annexed in a timely manner;
- 78 3. Develop and recommend to the county council changes to the CPPs, KCCP
79 and KCC, in consultation with the IJT and based on Growth Management Planning
80 Council review identified in subsection B.4 of this section; and
- 81 4. Submit to the Growth Management Planning Council in 2022 the following
82 items for review, consideration and recommendation:
- 83 a. previously adopted goals and criteria of the four-to-one program;
- 84 b. findings of the analyses in subsection B.1. and 2. of this section; and

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85 c. potential changes to the CPPs, KCCP and KCC necessary to implement
86 improvements to the four-to-one program.

87 C. Executive staff shall regularly update and consult with the offices of the
88 councilmembers representing the county on the GMPC, the chair and vice-chair of the
89 local services committee, or its successor, and the chair and vice-chair of the mobility and
90 environment committee, or its successor, throughout the process.

91 D. The executive recommended CPPs, KCCP and KCC changes and a GMPC
92 motion that makes recommendations on the four-to-one program shall be completed no
93 later than January 1, 2023, shall be included in the public review draft and State
94 Environmental Policy Act environmental impact statement for the 2024 Comprehensive
95 Plan Update, and shall be transmitted to the council as part of the 2024 Comprehensive
96 Plan update.

97 SECTION 5. Severability. If any provision of this ordinance or its application to

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- 98 any person or circumstance is held invalid, the remainder of the ordinance or the
- 99 application of the provision to persons or circumstances is not affected.

Ordinance 19384 was introduced on 7/27/2021 and passed as amended by the Metropolitan King County Council on 12/14/2021, by the following vote:

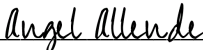
Yes: 9 - Ms. Balducci, Mr. Dembowski, Mr. Dunn, Ms. Kohl-Welles, Ms. Lambert, Mr. McDermott, Mr. Upthegrove, Mr. von Reichbauer and Mr. Zahilay

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON


DocuSigned by:

 7E1C273CE9994B6...
 Claudia Balducci, Chair

ATTEST:

DocuSigned by:

 C267B914088E4A0...
 Melani Pedroza, Clerk of the Council

APPROVED this _____ day of 12/27/2021, _____.

DocuSigned by:

 4FBCAB8196AE4C6...
 Dow Constantine, County Executive

Attachments: A. 2021 King County Countywide Planning Policies, dated November 30, 2021, updated 12/14/2021

Ordinance 19384

19384 Attachment A, updated 12/14/2021

2021 King County Countywide Planning Policies

November 30, 2021

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2021 King County Countywide Planning Policies

LAND ACKNOWLEDGMENT

The Countywide Planning Policies guide how King County jurisdictions work together and plan for growth that will occur on the ancestral lands of the Coast Salish peoples. In respect for and acknowledgment of their legacy, the Countywide Planning Policies seek to create a livable, equitable, and sustainable home for current and future generations.

2021 King County Countywide Planning Policies

INTRODUCTION

The King County Countywide Planning Policies

The Countywide Planning Policies (CPPs) create a shared and consistent framework for growth management planning for all jurisdictions in King County in accordance with RCW 36.70A.210, which requires the legislative authority of a county to adopt a countywide planning policy in cooperation with cities located in the county. The comprehensive plan for King County and the comprehensive plans for cities and towns in King County are developed from the framework that the CPPs establish. The 2021 Countywide Planning Policies were designed to provide guidance in advance of the 2024 statutory update of comprehensive plans to incorporate changes to the regional policy framework and to reflect new priorities addressing equity and social justice within our communities

The CPPs implement VISION 2050, which is the region's plan for growth. VISION 2050 is a product of a regional planning process led by the Puget Sound Regional Council (PSRC), an association of cities, towns, four counties (King, Kitsap, Pierce, and Snohomish), ports, tribes, and state agencies. By 2050, the region's population is projected to reach 5.8 million people. The region's vision for 2050 is to provide exceptional quality of life, opportunity for all, connected communities, a spectacular natural environment, and an innovative, thriving economy.

King County is home to 39 cities, all of which have a role in accommodating the approximately 660,000 people and 490,000 jobs projected to come to King County by 2044.

The Growth Management Planning Council

The Growth Management Planning Council (GMPC) brings together elected officials from King County and the cities and develops and recommends the CPPs to the King County Council. The GMPC is chaired by the King County Executive and includes members from the King County Council, the Mayor of Seattle, members from the Seattle City Council, representatives from the other 38 cities in King County through the Sound Cities Association, and ex-officio membership from special purpose districts, school districts, and the Port of Seattle.

The GMPC is supported by the Interjurisdictional Staff Team (IJT), which reflects the membership of the GMPC. The IJT is comprised of senior planning staff from King County and the cities. The IJT operates on a consensus basis and prepares all documents for GMPC review and consideration.

2021 King County Countywide Planning Policies

The Countywide Planning Policies and all amendments to the CPPs become effective following approval by the GMPC, adoption by the King County Council, and ratification by King County cities.

About the 2021 Update

With the update to VISION 2050 and the approaching 2024 statutory update of comprehensive plans, King County jurisdictions updated the Countywide Planning Policies for the next decade. Recognizing the existing Countywide Planning Policies as a starting place for the update, the Growth Management Planning Council approved Guiding Principles to establish the context and parameters for the update. The Guiding Principles call for a limited scope to the update based on the following:

- 2012 Countywide Planning Policies
- Centering social equity and health
- Integrating regional policy and legislative changes
- Providing clear, concise, and actionable direction for comprehensive plans
- Implementing the Regional Growth Strategy with 2044 growth targets that form the land use basis for periodic comprehensive plan updates

Equity and Social Justice

The GMPC approved the guiding principle of “centering social equity and health” in the Countywide Planning Policies. As noted in VISION 2050, historical land use and housing policies have played a role in creating and maintaining racial inequities. While some explicitly discriminatory laws have been overturned, their legacy and effects have remained, preventing Black, Indigenous, and other People of Color communities from sharing the recent prosperity of the county. Centering equity and health in the CPPs will continue through improvements to policies and resource allocation that explicitly counter and remedy disparities in determinants of equity and are informed by those most affected by these disparities. The policies’ collective vision for the county’s shared future will have a significant effect on local plans that shape how jurisdictions allocate public resources and set policy to achieve a future where everyone enjoys a safe and healthy place to live, work, and play.

King County Demographics and Geography

King County is the most populous county in Washington State and the 13th most populous county in the nation. In 2021, King County is home to about 2.3 million people and 1.5 million jobs. King County’s population continues to diversify each year. In 2019, People of Color communities comprised 40 percent of the population, 23 percent of the population was born outside the United States, and 28 percent of people over age five spoke a language other than

2021 King County Countywide Planning Policies

English at home. People under 18 comprise 20 percent of the population, while seniors over 65 comprise about 14 percent of the population.

King County's land area is 2,130 square miles and is characterized by cities large and small, by beautiful scenery and geographic variety, stretching from the Puget Sound in the west to the crest of the Cascade Mountains in the east. King County has a variety of working farms and forestlands, as well as a significant open space network.

2021 King County Countywide Planning Policies

VISION AND FRAMEWORK

Vision for King County 2050

It is the year 2050 and our county has changed significantly in the roughly 60 years that have elapsed since the first Countywide Planning Policies were adopted in 1992. In 2050,

- Communities across King County are welcoming places where every person can thrive.
- All residents have access to opportunity and displacement from development is lessened.
- The cities are vibrant and inviting hubs for people with a safe, affordable, and efficient transportation system that connects people to the places they want to go.
- Housing is characterized by a full range of options that are healthy, safe, affordable, and open to all.
- The county's critical areas are protected and have been restored.
- Open spaces are well distributed and inviting to all users.
- The Rural Area is viable and permanently protected with a clear boundary between urban and rural areas.
- The county boasts of bountiful agricultural areas and productive forest lands.
- The economy provides opportunities to everyone and includes Black, Indigenous, and other People of Color-owned businesses; immigrant- and women-owned businesses; locally owned businesses; and global corporations.

Framework Policies

Unless otherwise noted, the Countywide Planning Policies apply to the Growth Management Planning Council, King County, and all cities within King County.

Amendments

While much has been accomplished, the Countywide Planning Policies were never intended to be static and will require amendment over time to reflect changed conditions. While the formal policy development is done by the Growth Management Planning Council, ideas for new policies begin in a variety of areas including individual jurisdictions. Policy FW-1 below describes the process for amending the Countywide Planning Policies.

FW-1 Maintain the currency of the Countywide Planning Policies through periodic review and amendment. Initiate and review all amendments at the Growth Management Planning Council through the process described below:

- a) Only the Growth Management Planning Council may propose amendments to the Countywide Planning Policies except for amendments to the Urban Growth Area that may also be proposed by King County in accordance with policies DP-16 through DP-18;

2021 King County Countywide Planning Policies

- b) Growth Management Planning Council recommends amendments to the King County Council for consideration, possible revision, and approval; proposed revisions by the King County Council that are of a substantive nature may be sent to the Growth Management Planning Council for their consideration and revised recommendation based on the proposed revision;
- c) A majority vote of the King County Council both constitutes approval of the amendments and ratification on behalf of the residents of Unincorporated King County;
- d) After approval and ratification by the King County Council, amendments are forwarded to each city and town for ratification. Amendments cannot be modified during the city ratification process; and
- e) Amendments must be ratified within 90 days of King County approval and require affirmation by the county and cities and towns representing at least 70 percent of the county population and 30 percent of those jurisdictions. Ratification is either by an affirmative vote of the city's or town's council or by no action being taken within the ratification period.

Monitoring

Periodically evaluating the effectiveness of the Countywide Planning Policies is key to continuing their value to the region and local jurisdictions. In 1994 King County and cities established the current Benchmarks program to monitor and evaluate key regional indicators.

FW-2 Monitor and benchmark the progress of the Countywide Planning Policies towards achieving the Regional Growth Strategy inclusive of the environment, development patterns, housing, the economy, transportation, and the provision of public services, as well as reducing disparities in equity and health outcomes for King County residents. Identify corrective actions to be taken if progress toward benchmarks is not being achieved.

Investment

Key to ensuring the success of the Countywide Planning Policies is investment in regional infrastructure and programs. Balancing the use of limited available funds between regional, countywide, and local needs is extremely complex.

FW-3 Work collaboratively to identify and seek regional, state, and federal funding sources to invest in infrastructure, strategies, and programs to enable the full implementation of the Countywide Planning Policies. Balance needed regional investments with countywide and local needs when making funding determinations.

FW-4 Support fiscal sustainability of Rural Areas. Rural Areas provide an overall benefit for all residents of King County and strategies to fund infrastructure and services in Rural Areas may be needed to support a defined rural level of service.

2021 King County Countywide Planning Policies

Consistency

The Countywide Planning Policies provide a common framework for local planning and each jurisdiction is required to update its comprehensive plan to be consistent with the Countywide Planning Policies. The full body of the Countywide Planning Policies is to be considered for decision-making within the context of each city's needs and situations.

FW-5 Adopt comprehensive plans that are consistent with the Countywide Planning Policies as required by the Growth Management Act.

Equity

The Countywide Planning Policies coordinate planning for a more equitable future where all King County residents have access to housing, transportation, education, employment choices, and open space amenities regardless of their race, social, or economic status. Through their comprehensive plans, jurisdictions will create targeted policies and strategies unique to their local circumstances to achieve this goal.

FW-6 Enable culturally and linguistically appropriate equitable access to programs and services and help connect residents to service options, particularly for those most disproportionately cost-burdened or historically excluded.

FW-7 Develop and use an equity impact review tool when developing plans and policies to test for outcomes that might adversely impact Black, Indigenous, and other People of Color communities; immigrants and refugees; people with low incomes; people with disabilities; and communities with language access needs. Regularly assess the impact of policies and programs to identify actual outcomes and adapt as needed to achieve intended goals.

FW-8 Involve community groups especially immigrant, Black, Indigenous, and other People of Color communities continuously in planning processes to promote civic engagement, government accountability, transparency, and personal agency.

ENVIRONMENT

Overarching Goal: *The quality of the natural environment in King County is restored and protected for future generations.*

Environmental Sustainability

Local governments have a key role in shaping sustainable communities by integrating sustainable development and business practices with ecological, social, and economic concerns. Local governments also play a pivotal role in ensuring environmental justice by addressing environmental impacts on frontline communities and by pursuing fairness in the application of policies and regulations.

EN-1 Incorporate environmental protection and restoration efforts including climate action, mitigation, and resilience into local comprehensive plans to ensure that the quality of the natural environment and its contributions to human health and vitality is sustained now and for future generations.

EN-2 Develop and implement environmental strategies using integrated and interdisciplinary approaches to environmental assessment and planning, in coordination with local jurisdictions, tribes, and other stakeholders.

EN-3 Ensure public and private projects incorporate locally appropriate, low-impact development approaches developed using a watershed planning framework for managing stormwater, protecting water quality, minimizing flooding and erosion, protecting habitat, and reducing greenhouse gas emissions.

EN-4 Encourage the transition to a sustainable energy future by reducing demand through efficiency and conservation, supporting the development of energy management technology, and meeting reduced needs from sustainable sources.

EN-5 Ensure all residents of the region regardless of race, social, or economic status have a clean and healthy environment. Identify, mitigate, and correct for unavoidable negative impacts of public actions that disproportionately affect those frontline communities impacted by existing and historical racial, social, environmental, and economic inequities, and who have limited resources or capacity to adapt to a changing environment.

Earth and Habitat

Healthy ecosystems and environments are vital to the sustainability of all plant and animal life, including humans. Protection of biodiversity in all its forms and across all landscapes is critical

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to continued prosperity and high quality of life in King County. The value of biodiversity to sustaining long-term productivity and both economic and ecological benefits is evident in fisheries, forestry, and agriculture. For ecosystems to be healthy and provide healthful benefits to people, local governments must prevent negative human impacts and work to ensure that this ecosystem remains diverse and productive over time. With the impending effects of climate change, maintaining biodiversity becomes even more critical to the preservation and resilience of resource-based activities and many social and ecological systems. Protection of individual species, including Chinook salmon, also plays an important role in sustaining biodiversity and quality of life within the county. Since 2000, local governments, citizens, tribes, conservation districts, non-profit groups, and federal and state fisheries managers have cooperated to develop and implement watershed-based salmon conservation plans, known as Water Resource Inventory Area plans, to conserve and restore habitat for Chinook salmon today and for future generations.

EN-6 Locate development and supportive infrastructure in a manner that minimizes impacts to natural features. Promote the use of traditional and innovative environmentally sensitive development practices, including design, materials, construction, and ongoing maintenance.

EN-7 Coordinate approaches and standards for defining and protecting critical areas, especially where such areas and impacts to them cross jurisdictional boundaries.

EN-8 Use the best available science when establishing and implementing environmental standards.

EN-9 Develop and implement an integrated and comprehensive approach to managing fish and wildlife habitat to accelerate ecosystem recovery, focusing on enhancing the habitat of salmonids, orca, and other threatened and endangered species and species of local importance.

EN-10 Ensure that new development, open space protection efforts, and mitigation projects support the State's streamflow restoration law. Promote robust, healthy, and sustainable salmon populations and other ecosystem functions working closely within Water Resource Inventory Areas and utilizing adopted watershed plans.

EN-11 Enhance the urban tree canopy to provide wildlife habitat, support community resilience, mitigate urban heat, manage stormwater, conserve energy, protect and improve mental and physical health, and strengthen economic prosperity. Prioritize places where Black, Indigenous, and other People of Color communities; low-income populations; and other frontline community members live, work, and play.

*2021 King County Countywide Planning Policies***Flood Hazards**

Flooding is a natural process that affects human communities and natural environments in King County. Managing floodplain development and conserving aquatic habitats are the main challenges for areas affected by flooding. The King County Flood Control District exists to protect public health and safety, regional economic centers, public and private property, and transportation corridors. Local governments also have responsibility for flood control within their boundaries.

EN-12 Coordinate and fund holistic flood hazard management efforts through the King County Flood Control District.

EN-13 Work cooperatively to meet regulatory standards for floodplain development as these standards are updated for consistency with relevant federal requirements including those related to the Endangered Species Act.

EN-14 Cooperate with federal, state, and regional agencies and forums to develop and implement regional levee maintenance standards that ensure public safety and protect habitat.

Water Resources

The flow and quality of water are impacted by water withdrawals, land development, stormwater management, and climate change. Since surface and ground waters do not respect political boundaries, cross-jurisdictional coordination of water is required to ensure its functions and uses are protected and sustained. The Puget Sound Partnership was created by the Washington State Legislature as the state agency responsible for assuring the preservation and recovery of Puget Sound and the freshwater systems flowing into the Sound. King County plays a key role in these efforts because of its large population and its location in Central Puget Sound.

EN-15 Encourage basin-wide approaches to wetland protection, emphasizing preservation and enhancement of the highest quality wetlands and wetland systems.

EN-16 Collaborate with the Puget Sound Partnership to implement the Puget Sound Action Agenda and to coordinate land use and transportation plans and actions for the benefit of Puget Sound and its watersheds.

EN-17 Manage natural drainage systems to improve water quality and habitat functions, minimize erosion and sedimentation, protect public health, reduce flood risks, and moderate peak stormwater runoff rates. Work cooperatively among local, regional, state, national, and

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tribal jurisdictions to establish, monitor, and enforce consistent standards for managing streams and wetlands throughout drainage basins.

EN-18 Support and incentivize environmental stewardship on private and public lands to protect and enhance habitat, water quality, and other ecosystem services, including the protection of watersheds and wellhead areas that are sources of the region's drinking water supplies.

EN-19 Establish a multijurisdictional approach for funding and monitoring water quality, quantity, biological conditions, and outcome measures and for improving the efficiency and effectiveness of monitoring efforts.

Open Space

EN-20 Identify and preserve regionally significant open space networks in both Urban and Rural Areas through implementation of the Regional Open Space Conservation Plan. Develop strategies and funding to protect lands that provide the following valuable functions:

- a) Ecosystem linkages and migratory corridors crossing jurisdictional boundaries;
- b) Physical or visual separation delineating growth boundaries or providing buffers between incompatible uses;
- c) Active and passive outdoor recreation opportunities;
- d) Wildlife habitat and migration corridors that preserve and enhance ecosystem resiliency in the face of urbanization and climate change;
- e) Preservation of ecologically sensitive, scenic, or cultural resources;
- f) Urban green space, habitats, and ecosystems;
- g) Forest resources; and
- h) Food production potential.

EN-21 Preserve and restore native vegetation and tree canopy, especially where it protects habitat and contributes to overall ecological function.

EN-22 Provide parks, trails, and open space within walking distance of urban residents. Prioritize historically underserved communities for open space improvements and investments.

Restoration and Pollution

EN-23 Reduce the use of toxic pesticides, chemical fertilizers, and other products and promote alternatives that minimize risks to human health and the environment.

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EN-24 Restore the region’s freshwater and marine shorelines, watersheds, estuaries, and other waterbodies to a natural condition for ecological function and value, where appropriate and feasible.

EN-25 Prevent, mitigate, and remediate harmful environmental pollutants and hazards, including light, air, noise, soil, and structural hazards, where they have contributed to racialized health or environmental disparities, and increase environmental resiliency in frontline communities.

EN-26 Adopt policies, regulations, and processes, related to new or existing fossil fuel facilities, which are designed to:

- a) Protect public health, safety, and welfare from all impacts of fossil fuel facilities;
- b) Mitigate and prepare for any impacts of fossil fuel facility disasters on all communities;
- c) Protect and preserve natural ecosystems from the construction and operational impacts of fossil fuel facilities;
- d) Manage impacts on public services and infrastructure in emergency management, resilience planning, and capital spending;
- e) Ensure comprehensive environmental review, and extensive community engagement, during initial siting, modifications, and on a periodic basis; and
- f) Reduce climate change impacts from fossil fuel facility construction and operations.

Climate Change

Greenhouse gas emissions are resulting in a changing and increasingly variable climate. King County’s snow-fed water supply is especially vulnerable to a changing climate. Additionally, the patterns of storm events and river and stream flow patterns are changing and our shorelines are susceptible to rising sea levels. Carbon dioxide reacts with seawater and reduces the water’s pH, also threatening the food web in Puget Sound. While local governments can individually work to reduce greenhouse gas emissions, more significant emission reductions can only be accomplished through countywide coordination of land use patterns and promotion of transportation systems that provide practical alternatives to single-occupancy vehicles. Efficient energy consumption is both a mitigation and an adaptation strategy. Local governments can improve energy efficiency through the development of new infrastructure as well as the maintenance and updating of existing infrastructure.

EN-27 Adopt and implement policies and programs to achieve a target of reducing countywide sources of greenhouse gas emissions, compared to a 2007 baseline, by 50% by 2030, 75% by 2040, and 95%, including net-zero emissions through carbon sequestration and other strategies, by 2050. Evaluate and update these targets over time in consideration of the latest international climate science and statewide targets aiming to limit the most severe impacts of climate change and keep global warming under 1.5 degrees Celsius.

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EN-28 Plan for development patterns that minimize air pollution and greenhouse gas emissions, including:

- a) Directing growth to Urban Centers and other mixed-use or high-density locations that support mass transit, encourage non-motorized modes of travel, and reduce trip lengths;
- b) Facilitating modes of travel other than single-occupancy vehicles including transit, walking, bicycling, and carpooling;
- c) Incorporating energy-saving strategies in infrastructure planning and design;
- d) Encouraging interjurisdictional planning to ensure efficient use of transportation infrastructure and modes of travel;
- e) Encouraging new development to use low emission construction practices, low or zero net lifetime energy requirements, and green building techniques; and
- f) Reducing building energy use through green building methods in the retrofit of existing buildings.

EN-29 King County shall assess and report countywide greenhouse gas emissions associated with resident, business, and local government buildings, vehicles, and solid waste at least every two years. King County shall update its comprehensive greenhouse gas emissions inventory that quantifies all direct local sources of greenhouse gas emissions as well as emissions associated with local consumption at least every five years. King County shall also develop city-specific emissions inventories and data, in partnership with cities.

EN-30 Promote energy efficiency, conservation methods, sustainable energy sources, electrifying the transportation system, and limiting vehicle miles traveled to reduce air pollution, greenhouse gas emissions, and consumption of fossil fuels to support state, regional, and local climate change goals.

EN-31 Address rising sea water by siting and planning for relocation of hazardous industries and essential public services away from the 500-year floodplain.

EN-32 Protect and restore natural resources such as forests, farmland, wetlands, estuaries, and the urban tree canopy, which sequester and store carbon.

EN-33 Support the production and storage of clean renewable energy.

DEVELOPMENT PATTERNS

The policies in this chapter address the location, type, design, and intensity of land uses that are desired in King County and its cities. They guide implementation of the vision for physical development within the county. The policies also provide a framework for how to focus multimodal improvements to transportation, public services, the environment, and affordable housing, as well as how to incorporate concerns about climate change, social equity, and public health into planning for new growth. Development patterns policies are at the core of growth management efforts in King County. They further the goals of VISION 2050 and recognize the variety of local communities that will be taking action to achieve those goals.

Overarching Goal: *Growth in King County occurs in a compact, centers-focused pattern that uses land and infrastructure efficiently, connects people to opportunity, and protects Rural and Natural Resource Lands.*

The Countywide Planning Policies designate land as Urban, Rural, or Natural Resource. The Generalized Land Use Categories Map in Appendix 1 shows the Urban Growth Area boundary and Urban, Rural, and Natural Resource Lands within King County. Further sections of this chapter provide more detailed descriptions and guidance for planning within each of the three designations.

DP-1 Designate all lands within King County as one of the following. In each of these designations, critical areas may exist and these are to be conserved through regulations, incentives, and programs.

- a) Urban land within the Urban Growth Area, where new growth is focused and accommodated;
- b) Rural land, where farming, forestry, and other resource uses are protected, and very low-density residential uses and small-scale non-residential uses are allowed; or
- c) Natural Resource land, where permanent regionally significant agricultural, forestry, and mining lands are preserved.

Urban Growth Area

The Urban Growth Area encompasses all urban designated lands within King County. These lands include all cities as well as a portion of unincorporated King County. Consistent with the Growth Management Act and VISION 2050, urban lands are intended to be the focus of future growth that is compact, includes a mix of uses, and is well-served by public infrastructure.

The pattern of growth within the Urban Growth Area implements the Regional Growth Strategy through the allocation of targets to local jurisdictions. The targets create an obligation to plan

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and provide zoning for future potential growth, but do not obligate a jurisdiction to guarantee that a given number of housing units will be built or jobs added during the planning period.

Several additional elements in the Development Patterns chapter reinforce the vision and targeted growth pattern for the Urban Growth Area. Procedures and criteria for amending the Urban Growth Area boundary address a range of objectives and ensure that changes balance the needs for land to accommodate growth with the overarching goal of preventing sprawl within the county. A review and evaluation program provides feedback for the county and cities on the effectiveness of their efforts to accommodate and achieve the desired land use pattern. Joint planning facilitates the transition of governance of the Urban Growth Area from the county to cities, consistent with the Growth Management Act, and helps ensure equitable governance and service provision.

Urban form and development within the Urban Growth Area are important settings to provide people with access to jobs and housing, choices to engage in more physical activity, eat healthy food, and minimize exposure to harmful environments and substances. Access to sidewalks and pathways, healthy food, and open space is not shared equally across the urban area. Historical underinvestment in neighborhoods where Black, Indigenous, and other People of Color communities have been concentrated and exclusion of these communities from high-opportunity areas persists today. The stability and sustainability of the Urban Growth Area depend on fostering development patterns that provide access to opportunity for all.

Goal Statement: *The Urban Growth Area boundary is stable and capacity within it shall increase over time to accommodate growth consistent with the Regional Growth Strategy and growth targets through land use patterns and practices that create vibrant, equitable, and sustainable communities.*

Urban Lands

DP-2 Prioritize housing and employment growth in cities and centers within the Urban Growth Area, where residents and workers have higher access to opportunity and high-capacity transit. Promote a pattern of compact development within the Urban Growth Area that includes housing at a range of urban densities, commercial and industrial development, and other urban facilities, including medical, governmental, institutional, and educational uses and schools, and parks and open space. The Urban Growth Area will include a mix of uses that are convenient to and support public transportation to reduce reliance on single-occupancy vehicle travel for most daily activities.

DP-3 Develop and use residential, commercial, and manufacturing land efficiently in the Urban Growth Area to create healthy, vibrant, and equitable urban communities with a full range of urban services, and to protect the long-term viability of the Rural Area and Natural Resource

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Lands. Promote the efficient use of land within the Urban Growth Area by using methods such as:

- a) Directing concentrations of housing and employment growth to high opportunity areas like designated centers and transit station areas, consistent with the numeric goals in the Regional Growth Strategy;
- b) Encouraging compact and infill development with a mix of compatible residential, commercial, and community activities;
- c) Providing opportunities for greater housing growth closer to areas of high employment to reduce commute times;
- d) Optimizing the use of existing capacity for housing and employment;
- e) Redeveloping underutilized lands, in a manner that considers equity and mitigates displacement; and
- f) Coordinating plans for land use, transportation, schools, capital facilities and services.

DP-4 Focus housing growth in the Urban Growth Area within cities, designated regional centers, countywide centers, locally designated local centers, areas of high employment, and other transit supported areas to promote access to opportunity. Focus employment growth within designated regional and countywide manufacturing/industrial centers and within locally designated local centers.

DP-5 Reduce greenhouse gas emissions through land use strategies that promote a mix of housing, employment, and services at densities sufficient to encourage walking, bicycling, transit use, and other alternatives to auto travel, and by locating housing closer to areas of high employment.

DP-6 Adopt land use and community investment strategies that promote public health and address racially and environmentally disparate health outcomes and promote access to opportunity. Focus on residents with the highest needs in providing and enhancing opportunities for employment, safe and convenient daily physical activity, social connectivity, protection from exposure to harmful substances and environments, and housing in high opportunity areas.

DP-7 Plan for street networks that provide a high degree of connectivity to encourage walking, bicycling, transit use, and safe and healthy routes to and from public schools.

DP-8 Increase access to healthy and culturally relevant food in communities throughout the Urban Growth Area by encouraging the location of healthy food purveyors, such as grocery stores, farmers markets, urban agriculture programs, and community food gardens in proximity to residential uses and transit facilities, particularly in those areas with limited access to healthy food.

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DP-9 Designate Urban Separators as permanent low-density incorporated and unincorporated areas within the Urban Growth Area. Urban Separators are intended to protect Natural Resource Lands, the Rural Area, and environmentally sensitive areas, and create open space and wildlife corridors within and between communities while also providing public health, environmental, visual, and recreational benefits. Changes to Urban Separators are made pursuant to the Countywide Planning Policies amendment process described in policy FW-1. Designated Urban Separators within cities and unincorporated areas are shown in the Urban Separators Map in Appendix 3.

DP-10 No new Fully Contained Communities shall be approved in unincorporated King County.

DP-11 When large mixed-use developments are proposed adjacent to the Rural Area, permitting cities shall collaborate with King County during the review process to avoid and mitigate impacts on the surrounding Rural Area and Natural Resource Lands.

Growth Targets

Under the Growth Management Act, King County, in coordination with the cities in King County, adopts growth targets for the ensuing 20-year planning period. Growth targets are policy statements about the amount of housing and employment growth each jurisdiction is planning to accommodate within its comprehensive plan. Growth targets are adopted for each jurisdiction and unincorporated urban King County in the Countywide Planning Policies. Growth targets for the cities in the rural area include the incorporated area and the associated Potential Annexation Area, as shown in the map in Appendix 2.

DP-12 GMPC shall allocate residential and employment growth to each city and urban unincorporated area in the county. This allocation is predicated on:

- a) Accommodating the most recent 20-year population projection from the state Office of Financial Management and the most recent 20-year regional employment forecast from the Puget Sound Regional Council, informed by the 20-year projection of housing units from the state Department of Commerce;
- b) Planning for a pattern of growth that is consistent with the Regional Growth Strategy including focused growth within cities and Potential Annexation Areas with designated centers and within high-capacity transit station areas, limited development in the Rural Area, and protection of designated Natural Resource Lands;
- c) Efficiently using existing zoned and future planned development capacity as well as the capacity of existing and planned infrastructure, including sewer, water, and stormwater systems;
- d) Promoting a land use pattern that can be served by a connected network of public transportation services and facilities and pedestrian and bicycle infrastructure and amenities;

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- e) Improving jobs/housing balance consistent with the Regional Growth Strategy, both between counties in the region and within subareas in the county;
- f) Promoting opportunities for housing and employment throughout the Urban Growth Area and within all jurisdictions in a manner that ensures racial and social equity;
- g) Allocating growth to Potential Annexation Areas within the urban unincorporated area proportionate to their share of unincorporated capacity for housing and employment growth.

DP-13 The Growth Management Planning Council shall:

- a) Update housing and employment targets periodically to provide jurisdictions with up-to-date growth allocations to be used as the land use assumption in state-mandated comprehensive plan updates;
- b) Adopt housing and employment growth targets in the Countywide Planning Policies pursuant to the procedure described in policy FW-1;
- c) Create a coordinated countywide process to reconcile and set growth targets that implements the Regional Growth Strategy through countywide shares of regional housing and jobs, allocations to Regional Geographies, and individual jurisdictional growth targets;
- d) Ensure that each jurisdiction's growth targets are commensurate with their role in the Regional Growth Strategy by establishing a set of objective criteria and principles to guide how jurisdictional targets are determined;
- e) Ensure that each jurisdiction's growth targets allow it to meet the need for affordable housing for households with low-, very low-, and extremely low-incomes; and
- f) Adjust targets administratively upon annexation of unincorporated Potential Annexation Areas by cities. Growth targets for the planning period are shown in Table DP-1.

DP-14 All jurisdictions shall accommodate housing and employment by:

- a) Using the adopted growth targets as the land use assumption for their comprehensive plan;
- b) Establishing local growth targets for regional growth centers and regional manufacturing/industrial centers, where applicable;
- c) Ensuring adopted comprehensive plans and zoning regulations provide capacity for residential, commercial, and industrial uses that is sufficient to meet 20-year growth targets and is consistent with the desired growth pattern described in VISION 2050;
- d) Ensuring adopted local water, sewer, transportation, utility, and other infrastructure plans and investments, including special purpose district plans, are consistent in location and timing with adopted targets as well as regional and countywide plans; and
- e) Transferring an accommodating unincorporated area housing and employment targets as annexations occur

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Table DP-1: King County Jurisdiction Growth Targets 2019-2044			
Net New Units and Jobs			
Jurisdiction		2019-2044 Housing Target	2019-2044 Job Target
Metro Cities	Bellevue	35,000	70,000
	Seattle	112,000	169,500
Metropolitan Cities Subtotal		147,000	239,500
Core Cities	Auburn	12,000	19,520
	Bothell	5,800	9,500
	Burien	7,500	4,770
	Federal Way	11,260	20,460
	Issaquah	3,500	7,950
	Kent	10,200	32,000
	Kirkland	13,200	26,490
	Redmond	20,000	24,000
	Renton	17,000	31,780
	SeaTac	5,900	14,810
	Tukwila	6,500	15,890
Core Cities Subtotal		112,860	207,170
High Capacity Transit Communities	Des Moines	3,800	2,380
	Federal Way PAA	1,020	720
	Kenmore	3,070	3,200
	Lake Forest Park	870	550
	Mercer Island	1,239	1,300
	Newcastle	1,480	500
	North Highline PAA	1,420	1,220
	Renton PAA - East Renton	170	0
	Renton PAA - Fairwood	840	100
	Renton PAA - Skyway/West Hill	670	600
	Shoreline	13,330	10,000
	Woodinville	2,033	5,000
High Capacity Transit Communities Subtotal		29,942	25,570
Table DP-1: King County Jurisdiction Growth Targets 2019-2044			
Net New Units and Jobs			

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Jurisdiction		2019-2044 Housing Target	2019-2044 Job Target
Cities and Towns	Algona	170	325
	Beaux Arts	1	0
	Black Diamond	2,900	680
	Carnation	799	450
	Clyde Hill	10	10
	Covington	4,310	4,496
	Duvall	890	990
	Enumclaw	1,057	989
	Hunts Point	1	0
	Maple Valley	1,720	1,570
	Medina	19	0
	Milton	50	900
	Normandy Park	153	35
	North Bend	1,748	2,218
	Pacific	135	75
	Sammamish	*	*
	Skykomish	10	0
	Snoqualmie	1,500	4,425
Yarrow Point	10	0	
Cities and Towns Subtotal		15,483	17,163
Urban Unincorporated	Auburn PAA	12	0
	Bellevue PAA	17	0
	Black Diamond PAA	328	0
	Issaquah PAA	35	0
	Kent PAA	3	300
	Newcastle PAA	1	0
	Pacific PAA	134	0
	Redmond PAA	120	0
	Sammamish PAA	194	0
	Unaffiliated Urban Unincorporated	448	400
Urban Unincorporated Subtotal		1,292	700
Urban Growth Area Total		306,577	490,103

* Growth Management Planning Council (GMPC) Motion 21-4 established a process to revise the 2019-2044 growth targets for the City of Sammamish to reflect updated sewer capacity.

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Sammamish shall submit final growth targets to the GMPC by June 1, 2021 for action by the GMPC and recommendation to the King County Council.

Amendments to the Urban Growth Area

The following policies guide the decision-making process by both the GMPC and King County regarding proposals to amend the Urban Growth Area.

DP-15 Review the Urban Growth Area at least every ten years. In this review consider monitoring reports and other available data. As a result of this review and based on the criteria established in policies DP-16 through DP-19, King County may propose and then the Growth Management Planning Council may recommend amendments to the Countywide Planning Policies and King County Comprehensive Plan that make changes to the Urban Growth Area boundary.

DP-16 Allow amendment of the Urban Growth Area only when the following steps have been satisfied:

- a) The proposed amendment is under review by the County as part of an amendment process of the King County Comprehensive Plan;
- b) King County submits the proposal to the Growth Management Planning Council for the purposes of review and recommendation to the King County Council on the proposed amendment to the Urban Growth Area;
- c) The King County Council approves or denies the proposed amendment; and
- d) If approved by the King County Council, the proposed amendment is ratified by the cities following the procedures set forth in policy FW-1.

DP-17 Allow expansion of the Urban Growth Area only if at least one of the following criteria is met:

- a) A countywide analysis determines that the current Urban Growth Area is insufficient in size and additional land is needed to accommodate the housing and employment growth targets, including institutional and other non-residential uses, and there are no other reasonable measures, such as increasing density or rezoning existing urban land, that would avoid the need to expand the Urban Growth Area; or
- b) A proposed expansion of the Urban Growth Area is accompanied by dedication of permanent open space to the King County Open Space System, where the acreage of the proposed open space:
 - 1) Is at least four times the acreage of the land added to the Urban Growth Area;
 - 2) Is contiguous with the Urban Growth Area with at least a portion of the dedicated open space surrounding the proposed Urban Growth Area expansion; and
 - 3) Preserves high quality habitat, critical areas, or unique features that contribute to the band of permanent open space along the edge of the Urban Growth Area; or

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- c) The area is currently a King County park being transferred to a city to be maintained as a park in perpetuity or is park land that has been owned by a city since 1994 and is less than thirty acres in size.

DP-18 Add land to the Urban Growth Area only if expansion of the Urban Growth Area is warranted based on the criteria in DP-17(a) or DP-17(b), and it meets all of the following criteria:

- a) Is adjacent to the existing Urban Growth Area;
- b) For expansions based on DP-17(a) only, is no larger than necessary to promote compact development that accommodates anticipated growth needs;
- c) Can be efficiently provided with urban services and does not require supportive facilities located in the Rural Area;
- d) Follows topographical features that form natural boundaries, such as rivers and ridge lines and does not extend beyond natural boundaries, such as watersheds, that impede the provision of urban services;
- e) Is not currently designated as Resource Land;
- f) Is sufficiently free of environmental constraints to be able to support urban development without significant adverse environmental impacts, unless the area is designated as an Urban Separator by interlocal agreement between King County and the annexing city; and
- g) Is subject to an agreement between King County and the city or town adjacent to the area that the area will be added to the city's Potential Annexation Area. Upon ratification of the amendment, the Countywide Planning Policies will reflect both the Urban Growth Area change and Potential Annexation Area change.

DP-19 Allow redesignation of Urban land currently within the Urban Growth Area to Rural land outside of the Urban Growth Area if the land is not needed to accommodate projected urban growth, is not served by public sewers, is contiguous with the Rural Area, and:

- a) Is not characterized by urban development;
- b) Is currently developed with a low-density lot pattern that cannot be realistically redeveloped at an urban density; or
- c) Is characterized by environmentally sensitive areas making it inappropriate for higher density development.

Review and Evaluation Program

The following policies guide the buildable lands program conducted by the GMPC and King County.

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DP-20 Conduct a buildable lands program that meets or exceeds the review and evaluation requirements of the Growth Management Act. The purposes of the buildable lands program are:

- a) To collect and analyze data on development activity, including land supply, zoning, development standards, land uses, critical areas, and capacity for residential, commercial, and industrial land uses in urban areas;
- b) To determine whether jurisdictions are achieving urban densities and planned growth consistent with comprehensive plans, countywide planning policies, and multicounty planning policies; and
- c) To evaluate the sufficiency of land capacity to accommodate growth for the remainder of the planning period.

DP-21 The County and the cities, through the Growth Management Planning Council, will collaboratively determine whether reasonable measures other than amending the Urban Growth Area are necessary to ensure sufficient additional capacity if a countywide urban growth capacity report, informed by local data and analysis where appropriate, determines that:

- a) The current Urban Growth Area is insufficient in capacity to accommodate the housing and employment growth targets; or
- b) Any jurisdiction:
 - 1) Contains insufficient capacity to accommodate the housing and employment growth targets;
 - 2) Has significant differences between development assumptions and growth targets and actual housing and employment growth; or
 - 3) Has not achieved urban densities consistent with the adopted comprehensive plan.

DP-22 Jurisdictions shall adopt any necessary reasonable measures into their comprehensive plans to promote growth consistent with planned urban densities and adopted housing and employment targets. Reasonable measures should help implement local targets in a manner consistent with the Regional Growth Strategy. Jurisdictions shall report adopted reasonable measures to the GMPC and shall collaborate to provide data periodically on the effectiveness of those measures.

Joint Planning and Annexation

DP-23 Coordinate the preparation of comprehensive plans with adjacent and other affected jurisdictions, military facilities, tribal governments, ports, airports, and other related entities to avoid or mitigate the potential cross-border impacts of urban development and encroachment of incompatible uses.

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DP-24 Designate Potential Annexation Areas in city comprehensive plans and adopt them in the Countywide Planning Policies. Affiliate all Potential Annexation Areas with adjacent cities to ensure they do not overlap or leave urban unincorporated islands between cities. Except for parcel or block-level annexations that facilitate service provision, commercial areas and residential areas shall be annexed holistically rather than in a manner that leaves residential urban unincorporated islands. Annexation is preferred over incorporation.

DP-25 Cities and the County shall work to establish timeframes for annexation of roadways and shared streets within or between cities, but still under King County jurisdiction.

DP-26 Facilitate the annexation of unincorporated areas that are already urbanized and are within a city's Potential Annexation Area to increase the provision of urban services to those areas. Utilize tools and strategies such as service and infrastructure financing, transferring permitting authority, or identifying appropriate funding sources to address infrastructure and service provision issues in Potential Annexation Areas.

DP-27 Cities with Potential Annexation Areas and the County shall work to establish pre-annexation agreements that identify mutual interests and ensure coordinated planning and compatible development until annexation is feasible.

DP-28 Allow cities to annex territory only within their designated Potential Annexation Area as shown in the Potential Annexation Areas Map in Appendix 2. Phase annexations to coincide with the ability of cities or existing special purpose districts to coordinate the provision of a full range of urban services to areas to be annexed.

- a) For areas that have received approval for annexation from the King County Boundary Review Board, the City shall include a process that includes collaboration with King County for annexation in the next statutory update of their comprehensive plan.
- b) Jurisdictions may negotiate with one another regarding changing boundaries or affiliations of Potential Annexation Areas and may propose such changes to GMPC as an amendment to Appendix 2. In proposing any new or revised PAA boundaries or city affiliation, jurisdictions should consider the criteria in DP-30. In order to ensure that any changes can be included in local comprehensive plans, any proposals resulting from such negotiation shall be brought to GMPC for action no later than two years prior to the statutory deadline for the major plan update.

DP-29 Strive to establish alternative non-overlapping Potential Annexation Area boundaries within the North Highline unincorporated area, where Potential Annexation Areas overlapped prior to January 1, 2009, through a process of negotiation. Absent a negotiated resolution, a city may file a Notice of Intent to Annex with the Boundary Review Board for King County for territory within its designated portion of a Potential Annexation Area overlap as shown in the

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Potential Annexation Areas Map in Appendix 2 and detailed in the city's comprehensive plan after the following steps have been taken:

- a) The city proposing annexation has, at least 30 days prior to filing a Notice of Intent to annex with the Boundary Review Board, contacted in writing the cities with the PAA overlap and the county to provide notification of the city's intent to annex and to request a meeting or formal mediation to discuss boundary alternatives, and;
- b) The cities with the Potential Annexation Area overlap and the county have either:
 - 1) Agreed to meet but failed to develop a negotiated settlement to the overlap within 60 days of receipt of the notice, or
 - 2) Declined to meet or failed to respond in writing within 30 days of receipt of the notice.

DP-30 Evaluate proposals to annex or incorporate urban unincorporated land based on the following criteria, as applicable:

- a) Conformance with Countywide Planning Policies including the Urban Growth Area boundary;
- b) The ability of the annexing or incorporating jurisdiction to efficiently provide urban services at standards equal to or better than the current service providers;
- c) The effect of the annexation or incorporation in avoiding or creating unincorporated islands of development;
- d) The ability of the annexing or incorporating jurisdiction to serve the area in a manner that addresses racial and social equity and promotes access to opportunity; and
- e) Outreach to community, the interest of the community in moving forward with a timely annexation or incorporation of the area.

Centers and Station Areas

A centers strategy is the foundation for King County to achieve the Regional Growth Strategy as well as a range of other objectives, including providing a land use framework for an efficient and effective regional transit system, and guiding growth to locations planned for greater access to opportunity. Regionally designated centers, countywide centers, local centers, and the areas surrounding high-capacity transit stations provide areas of mixed-use zoning, infrastructure, and concentrations of services and amenities to accommodate both housing and employment growth.

Regionally designated centers include regional growth centers and regional manufacturing/industrial centers. There are two types of regional growth centers - metro growth centers and urban growth centers - and two types of regional manufacturing/industrial centers - industrial employment and industrial growth centers. Regional growth centers are focal points for investment and development. Manufacturing/industrial centers preserve lands

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for middle-wage jobs in basic industries and trade and provide areas where that employment may grow in the future.

Countywide growth centers serve important roles as places for concentrating jobs, housing, shopping, and recreational opportunities. These are often smaller downtowns, high-capacity transit station areas, or neighborhood centers that are linked by transit, provide a mix of housing and services, and serve as focal points for local and county investment. Countywide industrial centers serve as important local industrial areas. These areas support living wage jobs and serve a key role in King County's manufacturing/industrial economy.

The King County Centers Designation Framework in Appendix 6 provides designation processes and timelines, minimum existing and planned density thresholds, and subarea planning expectations for regional and countywide centers. Regionally designated centers are shown on the Generalized Land Use Categories Map in Appendix 1.

Goal Statement: *King County grows in a manner that reinforces and expands upon a system of existing and planned high-capacity transit in central places within which concentrated residential communities and economic activities can flourish.*

Regional Growth Centers

DP-31 Focus housing and employment growth into designated regional growth centers, at levels consistent with the Regional Growth Strategy, and at densities that maximize high-capacity transit.

DP-32 Designate regional growth centers in the Countywide Planning Policies where city-nominated locations meet the criteria in the King County Centers Designation Framework, as adopted in Appendix 6. Regional growth centers should be limited in number and located on existing or planned high-capacity transit corridors to provide a framework for targeted private and public investments that support regional land use and transportation goals.

DP-33 Establish subarea plans for designated regional and countywide centers that meet the criteria in the King County Centers Designation Framework, as adopted in Appendix 6.

DP-34 Evaluate the potential physical, economic, and cultural displacement of residents and businesses in regional growth centers and high-capacity transit station areas, particularly for Black, Indigenous, and other People of Color communities; immigrants and refugees, low-income populations; disabled communities; and other communities at greatest risk of displacement. Use a range of strategies to mitigate identified displacement impacts.

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Manufacturing/ Industrial Centers

DP-35 Designate and accommodate industrial employment growth in a network of regional and countywide industrial centers to support economic development and middle-wage jobs in King County. Designate these centers based on nominations from cities and after determining that:

- a) The nominated locations meet the criteria set forth in the King County Centers Designation Framework and the criteria established by the Puget Sound Regional Council for regional manufacturing/industrial centers;
- b) The proposed center's location will promote a countywide system of manufacturing/industrial centers with the total number of centers representing a realistic growth strategy for the county; and
- c) The city's commitments will help ensure the success of the center.

DP-36 Minimize or mitigate potential health impacts of the activities in manufacturing/industrial centers on residential communities, schools, open space, and other public facilities.

Countywide and Local Centers

DP-37 Designate countywide centers in the Countywide Planning Policies where locations meet the criteria in the King County Centers Designation Framework, as adopted in Appendix 6. Countywide centers shall have zoned densities that support high-capacity transit and be located on existing or planned transit corridors.

DP-38 Support the designation of local centers, such as city or neighborhood centers, transit station areas, or other activity nodes, where housing, employment, and services are accommodated in a compact form and at sufficient densities to support transit service and to make efficient use of urban land.

DP-39 Evaluate the potential physical, economic, and cultural displacement of residents and businesses in countywide and local centers, particularly for Black, Indigenous, and other People of Color communities; immigrants and refugees, low-income populations; disabled communities; and other communities at greatest risk of displacement. Use a range of strategies to mitigate identified displacement impacts.

Urban Design and Historic Preservation

The countywide vision includes elements of urban design and form intended to integrate urban development into existing built and natural environments in ways that enhance urban and natural settings to create vibrant places. These elements promote public health, include high

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quality design, context sensitive infill and redevelopment, historic preservation, and cultural awareness, as well as the interdependence of urban and rural and agricultural lands and uses.

Goal statement: *The built environment in both urban and rural settings achieves high quality design that recognizes and enhances, where appropriate, existing natural and urban settings and human health and dignity.*

DP-40 Plan for neighborhoods or subareas to encourage infill and redevelopment, reuse of existing buildings and underutilized lands, and provision of adequate public spaces, in a manner that enhances public health, existing community character, and mix of uses. Neighborhood and subarea planning should include equitable engagement with Black, Indigenous, and other People of Color communities; immigrants and refugees; people with low-incomes; people with disabilities; and communities with language access needs.

DP-41 Promote a high quality of design and site planning throughout the Urban Growth Area. Provide for connectivity in the street network to accommodate walking, bicycling, and transit use to promote health and well-being.

DP-42 Preserve significant historic, visual, archeological, cultural, architectural, artistic, and environmental features, especially where growth could place these resources at risk. Support cultural resources and institutions that reflect the diversity of the community. Where appropriate, designate individual features or areas for protection or restoration. Encourage land use patterns and adopt regulations that protect historic resources and sustain historic community character while allowing for equitable growth and development.

DP-43 Create and protect systems of green infrastructure, such as urban forests, parks, green roofs, and natural drainage systems, in order to reduce climate-altering pollution and increase resilience of communities to climate change impacts. Prioritize neighborhoods with historical underinvestment in green infrastructure.

DP-44 Design communities, neighborhoods, and individual developments using techniques that reduce heat absorption, particularly in regional and countywide centers and residential neighborhoods with less tree canopy and open spaces.

DP-45 Adopt flexible design standards, parking requirements, incentives, or guidelines that foster green building, multimodal transportation, and infill development that enhances the existing or desired urban character of a neighborhood/community. Ensure adequate code enforcement so that flexible regulations are appropriately implemented.

Rural Area and Natural Resource Lands

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The Rural Area and Natural Resource Lands encompass all areas outside of the Urban Growth Area and include Vashon Island in Puget Sound and the area just east of the Urban Growth Area all the way to the crest of the Cascade Mountains.

Rural Area

The Rural Area is characterized by low density development with a focus on activities that are dependent on the land such as small-scale farming and forestry. The Rural Area also provides important environmental and habitat functions and is critical for salmon recovery. The location of the Rural Area, between the Urban Growth Area and designated Natural Resource Lands, helps to protect commercial agriculture and timber from incompatible uses. The Rural Area, outside of the Cities in the Rural Area, is to remain in unincorporated King County and is to be provided with a rural level of service.

Goal Statement: *The Rural Area geography is stable and the level and pattern of growth within it provide for a variety of landscapes and open space lands, maintains diverse low-density communities, and supports rural economic activities based on sustainable stewardship of the land.*

DP-46 Provide opportunities for residential and employment growth within Cities in the Rural Area at levels consistent with adopted growth targets. Growth levels should not create pressure for conversion of nearby Rural or Natural Resource lands, nor pressure for extending or expanding urban services, infrastructure, and facilities such as roads or sewer across or into the Rural Area. Transit service may cross non-urban lands to serve Cities in the Rural Area.

DP-47 Limit growth in the Rural Area to prevent sprawl and the overburdening of rural services, minimize the need for new rural infrastructure, maintain rural character, and protect open spaces and the natural environment.

DP-48 Limit residential development in the Rural Area to housing at low densities that are compatible with rural character and comply with the following density guidelines:

- a) One home per 20 acres where a pattern of large lots exists and to buffer Forest Protection Districts and Agricultural Districts;
- b) One home per 10 acres where the predominant lot size is less than 20 acres; or
- c) One home per five acres where the predominant lot size is less than 10 acres.

Allow limited clustering within development sites to prevent development on environmentally critical lands or on productive forest or agricultural lands, but not to exceed the density guidelines cited in (a) through (c).

DP-49 Limit the extension of urban infrastructure improvements through the Rural Area to only cases where it is necessary to serve the Urban Growth Area and where there are no other

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feasible alignments. Such limited extensions may be considered only if land use controls are in place to restrict uses appropriate for the Rural Area and only if access management controls are in place to prohibit tie-ins to the extended facilities.

DP-50 Establish rural development standards and strategies to ensure all development protects the natural environment, including farmlands and forest lands, by using seasonal and maximum clearing limits for vegetation, limits on the amount of impervious surface, surface water management standards that preserve natural drainage systems, water quality and groundwater recharge, and best management practices for resource-based activities.

DP-51 Mitigate negative impacts of industrial-scale development that occurs within the Rural Area.

DP-52 Except as provided in Appendix 5 (March 31, 2012 School Siting Task Force Report), limit new nonresidential uses located in the Rural Area to those that are demonstrated to serve the Rural Area, unless the use is dependent upon a rural location. Such uses shall be of a size, scale, and nature that is consistent with rural character.

DP-53 Allow cities that own property in the Rural Area to enter into interlocal agreements with King County to allow the cities to provide services to the properties they own as long as the cities agree to not annex the property or serve it with sewers or any infrastructure at an urban level of service. The use of the property must be consistent with the Rural Area policies in the Countywide Planning Policies and the King County Comprehensive Plan.

Natural Resource Lands

Natural Resource Lands are designated areas with long-term commercial significance for agriculture, forestry, and mining. The use and designation of these lands are to be permanent, in accordance with the Growth Management Act. King County has maintained this base of agriculture and forest lands despite the rapid growth of the previous decades. The Natural Resource Lands are to remain in unincorporated King County but their benefit and significance is felt throughout the county into the cities. Within cities, farmers markets are becoming important and sought-after neighborhood amenities.

The forests of the Pacific Northwest are some of the most productive in the world and King County has retained two-thirds of the county in forest cover. Large scale forestry is a traditional land use in the eastern half of King County and remains a significant contributor to the rural economy. In addition, forests provide exceptional recreational opportunities, including downhill and cross-country skiing, mountain biking, hiking, and backpacking.

Goal Statement: *Natural Resource Lands are valuable long-term assets of King County and are renowned for their productivity and sustainable management.*

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DP-54 Promote and support forestry, agriculture, mineral extraction, and other resource-based industries outside of the Urban Growth Area as part of a diverse and sustainable regional economy. Avoid redesignating Natural Resource Lands to Rural.

DP-55 Conserve commercial agricultural and forestry resource lands primarily for their long-term productive resource value and for the open space, scenic views, wildlife habitat, and critical area protection they provide. Limit the subdivision of land so that parcels remain large enough for commercial resource production.

DP-56 Encourage best practices in agriculture and forestry operations for long-term protection of the natural resources and habitat.

DP-57 Prohibit annexation of lands within designated Agricultural Production Districts or within Forest Production Districts by cities.

DP-58 Retain the Lower Green River Agricultural Production District as a regionally designated resource that is to remain in unincorporated King County.

DP-59 Prevent incompatible land uses adjacent to designated Natural Resource Lands to avoid interference with their continued use for the production of agricultural, mining, or forest products.

DP-60 Support agricultural, farmland, and aquatic uses that enhance the food system, and promote local production and processing of food to reduce the need for long distance transport and to increase the reliability and security of local food. Promote activities and infrastructure, such as farmers markets, farm worker housing and agricultural processing facilities, that benefit both cities and farms by improving access to locally grown agricultural products.

DP-61 Support institutional procurement policies that encourage purchases of locally grown food products.

DP-62 Ensure that extractive industries and industrial-scale operations on resource lands maintain environmental quality, minimize negative impacts on adjacent lands, and that an appropriate level of reclamation occurs prior to redesignation.

DP-63 Use a range of tools, including land use designations, development regulations, level-of-service standards, and transfer or purchase of development rights to preserve Rural and Natural Resource Lands and focus urban development within the Urban Growth Area.

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DP-64 Use transfer of development rights to shift potential development from the Rural Area and Natural Resource Lands into the Urban Growth Area, consistent with the Regional Growth Strategy. Implement transfer of development rights within King County through a partnership between the County and cities that is designed to:

- a) Identify rural and resource sending sites that satisfy countywide conservation goals and are consistent with regionally coordinated transfer of development rights efforts;
- b) Preserve rural and resource lands of compelling interest countywide and to participating cities;
- c) Identify appropriate transfer of development rights receiving areas within cities;
- d) Identify incentives for city participation in regional transfer of development rights (i.e. county-to-city transfer of development rights);
- e) Develop interlocal agreements that allow rural and resource land development rights to be used in city receiving areas;
- f) Identify and secure opportunities to fund or finance infrastructure within city transfer of development rights receiving areas; and
- g) Be compatible with existing within-city transfer of development rights programs.

HOUSING

The Countywide Planning Policies in the Housing Chapter support a range of affordable, accessible, and healthy housing choices for current and future residents. Further, they respond to the legacy of discriminatory housing and land use policies and practices (e.g. redlining, racially restrictive covenants, exclusionary zoning, etc.) that have led to significant racial and economic disparities in access to housing and neighborhoods of choice. These disparities affect equitable access to well-funded schools, healthy environments, open space, and employment.

The policies reflect the region's commitment to addressing the 2018 findings of the Regional Affordable Housing Task Force (Task Force). Key findings include:

- Dramatic housing price increases between 2012 and 2017 resulted in an estimated 156,000 extremely low-, very low-, and low-income households spending more than 30 percent of their income on housing (housing cost burdened); and
- Black, Hispanic, Indigenous, and extremely low-income households are among those most disproportionately impacted by housing cost burden.

While significant housing market activity is needed to reach overall King County housing growth targets, the ability of the region's housing market to address the housing needs of low-income households is limited. A large majority of the need will need to be addressed with units restricted to income-eligible households – both rent-restricted units and resale restricted homes (“income-restricted units”).

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Building on the Task Force’s work, this chapter establishes a countywide need for affordable housing defined as the additional housing units needed in King County by 2044 so that no household at or below 80 percent of Area Median Income (AMI) is housing cost burdened. While the need is expressed in countywide terms, housing affordability varies significantly across jurisdictions. In addressing housing needs, less affordable jurisdictions will need to take significant action to increase affordability across all income levels while more affordable jurisdictions will need to take significant action to preserve affordability. To succeed, all communities must address housing need where it is greatest - housing affordable to extremely low-income households.

When taken together, all the comprehensive plans of King County jurisdictions must “plan for and accommodate” the existing and projected housing needs of the county (RCW 36.70A.020 and 36.70A.070). The policies below set a framework for individual and collective action and accountability to meet the countywide need and eliminate disparities in access to housing and neighborhoods of choice. These policies guide jurisdictions through a four-step process:

1. Conduct a housing inventory and analysis;
2. Implement policies and strategies to meet housing needs equitably;
3. Measure results and provide accountability; and
4. Adjust strategies to meet housing needs.

Overarching Goal: *Provide a full range of affordable, accessible, healthy, and safe housing choices to every resident in King County. All jurisdictions work to:*

- *preserve, improve, and expand their housing stock;*
- *promote fair and equitable access to housing for all people; and*
- *take actions that eliminate race-, place-, ability-, and income-based housing disparities.*

H-1 All comprehensive plans in King County combine to address the countywide need for housing affordable to households with low-, very low-, and extremely low-incomes, including those with special needs, at a level that calibrates with the jurisdiction’s identified affordability gap for those households and results in the combined comprehensive plans in King County meeting countywide need. The countywide need for housing in 2044 by percentage of AMI is:

30 percent and below AMI (extremely low)	15 percent of total housing supply
31-50 percent of AMI (very low)	15 percent of total housing supply
51-80 percent of AMI (low)	19 percent of total housing supply

Table H-1 provides additional context on the countywide need for housing.¹

¹ Table H-1 includes both homeownership and rental units.

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Table H-1: King County Affordable Housing Need				
	30% AMI	31% - 50% AMI	51% - 80% AMI	80% AMI
Housing Units by Affordability (2019)				
Number of Units	44,000	122,000	180,000	346,000
As Share of Total Units	5%	13%	19%	36%
Additional Affordable Housing Units Needed (2019-2044)				
Additional Housing Units Needed to Address Existing Conditions ²	105,000	31,000	23,000	159,000
Housing Units Needed to Address Growth Through 2044 ³	39,000	32,000	33,000	104,000
Total Additional Affordable Housing Units Needed	144,000	63,000	56,000	263,000
Total Affordable Housing Units Needed by 2044 (Includes Current Housing Units)				
Number of Units	188,000	185,000	236,000	609,000
As Share of Total Units	15%	15%	19%	49%

Refer to Appendix 4 for the methodology used to calculate countywide need and 2019 jurisdictional affordability levels as compared to countywide need.

H-2 Prioritize the need for housing affordable to households at or below 30 percent AMI (extremely low-income) by implementing tools such as:

- a) Increasing capital, operations, and maintenance funding;
- b) Adopting complementary land use regulations;
- c) Fostering welcoming communities, including people with behavioral health needs;
- d) Adopting supportive policies; and
- e) Supporting collaborative actions by all jurisdictions.

H-3 Update existing and projected countywide and jurisdictional housing needs using data and methodology provided by the Washington State Department of Commerce, in compliance with state law.

² Estimates of additional affordable units needed to address existing cost burden and provide housing for persons experiencing homelessness. The estimates are based on a model in which adding units for households within a given low-income category (e.g., < 30% AMI) allows those households to vacate units affordable within the next income category (e.g., greater than 30% AMI and less than or equal to 50% of AMI), in turn addressing needs of cost-burdened households in that income level. (Estimates shown assume that housing units equal to 1/25th of cost burdened households in each category are added annually in each income category until cost burden is eliminated; a range of estimates is possible depending on inputs to this model.)

³ Estimates of housing units needed to address growth assume income distribution of households added through growth is the same as existing income distribution.

*2021 King County Countywide Planning Policies***Conduct a Housing Inventory and Analysis**

The Growth Management Act requires an inventory and analysis of existing and projected housing needs as part of each jurisdiction's comprehensive plan housing element. The inventory and needs analysis, together with an evaluation of recent progress to address housing needs, helps cities identify the greatest needs and prioritize strategies to address them. Understanding the impact of discriminatory housing and land use practices and current disparities in access to housing and neighborhoods of choice helps focus policies and programs to achieve equitable housing outcomes. For example, understanding disparities in access to opportunity areas (i.e. areas with high quality schools, jobs, transit and access to parks, open space, and clean air, water, and soil) can identify a need for increased affordability in those areas. Appendix 4 provides further guidance on conducting a housing inventory and analysis.

H-4 Conduct an inventory and analysis in each jurisdiction of existing and projected housing needs of all segments of the population and summarize the findings in the housing element. The inventory and analysis shall include:

- a) Affordability gap of the jurisdiction's housing supply as compared to countywide need percentages from Policy H-1 (see table H-3 in Appendix 4) and needs for housing affordable to moderate income households;
- b) Number of existing housing units by housing type, age, number of bedrooms, condition, tenure, and AMI limit (for income-restricted units);
- c) Number of existing emergency housing, emergency shelters, and permanent supportive housing facilities and units or beds, as applicable;
- d) Percentage of residential land zoned for and geographic distribution of moderate- and high-density housing in the jurisdiction;
- e) Number of income-restricted units and, where feasible, total number of units, within a half-mile walkshed of high-capacity or frequent transit service where applicable and regional and countywide centers;
- f) Household characteristics, by race/ethnicity:
 - 1) Income (median and by AMI bracket)
 - 2) Tenure (renter or homeowner)
 - 3) Size
 - 4) Housing cost burden and severe housing cost burden;
- g) Current population characteristics:
 - 1) Age by race/ethnicity;
 - 2) Disability
- h) Projected population growth;
- i) Housing development capacity within a half-mile walkshed of high-capacity or frequent transit service, if applicable;
- j) Ratio of housing to jobs in the jurisdiction;

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- k) Summary of existing and proposed partnerships and strategies, including dedicated resources, for meeting countywide housing need, particularly for populations disparately impacted;
- l) The housing needs of people who need supportive services or accessible units, including but not limited to people experiencing homelessness, persons with disabilities, people with medical conditions, and older adults;
- m) The housing needs of communities experiencing disproportionate harm of housing inequities including Black, Indigenous, and People of Color (BIPOC); and
- n) Areas in the jurisdiction that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and public capital investments.

H-5 Evaluate the effectiveness of existing housing policies and strategies to meet a significant share of countywide need. Identify gaps in existing partnerships, policies, and dedicated resources for meeting the countywide need and eliminating racial and other disparities in access to housing and neighborhoods of choice.

H-6 Document the local history of racially exclusive and discriminatory land use and housing practices, consistent with local and regional fair housing reports and other resources. Explain the extent to which that history is still reflected in current development patterns, housing conditions, tenure, and access to opportunity. Identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including zoning that may have a discriminatory effect, disinvestment, and infrastructure availability. Demonstrate how current strategies are addressing impacts of those racially exclusive and discriminatory policies and practices. The County will support jurisdictions in identifying and compiling resources to support this analysis.

Collaborate Regionally

Housing affordability is important to regional economic vitality and sustainability. Housing markets do not respect jurisdictional boundaries. For these reasons, this section promotes cross-sectoral and interjurisdictional coordination and collaboration to identify and meet the housing needs of households with extremely low-, very low-, and low-incomes. Collaborative efforts, supported by the work of the Affordable Housing Committee, the Puget Sound Regional Council and other bodies, contribute to producing and preserving affordable housing and coordinating equitable, sustainable development in the county and region. Where individual jurisdictions lack sufficient resources, collective efforts to fund or provide technical assistance for affordable housing development and preservation, and for the creation of strategies and programs, can help to meet the housing needs identified in comprehensive plans. Jurisdictions with similar housing characteristics tend to be clustered geographically. Therefore, there are opportunities for efficiencies and greater impact through interjurisdictional cooperation. Such

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efforts are encouraged and can be a way to meet a jurisdiction's share of the countywide affordable housing need.

H-7 Collaborate with diverse partners (e.g., employers, financial institutions, philanthropic, faith, and community-based organizations) on provision of resources (e.g., funding, surplus property) and programs to meet countywide housing need.

H-8 Work cooperatively with the Puget Sound Regional Council, subregional collaborations and other entities that provide technical assistance to local jurisdictions to support the development, implementation, and monitoring of strategies that achieve the goals of this chapter.

Implement Policies and Strategies to Meet Housing Needs Equitably

VISION 2050 encourages local jurisdictions to implement strategies to preserve, improve, and expand their housing stock to provide a range of affordable, accessible, healthy, sustainable, and safe housing choices to every resident. This section supports equitably meeting housing needs through strategies and actions that promote:

- *Distributional equity*: An individual's income race, ethnicity, immigration status, sexual orientation, ability, or income doesn't impact their ability to access housing in the neighborhood of their choice;
- *Cross-generational equity*: The impact of the housing policies we create result in fair and just distribution of benefits and burdens to future generations;
- *Process equity*: The housing policy development, decision-making, and implementation process is inclusive, open, fair, and accessible to all stakeholders; and
- *Reparative policies*: The policies implemented will actively seek to repair harms caused by racially biased policies.

The strategies are grouped by theme:

- Equitable processes and outcomes;
- Increased housing supply, particularly for households with the greatest needs;
- Expanded housing options and increased affordability accessible to transit and employment;
- Expanded housing and neighborhood choice for all residents; and
- Housing stability, healthy homes, and healthy communities

Further detail on the range of strategies for equitably meeting housing needs is contained in Table H-4 in Appendix 4.

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Equitable Processes and Outcomes

Working together with households most impacted by the affordable housing crisis helps to tailor solutions to best meet their needs. Taking intentional action to overcome past and current discriminatory policies and practices helps to reduce disparities in access to housing and neighborhoods of choice.

H-9 Collaborate with populations most disproportionately impacted by housing cost burden in developing, implementing, and monitoring strategies that achieve the goals of this chapter. Prioritize the needs and solutions articulated by these disproportionately impacted populations.

H-10 Adopt intentional, targeted actions that repair harms to Black, Indigenous, and other People of Color households from past and current racially exclusive and discriminatory land use and housing practices (generally identified through Policy H-6). Promote equitable outcomes in partnership with communities most impacted.

Increased Housing Supply, Particularly for Households with the Greatest Needs

VISION 2050 encourages local cities to adopt best practices and innovative techniques to meet housing needs. Meeting the countywide affordable housing need will require actions, including commitment of substantial financial resources, by a wide range of private for profit, non-profit, and government entities. Multiple tools will be needed to meet the full range of needs in any given jurisdiction.

H-11 Adopt policies, incentives, strategies, actions, and regulations that increase the supply of long-term income-restricted housing for extremely low-, very low-, and low-income households and households with special needs.

H-12 Identify sufficient capacity of land for housing including, but not limited to income-restricted housing; housing for moderate-, low-, very low-, and extremely low-income households; manufactured housing; multifamily housing; group homes; foster care facilities; emergency housing; emergency shelters; permanent supportive housing; and within an urban growth area boundary, duplexes, triplexes, and townhomes.

H-13 Implement strategies to overcome cost barriers to housing affordability. Strategies to do this vary but can include updating development standards and regulations, shortening permit timelines, implementing online permitting, optimizing residential densities, reducing parking requirements, and developing programs, policies, partnerships, and incentives to decrease costs to build and preserve affordable housing.

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H-14 Prioritize the use of local and regional resources (e.g., funding, surplus property) for income-restricted housing, particularly for extremely low-income households, populations with special needs, and others with disproportionately greater housing needs. Consider projects that promote access to opportunity, anti-displacement, and wealth building for Black, Indigenous, and People of Color communities to support implementation of policy H-10.

Expanded Housing Options and Increased Affordability Accessible to Transit and Employment

The Regional Growth Strategy accommodates growth in urban areas, focused in designated centers and near transit stations, to create healthy, equitable, vibrant communities well-served by infrastructure and services. As the region invests in transit infrastructure, it must also support affordability in transit areas.

Lack of housing affordability negatively impacts the region's resilience to climate change as people are forced to live far from work, school, and transit, which contributes to climate change through increased transportation emissions and sprawl.

H-15 Increase housing choices for everyone, particularly those earning lower wages, that is co-located with, accessible to, or within a reasonable commute to major employment centers and affordable to all income levels. Ensure there are zoning ordinances and development regulations in place that allow and encourage housing production at levels that improve jobs-housing balance throughout the county across all income levels.

H-16 Expand the supply and range of housing types, including affordable units, at densities sufficient to maximize the benefits of transit investments throughout the county.

H-17 Support the development and preservation of income-restricted affordable housing that is within walking distance to planned or existing high-capacity and frequent transit.

Expanded Housing and Neighborhood Choice for All Residents

Extremely low-, very low-, and low-income residents often have limited choices when seeking an affordable home and neighborhood. The King County Consortium's Analysis of Impediments to Fair Housing Choice found that many Black, Indigenous, and other People of Color communities and immigrant groups face disparities in access to opportunity areas with high quality schools, jobs, transit and access to parks, open space, and clean air, water, and soil. Some of the same groups are significantly less likely to own their home as compared to the countywide average, cutting them off from an important tool for housing stability and wealth building. Further, inequities in housing and land use practices as well as cycles of public and private disinvestment and investment have also resulted in communities vulnerable to

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displacement. Intentional actions to expand housing choices throughout the community will help address these challenges.

H-18 Adopt inclusive planning tools and policies whose purpose is to increase the ability of all residents in jurisdictions throughout the county to live in the neighborhood of their choice, reduce disparities in access to opportunity areas, and meet the needs of the region's current and future residents by:

- a) Providing access to affordable housing to rent and own throughout the jurisdiction, with a focus on areas of high opportunity;
- b) Expanding capacity for moderate-density housing throughout the jurisdiction, especially in areas currently zoned for lower density single-family detached housing in the Urban Growth Area, and capacity for high-density housing, where appropriate, consistent with the Regional Growth Strategy;
- c) Evaluating the feasibility of, and implementing, where appropriate, inclusionary and incentive zoning to provide affordable housing; and
- d) Providing access to housing types that serve a range of household sizes, types, and incomes, including 2+ bedroom homes for families with children and/or adult roommates and accessory dwelling units, efficiency studios, and/or congregate residences for single adults.

H-19 Lower barriers to and promote access to affordable homeownership for extremely low-, very low-, and low-income, households. Emphasize:

- a) Supporting long-term affordable homeownership opportunities for households at or below 80 percent AMI (which may require up-front initial public subsidy and policies that support diverse housing types); and
- b) Remedying historical inequities in and expanding access to homeownership opportunities for Black, Indigenous and People of Color communities.

H-20 Adopt policies and strategies that promote equitable development and mitigate displacement risk, with consideration given to the preservation of historical and cultural communities as well as investments in low-, very low-, extremely low-, and moderate-income housing production and preservation; dedicated funds for land acquisition; manufactured housing community preservation, inclusionary zoning; community planning requirements; tenant protections; public land disposition policies; and land that may be used for affordable housing. Mitigate displacement that may result from planning efforts, large-scale private investments, and market pressure. Implement anti-displacement measures prior to or concurrent with development capacity increases and public capital investments.

H-21 Implement, promote, and enforce fair housing policies and practices so that every person in the county has equitable access and opportunity to thrive in their communities of choice, regardless of their race, gender identity, sexual identity, ability, use of a service animal, age,

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immigration status, national origin, familial status, religion, source of income, military status, or membership in any other relevant category of protected people.

Housing Stability, Healthy Homes, and Healthy Communities

H-22 Adopt and implement policies that protect housing stability for renter households; expand protections and supports for low-income renters and renters with disabilities.

H-23 Adopt and implement programs and policies that ensure healthy and safe homes.

H-24 Plan for residential neighborhoods that protect and promote the health and well-being of residents by supporting equitable access to parks and open space, safe pedestrian and bicycle routes, clean air, soil and water, fresh and healthy foods, high-quality education from early learning through K-12, affordable and high-quality transit options and living wage jobs and by avoiding or mitigating exposure to environmental hazards and pollutants.

Measure Results and Provide Accountability

Each jurisdiction has a responsibility to address its share of the countywide housing need. The county and cities will collect and report housing data to help evaluate progress in meeting this shared responsibility. The county will help coordinate a transparent data collection and sharing process with cities. Further detail on monitoring procedures is contained in Appendix 4.

H-25 Monitor progress toward meeting countywide housing growth targets, countywide need, and eliminating disparities in access to housing and neighborhood choices. Where feasible, use existing regional and jurisdictional reports and monitoring tools and collaborate to reduce duplicative reporting.

- a) Jurisdictions, including the county for unincorporated areas, will report annually to the county using guidance developed by the County on housing AMI levels:
 - 1) In the first reporting year, total income-restricted units, by tenure, AMI limit, address, and term of rent and income restrictions, for which the city is a party to affordable housing covenants on the property title created during the reporting period. In future years, report new units created and units with affordability terms that expired during the reporting period.
 - 2) Description and magnitude of land use or regulatory changes to increase zoned residential capacity including, but not limited to, single-family, moderate-density, and high-density.
 - 3) New strategies (e.g. land use code changes, dedicated fund sources, conveyance of surplus property) implemented during the reporting period to increase housing diversity or increase the supply of income-restricted units in the jurisdiction; and

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- b) The county where feasible consolidate housing data across jurisdictions to provide clarity and assist jurisdictions with housing data inventory will report annually:
- 1) Countywide housing inventory of:
 - i. Total housing units, by affordability to AMI bands;
 - ii. Total income-restricted units, by AMI limit;
 - iii. Number of units lost to demolition, redevelopment, or conversion to non-residential use during the reporting period;
 - iv. Of total housing units, net new housing units created during the reporting period and what type of housing was constructed, broken down by at least single-family, moderate-density housing types, and high-density housing types; and
 - v. Total income-restricted units by tenure, AMI limit, location, created during the reporting period, starting in 2021.
 - vi. Total net new income-restricted units and the term of rent and income restrictions created during the reporting period, starting in December 2022;
 - vii. Share of households by housing tenure by jurisdiction; and
 - viii. Zoned residential capacity percentages broken down by housing type/number of units allowed per lot;
 - 2) The county's new strategies (e.g., dedicated fund sources, conveyance of surplus property) implemented during the reporting period to increase the supply of restricted units in the county, including geographic allocation of resources;
 - 3) The county's new strategies implemented during the reporting period to reduce disparate housing outcomes and expand housing and neighborhood choice for Black, Indigenous, and other People of Color households and other population groups identified through policy H-6.
 - 4) Number of income-restricted units within a half mile walkshed of a high-capacity or frequent transit stations in the county;
 - 5) Share of households with housing cost burden, by income band, race, and ethnicity;
 - 6) Tenant protection policies adopted by jurisdiction; and
 - 7) Number of individuals and households experiencing homelessness, by race and ethnicity.
- c) Where feasible, jurisdictions will also collaborate to report:
- 1) Net new units accessible to persons with disabilities.

H-26 The county will provide guidance to jurisdictions on goals for housing AMI levels annually provide transparent, ongoing information measuring jurisdictions' progress toward meeting countywide affordable housing need, according to H-25, using public-facing tools such as the King County's Affordable Housing Dashboard.

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Adjust Strategies to Meet Housing Needs

H-27 Review and amend countywide and local housing strategies and actions when monitoring in Policy H-25 and H-26 indicates that adopted strategies are not resulting in adequate affordable housing to meet the countywide need. Consider amendments to land use policies and the land use map where they present a significant barrier to the equitable distribution of affordable housing.

ECONOMY

Overarching Goal: *All people throughout King County have opportunities to prosper and enjoy a high quality of life through economic growth and job creation.*

The Countywide Planning Policies in the Economy Chapter support the economic growth and sustainability of King County's economy. A strong and healthy economy results in business development, job creation, and investment in our communities. The Economy Chapter reflects and supports the Regional Economic Strategy and VISION 2050's economic policies, which emphasize the economic value of business, people, and place.

The Regional Economic Strategy is the region's comprehensive economic development strategy and serves as the VISION 2050 economic functional plan. VISION 2050 integrates the Regional Economic Strategy with growth management, transportation, and environmental objectives to:

- Support critical economic foundations, such as education, infrastructure, technology, and quality of life; and
- Promote the region's specific industry clusters: aerospace, advanced manufacturing, clean technology, information technology, life sciences, logistics and international trade, military, and tourism.

Each local community will have an individual focus on economic development, while the region's prosperity will benefit from coordination between local plans and the regional vision that take into account the county's and the region's overall plan for growth.

EC-1 Coordinate local and countywide economic policies and strategies with VISION 2050 and the Regional Economic Strategy.

EC-2 Support economic growth that accommodates employment growth targets (see Table DP-1) through local land use plans, infrastructure development, and implementation of economic development strategies. Prioritize growth of a diversity of middle-wage jobs and prevent the loss of such jobs from the region.

EC-3 Support industry clusters and their related subclusters that are integral components of the Regional Economic Strategy and King County's economy. Emphasize support for clusters that are vulnerable or threatened by market forces, provide middle-wage jobs, play an outsized role in the local economy, or have significant growth potential.

EC-4 Evaluate the performance of economic development policies and strategies in business development and middle-wage job creation. Identify and track key economic metrics to help

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jurisdictions and the county as a whole evaluate the effectiveness of local and regional economic strategies.

Business Development

Business creation, retention, expansion, and recruitment are the foundations of a strong economy. The success of the economy in the county depends on opportunities for business formation and growth. Our communities play a significant role through local government actions, such as by making regulations more predictable, by engaging in public-private partnerships, and by nurturing a business-supportive culture, particularly for Black, Indigenous, and other People of Color; immigrant and refugee; LGBTQIA+; disabled; and women-owned businesses.

These policies seek to integrate the concept of healthy communities as part of the county's economic objectives by calling for support of the regional food economy, including production, processing, wholesaling, and distribution of the region's agricultural food and food products.

EC-5 Help businesses thrive through:

- Transparency, efficiency, and predictability of local regulations and policies;
- Communication and partnerships between business, government, schools, civic and community organizations, and research institutions; and
- Government contracts with local businesses.

EC-6 Foster the retention and development of businesses and industries that manufacture goods and provide services for export.

EC-7 Promote an economic climate that is supportive of business formation, expansion, and retention, and that emphasizes the importance of small businesses, locally owned businesses, women-owned businesses, and businesses with Black, Indigenous, and other People of Color; immigrant and refugee; LGBTQIA+; disabled; and women-owned or -led businesses, in creating jobs.

EC-8 Foster a broad range of public-private partnerships to implement economic development policies, programs, and projects, including partnerships with community groups. Ensure such partnerships share decision-making power with and spread benefits to community groups.

EC-9 Use partnerships to foster connections between employers, local vocational and educational programs, and community needs.

EC-10 Identify, support, and leverage key regional and local assets to the economy, including assets that are unique to our region's position as an international gateway, such as major

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airports, seaports, educational facilities, research institutions, health care facilities, long-haul trucking facilities, and manufacturing facilities.

EC-11 Support the regional food economy including the production, processing, wholesaling, and distribution of the region’s agricultural food and food products to all King County communities. Emphasize improving access for communities with limited healthy, affordable, and culturally relevant food options.

People

People, through their training, knowledge, skills, and cultural background, add value to the region’s economy. Creating an economy that provides opportunities for all, particularly with a focus on those communities historically most disadvantaged, can help to alleviate problems of poverty and income disparity.

A diversity of jobs at a variety of wages, skill levels, and educational requirements ensure a robust economy that provides access to opportunity for everyone. Jobs that can support a household or family without significant educational requirements often referred to as “middle-wage” jobs, play a unique role in advancing equity. Given the barriers in access throughout the educational, banking, and other institutional systems, these middle-wage jobs provide key avenues for financial self-sufficiency and wealth building. Jobs in this range predominate in more locally held, smaller- and medium-sized businesses and manufacturers, such as accountants, machinists, or technicians. King County seeks to encourage new small business formation whenever possible and prevent displacement of industries and businesses that have a diversity of occupations or concentrations in those middle skills most associated with middle wage.

To support middle-wage jobs and career training for residents of economically distressed areas, priority hire policies require developers to hire local workers and businesses when development projects are above a certain budget threshold and receive public funding.

EC-12 Work with schools and other institutions to increase graduation rates and sustain a highly educated and skilled local workforce. This includes aligning job training and education offerings that are consistent with the skill needs of the region’s industry clusters. Identify partnership and funding opportunities where appropriate. Align and prioritize workforce development efforts with Black, Indigenous, and other People of Color communities; immigrant and refugees; and other marginalized communities.

EC-13 Promote the local workforce through priority hire programs that create middle-wage employment opportunities in historically disadvantaged communities.

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EC-14 Celebrate the cultural diversity of local communities as a means to enhance social capital, neighborhood cohesion, the county’s global relationships, and support for cultural and arts institutions.

EC-15 Eliminate and correct for historical and ongoing disparities in income, employment, and wealth building opportunities for Black, Indigenous, and other People of Color; women; and other intersecting marginalized identities.

EC-16 Direct investments to community and economic development initiatives that elevate equitable economic opportunity for those communities most marginalized and impacted by disinvestment and economic disruptions.

Places

Economic activity in the county predominantly occurs within the Urban Growth Area, including regional growth centers and manufacturing/industrial centers, which tend to be where middle-wage jobs predominate. Continuing to guide local investments to these centers will help provide the support needed to sustain the economy and provide greater predictability to businesses about where capital improvements will be located, as well as meet other goals related to supporting equitable growth. In addition to making productive use of urban land, economic activity adds to the culture and vitality of our local communities.

While King County moves towards an economy dominated by high-tech and medical services, subregions within the County are hosts to concentrations in other sectors and have experienced job growth in the construction, warehousing, and transportation sectors as real estate pricing recalibrates the geography of jobs. Even as Seattle’s share of manufacturing sector jobs has fallen since 2008, South King County’s cities such as Kent, Auburn, and Renton have seen commensurate increases in manufacturing—and are competing with neighboring Snohomish and Pierce County to retain this critical industry. The policies below take a proactive approach to maintaining King County’s role as the home to internationally significant manufacturing and industrial centers and the industries and businesses that make them what they are.

The Rural Area and Natural Resource Lands are important for their contribution to the regional food network, mining, timber, and craft industries, while Cities in the Rural Area are important for providing services to and being the economic centers for the surrounding Rural Area.

EC-17 Concentrate economic and employment growth in designated regional, countywide, and local centers through local investments, planning, and financial policies.

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EC-18 Make local investments to maintain and expand infrastructure and services that support local and regional economic development strategies. Focus investment where it encourages growth in designated centers and helps achieve employment targets.

EC-19 Add to the vibrancy and sustainability of our communities and the health and well-being of all people through safe and convenient access to local services, neighborhood-oriented retail, purveyors of healthy food (e.g., grocery stores and farmers markets), and transportation choices.

EC-20 Promote the natural environment as a key economic asset and work to improve access to it as an economic driver. Work cooperatively with local businesses to protect and restore the natural environment in a manner that is equitable, efficient, predictable, and complements economic prosperity.

EC-21 Encourage private, public, and non-profit sectors to incorporate environmental stewardship and social responsibility into their practices. Encourage development of established and emerging industries, technologies and services that promote environmental sustainability, especially those addressing climate change and resilience.

EC-22 Maintain an adequate supply of land within the Urban Growth Area to support economic development. Inventory, plan for, and monitor the land supply and development capacity for, manufacturing/industrial, commercial, and other employment uses that can accommodate the amount and types of economic activity anticipated during the planning period.

EC-23 Support manufacturing/industrial centers with land use policies that protect industrial land, retain and expand industrial employment, support a diverse regional economy, and provide for the evolution of these Centers to reflect industrial business trends, including in technology and automation. Prohibit or limit non-supporting or incompatible activities that may interfere with the retention and operation of industrial businesses while recognizing that a wider mix of uses, in targeted areas and circumstances, may be appropriate when designed to be supportive of and compatible with industrial employment.

EC-24 Facilitate redevelopment of contaminated sites through local, county, and state financing and other strategies that assist with planning, site design, and funding for environmental remediation.

EC-25 Encourage economic activity within Cities in the Rural Area, at an appropriate size, scale, and type compatible with these communities and that does not create adverse impacts to the surrounding Rural Area and Natural Resource Lands.

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EC-26 Encourage commercial and mixed-use development that provides a range of job opportunities throughout the county to create a closer balance between the location of jobs and housing.

EC-27 Develop and implement systems that provide a financial safety net during economic downturns and recovery. Direct resources in ways that reduce inequities and build economic resiliency for those communities most negatively impacted by asset poverty.

EC-28 Ensure public investment decisions protect culturally significant economic assets and advance the business interests of Black, Indigenous, and other People of Color communities; immigrant and refugees; and other marginalized communities.

EC-29 Stabilize and prevent the economic displacement of small, culturally relevant businesses and business clusters during periods of growth, contraction, and redevelopment. Mitigate displacement risks through monitoring and adaptive responses.

TRANSPORTATION

The Regional Growth Strategy identifies a network of walkable, compact, and transit-oriented communities that are the focus of urban development, as well as industrial areas with major employment concentrations. In the Countywide Planning Policies, these communities include countywide designated Urban Centers and Manufacturing/ Industrial Centers, and locally designated local centers. An essential component of the Regional Growth Strategy is an efficient transportation system that provides multiple options for moving people and goods into and among the various centers. Transportation system, in the context of this chapter, is defined as a comprehensive, integrated network of travel modes (e.g., airplanes, automobiles, bicycles, buses, feet, ferries, freighters, trains, trucks) and infrastructure (e.g. sidewalks, trails, streets, arterials, highways, waterways, railways, airports) for the movement of people and goods on a local, regional, national and global scale.

Goals and policies in this chapter build on the 1992 King County Countywide Planning Policies and the Multicounty Planning Policies in VISION 2050. Policies are organized into three sections:

- Supporting Growth – focusing on serving the region with a transportation system that furthers the Regional Growth Strategy;
- Mobility – addressing the full range of travel modes necessary to move people and goods efficiently within the region and beyond; and
- System Operations – encompassing the design, maintenance, and operation of the transportation system to provide for safety, efficiency, and sustainability.

Overarching Goal: *The region is well served by an integrated, multimodal transportation system that supports the regional vision for growth, efficiently moves people and goods, and is environmentally and functionally sustainable over the long term.*

Supporting Growth

An effective transportation system is critical to equitably achieving the Regional Growth Strategy and ensuring that centers are functional and appealing to the residents and businesses they are designed to attract. The policies in this section reinforce the critical relationship between development patterns and transportation and they are intended to guide transportation investments from all levels of government to effectively support local, county, and regional plans to accommodate growth. Policies in this section take a multimodal approach to serving growth, with additional emphasis on transit and non-motorized modes to support planned development in centers.

Goal Statement: *Local and regional development of the transportation system is consistent with and furthers realization of the Regional Growth Strategy.*

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T-1 Work cooperatively with the Puget Sound Regional Council, the state, and other relevant agencies to finance and develop an equitable and sustainable multimodal transportation system that enhances regional mobility and reinforces the countywide vision for managing growth. Use VISION 2050, including the Regional Growth Strategy, and the Regional Transportation Plan as the policy and funding framework for creating a system of regional, countywide, local centers connected by a multimodal network including high-capacity transit, bus service, and an interconnected system of roadways, freeways and high-occupancy vehicle lanes.

T-2 Avoid construction of major roads and capacity expansion on existing roads in the Rural Area and Natural Resource Lands. Where increased roadway capacity is warranted to support safe and efficient travel through the Rural Area, appropriate rural development regulations and effective access management should be in place prior to authorizing such capacity expansion in order to make more efficient use of existing roadway capacity and prevent unplanned growth in the Rural Area.

T-3 Increase the share of trips made countywide by modes other than driving alone through coordinated land use planning, public and private investment, and programs focused on centers and connecting corridors, consistent with locally adopted mode split goals.

T-4 Reduce the need for new roadway capacity improvements through investments in transportation system management and operations, pricing programs, and transportation demand management strategies that improve the efficiency of and access to the current system.

T-5 Prioritize transportation investments that provide and encourage alternatives to single-occupancy vehicle travel and increase travel options, particularly to and within centers and along corridors connecting centers.

T-6 Develop station area plans for high-capacity transit stations and mobility hubs based on community engagement. Plans should reflect the unique characteristics, local vision for each station area including transit-supportive land uses, transit rights-of-way, stations and related facilities, multimodal linkages, safety improvements, place-making elements and minimize displacement.

T-7 Support countywide growth management and climate objectives by prioritizing transit service and pedestrian safety in areas where existing housing and employment densities support transit ridership and to designated regional and countywide centers and other areas planned for housing and employment densities that will support transit ridership.

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T-8 Implement transportation programs and projects that address the needs of and promote access to opportunity for Black, Indigenous, and other People of Color, people with low and no-incomes, and people with special transportation needs.

T-9 Implement transportation programs and projects that prevent and mitigate the displacement of Black, Indigenous, and other People of Color, people with low and no- incomes, and people with special transportation needs.

T-10 Integrate transit facilities, services, and active transportation infrastructure with public spaces and private developments to create safe and inviting waiting and transfer environments to encourage transit ridership countywide.

T-11 Advocate for state policies, actions, and capital improvement programs that promote equity and sustainability, and that are consistent with the Regional Growth Strategy, VISION 2050, and the Countywide Planning Policies.

T-12 Prioritize funding transportation investments that support countywide growth targets and centers framework, and that enhance multimodal mobility and safety, equity, and climate change goals.

Mobility

Mobility is necessary to sustain personal quality of life and the regional economy. For individuals, mobility requires an effective transportation system that provides safe, reliable, and affordable travel options for people of all ages, incomes, and abilities. While the majority of people continue to travel by personal automobile, there are growing segments of the population (e.g., urban, elderly, teens, low-income, no-income, minorities, and persons with disabilities) that rely on other modes of travel such as walking, bicycling, and public transportation to access employment, education and training, goods and services.

The movement of goods is also of vital importance to the local and regional economy. International trade is a significant source of employment and economic activity in terms of transporting freight, local consumption, and exporting goods. The policies in this section are intended to address use and integration of the multiple modes necessary to move people and goods within and beyond the region. The importance of the roadway network, implicit in the policies of this section, is addressed more specifically in the System Operations section of this chapter.

Goal Statement: *A well-integrated, multimodal transportation system moves people and goods effectively and efficiently to destinations within the region and beyond.*

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T-13 Advocate for and pursue new, innovative, and sustainable, funding methods including user fees, tolls, and other progressive pricing mechanisms that reduce the volatility of transit funding and fund the maintenance, improvement, preservation, and operation of the transportation system.

T-14 Promote the mobility of people and goods through a multimodal transportation system based on regional priorities consistent with VISION 2050 and local comprehensive plans.

T-15 Determine if capacity needs can be met from investments in transportation system operations and management, pricing programs, transportation demand management, public transportation, and system management activities that improve the efficiency of the current transportation system, prior to implementing major roadway capacity expansion projects. Focus on investments that are consistent with the Regional Growth Strategy and produce the greatest net benefits to people, especially communities and individuals where needs are greatest, and goods movement that minimize the environmental impacts of transportation.

T-16 Support effective management, maintenance, and preservation of existing air, marine and rail transportation capacity and infrastructure to address current and future capacity needs in cooperation with responsible agencies, affected communities, and users.

T-17 Promote coordinated planning and effective management to optimize the movement of people and goods in the region's aviation system in a manner that minimizes health, air quality, and noise impact to the community, especially frontline communities. Consider demand management alternatives as future aviation growth needs are analyzed, recognizing capacity constraints at existing facilities and the time and resources necessary to build new ones. Support the ongoing process of development of a new commercial aviation facility in Washington State.

T-18 Develop and implement freight mobility strategies that strengthen, preserve, and protect King County's role as a major regional freight distribution hub, an international trade gateway, and a manufacturing area while minimizing negative impacts on the community.

T-19 Address the needs of people who do not drive, either by choice or circumstances (e.g., elderly, teens, low-income, and persons with disabilities), in the development and management of local and regional transportation systems.

T-20 Consider mobility options, connectivity, active transportation access, and safety in the siting and design of transit stations and mobility hubs, especially those that are serviced by high-capacity transit.

T-21 Make transportation investments that improve economic and living conditions so that

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industries and workers are retained and attracted to the region and the county.

T-22 Respond to changes in mobility patterns and needs for both people and goods, encouraging partnerships with nonprofit providers and the private sector where applicable.

System Operations

The design, management, and operation of the transportation system influence the region's growth and mobility and they have significant impacts on equity, addressing historical inequities, and our environment. Policies in this section stress the need to make efficient use of existing infrastructure, serve the broad needs of the users, address safety and public health issues, and design facilities that are a good fit for the surroundings. Implementation of the policies will require the use of a wide range of tools including, but not limited to:

- Technologies such as intelligent transportation systems and alternative fuels;
- Demand management programs for parking, commute trip reduction and congestion; and
- Incentives, pricing systems, and other strategies to encourage choices that increase mobility while improving public health and environmental sustainability.

Goal Statement: *A transportation system that is well-designed and managed to protect public investments, promote equitable access, provide mobility, promote public health and safety, and achieve optimum efficiency.*

T-23 Prioritize essential maintenance, preservation, and safety improvements of the existing transportation system to protect mobility, extend useful life of assets, and avoid costly replacement projects.

T-24 Design and operate transportation facilities in a manner that is compatible with and integrated into the natural and built environments in which they are located. Incorporate features such as natural drainage, native plantings, and local design themes that facilitate integration and compatibility.

T-25 Reduce stormwater pollution from transportation facilities and improve fish passage through retrofits and updated design standards. When feasible, integrate with other improvements to achieve multiple benefits and cost efficiencies.

T-26 Develop a resilient transportation system (e.g., roadway, rail, transit, sidewalks, trails, air, and marine) and protect against major disruptions and climate change impacts. Develop prevention, adaptation, mitigation, and recovery strategies and coordinate disaster response plans.

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T-27 Promote the use of pricing strategies and transportation system management and operations tools to effectively manage the transportation system and provide an equitable, stable, and sustainable transportation funding source to improve mobility.

T-28 Promote road and transit facility design that includes well-defined, safe, and appealing spaces for pedestrians and bicyclists.

T-29 Design roads, including retrofit projects, to accommodate a range of travel modes within the travel corridor in order to reduce injuries and fatalities, contribute to achieving the state goal of zero deaths and serious injuries, and encourage physical activity.

T-30 Develop a transportation system that minimizes negative health and environmental impacts to all communities, especially Black, Indigenous, and other People of Color communities and low-income communities, that have been disproportionately affected by transportation decisions.

T-31 Provide equitable opportunities for an active, healthy lifestyle by integrating the needs of pedestrians and bicyclists in local transit, countywide, and regional transportation plans and systems.

T-32 Plan and develop a countywide transportation system that supports the connection between land use and transportation, and essential travel that reduces greenhouse gas emissions by advancing strategies that shorten trip length or replace vehicle trips to reduce vehicle miles traveled.

T-33 Apply technologies, programs, and other strategies (e.g., intelligent transportation systems (ITS), first and last mile connections) to optimize the use of existing infrastructure and support equity; improve mobility; and reduce congestion, vehicle miles traveled, and greenhouse gas emissions.

T-34 Promote the expanded use of alternative fuel and zero emission vehicles by the general public with measures such as converting transit, public, and private fleets; applying incentive programs; and providing for electric vehicle charging stations.

PUBLIC FACILITIES AND SERVICES

Overarching Goal: *County residents in both Urban and Rural Areas have timely and equitable access to the public services needed to advance public health and safety, protect the environment, and carry out the Regional Growth Strategy.*

Urban and Rural Levels of Service

The Growth Management Act directs jurisdictions and special purpose districts to provide public facilities and services to support development. The Growth Management Act distinguishes between urban and rural services and states that land within the Urban Growth Area should be provided with a full range of services necessary to sustain urban communities while land within the Rural Area should receive services to support a rural lifestyle. Certain services, such as sanitary sewers, are allowed only in the Urban Growth Area, except as otherwise authorized. The Growth Management Act also requires jurisdictions to determine which facilities are necessary to serve the desired growth pattern and how they will be financed, to ensure timely provision of adequate services and facilities.

PF-1 Provide a full range of urban services in the Urban Growth Area to support the Regional Growth Strategy and adopted growth targets and limit the availability of urban services in the Rural Area consistent with VISION 2050. Avoid locating urban serving facilities in the Rural Area.

Collaboration Among Jurisdictions

More than 100 special purpose districts, including water, sewer, flood control, stormwater, fire, school, and other districts, provide essential services to the residents of King County. While cities are the primary providers of services in the Urban Growth Area, in many parts of the county special purpose districts also provide essential services. Coordination and collaboration among all of these districts, the cities, King County, the tribes, and neighboring counties is key to providing efficient, high-quality, and reliable services to support the Regional Growth Strategy.

PF-2 Provide affordable and equitable access to public services to all communities, especially the historically underserved. Prioritize investments to address disparities.

PF-3 Provide reliable and cost-effective services to the public through coordination among jurisdictions and special purpose districts.

PF-4 Recognize cities as the appropriate providers of services to the Urban Growth Area, either directly or by contract. Extend urban services through the use of special districts only where there are agreements with the city in whose Potential Annexation Area the extension is

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proposed. Within the Urban Growth Area, as time and conditions warrant, cities will assume local urban services provided by special service districts.

Utilities

Utilities include infrastructure and services that provide water, sewage treatment and disposal, solid waste disposal, energy, telecommunications, and human and community services. Providing these utilities in a cost-effective way is essential to maintaining the health and safety of King County residents and to implementing the Regional Growth Strategy.

Water Supply

Conservation and efficient use of water resources are vital to ensuring the reliability of the region's water supply, the availability of sufficient water supplies for future generations, and the environmental sustainability of the water supply system.

PF-5 Develop plans for long-term water provision to support growth and to address the potential impacts of climate change and fisheries protection on regional water resources.

PF-6 Ensure that all residents have access to a safe, reliably maintained, and sustainable drinking water source that meets present and future needs.

PF-7 Coordinate water supply among local jurisdictions, tribal governments, and water purveyors to ensure reliable, sustainable, and cost-effective sources of water for all users and needs, including residents, businesses, fire districts, and aquatic species.

PF-8 Plan and locate water systems in the Rural Area that are appropriately sized for rural uses and densities and that do not increase development potential in the Rural Area.

PF-9 Recognize and support agreements with water purveyors in adjacent cities and counties to promote effective conveyance of water supplies and to secure adequate supplies for emergencies.

PF-10 Implement water conservation and efficiency efforts to protect natural resources, reduce environmental impacts, and support a sustainable long-term water supply to serve the growing population.

PF-11 Require water reuse and reclamation, where feasible, especially for high-volume non-potable water users such as parks, schools, and golf courses.

*2021 King County Countywide Planning Policies****Sewage Treatment and Disposal***

Within the Urban Growth Area, connection to sanitary sewers is necessary to support the Regional Growth Strategy and to accommodate urban densities. Alternatives to the sanitary sewer system and the typical septic system are becoming more cost effective and therefore, more available. Alternative technology may be appropriate when it can perform as well or better than sewers in the Urban Growth Area. Septic systems are not considered to be alternative technology within the Urban Growth Area.

In the Rural Area and Natural Resource Lands, which are characterized by low-density development, sewer service is not typically provided. In cases where public health is threatened, sewers can be provided in the Rural Area but only if connections are strictly limited. Alternative technology may be necessary to substitute for septic systems in the Rural Area.

PF-12 Require all development in the Urban Growth Area to be served by a public sewer system except:

- a) Single-family residences on existing individual lots that have no feasible access to sewers may utilize individual septic systems on an interim basis; or
- b) Development served by alternative technology that:
 - 1) Provide equivalent performance to sewers;
 - 2) Provide the capacity to achieve planned densities; and
 - 3) Will not create a barrier to the extension of sewer service within the Urban Growth Area.

PF-13 Prohibit sewer service in the Rural Area and on Natural Resource Lands except:

- a) Where needed to address specific health and safety problems threatening existing structures; or
- b) As allowed by Countywide Planning Policy DP-49; or
- c) As provided in Appendix 5 (March 31, 2012 School Siting Task Force Report).

Sewer service authorized consistent with this policy shall be provided in a manner that does not increase development potential in the Rural Area.

Solid Waste

King County and the entire Puget Sound region are recognized for successful efforts to collect recyclable waste. Continuing to reduce and reuse waste will require concerted and coordinated efforts well into the future. It is important to reduce the waste stream going into area landfills to extend the usable life of existing facilities and reduce the need for additional capacity.

PF-14 Reduce the solid waste stream and encourage reuse and recycling.

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Energy

While King County consumers have access to electrical energy derived from hydropower, there are challenges for securing long-term reliable energy and for becoming more energy efficient.

PF-15 Reduce the rate of energy consumption through efficiency and conservation as a means to lower energy costs and mitigate environmental impacts associated with traditional energy supplies.

PF-16 Invest in and promote the use of low-carbon, renewable, and alternative energy resources to help meet the county's long-term energy needs, reduce environmental impacts associated with traditional energy supplies, and increase community sustainability.

Telecommunications

A telecommunications network throughout King County is essential to fostering broad economic vitality and equitable access to information, goods and services, and opportunities for social connection.

PF-17 Plan for the equitable provision of telecommunication infrastructure and affordable, convenient, and reliable broadband internet access to businesses, and to households of all income levels, with a focus on underserved areas.

Human and Community Services

Public services beyond physical infrastructure are also necessary to sustain the health and quality of life of all King County residents. In addition, these services play a role in distinguishing urban communities from rural communities and supporting the Regional Growth Strategy.

PF-18 Provide human and community services to meet the needs of current and future residents in King County communities through coordinated, equitable planning, funding, and delivery of services by the county, cities, and other agencies.

Locating Facilities and Services

VISION 2050 calls for a full range of urban services in the Urban Growth Area to support the Regional Growth Strategy, and for limiting the availability of services in the Rural Area. In the long term, there is increased efficiency and cost-effectiveness in siting and operating facilities and services that serve a primarily urban population within the Urban Growth Area. At the same time, those facilities and services that primarily benefit rural populations provide a greater benefit when they are located within neighboring cities and rural towns.

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PF-19 Locate schools, institutions, and other community facilities and services that primarily serve urban populations within the Urban Growth Area, where they are accessible to the communities they serve, except as provided in Appendix 5 (March 31, 2012 School Siting Task Force Report). If possible, locate these facilities in places that are well served by transit and pedestrian and bicycle networks.

PF-20 Jurisdictions shall work collaboratively with school districts to ensure the availability of sufficient land and the provision of necessary educational facilities within the Urban Growth Area through compliance with PF-22 and PF-23 and through the land use element and capital facilities element of local comprehensive plans.

PF-21 Locate new schools and institutions primarily serving rural residents in neighboring cities and rural towns, except as provided in Appendix 5 (March 31, 2012 School Siting Task Force Report). Locate new community facilities and services that primarily serve rural residents in neighboring cities and rural towns, with the limited exceptions when their use is dependent upon a rural location and their size and scale supports rural character.

Public school facilities to meet the needs of growing communities are an essential part of the public infrastructure. Coordination between each jurisdiction's land use plan and regulations and their respective school district[s] facility needs are essential for public school capacity needs to be met. The following policy applies countywide and requires engagement between each school district and each city that is served by the school district. The policy also applies to King County as a jurisdiction for areas of unincorporated King County that are within a school district's service boundary. The policy initiates a periodic procedure to identify if there are individual school district siting issues and if so, a process for the school district and jurisdiction to cooperatively prepare strategies for resolving the issue.

PF-22 Plan, through a cooperative process between jurisdictions and school districts, that public school facilities are available, to meet the needs of existing and projected residential development consistent with adopted comprehensive plan policies and growth forecasts. Cooperatively work with each school district located within the jurisdiction's boundaries to evaluate the school district's ability to site school facilities necessary to meet the school district's identified student capacity needs. Use school district capacity and enrollment data and the growth forecasts and development data of each jurisdiction located within the school district's service boundaries.

Commencing in January 2016 and continuing every two years thereafter, each jurisdiction and the school district(s) serving the jurisdiction shall confer to share information and determine if there is development capacity and the supporting infrastructure to site the needed school facilities.

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If not, cooperatively prepare a strategy to address the capacity shortfall. Potential strategies may include:

- a) Shared public facilities such as play fields, parking areas and access drives;
- b) School acquisition or lease of appropriate public lands;
- c) Regulatory changes such as allowing schools to locate in additional zones or revised development standards; and
- d) School design standards that reduce land requirements (such as multi-story structures or reduced footprint) while still meeting programmatic needs.

In 2017, and every two years thereafter, King County shall report to the GMPC on whether the goals of this policy are being met. The GMPC shall identify corrective actions as necessary to implement this policy.

PF-23 Coordinate and collaborate with school districts to build new and expand existing school facilities within the Urban Growth Area. Jurisdictions and school districts should work together to employ strategies such as:

- a) Identifying surplus properties and private properties that could be available for new school sites;
- b) Creating opportunities for shared use of buildings, fields, and other facilities;
- c) Reviewing development regulations to increase the areas where schools can be located and to enable challenging sites to be used for new, expanded, and renovated schools;
- d) Prioritizing and simplifying permitting of schools;
- e) Considering the feasibility of locating playfields on land in the rural area directly adjacent to school sites located within the urban area and with direct access from the urban area;
- f) Partnering with school districts in planning and financing walking and biking routes for schools; and
- g) Encouraging more walking, biking, and transit ridership for students, teachers, and staff.

Strategies should recognize the school district's adopted educational program requirements, established and planned school service areas, limited availability of developable sites, and established and planned growth patterns and enrollment projections.

Siting Public Capital Facilities

While essential to growth and development, regional capital facilities can disproportionately affect the communities in which they are located. It is important that all jurisdictions work collaboratively and consider environmental justice principles when siting these facilities to foster the development of healthy communities for all.

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PF-24 Site or expand essential public facilities or facilities of regional importance within the county using a process that incorporates broad public involvement, especially from historically marginalized and disproportionately burdened communities, and that equitably disperses impacts and benefits while supporting the Countywide Planning Policies.

PF-25 Consider climate change, economic, equity, and health impacts when siting and building essential public services and facilities.

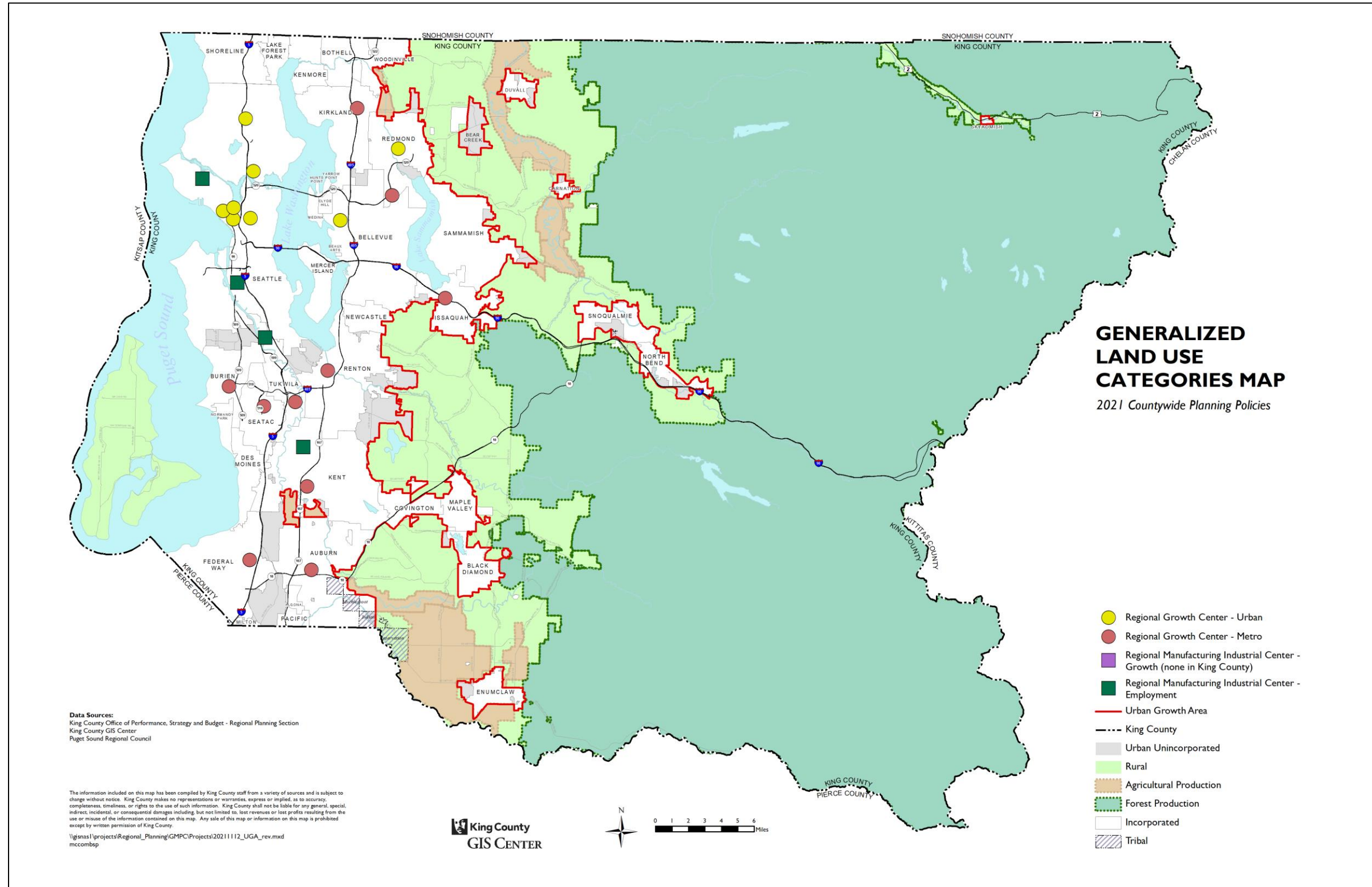
Public Facility and Disaster Preparedness

Community resilience is the ability to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. The King County Regional Hazard Mitigation Plan, which was approved in 2020, assesses natural and human-caused hazards that can impact the county. Coordinated planning across all jurisdictions and agencies in King County is the best way to establish broad community resilience. Lack of planning for resilience leads to disproportionate impacts on vulnerable populations.

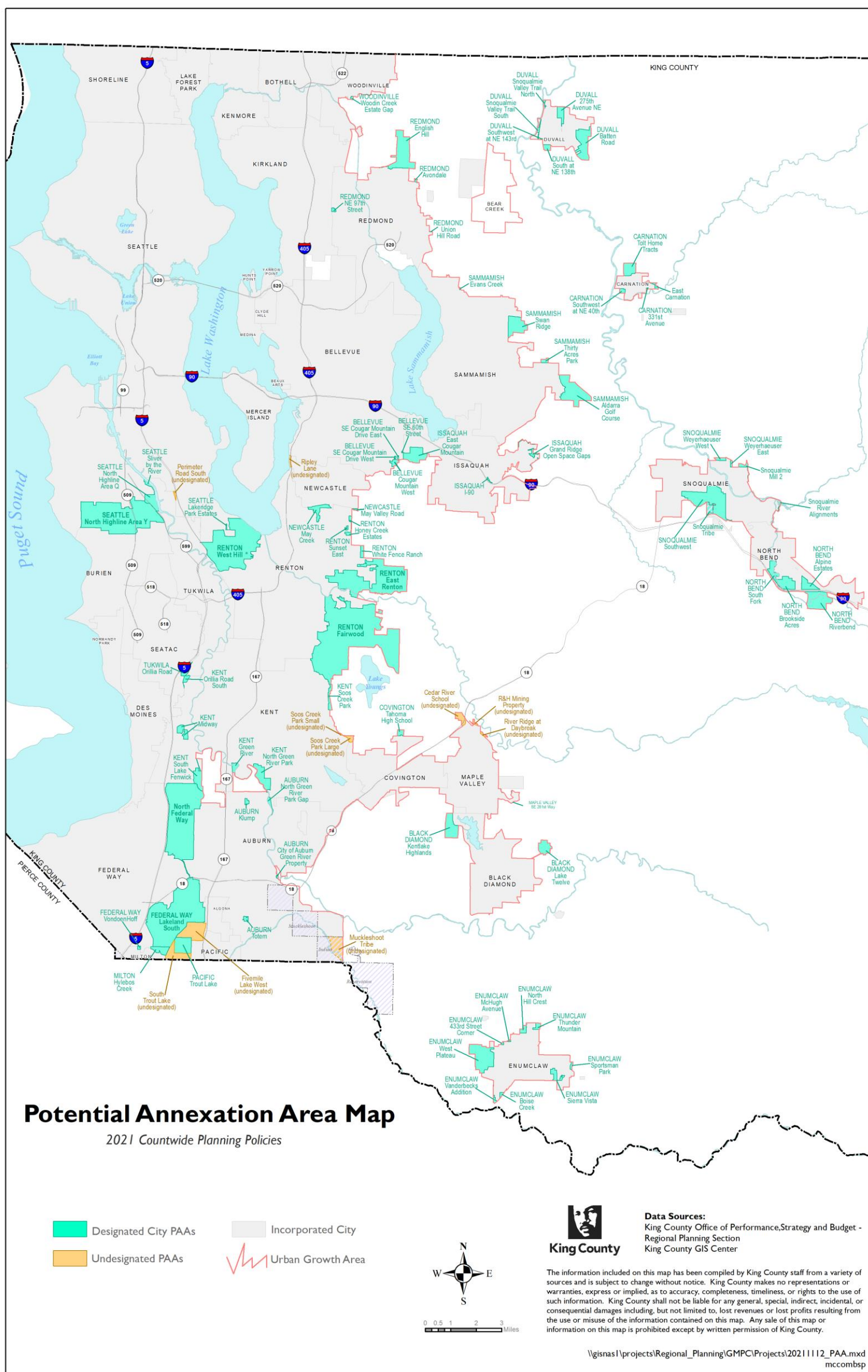
PF-26 Support coordinated planning for public safety services and programs, including emergency management, in partnership with frontline communities.

PF-27 Establish new or expanded sites for public facilities, utilities, and infrastructure in a manner that ensures disaster resiliency and public service recovery.

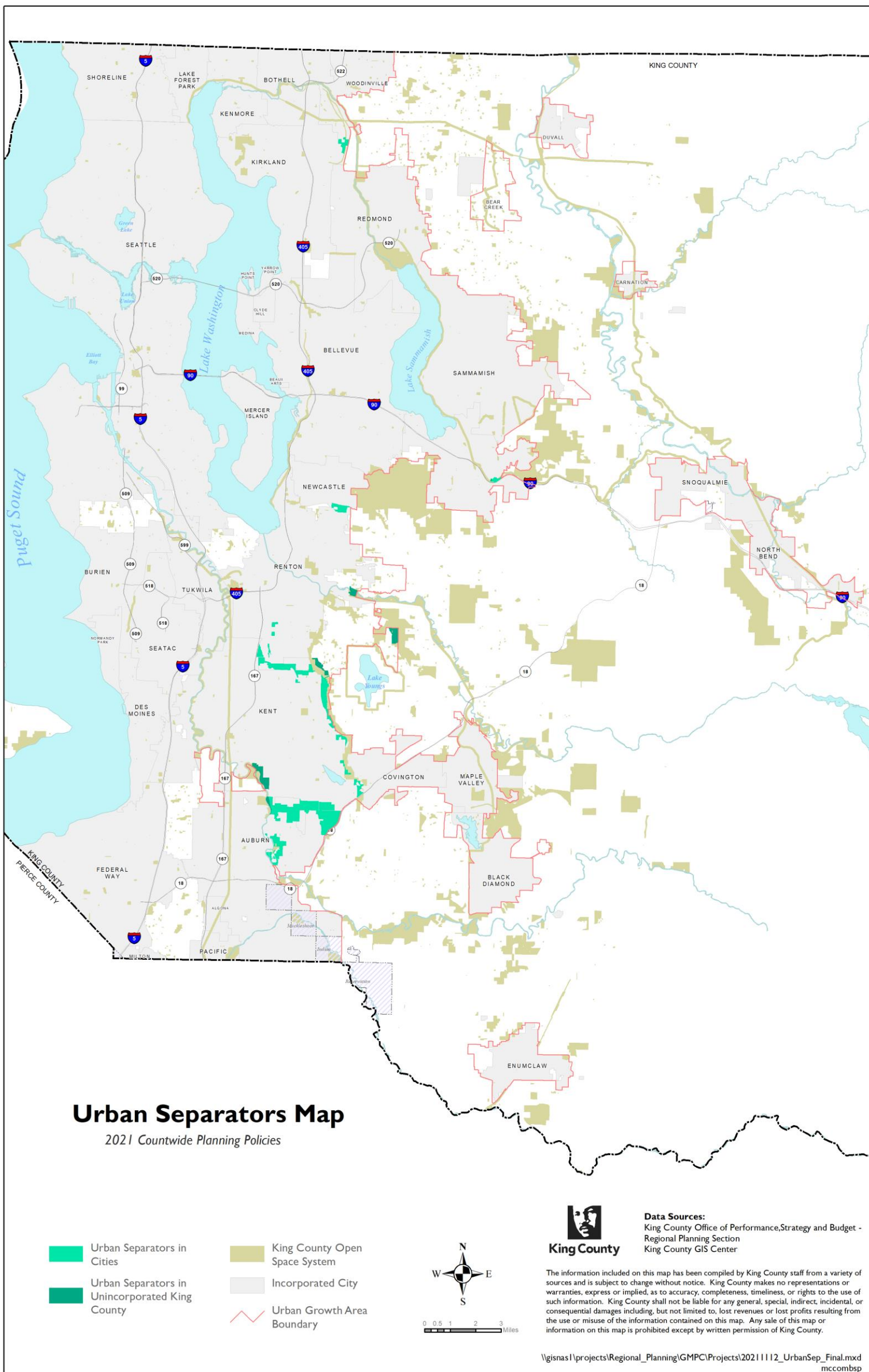
Appendix 1: Generalized Land Use Categories Map



Appendix 2: Potential Annexation Areas Map



Appendix 3: Urban Separators Map



Appendix 4: Housing Technical Appendix

Policy H-1: Countywide Need

Each jurisdiction, as part of its Comprehensive Plan housing analysis, will need to address affordability and the condition of existing housing supply as well as its responsibility to accommodate its share of the countywide need for affordable housing as defined in policy H-1. In order for each jurisdiction to address its share of the countywide housing need for extremely low-, very low-, and low-income housing, a four-step approach should be followed:

1. Conduct a housing inventory and analysis;
2. Implement policies and strategies to equitably meet housing needs;
3. Measure results and provide accountability; and
4. Adjust strategies to meet housing needs.

Countywide need, also called the countywide affordable housing need, is the number of additional, affordable homes needed by 2044 so that no household at or below 80 percent AMI spends more than 30 percent of their income on housing. The countywide need for housing is estimated at 263,000 affordable homes affordable at or below 80 percent AMI that need to be built or preserved by 2044 as shown in Table H-1. The countywide need estimate includes both homeownership and rental units and accounts for people experiencing homelessness. The estimates are based on a model in which adding units for households within a given low-income category (e.g., < 30 percent AMI) allows those households to vacate units affordable within the next highest income category (e.g., greater than 30 percent AMI and less than or equal to 50 percent of AMI) each year, in turn addressing needs of cost-burdened households in that income level. The estimates in Table H-1 assume that housing units equal to 1/25th of the cost burdened households in each category in 2019 are added annually in each income category until cost burden is eliminated, which occurs in different years for different income categories due to the vacating unit process described earlier. The estimates of housing units needed to address growth also assume income distribution of households added through growth is the same as existing income distribution.

Estimating Local Housing Need

While the CPPs do not prescribe a jurisdictional share of countywide affordable housing need, per RCW 36.70A.070 jurisdictions must include in the housing element of their comprehensive plan:

- an inventory and analysis of existing and projected housing needs that identifies the number of housing units necessary to manage projected growth, as provided by the department of commerce, including:
 - (i) Units for moderate, low, very low, and extremely low-income households;

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Countywide housing need, housing affordability, and income-restricted housing unit data provided in Tables H-1 and H-2 and through the King County Regional Affordable Housing Dashboard can assist jurisdictions in estimating their local affordable housing needs. Sample calculations using a simplified methodology and potential policy responses for three jurisdictions of varying size and affordability are provided below. As a reminder, Policy H-1 and Table H-1 provides that the countywide need for housing in 2044 by percentage of AMI is:

- 30 percent and below AMI (extremely low) 15 percent of total housing supply
- 31-50 percent of AMI (very low) 15 percent of total housing supply
- 51-80 percent of AMI (low) 19 percent of total housing supply

The sample jurisdictional calculations use fictional data from Table H-3.

Table H-2: Fictional Jurisdictional Data

Jurisdiction	Current Housing Units (HU) (2013-2017)								
	0-30% AMI		31-50% AMI		51-80% AMI		Over 80% AMI		All Incomes
	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU	Total HU
Jurisdiction A	2,000	3%	3,000	4%	7,000	10%	58,000	83%	70,000
Jurisdiction B	2,500	4%	20,000	33%	18,000	30%	20,000	33%	60,500
Jurisdiction C	300	3%	600	6%	1,600	17%	7,000	74%	9,500

Source: 2013 - 2017 CHAS

Jurisdiction	Income-Restricted Housing Units (HU) (2019)					
	0-30% AMI		31-50% AMI		51-80% AMI	
	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU
Jurisdiction A	300	0.4%	500	0.7%	2,100	3.0%
Jurisdiction B	300	0.5%	1,200	2.0%	1,800	3.0%
Jurisdiction C	0	0.0%	70	0.7%	80	0.8%

Source: King County Income-restricted Housing Database

Jurisdiction	Future Affordable Housing Need (2044 total units * Countywide Housing Need)								
	0-30% AMI		31-50% AMI		51-80% AMI		Current Housing Units	2044 Housing Growth Target	Total Housing Units in 2044
	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU			
Jurisdiction A	15,750	15%	15,750	15%	19,950	19%	70,000	35,000	105,000
Jurisdiction B	10,875	15%	10,875	15%	13,775	19%	60,500	12,000	72,500
Jurisdiction C	1,710	15%	1,710	15%	2,160	19%	9,500	1900	11,400

Note: This applies the countywide need for affordable housing to each jurisdiction’s projected total housing units in 2044

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Jurisdiction	Difference from Current Housing Units to 2044 Need		
	0-30% AMI	31-50% AMI	51-80% AMI
	# of HU	# of HU	# of HU
Jurisdiction A	13,750	12,750	12,950
Jurisdiction B	8,375	-9,125	-4,225
Jurisdiction C	1,410	1,110	566
Note: This table shows the gap or overage between the 2044 Housing Unit Need and Current Housing Units			

Jurisdiction	Difference from Current Income-Restricted Housing Units to 2044 Need		
	0-30% AMI	31-50% AMI	51-80% AMI
	# of HU	# of HU	# of HU
Jurisdiction A	15,450	15,250	17,850
Jurisdiction B	10,575	9,675	11,975
Jurisdiction C	1,710	1,640	2,086
Note: This shows the gap or overage between the 2044 Housing Unit Need and Current Income-Restricted Housing Units			

Jurisdiction A: Large, generally unaffordable

Analysis: Jurisdiction A is a larger jurisdiction with a relatively limited supply of housing affordable to households at or below 80 percent AMI (3 percent, 4 percent, and 10 percent of housing units for 0-30 percent, 31-50 percent, and 51-80 percent AMI respectively). Based on its housing growth target, to meet a proportional share of countywide housing need by 2044, the jurisdiction will need 15,750 units affordable to 0-30 percent AMI, 15,750 units affordable to 31-50 percent AMI and 19,950 units affordable to 51-80 percent AMI. This is a sizeable need compared to current levels of affordability.

Potential Policy Response: Given the low levels of currently affordable and income-restricted housing in the community, the jurisdiction will need to employ a diversity of tools – from public subsidy to policy tools like increasing the amount of land zoned for multifamily housing to meet affordability needs. For example, currently, only 3 percent, or 2,000 units, in the jurisdiction are affordable to households at or below 30 percent AMI. Of these units, only 300 are income-restricted. This means the jurisdiction will need to focus significant attention on creating new deeply affordable units as well as preserving any currently affordable units that are not income-restricted. Given the scale of the affordability gap, however, the jurisdiction’s primary focus should be on income-restricted housing production strategies. This could also include purchasing currently unaffordable housing units and holding rents relatively steady until they are affordable, a strategy recently employed by the King County Housing Authority. As the

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impact of overall housing supply increases on prices are uncertain, the jurisdiction should monitor affordability levels as overall supply of unrestricted housing units increases.

Jurisdiction B: Medium, currently affordable to all but the lowest incomes

Analysis: Jurisdiction B is a medium-sized jurisdiction with a large supply of housing affordable to households at 31-80 percent of AMI. If that housing was preserved at current affordability levels, it would more than provide a proportional share of housing to meet countywide affordable housing need. However, the jurisdiction lacks housing affordable to households at the lowest income level (0-30 percent AMI) and only a small portion of its housing is income-restricted, leaving prices vulnerable to market forces and residents vulnerable to displacement.

Potential Policy Response: Given the current levels of affordability in the community, Jurisdiction B should focus on rehabilitation and preservation of both income-restricted housing at or below 80 percent AMI and unrestricted housing affordable at all income levels, and production of housing affordable to households at or below 30 percent AMI. Preservation may entail supporting affordable housing providers in the purchase of housing units that are currently affordable to households at or below 80 percent AMI, as well as investing in programs that improve the quality and safety of existing housing stock.

Jurisdiction C: Small, moderately affordable, low growth target, limited transit, large lot sizes

Analysis: Jurisdiction C is a smaller jurisdiction with some existing housing affordable to households at or below 80 percent AMI, but very little income-restricted housing. Compared to jurisdictions A and B, it has a low growth target, meaning that its future need for affordable housing is much larger than its projected growth. In addition, the jurisdiction lacks significant plans for transit investment and most of the current housing is on very large-sized lots, as prescribed by current zoning.

Potential Policy Response: Jurisdiction C will need to explore preservation and production tools appropriate to its context to increase its supply of affordable housing, particularly income-restricted housing. Likely, it will need to use land use policies to increase the diversity of housing types in the jurisdiction, as well as use public resources to support affordable housing production. The jurisdiction may also wish to engage with neighboring jurisdictions with better transit and employment access to determine if it makes sense to contribute to affordable housing production elsewhere in its sub-region in order to support job and service access for residents of affordable housing. However, this approach should be balanced with attention to providing equitable access to high opportunity areas, such as areas with quality schools and open space, to low-income residents and residents of color.

*2021 King County Countywide Planning Policies***Policy H-2: Extremely Low-Income Households**

The countywide need is the greatest for households at or below 30 percent AMI (extremely low-income). It will take significant cross-sector and cross-jurisdictional collaboration and resources to effectively and equitably meet the needs of these households. Jurisdictions are encouraged to explore emerging best practices to effectively meet the needs of extremely low-income households, including but not limited to:

- mitigating environmental concerns for compromised properties with proposed permanent supportive housing (PSH) projects;
- prioritizing vacant lands for PSH over other uses;
- making surplus publicly-owned lands suitable for 0-30 percent AMI housing development available for long-term lease or purchase at a reduced cost for extremely low-income housing;
- creating a unique dwelling type for PSH coupled with cost reduction strategies for this housing type;
- reducing fees, taxes, permit and hookup fees for PSH projects;
- streamlining design and permit review for PSH projects;
- increasing buildable height and/or floor area ratio for PSH; and
- reducing or removing cost requirements such as vehicular parking requirements for PSH.

Policy H-3: Housing Supply and Needs Analysis

As set forth in policy H-4, each jurisdiction must include in its comprehensive plan an inventory of the existing housing stock and an analysis of both existing housing needs and housing needed to accommodate projected population growth over the planning period. This policy reinforces requirements of the Growth Management Act for local Housing Elements. The housing supply and needs analysis is referred to in this appendix as the housing analysis. As is noted in policy H-1, H-2, and H-4, the housing analysis must consider local as well as countywide housing needs because each jurisdiction has a responsibility to address its share of the countywide affordable housing need.

The purpose of this section is to provide further guidance to local jurisdictions on the subjects to be addressed in their housing analysis. Additional guidance on carrying out the housing analysis is found in the Puget Sound Regional Council's report, "Housing Element Guide: A PSRC Guidance Paper (July 2014)," Washington State Department of Commerce's report, "Guidance for Developing a Housing Needs Assessment" (March 2020); and the Washington Administrative Code, particularly 365-196-410 (2)(b) and (c). The Washington State Department of Commerce also provides useful information about housing requirements under the Growth Management Act in the "Growth Management Planning for Housing - Washington State Department of Commerce" portion of their website

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Housing Supply

Understanding the mix and affordability of existing housing is the first step toward identifying gaps in meeting future housing needs.

Table H-3 shows the current housing supply by jurisdiction and affordability levels, using data from 2013-2017 CHAS broken out by different income segments and 2019 housing unit data estimated by the Washington State Office Financial Management (OFM) which OFM does not break out by income segments. The 2019 OFM data serves as the base year for each jurisdiction's 2044 housing growth targets and appears in Table H-1. The OFM housing units were allocated to different AMI bands by applying the percent share of total housing supply in each income segment as reported in the 2013-2017 CHAS data to the total housing units reported by OFM for 2019. These 2019 current housing units in each income segment are added to the countywide need (the total additional affordable housing units needed between 2019-2044) by AMI reported in Table H-1 to determine the Total Affordable Housing Units Needed by 2044.

Figures in Table H-3 include both rental and ownership units. Note that while some jurisdictions have an adequate supply of housing affordable to low-income households (51 to 80 percent of AMI) and very low-income households (31-50 percent of AMI), no jurisdiction in the county has sufficient housing affordable to extremely low-income households (0 to 30 percent of AMI) to meet a proportional share of existing needs as shown in Table H-1. This is where the greatest need exists and should be a focus for all jurisdictions.

Table H-3 will be updated annually and will be made publicly available on the Regional Affordable Housing Dashboard. While Table H-3 provides a starting point for understanding current housing supply by jurisdiction, other metrics are required to fully measure housing need. Jurisdictions may choose to supplement the data in Table H-3 with other data sources, such as PUMS, ACS, or their own housing inventories that may be more current or use different underlying assumptions. Because data sources vary in the time period they measure, the assumptions required to analyze the data, and the sampling techniques they use, they may produce results that do not perfectly align with Table H-3. Jurisdictions should use the methodology documented here to explain the causes and implications of differences between alternative methodologies and the information presented in Table H-3.

The methodology used to calculate current housing units in Table H-3 is summarized as follows:

1. CHAS data is downloaded from the [HUD website](#). Select the most recent vintage of data (in this instance it was 2013-2017 ACS 5-year average data") for the data year, select the "Counties split by Place" Geographic Summary Level, which provides data at a

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- jurisdictional level, select “csv” for the file type, and then download the data. This will download all the CHAS tables, as well as a data dictionary.
2. Tables 17A, 17B, 18A, 18B, and 18C have data on housing units and what AMI brackets they are affordable at. Tables 17A and 17B include data on vacant units for ownership and rental units respectively. These vacant units are included in the totals, because while vacant units are not currently being rented, they are still a part of a jurisdiction’s housing supply, and many vacant units are available to rent or buy. Tables 18A, 18B, and 18C include data on occupied ownership units with a mortgage, occupied ownership units without a mortgage, and occupied rental units respectively. All these units are also included in the totals in Table H-3.
 3. To calculate how many units are in each jurisdiction at each AMI band, calculate those totals for tables 17A, 17B, 18A, 18B, and 18C and then sum them all together. To calculate total numbers of units by AMI, use the subtotal columns of the CHAS data. The data dictionary that comes with the CHAS tables shows which columns are subtotal columns. Multiple subtotal columns must be added together to get the total number of units affordable at a certain AMI. For example, in Table 18A, to get the total number of units affordable at 0-50 percent AMI, the columns T18B_est3, T18B_est28, T18B_est53, T18B_est78 must be summed, as each column represents a different number of units in the structure. The columns that must be summed together differ slightly based on the table. Refer to the data dictionary to ensure that the correct columns are chosen, as these may change slightly year to year.
 4. CHAS uses RHUD for rental units and VHUD for ownership units as measures of affordability that correspond to AMI. For example, units that have a value of “less than or equal to RHUD30” are marked as being affordable at 0-30 percent AMI. Unlike with rental units, for the home ownership units found in tables 17A, 18A, and 18B, CHAS does not differentiate between VHUD0 to VHUD30 units and VHUD 30 to VHUD50 units. It instead combines them all into a “Value less than or equal to VHUD50” category. Since affordability is measured at 0-30 percent AMI and 30-50 percent AMI separately in Table H-3, assume that all units in the “Value less than or equal to VHUD50” are actually only affordable at 30-50 percent AMI, and are included in that column. Thus, all 0-30 percent AMI units in Table H-3 are rental units. This assumption is made because of the distribution of home prices in King County, where almost no homes are affordable to households making 0-30 percent AMI.
 5. Once each of Tables 17A, 17B, 18A, 18B, and 18C have been totaled to get the number of units available at each AMI band, and the home ownership units in the “Value less than or equal to VHUD50” category have been recoded to be equal to 30-50 percent AMI, combine the totals of each table to get countywide totals. RHUD and VHUD

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categories should now line up for all categories up to 80 percent AMI and can thus be combined and re-labeled with the AMI categories seen in Table H-3. While categories above 80 percent don't align between renter and ownership tables, they can all be combined into one over 80 percent AMI category.

6. Then take the sum of each AMI band to get the value in the "All Incomes" column. These values may differ slightly from the total units calculated using the CHAS "Total" columns, as individual "Subtotal" columns round units in the "Subtotal" columns (see [here for more information](#) on CHAS's rounding methodology). This has only a minimal impact on overall totals. Then, calculate what percentage of each jurisdiction's housing supply is in each AMI band by dividing the number of units in each AMI band by the total number of units. Note that the totals included in the "% of Total HU" columns in table H-3 are rounded. The actual, unrounded percentages are used in the following steps. To calculate the unrounded percentages, in the "Housing Units (HU) 2017" section of the table divide the "# of HU" column amounts by the "Total HU" column amount for each jurisdiction.
7. To find the "All Housing" units data in the "2019 HU" column refer to the King County rows in the "2019 Postcensal Estimate of Total Housing Units" column in the Washington State Office of Financial Management's (OFM) April 1 postcensal estimates of housing: 1980, 1990-present. Sum these values to get the total estimated housing units for 2019 countywide.
8. To break out OFM's reported total countywide housing unit number, apply the percent share of housing units by AMI found in the "% of Total HU" columns to the total housing units reported by OFM for each jurisdiction in the "Total HU" column in the "HU 2019" section of the table for each jurisdiction and each AMI band. Then sum all jurisdictions totals together for each AMI band, then round the total to the nearest thousandth. This will give you the total units reported in "Countywide Total HU, 2019" row.
9. Add the current "Countywide Total HU, 2019" totals by AMI with the "Total Additional Affordable Housing Units Needed" (2019-2044) by AMI reported in Table H-1 to determine the Total Affordable Housing Units Needed by 2044 in Table H-1, which includes current housing units.

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Table H-3: Housing Affordability for King County Jurisdictions by Regional Geographies

Regional Geography and Jurisdiction	Housing Units (HU) 2017 ⁴								HU 2019 ⁵	
	0-30% AMI		31-50% AMI		51-80% AMI		Over 80% AMI		0-30% AMI	31-50% AMI
	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU	# of HU	% of Total HU	Total HU	Total HU
Metropolitan Cities										
Bellevue	1,750	3%	2,814	5%	6,363	11%	46,400	81%	57,327	62,372
Seattle	19,330	6%	32,655	10%	55,910	17%	212,875	66%	320,770	367,806
Core Cities										
Auburn	1,335	5%	9,400	38%	6,590	26%	7,660	31%	24,985	27,391
Bothell	390	4%	1,200	11%	2,075	19%	7,215	66%	10,880	12,208
Burien	985	5%	4,879	26%	5,155	27%	8,003	42%	19,022	20,793
Federal Way	1,430	4%	9,170	26%	12,450	35%	12,695	36%	35,745	37,257
Issaquah	715	5%	845	6%	1,770	12%	11,750	78%	15,080	16,801
Kent	1,970	4%	11,195	25%	14,769	33%	16,720	37%	44,654	48,228
Kirkland	1,125	3%	2,325	6%	4,775	13%	28,405	78%	36,630	39,312
Redmond	640	3%	1,325	5%	2,705	11%	20,365	81%	25,035	28,619
Renton	1,720	4%	7,285	19%	10,160	26%	20,133	51%	39,298	42,855
SeaTac	350	3%	3,400	34%	3,460	35%	2,799	28%	10,009	10,855
Tukwila	385	5%	2,150	30%	2,680	38%	1,909	27%	7,124	8,445
High Capacity Transit Communities										
Des Moines	585	5%	3,015	25%	2,999	25%	5,244	44%	11,843	12,898
Kenmore	255	3%	1,070	12%	1,190	14%	6,135	71%	8,650	9,485
Lake Forest Park	105	2%	344	7%	419	8%	4,325	83%	5,193	5,494
Mercer Island	270	3%	380	4%	400	4%	9,015	90%	10,065	10,506
Newcastle	60	1%	115	3%	480	11%	3,699	85%	4,354	5,214
Shoreline	1,180	5%	2,090	9%	4,440	20%	14,425	65%	22,135	24,127
Woodinville	150	3%	280	6%	495	10%	3,825	81%	4,750	5,450
Cities & Towns										
Algona	8	1%	404	43%	350	38%	169	18%	931	1,053
Beaux Arts	-	0%	8	6%	4	3%	114	90%	126	119
Black Diamond	40	2%	350	21%	230	14%	1,070	63%	1,690	1,808
Carnation	34	5%	119	19%	134	21%	354	55%	641	817
Clyde Hill	10	1%	39	3%	15	1%	1,055	94%	1,119	1,100
Covington	160	2%	790	11%	2,280	33%	3,770	54%	7,000	7,102
Duvall	50	2%	200	8%	250	10%	2,085	81%	2,585	2,684
Enumclaw	265	6%	1,469	31%	1,495	32%	1,515	32%	4,744	5,228
Hunts Point	4	3%	12	8%	4	3%	139	87%	159	186
Maple Valley	220	2%	530	6%	1,450	16%	6,650	75%	8,850	9,280
Medina	15	1%	19	2%	10	1%	1,125	96%	1,169	1,233
Milton	20	6%	99	28%	59	17%	175	50%	353	608
Normandy Park	150	5%	235	8%	220	8%	2,200	78%	2,805	2,876
North Bend	95	4%	340	14%	390	16%	1,565	65%	2,390	2,783
Pacific	40	2%	934	39%	840	35%	600	25%	2,414	2,460
Sammamish	180	1%	365	2%	853	4%	19,615	93%	21,013	22,159
Skykomish	4	6%	23	34%	8	12%	33	49%	68	173
Snoqualmie	45	1%	169	4%	293	7%	3,664	88%	4,171	4,748
Yarrow Point	4	1%	4	1%	8	2%	419	96%	435	416
Urban Unincorporated & Rural										
Unincorporated King County	2,465	3%	7,287	10%	12,223	17%	48,920	69%	70,895	93,179
Countywide Total HU, 2017⁵	38,539	5%	109,333	13%	160,401	19%	538,834	64%	847,107	956,128
Countywide Total HU, 2019⁶	44,000	5%	122,000	13%	180,000	19%	610,000	64%	956,000	
Countywide Total HU Needed by 2044	188,000	15%	185,000	15%	236,000	19%	644,000	51%	1,253,000	

⁴ Source: CHAS 2013-2017 (released August 25, 2020)⁵ Source: 2019 data from Office of Financial Management's April 1 postcensal estimates of housing: 1980, 1990-present. Percentages are rounded.⁶ Extrapolated using the percent share of total housing units from CHAS 2013-2017 and 2019 total housing unit data from Washington State Office of Financial Management's April 1 postcensal estimates of housing: 1980, 1990-present. Figures are rounded, see methodology above for how to recreate unrounded totals.

*2021 King County Countywide Planning Policies**Housing Needs*

The housing needs part of the housing analysis should include demographic data related to existing population, household and community trends that could impact future housing demand (e.g. aging of population). This data will be derived from a mixture of jurisdictional records, county datasets, state datasets, and federal datasets. The identified need for future housing should be consistent with the jurisdiction's population growth and housing targets. Combined with the results of the needs analysis, these data can provide direction on appropriate goals and policies for both the housing and land use elements of a jurisdiction's comprehensive plan.

The following guidance is offered to ensure the housing inventory and analysis data is consistently utilized and reported by all jurisdictions in King County:

- *Affordability gap* means the comparison of a jurisdiction's housing supply as compared to the countywide need percentages expressed in policy H-1. 2013-2017 housing supply is included in table H-3 in this appendix. The County will update this table annually and make it available online.
- *Age* means built in 2014 or later, built 2010 to 2013, built 2000 to 2009, built 1990-1999, built 1980 to 1989, built 1970 to 1979, built 1960 to 1969, built 1950 to 1959, built 1940 to 1949, built 1939 or earlier.
- *Number of bedrooms* means no bedroom, 1 bedroom, 2 or 3 bedrooms, and 4 or more bedrooms.
- *Condition* means lacking complete plumbing facilities, lacking complete kitchen facilities, and/or no telephone service available.
- *Tenure* means renter-occupied and owner-occupied.
- *Income-restricted units* should be reported by AMI limit (i.e. ≤ 30 percent AMI, ≤ 50 percent AMI, and ≤ 80 percent AMI).
- *Moderate-density housing* means the following housing types: 1-unit attached; 2 units; 3 or 4 units; 5 to 9 units; 10 to 19 units. High-density housing means the following housing types: 20 or more units.
- *Household income by AMI* means equal to or less than 30 percent AMI, above 30 percent to 50 percent AMI; above 50 percent to 80 percent AMI, above 80 percent to 100 percent AMI, above 100 percent to 120 percent AMI, and above 120 percent AMI.
- *Housing cost burden* means a household spends more than 30 percent of its household income on housing costs.
- *Severe housing cost burden* means a household spends more than 50 percent of its household income on housing costs.

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- *Displacement risk* means where residents and businesses are at greater risk of displacement based on PSRC's index or equivalent composite set of risk indicators such as: socio-demographics, transportation qualities, neighborhood characteristics, housing, and civic engagement.

Policy H-5: Evaluate Effectiveness

Prior to updating their comprehensive plan, a jurisdiction must evaluate the effectiveness of existing housing policies and strategies to meet a significant share of countywide need. This will help a jurisdiction identify the need to adjust current policies and strategies or implement new ones. Where possible, jurisdictions are encouraged to identify actual housing units created, by affordability level, since their last comprehensive plan update.

This evaluation must also identify gaps in existing partnerships, policies, and dedicated resources for meeting the countywide need and eliminating racial and other disparities in access to housing and neighborhoods of choice. This exercise helps a jurisdiction understand what other strategies it should pursue beyond updating the comprehensive plan to meet the goals of this chapter. Some strategies, like inclusionary housing or new dedicated resources, will be easier to evaluate a quantitative impact and for others, it may be more qualitative. Jurisdictions without the ability to identify the impact of each policy may wish to describe the policies and programs that contributed to creating or preserving a given number of income-restricted units, special needs housing units, etc.

Policy H-6: Racial Exclusion and Discrimination

To inform a comprehensive plan strategy, a jurisdiction must also document the local history of racially exclusive and discriminatory land use and housing practices, consistent with local and regional fair housing reports and other resources.

A jurisdiction must also explain the extent to which that history is still reflected in current development patterns, housing conditions, tenure, and access to opportunity. Examples of suitable data include, but are not limited to:

- homeownership rates by race/ethnicity and age;
- concentration or dispersion of affordable housing or housing choice voucher usage within the jurisdiction;
- affordability of housing in the jurisdiction to the median income household of different races and ethnicities;
- racial demographics by neighborhood, e.g. degrees of integration and segregation;

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- access to areas of opportunity by race and ethnicity;
- demographics of residents in areas of high displacement risk; and
- results of fair housing testing performed or fair housing complaint data within a jurisdiction.

Jurisdictions must also identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including but not limited to:

- zoning that may have a discriminatory effect;
- disinvestment; and
- infrastructure availability.

Racially restrictive housing covenants, unrecognized treaties with tribes, current exclusionary zoning, and lack of investment in affordable housing are examples of discriminatory practices or policies a jurisdiction could include in an assessment. Jurisdictions should not limit their review to local policies and regulations. The region should share resources and work together to develop a shared understanding of how racist or discriminatory housing practices and disparities were perpetuated by all levels of government as well as the private sector. While each jurisdiction's assessment will be unique, King County jurisdictions are encouraged to identify federal, state, and regional practices as well as local.

Finally, a jurisdiction must demonstrate how current strategies are addressing impacts of those racially exclusive and discriminatory policies and practices. Using this information jurisdictions should identify and implement policies and regulations to address and begin to undo racially disparate impacts, displacement, and exclusion in housing caused by local policies, plans, and actions consistent with the policies in the "Implement Policies and Strategies to Equitably Meet Housing Needs" section.

Jurisdictions are encouraged to refer to the 2019 King County Analysis of Impediments to Fair Housing Choice (Analysis of Impediments) to understand current barriers to fair housing choice. In addition to the guidance offered in this technical appendix, the County will support jurisdictions in identifying and compiling resources, such as University of Washington reports and databases, to support this analysis.

Policy H-7: Collaborate Regionally

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The lack of homes affordable to low-income households is a regional problem that requires regional solutions. Jurisdictional collaboration with diverse partners is key to an effective regional response. Jurisdictions in their collaboration are encouraged to:

- address the countywide housing need;
- engage and collaborate with other entities in efforts to fund, site, and build affordable housing;
- join resources;
- raise public and private resources together to provide the additional subsidies required to develop housing at deeper levels of affordability;
- support affordable housing development or preservation in each other’s jurisdictions; and
- take other collaborative action to address the countywide housing need.

Partners collaborating with jurisdictions are encouraged to support the following needs:

- technical assistance;
- organizational capacity building;
- land donations;
- financial contributions for operating and capital needs to support affordable housing development, maintenance and operations needs;
- funding for other needs such as data and monitoring infrastructure; and
- advocate for efforts to fund, site, and build affordable housing.

Policies H-9 through H-24: Implement Policies and Strategies to Meet Housing Needs Equitably

Jurisdictions need to employ a range of policies, incentives, strategies, actions, and regulations tailored to equitably meet their housing need. The Puget Sound Regional Council’s Housing Innovations Program⁷ presents a range of strategies. The strategies can be filtered by objective, project type, and affordability level. Strategies marked with an asterisk include more detail and are proven to be particularly effective at meeting regional housing goals. The Municipal Research and Services Center (MSRC) and Washington State Department of Commerce also offers affordable housing-related resources on their websites, including information about techniques and incentives for encouraging and planning for housing affordability.

Local jurisdictions may also refer to this table for suitable strategies, largely derived from recommendations from the December 2018 Regional Affordable Housing Task Force Final Report and Recommendations. King County’s Department of Community and Human Services

⁷ PSRC Housing Innovations Program <https://www.psrc.org/hip>

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will work to periodically update these suggestions on the King County website if new strategies and best practices emerge.

Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
<p>H-9 Collaborate with populations most disproportionately impacted by housing cost burden in developing, implementing and monitoring strategies that achieve the goals of this chapter. Prioritize the needs and solutions articulated by these disproportionately impacted populations.</p>	<p>Suggested strategies to ensure the process to plan for meeting countywide housing need is equitable include:</p> <ul style="list-style-type: none"> • Providing capacity grants to organizations representing target communities to support engagement • Providing other support to ensure those most disproportionately impacted have equitable access to participate in planning discussions (e.g. evening meetings, translation services, food, and childcare or travel stipends) • Establishing clear decision-making structures that ensures disproportionately impacted populations’ needs and solutions are prioritized and community members and leaders, organizations, and institutions share power, voice, and resources
<p>H-10 Adopt intentional, targeted actions that repair harms to Black, Indigenous, and People of Color (BIPOC) households from past and current racially exclusive and discriminatory land use and housing practices (generally identified through Policy H-6). Promote equitable outcomes in partnership with communities most impacted.</p>	<p>A suggested approach to identifying reparative strategies includes:</p> <ul style="list-style-type: none"> • Looking at how current policies are working to undo past racially exclusive and discriminatory land use and housing practices or where they might be perpetuating that history • When current policies are perpetuating the harm, implementing equitable countermeasures to remove those policies and their impacts and mitigate disparate impacts on housing choice, access, and affordability • Using PSRC’s Regional Equity Strategy and associated tools and resources to center equity in comprehensive planning processes and intended outcomes <p>Specific policies and strategies include:</p>

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
	<ul style="list-style-type: none"> • Reduce or eliminate exclusionary zoning • Implement anti-displacement strategies, which include addressing housing stability for low-income renters and owners as well as preserving cultural diversity of the community • Implement policies that increase affordable homeownership opportunities for Black, Indigenous, and People of Color communities • Distribute affordable housing throughout a jurisdiction, with a focus on areas of opportunity • Consider environmental health of neighborhoods where affordable housing exists or is planned and plan for environmentally healthy neighborhoods • Support and prioritize projects that promote access to opportunity, anti-displacement, and wealth-building opportunities for Black, Indigenous, and People of Color communities <p>Strategies for promoting equitable outcomes in partnership with communities most impacted include:</p> <ul style="list-style-type: none"> • Utilize an equity impact review tool when developing or implementing policies or strategies • Create and utilize a community engagement toolkit • Intentionally include and solicit engagement from members of communities of color or low-income households in policy decision-making and committees
<p>H-11 Adopt policies, incentives, strategies, actions, and regulations that increase the supply of long-term income-restricted housing for extremely low-, very low-, and low-income households and households with special needs.</p>	<p>Suggested strategies to help meet the need at these affordability levels include:</p> <ul style="list-style-type: none"> • Increase financial contributions to build, preserve, and operate long-term income-restricted housing

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
	<ul style="list-style-type: none"> • Increase the overall supply and diversity of housing throughout a jurisdiction, including both rental and ownership • Provide housing suitable for a range of household types and sizes, including housing suitable and affordable for households with special needs, low-, very low-, and extremely low-incomes Implement policies that incentivize the creation of affordable units, such as Multifamily Tax Exemption, inclusionary zoning, and incentive zoning, and density bonus • Coordinate with local housing authorities to use project-based rental subsidies with incentive/ inclusionary housing units to achieve deeper affordability • Implement policies that reduce the cost to develop affordable housing • Implement universal design principles to ensure that buildings and public spaces are accessible to people with or without disabilities • Support sustainable housing development • Promote units that accommodate large households and/or multiple bedrooms • Prioritize strategies for implementation that will result in the highest impact towards addressing the affordable housing gap at the lowest income levels
<p>H-12 Identify sufficient capacity of land for housing including, but not limited to: income-restricted housing; housing for moderate-, low-, very low-, and extremely low-income households; manufactured housing; multifamily housing; group homes; foster care facilities; emergency housing; emergency shelters; permanent supportive housing; and within an urban growth area boundary, duplexes, triplexes, and townhomes.</p>	<p>An approach to identifying sufficient capacity for housing types is:</p> <ul style="list-style-type: none"> • Consider the local and regional housing needs and available land capacity identified in H-4. For example, a jurisdiction that doesn't have any unhoused people may still need to provide sufficient capacity for this population if unmet need exists within the county or subregion

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
	<ul style="list-style-type: none"> Determine if current capacity is sufficient to meet future needs. For example, most permanent supportive housing will require multifamily zoning Collaborate with other jurisdictions to identify the subregional or countywide capacity needed for these housing types if current need within a jurisdiction is substantially less than the countywide need for that housing type
<p>H-13 Implement strategies to overcome cost barriers to housing affordability. Strategies to do this vary but can include updating development standards and regulations, shortening permit timelines, implementing online permitting, optimizing residential densities, reducing parking requirements, and developing programs, policies, partnerships, and incentives to decrease costs to build and preserve affordable housing.</p>	<p>Suggested strategies to overcome cost barriers to housing affordability to consider addressing include:</p> <ul style="list-style-type: none"> Reduce vehicular parking requirements Reduce permitting timelines Increase the predictability of the permitting process Reduce sewer fees for affordable housing Reduce utility, impact and other fees for affordable housing and Accessory Dwelling Units (ADUs) Streamline permitting process for affordable housing development and ADUs Update building codes to promote more housing growth and innovative, low-cost development Explore incentives similar to the Multifamily Tax Exemption for the development of ADUs for low-income households Maximize and expand use of the Multifamily Tax Exemption Offer suitable public land at reduced or no cost for affordable housing development Before implementing a policy, consider how it will impact the cost to build affordable homes
<p>H-14 Prioritize the use of local and/ regional resources (e.g. funding, surplus property) for income-restricted housing, particularly for</p>	<p>Suggested strategies to effectively prioritize the use of resources include:</p>

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
<p>extremely low-income households, populations with special needs, and others with disproportionately greater housing needs. Consider projects that promote access to opportunity, anti-displacement, and wealth-building for Black, Indigenous, and People of Color communities to support implementation of policy H-10.</p>	<ul style="list-style-type: none"> • Partner with communities most disproportionately impacted by the housing crisis, including extremely low-income households and Black, Indigenous, and People of Color (BIPOC) communities to inform resource design and allocation decisions. These decisions should prioritize strategies that reduce and undo disproportionate harm to these communities consistent, recognizing that specific needs of these communities may vary based on location • Identify and prioritize underutilized publicly owned land and nonprofit/ faith communities for the creation of income-restricted housing, both rental and homeownership • Prioritize sites near transit, quality schools, parks and other neighborhood amenities • Fund acquisition and development of prioritized sites • Prioritize public funding resources in a manner consistent with policy H-9 • Consider the countywide median income levels of BIPOC households when designing affordable homeownership programs and set the affordability levels such that they are accessible to the median BIPOC households considered
<p>H-15 Increase housing choices for everyone—particularly those earning lower wages—that is co-located with, accessible to, or within a reasonable commute to major employment centers and affordable to all income levels. Ensure there are zoning ordinances and building policies in place that allow and encourage housing production at levels that improve jobs-</p>	<p>Strategies to increase housing choice near employment and affordable to all include but are not limited to⁸:</p> <ul style="list-style-type: none"> • Update zoning and land use regulations (including in single-family low-rise zones) to increase density and diversify housing choices, including but not limited to:

⁸ PSRC’s Housing Innovations Program (HIP) website provides a searchable database of dozens of suggested strategies. Please refer to their database for a more comprehensive list of strategies.

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
<p>housing balance throughout the county across all income levels.</p>	<ul style="list-style-type: none"> ○ Accessory Dwelling Units (ADU) and Detached Accessory Dwelling Units (DADUs) ○ Duplex, Triplex, Four-plex ○ Zero lot line townhomes, row houses, and stacked flats ○ Micro/efficiency units ○ Manufactured housing preservation ○ Group homes ○ Foster care facilities ○ Emergency housing ○ Emergency shelters ○ Permanent supportive housing ○ Low-rise and high-density multifamily development ○ Housing development that accommodates large households and/or multiple bedrooms ● Implement strategies that provide for affordable housing near employment centers, such as: <ul style="list-style-type: none"> ○ Project-level tools like affordability covenants when funding income-restricted units or development agreements ○ Incentives such as density bonuses, incentive zoning, or Multifamily Tax Exemption ○ Other regulatory tools such as commercial linkage fees, inclusionary zoning, or TOD overlays ○ Other financial tools such as public land for affordable housing
<p>H-16 Expand the supply and range of housing types—including affordable units—at densities sufficient to maximize the benefits of transit investments throughout the county.</p>	<p>Suggested zoning, regulation, and incentive strategies to be applied near transit station areas and transit corridors served by high-capacity or frequent transit include:</p> <ul style="list-style-type: none"> ● Requiring minimum densities in these areas ● Providing enough multifamily zoning to accommodate a significant amount of

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
	<p>the jurisdictional share of affordable housing in these areas</p> <ul style="list-style-type: none"> • Implementing comprehensive inclusionary/ incentive housing policies in existing and planned frequent transit service areas to achieve the deepest affordability possible through land use incentives, which may include increased density; reduced parking requirements, reduced permit fees, exempted impact fees, Multifamily Tax Exemption, and programmatic Environmental Impact Statements • Evaluate and update zoning in transit areas in advance of transit infrastructure investments • Evaluate the impact of development fee reductions in transit areas and implement reductions if positive impact • Implement comprehensive inclusionary/incentive housing policies in all existing and planned frequent transit service to achieve the deepest affordability possible through land use incentives • Coordinate with local housing authorities to use project-based rental subsidies with incentive/ inclusionary housing units to achieve deeper affordability near transit
<p>H-17 Support the development and preservation of income-restricted affordable housing that is within walking distance to planned or existing high-capacity and frequent transit.</p>	<p>Preservation strategies to consider include:</p> <ul style="list-style-type: none"> • Identify areas that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and public capital investments and establish anti-displacement policies, with consideration given to the preservation of historical and cultural communities as well as: <ul style="list-style-type: none"> ○ investments in low-, very low-, and extremely low-income housing equitable development initiatives

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
	<ul style="list-style-type: none"> ○ inclusionary zoning ○ community planning requirements; tenant protections ○ public land disposition policies ○ consideration of land that may be used for affordable housing ● Collect data to better understand the impacts of growth, and the risks of residential, economic, and cultural displacement. Verify this data with residents at the greatest risk of displacement, particularly those most disproportionately impacted by housing cost burden and neighborhood-based small business owners. Supplement this information with regional data about displacement risk and ongoing displacement trends that can inform and drive policy and programs. ● Prioritize affordable housing investments, incentives, and preservation tools in areas where increases in development capacity and new public capital investments are anticipated to allow current low-income residents to stay ● Support the acquisition, rehabilitation, and preservation of income-restricted and naturally occurring affordable housing in areas with a high displacement risk, for long-term affordability serving households at or below 80 percent AMI ● Leverage new development to fund affordable housing in the same geography using zoning tools such as incentive/ inclusionary zoning ● Implement anti-displacement policies (e.g. community preference, tenant opportunity to purchase, no net loss of affordable units, right-to-return, community benefits agreements)

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
	<ul style="list-style-type: none"> • Prioritize publicly owned land for affordable housing in areas at high risk of displacement • Support community land trust and other permanent affordability models • Identify, preserve, and improve cultural assets • Increase education to maximize use of property tax relief programs to help sustain homeownership for low-income individuals • Expand targeted foreclosure prevention • Preserve manufactured housing communities and improve the quality of the housing and associated infrastructure to improve housing stability and health for the residents while also expanding housing choices affordable to these residents, including opportunities to cooperatively own their communities • Encourage programs to help homeowners access support needed to participate in and benefit from infill development
<p>H-18 Adopt inclusive planning tools and policies whose purpose is to increase the ability of all residents in jurisdictions throughout the county to live in the neighborhood of their choice, reduce disparities in access to opportunity areas, and meet the needs of the region’s current and future residents by:</p> <ol style="list-style-type: none"> a. providing access to affordable housing to rent and own throughout the jurisdiction, with a focus on areas of high opportunity; b. expanding capacity for moderate-density housing throughout the jurisdiction, especially in areas currently zoned for lower density single-family detached housing in the Urban Growth Area, and capacity for high-density housing, where 	<p>Other inclusive planning tools and policies that increase neighborhood choice include:</p> <ul style="list-style-type: none"> • Plan for moderate or high-density housing and complete neighborhoods within a half-mile walkshed of high-capacity or frequent transit service in areas already zoned for residential housing and where exposure to air pollution and particulate matter is low to moderate. • Plan for complete neighborhoods around existing and planned essential services throughout a jurisdiction • Establish a designation that allows more housing types within single-family zoned areas near parks, schools, and other services

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
<p>appropriate, consistent with the Regional Growth Strategy;</p> <p>c. evaluating the feasibility of, and implementing, where appropriate, inclusionary and incentive zoning to provide affordable housing; and</p> <p>d. providing access to housing types that serve a range of household sizes, types, and incomes, including 2+ bedroom homes for families with children and/or adult roommates and accessory dwelling units, efficiency studios, and/or congregate residences for single adults.</p>	<ul style="list-style-type: none"> • Housing types to allow development that is compatible in scale with existing housing • Revise parking regulations to prioritize housing and public space for people over space to park cars • Allow the conversion of existing houses into multiple units • Allow additional units on corner lots, lots along alleys and arterials, and lots on zone edges • Incentivize the retention of existing houses by making development standards more flexible when additional units are added • Provide technical and design resources for landowners and communities to redevelop and maintain ownership. • Reduce or remove minimum lot size requirements • Create incentives for building more than one unit on larger than average lots • Limit the size of new single-unit structures, especially on larger than average lots • Retain and increase family-sized and family-friendly housing • Remove the occupancy limit for unrelated persons in single-family zones, if applicable
<p>H-19 Lower barriers to and promote access to affordable homeownership for extremely low-, very low-, and low--income, households. Emphasize:</p> <p>a. supporting long-term affordable homeownership opportunities for households at or below 80 percent AMI (which may require up-front initial public subsidy and policies that support diverse housing types); and</p> <p>b. remedying historical inequities in and expanding access to homeownership</p>	<p>Suggested strategies to increase access to affordable homeownership for lower-income households include:</p> <ul style="list-style-type: none"> • Support alternative homeownership models that lower barriers to ownership and provide long-term affordability, such as community land trusts, and limited or shared equity co-ops • Encourage programs to help homeowners, particularly low-income homeowners, access financing, technical support or other tools needed to

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
opportunities for Black, Indigenous and People of Color communities.	<p>participate in and benefit from infill development opportunities</p> <ul style="list-style-type: none"> • Increase educational efforts to ensure maximum use of property tax relief programs to help sustain homeownership for low-income individuals • Expand targeted foreclosure prevention • Preserve existing manufactured housing communities through use-specific zoning or transfer of development rights
<p>H-20 Adopt policies and strategies that promote equitable development and mitigate displacement, with consideration given to the preservation of historical and cultural communities as well as investments in low-, very low-, extremely low-, and moderate-income housing production and preservation; dedicated funds for land acquisition; manufactured housing community preservation, inclusionary zoning; community planning requirements; tenant protections; public land disposition policies; and land that may be used for affordable housing. Mitigate displacement that may result from planning efforts, large-scale private investments, and market pressure. Implement anti-displacement measures prior to or concurrent with development capacity increases and public capital investments.</p>	<p>Suggested equitable development and anti-displacement strategies include:</p> <ul style="list-style-type: none"> • Consider and plan for socioeconomic diversity and cultural stability • Encourage homeownership opportunities for low-income households • Acquire and preserve manufactured housing communities to prevent displacement • Acquire land for affordable housing ahead of planned infrastructure investments or other investments that may increase land and housing costs • Implement a community preference policy that allows housing developments to prioritize certain applicants when leasing or selling units in communities at high risk of displacement. • Implement tenant protections that increase stability such as: <ul style="list-style-type: none"> ○ Notice of rent increase ○ Right to live with family ○ Just cause eviction for tenants on termed leases ○ Tenant relocation assistance • Establish programs to invest in underrepresented communities to promote community-driven development and/ or prevent displacement
<p>H-21 Implement, promote and enforce fair housing policies and practices so that every person in the county has equitable access and</p>	<p>Suggested fair housing policies and practices include:</p>

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
<p>opportunity to thrive in their communities of choice, regardless of their race, gender identity, sexual identity, ability, use of a service animal, age, immigration status, national origin, familial status, religion, source of income, military status, or membership in any other relevant category of protected people.</p>	<ul style="list-style-type: none"> • Invest in programs that provide fair housing education for both renters and landlords, enforcement, and testing • Engage underrepresented communities on an ongoing basis to better understand Remove barriers to housing and increase access to opportunity • Provide more housing for vulnerable populations • Provide more housing choices for people with large families • Support efforts to increase housing stability. • Preserve and increase affordable housing in communities at high risk of displacement • Review and update zoning to increase housing options and supply in urban areas • Work with communities to guide investments in historically underserved communities. • Report annually on fair housing goals and progress
<p>H-22 Adopt and implement policies that protect housing stability for renter households; expand protections and supports for low-income renters and renters with disabilities.</p>	<p>Tenant protection policies to consider include:</p> <ul style="list-style-type: none"> • Just cause eviction for tenants with termed leases • Increase time periods for notice of rent increases • Prohibit discrimination in housing against tenants and potential tenants with arrest records, conviction records, and criminal history • Tenant relocation assistance • Increase access to legal services • Rental inspection programs <p>Supports for landlords that promote tenant stability include:</p>

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
	<ul style="list-style-type: none"> • Establish a fund that landlords can access to make repairs so costs are not passed on to low-income renters • Increase education for tenants and property owners regarding their respective rights and responsibilities <p>Supports for low-income renters and people with disabilities to consider include:</p> <ul style="list-style-type: none"> • Shallow and deep rent subsidies • Emergency rental assistance • Services to address barriers to housing, including tenant screening reports and civic legal aid • Increased funding for services that help people with disabilities stay in their homes and/or age in place
H-23 Adopt and implement programs and policies that ensure healthy and safe homes.	<p>Strategies to improve the quality and safety of housing include:</p> <ul style="list-style-type: none"> • Establish and promote healthy housing standards • Provide home repair assistance for households earning at or below 80 percent AMI • Implement proactive rental inspection programs • Implement just cause eviction to protect tenants from landlords retaliating if they request basic maintenance and repairs to maintain a healthy and safe living environment • Partner with Aging & Disability organizations to integrate accessibility services <p>See the King County Board of Health Guideline and Recommendation on Healthy Housing for additional guidance.⁹</p>

⁹ See link: <https://kingcounty.gov/depts/health/board-of-health/~media/depts/health/board-of-health/documents/guidelines/guideline-recommendation-18-01-attachment-A.ashx>

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Table H-4 Suggested Strategies for Achieving Policy Goals	
Policy	Suggested Strategies
<p>H-24 Plan for residential neighborhoods that protect and promote the health and well-being of residents by supporting equitable access to parks and open space, safe pedestrian and bicycle routes, clean air, soil and water, fresh and healthy foods, high-quality education from early learning through K-12, affordable and high-quality transit options and living wage jobs and by avoiding or mitigating exposure to environmental hazards and pollutants.</p>	<p>When planning for residential neighborhoods that protect and promote health and well-being of residents, suggested strategies include:</p> <ul style="list-style-type: none"> • Plan for housing in conjunction with other infrastructure investments to support equitable access to opportunity for households with a range of incomes and ensure the siting of homes is not in close to environmental hazards and pollutants • Analyze disparities in access to amenities and invest in affordable housing in areas with high access to these amenities while providing services and investment in areas where low-income people live

Policies H-25 and H-26: Measure Results and Provide Accountability

Success at meeting a community’s need for housing can only be determined by measuring results and evaluating changes to housing supply and need. Cities and the County will collaborate to monitor basic information annually, as they may already do for permits and development activity. Annual tracking of information such as new policies, new units, and zoning changes will make periodic assessments easier and more efficient. A limited amount of annual monitoring will also aid in providing timely information to decision makers

The purpose of “measuring results and providing accountability” is to motivate and enhance learning, collaboration, and progress. While some CPPs clearly lend themselves to quantitative measures and straightforward evaluation, some do not. This is often true when factors like the result of engagement with disproportionately impacted community members significantly shape implementation or where quantitative data is lacking. In these cases, jurisdictions have the liberty to make any reasonable interpretation of the policy and report as completely and honestly as possible how well the policy has been met.

Policy H-25 requires cities and the County to collaborate in this monitoring to ensure continual review of the effectiveness of local strategies at meeting the countywide need. The information will be collected by King County and reported annually in a public-facing, interactive regional affordable housing dashboard.

Policy H-27: Adjust Strategies to Meet Housing Needs

The data collected annually provides an opportunity for cities and the County to adapt to changing conditions and new information when monitoring finds that the adopted strategies

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are insufficient for meeting the countywide need or result in the perpetuation of the inequitable distribution of affordable housing. Adaptation strategies can occur before the next comprehensive planning cycle during annual comprehensive plan updates, updates to the land use map, and/or a jurisdiction's urban growth strategy (buildable lands) reporting process. The King County Affordable Housing Committee can serve as a venue for discussing regional progress and challenges jurisdictions face. The results of these conversations and recommended actions to meet countywide need more effectively can be shared with the Growth Management Planning Council.

Appendix 5: King County School Siting Task Force Report

On March 31, 2012 the School Siting Task Force issued the following report and recommendations related to 18 undeveloped school sites in King County, and future school siting. Countywide Planning Policies DP-52, PF-13, PF-19, and PF-21 contain references to this report, and in particular the Site Specific Solutions table found on pages 15-19 of the School Siting Task Force Report.

The complete report and associated documents can be found on the Countywide Planning Policies website at:

- <https://www.kingcounty.gov/depts/executive/performance-strategy-budget/regional-planning/CPPs.aspx>

Appendix 6: King County Centers Designation Framework

	Metro Growth Centers	Urban Growth Centers	Countywide Growth Centers	Industrial Employment Centers	Industrial Growth Centers	Countywide Industrial Centers
1. Purpose of Center	Regional Metro Growth Centers have a primary regional role. They have dense existing jobs and housing, high-quality transit service, and are planning for significant, equitable growth and opportunity. They serve as major transit hubs for the region and provide regional services and serve as major civic and cultural centers.	Regional Urban Growth Centers play an important regional role, with dense existing jobs and housing, high-quality transit service, and planning for significant, equitable growth and opportunity. These centers may represent areas where major investments – such as high-capacity transit –offer new opportunities for growth.	Countywide growth centers ¹² serve important roles as places for equitably concentrating jobs, housing, shopping, and recreational opportunities. These are often smaller downtowns, high-capacity transit station areas, or neighborhood centers that are linked by transit, provide a mix of housing and services, and serve as focal points for local and county investment.	Regional Industrial Employment Centers are highly active industrial areas with significant existing jobs, core industrial activity, evidence of long-term demand, and regional role. They have a legacy of industrial employment and represent important long-term industrial areas, such as deep-water ports and major manufacturing and can be accessed by transit. Designation is to, at a minimum, preserve existing industrial jobs and land use and to continue to equitably grow industrial employment and opportunity in these centers where possible.	Regional Industrial Growth Centers are clusters of industrial lands that have significant value to the region and potential for future equitable job growth. These large areas of industrial land serve the region with international employers, industrial infrastructure, concentrations of industrial jobs, evidence of long-term potential, and can be accessed by transit. Designation will continue growth of industrial employment and preserve the region’s industrial land base for long-term growth and retention.	Countywide industrial centers serve as important local industrial areas. These areas support equitable access to living wage jobs and serve a key role in the county’s manufacturing/industrial economy.
2. Distribution of Centers	Centers are designated to achieve the countywide land use vision and are based on meeting the expectations of the framework. No arbitrary limit on the number of centers will be established.	Same	Same	Same	Same	Same
PART 1. DESIGNATION PROCESS AND SCHEDULE						
A. Designation Process						
1. jurisdiction ordinance, motion, or resolution authorizing submittal of application	Yes	Yes	Yes	Yes	Yes	Yes
2. Fill out Form	Yes	Yes	KC to have an application form and process.	Yes	Yes	KC to have an application form and process.
3. Submit for eligibility review. Staff review and report	Yes	Yes	IJT staff to review and present to GMPC.	Yes	Yes	IJT staff to review and present to GMPC.

¹² King County does not yet have designated countywide centers, although many jurisdictions have local centers that may be equivalent. Local centers are eligible for regional and countywide funding, and this funding is distributed based on criteria and formula.

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	Metro Growth Centers	Urban Growth Centers	Countywide Growth Centers	Industrial Employment Centers	Industrial Growth Centers	Countywide Industrial Centers
4. GMPC recommendation to PSRC	Yes	Yes	KC to have an application form and process.	Yes	Yes	KC to have an application form and process.
B. Schedule						
1. Applications limited to major updates. Call for new application approx. every 5 years.	Yes	Yes	Yes. KC to have a 5-year cycle or consider following PSRC major plan updates.	Yes	Yes	Yes. KC to have a 5 year cycle or consider following PSRC major plan updates.
C. Redesignation						
1. Follows PSRC re-designation process	Yes	Yes	Yes	Yes	Yes	Yes
PART 2: CENTER ELIGIBILITY						
A. Local and Countywide Commitment						
1. center identified in Comprehensive Plan	Yes	Yes	Yes	Yes	Yes	Yes
2. demonstrate center is local priority for growth and investments	Yes	Yes	Yes	Yes	Yes. And, commitment to protecting and preserving industrial uses, strategies, and incentives to encourage industrial uses in the center, and established partnerships with relevant parties to ensure success of manufacturing/industrial center.	Yes. And area has important county role and concentration of industrial land or jobs with evidence of long-term demand.
B. Planning						
1. completed center plan meeting Plan Review Manual specifications ¹³	Yes	Yes	Yes ¹⁴	Yes	Yes. And, in consultation with public ports and other affected government entities.	Yes ¹⁰
2. environmental review shows area appropriate for density	Yes	Yes	Yes	Yes	Yes	Yes
3. assessment of housing need and cultural assets, including displacement of residents and businesses	Yes	Yes	Yes, as part of subarea plan or in dedicated Comprehensive Plan chapter	Not applicable	Not applicable	Not applicable

¹³ The PSRC *Center Plan Checklist* defines key concepts and provisions jurisdictions should use in planning for the designated centers. This includes the following: establishing a vision, considering natural and built environment topics, establishing geographic boundaries and growth targets, planning for a mix of land uses, addressing design standards, planning for a variety of housing types including affordable housing in growth centers, addressing economic development, and providing for public services and facilities, including multimodal transportation, all as appropriate and tailored to the center type and function.

¹⁴ For Countywide Centers the topics in the *Center Plan Checklist* should be addressed, except that growth targets are not required, and they can be met through inclusion of a dedicated chapter in the Comprehensive Plan that specifies how each required topic is addressed for each countywide center, rather than in stand-alone subarea plans.

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	Metro Growth Centers	Urban Growth Centers	Countywide Growth Centers	Industrial Employment Centers	Industrial Growth Centers	Countywide Industrial Centers
4. documentation of tools to provide range of affordable and fair housing	Yes	Yes	Yes, as part of subarea plan or in dedicated Comprehensive Plan chapter	Not applicable	Not applicable	Not applicable
5. documentation of community engagement, including with priority populations ¹⁵	Yes	Yes	Yes, as part of subarea plan or in dedicated Comprehensive Plan chapter	Yes	Yes	Yes
C. Jurisdiction and Location						
1. new Centers should be in cities	Yes	Yes	Cities or Unincorporated Urban ¹⁶	Yes	Yes	Cities or Unincorporated Urban ¹²
2. if unincorporated area: a. it has link light rail and is affiliated for annexation	Not allowed in unincorporated urban area	Not allowed in unincorporated urban area	Encouraged	Not allowed in unincorporated urban area	Not allowed in unincorporated urban area	Encouraged
b. joint planning is occurring	Not allowed in unincorporated urban area	Not allowed in unincorporated urban area	Encouraged	Not allowed in unincorporated urban area	Not allowed in unincorporated urban area	Encouraged
c. plans for annexation or incorporation are required	Not applicable (center type does not exist in unincorporated area).	Not applicable (center type does not exist in unincorporated area).	Encouraged	Not allowed in unincorporated urban area	Not allowed in unincorporated urban area	Encouraged
D. Existing Conditions						
1. infrastructure and utilities can support growth	Yes	Yes	Yes	Yes. Must include presence of irreplaceable industrial infrastructure such as working maritime port facilities, air and rail freight facilities.	Yes. Access to relevant transportation infrastructure including freight.	Yes
2. center has mix of housing and employment	Yes	Yes	Yes	Not applicable	The center has an economic impact.	Not applicable.
E. Boundaries						
1. justification for center boundaries	Yes	Yes	Yes	Yes	Yes	Yes
2. boundary generally round or square	Yes	Yes	Compact, walkable size	Not applicable	Not applicable	Not applicable
F. Transportation						
1. center has bicycle and pedestrian infrastructure and amenities	Yes	Yes	Yes. Supports multimodal transportation, including pedestrian infrastructure and amenities, and bicycle infrastructure and amenities.	Defined transportation demand management strategies in place.	Defined transportation demand management strategies in place.	Defined transportation demand management strategies in place

¹⁵ King County's "Fair and Just" Ordinance 16948, as amended, identifies four demographic groups, including: low-income, limited English proficiency, people of color, and immigrant populations.

¹⁶ For multi-jurisdiction centers, please describe the manner and structure (e.g. interlocal agreement, memorandum of understanding) with which the jurisdictions will plan together over the long-term.

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	Metro Growth Centers	Urban Growth Centers	Countywide Growth Centers	Industrial Employment Centers	Industrial Growth Centers	Countywide Industrial Centers
2. center has street pattern supporting walkability	Yes	Yes	Yes. Supports multimodal transportation, including street pattern that supports walkability.	Not applicable	Not applicable	Not applicable
3. freight access	Yes	To be addressed in subarea plan	To be addressed in subarea plan	Access to relevant transportation infrastructure including freight.	Same	To be addressed in subarea plan
PART 3: CENTER CRITERIA						
A. Purpose						
1. Compatibility with VISION centers concept, Regional Growth Strategy and Multicounty Planning Policies	Yes	Yes	Yes	Yes	Yes	Yes
B. Activity level/Zoning ¹⁷						
1. existing activity ¹⁸	60 activity unit density	30 activity unit density (AUs refer to combined jobs and population)	18 activity unit density	10,000 jobs	4,000 jobs	1,000 existing jobs and/or 500 acres of industrial land
2. planned activity	Above 120 activity unit density	60 activity unit density	30 activity unit density	20,000 jobs	10,000 jobs	4,000 jobs
3. sufficient zoned capacity	Yes. Should be higher than target and supports a compact, complete, and mature urban form.	Yes. Should be higher than target.	Should have capacity and be planning for additional growth	Yes. Should be higher than target.	Yes. Should be higher than target.	Should have capacity and be planning for additional growth.
4. planning mix of housing types and employment types	Planning for at least 15% residential and 15% employment activity	Planning for at least 15% residential and 15% employment activity	Planning for at least 20% residential and 20% employment, unless unique circumstances make these percentages not possible to achieve.	At least 50% of the employment must be industrial employment. Strategies to retain industrial uses are in place.	At least 50% of the employment must be industrial employment. Strategies to retain industrial uses are in place.	At least 50% of the employment must be industrial employment. Strategies to retain industrial uses are in place.
C. Geographic Size						
1. minimum size	320 acres	200 acres	160	No set threshold; size based on justification for the boundary.	2000 acres	1,000 existing jobs and/or 500 acres of industrial land
2. maximum size	640 acres (larger if internal HCT)	640 acres (larger if internal HCT)	500 acres	No set threshold; size based on justification for the boundary.	No set threshold; size based on justification for the boundary.	No set threshold; size based on justification for the boundary.
D. Transit						

¹⁷ PSRC's 2015 guidance on *Transit Supportive Densities and Land Uses* cites an optimal level of 56-116 activity units per acre to support light rail, dependent on transit costs per mile. The guidance indicates an optimal threshold of at least 17 activity units per acre to support bus rapid transit. Note: the existing threshold in the CPPs is roughly equivalent to 85 AUs existing activity for King County Urban Centers.

¹⁸ For existing centers, not meeting existing activity unit thresholds is not grounds for de-designation or re-designation by the Growth Management Planning Council.

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	Metro Growth Centers	Urban Growth Centers	Countywide Growth Centers	Industrial Employment Centers	Industrial Growth Centers	Countywide Industrial Centers
1. existing or planned transit service levels	Major transit hub, has high quality/high-capacity existing or planned service including existing or planned light rail, commuter rail, ferry, or other high-capacity transit with similar frequent service as light rail. (18 hours, 15-minute headways)	Fixed route bus, regional bus, Bus Rapid Transit or frequent all-day bus service (16 hours, 15 minute headways). High-capacity transit may substitute for fixed-route bus.	Yes, has frequent, all-day, fixed-route bus service (16 hours, 15-minute headways).	Must have existing or planned frequent, local, express, or flexible transit service. Should have documented strategies to reduce commute impacts through transportation demand management that are consistent with the Regional TDM Action Plan.	Same.	Should have local fixed-route or flexible transit service.
2. transit-supportive infrastructure	Provides transit priority (bus lanes, queue jumps, signal priority, etc.) within the right-of-way to maintain speed and reliability of transit service. Provides infrastructure (i.e. pedestrian and bicycle) that improves rider access to transit service and increases amenities to make transit an inviting option.	Provides transit priority (bus lanes, queue jumps, signal priority, etc.) within the right-of-way to maintain speed and reliability of transit service. Provides infrastructure (i.e. pedestrian and bicycle) that improves rider access to transit service and increases amenities to make transit an inviting option.	Supports connection/transfers between routes and other modes. Provides infrastructure (i.e. pedestrian and bicycle) that improves rider access to transit service and increases amenities to make transit an inviting option.	Provides transit priority (bus lanes, queue jumps, signal priority, etc.) within the right-of-way to maintain speed and reliability of transit service. Provides infrastructure (i.e. pedestrian and bicycle) that improves rider access to transit service and increases amenities to make transit an inviting option.	Supports connection/transfers between routes and other modes, and increases amenities to make transit an inviting option.	Supports connection/transfers between routes and other modes, and increases amenities to make transit an inviting option.
E. Market Potential						
1. Evidence of future market potential to support target and planned densities	Yes, with Market Study required	Yes, with Market Study required	Market Study encouraged	Yes, with Market Study required	Yes, with Market Study required	Market Study encouraged
2. Market data will inform adoption of land use, housing, economic development, and investment strategies, including equitable development strategies. ¹⁹	Required within Market Study	Required within Market Study	Encouraged within Market Study	Required within Market Study, tailored for industrial employment.	Required within Market Study, tailored for industrial employment.	Encouraged within Market Study, tailored for industrial employment.
F. Role						
1. Evidence of regional or countywide role by serving as important destination	Yes	Yes	Yes	Yes	Yes	Yes
2. Planning for long-term, significant, and equitable growth	Yes	Yes	Yes	Yes	Yes	Yes
G. Zoning						

¹⁹ For residential development, strategies and tools could include mandatory inclusionary housing, multifamily tax exemption, or others. For commercial and industrial development, strategies and tools could include priority hire policies, incentives for affordable commercial space, or others.

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	Metro Growth Centers	Urban Growth Centers	Countywide Growth Centers	Industrial Employment Centers	Industrial Growth Centers	Countywide Industrial Centers
1. specific zones required	No	No	No	At least 75% land area zoned for core industrial uses. This includes manufacturing, transportation, warehousing and freight terminals.	Same	At least 75% of land area zoned for core industrial uses.
2. specific zones prohibited	No	No	No	Commercial uses within core industrial zones shall be strictly limited.	Same	Same

GLOSSARY

Affordable Housing: Housing that is affordable at 30 percent or less of a household’s monthly income. This is a general term that may include housing affordable to a wide range of income levels and includes income-restricted and non-income units.

Affordable Housing Committee: A committee of the King County Growth Management Planning Council chartered to recommend actions and assess regional progress to advance affordable housing solutions and function as a point of coordination and accountability for affordable housing efforts across King County.

Agricultural Production District: A requirement of the Growth Management Act for cities and counties to designate, where appropriate, agricultural lands that are not characterized by urban growth, have soils suitable for agriculture, and that have long-term significance for commercial farming. The King County Comprehensive Plan designates Agricultural Production Districts where the principal land use should be agriculture.

Area Median Income: The annual household income for the U.S. Department of Housing and Urban Development calculates median income for each metropolitan region. These are used to determine income limits for government affordable housing programs.

Buildable Lands Program: A requirement of the Growth Management Act for certain counties in western Washington to report on a regular basis the amount of residential and commercial development that has occurred, the densities of that development, and an estimate of each jurisdiction’s ability to accommodate its growth target based on the amount of development that existing zoning would allow.

Clean Renewable Energy: Includes the production of electricity from wind, solar and geothermal and does not include production of energy created by combustion of fuel that causes greenhouse gas emissions or produces hazardous waste.

Climate Change: The variation in the earth’s global climate over time. It describes changes in the variability or average state of the atmosphere. Climate change may result from natural factors or processes (such as change in ocean circulation) or from human activities that change the atmosphere’s composition (such as burning fossil fuels or deforestation.)

Climate Change Adaptation refers to actions taken to adapt to unavoidable impacts as a result of climate change. Climate Change Mitigation refers to actions taken to reduce the future effects of climate change.

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Comprehensive Plan: A plan prepared by a local government following the requirements of the Washington Growth Management Act, containing policies to guide local actions regarding land use, transportation, housing, utilities, capital facilities, and economic development in ways that will accommodate at least the adopted 20-year targets for housing and employment growth.

Cost Burden: When a household spends more than 30 percent of their gross monthly income on housing costs.

Countywide Need: Also called the countywide affordable housing need, this is the number of additional, affordable homes needed in King County by 2044 so that no household earning at or below 80 percent of area median income is housing cost burdened. The countywide need for housing is estimated at 263,000 affordable homes affordable at or below 80 percent area median income built or preserved by 2044 as shown in Table H-1.

Displacement: The involuntary relocation of current residents or businesses from their current residence. This is a different phenomenon than when property owners voluntarily sell their interests to capture an increase in value. Physical displacement is the result of eviction, acquisition, rehabilitation, or demolition of property, or the expiration of covenants on rent- or income-restricted housing. Economic displacement occurs when residents and businesses can no longer afford escalating housing costs. Cultural displacement occurs when people choose to move because their neighbors and culturally related businesses have left the area.

Environmental Justice: The fair distribution of costs and benefits, based on a consideration for social equity. Environmental justice is concerned with the right of all people to enjoy a safe, clean, and healthy environment, and with fairness across racial, social, and economic groups in the siting and operation of infrastructure, facilities, or other large land uses.

Equitable Development: Public and private investments, programs, and policies in neighborhoods, characterized by high levels of chronic and recent displacement; a history of racially driven disinvestment; and significant populations of marginalized communities. This work is conducted in partnership with community stakeholders to meet the needs of marginalized people and reduce disparities, taking into account history and current conditions, so that quality of life outcomes such as access to quality education, living wage employment, healthy environment, affordable housing, and transportation, are equitably distributed for the people currently living and working there, as well as for new people moving in.

Extremely Low-Income Households: Households earning 30 percent of the area median income or less for their household size.

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Fossil Fuels: Petroleum and petroleum products, coal, and natural gas such as methane, propane, and butane, derived from prehistoric organic matter and used to generate energy.

Fossil fuels do not include:

- a) Petrochemicals that are used primarily for non-fuel products, such as asphalt, plastics, lubricants, fertilizer, roofing, and paints;
- b) Fuel additives, such as denatured ethanol and similar fuel additives, or renewable fuels, such as biodiesel or renewable diesel with less than five percent fossil fuel content; or
- c) Methane generated from the waste management process, such as wastewater treatment, anaerobic digesters, landfill waste management, livestock manure and composting processes.

Fossil Fuel Facility: A commercial facility used primarily to receive, store, refine, process, transfer, wholesale trade or transport fossil fuels, such as, but not limited to, bulk terminals, bulk storage facilities, bulk refining and bulk handling facilities. Fossil fuel facilities do not include individual storage facilities of up to thirty thousand gallons and total cumulative facilities per site of sixty thousand gallons for the purposes of retail or direct-to-consumer sales, facilities or activities for local consumption; noncommercial facilities, such as storage for educational, scientific or governmental use; or uses preempted by federal rule or law.

Forest Production District: A requirement of the Growth Management Act for cities and counties to designate, where appropriate, forest lands that are not characterized by urban growth and that have long-term significance for the commercial production of timber. The King County Comprehensive Plan designates Forest Production Districts where the primary use should be commercial forestry.

Frequent Transit: Transit service that is “show-up and go,” that comes frequently enough that passengers do not require a schedule.

Frontline Communities: Those communities that are disproportionately impacted by climate change due to existing and historical racial, social, environmental, and economic inequities, and who have limited resources and/or capacity to adapt. These populations often experience the earliest and most acute impacts of climate change, but whose experiences afford unique strengths and insights into climate resilience strategies and practices. Frontline communities include Black, Indigenous, and People of Color (BIPOC) communities, immigrants and refugees, people living with low incomes, communities experiencing disproportionate pollution exposure, women and gender non-conforming people, LGBTQIA+ (lesbian, gay, bisexual, transgender, queer, intersex, asexual, + other) people, people who live and/or work outside, those with existing health issues, people with limited English skills, and other climate-vulnerable groups.

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Growth Management Act: State law (RCW 36.70A) that requires local governments to prepare comprehensive plans (including land use, transportation, housing, capital facilities and utilities) to accommodate 20 years of expected growth. Other provisions of the Growth Management Act require developing and adopting countywide planning policies to guide local comprehensive planning in a coordinated and consistent manner.

Growth Targets: The number of residents, housing, or jobs that a jurisdiction is expected to use as the land use assumption in its comprehensive plan. Growth targets are set by countywide planning groups for counties and cities to meet the Growth Management Act requirement to allocate urban growth that is projected for the succeeding twenty-year period (RCW 36.70A.110). Countywide growth targets are articulated in the Development Patterns chapter.

Greenhouse Gas: Components of the atmosphere that contribute to global warming, including carbon dioxide, methane, nitrous oxide, and fluorinated gases. Human activities have added to the levels of most of these naturally occurring gases.

Health Disparity: A gap or difference in health status between different groups of people, including race, income, education, and geographic location. This health difference is closely linked with social, economic, and/or environmental disadvantage.

Healthy Housing: Housing that protects all residents from exposure to harmful substances and environments, reduces the risk of injury, provides opportunities for safe and convenient daily physical activity, and assures access to healthy food and social connectivity.

High-Capacity Transit: Transit modes that operate principally on exclusive rights-of-way which provides a substantially higher level of passenger capacity, speed, and service frequency than traditional public transportation systems operating principally in general purpose roadways, including light rail, streetcar, commuter rail, ferry terminals, and bus rapid transit stations.

High-Density Housing: Multifamily housing of a certain density that is considered to be more intensive than moderate-density housing. This designation includes housing types of 20 or more units.

Historically Underserved Communities: Groups of people living in places that have experienced a long-term pattern of lacking investment in public services and amenities relative to neighboring communities or an expected standard.

Housing Affordability: Refers to the balance (or imbalance) between incomes and housing costs within a community or region. A common measurement compares the number of households in certain income categories to the number of units in the market that are affordable at 30 percent of gross income.

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Industry Clusters: Specific economic segments and industry clusters that are the focus of the Puget Sound Regional Council's Regional Economic Strategy.

Incentive Zoning: Incentive zoning is a broad regulatory framework for encouraging and stimulating development that provides a desired public benefit as established in adopted planning goals. An incentive zoning system is implemented on top of an existing base of development regulations and works by offering developers regulatory allowances in exchange for public benefits.

Income-Restricted Affordable Housing Units: Housing units that provide lower-income people with an affordable place to live. To be eligible to live in one of these units, a prospective tenant's gross monthly income must be below a certain income threshold. The unit is also limited in price so as to be affordable to households at certain income levels.

Inclusionary Zoning: Inclusionary zoning stipulates that new residential development in certain zones includes some proportion or number of affordable housing units or meets some type of alternative compliance. Inclusionary zoning taps into economic gains from rising real estate values to create affordable housing for lower-income households. This mandatory approach can create more affordable housing in neighborhoods with access to transportation and quality jobs.

Jobs-Housing Balance: A planning concept which advocates that housing and employment be located closer together, with an emphasis on matching housing options with nearby jobs, so workers have shorter commutes or can eliminate vehicle trips. Improving balance means adding more housing to job-rich areas and more jobs to housing-rich areas. It also means ensuring a variety of housing choices available to a people earning variety of incomes in proximity to job centers to provide opportunities for residents to live close to where they work regardless of their income.

King County Open Space System: A regional system of *county-owned* parks, trails, natural areas, working agricultural and forest resource lands, and flood hazard management lands.

Low-Income Households: Households earning between 51 percent and 80 percent of the Area Median Income for their household size.

Manufacturing/Industrial Centers: Designated locations within King County cities meeting criteria detailed in the King County Centers Designation Framework.

Mixed-Use Development: A building or buildings constructed as a single project which contains more than one use, typically including housing plus retail and/or office uses.

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Moderate-Density Housing: Housing of a certain density that bridges a gap between single-family housing and more intense multifamily and commercial areas and provides opportunities for housing types that are inclusive to people of different ages, life stages, and incomes. Moderate-density housing includes but is not limited to duplexes, townhomes, and low-rise apartments and range in unit count from 1-unit attached up to 19 units.

Moderate-Income Households: Households earning between 81 percent and 120 percent of the Area Median Income for their household size.

Monitoring: An organized process for gathering and assessing information related to achieving established goals and policies. The process uses performance indicators to show progress toward, movement away from, or static state in policy implementation or policy achievement. Implementation monitoring tracks whether agreed-upon actions are taking place. Performance monitoring assesses whether desired results are achieved.

Natural Resource Lands: Designated areas within King County that have long-term significance for agricultural, forestry, or mining. See Appendix 1: Generalized Land Use Categories Map.

Open Space: A range of green places, including natural and resource areas (such as forests), recreational areas (such as parks and trails), and other areas set aside from development (such as plazas).

Opportunity Areas: Areas with high quality schools, jobs, transit; access to parks, open space, and clean air, water, and soil; and other key determinants of social, economic, and physical well-being.

Populations Disproportionately Impacted by Housing Cost Burden: When a household spends more than 30 percent of their income on their housing, they are considered cost burdened. Black, Indigenous, and Latinx households, as well as many immigrant and refugee households, are disproportionately represented both among households earning less than 80 percent of AMI as well as among cost burdened households, in part due to the legacy of structural racism and discrimination in housing and land use policies and practices. Households earning at or below 30 percent are also more disproportionately impacted by housing cost burden than higher income households.

Potential Annexation Area: A portion of the urban unincorporated area in King County that a city has identified it will annex at some future date. See Appendix 2: Potential Annexation Areas Map.

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Purchase of Development Rights: Programs that buy and then extinguish development rights on a property to restrict development and limit uses exclusively for open space or resource-based activities such as farming and forestry. Covenants run with the land in perpetuity so that the property is protected from development regardless of ownership.

Regional Growth Strategy: The strategy defined in VISION 2050 that was developed by the Puget Sound Regional Council to help guide growth in the four-county region that includes King, Kitsap, Pierce, and Snohomish counties. VISION 2050 directs most of the region’s forecasted growth into designated Urban Areas, and concentrates growth within those areas in designated centers planned for a mix of uses and connection by high-capacity transit

Regional Transportation Plan: A 30-year action plan, adopted by the Puget Sound Regional Council, for transportation investments in the central Puget Sound region intended to support implementation of VISION 2050.

Renewable Energy: Energy created from sources that can be replenished in a short period of time. The five renewable sources used most often are biomass (such as wood and biogas), the movement of water, geothermal (heat from within the earth), wind, and solar.

Rural Area: Designated area outside the Urban Growth Area that is characterized by small-scale farming and forestry and low-density residential development. See Appendix 1: Generalized Land Use Categories Map.

Cities in the Rural Area: Cities that are surrounded by Rural Area or Natural Resource Lands. Cities in the Rural Area are part of the Urban Growth Area.

Special Needs Housing: Housing arrangements for populations with special physical or other needs. These populations include the elderly, disabled persons, people with medical conditions, homeless individuals and families, and displaced people.

Stormwater Management: An infrastructure system that collects runoff from storms and redirects it from streets and other surfaces into facilities that store and release it – usually back into natural waterways.

Sustainable Development: Methods of accommodating new population and employment that protect the natural environment while preserving the ability to accommodate future generations.

Tenure: The legal status by which people have the right to occupy their accommodation. Common housing tenure are renting (which includes public and private rented housing) and homeownership (which includes owned outright and mortgaged).

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Transfer of Development Rights: Ability to transfer allowable density, in the form of permitted building lots or structures, from one property (the “sending site”) to another (the “receiving site”) in conjunction with conservation of all or part of the sending site as open space or working farm or forest.

Transportation Demand Management: Various strategies and policies (e.g., incentives, regulations) designed to reduce or redistribute travel by single occupancy vehicles in order to make more efficient use of existing facility capacity.

Transportation System: A comprehensive, integrated network of travel modes (e.g., airplanes, automobiles, bicycles, buses, feet, ferries, freighters, trains, trucks) and infrastructure (e.g., sidewalks, trails, streets, arterials, highways, waterways, railways, airports) for the movement of people and goods on a local, regional, national and global scale.

Universal Design: A system of design that helps ensure that buildings and public spaces are accessible to people with or without disabilities.

Urban Growth Area: The designated portion of King County that encompasses all cities as well as other urban land where the large majority of the county’s future residential and employment growth is intended to occur. See Appendix 1: Generalized Land Use Categories Map.

Very Low-Income Households: Households earning between 30 to 50 percent of the Area Median Income for their household size.

VISION 2050: The integrated, long-range vision for managing growth and maintaining a healthy region—including the counties of King, Kitsap, Pierce, and Snohomish. It contains an environmental framework a numeric Regional Growth Strategy, the Multicounty Policies, and implementation actions and measures to monitor progress.

Walkshed: The area around a transit center typically measured as one half-mile radius used to measure the area in which walking or biking can serve as viable way to access a transit facility.

Water Resource Inventory Area: Major watershed basins in Washington identified for water-related planning purposes.

Workforce Housing: Housing that is affordable to households with one or more workers. Creating workforce housing in a jurisdiction implies consideration of the wide range of income levels that characterize working households, from one person working at minimum wage to two or more workers earning the average county wage or above. There is a particular need for

2021 King County Countywide Planning Policies

workforce housing that is reasonably close to regional and sub-regional job centers and/or easily accessible by public transportation.

Certificate Of Completion

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Source Envelope:		
Document Pages: 6	Signatures: 3	Envelope Originator:
Supplemental Document Pages: 113	Initials: 0	Cherie Camp
Certificate Pages: 5		
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King County Council
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Supplemental Documents:

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Required hardware and software

Operating Systems:	Windows® 2000, Windows® XP, Windows Vista®; Mac OS® X
Browsers:	Final release versions of Internet Explorer® 6.0 or above (Windows only); Mozilla Firefox 2.0 or above (Windows and Mac); Safari™ 3.0 or above (Mac only)
PDF Reader:	Acrobat® or similar software may be required to view and print PDF files
Screen Resolution:	800 x 600 minimum

Enabled Security Settings:	Allow per session cookies
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May 5, 2021

Growth Management Planning Council
C/O Karen Wolf FAICP, Senior Policy Analyst
Performance, Strategy, and Budget

VIA EMAIL ONLY: GMPC@KingCounty.gov

RE: DRAFT 2021 King County Countywide Planning Policies

Dear Growth Management Planning Council,

This letter provides comment from the undersigned cities on the Draft 2021 King County Countywide Planning Policies (CPPs). The cities appreciate and support the regional goals and policy approach reflected in the CPPs. In particular, the CPPs acknowledge the historic inequities and current disadvantages faced by the Black, Indigenous, and Persons of Color (BIPOC) communities and provide a clear basis for the region to prioritize funding and resource distribution to these communities. The CPPs also acknowledge and provide a policy basis to address the growing regional challenges in meeting the Growth Management Act (GMA) mandate to make “...adequate provisions for existing and projected needs of all economic segments of the community (RCW 36.70A.070(2)).”

Summary

In light of these shared goals, the draft CPPs should be further amended to address the following:

- Regional affordable housing:
 - Recognition that the undersigned cities host a large percentage of the region's affordable housing and should not be held to the same standards in constructing new affordable housing as other regions of King County.
 - Affordable land prices are leading to the placement of a disproportionate share of regional facilities with negative externalities (e.g. transfer stations, jails, behavior health facilities homeless shelters etc.) in South King County.
- Efficiency and inequity: Assurance that seemingly impartial standards like "efficiency" will not be used to perpetuate historical patterns of unequal access to opportunity for BIPOC communities in South King County cities.
- Regional collaboration: Recognition that regional challenges should be addressed through a well-defined collaborative process.

Regional Affordable Housing

The undersigned cities in South King County (SKC) represent communities that are predominantly BIPOC. The vast majority of “naturally occurring” affordable housing (NOAHs) in King County is found in our communities, and we are working to preserve this affordable housing stock. The SKC cities have long recognized their role in providing a key resource to King County residents looking for an affordable

alternative to the unattainable prices found throughout Seattle and East King County (EKC). In fact, many of the undersigned cities have undertaken the preparation of a Housing Action Plan (RCW 36.70A.600(2)), which has resulted in increased analysis of the affordable housing problems facing King County. Many SKC cities' housing units consist almost *entirely* of NOAHs, and for some SKC cities, a quarter or more of their multifamily housing stock is subsidized. This situation is not well represented or adequately addressed in the draft CPPs.

Draft CPP policy H-1 requires cities to address the housing need “at a level that calibrates with the jurisdiction’s identified affordability gap for those households.” The policy directive in H-1 does not recognize the employment income variations within King County and establishes a single standard for providing affordable housing. SKC cities provide an average of five times the amount of housing affordable to those making 30-50 area median income (AMI) and an average of four times the amount of housing affordable to those making 50-80AMI, as compared to EKC cities. Consequently, policy H-1 has the effect of **increasing the affordable housing in SKC under the auspices of filling an “identified gap”, instead of focusing on the creation of affordable housing where it is currently most needed.**

Development feasibility affects the likelihood of construction across or between submarkets. Seattle and EKC rents naturally support market-rate unit construction at, or more than, 100AMI. Consequently, Seattle and EKC cities need to be supported in meeting levels of affordability not well represented in their communities (e.g. extremely low-, low-, and moderate-income households) and at a level that is commensurate with the job earnings also consolidated within their borders.

Recommendation No. 1:

Draft policy H-1 should result in those cities where housing is affordable only to those people making more than 80AMI being required to increase their affordable units to cover a higher percentage of the countywide need. In other words, cities should be directed to address the housing need **“at a level that calibrates with the jurisdiction’s identified median income”** and help turn the tide on the geographic inequality currently seen in the region.

In SKC, EconW analysis¹ estimates that current rents are often not high enough for podium developments (a product type indicative of market-rate construction, that is also essential to other policy goals related to transit-oriented development and efficient use of land) to be feasible and cover the cost of construction in many parts of the subregion. Rents will need to increase considerably before this construction type, commonly found through other areas of the region, is financially feasible throughout SKC.

There have been *decades* of delay for SKC cities between the planning/zoning being in place for center-focused growth and transit-oriented development and the desired units coming online. This delay is representative of **the trepidation the development community has shown in investing in more urban, market-rate products within somewhat suburban market contexts.**

For this reason, SKC cities need to be supported in (1) preserving the affordable units in our communities today (mostly in the 30-80AMI range, whether regulated or NOAHs), (2) attracting market-rate development to provide options across the *full* income spectrum, and (3) the siting of extremely low-income housing, permanent supportive housing, or other transitional types of housing *only in such a way that does not concentrate poverty.*

¹ <https://econw.shinyapps.io/south-kc-policy-analysis-tool/>

To be explicit, the median household incomes in Seattle and the EKC cities are as follows:

- Seattle: \$92,263
- Sammamish: \$174,003
- Kirkland: \$117,190
- Bellevue: \$120,456
- Redmond: \$132,188
- Mercer Island: \$147,566
- Lake Forest Park: \$126,750
- Snoqualmie: \$145,580
- **Average: \$119,500**

In comparison, the median household incomes in SKC are:

- Kent: \$72,062
- Tukwila: \$58,097
- Federal Way: \$67,347
- Burien: \$67,402
- Auburn: \$72,822
- Renton: \$77,739
- SeaTac: \$63,009
- Des Moines: \$70,222
- **Average: \$68,588**

Recommendation No. 2:

SKC cities should not be directed to contribute as much extremely low-income housing as Seattle and EKC cities, when SKC is the only area where low- and moderate-income people can afford to live today; directing them to do so will exacerbate the disparities of our region. For SKC cities to be healthy, thriving, desirable places to live, the SKC cities and region should focus on **preservation of units affordable today**, and the focus on levels of affordability needs should **be expanded to include market-rate units**.

Efficiency and Inequity

Local and regional governments generally focus on ensuring that the public interest is furthered using the most efficient means (i.e. lowest monetary cost) available. The current draft CPPs encourage the efficient use of land to address a wide variety of public goals (e.g., not just affordable housing, but all kinds of development and infrastructure). However, efficiency can also result in unintended consequences, including disparate impacts on BIPOC communities. Land values in South King County are generally lower, which results in South King County being a very “efficient” location to acquire land for public facilities serving a countywide need. This appears to have resulted in a trend of concentrating subsidized housing, correctional facilities, homeless shelters, and other critical infrastructure.

Additionally, since land values are also the basis for property tax revenues, and sales tax revenues are directly related to a community’s wealth, SKC cities have a reduced ability to provide key services for residents and cannot invest in the same access to opportunity that residents in wealthier communities enjoy. Inequitable resource distribution also extends beyond housing; it relates to public facilities —such as well-maintained parks, complete and connected pedestrian and bicycle facilities, high performing

schools etc.— are examples of the kind of cyclical disinvestment that plagues historically disadvantaged communities.

A focus on efficiency, combined with the funding sources for local jurisdictions to invest in their community, results in a predictable outcome. By continuing to concentrate affordable housing in the area with the fewest resources to meet the needs of the community served, the region will perpetuate current inequities.

Recommendation No. 3:

To ensure that the region does not perpetuate, or exacerbate, existing inequities in SKC, the CPPs must acknowledge that **the efficient use of resources cannot be the primary driver for the creation of affordable housing and other public facilities.**

Regional Collaboration

The draft CPPs identify several challenges facing the region that should be addressed through countywide collaboration between local jurisdictions and regional organizations. The draft CPPs acknowledge the need for countywide collaboration and establish a proposed framework to ensure that regional solutions are “done with” and not “done to” a local jurisdiction. However, the draft CPPs do not contain sufficient detail to ensure collaboration with local jurisdictions.

Recommendation No. 4:

The draft CPPs should be amended further to **establish a framework for regional collaboration** that ensures affected local jurisdictions have a meaningful ability to engage in regional policy decision-making, and in decisions affecting their communities.

Another point of concern for the undersigned cities is within the Growth Targets section. Not all communities have accepted growth targets that align with planned transportation investment. The region has intentionally directed the most significant investment to communities with Regional Growth Centers. Any community that has been identified as receiving a light rail line, the most expensive transit investment, should have a growth target that is at least reasonably commensurate with the transportation investment. SKC cities anticipating light rail have accepted growth targets that closely align with planned investment.

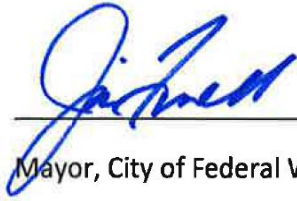
Recommendation No. 5:

We urge GMPC to **look for significant outliers that have not accepted growth targets** within or very close to the ranges provided.

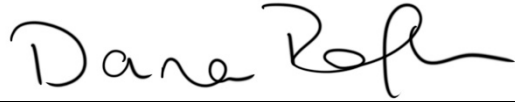
In Closing

The undersigned cities share and support the regional goals expressed in the draft CPPs to take meaningful steps to: A) correct inequities facing BIPOC communities; and B) provide housing for all economic segments of the community. The preceding comments are intended to ensure that policy objectives articulated in the draft CPPs are in fact accomplished, with intended outcomes for healthy, thriving, affordable, mixed income communities, by incorporating a more intersectional understanding of the cyclical and overlapping effects of County decisions on the area that serves the most identified needs today: South King County.

Regards,



Mayor, City of Federal Way



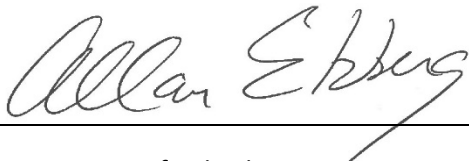
Mayor, City of Kent



Mayor, City of Renton



Mayor, City of SeaTac



Mayor, City of Tukwila



2021 Countywide Planning Policies: Ratification

Planning & Economic Development
(PED) Committee
February 24, 2022

PRESENTATION OVERVIEW

PURPOSE OF PRESENTATION

- PED committee direction regarding SeaTac ratification of the CPPs
- Informational update

WHY IS THIS ISSUE IMPORTANT?

1. Every 7-8 years, cities must update their Comprehensive Plans.
2. In 2024, SeaTac must adopt an updated Comprehensive Plan
3. The adopted King County growth targets and CPPs will affect the City's 2024 Comprehensive Plan update



COMMITTEE ACTION REQUESTED

COMMITTEE ACTION REQUESTED

■ PED recommendation:

- To ratify the CPPs through the passage of a City Council Resolution; or,
- To not ratify the CPPs through the passage of a City Council Resolution; or,
- To take no action. By not acting, the City of SeaTac will automatically ratify the CPPs

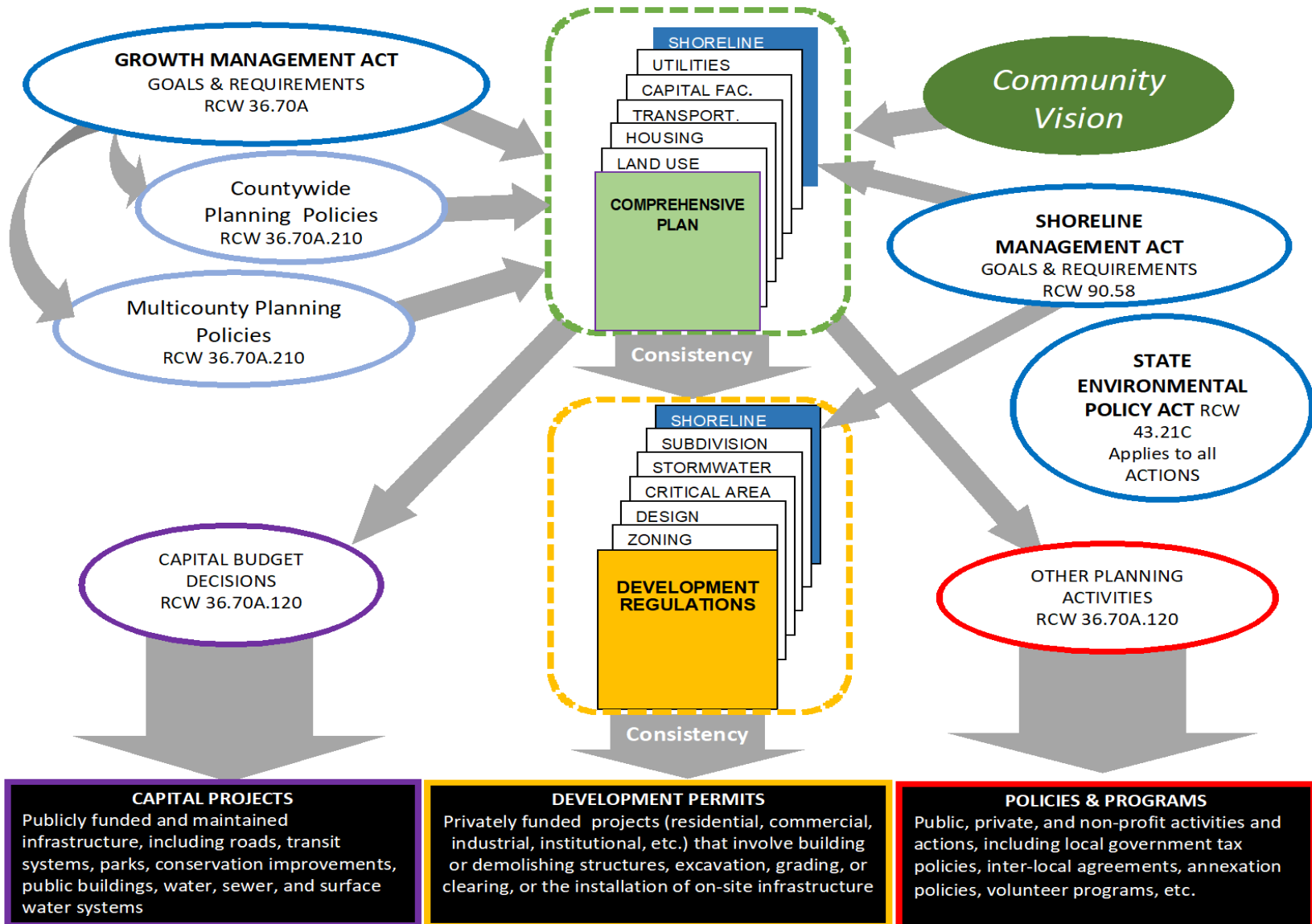
REVIEWS TO DATE

■ **Planning & Economic Development (PED) Committee:**

- 11/18/2020, 01/26/2021, 02/18/2021, 03/25/2021, 06/21/2021, and 02/17/2022 (today)



BACKGROUND: GMA, MPPs, CPPs, and SeaTac



BACKGROUND

PLANNING FOR GROWTH & GMA

- Next required major Comprehensive Plan update: 2024
 - Update will include new 20-year job and housing growth “targets” for the period from 2024 to 2044.
- Targets are a policy statement about the amount of housing and jobs a jurisdiction will plan for in their Comprehensive Plan
- Core cities forecast growth:
 - ~113,000 households
 - ~223,000 jobs
 - 11 cities: SeaTac, Tukwila, Burien, Bothell, Kent, Renton, Issaquah, Kirkland, Redmond, Auburn, and Federal Way
- SeaTac Targets: 5,900 households, 14,810 jobs



BACKGROUND

CONSISTENT WITH VISION 2050 AND CPPs

- In October 2020, the Puget Sound Regional Council (PSRC) adopted Vision2050
 - Vision2050 provides policy direction for the four counties in PSRC
 - Includes King County, Pierce, Snohomish, and Kitsap
- King County must adopt Countywide Planning Policies (CPPs) that are consistent with Vision2050
 - 2021 CPP amendments adopted in December 2021



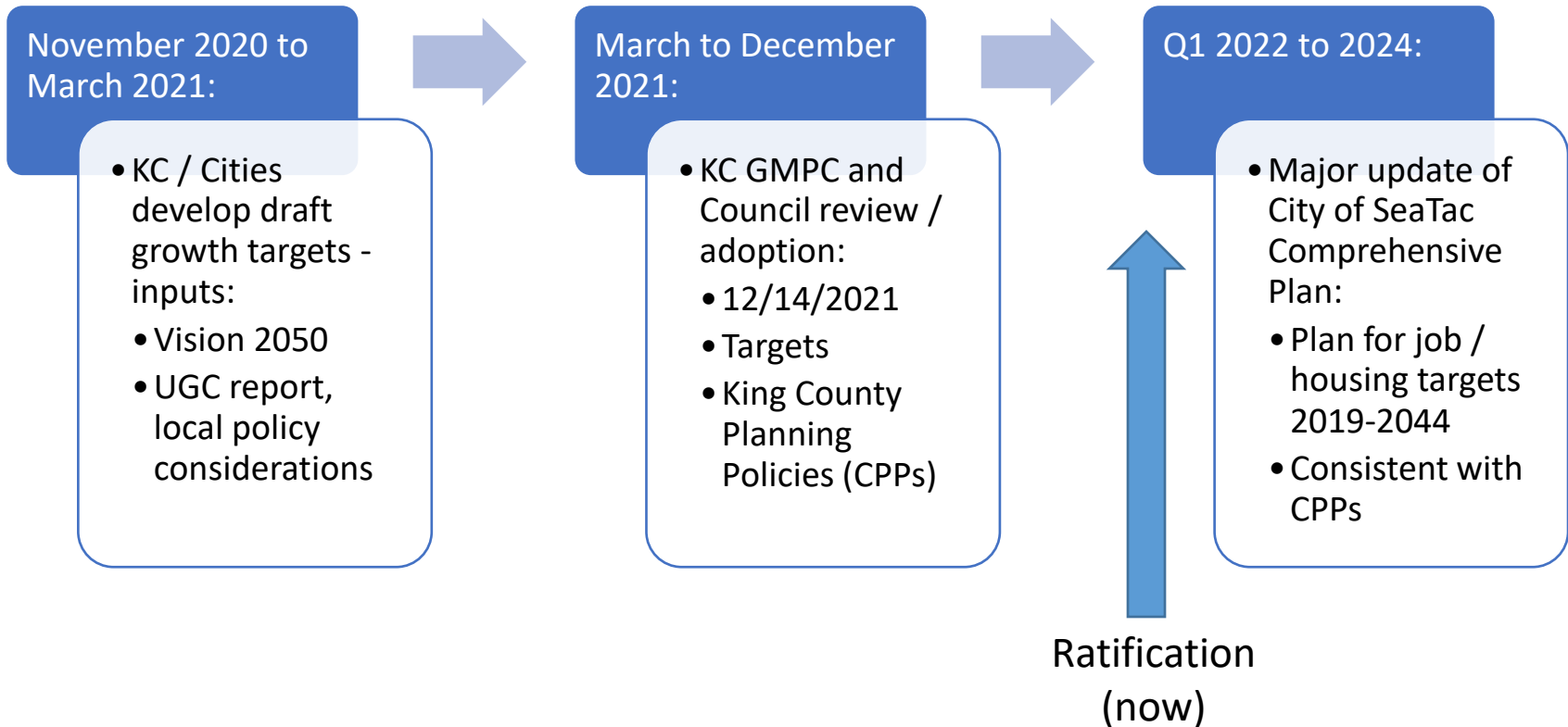
BACKGROUND

OVERVIEW: 2021 CPP AMENDMENTS

- Significant Policy statements:
 - Consistent with Vision 2050
 - Growth Centers
 - Balancing job and housing growth
 - Equity
 - Climate change
- SeaTac provided comments (May 2021) on then-draft 2021 CPP amendments
- SeaTac continues to engage with King County regarding affordable housing and regional collaboration



TIMELINE



IMPLICATIONS: PRELIMINARY GROWTH TARGET

POLICY IMPLICATIONS

- Growth Targets:
 - Unlikely additional residential or job capacity (e.g. zoning) will be needed to address growth targets
 - New growth will be focused in station areas using the “urban village” concept
 - Anticipate relatively modest policy changes to be addressed in 2024 Major Comprehensive Plan update

- 2021 draft amendments to CPPs:
 - To be determined in greater detail during update of the SeaTac Comprehensive Plan
 - Generally greater focus on: providing affordable housing, addressing climate change, social equity, transportation, and environmental protection



COMMITTEE ACTION REQUESTED

COMMITTEE ACTION REQUESTED

■ PED recommendation:

- To ratify the CPPs through the passage of a City Council Resolution; or,
- To not ratify the CPPs through the passage of a City Council Resolution; or,
- To take no action. By not acting, the City of SeaTac will automatically ratify the CPPs

REVIEWS TO DATE

■ **Planning & Economic Development (PED) Committee:**

- 11/18/2020, 01/26/2021, 02/18/2021, 03/25/2021, 06/21/2021, and 02/17/2022 (today)



MEMORANDUM PLANNING & ECONOMIC DEVELOPMENT COMMITTEE

Date: February 24, 2022
To: Planning and Economic Development Committee
CC: Evan Maxim, Director, Community & Economic Development
Aleksandr Yeremeyev, Economic Development Manager
From: Tanja Carter, Economic Development Strategist
Subject: **Business Retention and Expansion Program Update**

The purpose of this memo is to provide an update on two major business retention and expansion (BRE) programs that economic development undertook and developed in 2021. The briefing is informational and no Committee action is requested.

Project Background

One of the six practice areas in economic development is BRE (see pdf in this packet for BRE infographic). The other areas are: Business Attraction, Real Estate Development/Reuse, Workforce and Neighborhood Development and Tourism.

Due to the significant job and tax revenue impact of business retention and expansion (BRE) as it relates to the overall health and prosperity of the City, it is important to monitor business sentiment and needs over time. The most effective way to measure this is through an annual Business Synergy outreach survey which has become a cornerstone of the SeaTac BRE program. The survey is funded every year in part by a Port of Seattle economic development grant and the survey results form the backbone of BRE strategies every year.

In October 2021, the economic development team shared the preliminary survey results with the PED committee. After the results were finalized; a white paper detailing the survey results and survey methodology (to ensure consistent annual survey replication) was completed. In addition, discussions with several partner organizations were conducted to analyze potential solutions to issues identified in the survey. The most effective solution agreed upon was that this “consortium” of SeaTac business organizations: (the Small Business Development Center, The Southside Chamber of Commerce, The Seattle Southside Regional Tourism Authority and the City of SeaTac Economic Development Division) should partner in hosting a series of business forums consistently in the future for all SeaTac businesses to attend. The resulting outcomes from these forums are ideally business collaborations that address issues identified while meeting, as well as a platform for a collective business voice to the City.

Project Next Steps

In February, the final white paper was shared more broadly with City staff (CMO, Police, CED, Public Works, Parks) and now with PED at this meeting (see complete white paper in this meeting packet).

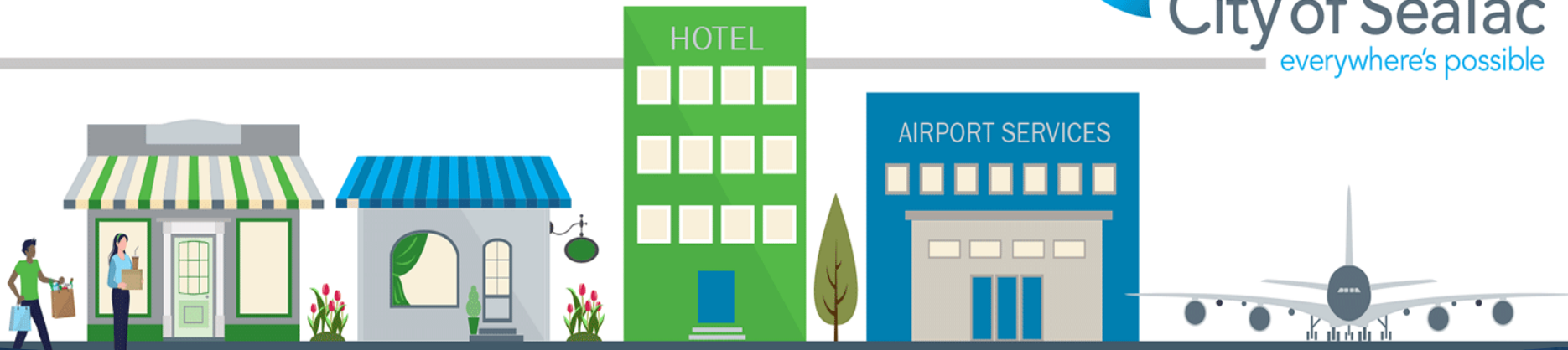
In late Spring, the consortium plans to host the first series of business forums to address the public safety in collaboration with SeaTac Police; which was the most common theme/issue expressed in the business survey results.

Economic Development

Business Retention & Expansion Programs

2021 Business Outreach and Business Forums

February 24, 2022 – PED Committee



PRESENTATION OVERVIEW

PURPOSE OF PRESENTATION

To provide an update on two major business retention and expansion (BRE) programs that economic development undertook in 2021. The briefing is informational and no Committee action is requested.

WHY IS THIS ISSUE IMPORTANT?

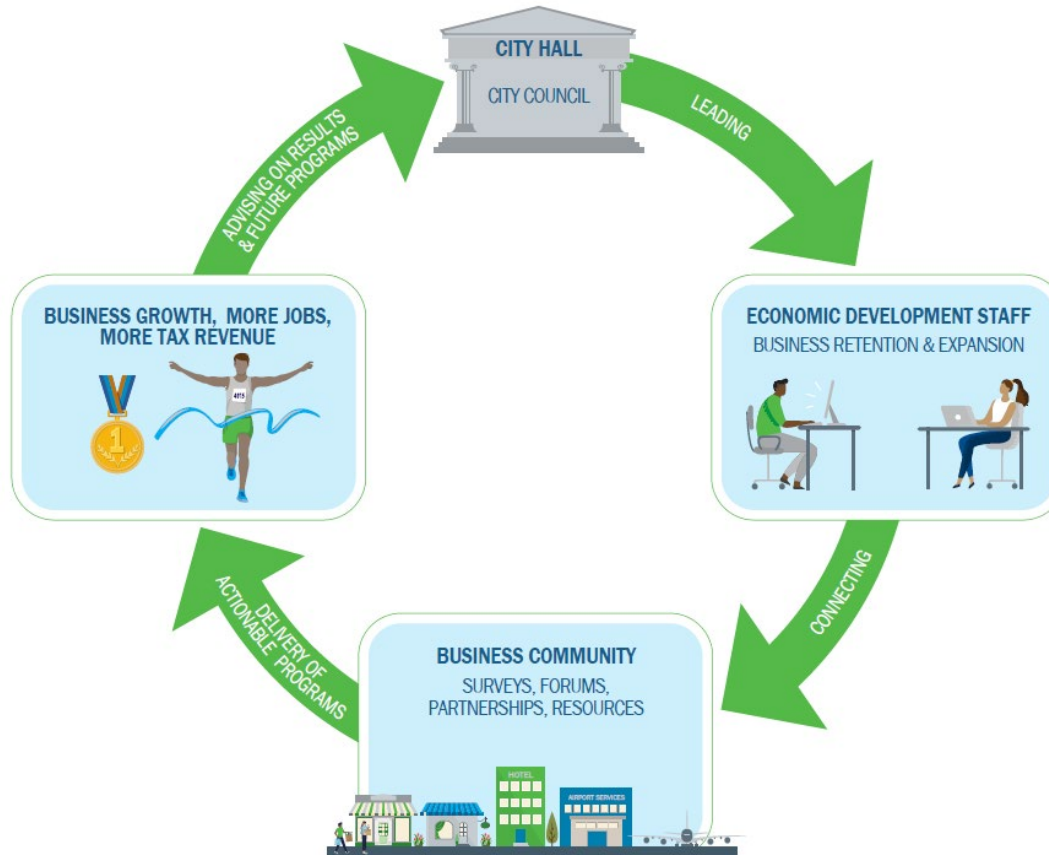
One of the six practice areas in economic development is BRE. The annual business outreach survey (Business Synergy) has become a signature SeaTac BRE program. The survey is funded in part by a Port of Seattle grant and the annual results drive decision-making on future business support programs that the City develops and manages.



What is Business Retention and Expansion?



BUSINESS RETENTION AND EXPANTION TAKING CARE OF SEATAC BUSINESSES



2021 BUSINESS SYNERGY OUTREACH PROGRAM

OVERVIEW

- Collaborative operation between the City of SeaTac's Economic Development Division (EcDev) and the Seattle Southside Chamber of Commerce (SSCC).
- Supported through an ongoing grant partnership with the Port of Seattle.
- Builds on the Business Synergy Outreach Program



BUSINESS SYNERGY OUTREACH PROGRAM HISTORY

Year & Business Mix		Project Summary
Year 1 (2018)		Business needs analysis and personal outreach to individual businesses
Business Type	Logistics/Industrial	
Number of Businesses	300	
Year 2 (2019)		Additional business needs analysis and database building
Business Type	Office/Commercial/Retail	
Number of Businesses	200+	
Year 3 (2020)		No in person outreach – COVID 19 related outreach on needs and issues with resource connection + CARES ACT funding
Business Type	Hotel/Hospitality/Service	
Number of Businesses	250	
Year 4 (2021)		No in person outreach. Formalization of business database management and use
Business Type	Airport (Travel) related	
Number of Businesses	500	



BUSINESS SYNERGY OUTREACH PROGRAM

METHODOLOGY

- Planning Stage: address previous outreach challenges and standardize future outreach
 - Business Selection
 - Outreach Workbook
 - Survey
 - Interface Standardization
 - Master List



BUSINESS SYNERGY OUTREACH PROGRAM

RESULTS

- **500** businesses
- **142** survey results
- **76** additional business contacted with no survey response
- Remaining **282** businesses were attempted several times and not reached / did not respond
- In 2021: **28%** total participation of 500 businesses
- In 2020: **7%** total participation of 250



BUSINESS SYNERGY OUTREACH PROGRAM

RESULTS

Contact	Count
Call Attempts - Number of call attempts made	1725
Emailed Survey - Contact unavailable, survey link emailed to provided address	51
Left Voice Message - Left a voicemail or message with staff member	168
Success – Completed survey over the phone with decision maker	110
Not Reached - Call incomplete, number no longer in service, voicemail box full, etc.	8
Total Contacts Made	2062

Surveys	Count
Over the Phone – Completed over the phone , 110 plus 9 VM replies	119
Via email link – Survey link was emailed to contact and completed by recipient	23
Total surveys collected	142



BUSINESS SYNERGY OUTREACH PROGRAM

SURVEY: three qualitative questions

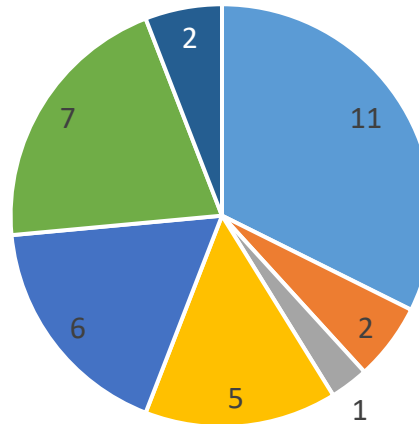
1. “In which of the following areas are the City of SeaTac or Seattle Southside Chamber **currently helping** your business?”
2. “In which of the following areas can the City of SeaTac or Seattle Southside Chamber **improve** to better help your business?”
3. “What keeps you up at night as a business owner or decision maker?”



QUESTION 1

In which of the following areas are the City of SeaTac or Seattle Southside Chamber currently helping your business?

Total:34



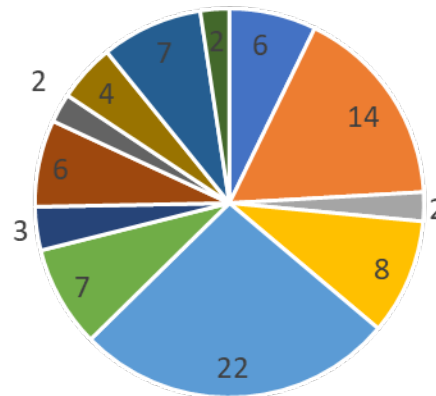
- Permitting
- Access to Capital
- Public Works Notices
- Staff Development
- Infrastructure Safety
- Marketing
- Tax/Regulation



QUESTION 2

In which of the following areas can the City of SeaTac or Seattle Southside Chamber IMPROVE to better help your business?

Total: 83

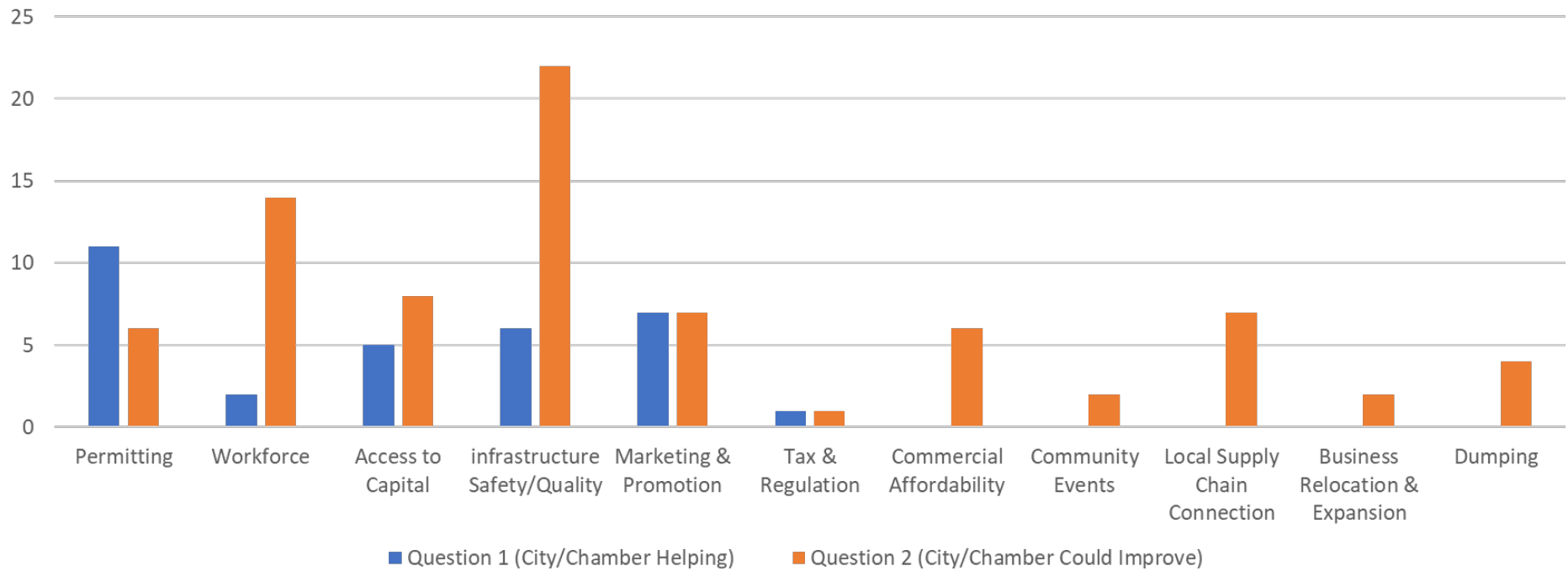


- Permitting
- Staff Development
- Tax/Regulation
- Access to Capital
- Infrastructure Safety
- Marketing
- Public Works Notice
- Commercial Affordability
- Community Events
- Public Waste Removal
- Supply Chain Connection
- Relocation/Expansion



QUESTION 1 & 2 COMPARISON

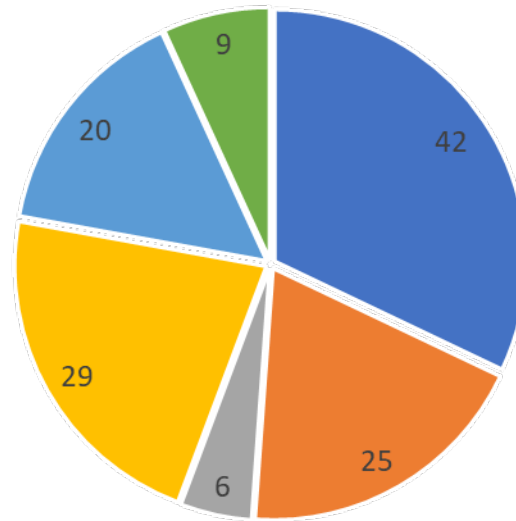
Responses to Survey Questions 1 & 2



QUESTION 3

What Keeps You Up at Night as a Business Owner or Decision Maker?

Total: 131

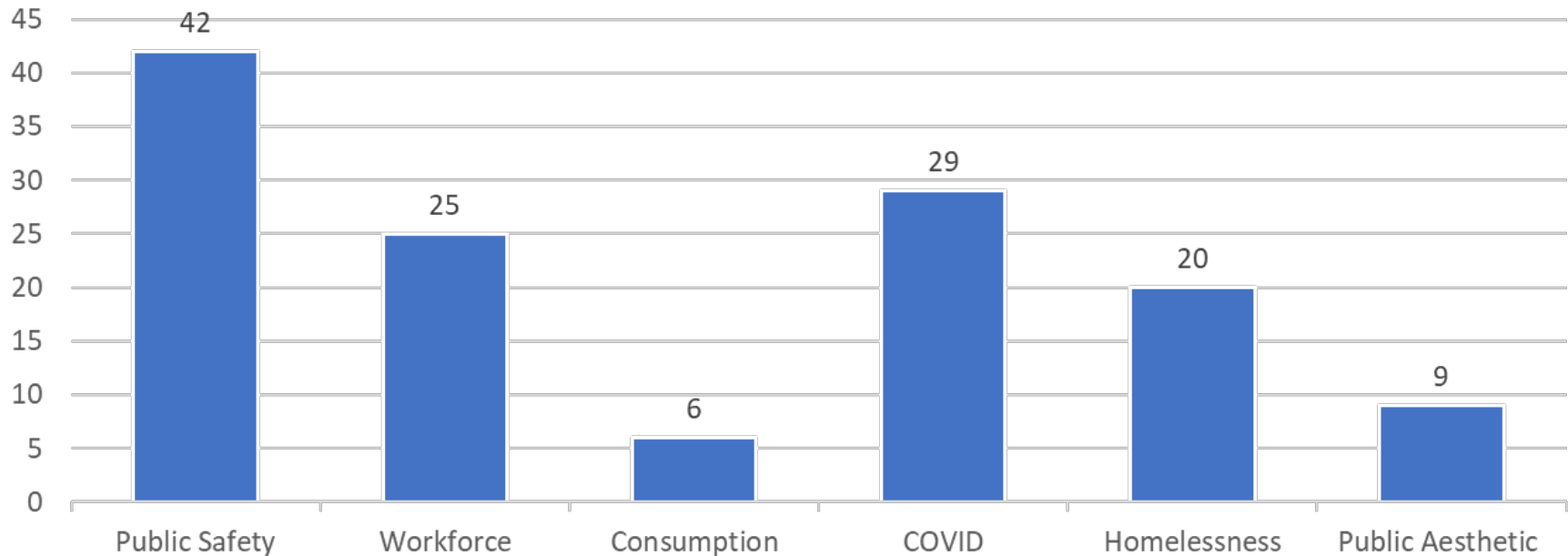


- Public Safety
- Workforce
- Consumption
- COVID
- Homelessness
- Public Aesthetic



ACTION ITEMS & NEXT STEPS

Main Areas of Concern from the SeaTac Business Community
Total: 131



SEATAC BUSINESS FORUMS



Let's Talk about Public Safety

Health - Crime - Public Safety - Business

SeaTac Business Forum Series

VIA ZOOM

**A 1.5 Hour
Discussion**

**Free and
Open to All
SeaTac
Businesses**

Date & Time
TBD

Speakers:

		Speaker Name SeaTac Police Dept.
		Speaker Name SeaTac Police Dept.

For More Information: www.SeattleSouthsideChamber.com

SEATAC BUSINESS FORUMS

Purpose:

1. Combine Resources

- Multiple SeaTac organizations already work with SeaTac businesses on same issues

2. Eliminate Redundancy

- Collect and disseminate information uniformly & one time only

3. Build Communication Channels

- Build platform for business stakeholders to collaborate organically and provide a collective voice to consortium organizations



SEATAC BUSINESS FORUMS

Format:

1. Consortium

- Maintain neutrality, “1 stop shop” for communication

2. All Businesses Invited

- 900+ SeaTac businesses

3. Themed Forums

- Safety forums first, then add other topics (travel & tourism, BIA, PW outreach...) as trust and regular business attendance achieved



SEATAC BUSINESS FORUMS

Deliverables:

1. Regular Meeting Summaries

- Consortium will deliver to Council (includes meeting notes, state of city economy, outreach results, case studies, project results...)

2. Projects

- Businesses will undertake projects based on collaborative solutions to issues discussed (supported by consortium)

3. Public-Private Trust

- Relationship building is the cornerstone of successful business retention & expansion



POTENTIAL COMMITTEE ACTION

NO ACTION REQUESTED

Informational Only

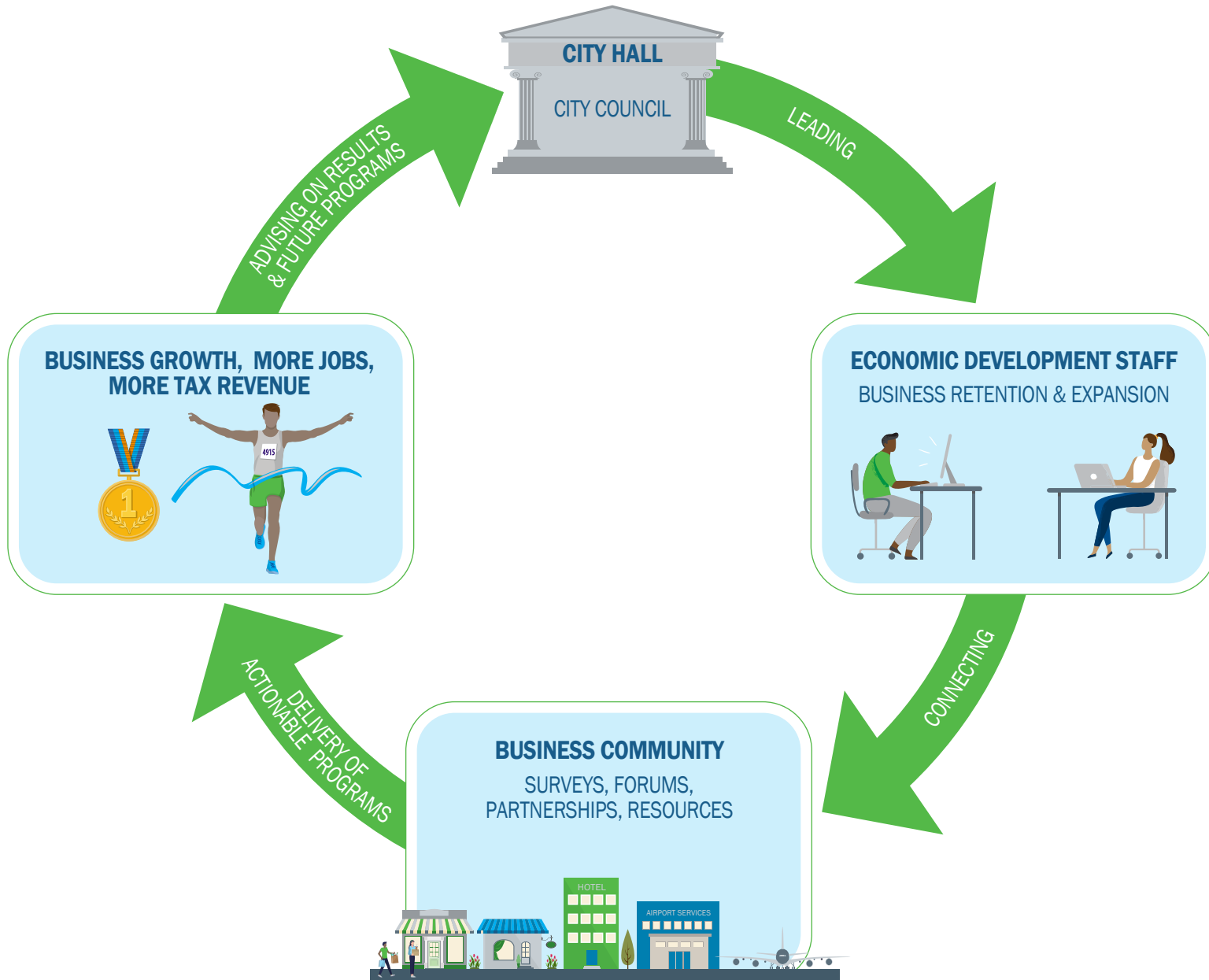
THANK YOU.





BUSINESS RETENTION AND EXPANTION

TAKING CARE OF SEATAC BUSINESSES



2021 Annual Business Synergy Program

Business Outreach: Survey and Data Collection



Contents

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Executive Summary

The Business Synergy program is in its fourth year of existence between the City of SeaTac's Economic Development Division and the Seattle Southside Chamber of Commerce (SSCC); and is funded through an annual Port of Seattle economic development grant.

The overall goal of the 2021 five hundred hour outreach, data management and reporting project was to create a baseline framework and understanding of business sentiment as related to City and Chamber interactions.

More specifically this meant:

1. Standardizing the outreach process for future efforts
2. Confirming business contact information for more effective outreach and interactions
3. Identifying barriers local businesses are facing
4. Understanding how businesses perceive City of SeaTac and SSCC business support
5. Building trust and strengthening relationships while establishing a feedback loop

Five hundred (500) airport and travel-related businesses were selected for outreach and a survey. One hundred forty two (142) provided feedback and seventy six (76) confirmed current business contact data. The 28% survey response rate is close to the highest expected rate for survey responses (average range is 5-30% response); and is due to the project methodology.

The anecdotal trends observed in the results enabled the City and the Chamber to conclude that: 1) collective intuition on the current state of business mirrors business sentiment 2) future research projects and programs can be developed based on trends in survey responses 3) relationships to collectively solve business issues are being built through baseline results being distributed to decisionmakers for study 4) trust between the City, Chamber and businesses is being earned as next steps are adopted.

In addition to businesses identifying their level of service satisfaction with the City and Chamber, the outreach survey results identified five common areas of concern in the SeaTac business community: public safety, homelessness, workforce, consumption (demand), and public aesthetic. These "titles" are general in nature for ease of communication and should not be interpreted as more specifically prescriptive (see page 12). In addition, the COVID-19 pandemic is an overarching concern and an ongoing challenge to businesses locally and internationally. Therefore, contextually COVID impacts were considered a factor in the other five areas of note. Due to COVID precautions, all outreach was conducted via phone calls and email.

Methodology*

*See appendix for a detailed and extensive breakdown.

The outreach project contained a comprehensive planning stage prior to outreach to address challenges faced in the 2020 Business Synergy program. The following five stages comprised

the outreach program:

1. Business Selection

500 airport- and travel-related businesses were selected from the 1,400+ licensed businesses located in SeaTac. The North American Industry Classification System (NAICS) was used to identify these businesses

2. Outreach Database

Multiple lists with various business contact information were packaged together into one comprehensive database in order to simplify outreach and record data from survey responses.

3. Survey

Three questions were developed to gather business sentiment. Two questions were semi-open ended, while the third was completely open ended. Additionally, templates were created for outreach strategy.

4. Interface Standardization

Since there were several outreach specialists on the team, a coding system was developed to ensure information was captured in a standardized way.

5. Master List

A master list of all outreach contact and survey information was created upon outreach completion to ensure ease of use throughout the year when business outreach is necessary.

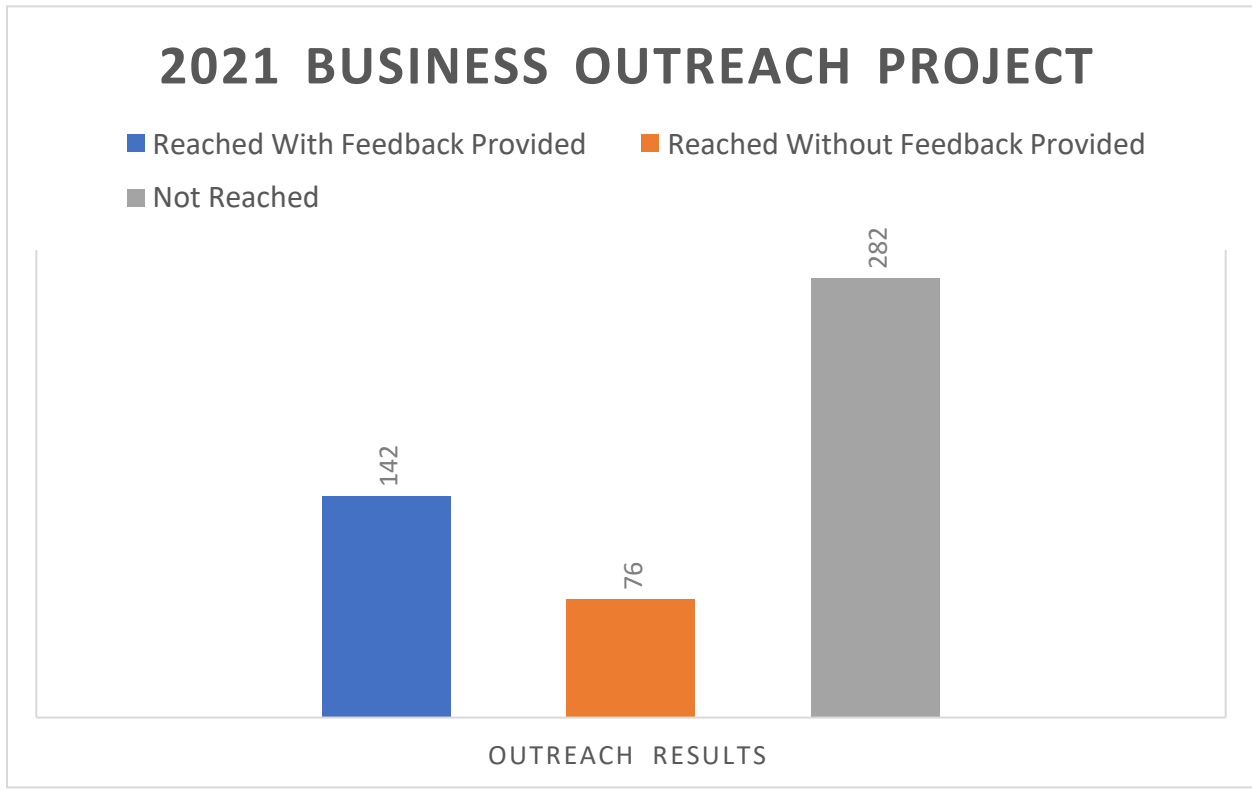
Results Overview

The outreach team identified 500 airport and travel related businesses based on NAICS codes (North American Industry Classification System) and conducted a total of 2,062 attempts to contact all of them, via phone and email, to ask three questions provided in the survey.

Additionally, business contact information was verified and updated through the survey and recorded in the outreach workbook. A total of 142 out of 500 business provided survey responses, or approximately 28%. Note - some responses were partially completed.

Outreach Results

Of the 500 businesses that were reached out to, 142 provided feedback through a survey either by phone or via email, 76 additional business were reached, but either a decision maker did not wish to participate, or no decision maker was able to participate at the time. The remaining 282 businesses were not reached due to a combination of invalid contact data and unresponsive contact(s).



Total Contact Attempts Breakdown

A total of 2,062 contact attempts to the 500 businesses were made during the outreach project. The goal of the contact attempts was to confirm contact data and/or complete a survey.

227 businesses were not reached despite: 51 being sent emails, 168 had a voicemail left with at least one of the contacts available for that business, and 8 were not reached in any capacity due to invalid contact information even after further research.

Of the 142 surveys collected, 119 businesses were reached and provided feedback/survey by phone. The remaining 23 of the 142 decision maker responses came via email.

Contact	Count
Call Attempts - Number of call attempts made	1725
Emailed Survey - Contact unavailable, survey link emailed to provided address	51
Left Voice Message - Left a voicemail or message with staff member	168
Success – Completed survey over the phone with decision maker	110
Not Reached - Call incomplete, number no longer in service, voicemail box full, etc.	8
Total Contacts Made	2062

Surveys	Count
Over the Phone – Completed over the phone , 110 plus 9 VM replies	119
Via email link – Survey link was emailed to contact and completed by recipient	23
Total surveys collected	142

Summary of Survey Results

Three qualitative questions were asked within the survey. The intent was to keep the number of questions at a minimum to respect decision makers' time and increase response rates.

The first two questions aimed to explore the current relationship between the contacted business, the City of SeaTac and SSCC. The team inquired about how the city and chamber are currently helping their business, and how the two organizations could improve.

The third question invited conversation into the survey. The open-ended question inspired dialogue and helped the outreach team identify common business issues facing the SeaTac business community.

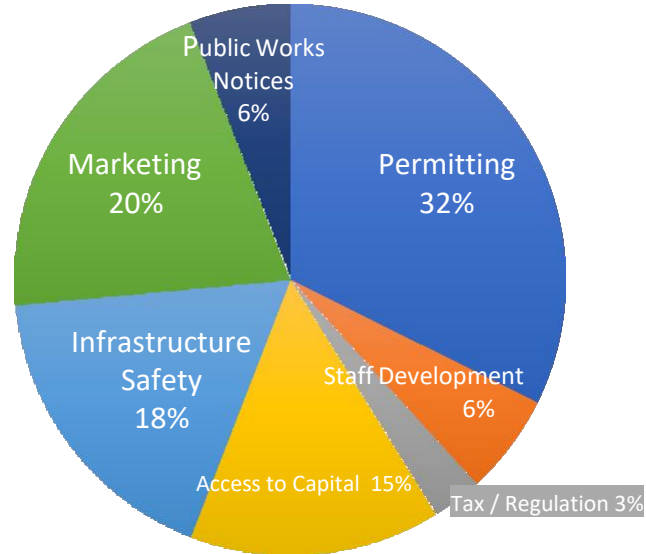
Question #1 Responses

The first question on the survey asked, “In which of the following areas are the City of SeaTac/ Seattle Southside Chamber **currently helping** your business?”

The question was followed by options for decision makers and a text box for comment. The replies are represented on the graph below:

In which of the following areas are the City of SeaTac or Seattle Southside Chamber currently helping your business?

Total: 34



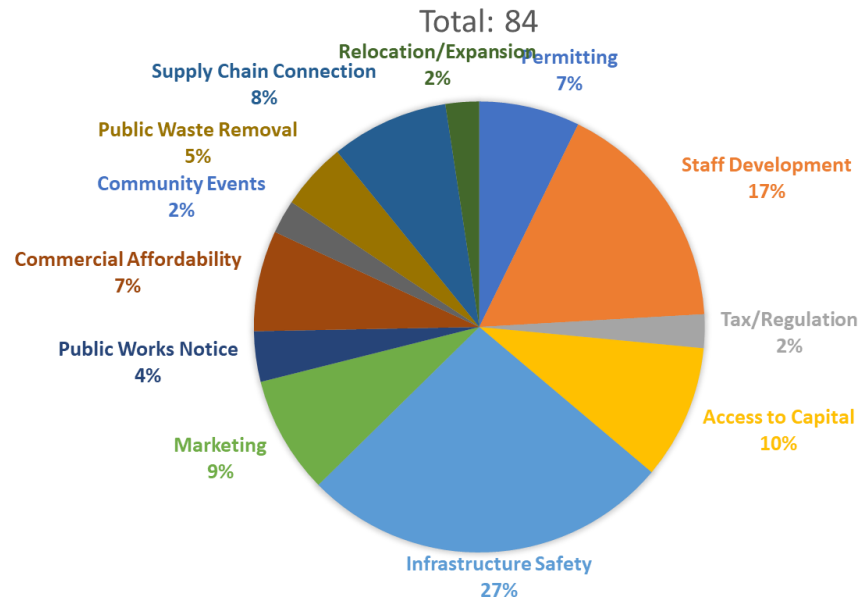
Out of 34 responses, decision makers identified four areas the City and Chamber are currently helpful in. These areas were permitting, marketing, access to capital, and infrastructure safety. No other option received over 10% of the responses by decision makers.

Question #2 Responses

In contrast to question 1 - question 2 asked “In which of the following areas can the City of SeaTac or Seattle Southside Chamber ***improve*** to better help your business?”

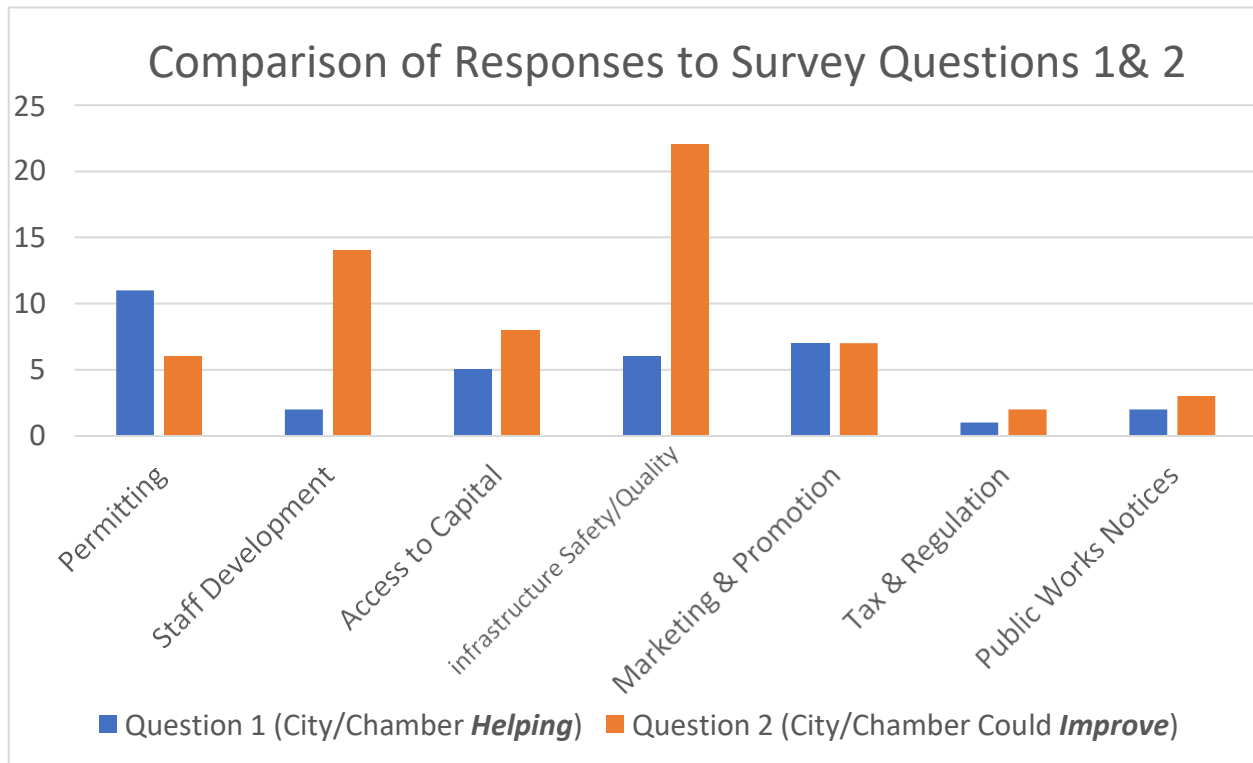
In addition to options provided in question one for respondents (permitting, staff development, access to capital, infrastructure safety, marketing, tax/regulation, and public works notices), additional options were provided in question 2 as pictured below:

In which of the following areas can the City of SeaTac or Seattle Southside Chamber IMPROVE to better help your business?



The top three areas in which decision makers indicated improvement may be needed on the part of the City and the Chamber were: infrastructure safety, staff/workforce development, and access to capital. All other responses gathered less than 10% selection rate from responding decision makers.

Next, responses from questions 1 and 2 were compared and contrasted, and several observations were made. Businesses indicated that both organizations are supporting them in permitting, access to capital, infrastructure safety/quality and marketing/promotion. In contrast, they indicated areas of desired additional help are: workforce (staff) development, infrastructure safety/quality, access to capital and marketing.



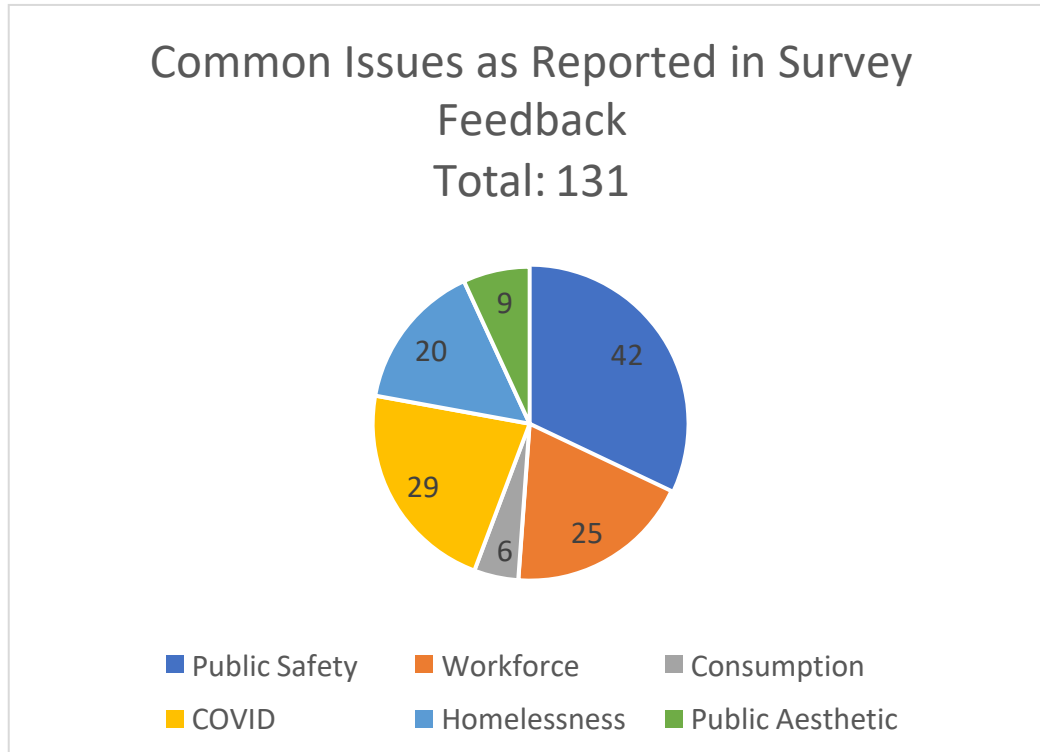
Of note is that more than double the number of responses were recorded for question two than question one (84 compared to 34). The sentiment appears to be that the surveyed decision makers believe that the city and chamber have room to improve, or the decision makers anticipate needing identified services in the future more than before.

Question #3 Responses

The third and final question on the survey was: “What keeps you up at night as a business owner or decision maker?”

The open-ended nature of this question promoted conversation. Through conversation, the outreach team identified common challenges facing the SeaTac business community. Based on the nature of the responses, the outreach team was able to categorize replies into several common groupings. These are: COVID-19, Public Safety, Workforce, Homelessness, Public Aesthetic, and Consumption.

It should be noted, however, that these common group “titles” are general in nature for ease of communication and should not be interpreted as more specific prescriptive in any way.



*Many business owners cited multiple areas of concern in their feedback.

The greatest number of responses fell into the category labelled public safety, while COVID-19 related issues and workforce development also ranked highly. The areas of less concern based on the survey were public aesthetic and consumption. Public aesthetic addresses areas ranging from illegal dumping and graffiti to general beautification requests. Consumption refers to a drop in demand for goods and services.

Question 3 Analysis and Suggestions

Based on the six high level categories of responses observed in the open-ended question 3, the outreach team prepared the below analysis to help interpret the replies and provide a structure for further research on business needs and what responsive actions may be appropriate.

Each category below has an opening statement which attempts to briefly summarize the respondents' sentiment as observed by the outreach team based on their collective conversations. It should therefore be noted that there may be subjective biases in the analysis since summaries were made collectively from notes, surveys and conversations.

What follows is a summary of:

1. The most common respondent replies by category
2. Observations from actual conversations
3. Suggestions for possible next steps based on anecdotal trends derived from a combination of business owner feedback, SSCC and City staff recommendations.
4. The outreach team also geographically mapped the categories of responses using each business addresses to test the hypothesis of whether there were any geographical commonalities to the replies (i.e. are there any potential isolated geographical triggers that may be causes for replies). If any potential geographical correlations were observed, there is a comment below the map.

Public Safety

The business community consistently expressed interest in finding solutions to local crime. “Public safety” was the most prevalent area of concern among the group of 142 SeaTac business owners/decision makers’ survey responses.

Common themes:

- Theft
- Property Damage
- Violent Crime
- Reckless Driving
- Police Response Time

Observations:

- Decision makers seemed to combine crime and homelessness into an umbrella issue of public safety.
- Multiple hotels reported that they had hired and pay for private security to help mitigate the situation. Hotels staff indicated they regularly asked trespassers to remove themselves and did work within their means to encourage the person to leave peacefully. If/when individuals became aggressive, they called the police.
- Some decision makers indicated that police response times varied quite a bit.
- One business manager reported being told to “go ahead and call the police.” It was their interpretation that the individual who was asked to leave, had viewed the police more as an inconvenience than a threat.

Suggested next steps:

- Conduct a study to identify supplemental solutions beyond added security.
- Encourage businesses to continue reporting crimes for improved statistical data.
- Decision makers suggested increasing security and monitoring measures.

Business Addresses for Public Safety Survey Responses



Homelessness

Decision makers perceive a correlation between homelessness and crime in SeaTac.

Business owners seem to believe that crime and homelessness are rising in SeaTac, and they correlate the two issues.

Common themes:

- Loitering

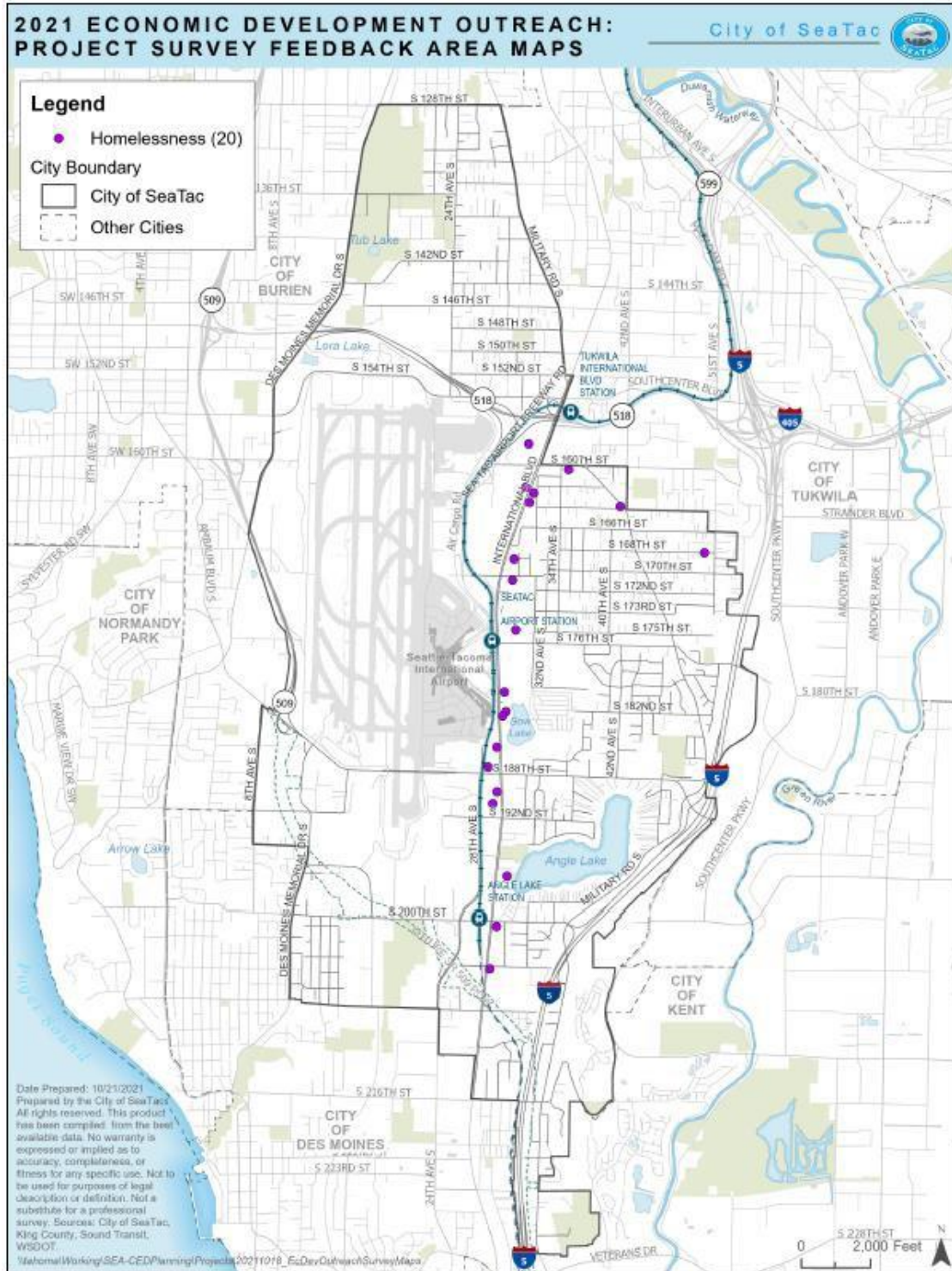
Observations:

- There is no agreement on who is committing crimes, therefore many businesses associate crimes with people they see frequently roaming the streets, loitering, and trespassing.
- A majority of hotelier respondents reported homeless/transient individuals creating problems for their business weekly or bi-weekly.

Suggested next steps

- Conduct research into the survey responses of the business community on homelessness and crime individually and to determine if there is a correlation.
- Engage with agencies which provide support services to individuals in need to better understand and gauge demand for services and what resources are most used/needed.
- Engage with the Police Department to understand any patterns they are observing.

Business Addresses for Homelessness Survey Responses



Workforce

SeaTac businesses have existential concerns as they increasingly face workforce shortages across a range of skill levels.

Hospitality and retail businesses were hit hard by the pandemic and although demand was moving in the direction of pre-pandemic levels at the time of outreach, the workforce had not yet rebounded in the same way demand had.

Common Themes:

- Attracting qualified workers
- Retaining qualified workers
- Consistent engagement from job applicants

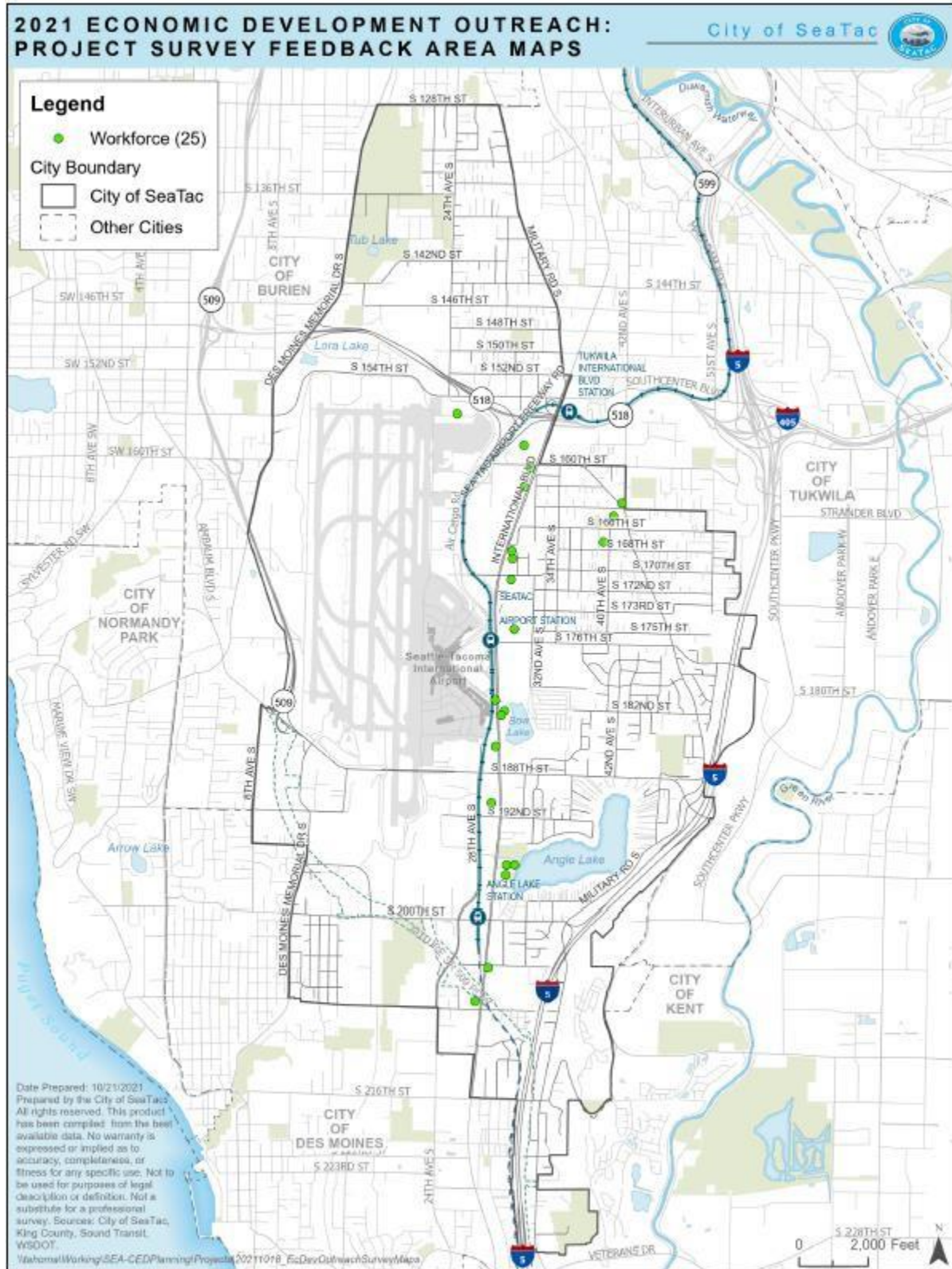
Observations:

- Some employers shared that it was difficult for them to cover local wages.
- Some employers shared that people would apply and accept a position and then never show up.
- "Staffing and retention piece is a major concern. On a daily basis have 15-20% of staff call out. 80% of interviews we have set up don't show up to the interview, let alone go through the full process of being hired."

Suggested next steps:

- Leverage community partnerships and resources to help assist with employee attraction and retention (ex. job boards/job fairs).
- Support education and workforce development efforts to ensure a healthy and robust pipeline of workers.
- Engage with Workforce Development (WFD) organizations and employers to develop short and long-term solutions.

Business Addresses for Workforce Survey Responses



Public Aesthetic

Community beautification is considered important in providing a welcoming atmosphere that visually communicates value and fosters placemaking.

There was interest in investing in cleanliness, public art, landscaping, and streetscape improvements. Decision makers want to better showcase the welcoming atmosphere of the city to its visitors and guests, and also to enhance community pride for residents.

Common themes:

- Illegal dumping
- Graffiti
- Unmaintained properties

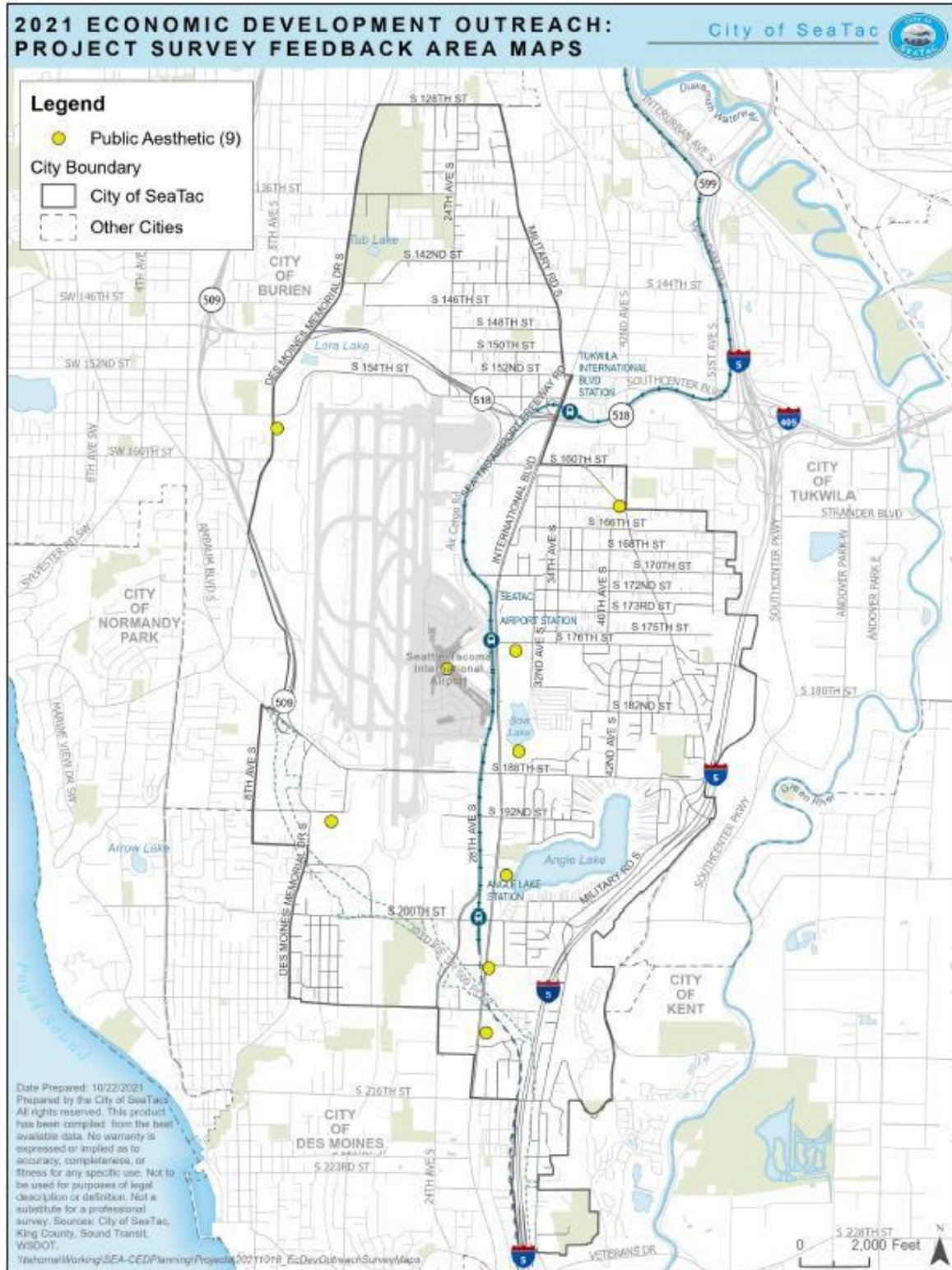
Observations:

- Decision makers were dissatisfied with the amount of trash around their properties.

Suggested Next Steps:

- Establish a community effort to clean and maintain areas identified through outreach mapping.
- Support investment to improve the aesthetics of the public right of ways and spaces to enhance a sense of place and pride in the community.
- Landscaping programs.
- Grants and funds for business storefront improvements.
- Clean sweep events.

Business Addresses for Public Aesthetic Survey Responses



Consumption/Consumer Demand

Business owners indicated a noticeable reduction in their customer base.

Respondents indicated that their current customer levels are improved when compared to earlier stages of the COVID pandemic, but that the current level is low compared to pre-pandemic norms.

Common Themes:

- Reduction in product and service demand

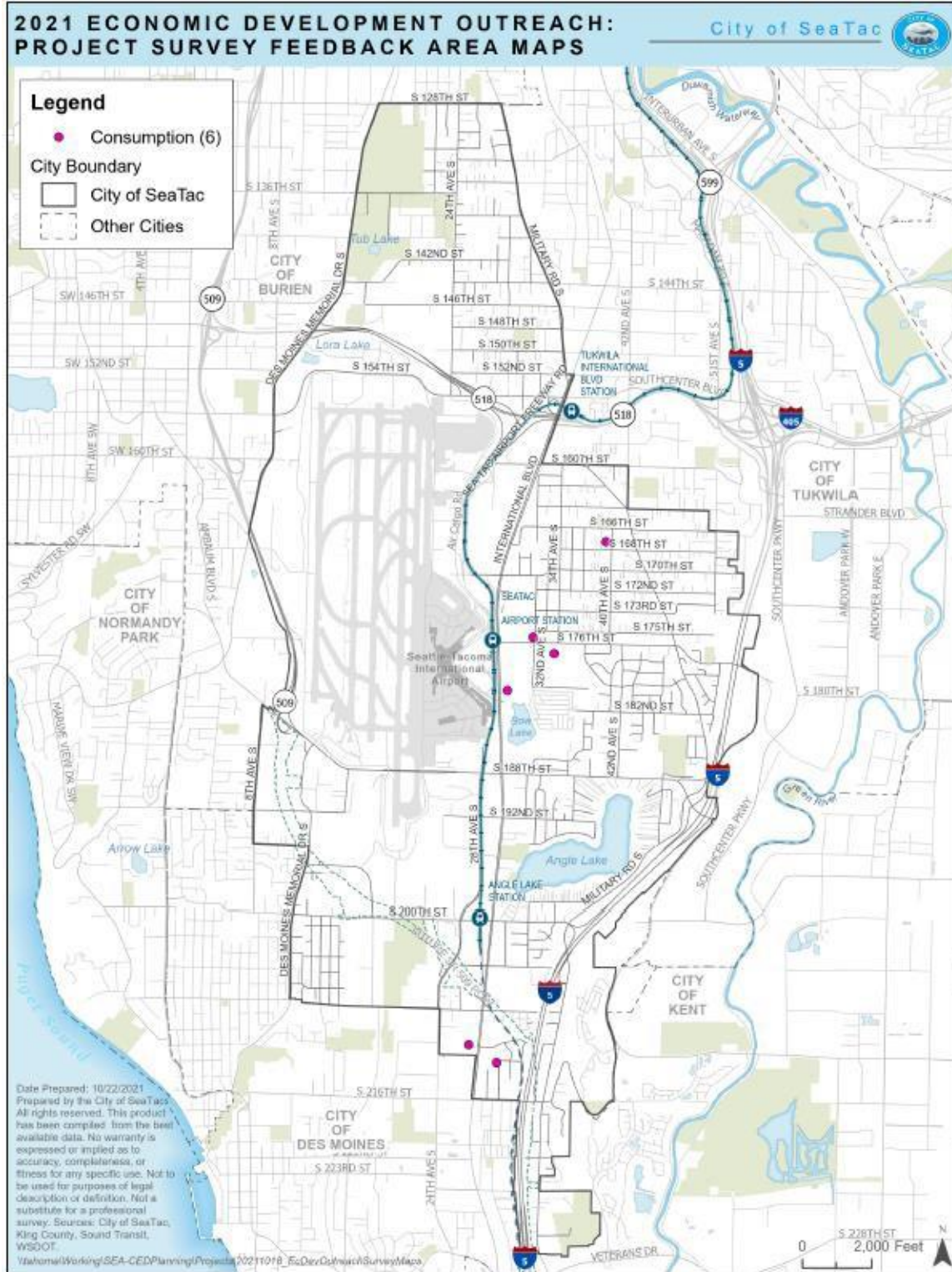
Observations:

- Decision makers note the reduction in cash flow and share how it makes paying for business costs difficult.

Suggested Next Steps:

- Expand services by Chamber and SBDC related to marketing and business strategies
 - Market expansion services
 - Business repositioning
 - Digital market access / e-commerce

Business Addresses for Consumer Demand Survey Responses



COVID-19

Businesses indicated that the disruption to global economies due to the COVID-19 pandemic also caused fluctuations in their production of goods, supply chain, demand for goods and services, and workforce accessibility.

The pandemic provided a unique context that factored into all of the issues identified through survey feedback. It is important to keep the pandemic in mind when addressing the above issues. However, there weren't any proposed local solutions from either the business community or internal sources.

Business Addresses for Covid-19 Survey Responses



Conclusion

The intent of the 2021 outreach project was to confirm business contact data and identify barriers the SeaTac business community is facing. Many challenges can be attributed to COVID-19 at least in part.

The 2020 outreach project indicated that decision makers were adjusting to the onset of the COVID-19 pandemic and all of the evolving economic and safety implications. The overall atmosphere was generally tense and uncertain. In the 2021 outreach, the tone of decision makers was more appreciative and engaged, indicating businesses were adjusting to operating in the current environment and looking ahead.

The ultimate goal of the Economic Development Division and the Chamber is to be well informed and implement effective strategies sourced from City and Chamber staff as well as the business community. While some actions appear clear and likely require administrative implementation, the process of further developing other more complex implementation strategies should include additional stakeholder engagement.

When compared to the 2020 outreach project, the 2021 Annual Synergy Program Business Outreach Project was more effective in reaching decision makers and receiving survey responses (28% success rate in 2021, compared to 7% in 2020). This was most likely due to the combination of the comprehensive planning stage, and a shift in context and environment.

In conclusion, the 2021 outreach project enabled the City of SeaTac Economic Development Division and SSCC to gather/confirm valid contact data of decision makers for 142 of the 500 identified SeaTac businesses. In addition, internal economic development databases will be updated, and invalid or inactive business contact data will be tracked. While the processes implemented in order to standardize data collection had and continues to have unforeseen challenges, this project established a solid methodology to base data collection on in future outreach.

Appendix A

Expanded Methodology

Business Selection

The framework established by the Port of Seattle’s grant specified that the business selected for outreach needed to be airport related. Given this, it was decided that the most effective approach would be to select businesses citywide based on their North American Industry Classification System (NAICS) code. These codes are also used at the State level for reporting purposes and are the best “common denominator.”

NAICS	Description	#	NAICS	Description	#
72	Accommodation/Food Services	143	54	Professional/Tech Services	12
44-45	Retail Trade	114	23	Construction	10
48-49	Transportation/Warehousing	112	31-33	Manufacturing	5
81	Other Services	50	61	Educational Services	2
42	Wholesale Trade	21	71	Arts/Entertainment	2
56	Administrative	14	51	Information	1
53	Real Estate/Rental/Lease	14	52	Finance/Insurance	1

*The total number of businesses initially selected was 501 prior to screening

The selection process entailed:

Step 1: Organized internal list of SeaTac businesses by NAICS codes

Step 2: Selected relevant NAICS code, transferred all applicable businesses to outreach workbook

Step 3: Repeated process until 500 businesses were chosen

Outreach Database

The following metrics were chosen for the outreach database.

- | | |
|--------------------------------------|----------------------------|
| 1. DBA (Doing Business As) | 2. PHYSICAL ADDRESS STREET |
| 3. UBI (Unified Business Identifier) | 4. BUSINESS PHONE |
| 5. BUSINESS WEBSITE | 6. BUSINESS EMAIL |
| 7. NUMBER OF EMPLOYEES | 8. C1 FIRST NAME |
| 9. C1 LAST NAME | 10. C1 PHONE |
| 11. C2 FIRST NAME | 12. C2 LAST NAME |
| 13. C2 PHONE | 14. C3 FIRST NAME |
| 15. C3 LAST NAME | 16. C3 TITLE |
| 17. C3 PHONE | 18. C3 EMAIL |
| 19. C4 FIRST NAME | 20. C4 LAST NAME |
| 21. C4 TITLE | 22. C4 PHONE |
| 23. C4 EMAIL | 24. NEXT ACTION |
| 25. DATE | 26. CALLER |
| 27. NOTES | |

Fields 1-23 were populated through four source databases. C1-C4 represent different contacts obtained from the 4 databases (i.e., contact one = C1, contact two = C2, etc.).

Fields 24-27 were created for the purpose of tracking and follow up:

Next Action: This column contained a dropdown list implying success, failure, needs research, call back, email survey, duplicate, other (specify in notes section).

Date: This column was used for tracking purposes.

Caller: This column tracked who interacted with the corresponding business in each row.

Notes: This was a column used for any additional pieces of information.

As mentioned, the outreach database was comprised of four source databases (spreadsheets), each thoroughly scrubbed of sensitive, non-public facing data. The reason for multiple source databases was to create a composite master database whereby the data gaps from one database were “filled in” by another commonly used database – thus creating one master database.

In order to ensure data from each of the four databases were merged correctly – the “Doing business as (DBA) field and physical street address were used to cross reference and combine business contact data.

An example of the benefit of combining multiple commonly used and accepted databases was availability of multiple business contact people. This would decrease the need for desk research in case a single contact was invalid or unreachable. With this methodology, each business had a minimum of one contact data point and a maximum of seven, a combination of two email addresses and five phone numbers. These different contacts were then labelled as: C1 PHONE, C2 PHONE, C3 PHONE, C4 PHONE, C4 EMAIL etc.

Outreach Preparation and Tools

After the master outreach database was created, the five hundred (500) businesses were split between the City of SeaTac and Seattle Southside Chamber of Commerce for outreach. There were also separate industry-specific workbooks created for the two organizations divided by industry. This enabled easier analysis at the conclusion.

In addition to the standardization established above, a color-coded system was created for interfacing with the workbooks when conducting the outreach.

Key	Colors
Populated/ Not Contacted	Row
Contacted/ Need Follow-Up	Row
Contacted/ Successful	Cell/Row
Invalid/ No Longer In Business	Cell/Row
Record Issue (Misspelled Name)	Cell
Potential Duplicate	Row
Refer to Hotel List (Chamber)	Row
Not Populated	Row

The color-coded system provided both a more efficient way of reading the status of a business within the workbook and a way to track data validity. A column was also created to track active and inactive contact data to indicate in future whether newly obtained or updated databases used in this outreach contained outdated information.

Outreach Tools Used

- Google Survey
- Shared Excel Workbook in Google Docs
- Various templates below:

Phone Outreach Template

Hello, my name is _____ and I am contacting you on behalf of the City of SeaTac and the Seattle Southside Chamber of Commerce. We are reaching out in an effort to strengthen lines of communication with our valued SeaTac business community since we realized during Covid that much of the publicly available contact information on our SeaTac businesses is out of date. Could I confirm your correct business contact data on record? As mentioned, much of this is already publicly available, but it may be subject to public disclosures.

Note: template is flexible, keep to theme and adjust to decision maker.

*If voicemail, leave callback /email information. *

*If uncomfortable with sharing, request to speak with the “higher-up”/management when applicable. *

Contact information Questions:

- 1) What is the name of your business?
- 2) What is your business' phone number?
- 3) What is your business' email address?
- 4) What is your business website?
- 5) What is your business type? (Retail, restaurant etc.)
- 6) What is your full name?
- 7) What is your role or title?
- 8) What is your work number or extension?
- 9) What is your work email address?
- 10) How many employees does your business have? *Approximate if they're uncomfortable /unsure*

Thank you for confirming those.

Could I ask three final questions? Y/N

*If hesitant, frame it as owners' chance to vent frustrations? *

Your individual responses will not be shared, but all responses will be aggregated and analyzed for patterns and insights.

N: Is there a better time when I can call you back? /Would you prefer filling out a survey via email?

Qualitative Questions:

- 1) As a business owner or decision maker in the company, what keeps you up at night?
 - 2) How is the city/ chamber helping or hindering your business growth?
 - 3) What can city/ chamber do to help keep you here and grow?
-

Email Outreach Template

Hello _____,

Thank you for responding to my call earlier.

As I mentioned over the phone, we are engaging in a joint effort by the City of SeaTac and Seattle Southside Chamber of Commerce to strengthen lines of communication with you and potentially reduce barriers facing your business. In order to do that, we need to receive your feedback on our performance and your experience. Taking 5 minutes to complete the online form below will provide us just that.

URL:

<https://docs.google.com/forms/d/e/1FAIpQLSdUEr1n6AhZHDx6SXnly4F83FswZFfdTEZPGrih-CJnsA2jA/viewform>

Please reach out to us anytime with any questions, or advice on how we can be of greater assistance. Please email our Economic Development Strategist Tanja Carter at tcarter@seatacwa.gov. Thank you for helping us better serve our community and I hope that you have a great rest of your day.

Most contact data used is currently publicly available, but may be subject to public disclosure.

Your individual responses will not be shared, but all responses will be aggregated and analyzed for patterns and insights.

No Response Email Template

Hello _____,

We are engaging in a joint effort by the City of SeaTac and Seattle Southside Chamber of Commerce to strengthen lines of communication with you and potentially reduce barriers facing your business. In order to do that, we need to receive your feedback on our performance and your experience. Taking 5 minutes to complete the online form below will provide us just that.

URL:

<https://docs.google.com/forms/d/e/1FAIpQLSdUEnR1n6AhZHDx6SXnly4F83FswZFfdTEZPGrih-CJnsA2jA/viewform>

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Most contact data used is currently publicly available, but may be subject to public disclosure.

Your individual responses will not be shared, but all responses will be aggregated and analyzed for patterns and insights.

Outreach Execution

The following strategy was used when performing outreach.

Outreach Methods Used

1. Call
2. Call/call back
3. Call/email

Outreach Steps

- 1) Open outreach database in GoogleDocs.
- 2) Locate business to be contacted in all 4 DB's if business row wasn't populated.
- 3) Attempted to contact business owner/decision maker. Kept notes of invalid contact data by highlighting them in red.
- 4) Was the contact available?
 - a. Yes: Confirmed contact information listed in the survey and moved on to step 5
 - b. No: If contact was unavailable, didn't have time to talk, requested email, requested call back, or gave another reason that they were unwilling to talk, then notes were recorded in the "NOTES" column in the outreach workbook.
- 5) Options for what to record in outreach database:
 - a) Inactive Contact
 - b) Research Contact
 - c) Email Survey
 - d) Call Back + Date

- e) If no option seemed appropriate, enter custom description in NOTES column
- 6) Validity of the following contact information was recorded in the outreach workbook:
 - a. Contact names
 - b. Contact titles
 - c. Contact phone numbers
 - d. Contact Emails
- 7) Move onto qualitative questions. Record answers comprehensively and note trends in new column.
- 8) Finish by submitting the survey and reviewed the contact data. If contact was made successfully, "SUCCESS" was entered in the "NEXT ACTION" column data verification date was noted in the appropriate column.

Survey and Outreach

The main component of the outreach project was a survey. The survey, along with several templates, were used to conduct a telemarketing model of outreach to local business decision makers. Email outreach was used in a supplemental capacity either when requested or when a business owner wasn't reached by phone.

The templates included dialogue that addressed the underlying COVID-19 pandemic and its relationship to the challenges that local businesses may be facing.

The survey began with a section dedicated to requesting accurate information for the following 10 data points:

- | | |
|--------------------------------|----------------------------------|
| 1. Business Name | 2. Business Phone Number |
| 3. Business Email Address | 4. Business Website |
| 5. Type of Business | 6. Number of Employees |
| 7. Representative Full Name | 8. Representative Role/Title |
| 9. Representative Phone Number | 10. Representative Email Address |

The second and final section contained three qualitative questions. Questions 1 and 2 pertained to the existing relationship between the business owner and both the City of SeaTac and the Seattle Southside Chamber of Commerce.

Question 1: "In which of the following areas are the City of SeaTac or Seattle Southside Chamber CURRENTLY HELPING your business?"

Question 2: “In which of the following areas can the City of SeaTac or Seattle Southside Chamber IMPROVE to better help your business?”

Following were a series of suggested choices along with an “Other” option allowing for personalized text responses.

The suggested choices were:

- Commercial affordability (Examples: CDFIs, land trusts, landlord tenant mediation)
- Access to capital (Examples: Loans or grants)
- Marketing and promotion (Examples: Advertising, social media, printing)
- Permitting (Examples: Obtaining sign/occupancy/construction permits)
- Tax and regulation (Examples: MFTE, B&O, minimum wage)
- Staffing development and concerns (Examples: Education & workforce development, job placement))
- Relocation or expansion (Examples: Moving, lease renegotiation)
- Supply chain connection (Examples: Vendors, referrals)
- Road or sidewalk access to my business/Better road or sidewalk access to my business
- Roadwork and public works projects updates
- Safety or lighting in front of my business
- Community events or tourist activities near my business
- Other

The final question on the survey was intentionally open-ended. The purpose being to engage the business owner in conversation and see if other barriers or additional insight could be identified through dialogue.

Question 3: “What keeps you up at night as a business owner or decision maker?”

The responses were noted, aggregated, and analyzed for patterns.

Master Business Contact List

The master list was the final product achieved from the outreach in addition to the survey above. As mentioned, the outreach goals were to update the City of SeaTac’s Economic Development Division’s internal business contact database and survey decision makers. The master list is a single database that is composed of merged data from the original four databases used in the creation of the outreach database ***and*** the confirmed contact data obtained during the outreach. In other words, the master list is where the data validation performed during outreach was ultimately recorded.

Note: The contact information obtained in the first section on the survey (questions 2,3,7,8,9,10) was used to create an additional set of contact data titled OC (outreach contact) in the list. The ultimate goal is to upload this data into the Economic Development Department's client relationship management database (CRM) and maintain it in future.

Appendix B

Recommendations for Future Outreach

The challenges that faced outreach efforts in 2021 were similar to those faced in 2020. Some of the challenges were: lack of Face-to-Face interactions, accuracy of contact data, and capacity to respond to business concerns.

Lack of Face-to-Face Interactions:

The likelihood of reaching a decision maker by phone may be diminished when compared to an in-person visit, especially within smaller organizations. Calling also created an apparent initial lack of trust and reluctance to answer questions. (Potentially due to contact method and mention of public disclosure laws.) Decision makers showed an occasional unwillingness to provide contact data prior to relationship building.

Potential Solutions:

- Inspire dialogue prior to asking for specific data. Asking the open-ended survey question led to dialogue, often building trust

Business Contact Data Accuracy:

On average, 14% of all contact data points added to the outreach workbook were confirmed invalid during the outreach process. We can say for certain that the combination of databases greatly increased success due to one of the databases containing at least 1 valid contact data point for 218 of the 500 businesses.

Potential Solutions:

- Continue to track data validity through outreach
- Improve data tracking process in future outreach efforts
- Research additional source databases if validity rate is undesirable

Capacity to Respond:

Decision makers in certain industries were often preoccupied and had a limited capacity for the survey. This challenge was prevalent in the food service industry. Different industry needs and experiences seemed to call for different strategies regarding outreach.

Additionally, the outreach team often was unprepared when considering styles of communication and language preferences. All of the outreach team spoke English as their primary language and were unfamiliar with many of the cultures and languages prevalent in the SeaTac area.

Potential Solutions:

- Develop industry focused outreach strategies by anticipating their needs and adjusting when necessary
- Employ the outreach team based on local demographics/language preferences
- Create physical and email templates that are translated in languages that are represented in the local community, or have built-in language options (easier in electronic communication)
- Add questions that aim to understand language and communication needs of decision makers in the business community

Data Tracking

Data tracking was a focal point of outreach. However, the outreach team did not always follow protocols in the same way; therefore most actions were recorded, but not all and not in the same way. A decision was also made by the outreach team that deviated from the established protocol. This was to use a color-coded system to record responses instead of using the prescribed standardized columns. The result was an inability to sort and track data correctly, resulting in the inability to tell whether a contact data point was valid, or unconfirmed. Fortunately, tracking invalid data was not affected by the process oversight.

Below is a summary of the alternative method employed for future reference when reviewing master list:

When a business was listed as a “success,” the team would highlight the row in green to show this. However, while all members of the team would maintain red (invalid)

highlights on invalid contact data, some did not highlight the unconfirmed contact data points in yellow (unconfirmed)

Potential Solutions:

- Adhere to the original protocol of standardized responses, columns and drop down menus in answer cells.
 - In addition, keep the dropdown column for “NEXT ACTION” separate for tracking purposes
 - Create a column in workbook next to every piece of contact data to track validity
 - Add a dropdown stating valid/invalid/unconfirmed (called with no response)
 - Simplify color-coded system, only allow for cells (not rows) to be highlighted, and keep color codes to green (confirmed & valid), red (confirmed invalid), and yellow (unconfirmed)

Resource Issues

The outreach team personnel faced challenges during outreach; including maintaining motivation. The motivation issues seemed to be a result of staffing issues (competing responsibilities), changing methodology due to differences in current conditions versus hypothesized conditions established during planning, the nature of cold calling, and unanticipated staff changes at the chamber. In addition, the chamber team and intern were less motivated to confirm all four databases’ contact data after a decision maker was reached; resulting in a portion of data not being confirmed. For example, if C1 was the decision maker, and they provided feedback, the incentive to contact or verify data of C2/C3/C4 was reduced. Ultimately, due to the above, the scope of work that was affected the most was the data clean up and list merge of all collected contact data and its subsequent upload into the city CRM system.

Potential Solutions:

- Hire call center temp workers to conduct actual outreach on behalf of the city and chamber. This type of temporary worker is skilled and accustomed to cold calling; thus mitigating morale and motivation issues.



MEMORANDUM COMMUNITY & ECONOMIC DEVELOPMENT

Date: February 24, 2021
To: Planning & Economic Development (PED) Committee
From: Evan Maxim, Community & Economic Development Director
Subject: Strategic Real Estate Acquisition, Use, and Disposition Plan

Summary

On February 8, 2022 the City and the City's consultant (Heartland, LLC) presented the draft strategic real estate plan (SREP) to the City Council at a study session. At the close of the study session there was City Council consensus to move the SREP forward for adoption at the March 22, 2022, regular council meeting. The PED committee review on February 24 is another opportunity for the City Council to review the draft SREP prior to the March 22 meeting.

Background

In April 2021, the City Council directed the City Manager to retain a consultant to prepare a strategic real estate plan (SREP). The purpose of the SREP was to: 1) support the City Council when the City Council made real estate decisions to accomplish or further specific goals (e.g. economic development, park development, etc.), 2) inform the City Council's decision-making related to the City's current real estate portfolio, and 3) establish a methodology to facilitate decision-making around real estate transactions.

The SREP consists of three sections: A) an assessment of the City's current real estate portfolio and existing goals and policies that should be implemented through the use of real estate decision-making; B) an evaluation of the real estate portfolio and goals and policies to develop a needs analysis; and C) an implementation strategy and decision-making framework for use by the City.

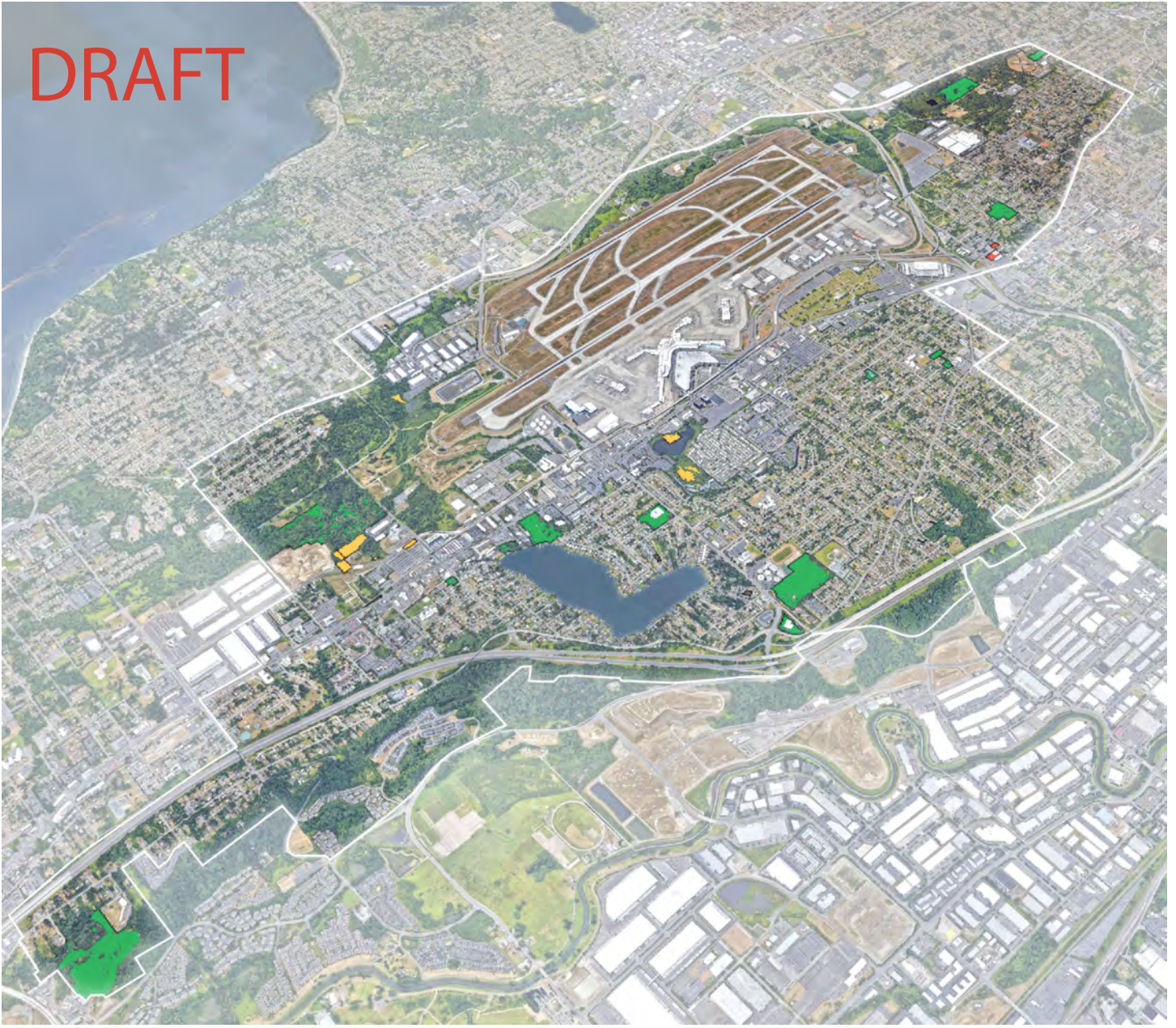
PED Committee Recommendation

Staff recommend that the PED Committee recommend that the City Council adopt the Strategic Real Estate Plan on March 22, 2022.

Packet Materials:

- a. This memo
- b. Draft Strategic Real Estate Plan

DRAFT



City of SeaTac

Strategic Real Estate Plan Report

January 2022

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Executive Summary, Introduction & Overview

EXECUTIVE SUMMARY

This report summarizes the work that Heartland has completed to provide the City of SeaTac with an examination and analysis of its existing real estate portfolio and real estate-driven policies, and a strategic framework to effectively help the City leverage its real estate in support of these policy objectives. Heartland performed this analysis on behalf of the City, and has recommended this framework to facilitate decision making among city staff and elected officials. The work was divided into three phases: (1) a review of existing City policy as it relates to real estate, (2) a review of the City's existing real estate portfolio, and (3) creating an strategic framework for implementation to guide the City's decision making process with regard to real estate. Further details on each of these phases is provided in this report.



INTRODUCTION

The City of SeaTac ("City") engaged Heartland LLC as a consultant to help establish a strategic real estate plan for the City. At the time of engagement, the City had previously adopted numerous policy and planning documents but lacked a strategic evaluation of the City's current real estate portfolio and a framework for how the City should utilize and transact real estate to support its policy objectives. The City identified the need to have this framework in place to guide the City's evaluation and prioritization of real estate opportunities when they present themselves, in order to be able to efficiently make decisions related to those opportunities.

PURPOSE OF THIS PLAN

The purpose for this plan is to create a strategic framework for the City to evaluate its real estate portfolio. It will examine existing policies, local and regional trends, and the constraints of existing City-owned properties, and use them as a lens through which the City can review its existing portfolio to identify strengths and gaps. Additionally, this framework is intended to help create a process to guide future acquisitions and other real estate decisions to enable the City to utilize real estate to achieve its policy objectives.

WHAT THIS PLAN IS

- An existing conditions (2021) review, consisting of the following:
 - Examination of existing City of SeaTac policies to identify those relevant to real estate
 - Analysis of the City's existing real estate portfolio, both owned and ground leased
 - Review of City- and region-specific reports to identify currently relevant real estate and economic trends
- A Process Framework for the City of SeaTac to analyze, evaluate, decide on, and implement actions pertaining to real estate opportunities.

WHAT THIS PLAN IS NOT

- A fixed analysis. The policies, portfolio, and trends reviewed in this plan are a snapshot of current conditions to provide a guide as to how this review can be conducted and updated in future years
- A prescriptive plan that tells the City of SeaTac what real estate to acquire, dispose of, or improve
- A new policy document

EXECUTIVE SUMMARY, INTRODUCTION & OVERVIEW

SCOPE OF WORK

The Heartland scope of work for this project was divided into three phases:

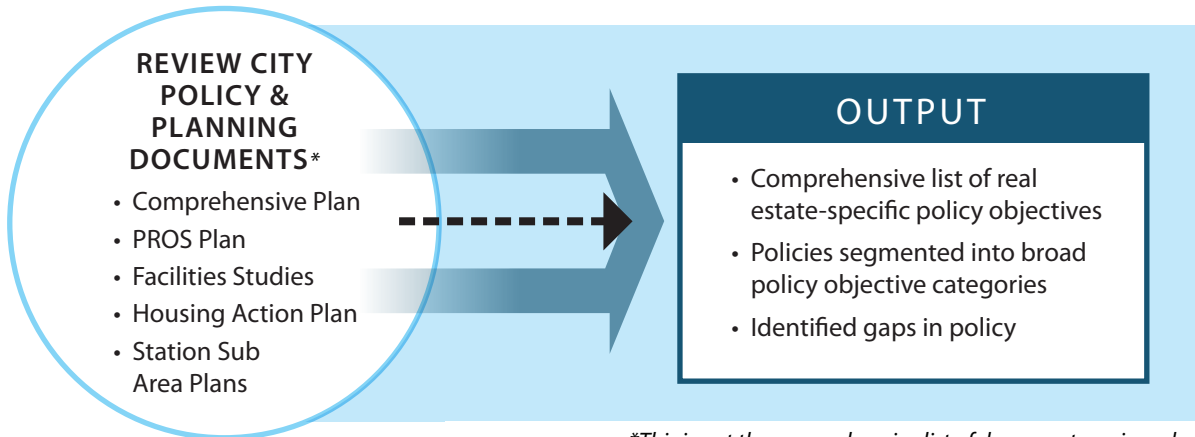
PHASE ONE - Assess and Analyze

In Phase One, Heartland analyzed the City’s existing policy documents as well as the existing real estate portfolio. The policy documents were reviewed to identify policy goals and priorities that could be furthered through the strategic use of real estate. These policy goals and priorities were grouped together into broad categories of policy objectives.

Following this review, Heartland evaluated the existing real estate portfolio, taking into account how the portfolio aligned with the broad categories of policy objectives identified following the review process. Each property was reviewed individually and also viewed through the lens of major economic trends and regional plans as they directly impact the built environment and real estate in the City of SeaTac.

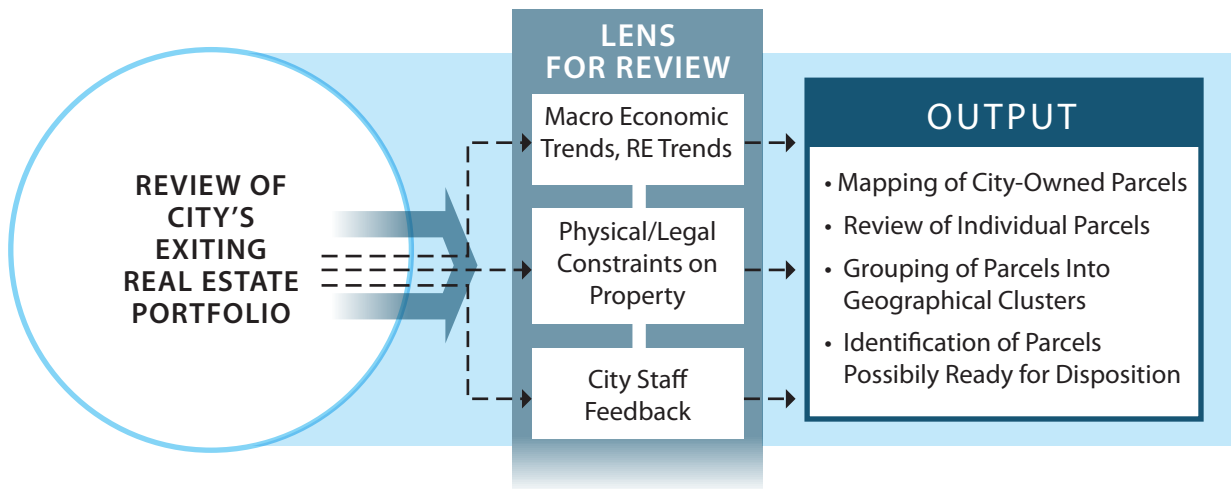
EXHIBIT A – PHASE 1

PHASE 1 TASK 1 - Identify and outline Current Policy/Goals



**This is not the comprehensive list of documents reviewed*

PHASE 1 TASK 2 - Real Estate Portfolio Review

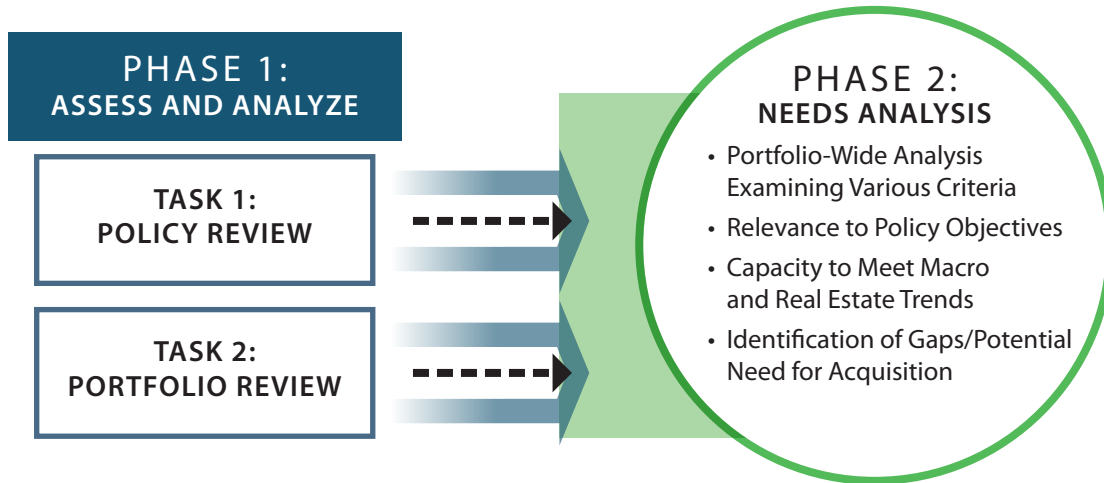


EXECUTIVE SUMMARY, INTRODUCTION & OVERVIEW

PHASE TWO - Formulate Needs Analysis

In Phase Two, Heartland built a framework to evaluate the strengths as well as the needs/existing gaps in the real estate portfolio as it relates to the portfolio's capacity to achieve adopted policy objectives.

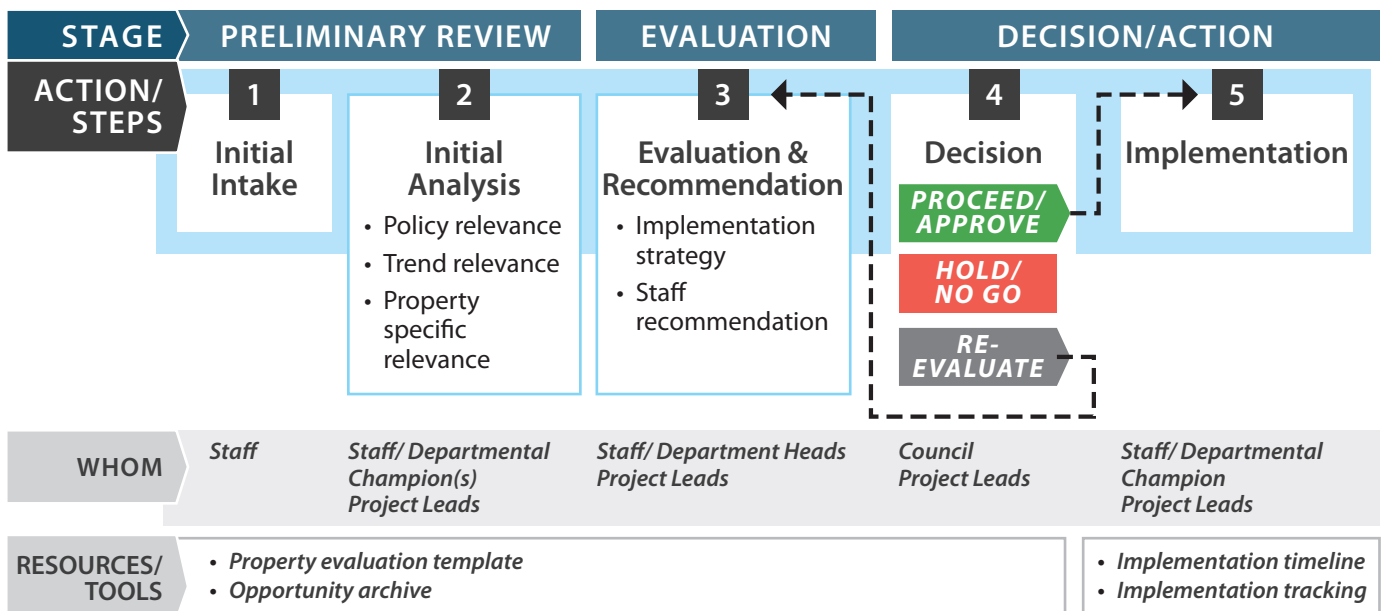
EXHIBIT B – PHASE 2



PHASE THREE – Implementation Framework - Funding & Transactional Strategy

In Phase Three, Heartland worked with City staff to understand the City's existing process for evaluating opportunities and identified specific methods to improve upon this existing process. This proposed Implementation Framework leverages work from Phase One and Phase Two in order to enhance the existing process to empower City staff and legislators to make better informed decisions regarding the City's real estate. It is also not designed to be prescriptive or to recommend specific opportunities or properties that the City is currently evaluating, but to offer the City a process to make informed decisions anchored in policy objectives.

EXHIBIT C – PHASE 3



Real Estate Goals & Policies

APPROACH

Heartland reviewed existing policy documents that were provided by the City staff, with the purpose of identifying existing policies that support the use of real estate. A full list of the documents reviewed can be found in the Appendix on page 37.

From this review, Heartland identified policy objectives relevant to real estate or that will require the use of real estate in order to be achieved. These objectives were compiled into a policy matrix and further refined into broad policy objective categories in which real estate plays a key role. [See Table 1]

TABLE 1 - POLICY OBJECTIVE CATEGORIES








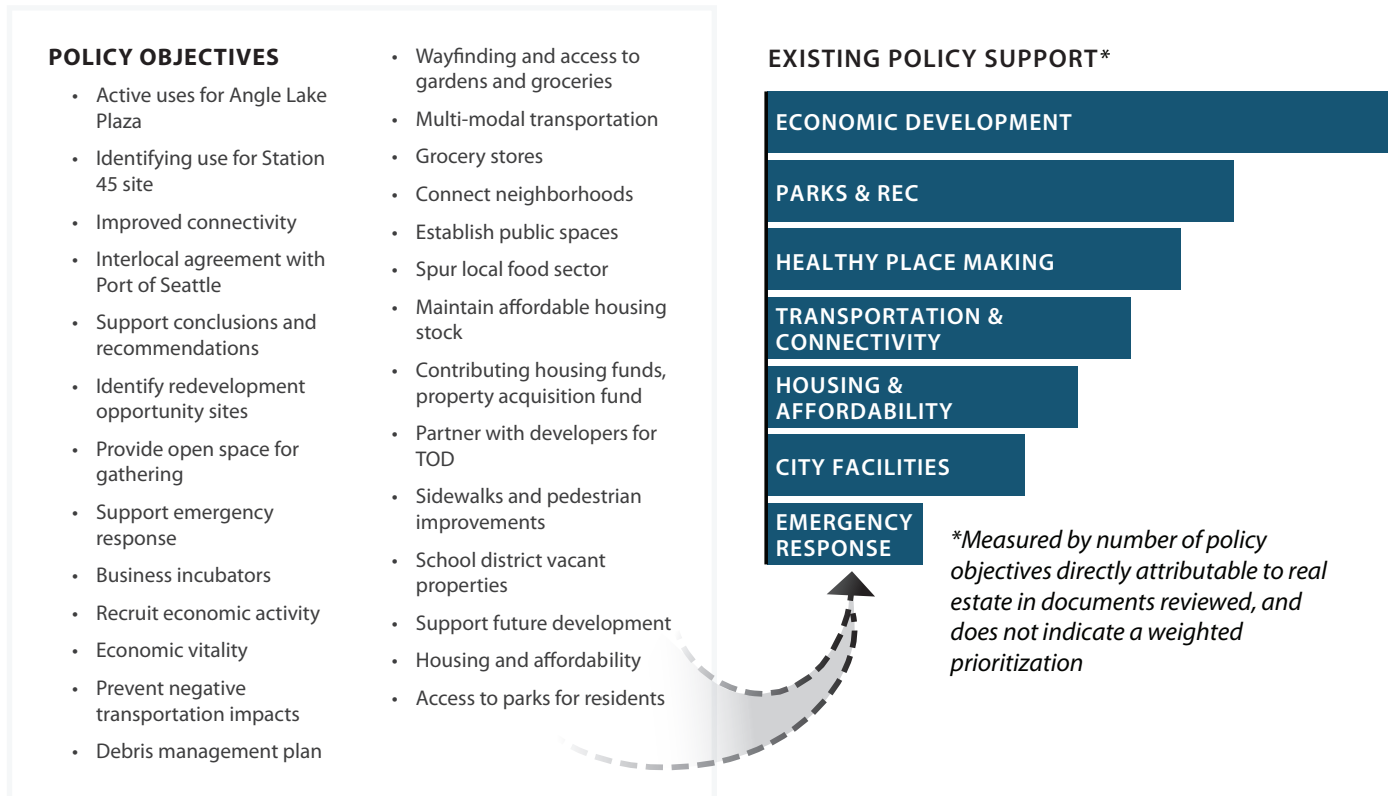
	Economic Development
	Parks and Rec
	Housing and Affordability
	Transportation/Connectivity
	Emergency Response
	City Facilities
	Healthy Placemaking

Table 1 above shows the seven broad categories of policy objectives that have a strong link to real estate that Heartland identified within existing City policy and planning documents from relevant departments within the City. Grouping the policy objectives into broad categories allows for a methodology to assess and map how existing policy objectives are supported by existing policy as it pertains to real estate. See Exhibit D as an illustrative example of the process by which the numerous policy objectives were sorted into policy objective categories, as well as the frequency each were mentioned in the reviewed documents.

EXHIBIT D: CHART AND PROCESS EXAMPLE



FINDINGS: POLICY STRENGTHS AND GAPS

AREAS OF STRENGTH:

- **Parks and Recreation:**
City policy documents, particularly the Parks, Recreation, and Open Space (PROS) Plan, provide strong support for a significant amount of real estate to be used for parks and public works, with specific criteria such as level of service and geographic priorities to guide future acquisitions
- **Healthy Placemaking:**
City policy documents contain several specific suggestions for ways to use City-owned real estate to improve placemaking
- **Economic Development:**
The City has clearly stated a priority to use City-owned real estate to support economic development
- **Partnering Opportunities:**
Support exists for City cooperation with Highline School District, the Port of Seattle, King County, and Sound Transit to leverage real estate opportunities where multiple public interests are aligned

POLICY GAPS:

- **Acquisition Strategies:**
Lack of policy guiding acquisition strategies (including acquisition criteria, funding methods, and transaction methods)
- **Disposition Strategies:**
Lack of policy guiding disposition strategies and processes
- **Housing and Affordable Housing:**
Lack of clarity around how City should or should not use City-owned real estate in support of market-rate or affordable housing
- **City Facilities/Civic Uses:**
Lack of clarity around how City-owned real estate should be used to support City facility needs or support City operations and broader impacts on community & economic development

Relevant Trends

In addition to reviewing adopted City policy and planning documents from the relevant departments within the City, the City and Heartland recognized the importance of evaluating current regional trends and how they impact real estate in the City of SeaTac. Heartland reviewed several plans across the Puget Sound Region, as well as plans provided by the City of SeaTac, to better understand their direct and indirect impacts on the existing City real estate portfolio and to inform strategy formulation. This report does not focus on a deeper dive into the research around these trends and plan. Rather, this report leverages existing research and data to summarize at a high-level the trends that are currently impactful on real estate and that should be monitored on an ongoing basis. The following trends are captured in this report:

- **Commercial Real Estate Trends**
- **Airport Economic Impacts**
- **Housing Supply/Demand Gap**
- **Parks and Recreation Trends**
- **Transit and Commuting Trends**

COMMERCIAL REAL ESTATE TRENDS

- Multifamily development market benefiting from growing demand in SeaTac
- Retail shows strong occupancy at 97.7%, but market support for new retail is likely limited
- SeaTac's office market is stable but unlikely to grow rapidly from speculative development
- Industrial uses in SeaTac benefit from strong market support, likely due to the benefits of co-location with the airport
- High-rise construction, although allowed in designated areas, is not likely to be financially feasible in the near term due to current market rents

Sources:

- *SeaTac City Center Economic Opportunities Review (revised) Memo; E.D.Hovee; 11/9/2019*
- *S. 200th St. Corridor Market Opportunities and Growth Scenarios; CAI; 03/2021*

AIRPORT ECONOMIC IMPACT

- Of approximately 35,000 jobs in the City, 26,300 jobs are supported by the Airport, representing 75% of employment in SeaTac
- 1,050 airport employees live in SeaTac, or 7.1% of labor force working at airport
- \$6.4 Billion in economic activity, or 34% of SeaTac's GDP is generated by airport-related activities
- Generates million's of dollars in local taxes, historically around one third of all taxable sales in the City of SeaTac
- \$1.7 Billion in total compensation
- From 2014-2019 total passenger volume grew by 14 million, a 38% increase
- COVID paused this trend, but parking revenues from park and fly operations returning to pre-pandemic levels

Sources:

- *Sea-Tac International Airport Economic Impacts (revised); CAI; 8/2018; [180808_CAI_sea_tac_airport_economic_impacts.pdf](https://www.portseattle.org/180808_CAI_sea_tac_airport_economic_impacts.pdf) (portseattle.org)*
- *City of SeaTac CED*

RELEVANT TRENDS

HOUSING SUPPLY/DEMAND GAP

- Since 2012:
 - Home prices have risen 119%
 - Rents have risen 48%
 - Incomes have risen 29%
- Housing costs in SeaTac have risen more slowly than the King County average
- Rents have risen in SeaTac, and are closely aligned with rents in other South King County cities
- Development costs have risen at the same rate as the rest of King County
- Demand for homes in the highest and lowest income brackets is exceeding supply

Sources:

- SeaTac Housing Action Plan (Draft); City of SeaTac, Berk Consulting, MAKERS; 5/2021

PARKS AND RECREATION TRENDS

PROS Plan identified the following as priority needs for SeaTac residents:

- Indoor activities (i.e. gym, swimming)
- Community events
- Classes/programs for seniors/adults
- Outdoor activities

PROS Plan identified the following as programming for SeaTac residents:

- Play Opportunities and Trails
- Social Activities and Gatherings/Events
- Increase in need for park space for seniors and children

Sources:

- PROS Plan – 2020 Plan Amendments; City of SeaTac; 11/2020

TRANSIT AND COMMUTING TRENDS

- Regional transit ridership growth increased by 19% in 2018, fastest among the top urbanized areas across the nation
- Ridership has been lower at South King County Transit stations; King County pilot testing VIA to Transit to increase access to transit in select communities through this shuttle service
- COVID had a greater impact on coastal transit metros, such as Seattle. National demand dropped by about 73% at the onset of the pandemic
- One year later Seattle area ridership remained 72% lower than at the onset of the pandemic in February 2020

Sources:

- Puget Sound Trends – The impact of Covid-19 Pandemic on Park-and-Ride and Transit; PSRC - [Puget Sound Trends: The Impact of the Covid-19 Pandemic on Park-and-Rides and Transit – July 2021 \(psrc.org\)](#)
- King County – VIA to Transit - [Via to Transit - King County Metro Transit - King County](#)
- “The impacts of COVID-19 pandemic on public transit demand in the United States”; Liu, Luyu et al.; PLOS ONE; November 18, 2020; <https://doi.org/10.1371/journal.pone.0242476>





Portfolio Review & Needs Analysis

PORTFOLIO REVIEW PROCESS

Heartland began its review of the City’s real estate portfolio by examining each of the 42 properties noted in the existing data provided by the City. Additional information was also obtained from the King County Assessor records, and the City-owned/controlled properties were mapped to provide geographical context.

The City-owned/controlled properties were then analyzed through the following lenses: (1) each property’s specific attributes; (2) each property’s relevance to real estate-relevant policy (through the policy objective categories identified in Phase One, Exhibit A); and (3) through relevant real estate plans, planning documents, and trends impacting the City.

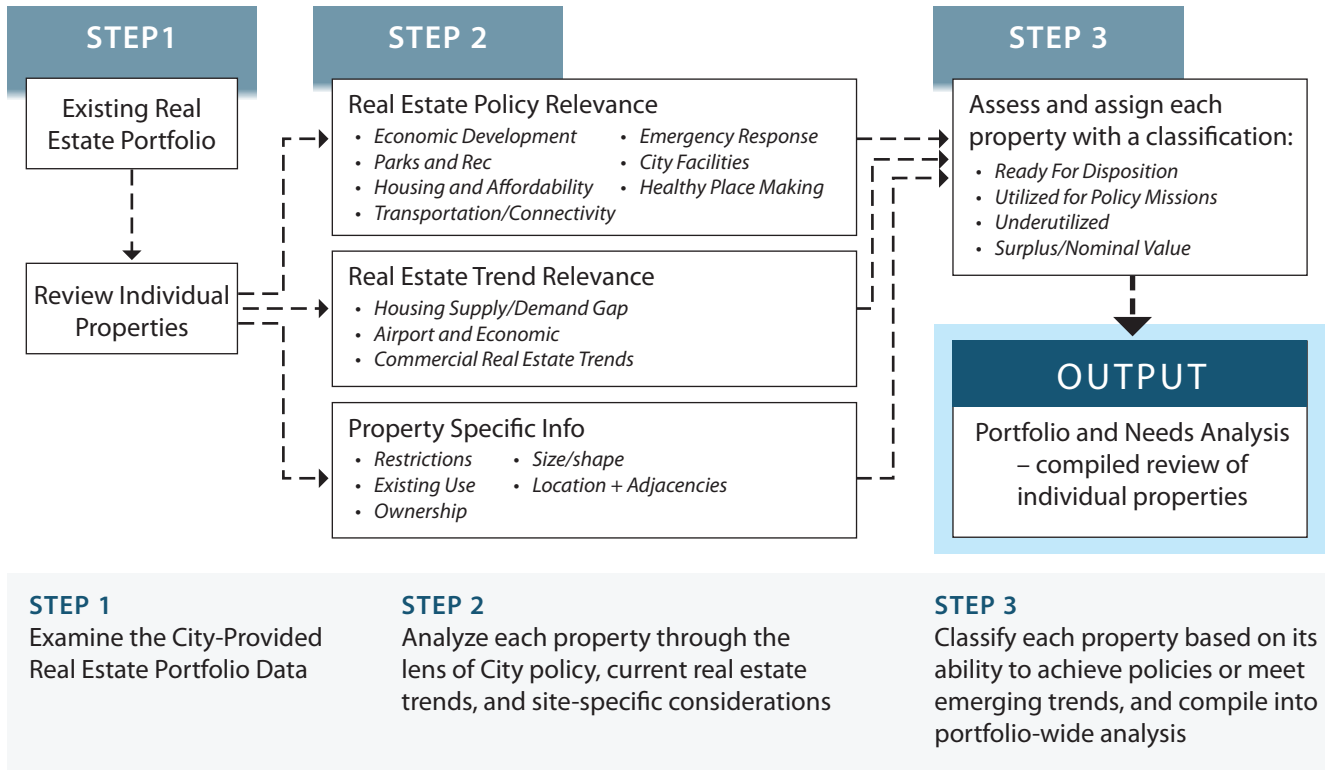
Finally, each property was classified based on its potential to achieve policy goals or meet emerging trends. To classify the properties, each one was assigned one of four following strategic classifications:

	Disposition:	Properties either currently being actively marketed or that have been identified by the City as candidates for likely sale.
	Underutilized:	Properties identified as having value but not maximizing support of a City mission or policy objective. These properties are of significant scale and have the potential to be improved or sold to support the City’s mission or policy objectives. Some of these are large parcels that have restrictions or other issues currently preventing redevelopment or other property improvements. In these instances, Heartland has assumed that certain policy objectives such as increasing connectivity or enhancing parks and recreational usage could potentially be achieved. Upon further property specific review and feedback from City staff, these parcels may be reclassified as Surplus/Nominal Value. Eleven properties were classified as underutilized, totaling 22.2 acres across the portfolio.
	Mission:	Properties identified as in service or support of City missions or policy objectives. These properties may also present opportunities to further advance mission or policy objectives. Most of the portfolio by area (87%) is classified as Mission properties, largely due to parks and recreation land.
	Surplus/Nominal Value:	Small properties, often with irregular shapes and/or use restrictions or other encumbrances. These properties have nominal economic value, and are unlikely to achieve mission or policy objectives.

PORTFOLIO REVIEW & NEEDS ANALYSIS

Heartland then compiled the classifications and previous analyses to generate a portfolio-wide analysis. This portfolio-wide analysis provides insight to the patterns and dispersion of the City’s real estate holdings and its strategic positioning. The following diagram (Exhibit E) illustrates this portfolio review process.

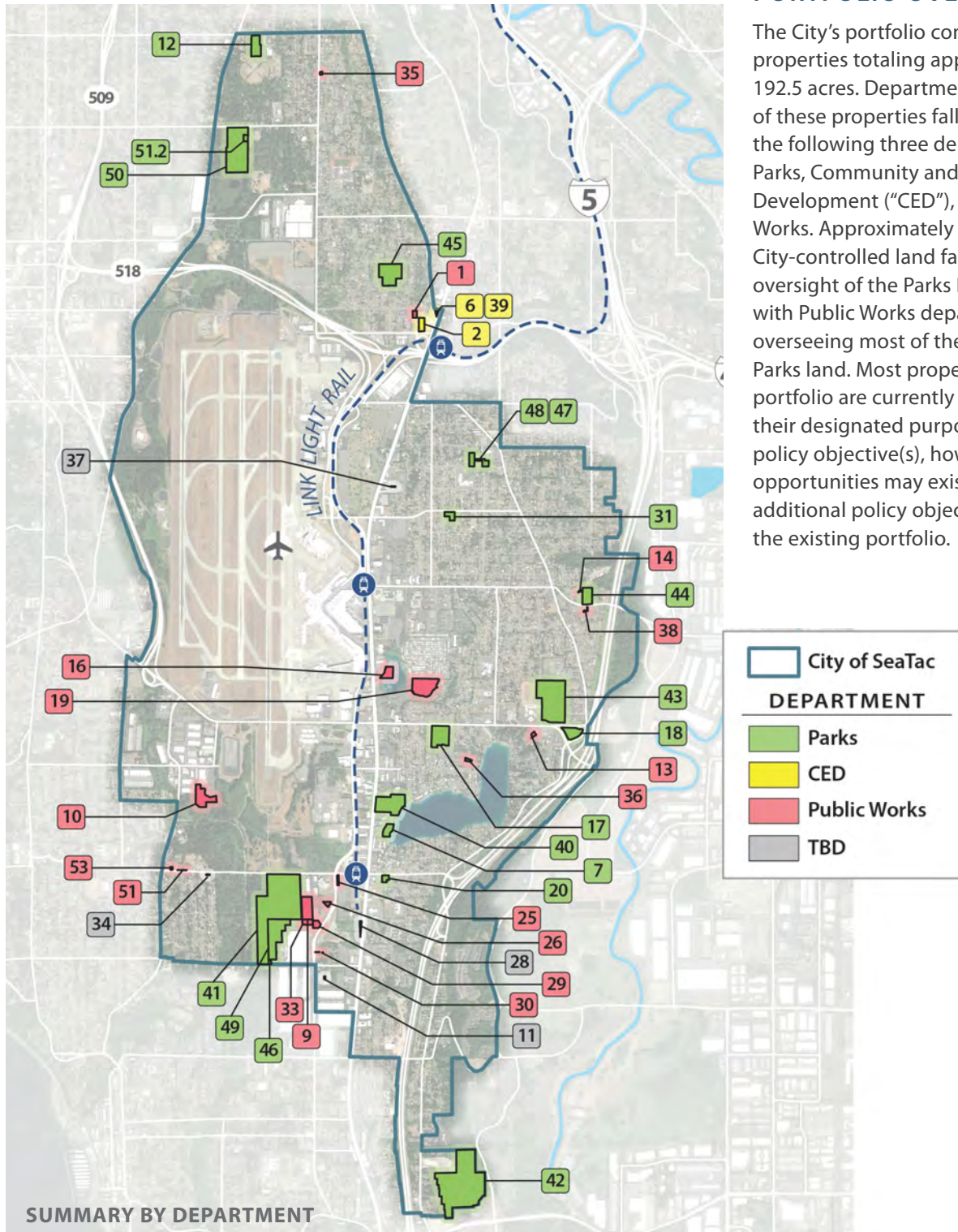
EXHIBIT E: PORTFOLIO REVIEW PROCESS



PORTFOLIO REVIEW & NEEDS ANALYSIS

PORTFOLIO OVERVIEW

The City’s portfolio contains 42 properties totaling approximately 192.5 acres. Department oversight of these properties falls under the following three departments: Parks, Community and Economic Development (“CED”), and Public Works. Approximately 87% of City-controlled land falls under the oversight of the Parks Department, with Public Works department overseeing most of the non-Parks land. Most properties in the portfolio are currently serving their designated purpose or policy objective(s), however opportunities may exist to advance additional policy objectives within the existing portfolio.



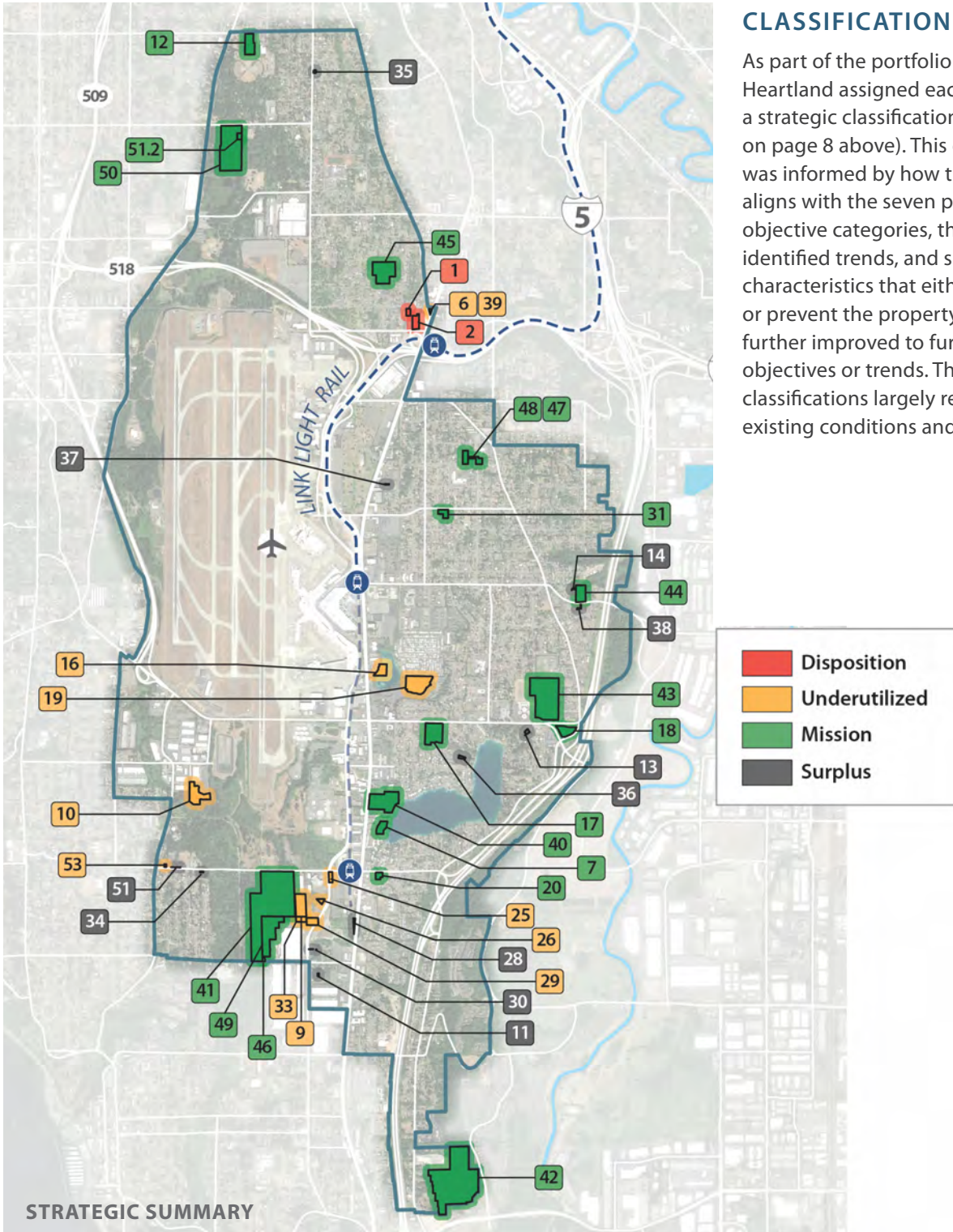
SUMMARY BY DEPARTMENT

	PROPERTIES	TOTAL AREA (ACRES)
■ Parks	19	167.4
■ CED	3	1.6
■ Public Works	16	23.1
■ TBD	4	0.5
TOTAL	42	192.5

PORTFOLIO REVIEW & NEEDS ANALYSIS

STRATEGIC CLASSIFICATIONS

As part of the portfolio review, Heartland assigned each property a strategic classification (defined on page 8 above). This classification was informed by how the property aligns with the seven policy objective categories, the five identified trends, and site-specific characteristics that either enable or prevent the property from being further improved to further policy objectives or trends. The strategic classifications largely reflect the existing conditions and uses.



STRATEGIC SUMMARY

	PROPERTIES	TOTAL AREA (ACRES)
■ Disposition	2	2.0
■ Underutilized	11	22.2
■ Mission	18	166.8
■ Surplus/Nominal Value	11	1.5
TOTAL	42	192.5



PORTFOLIO REVIEW & NEEDS ANALYSIS

PORTFOLIO POLICY RELEVANCE

In addition to assigning each property a strategic classification, Heartland assessed each property’s potential to achieve the seven identified policy objectives. These assignments were made based on Heartland’s review of the policies specific to each broad policy category and the physical attributes of each parcel. For some categories, such as Parks & Rec, the assignment was relatively straightforward. For others, such as Emergency Response which is often a secondary policy objective for a parcel, the assignment was made based on assumptions such as the size, shape and location of the parcel.

An individual property can contribute to one or more of the policy objectives, though for some only one policy objective applied. For example, a park can support Parks & Rec as a primary policy objective, and Emergency Response as a secondary policy objective. The following table shows the number of properties that currently support or have the potential to support the associated policy objective:

EXHIBIT F: REAL ESTATE POLICY OBJECTIVE SUMMARY

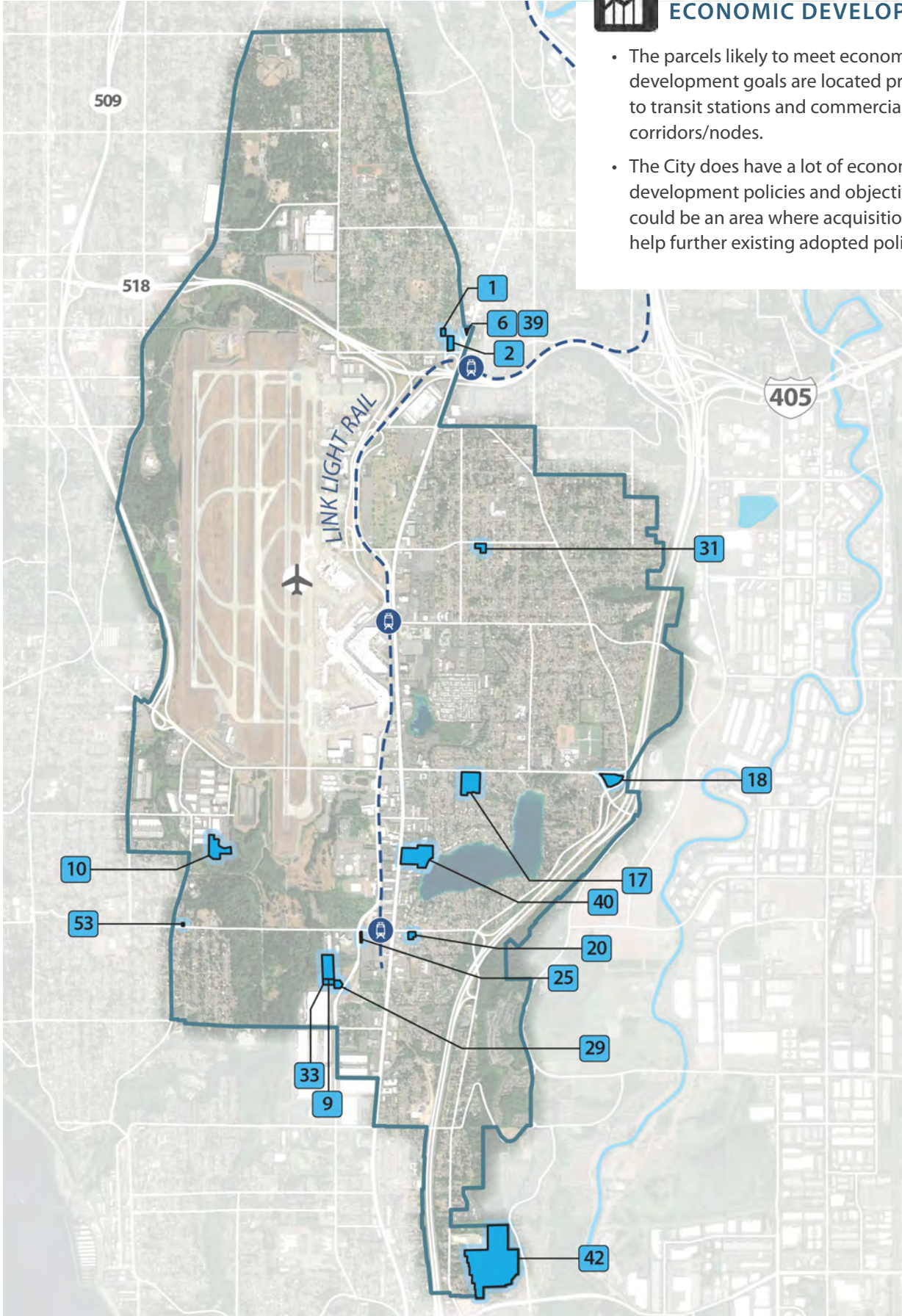
	PROPERTIES	TOTAL AREA (ACRES)
 Economic Development	16	72.7
 Parks & Rec	23	177.3
 Housing and Affordability	5	43.1
 Transportation/Connectivity	6	14.1
 Emergency Response	17	160.3
 City Facilities	4	5.2
 Healthy Placemaking	22	73.7

PORTFOLIO REVIEW & NEEDS ANALYSIS



ECONOMIC DEVELOPMENT

- The parcels likely to meet economic development goals are located proximate to transit stations and commercial corridors/nodes.
- The City does have a lot of economic development policies and objectives, this could be an area where acquisition may help further existing adopted policy.

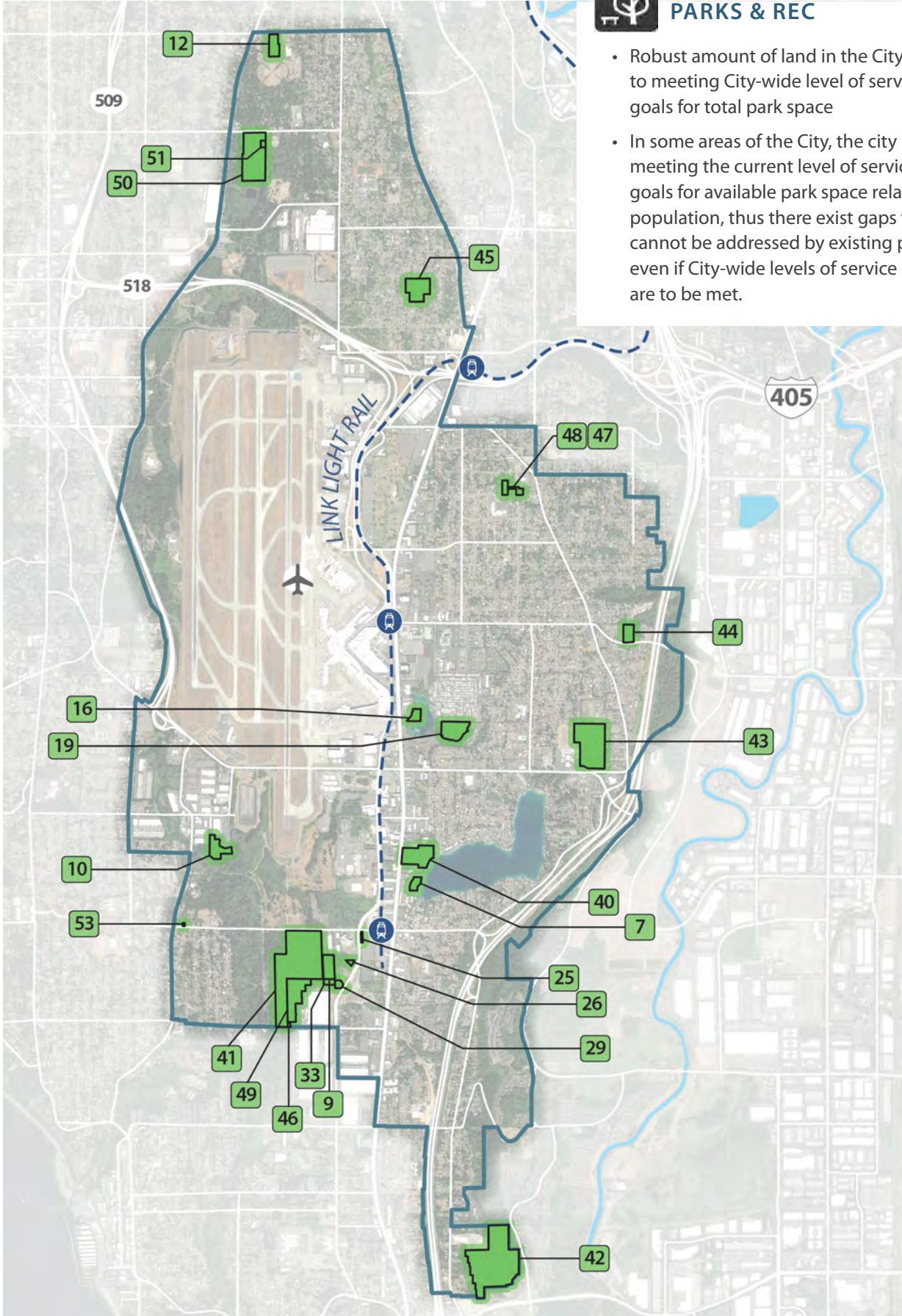


PORTFOLIO REVIEW & NEEDS ANALYSIS



PARKS & REC

- Robust amount of land in the City, close to meeting City-wide level of service goals for total park space
- In some areas of the City, the city is not meeting the current level of service goals for available park space relative to population, thus there exist gaps that cannot be addressed by existing portfolio even if City-wide levels of service goals are to be met.





HOUSING & AFFORDABILITY

- The City does not currently have housing and affordability policies that necessitate the use of City-owned land.
- Should the City adopt policies that would necessitate City ownership of land, acquisition would likely be necessary.
- ICN #2 – sale closed in Fall of 2021 to support a housing and mixed-use development.





TRANSPORTATION/ CONNECTIVITY

- The City does not have significant real estate holdings that could help further existing transit and connectivity goals.
- Transit/Connectivity can often be a secondary mission for a property, and future acquisitions could focus on properties that accomplish another policy objective along with transit/connectivity.

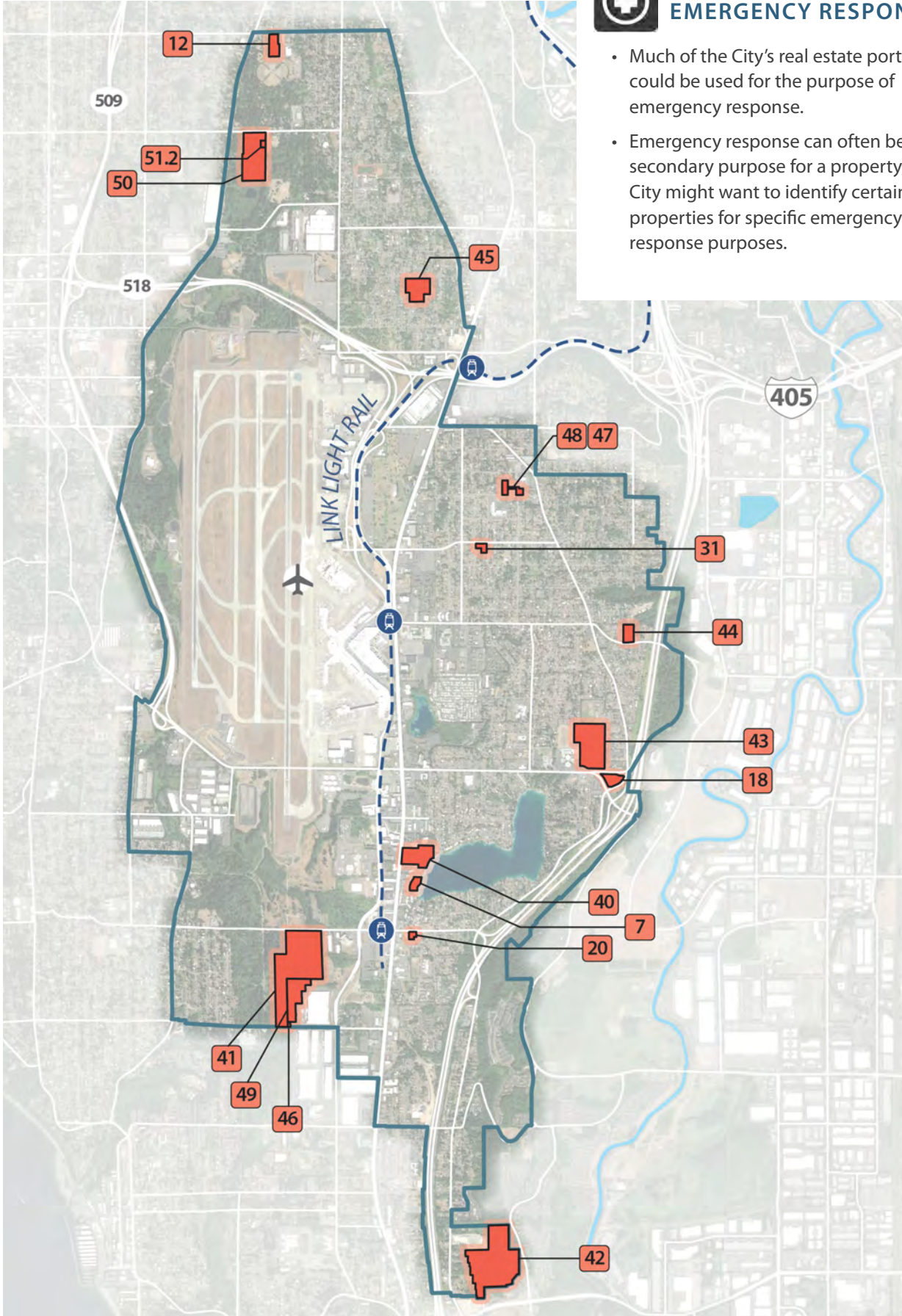


PORTFOLIO REVIEW & NEEDS ANALYSIS



EMERGENCY RESPONSE

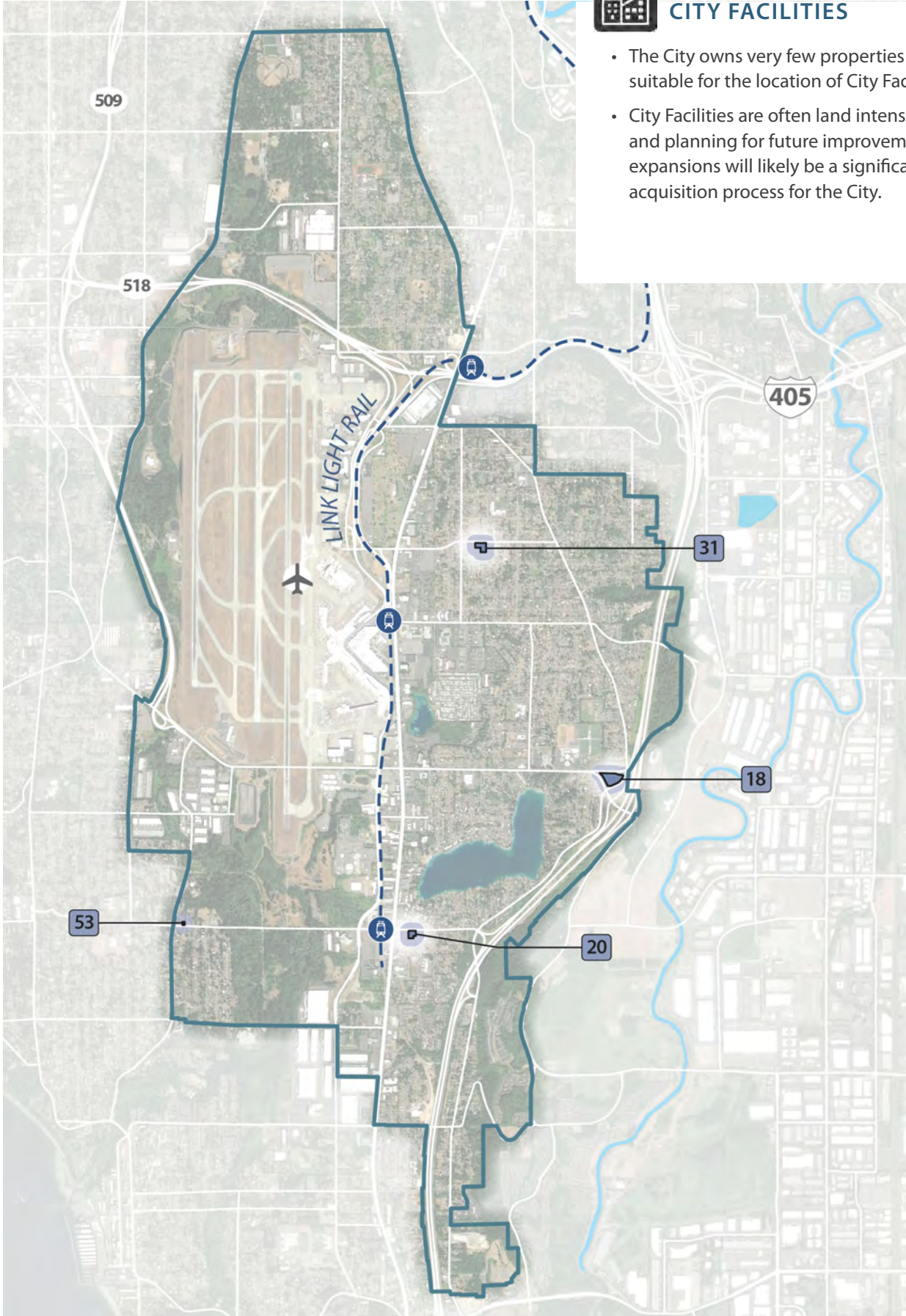
- Much of the City's real estate portfolio could be used for the purpose of emergency response.
- Emergency response can often be a secondary purpose for a property, but City might want to identify certain properties for specific emergency response purposes.





CITY FACILITIES

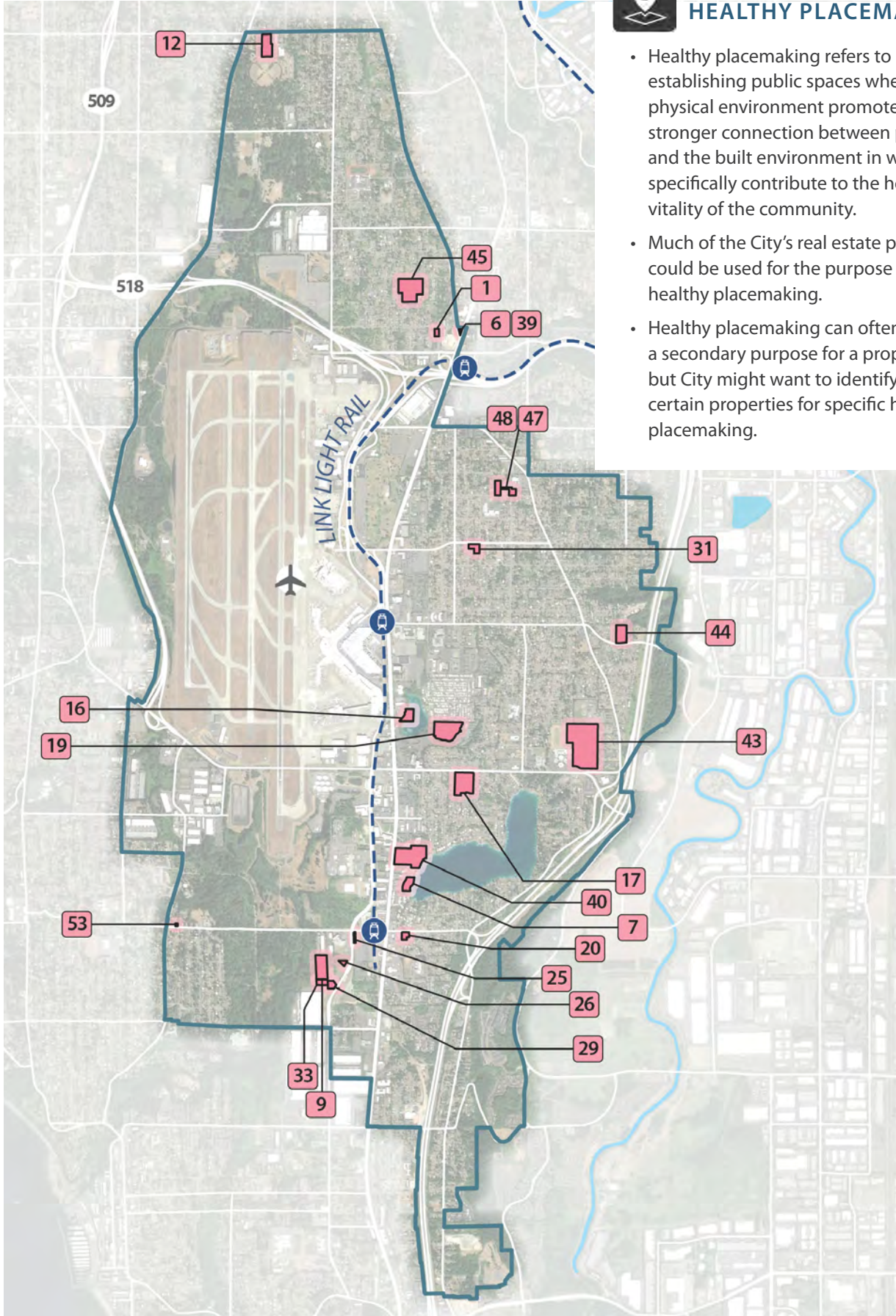
- The City owns very few properties suitable for the location of City Facilities
- City Facilities are often land intensive, and planning for future improvements/expansions will likely be a significant acquisition process for the City.





HEALTHY PLACEMAKING

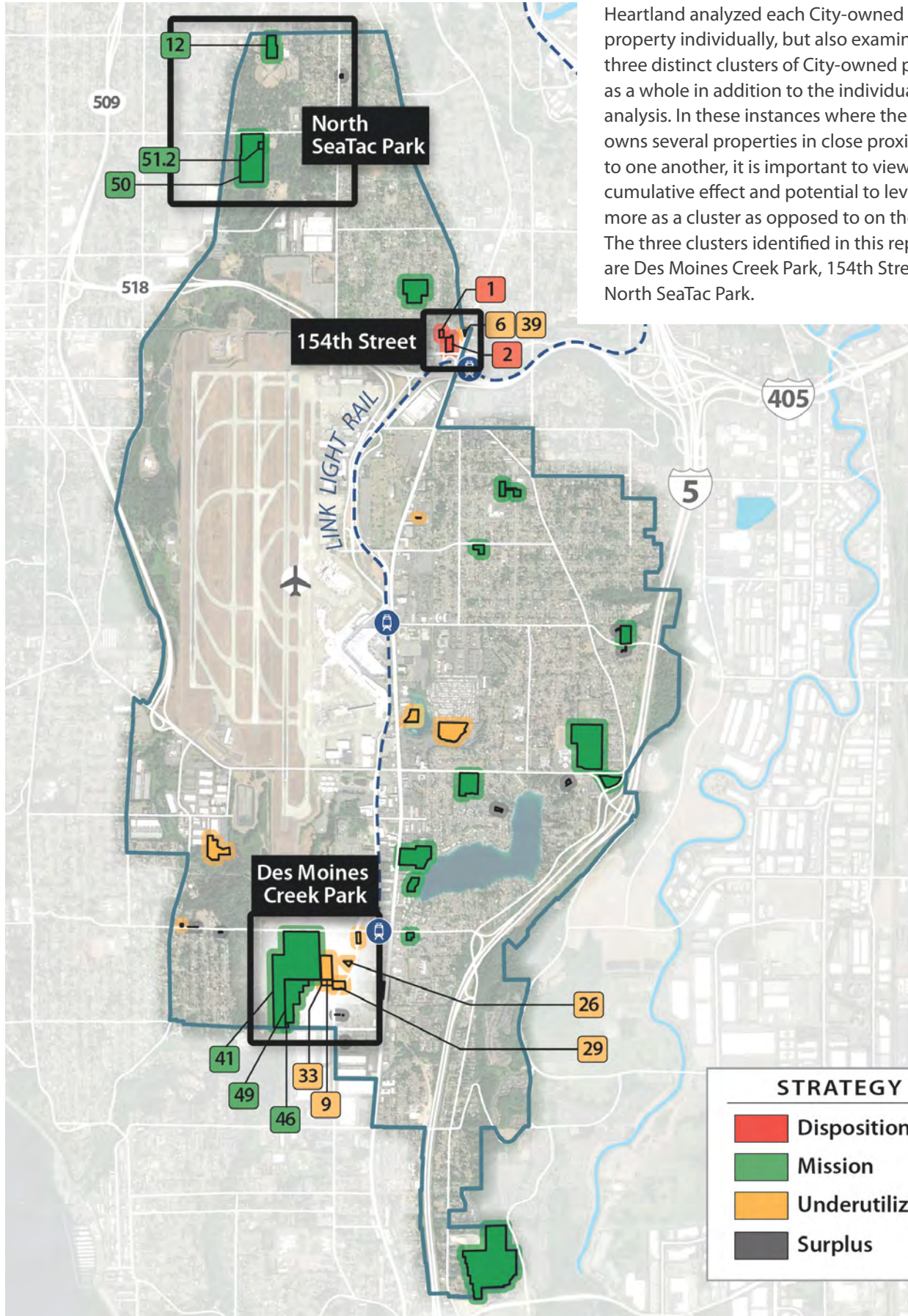
- Healthy placemaking refers to establishing public spaces where the physical environment promotes a stronger connection between people and the built environment in ways that specifically contribute to the health and vitality of the community.
- Much of the City's real estate portfolio could be used for the purpose of healthy placemaking.
- Healthy placemaking can often be a secondary purpose for a property, but City might want to identify certain properties for specific healthy placemaking.



PORTFOLIO REVIEW & NEEDS ANALYSIS

PROPERTY CLUSTERS

Heartland analyzed each City-owned property individually, but also examined three distinct clusters of City-owned property as a whole in addition to the individual-level analysis. In these instances where the City owns several properties in close proximity to one another, it is important to view their cumulative effect and potential to leverage more as a cluster as opposed to on their own. The three clusters identified in this report are Des Moines Creek Park, 154th Street, and North SeaTac Park.



PORTFOLIO REVIEW & NEEDS ANALYSIS



DES MOINES CREEK PARK

The Des Moines Creek Park cluster of properties is comprised of parcels that are formally part of Des Moines Creek Park and those that are adjacent or proximate to the park but not currently programmed as park land. Des Moines Creek Park is a regional park, and is located close to both the Angle Lake light rail station area and industrial land primarily owned by the Port of Seattle and which supports many airport-related jobs. The City has an opportunity to leverage both existing park land and other underutilized parcels in this area to support both the mission of a regional park and potentially other healthy placemaking and/or economic development objectives given the proximity of transit and a number of employers.



154TH STREET

The City noted ownership of four parcels in the 154th Street area, all of which are proximate to the Tukwila International Boulevard Light Rail Station. Property #2 was sold in Fall 2021 to be develop as a mixed-use multifamily project, while property # 1 has been designated for disposition by the City but is not yet under contract to be sold. These parcels have the potential to contribute to several policy goals, including economic development, healthy placemaking, connectivity to transit, and housing production. They are also well located to respond to commercial real estate and housing trends, given their proximity to the light rail station and several major corridors.



NORTH SEATAC PARK

North SeaTac Park is the largest park within the City of SeaTac, and while most of the land is leased long term from the Port of Seattle, the City manages the park, and can program it to serve both the region and local/nearby residents. There are some limitations in what the City can do with the land given the land ownership by the Port, as well as Federal Aviation Administration (FAA) regulations due to proximity to the north end of SEA Airport runways.

Implementation Framework

OVERVIEW

PURPOSE: Ongoing review, and evaluation of new opportunities

The City of SeaTac municipality owns a substantial real estate portfolio of public assets. The Implementation Framework, described in detail in this section of the report, is designed to provide the City of SeaTac with a process to evaluate both the City’s existing real estate portfolio on an ongoing basis, as well as the pursuit of new real estate opportunities to fulfill and/or accomplish policy objectives. Specifically, the overarching vision for the City is defined in the Comprehensive Plan and related policies. Public assets and civic buildings play a strategic role in defining and implementing the built environment and often serve as a catalyst and/or anchor for other development.

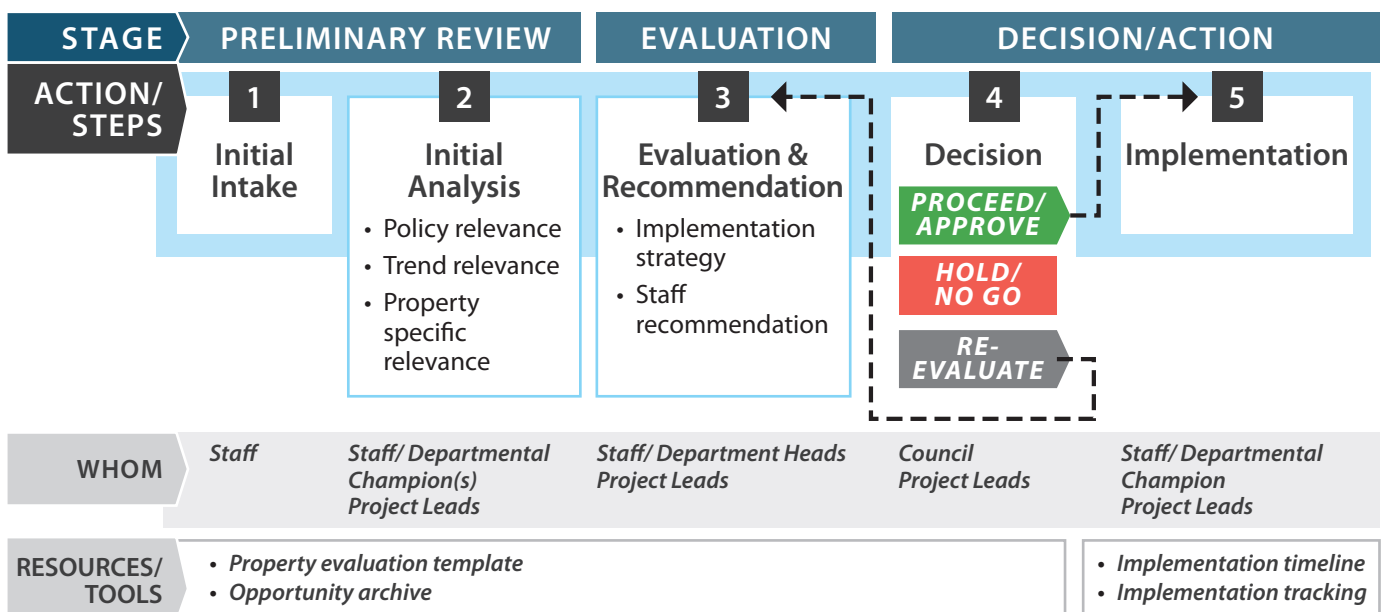
Heartland worked with City staff to understand the City’s existing process for evaluating opportunities and identified specific methods to improve upon this existing process. This proposed Implementation Framework is not designed to reinvent the City’s process, but rather to further define and enhance the existing process to empower City staff and legislators to make better informed decisions regarding the City’s real estate. It is also not designed to be prescriptive or to recommend specific opportunities or properties that the City is currently evaluating, but to offer the City a process to make informed decisions anchored in policy objectives.

The process laid out in this framework involves an active initial review and ongoing periodic updates as trends and policies in the City evolve over time, with these reviews to be formally recorded and used as historical references.

Process (summarize the process based on existing and proposed changes)

City staff provided Heartland with input on the process currently used by staff to evaluate real estate decisions. This process, which is informal in nature and not codified, consists of five action steps, which Heartland has reclassified into three broader stages. These five action steps and three broad stages are illustrated below:

1. Initial Intake/Review against existing policy basis (Preliminary Review)
2. Initial Analysis (Preliminary Review)
3. Evaluation (Evaluation)
4. Decision (Decision/Implementation)
5. Implementation (Decision/Implementation)



IMPLEMENTATION FRAMEWORK

Opportunities for Improvement

City staff feedback emphasized that the areas with the greatest amount of ambiguity and least amount of structure in the existing decision making-process are found in Step 3 (Evaluation) and Step 4 (Decision) of the process. The City desires to pivot from a reactive approach to a holistic strategic approach for evaluating opportunities. This improved strategic approach to real estate decisions instead will enable the City to achieve their goals by:

- Rooting decisions in existing policy objectives
- Routinely evaluating the existing real estate portfolio to measure effectiveness in achieving these policy objectives. This includes evaluating the level to which policy objectives direct the use of real estate and addressing policy gaps.
- Creating a standard process/format that more effectively communicates the evaluation of opportunities and document the process and analysis to establish a consistent decision-making process.
- Incorporating the evaluation of implementation strategies for new opportunities at the evaluation stage to better prepare legislators for key decisions.
- Recording an archive of opportunities evaluated to function as a living document that can guide decisions on future opportunities.

On-going Evaluation

The City of SeaTac has dynamic real estate needs and opportunities, thus the existing real estate portfolio will benefit from periodic evaluation. The work performed by Heartland in the first two phases of this report represents a guide for these future evaluations by presenting a consistent format. This ongoing policy-centric evaluation of the existing portfolio combined with a consistent process for the evaluation of new opportunities as they arise will provide clarity to City staff and legislators and allow them to measure how the portfolio of properties and/or opportunities align within existing policy objective categories. Additionally, this evaluation serves as a living record of progress towards specific real estate strategic goals and will help further anchor the real estate strategy.

Recommendations

RECOMMENDATION	NOTE	POTENTIAL DELIVERABLES & ACTIONS
Opportunity Tracking through the Process Framework	As opportunities are evaluated , create a tracking document as a way to organize, annotate, and archive to further efficiencies in the future	Chart (e.g. Gantt Chart) to track important milestones and decision points and manage timelines
Opportunity Evaluation Framework	Leveraging the property evaluation cards in Phase 2, create a template for the initial property evaluation and assessment to be uniformly organized	Template Evaluation Sheet; see Appendix for property card examples for template format
Updates to this report to make it a living document	Recommend a portfolio review cadence, and potentially revisit the policy matrix as well	City staff suggested that a cadence of 2-4 years would coincide well with the budget cycle. Potential for other drivers of cadence

IMPLEMENTATION FRAMEWORK

PROCESS FRAMEWORK STAGE 1: PRELIMINARY REVIEW**Initial Intake/Discussions**

The current opportunity review process typically begins with internal discussions about real estate opportunities and decisions. These discussions often materialize into an initial analysis of the opportunity or pursuit. This step should identify the source of the opportunity (e.g. existing real estate portfolio or recently listed for sale property). The initial intake step should also identify the policy objective(s) that would be furthered by this opportunity as an early screening tool. By formalizing this initial intake stage, the City can create a record to track staff analysis of real estate opportunities through the implementation process. This formalized intake process will also better position the opportunity to efficiently move through the process. Creating a formal tracking procedure also provides a convenient tool to review new opportunities in the context of previous opportunities, in addition to the context of the City's existing real estate portfolio.

Initial Analysis

Following the formalized initial intake, the opportunity proceeds through an initial staff-level analysis. This initial analysis is intended to examine the basic details and information around the opportunity to facilitate the decision-making process among staff to advance (or not advance) the opportunity to the evaluation stage. Regardless of the decision to proceed or not proceed to the evaluation stage, the full preliminary review stage (Initial intake + Initial analysis) should be archived, along with the reasoning behind the decision to proceed or not proceed with the opportunity.

PROCESS FRAMEWORK STAGE 2: EVALUATION

The evaluation stage involves the most staff time and focus of the three stages. In this stage, staff will determine if they decide to recommend a real estate action to City Council. This recommendation will need to be supported with analysis of the real estate itself as well as an evaluation of how to implement the opportunity.

There are two types of evaluations that staff can focus on in the Process Framework:

Opportunity Evaluation:

Opportunity evaluation is the consideration of opportunities to acquire or dispose of real estate. This includes opportunities directly sourced by the City (e.g. identifying a property to satisfy the Parks and Rec desired level-of-service objectives), or ones that become publicly available when a third party markets them for sale (e.g. the Sound Transit Request For Proposals for the Angle Lake Station site). Similar to the preliminary review stage, each opportunity evaluation should be recorded and archived whether the decision is to proceed or not proceed with the opportunity. This provides an opportunity to reevaluate this opportunity in the future and leverage the resources already invested in evaluation. Archiving these records also reduces the potential risk of duplicating efforts to review the same opportunities.

Portfolio Evaluation:

The portfolio evaluation is the review of the City's existing real estate portfolio. This review includes an evaluation of each City-owned and City-leased property individually as well as a comprehensive review of the complete portfolio to gauge the degree to which existing properties in the portfolio are supporting the City's policy objectives through the existing real estate assets. The work in Phases One and Two of this report illustrates Heartland's approach to this review process. As the real estate portfolio is dynamic and changes over time, it will remain necessary to update this portfolio-level evaluation on a regular cadence. Additionally, the City establishing the frequency of this cadence of portfolio reevaluation is a recommendation of this report.

IMPLEMENTATION FRAMEWORK

Evaluation Components

Real Estate Policy Relevance

The most important evaluation component is understanding how the opportunity or existing property supports existing policy objective(s) through real estate. When reviewing properties in the portfolio it is important to distinguish between the way properties currently contribute to the policy objectives and the potential to amplify existing contributions or contribute to additional policy objectives.

When evaluating new opportunities, Heartland’s recommendation is to employ the same methodology regarding policy objectives used in evaluating the existing real estate portfolio. Leveraging the input and conversations in the preliminary review phase, it is important to establish how the opportunity contributes to the real estate policy objective categories shown in Table 1.

In addition to supporting the direction of the real estate strategy, the evaluation of policy objectives presents the opportunity to evaluate City policy and potentially identify areas where additional policy direction may be helpful in guiding real estate decisions. Ultimately, real estate is a tool to implement policies and provides places to deliver services.

Real Estate Trend Relevance

The evaluation of real estate trend relevance examines how a property in the City’s existing portfolio or a new opportunity aligns with current economic and real estate trends impacting the City of SeaTac. As the portfolio review and opportunity review are an ongoing process, the understanding of trends impacting the City will need to be refreshed as trends evolve. At the time of this report the following were identified as the most significant trends to monitor:








- Commercial Real Estate trends
- Airport Economic Impacts
- Housing Supply/Demand Gap
- Parks and Recreation Trends
- Transit and Commuting Trends.

Property-Specific Evaluation

Property-specific evaluations are essential when reviewing both existing City-owned real estate and new opportunities being evaluated. This detailed evaluation includes physical characteristics (parcel size, shape, topography, etc.), as well as non-physical attributes such as zoning and site context (surrounding ownership, land use, political implications, etc.). Most of these physical site considerations are included in the individual property reviews found in the Appendix of this report, while the non-physical attributes to be considered will vary depending on the specific opportunity.

The property specific evaluation is a tool to measure the degree to which the site can serve policy objectives or relevant real estate trends. As a hypothetical example, a property with existing improvements that could be repurposed by the City to further policy objectives may provide greater and more efficient policy support when compared to a parcel that requires redevelopment. The unique features of each opportunity or property should be fully explored and clearly communicated in this section of the evaluation. It is also important to consider parcels holistically and their relationship in and among the City’s full real estate portfolio.

TABLE 1 - POLICY OBJECTIVE CATEGORIES

	Economic Development
	Parks and Rec
	Housing and Affordability
	Transportation/Connectivity
	Emergency Response
	City Facilities
	Healthy Placemaking

IMPLEMENTATION FRAMEWORK

Implementation and Funding Strategy Evaluation

Identifying potential implementation and funding strategies in this evaluation phase allows decision-makers to understand what is and what is not possible when prioritizing among several potential opportunities and contextualizing them along with existing implementation efforts. If a decision to proceed with an opportunity is approved, the implementation strategy evaluation will also serve as a roadmap to guide the implementation process.

Evaluating implementation and funding strategies also has the effect of quantifying the potential impact on the City's human and financial resources and capacity. For example, an opportunity to ground lease City-owned land to a development partner requires substantially less staff time and financial capital than one where the City were to self-develop on the same property. Implementation and funding strategies are further explored in more depth in the next section of this report, see page 29.

Additionally, real estate investment decisions can have impact on future development capacity (e.g. bonding, use of tax revenues, etc.).

PROCESS FRAMEWORK STAGE 3: DECISION/IMPLEMENTATION

Decision

Following the City staff's preliminary review (initial intake and initial analysis) and evaluation, the vetted potential opportunities are presented to the City's legislative decision makers. City Council can choose to approve the opportunity, decline to act on the opportunity, or request a re-evaluation of the opportunity by staff.

The organization around this stage of the process should be designed in a consistent format to help facilitate the decision-making process. A consistent format helps to streamline and more effectively communicate the important information around each opportunity/decision, and enables the legislative decision-makers to become familiar with the process and find it easier to digest and evaluate.

It is also essential to identify the decision considerations related to each opportunity. Examples of these considerations should include:

- Is administrative or council review/approval required?
- Based on the implementation strategy evaluation, will this action require a budget amendment?
- Would additional City staff need to be hired or third party vendors need to be contracted in order to execute on this transaction?
- What are the opportunity costs of executing on this opportunity?
- Are there any other/better options available?
- What are the implications of delaying the timing of the decision?

Organizing and presenting these questions along with the strategic context for each opportunity empowers decision makers in the decision-making process.

Implementation

If the process framework is followed, the implementation of the opportunity should prove to be relatively straightforward. The decision by the City to pursue an opportunity will have identified what the opportunity is as well as the implementation strategy. Key City staff that will execute and/or oversee implementation activities should be identified with their roles clearly established. Staff will then be empowered to carry out the implementation, both internally and via external specialists (e.g. attorneys, brokers, general contractors, etc.). Progress of the implementation process should be tracked both for reporting and historical record keeping.

IMPLEMENTATION FRAMEWORK

IMPLEMENTATION STRATEGIES

As part of the evaluation stage of the process framework, Heartland has recommended that staff examine potential implementation strategies to include with a recommendation to Council. These strategies can take the form of transaction strategies or funding strategies, some of which can function as both.

Once City staff has determined that they would like to recommend an opportunity based on property-specific merits (or possibly in conjunction with the property-specific analysis), an evaluation of potential funding/transaction methods for an opportunity enables City legislators to understand what tools they have at their disposal, or even how to prioritize multiple simultaneous opportunities. Rather than adding questions to the decision-making process, proactively examining these tools can in fact help clarify the opportunity further.

There are three components to the strategy:

- Development Structure
- Funding Method
- Transaction Methods

Overlap exists between these three components. Some funding methods are also transaction methods. Certain funding sources are only possible for a public project, while others would only be available to a public-private transaction. The list below is not a list of all available options, but rather outlines some key or common options and strategies available to the City, and why the City might choose one over the others.

Development Structure

The City will first need to determine if it wishes to develop the opportunity on its own, with another public entity, or to engage with a private development partner in order to implement the opportunity.

DEVELOPMENT STRUCTURE: SELF-DEVELOP**What is meant by self-develop?**

To self-develop in public transactions, City performs the role of a typical land developer to source internal and external resources to execute the development of real estate. In this transaction method, the City assumes the risks associated with development, but retains the highest degree of control over the development. This is not a funding method, and would likely require public funds in order to construct as this would not rely on a public-private partnership.

Why would the City choose to self-develop?

- The City wishes to have the highest degree of control over development
- The City believes that it can develop the property more efficiently than the private sector given the type of use and financing available

Why would the City choose not to self-develop?

- The City does not wish to assume the full risk associated with self-developing a property
- The City believes that involving a private partner to develop the property via another transaction strategy would be more efficient or effective than self-developing the property
- The City lacks the resources or capacity to engage in this process, or the benefit associated with self-developing a property does not justify the cost

IMPLEMENTATION FRAMEWORK

DEVELOPMENT STRUCTURE: PUBLIC PARTNERSHIP**What is meant by public partnership?**

Public partnerships refer to partnerships with mutually aligned public agencies. This structure would combine the interests, efforts, and resources of the City and one or more additional public entities (e.g. King County, the Port of Seattle, school district, etc.). The partnership could take the form of sourcing capital from another public agency or from another public agency taking on the development risk for a mutually aligned project that the City is a party to.

Why would the City choose to leverage public partnership?

- To provide additional sources of funding to leverage the City's sources for a mutually aligned mission
- When the City desires to use land that is controlled by another public entity control that could be contributed to a mutually aligned goal or objective

Why would the City not choose to leverage public partnership?

- The City and the other public entity are not mutually aligned on mission and goals
- The cost-benefit trade-off does not make sense for City resources
- The City can more efficiently develop the property either on its own or with a private partner
- Interlocal agreements and the decision-making process can be lengthy and complex

DEVELOPMENT STRUCTURE: PUBLIC-PRIVATE PARTNERSHIP**What is meant by public-private partnership?**

Public-private partnership encompasses a wide range of deal structures that combines both private and public interest into an opportunity or development project. The advantage to the City in selecting a Public-private partnership is that the developer sources and/or fronts much of the capacity, energy and resources required to manage the development process. The benefit to the City varies depending on the deal, however the City can use public-private partnership to lower risk and reduce demand on internal capacity.

Why would the City choose to utilize a public-private partnership?

The City could choose to leverage a Private development Partnership when the scale goes beyond just the functions required by the city. For example, if the city wanted to control a civic use within proposed mixed-use new commercial development proposal. In this hypothetical example, the City could negotiate a contribution to secure a civic interest in this development to promote the public facilities Policy objective. Helping to facilitate this mixed-use development through the private development partnership could also compound the policy support by also supporting Healthy placemaking policy objectives and possibly economic development objectives as well.

Why would the City not choose to utilize a public-private partnership?

- Risk of public scrutiny
- No credible development partners
- Benefit (material/nonmaterial) or pursuing the partnership does not justify the cost.
- City wants more control over project, and also has ample resources and capacity to execute by self-developing

IMPLEMENTATION FRAMEWORK

Funding Methods

Funding methods for public uses are often limited by what the intended use are, but with creative implementation, several different funding sources can be used. Some funding sources are specific to publicly developed projects, while others are more associated with public private development. Examples of funding for publicly developed projects are:

- City of SeaTac Lodging Tax Funds
 - *Can be used for Economic Development projects that promote tourism*
- Operating Budget funds
 - *Unlikely to be used for anything other than very minor improvements to existing facilities*
- Municipal Debt (either General Obligation or Revenue)
 - *Would necessitate involvement of city finance and outside parties to execute*
 - *More difficult politically to approve*
 - *Could be dependent on projections of future revenues, if applicable*
- County or State funds
 - *These funds are often grant funds intended for specific purposes*
 - *These could also be leveraged in public partnership projects*
- Federal Infrastructure (ARPA) funds
 - *Specific to the federal infrastructure bill passed in 2021 and highly competitive with other eligible uses*
 - *Only applicable to specified types of projects*

Public-private partnerships are also able to utilize funding methods available for publicly developed projects if they meet defined criteria, and also have the benefit of leveraging those sources with private debt and equity markets as well as other funding sources specific to public-private development programs. Many of those sources are linked to specific transactions, which can be found in the next section.

Transaction Methods

The below list is not comprehensive, but shows several potential transaction methods, some of which are also funding methods. Most of these apply to public-private partnerships.

TRANSACTION & FUNDING METHOD: TAX INCREMENT FINANCING**What is tax increment financing?**

Tax Increment Financing (“TIF”) is both a funding and a transaction method that requires a public-private partnership. TIF captures property taxes generated from the increased assessed valuation on a privately developed site following infrastructure investment. TIF was previously not enabled in Washington State, but became law in 2021 and can begin to be implemented in 2022.

Why would the City choose to pursue tax increment financing?

TIF is a powerful tool that enables the development of sites that lack development feasibility due to a lack of necessary supporting infrastructure that would be too costly for the private sector to construct. The City would choose to pursue TIF if the development of a key parcel by the private sector was an objective, and the City desired to construct the infrastructure to support the private development, to fund public infrastructure and improvements, or a combination of the two.

IMPLEMENTATION FRAMEWORK

Why would the City not choose to pursue tax increment financing?

The recently passed TIF legislation has many limitations, including a limit of how many areas (two) within a municipality it can be used, a limit to the assessed value of the TIF increment area, and a specific list of improvements that it can be used to fund. The opportunity must line up with these restrictions. Additionally, TIF must pass a strict “but for” test to demonstrate that the project would not have happened without the TIF funds, and can potentially be difficult to implement without a strong financial case and political support.

TRANSACTION & FUNDING METHOD: 63-20 FINANCING**What is 63-20 financing?**

63-20 Financing is a public-private partnership tool that allows for the issuance of public bonds by nonprofit corporations on behalf of state and municipal entities. The name refers to a ruling made by the Internal Revenue Service in 1963. This tool differs from a traditional issuance of municipal bonds to fund the construction of public facilities in that it enables a private developer to manage the development and financing of the facility, overseen by the nonprofit bond issuer. Thus, a municipal entity can have a facility constructed for it as part of a private development, provided that the developer complies with the pertinent IRS regulation.

Why would the City choose to pursue 63-20 financing?

- Eliminates the need to acquire or utilize existing public land for new public facilities
- The City would not need to issue any debt or rely on other scarce public financing tools to fund the construction of the municipal facility
- Provides a mechanism for the City to eventually own the facility following its construction and occupancy

Why would the City not choose to pursue 63-20 financing?

- Requires finding a willing and competent private developer that owns a parcel that matches the City’s needs for a facility
- Involves a complex financial and legal structure (though one with a track record in Washington State)
- Cedes more development control to the private sector as opposed to direct financing and development by the City

TRANSACTION METHOD: EMINENT DOMAIN**What is eminent domain?**

Eminent Domain refers to the power the City government has to take, through condemnation, private property for a public use. Entire properties or portions of property can be condemned. It is often utilized when there is a clear public need and there are no sufficient alternative properties available to acquire. Eminent domain is almost always used for publicly developed projects as opposed to public-private development.

Why would the City choose to pursue eminent domain?

- Acquiring properties for Rights of Way and public access for transportation or public works purposes when landowners are unwilling to transact.
- A clear need exists for a specific property to serve a public benefit that would otherwise be impossible to provide, and the value or necessity of this public benefit justifies the costs (both material and political) to pursue Eminent Domain.

IMPLEMENTATION FRAMEWORK

Why would the City not choose to pursue eminent domain?

- State constitutional restrictions of eminent domain for economic development uses.
- Eminent Domain is frequently a contentious, expensive, and timely process.
- There are typically alternative approaches, or alternative properties that could be pursued, with Eminent Domain to be used as a last resort.
- Eminent Domain would not be recommended for pursuits with less policy objective support, and especially for policy efforts that may be perceived as desired but not necessary.

TRANSACTION METHOD: GROUND LEASE**What is a ground lease?**

A ground lease (or land lease) is a long-term lease that grants the lessee the right to improve and maintain full utilization of the property, subject to specified lease terms and within legal rights, for the specified term and in exchange for lease income paid to the lessor. The lessor retains legal ownership of the property and receives lease income, while granting long-term control of the site to a different entity. There can often be a trade-off between the amount of lease revenue and the degree of control granted to the lessee. For example, if a ground lease terms heavily restrict the type of development/land use on a site, this will likely reduce the amount of lease revenue achievable, but allows the lessor to maintain more control over how the site is used.

Why would the City choose to pursue a ground lease?**As Lessee:**

- The City can enter into a ground lease as a lessee to gain control over publicly owned land owned by a different government agency that is not willing or legally able to sell the land. The current ground lease agreements with the Port of Seattle for North SeaTac Park provide an example of this arrangement.

As Lessor:

- The City desires to retain long-term ownership of a property but wishes to engage the private sector to develop the site. This provides lease revenue to the City that can provide a revenue source to be deployed towards other policy objectives.
- The City desires to retain a level of control over the use of City-owned land but in a manner that is still economically feasible for a third party to develop the site. This could take the form of limiting a site to commercial development in a way that supports current economic development policy objectives.

Why would the City not choose to pursue a ground lease?

- The City would not likely pursue a ground lease as a lessee if permanent and/or complete control of the site was desired or legally required.
- Pursuing a ground lease as the lessor would be unfavorable if the City desires a high degree of control over how the site is developed or used, or if the intended use was one that held little economic value to potential lessees.

IMPLEMENTATION FRAMEWORK

TRANSACTION METHOD: LAND BANKING

What is meant by land banking?

Land banking is a strategy to preserve lands for future anticipated uses. In a real estate market such as King County where the cost of land is rapidly increasing, the cost to acquire and carry undeveloped or underutilized land can often be less than the potential future cost to acquire land of similar scale, character and location. Additionally, the availability of developable land in the future may be even more scarce, and land banking can thus preserve an opportunity that might not exist if the City waited until the need was more immediate.

Why would the City choose to leverage land banking?

- The City has identified one or more clearly understood needs for certain type of land in the future.
- The City has developed a long-range plan for a specific use (e.g. park development, municipal facilities, etc.)

Why would the City not choose to leverage land banking?

- The future need is speculative or the land is not useful for any specified future plans.
- Lack of policy objectives to support such strategies

Case Studies

CASE STUDY: CITY HALL

The below is a case study that uses the Process Framework to analyze the decision to renovate or relocate SeaTac’s City Hall. This follows the structure that can be seen in the Process Overview Table, found in the Appendix on page 70.

PROCESS FRAMEWORK STAGE 1: PRELIMINARY REVIEW	
1. INITIAL INTAKE	2. INITIAL ANALYSIS
<p>The initial intake is the step that formalizes the initiation of this process:</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Capture the opportunity in this formal template to carry the opportunity through the process and create a historical record of the analysis and evaluation of the opportunity <p>OPPORTUNITY: City Hall is becoming functionally obsolete and in order to serve the City and its citizens a new or substantially renovated City Hall will be required in the relatively near future. The City has previously engaged a consultant to estimate the cost of both a renovation and new construction based on specified needs for a modern City Hall facility. This opportunity is now being entered into the City of SeaTac Real Estate Opportunity Framework for current evaluation as well as historical record-keeping.</p> <ul style="list-style-type: none"> Source of the opportunity should be mentioned here (existing portfolio recommendation, 3rd party-sourced acquisition opportunity) <p>This opportunity is currently internally sourced, there is no specific third-party-sourced opportunity currently being examined.</p>	<p>The initial analysis lays out the basics of the real estate opportunity to be evaluated:</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Summarize the type of opportunity being presented Longer form summary of the opportunity description in the initial intake, summarizing the specifics of both a renovation and a new construction opportunity Record basic property and deal information: <ul style="list-style-type: none"> <i>Parties involved</i> If Renovated: City of SeaTac If Relocated: City of SeaTac, Potential 3rd party land owners and/or development partners <i>Opportunity supports which policy objectives</i> Primary: City Facilities Secondary: Economic development Tertiary: Healthy placemaking <i>Key Stakeholders</i> City staff, legislators, residents and businesses <i>Costs/Price</i> Per Draft City Hall Report: Renovation Expansion: \$73.9M New Construction: \$76.3M (not including land or site costs) <i>Property info</i> Refer to Property Card for City Hall Parcel If evaluating any specific acquisition parcels, identify that here <i>Location</i> If evaluating any specific acquisition parcels, identify that here <i>Potential Timing – Timing vs. timeline to incorporate</i> Immediate decision (renovation) vs. longer timeline (new construction) <i>Impacts of decisions</i> For example, operating during a remodel for over a year, (interruptions, noise, logistics etc.) <i>Alternatives or other viable options</i> Identify a “departmental advocate” (departmental lead or project manager) to advance the opportunity through the evaluation phase If applicable, identify the department/staff who will take the lead in advancing the opportunity through the next two stages

PROCESS FRAMEWORK STAGE 2: EVALUATION

3. EVALUATION

The evaluation stage is the most time-intensive stage of this process. This stage will allow City Staff to determine if they wish to recommend an action on an opportunity and enable a simpler and more formal decision step in the next stage:

ACTIONS

- Engage in a more in-depth review of the opportunity viewed through the following lenses:
 - *Policy objectives*
 - Primary: City Facilities**
 - Secondary: If new construction, potential intended uses for existing City Hall site and secondary uses at new site**
 - *Real estate and economic trends*
 - Identify the land value and potential development capacity of the existing parcel(s) for the new construction option**
 - Identify available land to target for new construction as well as land value trends: would landbanking make sense given trends or wait until ready to build**
 - *Initial analysis outputs*
 - Review of the real estate parcel specifics, with additional evaluation as needed (environmental, traffic/transit, etc.)**
 - *Implementation Strategy*
 - Review the list of potential development structures, funding methods, and transaction methods**
 - For renovation: likely a public development structure, utilizing public funding sources. Potential for a public-private partnership via a sale and a 63-20 transaction**
 - For new construction:**
 - **Public development structure utilizing public funding sources. Possibility of using a landbanking strategy.**
 - **Public-Private Development Structure: List the potential transactions**
 - **63-20 Financing (privately owned property)**
 - **Tax Increment Financing (privately owned property)**
 - **Ground Lease (city-owned land, either currently owned or to be acquired) to be developed by private partner and leased to City)**
- Frame the evaluation for formal consideration by City legislators. This framing should proactively address questions that legislators will want to understand before voting on an action. These questions could include (but not necessarily be limited to) the following:
 - *What is the key driver of this opportunity (e.g. an immediate need or a proactive action to meet a future need)*
 - Need to frame this opportunity in terms of when the facility needs to be replaced by**
 - *Does this support policy a primary policy objective, and if so which one(s)?*

PROCESS FRAMEWORK STAGE 2: EVALUATION

3. EVALUATION (CONTINUED)

- Does this support any additional policy objectives, and if so, which one(s)?

Previously commissioned facility reports indicate a clear need to update the City Hall facility

- Are there additional policy objectives that are furthered in addition to the primary policy objective?

Refer to the evaluation of secondary policy objectives that can increase the public value of this opportunity

- Is this opportunity responsive to current real estate and economic trends?

Refer to the evaluation of trends such as land values and use potential for existing City Hall site

- Are there other alternatives to this opportunity that could be accomplished without this action, and if so why is this proposed action preferred?

In this case, City is proactively evaluating several strategies concurrently, which will give more strength to a recommended course of action

- What implementation strategies could potentially be utilized to pursue this opportunity to maximize the benefit to the City, reduce risk to the City, and achieve stated policy objectives?

After vetting all of the above potential implementation strategies, list the preferred option and the reasoning for why it is better than the others, and what made the options that were not chosen less feasible

- What are the opportunity costs for pursuing this opportunity (e.g. would this preclude the City from pursuing other desired opportunities)?

Given that this is an action that will likely be needed in some form, this could be informed by the cost vs. alternative strategy cost if not using the least expensive method, potential opportunity cost in not redeveloping the existing City Hall site for a new use, etc.

- What are the capital and operating budget ramifications for this opportunity under any identified implementation strategy?

To be informed by the evaluation of the recommended strategy

- What City Council actions are necessary to act on this opportunity

Resolutions, public ballot measures, etc.

- What are the benefits (to the community and policy objectives) and risks measured against the costs?

Include input from several departments and potential citizen outreach given the magnitude of this very important project

- Make a formal recommendation to City Council

Departmental advocate to make the formal recommendation when ready for a Council vote. For an action of this magnitude, the advocate will likely need to keep City Council informed throughout the first two Stages of this process.

CASE STUDIES

PROCESS FRAMEWORK STAGE 3: DECISION/IMPLEMENTATION	
4. DECISION	5. IMPLEMENTATION
<p>The Decision Step is where the process transitions from the analysis and evaluation prepared by staff to the decision process of the City’s legislators.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • City Council to consider the recommendation from staff and take one of the following actions: <ul style="list-style-type: none"> • <i>Move forward with the opportunity</i> • <i>Request that staff re-evaluate with feedback as to what still needs to be understood/addressed</i> • <i>Hold/Shelve</i> <p>This action may also require a public ballot measure or other legal actions.</p>	<p>Once a decision has been made to pursue an opportunity, ideally the implementation strategy will also have been identified. City staff will execute and/or oversee the implementation, both internally and via external specialists.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify staff involved in implementation and their roles Likely a multi-departmental effort, led by City administration • Procure necessary 3rd party vendors Potential vendors include legal, brokerage (for acquisition), design and engineering, general contractor, real estate developer, municipal finance advisor, etc. • Track progress for current and historical recording purposes

Appendix

APPENDIX CONTENTS

- List of Documents Reviewed (page 37)
- Individual Property Reviews (pages 38-69)
- Implementation Process Overview Table (pages 70-71)

DOCUMENTS REVIEWED

- North SeaTac Lease
- Comprehensive Plan
- 2010 SeaTac Airport Mkt Study
- North SeaTac Park Map with Numbers
- TIP Project
- Economic Vitality Introduction Draft
- Angle Lake District Station Area Plan
- CAI Market opportunities Draft
- City Center Vision Report Draft
- Lease Agreements List
- List Of Market Studies
- Memo - SeaTac Economic Opportunities Report
- North SeaTac Park Leased Parcels as of 6/9/2021
- Property Inventory as of 4/5/2021
- Property Inventory Fee Sheet 4/5/2021
- PROS Plan
- Proposed Amendments to the PROS Plan 2021
- S 154th Street Station Area Action Plan
- CEMP Manual 2016 Basic
- Port of Seattle/SeaTac Interlocal agreement
- City hall Report Draft Revised
- SeaTac Housing Action Plan
- Maintenance Report Reduced Final
- Transportation Master Plan 2020

APPENDIX

INDIVIDUAL PROPERTY REVIEWS

Heartland has created individual property reviews for each property owned by the City, other than the eleven parcels classified as Surplus/Nominal Value. Each property review “card” contains relevant property stats and information, Heartland’s rating of each property’s relevance to the seven policy objective categories and five regional trends, and multiple bullet points reflecting Heartland’s observations and questions regarding the potential future use of the property. These questions are not intended to suggest a particular use or improvement for a property, as City staff is more familiar with the needs and nuances of each particular property. This merely serves as an example of how the City can think about each parcel as it related to the City’s existing policies and the regional trends impacting the City. The associated property numbers have been assigned by the city and represent the City’s internal numbering system. These City-assigned property numbers represent no sequential ordering.

APPENDIX

1

PROPERTY REVIEW



PROPERTY NOTES

- City approved property for disposition, which is now on hold for further evaluation
- Less than 1/2 mile from the light rail station, and within the 154th Street Station Area
- Urban High-Density Residential zoning supportive of multifamily development, the likely highest and best use
- Page 24 of the 154th St Station Area plan identifies this parcel as part of a future community park

STRATEGIC POSITIONING

Strategic Classification: **DISPOSITION**

ASSET PROFILE

Inventory #:	1
Name:	King County Fire station #47
Size (Acres):	0.56
Address:	3215 S 152ND ST
Improved:	Vacant
Zoning:	UH-UCR
Site Use:	King County Fire station
Land Use Status:	Vacant(Commercial)
Ownership Interest:	Fee
City Department:	Parks
Date Acquired:	Mar-1991
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ● ●
Housing and Affordability	● ● ● ●
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	● ● ● ●
Airport Growth	
Commercial Real Estate	● ● ● ●
Parks	
Transit	● ● ● ● ●

APPENDIX

2

PROPERTY REVIEW



PROPERTY NOTES

- Property sold in May 2020 and is no longer part of the SeaTac Portfolio
- This sold to the Inland Group, as part of the larger development on the parcel directly East
- Closed on September 28, 2021 as part of a large redevelopment project (includes 585 apartments with 365 workforce affordable and about 25,000 square feet of retail/commercial space)

STRATEGIC POSITIONING

Strategic Classification: **DISPOSITION**

ASSET PROFILE

Inventory #:	2
Name:	Economic Unit w/ parcel 004300-0015
Size (Acres):	1.43
Address:	15247 PACIFIC HWY S
Improved:	Vacant
Zoning:	CB-C
Site Use:	Vacant land for future apartments
Land Use Status:	Vacant(Commercial)
Ownership Interest:	0
City Department:	0
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ● ●
Housing and Affordability	● ● ● ●
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	

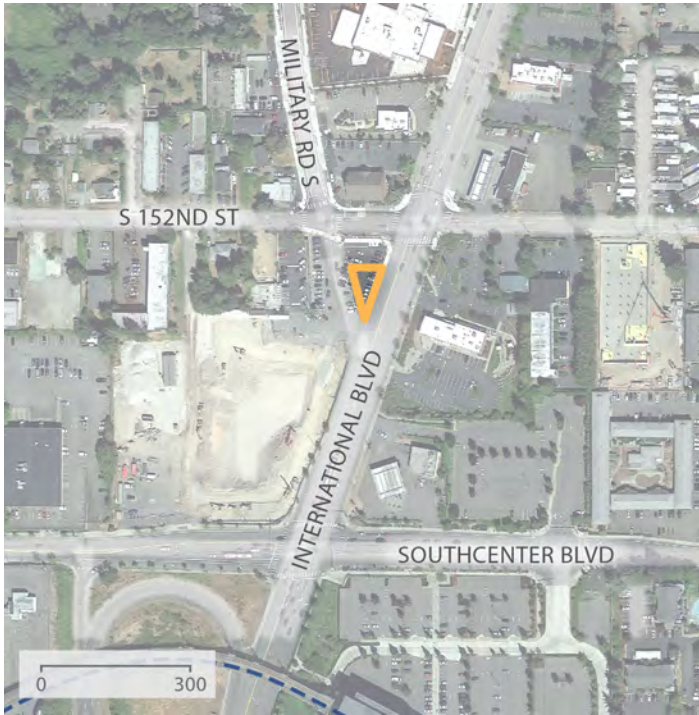
APPLICABLE TRENDS

Housing	● ● ● ●
Airport Growth	
Commercial Real Estate	● ● ● ●
Parks	
Transit	● ● ● ● ●

APPENDIX

6

PROPERTY REVIEW



PROPERTY NOTES

- Location ideal for commercial development, more likely for retail than office
- Size and location reduce site's ability to directly support housing development
- Potential to enhance station area placemaking
- Potential to improve transit connectivity
- Property tied-up through nearby development through approximately 2022
- City Owns property directly north (#39)

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	6
Name:	Southerly ptns of Triangle parcel
Size (Acres):	0.05
Address:	15211 Pacific Hwy
Improved:	Vacant
Zoning:	CB-C
Site Use:	Vacant Land
Land Use Status:	Vacant(Commercial)
Ownership Interest:	Fee
City Department:	CED
Date Acquired:	Mar-2018
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ● ● ●
Housing and Affordability	
Healthy Placemaking	● ● ●
City Facilities	
Transportation	● ● ●
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	● ● ●
Parks	
Transit	● ● ● ● ●

APPENDIX

7

PROPERTY REVIEW



PROPERTY NOTES

- Property connects to the greater Angle Lake Park
- Park potentially provides an access point for surrounding developments to access both the lake and the park to the north

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	7
Name:	0
Size (Acres):	1.88
Address:	Hughes remaining land on Angle Lk
Improved:	Vacant
Zoning:	P
Site Use:	Vacant Land: City of SeaTac - Wetlands
Land Use Status:	Vacant(Commercial)
Ownership Interest:	0
City Department:	0
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ● ●
City Facilities	
Transportation	● ● ●
Emergency Response	●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ●
Transit	

APPENDIX

9

PROPERTY REVIEW



PROPERTY NOTES

- Noted as restricted to use as drainage only
- Does this restrict public access or are other public uses possible?
- Given proximity to Angle Lake Station area, could this property be used to increase connectivity to the Des Moines Creek Park?
- Property appears to lie at a lower elevation than surrounding area making it less developable

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	9
Name:	Detention pond / large
Size (Acres):	4.47
Address:	204th and 24th ave s
Improved:	Vacant
Zoning:	AVC
Site Use:	Vacant Land: City of SeaTac
Land Use Status:	Vacant(Commercial)
Ownership Interest:	Fee
City Department:	PW / DRAINAGE
Date Acquired:	Oct-2000
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ●
Economic Development	●
Housing and Affordability	
Healthy Placemaking	●
City Facilities	
Transportation	● ●
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	●
Commercial Real Estate	
Parks	● ●
Transit	● ●



PROPERTY NOTES

- Appears to be wetlands and noted as use restricted
- Appears to be adjacent to WSDOT land
- Adjacent to industrial uses
- Could this parcel be used for connectivity or park development?
- Likely high levels of noise given the proximate location of runways, does this also impact other uses such as parks and rec?

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	10
Name:	Regional Retention Pond or JA Green Pond Des Moines Creek Basin(wetland) (Committee)
Size (Acres):	4.85
Address:	13th and So. 192nd St
Improved:	Vacant
Zoning:	I
Site Use:	Vacant Land: City of SeaTac (wetland)
Land Use Status:	Vacant(Industrial)
Ownership Interest:	Fee
City Department:	PW/ DRAINAGE
Date Acquired:	May-2001
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ●
Economic Development	●
Housing and Affordability	
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	● ●
Commercial Real Estate	
Parks	● ●
Transit	

12

PROPERTY REVIEW



PROPERTY NOTES

- Supports mission objective and contributes to larger vision of North SeaTac Park, which is a regional park
- Soccer fields, which contribute to developed, active park objectives
- Likely fully realizing its policy and strategic objectives

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	12
Name:	Ptns of North SeaTac Park
Size (Acres):	3.17
Address:	18th ave s and 128th
Improved:	Vacant
Zoning:	P
Site Use:	Park
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	0
City Department:	0
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	●
Commercial Real Estate	
Parks	● ● ● ●
Transit	



PROPERTY NOTES

- Property does not look to have good accessibility
- No noted restrictions
- Adjacent to Masterpark but likely subject to shoreline development restrictions
- Majority of the parcel appears to be underwater
- Potential to support parks and recreation and/or healthy placemaking policy objectives
- Development Agreement Encumbrance

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	16
Name:	Vacant Land, Bow Lake Waterfront WEST
Size (Acres):	2.00
Address:	Vacant Bow Lake water Front - next to Master Park
Improved:	Vacant
Zoning:	CB-C
Site Use:	Vacant Land: City of SeaTac
Land Use Status:	Vacant(Commercial)
Ownership Interest:	Fee
City Department:	PW
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	●
Economic Development	
Housing and Affordability	
Healthy Placemaking	●
City Facilities	
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	●
Transit	

17

PROPERTY REVIEW



PROPERTY NOTES

- Income-generating property for the City that is leased to the YMCA
- Supports community needs through city Land without the City bearing the burden of operations or development

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

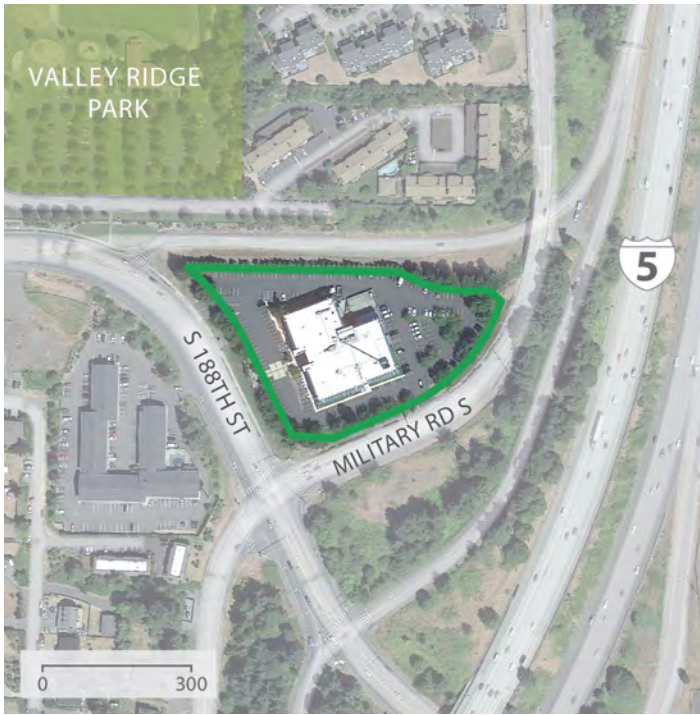
Inventory #:	17
Name:	Matt Griffin YMCA
Size (Acres):	6.47
Address:	3595 S. 188th St
Improved:	Improved
Zoning:	UL-5000 (SDO)
Site Use:	Matt Griffin YMCA
Land Use Status:	Health Club
Ownership Interest:	Fee
City Department:	PARKS / PW ??
Date Acquired:	Dec-2009
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ● ● ●
Housing and Affordability	
Healthy Placemaking	● ● ●
City Facilities	
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	● ● ●
Parks	
Transit	



PROPERTY NOTES

- Assessment of redevelopment of City Hall facility shows a rehab project would be similar in cost to a new facility
- City Hall could potentially relocate to a more central location
- Potential to explore different transaction structures to either rehab or relocate
- Site would potentially be feasible for multiple uses
- If relocating City Hall in the future, potential to acquire new land now and landbank for the interim

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	18
Name:	SeaTac City Hall
Size (Acres):	3.07
Address:	4800 S 188th St
Improved:	Improved
Zoning:	CB
Site Use:	SeaTac City Hall
Land Use Status:	Office Building
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Dec-2009
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ● ●
Housing and Affordability	● ●
Healthy Placemaking	
City Facilities	● ● ● ● ●
Transportation	
Emergency Response	● ●

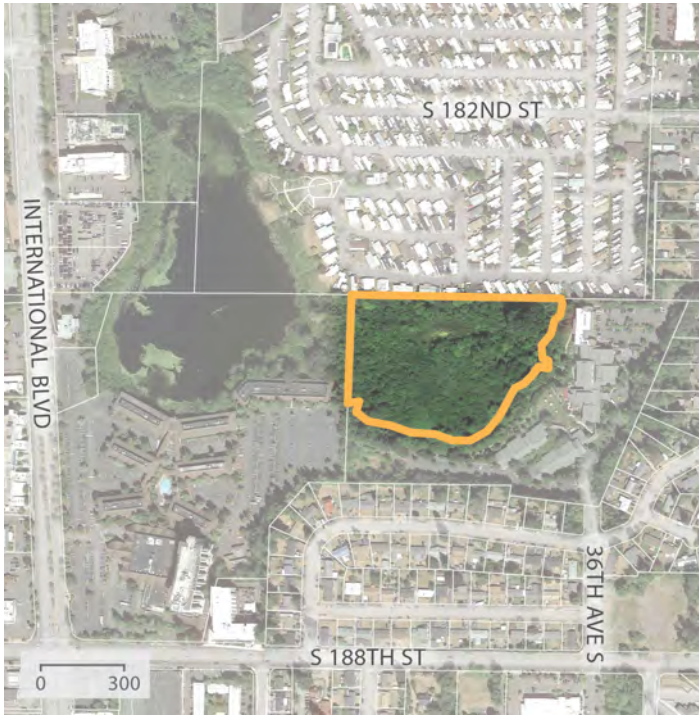
APPLICABLE TRENDS

Housing	● ● ●
Airport Growth	
Commercial Real Estate	● ● ●
Parks	
Transit	

APPENDIX

19

PROPERTY REVIEW



PROPERTY NOTES

- Likely subject to development restrictions due to adjacent wetlands
- Property lacks street access
- Proximity to residential development could create an opportunity for use as a park, healthy placemaking objectives, or general connectivity.

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	19
Name:	Bow Lake Wetlands
Size (Acres):	7.23
Address:	185xx and 36th ave So.
Improved:	Vacant
Zoning:	UH-900
Site Use:	Vacant Land - City of SeaTac
Land Use Status:	Open Space Tmbr Land/ Greenbelt
Ownership Interest:	0
City Department:	0
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	●
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use as a fire station

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	20
Name:	Fire Station#45 (New)
Size (Acres):	0.81
Address:	3011 S. 200th St
Improved:	Improved
Zoning:	UH-1800
Site Use:	City of SeaTac Fire Station #45
Land Use Status:	Governmental Service
Ownership Interest:	Fee
City Department:	Parks
Date Acquired:	Jun-2018
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ●
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	● ● ● ● ●
Transportation	
Emergency Response	● ● ● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	●
Parks	
Transit	



PROPERTY NOTES

- Potential to contribute to several policy objectives due to location proximate to additional development sites (Sound Transit), and Angle Lake Light Rail Station
- Given size and shape it will require additional assemblage to leverage value
- Adjacent to Sound Transit development parcel

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	25
Name:	Vacant Land - Across from Fed. Detention Center being 50 +/- ft.
Size (Acres):	0.32
Address:	So. 26th st and 200th
Improved:	Vacant
Zoning:	RBX
Site Use:	Vacant Land: City of SeaTac
Land Use Status:	Right of Way/Utility, Road
Ownership Interest:	0
City Department:	0
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ● ●
Economic Development	● ●
Housing and Affordability	●
Healthy Placemaking	● ●
City Facilities	
Transportation	● ● ●
Emergency Response	

APPLICABLE TRENDS

Housing	● ●
Airport Growth	● ●
Commercial Real Estate	● ● ●
Parks	● ● ●
Transit	● ● ●

APPENDIX

26

PROPERTY REVIEW



PROPERTY NOTES

- Noted as land left over from construction of SR 509
- Proximate to Des Moines Creek Park and Angle Lake Light Rail Station
- Potential to support healthy placemaking and/or parks and recreation objectives

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	26
Name:	Remainder for SR 509
Size (Acres):	0.43
Address:	24th ave and 201st
Improved:	Vacant
Zoning:	RBX
Site Use:	VACANT LAND - CITY OF SEATAC
Land Use Status:	Vacant(Commercial)
Ownership Interest:	Fee
City Department:	PW
Date Acquired:	May-2015
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	● ●
Commercial Real Estate	
Parks	
Transit	● ●



PROPERTY NOTES

- Noted as land left over from construction of SR 509
- Proximate to Des Moines Creek Park and Angle Lake Light Rail Station
- Adjacent to Amazon Fulfillment Center
- Potential to support healthy placemaking and/or parks and recreation objectives

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

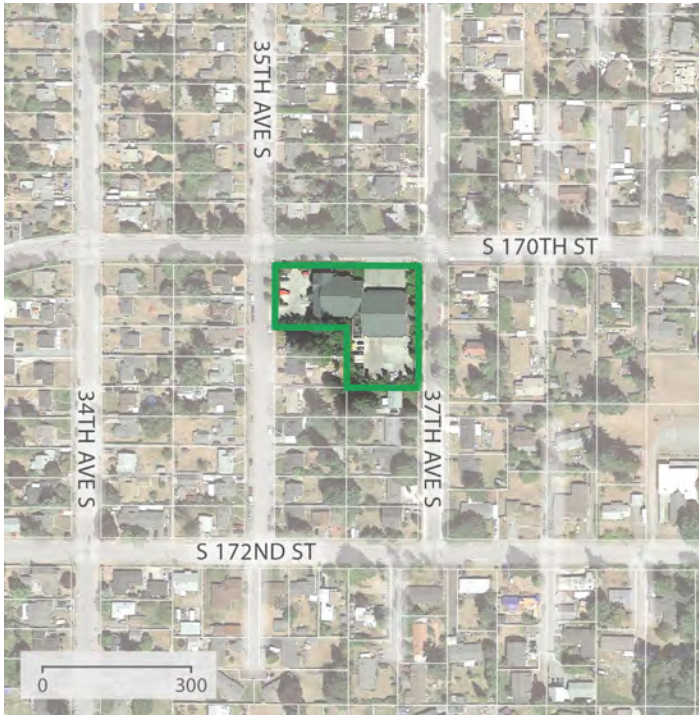
Inventory #:	29
Name:	Remainder west SR 509 east of storm ponds
Size (Acres):	1.60
Address:	24th ave and 202nd
Improved:	Vacant
Zoning:	MHP
Site Use:	Vacant Land: City of SeaTac
Land Use Status:	Vacant(Multi-family)
Ownership Interest:	Fee
City Department:	PW
Date Acquired:	Oct-2017
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ●
Economic Development	● ●
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	● ●
Commercial Real Estate	●
Parks	
Transit	● ●



PROPERTY NOTES

- Supports mission objective for use as a fire station

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	31
Name:	Fire Station #46
Size (Acres):	1.23
Address:	3521 So. 170th St
Improved:	Improved
Zoning:	UL-7200
Site Use:	SeaTac Fire Station #46
Land Use Status:	Governmental Service
Ownership Interest:	Fee
City Department:	Parks
Date Acquired:	Jun-2018
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ● ●
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	● ● ● ● ●
Transportation	
Emergency Response	● ● ● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	●
Parks	
Transit	

APPENDIX

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PROPERTY REVIEW



PROPERTY NOTES

- Proximate to Des Moines Creek Park and Angle Lake Light Rail Station
- Adjacent to Amazon Fulfillment Center
- Potential to support healthy placemaking and/or parks and recreation objectives

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

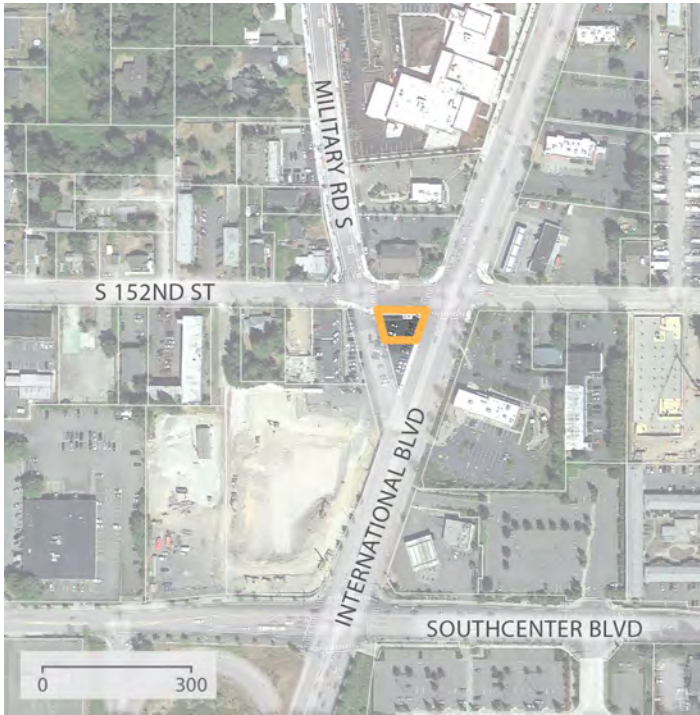
Inventory #:	33
Name:	Detention pond
Size (Acres):	1.03
Address:	204th and 24th ave s
Improved:	Vacant
Zoning:	AVC
Site Use:	Vacant Port of Seattle
Land Use Status:	Vacant(Commercial)
Ownership Interest:	Fee
City Department:	PW/ DRAINAGE
Date Acquired:	Oct-2000
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ●
Economic Development	● ●
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	● ●
Commercial Real Estate	●
Parks	
Transit	● ●



PROPERTY NOTES

- Location ideal for commercial development, more likely for retail than office
- Size and location reduce site's ability to directly support housing development
- Potential to enhance station area placemaking
- Potential to improve transit connectivity
- Property tied-up through nearby development through approximately 2022

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	39
Name:	Northerly ptns of Triangle
Size (Acres):	0.11
Address:	15201 Pacific Hwy
Improved:	Vacant
Zoning:	CB-C
Site Use:	Vacant Land
Land Use Status:	Vacant(Commercial)
Ownership Interest:	Fee
City Department:	CED
Date Acquired:	Mar-2018
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	
Economic Development	● ● ● ●
Housing and Affordability	
Healthy Placemaking	● ● ●
City Facilities	
Transportation/Connectivity	● ● ●
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	● ● ●
Parks	
Transit	● ● ● ● ●



PROPERTY NOTES

- Supports mission objective for use as Angle Lake Park.
- How else could this real estate further support healthy placemaking or economic development in addition to parks and recreation objectives?
- Could connectivity via trail to property #7 be enhanced to improve park features or increase connectivity?
- Property could be presently maximizing its mission potential

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	40
Name:	Angle Lake Park
Size (Acres):	8.93
Address:	19408 International Blvd
Improved:	Improved
Zoning:	P
Site Use:	Angle Lake Park
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Feb-1994
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	● ●
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	●
Commercial Real Estate	
Parks	● ● ●
Transit	

APPENDIX

41

PROPERTY REVIEW



PROPERTY NOTES

- Supports mission objective for use as park space
- There are also use restrictions on this parcel
- How does this parcel connect to the surrounding City properties? Can these connections be improved?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	41
Name:	Des Moines Creek Park
Size (Acres):	42.24
Address:	2151 S. 200th st
Improved:	Vacant
Zoning:	P
Site Use:	
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Jan-2004
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	●

APPLICABLE TRENDS

Housing	
Airport Growth	●
Commercial Real Estate	
Parks	● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use as Grandview Park
- Provides an off-leash dog park
- Are there other park and rec objectives that could be served by this large parcel?
- Is full park being utilized? Can some be repurposed for economic development or healthy placemaking opportunities?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	42
Name:	Grandview Park
Size (Acres):	37.70
Address:	3600 So. 228th st
Improved:	Improved
Zoning:	P
Site Use:	
Land Use Status:	Vacant(Single-family)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Feb-2004
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	● ●
Housing and Affordability	● ●
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ● ● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use as Valley Ridge Park and community center
- Adjacent to Tye High school
- Can property be used to further support healthy placemaking opportunities with the adjacent school?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	43
Name:	PARK - Valley Ridge Park & Community Center
Size (Acres):	19.89
Address:	4640 s. 188th st
Improved:	Improved
Zoning:	P
Site Use:	PARK - Valley Ridge Park & Community Center
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Feb-1994
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ● ●
City Facilities	
Transportation	
Emergency Response	● ● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ● ● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use as Bow Lake park which provides open space
- Are there other park and rec objectives that could be addressed with this parcel?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

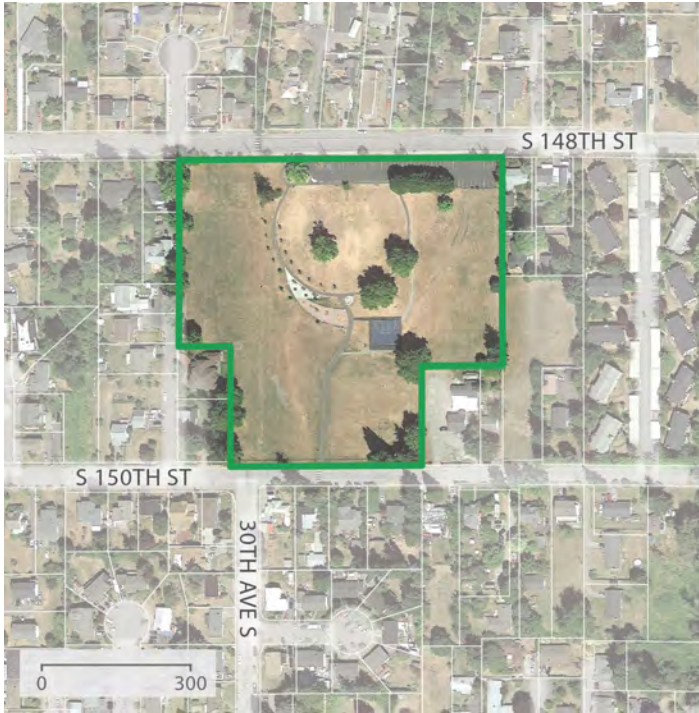
Inventory #:	44
Name:	Bow Lake Park / steep slopes
Size (Acres):	3.05
Address:	178th ave Off military
Improved:	Vacant
Zoning:	P
Site Use:	
Land Use Status:	Vacant(Single-family)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Feb-1994
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ●
Transit	



PROPERTY NOTES

- Supports a mission objective for use as Riverton Heights Park
- Creates active and children-friendly park amenities such as picnic tables, basketball courts, paths and play equipment.
- Can the southern portion of the park be better utilized or improved to complement surrounding uses?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	45
Name:	Riverton Park
Size (Acres):	7.95
Address:	30th and S148th St
Improved:	Vacant
Zoning:	UL-7200
Site Use:	VACANT LAND
Land Use Status:	Vacant(Single-family)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Jul-2007
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ● ●
Transit	

APPENDIX

46

PROPERTY REVIEW



PROPERTY NOTES

- Supports mission objective for use a park.
- There are use restrictions on this parcel
- How does this parcel connect to the surrounding City properties? Can these connections be improved?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	46
Name:	Des Moines Creek Park
Size (Acres):	0.21
Address:	208th & 21st st
Improved:	Vacant
Zoning:	P
Site Use:	
Land Use Status:	Vacant(Single-family)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Jan-2004
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	●

APPLICABLE TRENDS

Housing	
Airport Growth	●
Commercial Real Estate	
Parks	● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use as McMicken Heights Park
- Park space is unimproved and does not seem to meet emerging City trends (park space for seniors, preschool)
- Is this designated as park space merely because it is connected to the active portion of McMicken Park?
- Can some or all of space be used to support goals other than Park Space, such as healthy placemaking, or provide additional space for City Facilities?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	47
Name:	McMicken Heights Park
Size (Acres):	1.06
Address:	So. 166th and 40th Ave So.
Improved:	Vacant
Zoning:	P
Site Use:	Small Park
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	May-2010
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ● ●
City Facilities	
Transportation	
Emergency Response	●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ● ● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use as improved portion of the McMicken Heights park.
- Features active recreation amenities including pickle ball and tennis courts, play equipment and picnic tables
- Can northern portion of property be improved with additional active recreation?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

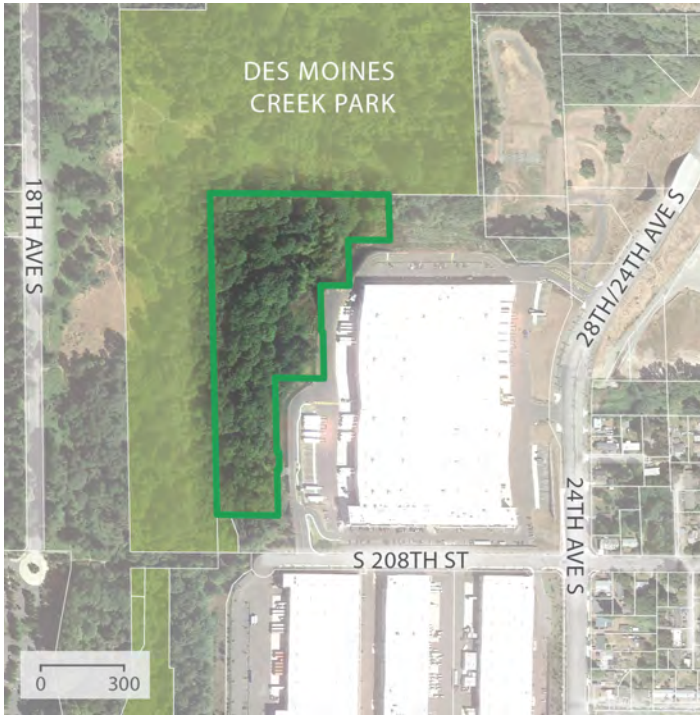
Inventory #:	48
Name:	McMicken Heights Park
Size (Acres):	1.34
Address:	So. 166th and 40th Ave So.
Improved:	Vacant
Zoning:	P
Site Use:	
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	May-2010
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	
Transportation	
Emergency Response	● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ● ● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use a park
- There are also use restrictions on this parcel.
- How does this parcel connect to the surrounding City properties? Can these connections be improved?
- How should we score this an the other DMC Parcels, given that the current use or the Potential for future use. For example, this park contributes way less value as a park when compared to valley ridge park

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	49
Name:	Des Moines Creek Park
Size (Acres):	9.80
Address:	208th & 21st st
Improved:	Vacant
Zoning:	P
Site Use:	
Land Use Status:	Vacant(Single-family)
Ownership Interest:	Fee
City Department:	PARKS
Date Acquired:	Jan-2004
Use Restrictions:	Present

POLICY GOAL RELEVANCE

Parks and Rec	● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	●

APPLICABLE TRENDS

Housing	
Airport Growth	●
Commercial Real Estate	
Parks	● ●
Transit	



PROPERTY NOTES

- Supports mission objective for use as Sunset Park
- Park is improved with active recreation amenities including baseball, softball, and soccer fields, trails, and a picnic area
- Could the property be further improved to maximize use for mission objectives?

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	50
Name:	Sunset Park
Size (Acres):	17.48
Address:	13659 18th ave S.
Improved:	Improved
Zoning:	P
Site Use:	North SeaTac Park
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	Occupy
City Department:	PARKS
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ●
Transit	

APPENDIX

51.2

PROPERTY REVIEW



PROPERTY NOTES

- Supports mission objective for use as Sunset Park
- Park is improved with active recreation amenities including baseball, softball, and soccer fields, trails, and a picnic area

STRATEGIC POSITIONING

Strategic Classification: **MISSION**

ASSET PROFILE

Inventory #:	51.2
Name:	Sunset Park
Size (Acres):	0.54
Address:	13659 18th ave S.
Improved:	Vacant
Zoning:	P
Site Use:	Vacant Land - Park
Land Use Status:	Park, Public(Zoo/Arbor)
Ownership Interest:	Occupy
City Department:	PARKS
Date Acquired:	Jan-1900
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	● ● ● ● ●
Economic Development	
Housing and Affordability	
Healthy Placemaking	
City Facilities	
Transportation	
Emergency Response	● ● ●

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	
Parks	● ● ●
Transit	



PROPERTY NOTES

- House became non-occupiable with septic/ROW conflict, City had to acquire. Industrial user has expressed interest in acquiring.
- Industrial zoning could potentially increase support for economic development.
- Industrial development planned to the North
- Not located in a central or transit focused part of the City
- Proximity to Des Moines creek park for housing or placemaking opportunities

STRATEGIC POSITIONING

Strategic Classification: **UNDERUTILIZED**

ASSET PROFILE

Inventory #:	53
Name:	Zamora
Size (Acres):	0.11
Address:	1140 So. 200th st
Improved:	Improved
Zoning:	I
Site Use:	SFR
Land Use Status:	Single Family(C/I Zone)
Ownership Interest:	Fee
City Department:	PW
Date Acquired:	Sep-2019
Use Restrictions:	None Noted

POLICY GOAL RELEVANCE

Parks and Rec	●
Economic Development	● ● ●
Housing and Affordability	
Healthy Placemaking	● ●
City Facilities	●
Transportation	
Emergency Response	

APPLICABLE TRENDS

Housing	
Airport Growth	
Commercial Real Estate	● ● ●
Parks	
Transit	

APPENDIX

IMPLEMENTATION PROCESS OVERVIEW TABLE

PROCESS FRAMEWORK STAGE 1: PRELIMINARY REVIEW	
1. INITIAL INTAKE	2. INITIAL ANALYSIS
<p>The initial intake is the step that formalizes the initiation of this process:</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Capture the opportunity in this formal template to carry the opportunity through the process and create a historical record of the analysis and evaluation of the opportunity. • Source of the opportunity should be mentioned here (existing portfolio recommendation, 3rd party-sourced acquisition opportunity) 	<p>The initial analysis lays out the basics of the real estate opportunity to be evaluated:</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Summarize the type of opportunity being presented • Record basic property and deal information: <ul style="list-style-type: none"> - <i>Parties involved</i> - <i>Opportunity supports which policy objectives</i> - <i>Key Stakeholders</i> - <i>Costs/Price</i> - <i>Property info</i> - <i>Location</i> - <i>Potential timing – timing vs. timeline to incorporate</i> - <i>Impacts of decisions</i> - <i>Alternatives or other viable options</i> • Identify a “departmental advocate” (departmental lead or project manager) to advance the opportunity through the evaluation phase

PROCESS FRAMEWORK STAGE 2: EVALUATION
3. EVALUATION
<p>The evaluation stage is the most time-intensive stage of this process. This stage will allow City Staff to determine if they wish to recommend an action on an opportunity and enable a simpler and more formal decision step in the next stage:</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Engage in a more in-depth review of the opportunity viewed through the following lenses: <ul style="list-style-type: none"> - <i>Policy objectives</i> - <i>Real estate and economic trends</i> - <i>Initial analysis outputs</i> - <i>Implementation strategy</i> • Frame the evaluation for formal consideration by City legislators. This framing should proactively address questions that legislators will want to understand before voting on an action. These questions could include (but not necessarily be limited to) the following: <ul style="list-style-type: none"> - <i>What is the key driver of this opportunity (e.g. an immediate need or a proactive action to meet a future need)</i> - <i>Does this support policy a primary policy objective, and if so which one(s)?</i> - <i>Does this support any additional policy objectives, and if so, which one(s)?</i> - <i>Are there additional policy objectives that are furthered in addition to the primary policy objective?</i> - <i>Is this opportunity responsive to current real estate and economic trends?</i>

APPENDIX

PROCESS FRAMEWORK STAGE 2: EVALUATION

3. EVALUATION (CONTINUED)

- Are there other alternatives to this opportunity that could be accomplished without this action, and if so why is this proposed action preferred?
- What implementation strategies could potentially be utilized to pursue this opportunity to maximize the benefit to the City, reduce risk to the City, and achieve stated policy objectives?
- What are the opportunity costs for pursuing this opportunity (e.g. would this preclude the City from pursuing other desired opportunities)?
- What are the capital and operating budget ramifications for this opportunity under any identified implementation strategy?
- What City Council actions are necessary to act on this opportunity
- What are the benefits (to the community and policy objectives) and risks measured against the costs?
- Make a formal recommendation to City Council

PROCESS FRAMEWORK STAGE 3: DECISION/IMPLEMENTATION

4. DECISION	5. IMPLEMENTATION
--------------------	--------------------------

The Decision Step is where the process transitions from the analysis and evaluation prepared by staff to the decision process of the City’s legislators.

ACTIONS

- City Council to consider the recommendation from staff and take one of the following actions
 - *Move forward with the opportunity*
 - *Request that staff re-evaluate with feedback as to what still needs to be understood/addressed*
 - *Hold/Shelve*

Once a decision has been made to pursue an opportunity, ideally the implementation strategy will also have been identified. City staff will execute and/or oversee the implementation, both internally and via external specialists.

ACTIONS

- Identify staff involved in implementation and their roles
- Procure necessary 3rd party vendors
- Track progress for current and historical recording purposes

What is Planning in SeaTac?



WHAT IS PLANNING?

Places to Live



WHAT IS PLANNING?

Places to Work



WHAT IS PLANNING?

Places to Play and Learn

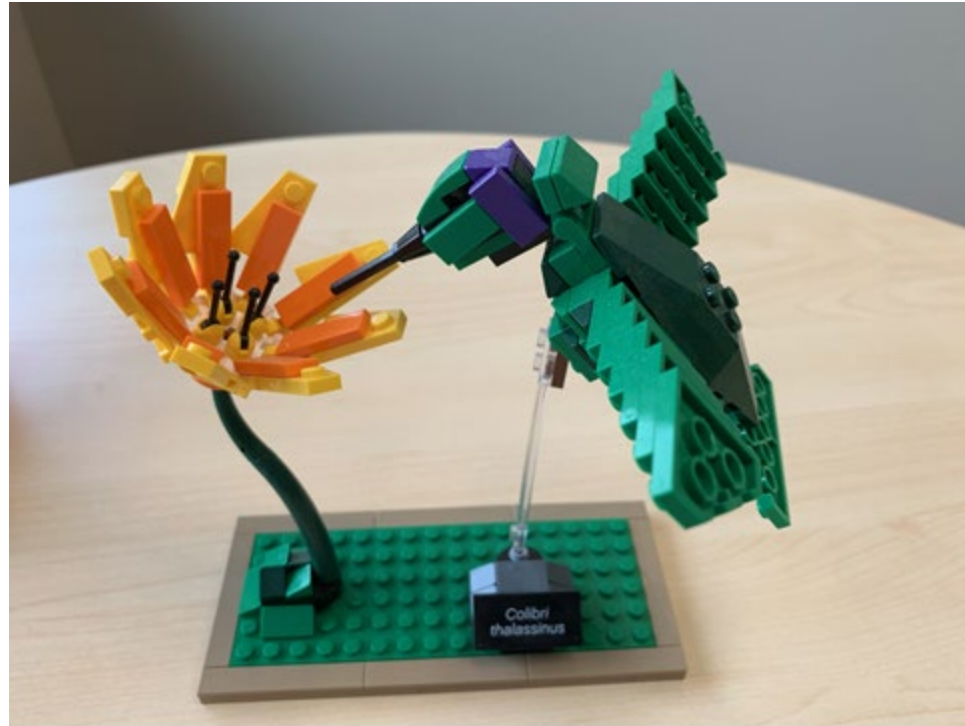


WHAT IS PLANNING?



Getting to where to you need to go

WHAT IS PLANNING?



Protecting the Environment

WHAT IS PLANNING?



Engaging all People

BACKGROUND: REGIONAL COMPREHENSIVE PLANS

WASHINGTON STATE GROWTH MANAGEMENT ACT (GMA)

- The GMA requires local governments to manage growth by preparing comprehensive plans that identify goals for accommodating a 20-year population growth projection.

REGIONAL GROWTH PLANS INFORM LOCAL PLANS

- **Vision 2050 Multi-County Planning Policies:**

The Puget Sound Regional Council (PSRC) maintains the regional growth vision and strategies for the following four counties: Snohomish, King, Pierce & Kitsap.

- **King County Countywide Planning Policies (CPPs):**

King County's CPPs provide a countywide vision for addressing growth management issues and provide a framework for local jurisdictions' comprehensive plans.



SEATAC COMPREHENSIVE PLAN

Volume 1: Identifies the City's growth & development policies

- **Ch. 1 Introduction & Framework Policies**
- **Ch.2 Land Use**
- **Ch. 3 Housing & Human Services**
- **Ch. 4 Transportation**
- **Ch. 5 Capital Facilities**
- **Ch. 6 Utilities**
- **Ch. 7 Community Design**
- **Ch. 8 Economic Vitality**
- **Ch. 9 Environment**
- **Ch. 10 Parks, Recreation & Open Space**

Volume 2: “Background Reports” include supporting data and information (& by reference - PROS Plan & Transportation Master Plan)

Subarea Plans (city center/station area plans)

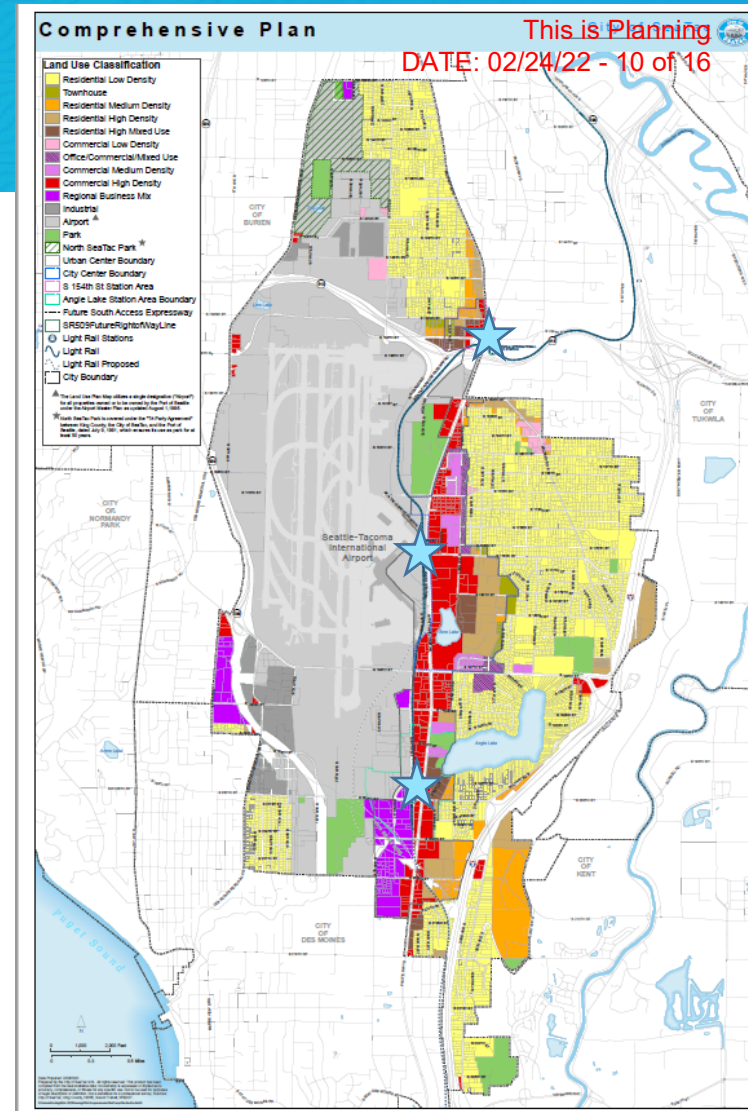
Shoreline Master Program

SEATAC COMPREHENSIVE PLAN

COMPREHENSIVE PLAN MAP

The Comprehensive Plan Map (sometimes called the “Future Land Use Map”) illustrates the City’s growth vision.

- It establishes land use designations for specific areas (*i.e. single family, multi-family, commercial, other uses*) & identifies growth boundaries (*i.e. urban center & station area boundaries*).
- It is implemented through zoning classifications & development regulations.
- **UPDATE PROCESS**



The City’s main growth strategy is to focus housing & jobs within three “urban villages” adjacent to each of the light rail stations that serve SeaTac.

TOPIC #1: WHY DO A SUBAREA PLAN (cont.)

SUBAREA PLANS ARE REGIONAL & LOCAL GROWTH MANAGEMENT TOOLS

– **State Growth Management Requirements**

Comprehensive Plans were required by the 1990 Growth Management Act (GMA) for cities in fast growing counties, as tools for managing population growth regionally and at the local level.

– **SeaTac’s Comprehensive Plan addresses how to accommodate 20-years of anticipated housing and job growth at a citywide level.**

These housing and job growth “targets” are based on projections that originate with the state and Puget Sound Regional Council (*PSRC is a regional planning body*), and as negotiated with King County and cities within the county.

– **The City’s three subarea plans identify strategies that help accommodate the anticipated growth within specific geographic areas, while addressing other state, regional and local growth goals.**



TOPIC #1: WHY DO A SUBAREA PLAN (cont.)

SUBAREA PLANS AS REGIONAL & LOCAL GROWTH MANAGEMENT TOOLS (cont.)

SeaTac's subareas are all located within the regionally designated growth "Center" boundary. "Centers," are intended to accommodate majority of regional growth.

– **Regional Growth Goals (PSRC, King County):**

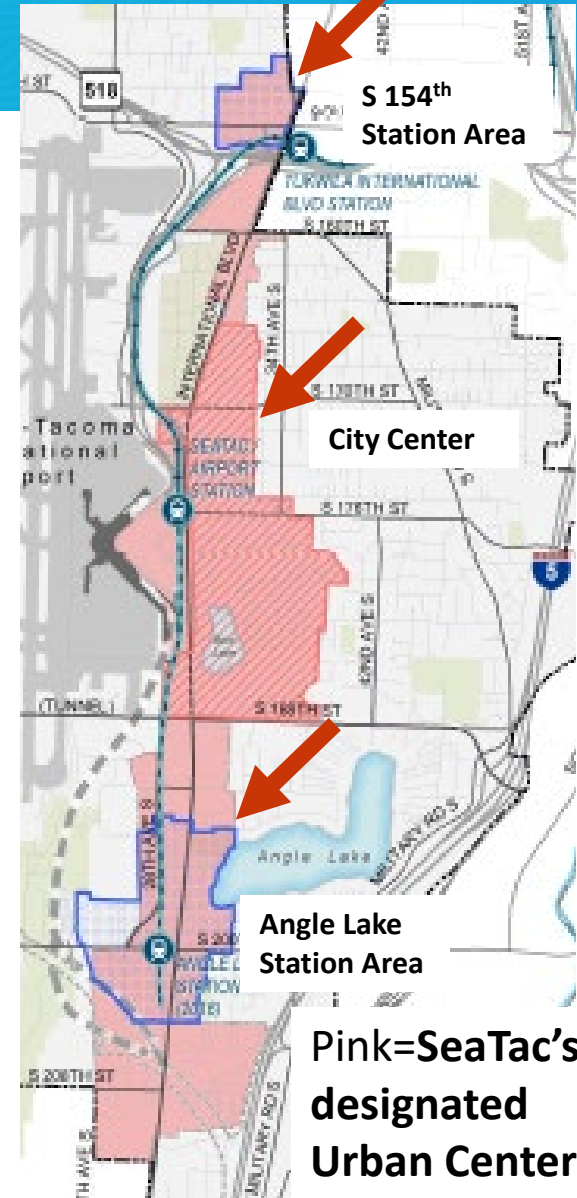
Regional Growth Center/Urban Center Strategy

Regional growth centers (*called Urban Centers in SeaTac*) are locations of more compact, pedestrian-oriented development with a mix of housing, jobs, retail, services, and other destinations." (PSRC)

– **SeaTac-Specific Growth Goals (Comprehensive Plan):**

Urban Village Strategy

Land Use Policy 2.1A: Implement the City Center, South 154th Street Station Area, and Angle Lake District Station Area Plans to focus the majority of SeaTac's commercial and residential growth and redevelopment into three distinct complete communities within SeaTac's designated Urban Center.



Pink=SeaTac's designated Urban Center

Division Overview

SEATAC PLANNING DIVISION	
Current Planning/ Development Review Activities	Long Range Planning Activities
<ul style="list-style-type: none">• Project and permit review• Pre-application meetings• Developer/applicant support• Special projects	<ul style="list-style-type: none">• Comprehensive Plan amendment process facilitation<ul style="list-style-type: none">- Sub-area planning• Transportation planning• Code amendments• Special projects

STAFFING



Work Plan

Legislative

Executive



Regional Interactions

List groups



Setting goals and objectives

We want to help Council

We bring you ways to do it

Questions?

