Envision Skagit 2060
&
Snohomish County Tomorrow

Expanding Alliances, Pooling Resources
for Greater Impact

2012 WA APA Planning Conference
Olympia, Washington
Friday, October 12, 2012

Presentation Objectives

➢ Share project highlights, successes, and challenges
➢ Spark new ideas, new ways to collaborate
➢ Form alliances, pool resources
➢ Identify new tools
➢ Confirm your "hopes"

Presenter Bio's

➢ *Kirk Johnson*, AICP, Senior Planner, Skagit County Planning and Development Services

➢ *Lisa Dally Wilson*, PE, Principal, Dally Environmental, LLC

➢ *Tim Rosenhan*, Innova, CEO; & Envision Skagit Citizen Advisory Committee

➢ *Rebecca Ableman*, Director, Lake Stevens Planning and Community Development

➢ *Stephen Toy*, Principal Demographer Snohomish County Planning and Development Services

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Lessons Learned, Takeaways

Why did it work?
Challenges?

Envision Skagit 2060
Preserving our heritage, shaping our future

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Presentation Objectives

➢ Project context
➢ Project facilitation
➢ Citizen Committee role

"The Magic Skagit"
an extraordinary place

Largest river system in Puget Sound

"The Magic Skagit"
an extraordinary place

Region's strongest remaining salmon runs

"The Magic Skagit"
an extraordinary place

Abundant marine ecosystems

"The Magic Skagit"
an extraordinary place

Large and diverse agriculture community

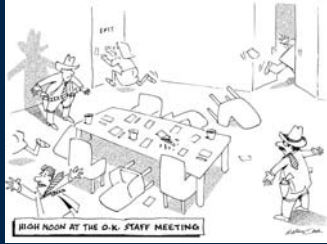**"The Magic Skagit"**
an extraordinary place

Distinct communities, small-town feel

Skagit County & Skagit Watershed

Reputation for Conflict

"Land use planning in Skagit County…"
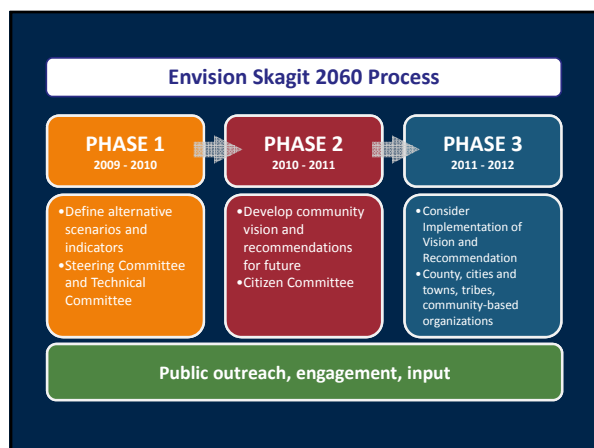

Reputation for Conflict

- One of the 1990's "GMA Bad Boys"
- Epicenter of the "Farm vs. Fish" battle
- Ongoing conflicts over water allocations & use

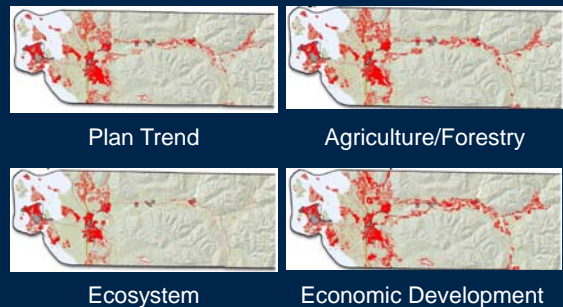---

"Skagit Alternative Futures Project"

- Multi-year, multi-faceted effort
- 50-year time horizon
- Two EPA watershed grants
- Sophisticated Envision land use model

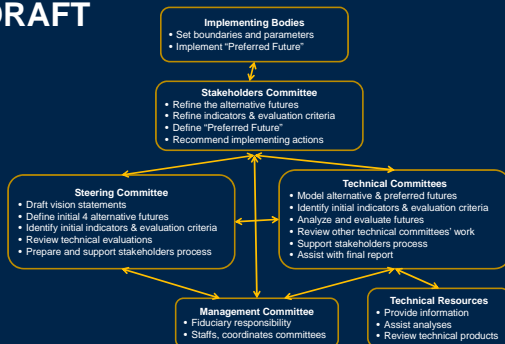## EPA-favored scenario-planning approach

- Willamette Basin Alternative Futures
- Chico Watershed Alternatives Analysis (Kitsap County)
- Key distinction in Skagit watershed: **implementation**

Envision Skagit 2060 Process

PHASE 1 2009 - 2010	PHASE 2 2010 - 2011	PHASE 3 2011 - 2012
• Define alternative scenarios and indicators • Steering Committee and Technical Committee	• Develop community vision and recommendations for future • Citizen Committee	• Consider Implementation of Vision and Recommendation • County, cities and towns, tribes, community-based organizations

Public outreach, engagement, input

Four Initial Scenarios

Plan Trend   Agriculture/Forestry

Ecosystem   Economic Development

Skagit Alternative Futures Project Organization
DRAFT

Implementing Bodies
- Set boundaries and parameters
- Implement "Preferred Future"

Stakeholders Committee
- Refine the alternative futures
- Refine indicators & evaluation criteria
- Define "Preferred Future"
- Recommend implementing actions

Steering Committee
- Draft vision statements
- Define initial 4 alternative futures
- Identify initial indicators & evaluation criteria
- Review technical evaluations
- Prepare and support stakeholders process

Technical Committees
- Model alternative & preferred futures
- Identify initial indicators & evaluation criteria
- Analyze and evaluate futures
- Review other technical committees' work
- Support stakeholders process
- Assist with final report

Management Committee
- Fiduciary responsibility
- Staffs, coordinates committees

Technical Resources
- Provide information
- Assist analyses
- Review technical products

Key Project Changes

- Simplified & streamlined process
- From Stakeholder Committee to Citizen Committee
- Renamed and rebranded project

"Connecting to Values: Reinvigorating Land Use Planning Debates"

Amy Frickman, Resource Media
www.resource-media.org

Characteristics of Successful Planning Efforts

- How do we keep our community special?
- Speak to values – not in jargon
- Talk about vision, not "planning"
- Government facilitates, *doesn't drive*

"Skagit Alternatives Futures Project"

ENVISION
Skagit
2060
preserving our heritage,
shaping our future

What is your *vision* for the future of Skagit Valley?

Share your thoughts!
Envision Skagit 2060 wants to hear from YOU, the residents of Skagit Valley!

- What do you value most about Skagit Valley?
- What do we need to work harder on?
- What are the greatest challenges facing Skagit Valley in the future – and what can we do to address them?

Comment online at
www.skagitcounty.net/envisionskagit

learn more · get involved · share your views

"I warned you about working in the Skagit..."

How Did We Get There?

➢ Citizen Committee
➢ Ice Breakers and Visioning Session
➢ Goal Statements
➢ Flexible and Thoughtful Project Manager – allowed input on process management
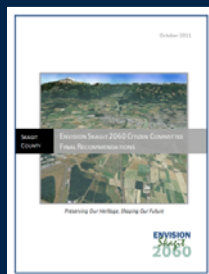

Goal Statements

➢ Regional collaboration
➢ Natural resource lands
➢ Compact communities
➢ Transportation

Goal Statements

➢ Water/wastewater
➢ Affordable Housing
➢ Environmental resources
➢ Economic vitality
➢ Climate Change

What Worked?

➢ Citizens
➢ Mutual trust
➢ Independent committee
➢ Buffered from political process
➢ Engaged fully with the public
➢ Fully invested
➢ Didn't get stuck in the weeds

Lessons Learned

- Revisit your process often
- Restructure when necessary
- Let citizens lead

Citizen Committee Role and Recommendations

Defining the Problem
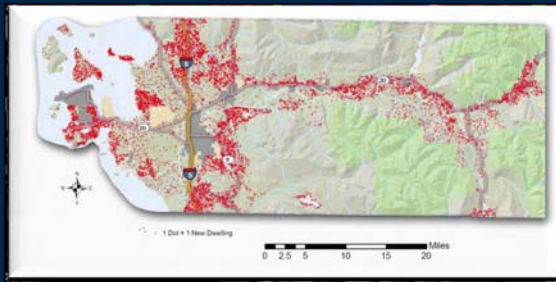
Dwellings in 1900
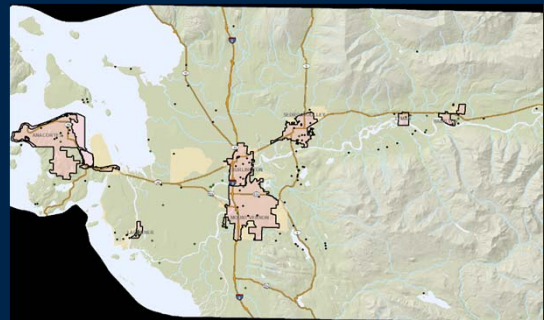
Dwellings in 1950

Dwellings in 2010
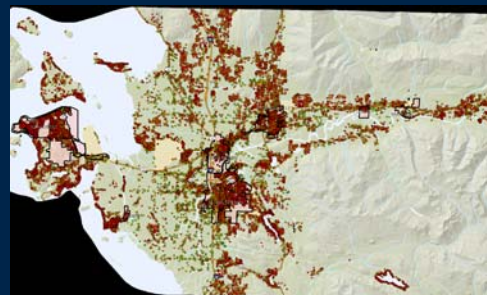
Full residential build out at current Rural zoning
1 Dot = New Dwelling

Diverse Local Agriculture

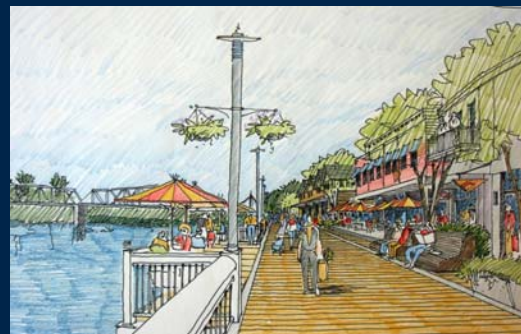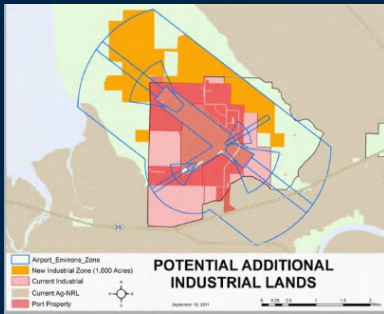
Access and Connections to Nature

Photo: David Snyder

Healthy, Functioning Ecosystems

The Citizen Committee Design Response

- No non-farm development in floodplain outside of urban areas
- Double Farmland Legacy Program
- Transfer of Development Rights

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Airport_Environs_Zone
New Industrial Zone (1,600 Acres)
Current Industrial
Current Ag-NRL
Port Property

POTENTIAL ADDITIONAL INDUSTRIAL LANDS

Industrial Land for the Future

Photo: Ozzie Wiese

Reception and Implementation

Skagit Valley Herald

OPINION

Editorial

To thrive as a county, we must work together

Editorial

Envision Skagit report deserves serious discussion

"Conversations are taking place all over the valley….Some of the credit…must go to the citizens involved in the Envision Skagit 2060 initiative and the county commissioners who set it up. That initiative included asking a variety of area residents to think about how they want this place to look in 50 years….."

Skagit Valley Herald

Skagit Valley Herald, June 9, 2012

Governor Lauds Countywide Planning Efforts

MOUNT VERNON — An effort to plan for population growth in Skagit County has been lauded by Gov. Chris Gregoire.

Envision Skagit 2060, which has involved citizen input and local elected officials, was one of two projects selected statewide for the governor's Smart Vision Award.

La Conner Mayor Ramon Hayes said the award shows the plan is "on the right track.".....

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ENVISION Skagit 2060
preserving our heritage, shaping our future

www.skagitcounty.net/envisionskagit

What is SCT?

Snohomish County Tomorrow (SCT) is a cooperative and collaborative public inter-jurisdictional forum consisting of representatives from the county and each of the cities as well as from the Tulalip Tribes.

SCT's mission is to develop and recommend a publicly shared vision, including goals and policies, to guide effective growth management and to preserve Snohomish County's unique quality of life.

JURISDICTIONS OF SNOHOMISH COUNTY TOMORROW

Expanding Alliances, Pooling Resources for Greater Impact

Snohomish County Tomorrow (SCT) and the 2012 Buildable Lands Report

Washington State APA Planning Conference
Olympia, WA
October 12, 2012

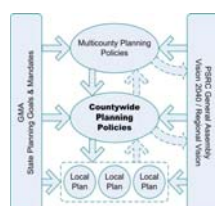
What is the Buildable Lands Report?

- GMA requirement for 6 counties (and cities in them)
- Periodic evaluation of:
  ◦ Urban densities achieved
  ◦ Adequacy of remaining urban capacity for accommodating growth, based on observed densities
  ◦ If needed, reasonable measures, other than expanding UGAs, to remedy inconsistencies
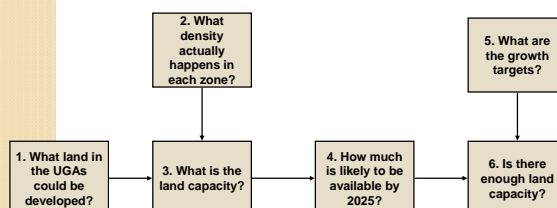- Reports due in 2002, 2007, 2012*
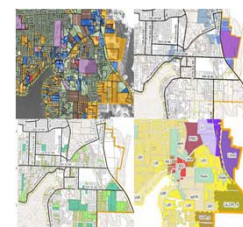
* Extended to 2014 by fiscal relief bill in 2011

CPPs and the BLR

- Countywide Planning Policies needed to address city/county coordination on data and methods
- SCT process used in Snohomish County (2000) establish BLR program thru CPPs
- Centralized analysis approach, focused on use of County resources/staff
- State funding directed towards County
- City review and recommendation at SCT (both city/county planners and elected officials)
- County Council adoption of final report

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BLR - Conceptual Model

2. What density actually happens in each zone?

5. What are the growth targets?

1. What land in the UGAs could be developed?

3. What is the land capacity?

4. How much is likely to be available by 2025?

6. Is there enough land capacity?

City/County Uses of 2002 & 2007 BLRs

- Evaluation of:
  - Performance of urban plan and zone designations (achieved densities)
  - Growth accommodation objectives (growth targets)
  - Urban density enhancement options (reasonable measures/plan corrections if needed)
- Other uses:
  - Land use analysis for new growth target development
 - Land use analysis for city/county GMA plan updates
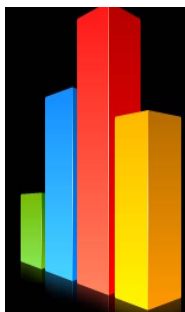
Advantages of SCT collaborative approach to the BLR

- Efficiencies realized by centralized data collection, analysis and report effort
- Comprehensive approach across jurisdictional boundaries
- Consistent definitions, methods
- Aggregated results are meaningful
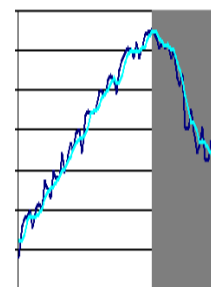- Avoids duplication of effort/staffing

BLR - State Funding History

Buildable Lands Grant Funds from State Biennium Budgets for Snohomish County
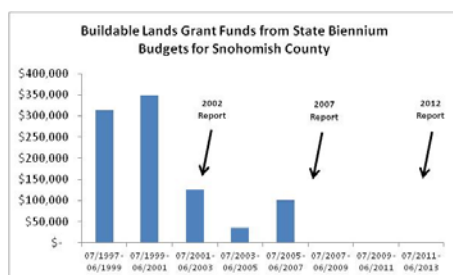
The Great Recession

- State grant funding eliminated for 2012 report for all 6 counties
- Local budgets slashed/layoffs
- State mandate - What should we do?
- SCT consulted in 2010

## Funding Options Discussion at SCT

- Previous BLRs a joint city/county effort at SCT
- What do we do about the 2012 mandated report?
- Do it individually? (20 cities and the county)
- Or investigate SCT funding?
- 4 Options evaluated:
  1. Same scope as 2007 report
  2. Bare bones effort
  3. Reduced scope with SCT funding for Planner/GIS position in 2011 to augment data collection work
  4. Delay (see if Legislature funds/extends requirement)

SCT Recommendation (Fall 2010)

- Cities/county identified significant need for planning information generated by 2012 BLR for:
  - New growth target development (2012-2013)
  - Next round of GMA local plan updates (2013-2015)
- SCT recommended use of about half ($72K) of 2011 SCT budget's fund balance to augment County BLR staffing under Option 3 (reduced scope)
- 2011 County budget adjustment approved at County Council
- Associate Planner hired by Snohomish County PDS March 2011 for city/county data development effort

BLR Work Program

- 2011:
  - 2nd and 3rd Qtr: Data development
  - 4th Qtr: City meetings
- 2012:
  - 1st Qtr: City meetings
  - 2nd Qtr: Analysis
  - 3rd Qtr: Draft results review with cities (including parallel SCT 2035 growth target development)
  - 4th Qtr: Publication review and approval (1½ years ahead of new GMA deadline)
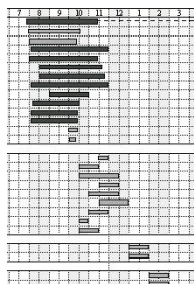
Why was pooling of local resources possible in this case?

- Success of and reliance on previous reports (2002 and 2007)
- Trust in centralized analysis at County
- City/county recognition of usefulness of BLR information for GMA planning (e.g., recent Commerce grant to Everett)
- Existence of the SCT forum/alliance, with established cooperative & collaborative relationships between both city and county planning staff and elected officials

Lessons on Pooling of Resources

- If opportunity exists for pooling resources, don't delay consideration
- Assess interjurisdictional interest level
- Identify vocal supporters, at both staff and elected official level
- Ensure concerns are listened to and addressed through collaboration

Limitations to this approach

- May be perceived as enabling unfunded state mandates
- Lack of local funds to pool
- Trust level/staff experience with project may be low
- Lack of previously successful track record

Caution

Contact information

- Staff contact:

  Stephen Toy
  Principal Demographer
  Snohomish County PDS
  425-388-3311, ext 2361
  Steve.toy@snoco.org

- Website address for 2012 draft materials:
  - Go to Snoco.org
  - Type "BLR" in search box, then select "2012 Buildable Lands Project"

INTERJURISDICTIONAL HOUSING COMMITTEE OF SNOHOMISH COUNTY

Expanding Alliances: Pooling Resources for Greater Impact

▲ Mukilteo ▲ Mountlake Terrace ▲ Lake Stevens ▲ Everett ▲ Mill Creek ▲ Snohomish ▲ Sultan ▲ Marysville ▲ Edmonds ▲ Lynnwood ▲ Woodway ▲ Granite Falls ▲ Housing Authority of Snohomish County ▲ Snohomish County

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CHALLENGE/NEED

✔ *Challenge/Need*
❑ The "Study"
❑ Skeptics
❑ Supporters
❑ Startup Efforts
❑ Collaboration Benefits
❑ Future

➢ 2002 SCT "Fair Share Housing Allocation" process among County and cities difficult, controversial, highly contentious

➢ Larger jurisdictions felt they were taking on more than was reasonably equitable

➢ Very little progress being made by other jurisdictions to meet "fair share" housing goals-no dedicated resources available

➢ Lack of knowledge about affordable housing and the role of local government by elected officials

➢ Establishing a collaboration effort, such as ARCH, had been discussed on and off within SCT - Became a Countywide Planning Policy with specificity in 2011

THE "STUDY"

Challenge/Need
✔ *The "Study"*
❑ Skeptics
❑ Supporters
❑ Startup Efforts
❑ Collaboration Benefits
❑ Future

| SNOHOMISH CO | BUILDING CHANGES* |
| CITY OF LAKE STEVENS | CEDAR RIVER GROUP* |

➢ Grant written by Snohomish County sponsored by City of Lake Stevens (grant agent) - PAC Subcommittee working group

➢ Selected "outside the box" consultant team for unique study - implementation focused*

➢ Extensive outreach to staff level, management level, state, county, and local elected officials

➢ Studies other examples around the US.

RECOMMENDATION:

Feasible once 4 conditions are met:
Condition 1: A "critical mass"

Condition 2: Funding least 24 months

Condition 3: A host agency -back-office administrative support,

Condition 4: Participating jurisdictions reached agreement on who the program will serve and how it will be governed

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SKEPTICS

Challenge/Need
The "Study"
✔ *Skeptics*
❑ Supporters
❑ Startup Efforts
❑ Collaboration Benefits
❑ Future

➢ Elected officials from many jurisdictions

➢ Staff from many jurisdictions

➢ Outside agencies

WHY?
➢ Economy downslide - who can pay

➢ Duplicate effort-some are already doing things

➢ Take money away from other existing efforts

➢ NOT ANOTHER BUREAUCRACY

➢ Perception that not enough political will

➢ No one stepped forward as "CHAMPION"

SUPPORTERS

Challenge/Need
The "Study"
Skeptics
✔ *Supporters*
❑ Startup Efforts
❑ Collaboration Benefits
❑ Future

➢ Non Profit Housing Groups

➢ Most Snohomish County Planning Directors

➢ Some state, county and local elected officials

➢ Some local government managers/administrators

➢ ARCH

STARTUP EFFORTS

Challenge/Need
The "Study"
Skeptics
Supporter
✔ *Startup Efforts*
❑ Collaboration Benefits
❑ Future

| CITY OF MARYSVILLE |
| CITY OF MOUNTLAKE TERRACE |
| CITY OF MUKILTEO |

➢ Initial TASK FORCE to decide whether to move forward and how - 2009

➢ Informal committee formed - separate from SCT - both staff and elected officials participate - Gave jurisdictions time to talk with elected officials about benefits of collaborating - 2010 & 2011

➢ Champions emerge - Elected officials from Snohomish, Mukilteo, Snohomish County, Mukilteo, Lake Stevens - "Critical Mass" develops

➢ Formal Committee - MOU - 11 cities, Snohomish County, Housing Authority of Snohomish County - 2012

➢ Housing Authority agrees to be back office support - hires intern in 2012 to begin preliminary work program tasks for the Committee

COLLABORATION BENEFITS

> Economies of Scale
  Lower cost per jurisdiction compared to individual effort
> Shared Knowledge
  Centralized knowledge & expertise
  Leverages expertise & experience of ARCH
> 2015 Comprehensive Plan Update
  Assistance with housing element & other planning requirements
> Funding & Collaborative Opportunities
  Greater influence with non-profits, grant agencies & foundations
> Flexibility
  After two years, jurisdictions decide whether to continue

Challenge/Need
The "Study"
Skeptics
Supporters
Startup Efforts
✓*Collaboration Benefits*
❑*Future*

CITY OF EVERETT
CITY OF MILL CREEK
CITY OF SNOHOMISH
CITY OF EDMONDS
CITY OF LYNNWOOD
TOWN OF WOODWAY
CITY OF GRANITE FALLS

FUTURE

> Committee received $50,000 Grant from the GATES FOUNDATION

> Jurisdictions include preliminary membership dues in 2013 & 2014 budgets

> Refine ILA & work plan for 2013-14

> Adopt ILA

> Launch program - 1st Quarter 2013
> Open for other jurisdictions to join

Challenge/Need
The "Study"
Skeptics
Supporters
Startup Efforts
Collaboration Benefits
✓*Future*

▲Mukilteo ▲ Mountlake Terrace ▲ Lake Stevens ▲ Everett ▲ Mill Creek ▲
▲Snohomish ▲ Sultan ▲ Marysville ▲ Edmonds ▲ Lynnwood ▲ Woodway ▲
▲Granite Falls ▲ Housing Authority of Snohomish County ▲ Snohomish County