



V I S I O N

2020

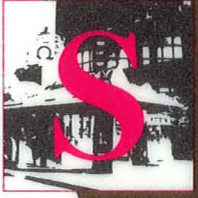
*Growth and Transportation Strategy
for the Central Puget Sound Region*

October 1990

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Member Jurisdictions

City of Algona
 City of Arlington
 City of Auburn
 City of Bellevue
 City of Bonney Lake
 City of Bothell
 City of Bremerton
 City of Brier
 City of Buckley
 City of Clyde Hill
 City of Des Moines
 City of DuPont
 Town of Duvall
 City of Edmonds
 City of Enumclaw
 City of Everett
 City of Fife
 Town of Fircrest
 City of Gig Harbor
 City of Issaquah
 City of Kent
 King County
 City of Kirkland
 Kitsap County
 City of Lake Forest Park
 City of Lake Stevens
 City of Lynnwood
 City of Marysville
 City of Medina
 City of Mercer Island
 City of Mill Creek
 Town of Milton
 City of Monroe
 City of Mountlake Terrace
 City of Mukilteo
 Muckleshoot Indian Tribe, Inc.
 City of Normandy Park
 City of North Bend
 Pierce County
 City of Port Orchard
 City of Poulsbo
 City of Redmond
 City of Renton
 City of Ruston
 City of SeaTac
 City of Seattle
 City of Snohomish
 Snohomish County
 Town of Snoqualmie
 City of Stanwood
 City of Sumner
 Suquamish Tribe
 City of Tacoma
 City of Tukwila
 Tulalip Tribe
 City of Winslow
 Town of Woodway



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Resolution A-90-01

Resolution of the Assembly of the Puget Sound Council of Governments Adopting VISION 2020, Growth and Transportation Strategy for the Central Puget Sound Region, as the Regional Long-Range Planning Framework for Guiding Growth and Transportation in Central Puget Sound

WHEREAS, the central Puget Sound region is experiencing rapid growth and change that is forecast to continue into the foreseeable future, and, therefore, needs a long-range vision to properly plan for growth and change; and

WHEREAS, loss of open space, limited amounts of public funds, declining air quality, growing energy concerns and other impacts of continued urban sprawl and reliance on the automobile call for a more geographically compact and transit-oriented development pattern; and

WHEREAS, VISION 2020 establishes a shared vision and fosters a range of strategies to achieve containment of growth and conservation of open space, better transit and ridesharing use, reduced dependence on single-occupant vehicles, more energy efficient and less-polluting development patterns, and a more equitable distribution of economic growth that benefits all areas of the region; and

WHEREAS, VISION 2020 has undergone two years of extensive technical and public review with citizens and officials, resulting in the selection of a preferred vision from among other alternatives; and

WHEREAS, VISION 2020 meets the objectives of existing and proposed state growth management legislation; and

WHEREAS, VISION 2020 meets state and federal requirements for transportation planning by the PSCOG or its successor as the Regional Transportation Planning Organization (RTPO) (state) and the Metropolitan Planning Organization (MPO) (federal); and

WHEREAS, it is in the best interests of the present and future citizens of central Puget Sound to adopt the VISION 2020 Growth and Transportation Strategy as the framework for interrelated regional transportation planning and the regional concept for growth management planning;

NOW, THEREFORE, BE IT RESOLVED that the Council hereby adopts VISION 2020: Growth and Transportation Strategy for the Central Puget Sound Region as identified in Exhibit "A" of this resolution attached hereto and by this reference made a part herein; and

BE IT FURTHER RESOLVED that the text, tables, and maps set forth in Exhibit "A" be taken notice of as the accepted interpretation of the strategies and policies and that the Council, in so doing, acknowledges that the projects and programs deriving from the growth strategy and transportation elements warrant further specific study prior to implementation; and

BE IT FURTHER RESOLVED that the policies and direction set in VISION 2020 shall serve as a policy framework for development of local comprehensive plans, state actions, and regional programs; and

BE IT FURTHER RESOLVED that VISION 2020 replaces the 1979 Regional Development Plan as amended as the regional framework for growth; and

BE IT FURTHER RESOLVED that VISION 2020 replaces the 1982 Regional Transportation Plan as amended as the basis for approval of state and federal transportation expenditures in the region; and

BE IT FURTHER RESOLVED that the Regional Airport System Plan adopted in September 1988 will continue as the interim air transportation element of the Regional Transportation Plan until a new plan is adopted; and

BE IT FURTHER RESOLVED that the High Capacity Transit 2000 element of the Regional Transportation Plan adopted in October 1989 and the 1991 Regional Transportation Improvement Program adopted and amended by the Executive Board annually will continue as the regional statement of near-term transportation investment priorities until further work is completed on prioritization and financing of projects.

ADOPTED by the PSCOG General Assembly as the designated Metropolitan Planning Organization and Regional Transportation Planning Organization on this 25th day of October 1990.



Councilmember Barbara Skinner
President, PSCOG



ATTEST: Curtis R. Smelser
Executive Director, PSCOG

i ntroduction

THE STRATEGY

VISION 2020 is a long-range growth and transportation strategy for the central Puget Sound area — King, Kitsap, Pierce and Snohomish counties. It combines a public commitment to a growth vision with the transportation investments and programs needed to support that vision, and it identifies the policies and key actions necessary to implement the strategy.

VISION 2020 calls for the containment of growth, limiting the extent of sprawl into surrounding farmlands, forests and open spaces. It concentrates new employment into about 15 centers and connects the centers with a regional rapid transit system. The vision emphasizes the movement of people through increased transit and ridesharing investments.

VISION 2020 replaces the 1982 Regional Transportation Plan (RTP) as the basis for approval of state and federal transportation expenditures in the region and similarly replaces the 1979 Regional Development Plan as the regional framework for growth. VISION 2020 also extends the planning horizon from the year 2000 to 2020 and updates the highway, transit, ferry, and transportation demand management elements of the previous Regional Transportation Plan, linking these elements for the first time to a new growth strategy.

THE PROBLEM

The central Puget Sound region has achieved national and international prominence because of its plentiful advantages: spectacular natural areas, high-technology and aerospace companies and rising stature in world trade. But it has not always enjoyed such a strong economy. It was not that many years ago that a Seattle billboard read, "Will the last person leaving Seattle please turn out the lights?" A growth economy that provides economic opportunity for Puget Sound families is preferable to one that results in high unemployment, dislocated families, bankrupt businesses and a heavier welfare burden.

However, the effects of a strong economy are changing the region. Rapid economic growth has fueled a building boom, the products of which spread across the landscape. New subdivisions, shopping malls, office campuses and parking lots are consuming land at a fast rate. These sprawling development patterns, together with more registered drivers, more cars per registered driver and more miles driven by each driver, are





Linda Johnson

Jeff Miller

creating traffic jams and air pollution. Also, an increase in the number of jobs has resulted in strong demand for housing, pushing housing prices out of the reach of many low-income and moderate-income families.

These effects of growth cannot be blamed on economic prosperity alone. Many of these problems have their origins in the lifestyles that residents have chosen in response to prosperity: single-family homes on spacious lots, the private auto as the preferred method of travel, decentralized work places surrounded by free parking and traditional preference for local governmental control. Collectively, these individual choices



tend to undermine the foundations of the quality of life that Puget Sounders so ardently state they want to preserve.

The forces that create a growing economy, with their demands on the environment, together with citizens' desires to preserve the natural beauty and resources of the central Puget Sound region, can be channeled to shape a new vision for the region. To achieve this vision, changes must be made in lifestyles, growth management methods and decision-making processes.

THE CHALLENGE

Another 1.4 million residents and 860,000 more jobs are forecast for the central Puget Sound region by 2020. Where will the new residents live and work? How will they get where they need to go? Can we maintain a high quality of life for our children?

VISION 2020 recognizes that issues of land use and transportation transcend the boundaries and responsibilities of individual jurisdictions and that no single unit of government can plan or implement policies to deal with these issues without affecting other jurisdictions. Regional problems require regional solutions.

Further, it acknowledges that the pattern of land use determines the kinds of transportation facilities needed to serve development and that transportation facilities are a key factor in influencing development patterns. The future mobility of the region requires that local governments collaborate to achieve collective regional growth and transportation goals and that development decisions must be integrated with transportation improvements.

It is the intent of VISION 2020 to provide a coordinated, consistent, multimodal transportation strategy that is integrated with a growth strategy for the region. It is intended that this combined strategy provide guidance to agencies carrying out their growth and transportation responsibilities and that, through the strategy's implementation, it will serve to preserve and enhance the region's quality of life.

THE VISION 2020 PLANNING PROCESS

VISION 2020 is the result of a planning process initiated in 1987 by the Puget Sound Council of Governments (PSCOG). The process included detailed analysis of alternative growth and mobility futures, documented in an environmental impact statement (EIS) and supplementary technical reports (see page 40). The process also included broad participation by local government technical staff, the region's policy-makers and the public. At the end of 1988, as a result of regional symposiums and workshops, a process was established that integrated land use and transportation planning into one project, thus replacing the separate Regional Transportation Plan and Regional Development Strategy planning programs.

Between 1987 and early 1989 a broad range of land use/transportation alternatives was developed and analyzed. In April 1990 the PSCOG published a Draft EIS that described potential environmental impacts of five alternative growth and transportation strategies. These were No Action, Existing Plans, Major Centers, Multiple Centers, and Dispersed Growth.

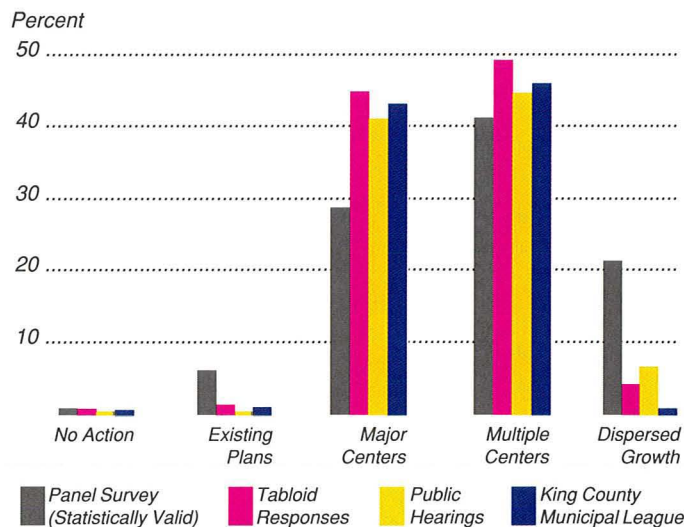
The Council's efforts to involve and inform the public in selecting the preferred vision included symposiums, workshops, newspaper tabloid inserts, public hearings, open houses, surveys and community meetings — the most extensive regional public involvement effort ever conducted in the area.

The public responded to the above efforts, and about 90 percent of respondents chose either the Major Centers or Multiple Centers alternatives. In July 1990, reflecting the results of public opinion surveys and written comments from planning agencies and individuals, local and regional officials chose a combination or hybrid of the Major and Multiple Centers concepts. This hybrid became known as the Preferred Alternative.

The Final EIS was distributed in September 1990. It responded to comments on the Draft EIS and set forth the impacts of the Preferred Alternative. The Preferred Alternative was then refined to become the growth and transportation strategy contained in this document.

On October 25, 1990, the region's local elected officials gathered at the annual Assembly meeting of the Puget Sound Council of Governments and unanimously adopted the policies and direction set forth in this document as a policy framework for development of local comprehensive plans, state actions and regional programs.

Results of Polling on Five Alternatives



VISION 2020: Growth and Transportation Strategy — Planning Process



RELATIONSHIP OF VISION 2020 TO FEDERAL AND STATE REQUIREMENTS

The Puget Sound Council of Governments is the designated Metropolitan Planning Organization (MPO) for the counties of King, Kitsap, Pierce and Snohomish. Existence of the MPO, responsible for regional urban transportation planning, is required by Federal Highway and Urban Mass Transit statutes (23 USC 134 and 49 USC 1607) and implementing regulations.

Among other responsibilities, as the MPO, the PSCOG is charged with preparing and adopting: 1) a multimodal regional transportation plan that includes policies, strategies and facility recommendations, and 2) a six-year transportation improvement program (including an annual element) that is consistent with the Regional Transportation Plan. This strategy serves as the basis for federal transportation grants-in-aid to cities, counties, transit agencies and the Washington State Department of Transportation. To receive federal funding, projects must be found to be consistent with the regional plan.

In 1990 the state Legislature passed the Growth Management Act (ESHB 2929), which became effective on July 1, 1990. The act requires urban counties and cities within them to work together to

develop countywide urban growth management plans by the end of 1993. Cities and counties are authorized to form Regional Transportation Planning Organizations (RTPOs) that encompass at least one complete county and a population of at least 100,000. RTPOs must coincide with existing MPOs where they exist.

In August 1990 local governments in the central Puget Sound region designated the Puget Sound Council of Governments to serve as the RTPO for King, Kitsap, Pierce and Snohomish counties.

As the RTPO, the regional agency must: 1) certify that the transportation elements of local comprehensive plans are consistent with the Regional Transportation Plan, and 2) develop and adopt a Regional Transportation Plan that is consistent with county, city, and town comprehensive plans and state transportation plans.

VISION 2020 will serve as the basis and the mechanism for fulfilling both the MPO and RTPO requirements. The interactive planning process necessary to achieve these requirements is described in Section IV, Implementing Actions.



Doug Clinton

trends and issues

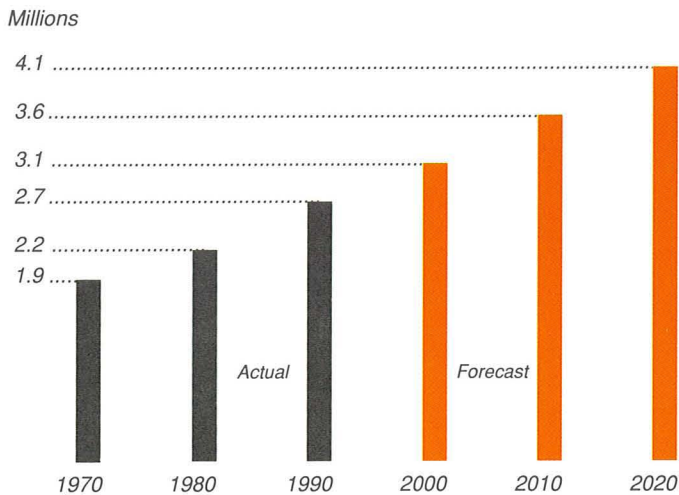
VISION 2020 is a cooperative and coordinated local response to critical growth and transportation issues in the central Puget Sound region. The trends and issues are firmly stated in the Puget Sound Council of Governments Assembly resolution adopting VISION 2020.

.....
Adopted policy: See black italic type. Throughout the remainder of this document, the officially adopted language of VISION 2020 is highlighted in black italic type. Other narrative is provided to clarify the adopted language.

WHEREAS, the central Puget Sound region is experiencing rapid growth and change that is forecast to continue into the foreseeable future, and, therefore, needs a long-range vision to properly plan for growth and change....

The region is expected to grow by 1.4 million people by 2020. This represents a lower rate of growth than occurred during the past 30 years. But it presents a real challenge: how to manage this growth to protect our high quality of life while retaining the jobs and prosperity that accompany growth and that are essential to the area's well-being.

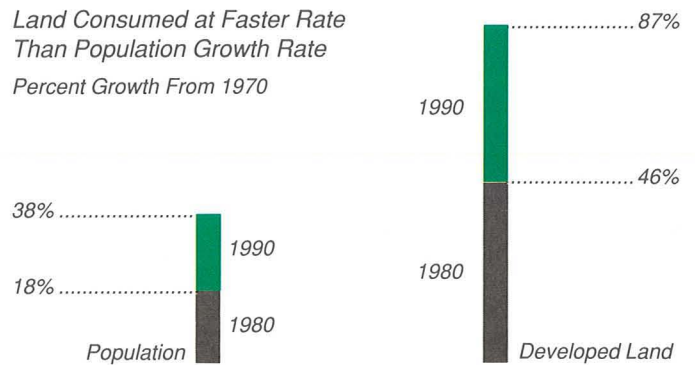
Population Trends and Forecasts



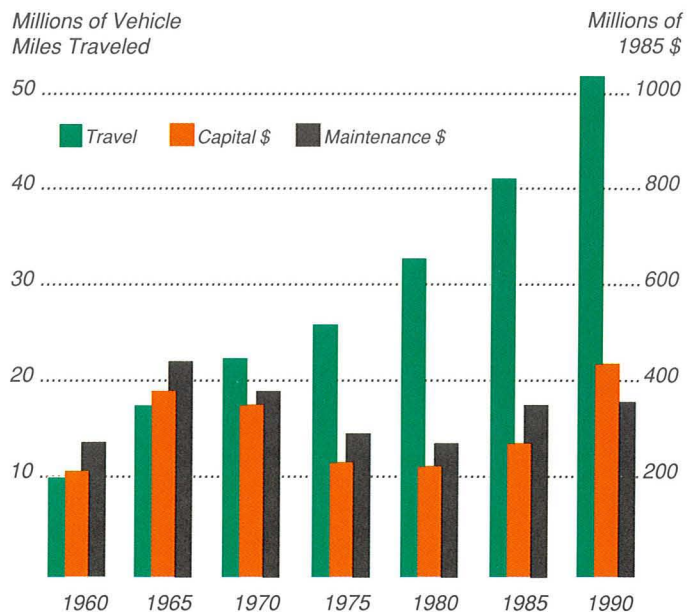
WHEREAS, loss of open space, limited amounts of public funds, declining air quality, growing energy concerns and other impacts of continued urban sprawl and reliance on the automobile call for a more geographically compact and transit-oriented development pattern....

Use of the auto as a relatively low priced means of travel created an urban form similar to that of most urban areas in the United States: a sprawling pattern designed primarily for auto travel and access. Limited public works funding and local resistance to new or wider highways, together with continued urbanization and calls for a curb to urban sprawl, are forcing new ways of looking at travel. Reducing dependence on the automobile would improve air quality, save oil, preserve land in open space, and make neighborhoods more livable.

Land Consumed at Faster Rate Than Population Growth Rate
 Percent Growth From 1970



Vehicle Miles Traveled vs. Highway Expenditures

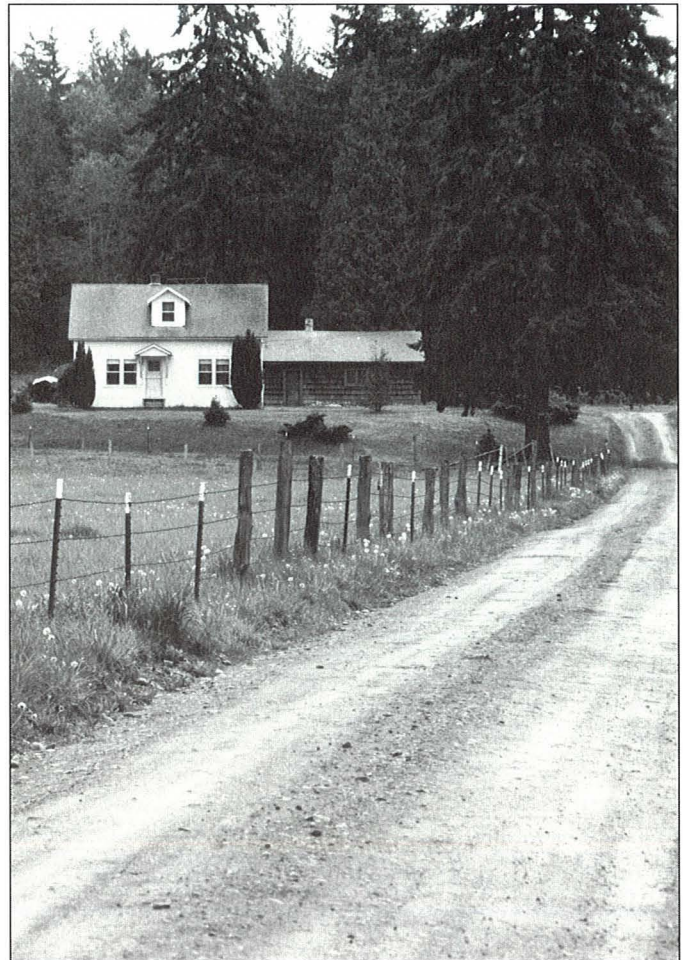


WHEREAS, VISION 2020 establishes a vision and fosters a range of strategies to achieve containment of growth and conservation of open space, better transit and ridesharing use, reduced dependence on single-occupant vehicles, more energy efficient and less-polluting development patterns, and a more equitable distribution of economic growth that benefits all areas of the region....

The VISION 2020 regional growth strategy is to contain urbanization and concentrate new employment into central places, with appropriate urban design characteristics that will foster transit, ridesharing, pedestrian and bicycle travel. VISION 2020 actively promotes distribution of new employment growth to the slower-growing centers of Tacoma, Everett, and Bremerton. Cooperation among local jurisdictions in directing the location of economic growth will be necessary to achieve this vision.



Doug Clinton



WHEREAS, VISION 2020 has undergone two years of extensive technical and public review with citizens and officials, resulting in the selection of a preferred vision from among other alternatives....

From the first meetings in 1987, citizens of the central Puget Sound region identified the need to tie land use and transportation decisions more closely together as a major regional issue. Additional meetings stressed the need to emphasize transit and passenger ferry service over highway expansion. When presented with five alternatives for regional growth and transportation planning, the public favored the two "centers" alternatives — Major Centers and Multiple Centers — which together formed the basis for the adopted VISION 2020.



WHEREAS, VISION 2020 meets the objectives of existing and proposed state growth management legislation....

During the 1990 legislative session the Washington Legislature passed a major growth management bill (ESHB 2929), which became effective July 1, 1990. VISION 2020 specifically meets the requirements in the Growth Management Act for a regional growth strategy and a regional transportation plan. The policies reflected in VISION 2020 also follow the state goals identified in the act, particularly those aimed at encouraging development in urban areas where adequate public facilities exist, reducing sprawl, encouraging multimodal transportation systems, retaining open space and protecting the environment.

WHEREAS, VISION 2020 meets state and federal requirements for transportation planning by the PSCOG or its successor as the Regional Transportation Planning Organization (RTPO) (state) and the Metropolitan Planning Organization (MPO) (federal)....

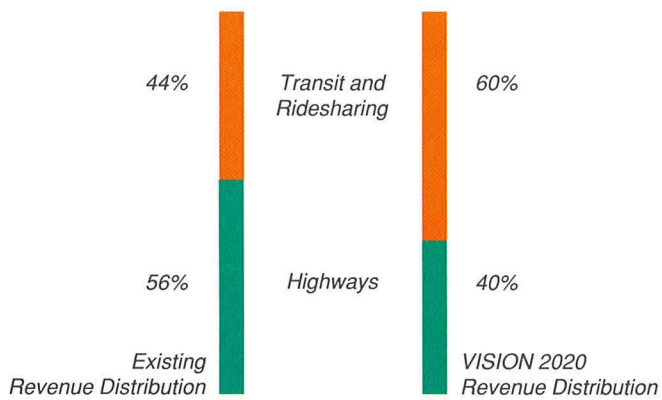
VISION 2020 is the regional transportation plan required by federal law and meets the requirements of state law for the central Puget Sound urbanized areas. All transportation projects that have an impact upon regional facilities or services must be consistent with VISION 2020. Further, only transportation projects consistent with VISION 2020 are eligible for federal funding.

VISION 2020 gives priority to public transit, especially in terms of accommodating travel demand anticipated through the year 2020. Current revenue distributions emphasize highway investments at all levels of government. In order to achieve the necessary balance in revenues to implement VISION 2020, changes in transportation financing ratios must take place. If the concept of dedicated funding for specific transportation modes is retained, future expansions in the revenue base must concentrate primarily on transit and transit-supporting sources. If more general transportation funding concepts are pursued, then existing dedicated sources must be expanded in their potential use to allow more flexibility in the application of available resources.



Lindy Johnson

Current vs. Needed Revenue Distribution



WHEREAS, it is in the best interests of the present and future citizens of central Puget Sound to adopt the VISION 2020 Growth and Transportation Strategy as the framework for interrelated regional transportation planning and the regional concept for growth management planning....

Transportation and land use decisions are always related; either a transportation improvement is made in reaction to land development or land develops in reaction to the accessibility provided by the transportation system. However, the citizens of the region have stated they want to take a new route to the year 2020. They rejected the status quo, for an interrelated approach to sustain our environment and to be served by an effective regional transportation system.



Jeff Miller

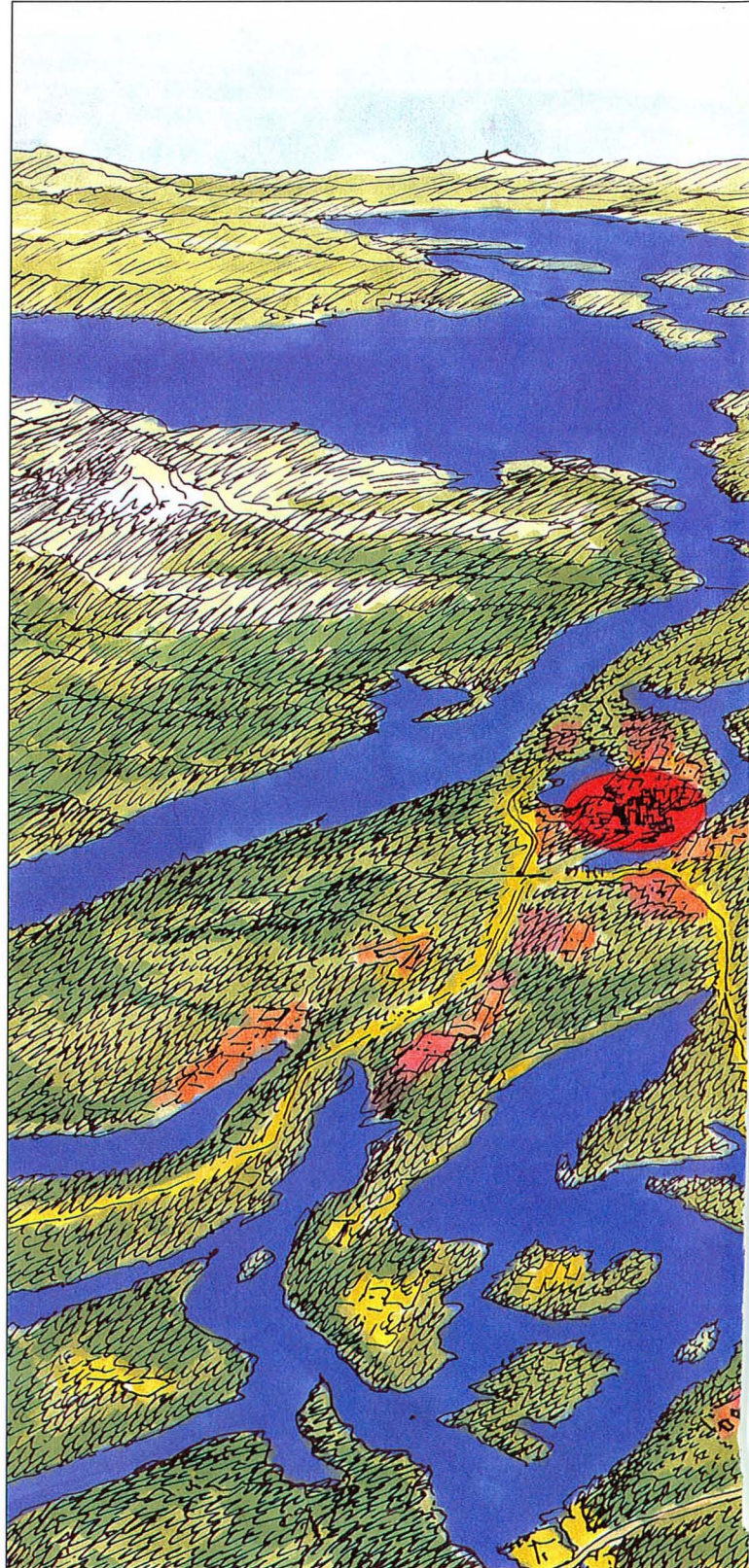


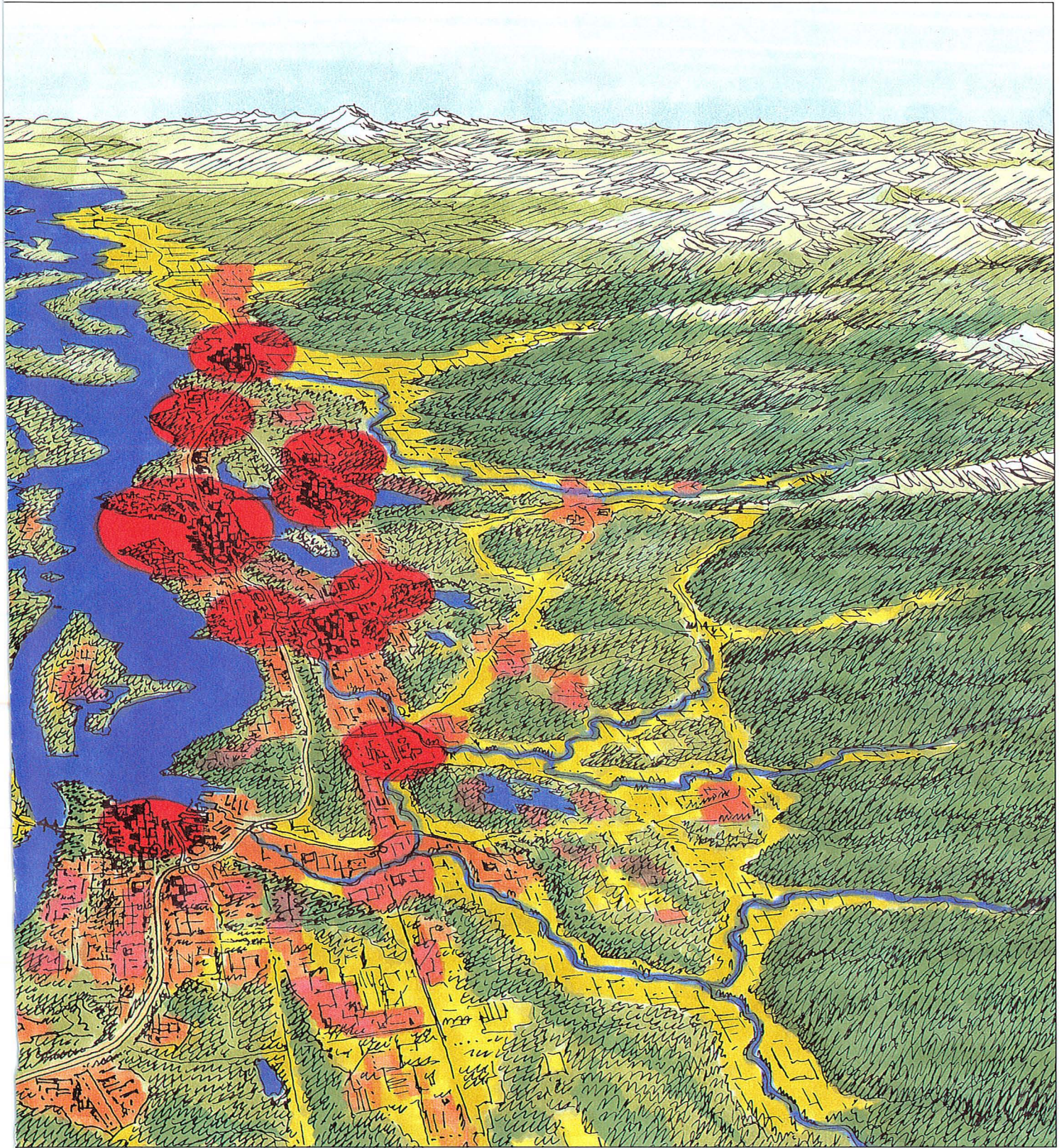
ision and scope

VISION 2020 is a collective vision developed cooperatively by the local governments in the central Puget Sound region. The vision is for diverse, economically healthy, and environmentally sensitive communities connected and served by a high-quality transportation system that emphasizes the movement of people.

VISION 2020 supports a new order of more compact, people-oriented living and working places, thereby reversing trends that have created increased numbers of low-density, auto-dependent communities. It limits the expansion of the urban area and focuses a significant amount of new employment and housing into approximately 15 mixed-use centers that are served by a more efficient, transit-oriented, multimodal transportation system.

VISION 2020 represents a major public policy commitment to both the land use patterns that can achieve a compact centers concept, and a reordering of transportation investment priorities to emphasize transit, ridesharing, efficiency, demand management and the maintenance of current facilities. It results in accommodating growth in regional travel demand through greater commitment to, and investment in, public transit. It addresses the increases in congestion by offering to the public more efficient travel options that are of sufficient scale and availability to sustain the area's livability.





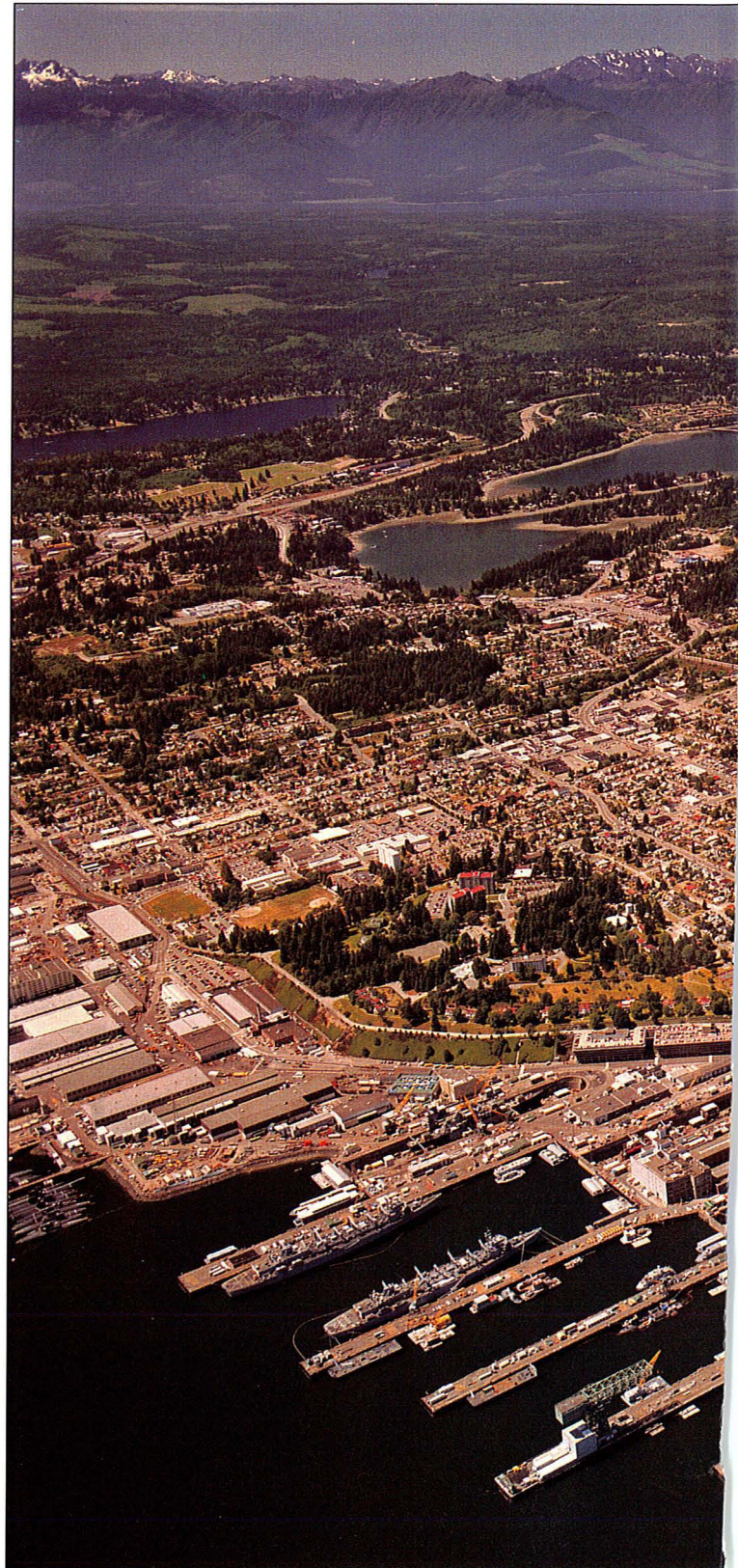


VISION 2020 growth & transportation

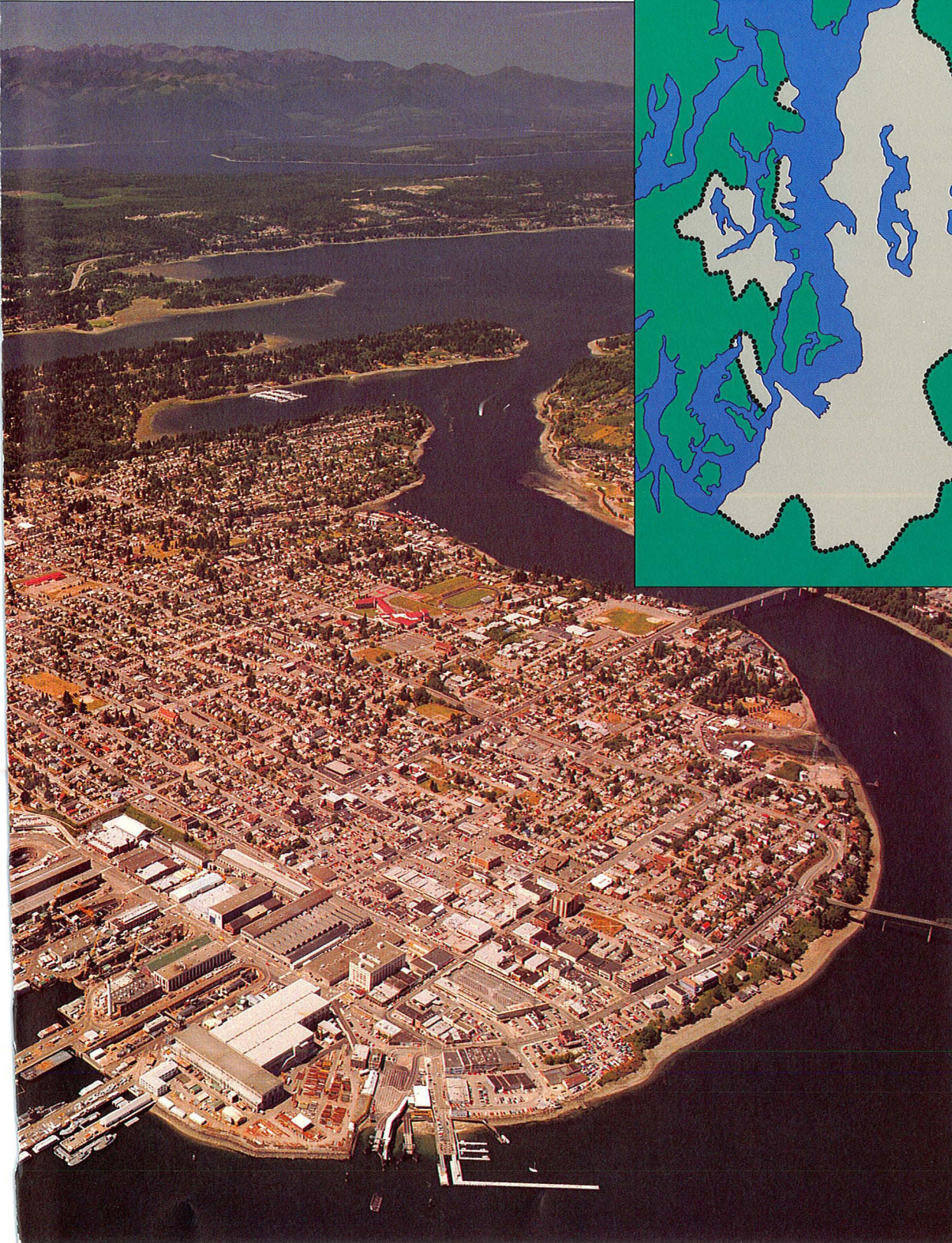
VISION 2020 contains a six-part strategy for managing growth within the region:

1. Create a Regional System of Central Places Framed by Open Space.

- 1.1 *Contain the expansion of urban growth within an area that consumes less than 400 square miles of additional land to limit intrusion into agricultural, forest and environmental resource areas.*
- 1.2 *Provide for diversity and choice in housing and employment options by creating a system of central places (regional, metropolitan, subregional, activity clusters, small towns, and pedestrian pockets) within corridors, a regional urban form characterized by compact, well defined communities and defined both by regional role and unique community characteristics.*
- 1.3 *Promote concentration of new employment growth into designated regional, metropolitan and subregional centers that are located on a regional rapid transit system and are capable of becoming lively and people-oriented downtown-type areas.*
- 1.4 *Promote a balance of jobs to housing within agreed upon service areas to provide the opportunity for more residents to live nearer to jobs and urban activities.*
- 1.5 *Provide for higher-density residential areas of new single-family and multiple-family homes in urban locations within walking distance of either jobs or transit service.*
- 1.6 *Frame and separate central places by the creation and preservation of a network of permanent urban and rural open space and recreation areas.*
- 1.7 *Promote community urban design plans to guide new development to be compatible with existing development and supportive of transit, pedestrian and bicycle access.*
- 1.8 *Change regulatory, pricing, taxing and expenditure practices within the region to encourage concentrated rather than dispersed development.*
- 1.9 *Make major public facility and urban amenity investment decisions that support the development of centers.*



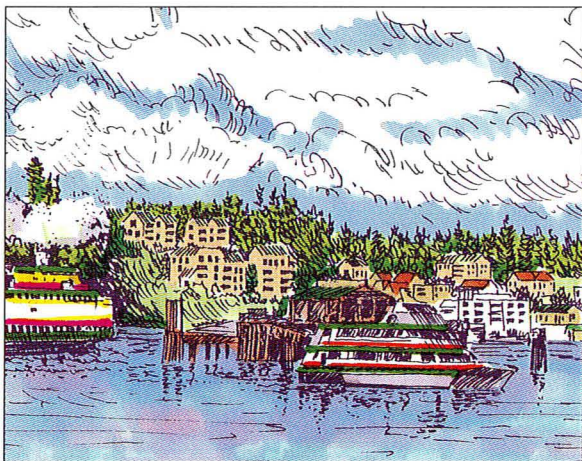
policies

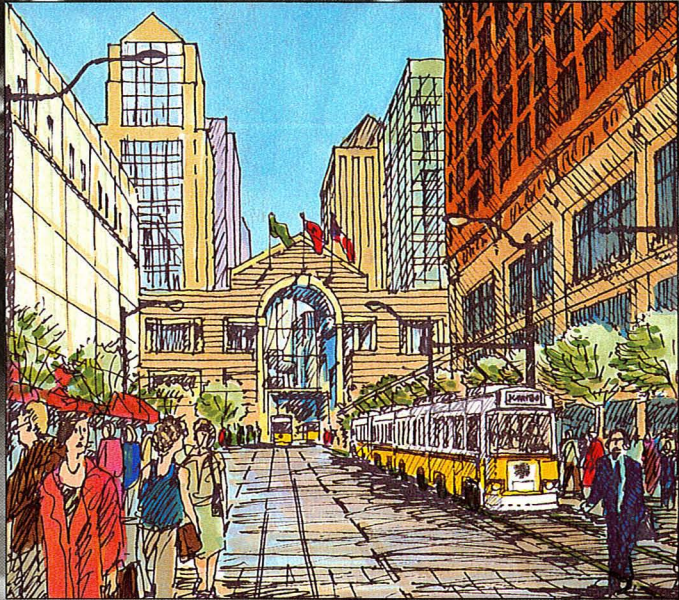
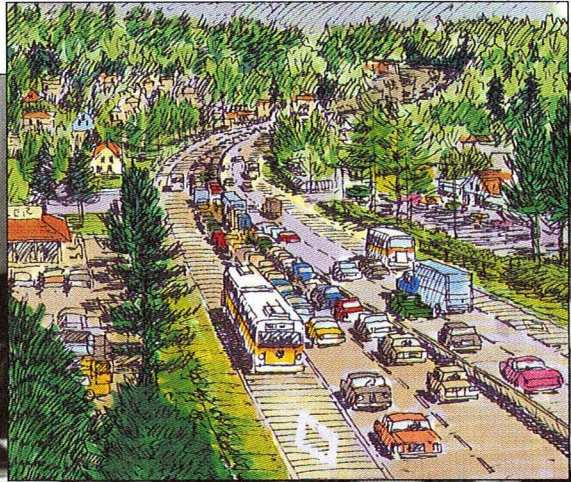


George White Jr.

2. Strategically Invest in a Variety of Mobility Options and Demand Management to Support the Regional System of Central Places.

- 2.1 Provide a transit-oriented transportation system linking central places.
- 2.2 Connect regional, metropolitan and subregional centers with rapid transit.
- 2.3 Connect residential areas with centers through expanded transit, ridesharing and passenger ferry service.
- 2.4 Promote an interconnected system of high-occupancy vehicle lanes serving the urban areas, focusing on centers and accessing regional facilities that provide options for ridesharing and for facilitating other local and express transit services.
- 2.5 Reorder transportation investments to emphasize transit, ridesharing, efficiency, demand management and maintenance of current facilities by investing a greater percentage of the transportation dollar in transit and ridesharing than in highways.
- 2.6 Promote a moderate expansion of key roadways that support centers and provide access to non-center job areas.
- 2.7 Develop a regionally coordinated network of facilities for pedestrians and bicycles, accessing transit stations or centers.
- 2.8 Maintain the existing transportation system in a safe and usable state.
- 2.9 Promote transportation and demand management projects that get the most efficiency out of our existing investments.
- 2.10 Promote demand management and education programs that shift travel demand to high-occupancy vehicles and to less congested times of the day and eliminate part of the travel demand altogether.
- 2.11 Encourage the private sector to share responsibility and participate in transportation demand management.



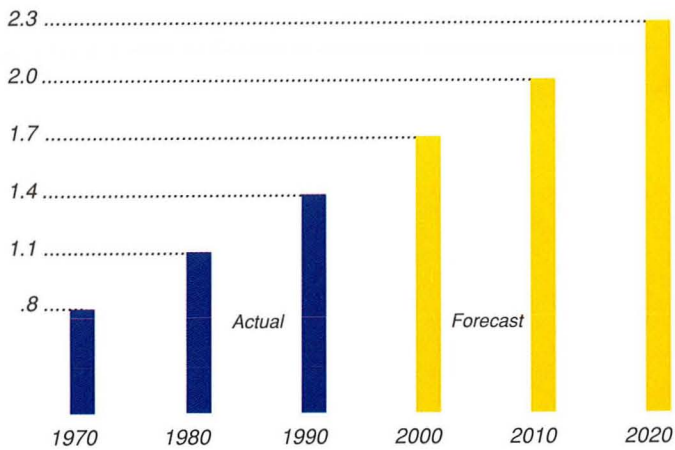


3. Maintain Economic Opportunity While Managing Growth.

- 3.1 Accept responsibility to forecast and plan for growth in the region while maintaining the region's natural resources and environmental amenities.
- 3.2 Target new employment growth for centers, particularly the slower growing centers such as Tacoma, Everett, and Bremerton, both to share benefits and to relieve growth pressures in King County.
- 3.3 Provide enough urban land to allow private enterprise to effectively create the urban structures for housing and employment.
- 3.4 Recognize the mobility needs of business and industry and provide for these needs within the intent of VISION 2020.

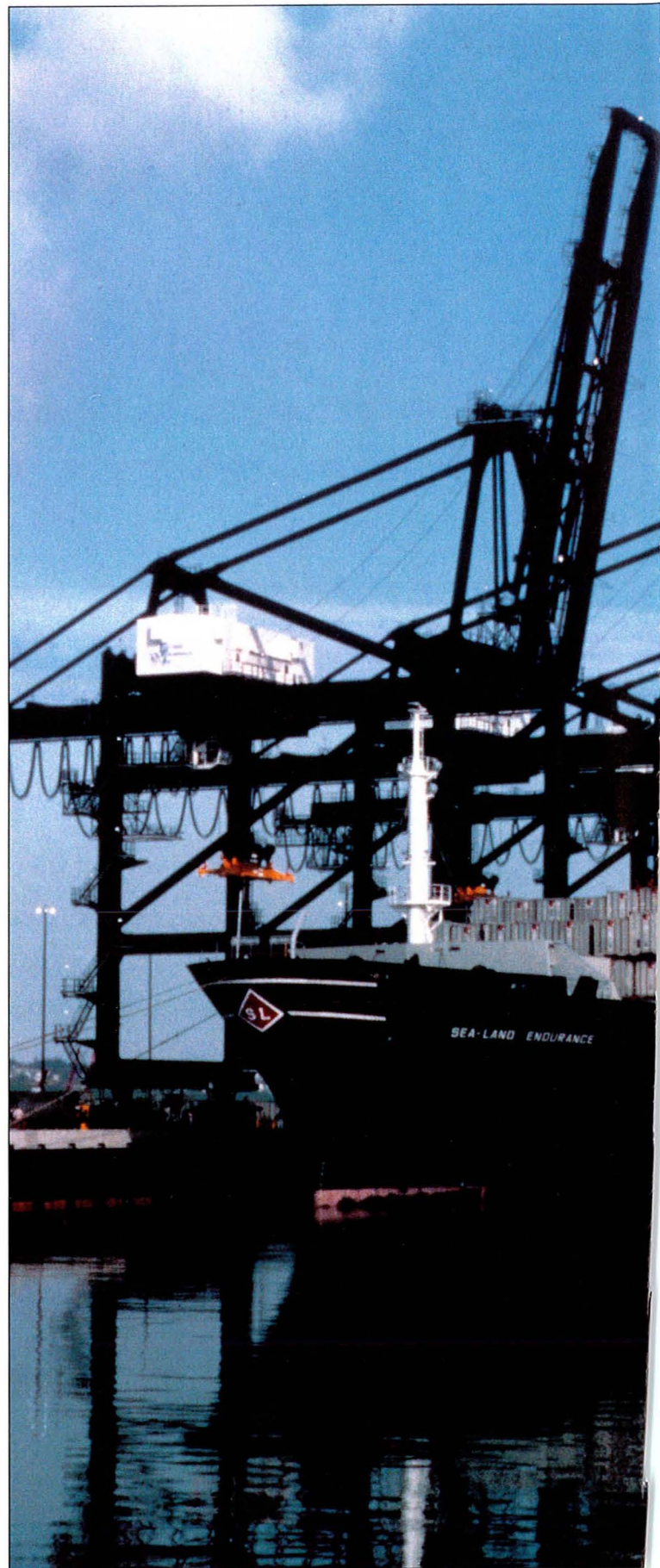
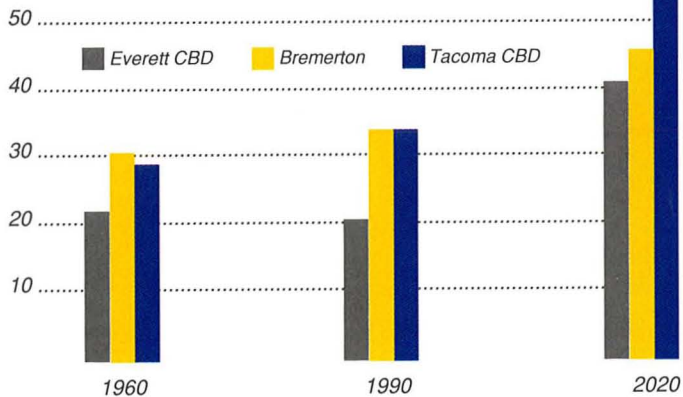
Employment Trends and Forecasts

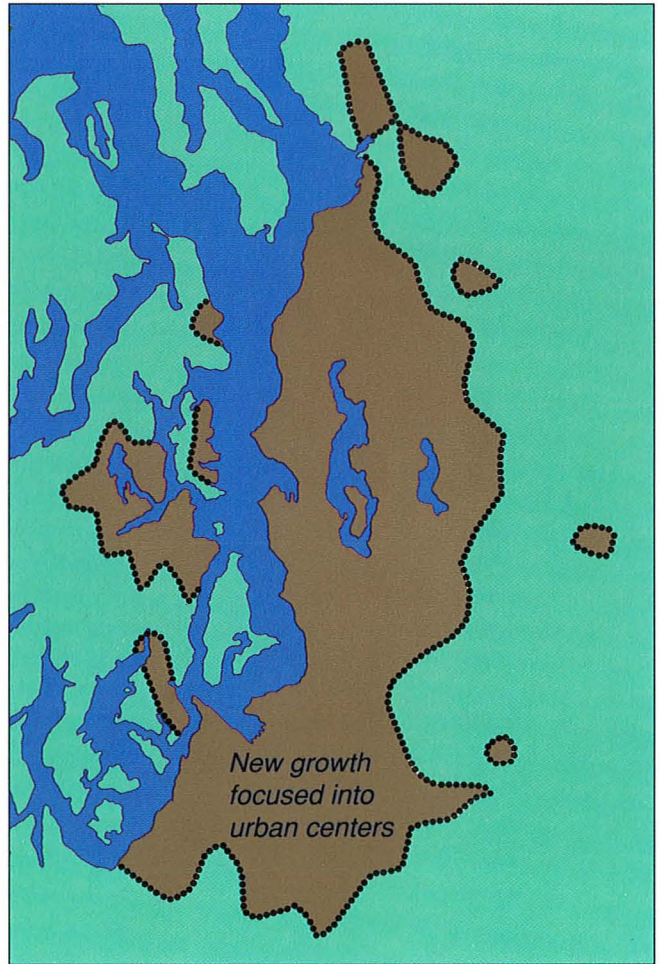
Millions of Jobs



Employment in Candidate Metropolitan Centers Targeted for New Growth

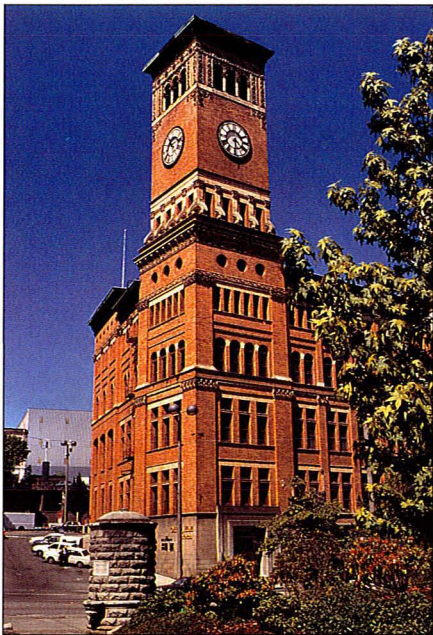
Thousands of Jobs





4. Conserve Environmental Resources.

- 4.1 *Protect sensitive environmental areas such as wetlands, riparian zones, landslide hazard areas and steep slopes from urbanization.*
- 4.2 *Preserve historic, visual and cultural resources, including views, landmarks and areas of special locational character — the “sense of place” definers.*
- 4.3 *Promote land use and transportation solutions that conserve energy and offer the best opportunity to cope with energy shortages.*
- 4.4 *Promote land use and transportation solutions that have the best chance to reduce air pollution in the long term.*



Doug Clinton

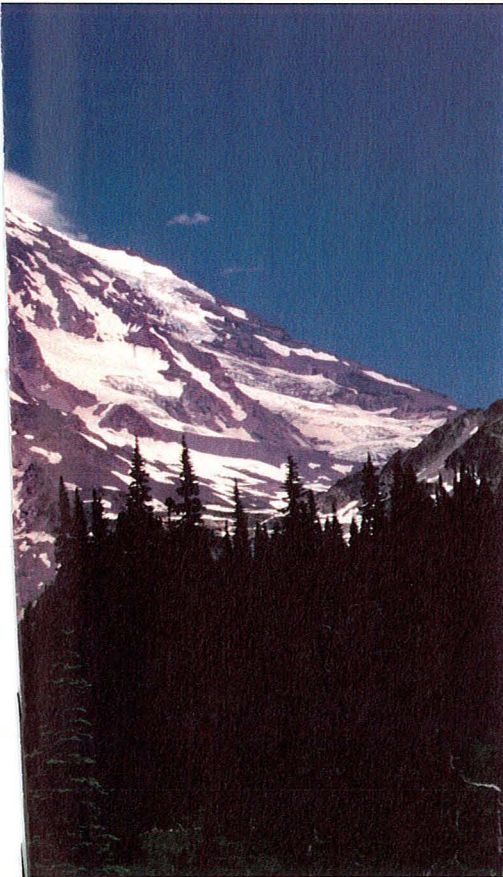


5. Mitigate Potential, Adverse Effects of Concentrating Development by Early Action.

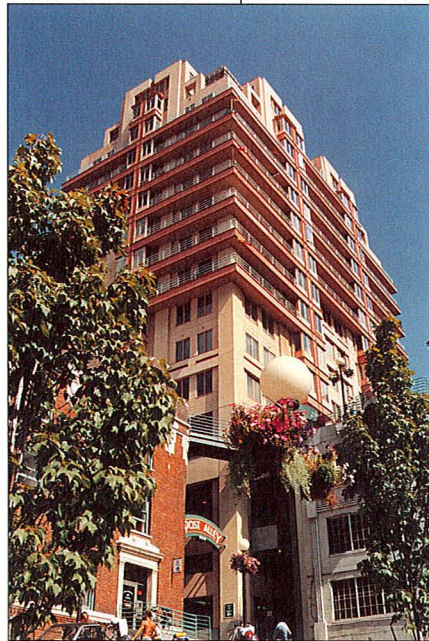
- 5.1 *Preserve existing affordable housing and serve it with transit. Promote development of institutional and financial mechanisms to provide for affordable housing near all centers.*
- 5.2 *Establish and maintain equitable allocations of public costs and revenue among the region's jurisdictions.*
- 5.3 *Promote development of new urban parks in major growth areas.*
- 5.4 *Promote the establishment of community based cultural resource preservation programs to preserve significant cultural, historical and archaeological sites.*
- 5.5 *Promote land use planning and developments that build strong communities.*
- 5.6 *Promote design that results in an attractive and desirable environment.*
- 5.7 *Integrate land use and transportation planning with health and human services planning to promote provision of service delivery at affordable cost near transit hubs.*



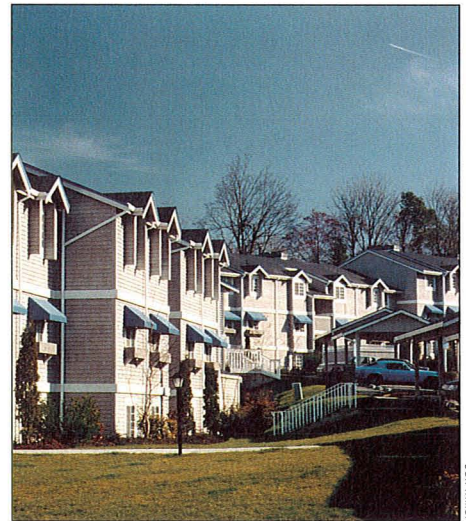
- 6. ***Refine VISION 2020 based upon collaboration among all agencies in the region to ensure a common vision. Refinements will recognize parallel planning by other public and private agencies, including ports and emerging countywide growth management efforts.***



Doug Clinton



Doug Clinton



Jeff Miller



rowth strategy

VISION 2020 identifies how and where growth should occur within the region; it does not propose to limit regional growth. This technique allows for a quality of life defined by both job opportunities and a healthful environment.

The strategy includes six classifications of central places (the regional center, metropolitan centers, subregional centers, activity clusters, pedestrian pockets, small towns). An area not classified as a central place is either open space or an existing non-center employment area. Classification of the central places will be a collaborative process involving cities, counties, tribal governments, countywide agencies, the regional agency and the State. The process will include public review.

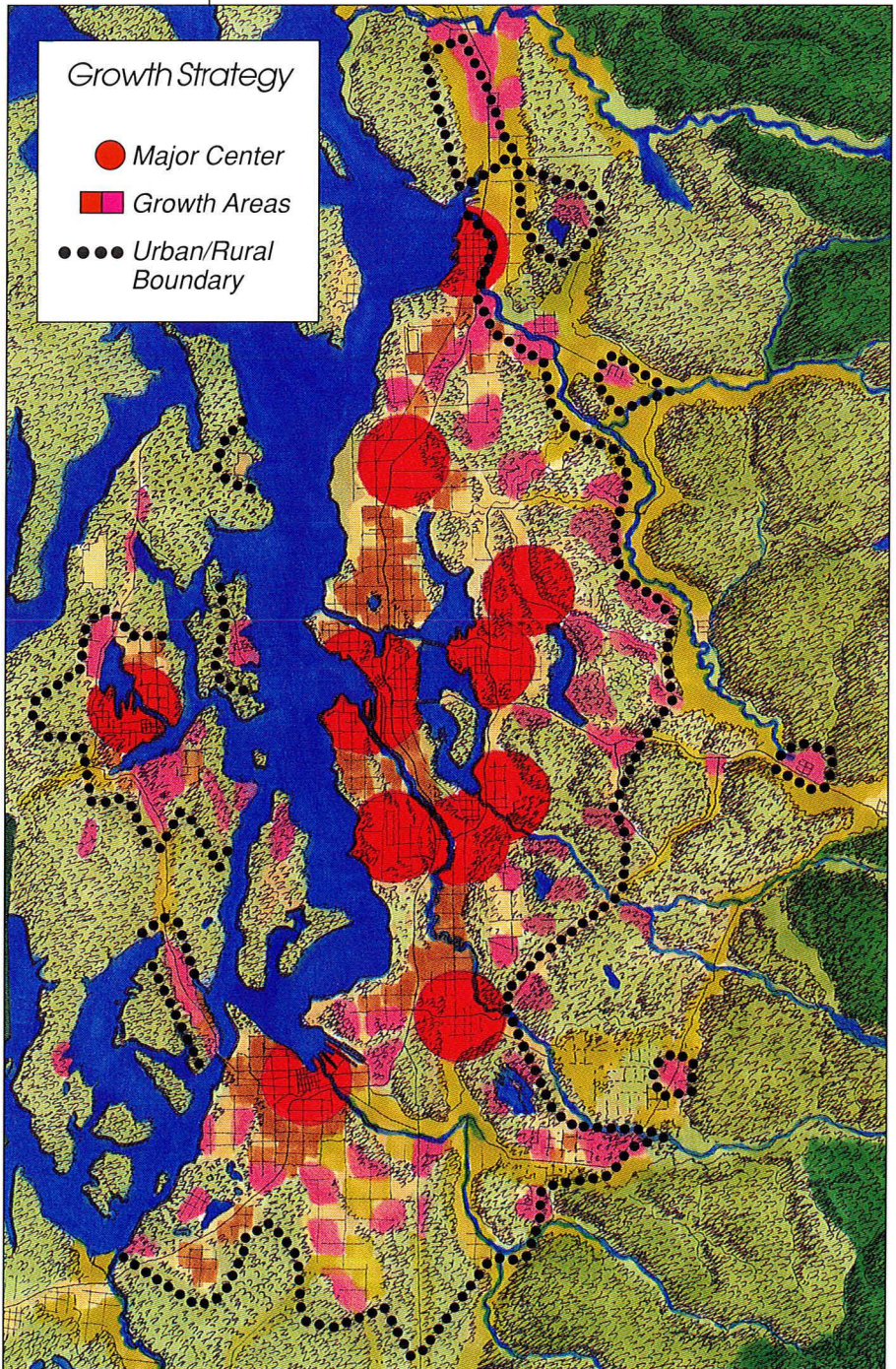
Classification will be based not only on type of existing development and capacity of existing infrastructure, but also on the role each area will play in accommodating future development and the type of new transportation service to be provided in support of that future role.

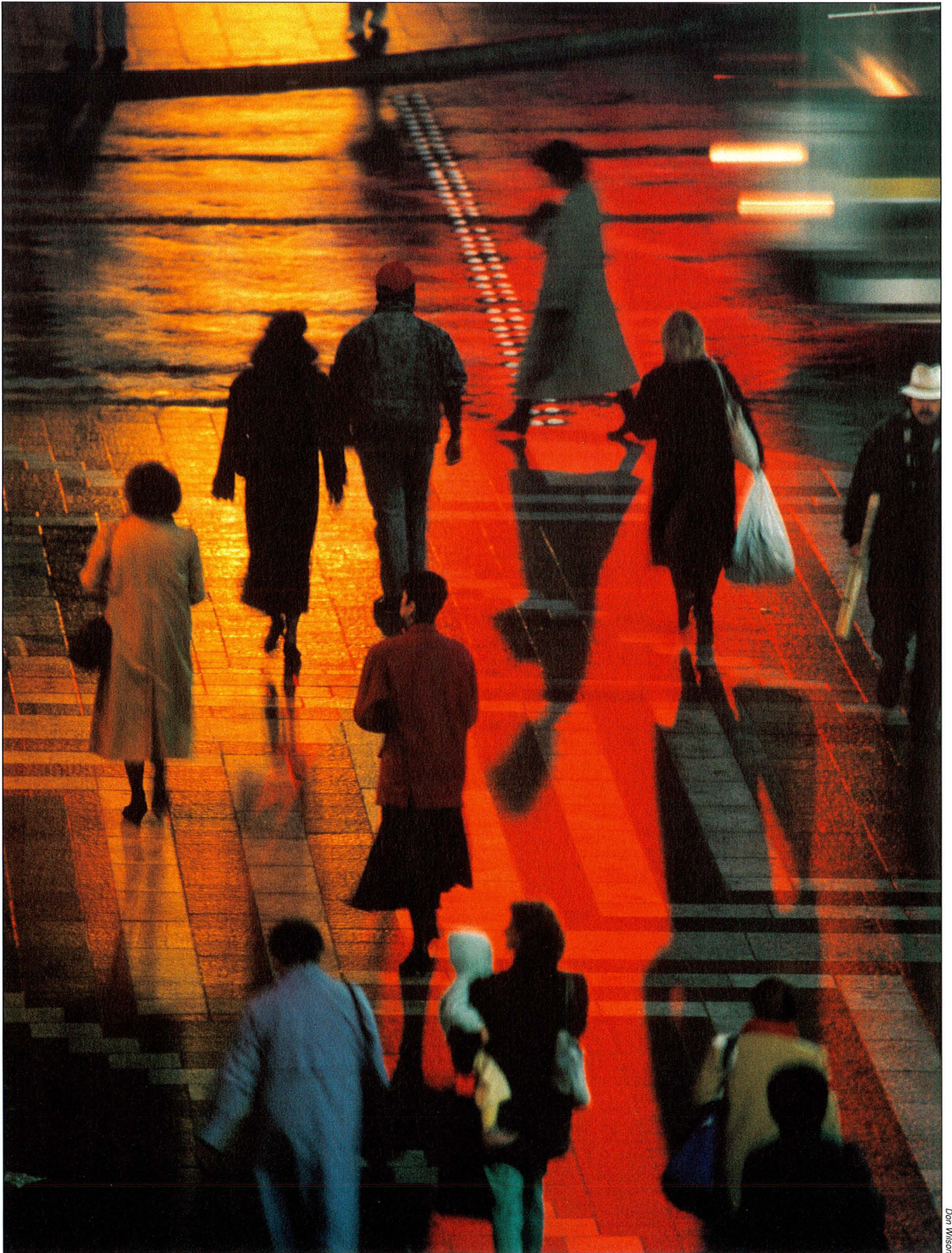
The strategy directs new regional growth to the regional, metropolitan, and subregional centers and pedestrian pockets. Activity clusters and small towns would grow to meet local population needs but would not be the focus of regional growth. The intent of the strategy is to promote a regional urban form characterized by compact, well defined communities framed by a network of open spaces and connected by new transit lines and ferries. Emphasis is placed on mobility for people rather than mobility for the automobile.

The crux of this strategy is to encourage future growth to take place in a more concentrated manner within designated urban growth areas. Concentrating growth will encourage transit usage, ridesharing and pedestrian trips, thereby reducing the growth in traffic congestion, air pollution and fuel consumption. It also reduces the pressure to develop open lands and environmentally sensitive lands.

Jobs/Housing Balance. It is the policy of VISION 2020 to promote a balance of jobs to housing in each part of the region in order to provide the opportunity for more residents to live nearer to jobs and urban activities. This

requires that specific, identifiable boundaries be established within which jobs/housing balance is to be maintained. This strategy proposes that the urban service areas which are to be established jointly by cities and counties under state law serve as these boundaries.





Don Wilson

In the case of cities and towns that choose to classify themselves as activity clusters or small towns and are adjacent to the regional center, a metropolitan center, or a subregional center, the urban service areas for these central places may be combined with those of the adjacent center for purposes of determining jobs/housing balance. This would be achieved by mutual agreement.

CANDIDATE CENTRAL PLACES

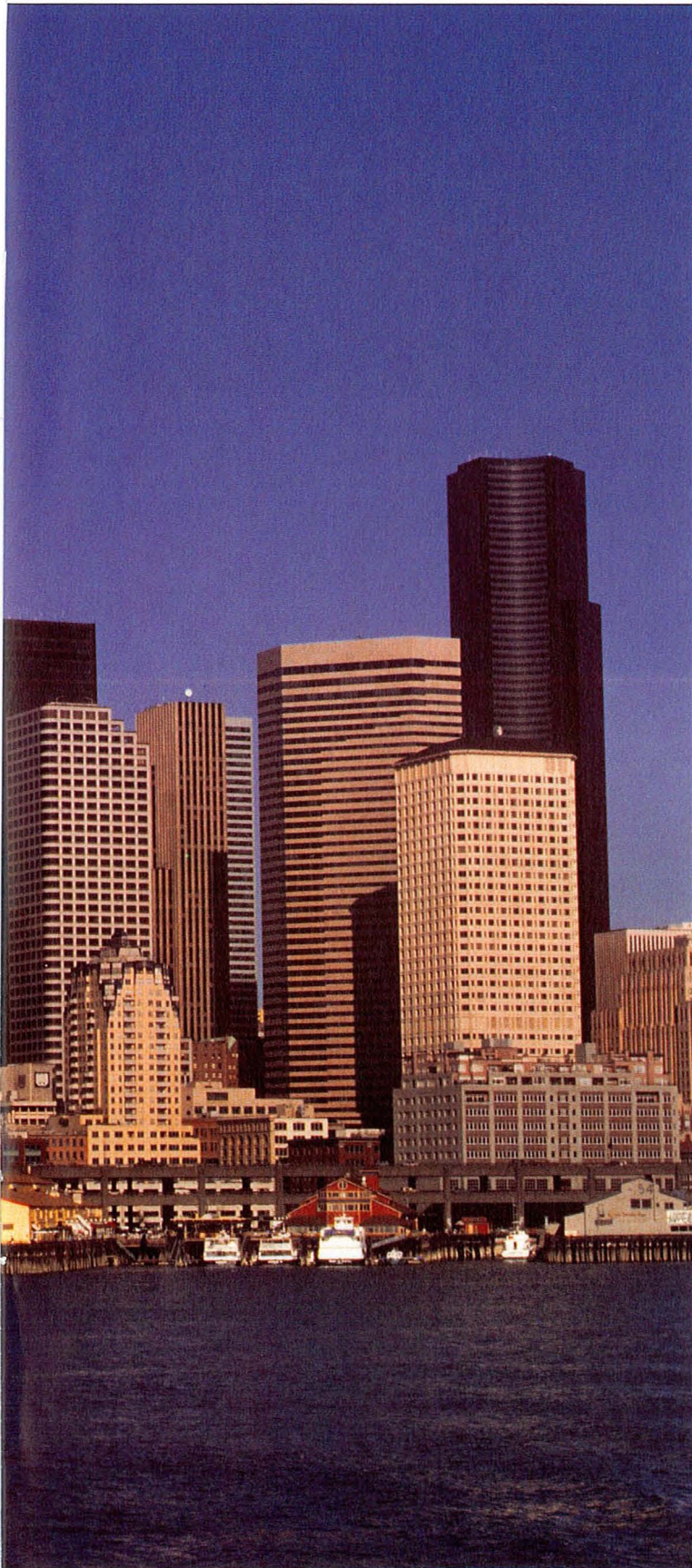
The six classifications of central places are described on the following pages. The guidelines that were used to develop the lists of candidate central places are shown on page 25. It is important to note that the minimum standards shown on page 25 represent what is necessary to achieve the type of transit service specified as well as other strategy objectives.

As part of the implementing actions, the regional agency in conjunction with local and state agencies will refine these guidelines for use in designating central places.

Designation as a regional, metropolitan, or subregional center will require commitment to higher employment and residential densities to support the rapid transit system. Establishment of these densities and related design guidelines to ensure compatibility between new and existing development will be a collaborative effort among affected governments.

Those cities, unincorporated communities, or city districts that appear to meet the classification criteria for the different types of central places are noted in the following text. Many communities could meet the classification criteria for more than one type of central place.





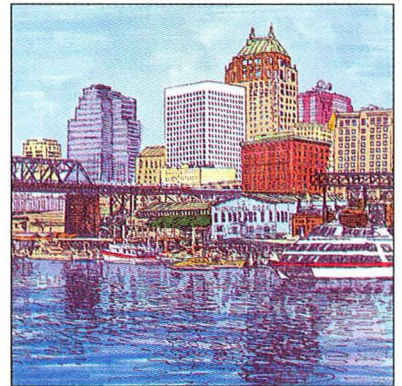
Doug Clinton

The Regional Center

The central business district of Seattle, along with Denny Regrade, Seattle Center, First Hill and the University District, compose the Northwest's most significant business, cultural, governmental, recreational and management center. The regional center will be the most frequent destination for transit riders. Both employment and residential growth is to be accommodated in the regional center, but only with increased investment in transit (regional rapid transit, bus and ferry). Some major employment areas function as "satellites" of the regional center as well as independent centers in the sense that they are employment clusters in the center of the region. They could be classified as part of the regional center if they are connected to the central business district by fast and convenient transit service.

Metropolitan Centers

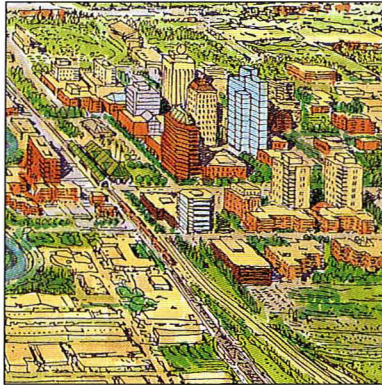
The region's five candidate metropolitan centers are Bellevue, Bremerton, Everett, Renton and Tacoma. The central business districts of these centers are identified as places where new employment and residential growth is desirable, accompanied by increased investment in both transit and ridesharing (including



construction of new diamond lanes). The transit investment is to link the metropolitan centers with the regional center by construction of new regional rapid transit routes, but also to link surrounding neighborhoods and suburbs with the metropolitan center through expanded bus and ferry service.

Subregional Centers

Subregional centers are to be developed in suburban locations along regional rapid transit routes and served by a rapid transit station as well as expanded bus service from nearby residential areas. Subregional centers will bring jobs, shopping and cultural opportunities closer to where people live, while at the same time providing the kind of downtown environment that promotes transit ridership. These centers currently exist, but some are not identifiable as downtowns. In some cases, they are isolated office buildings, commercial strips or shopping malls surrounded by parking lots. In other cases, they are office parks with parking but no other services. Transition to new town centers will involve careful design procedures.



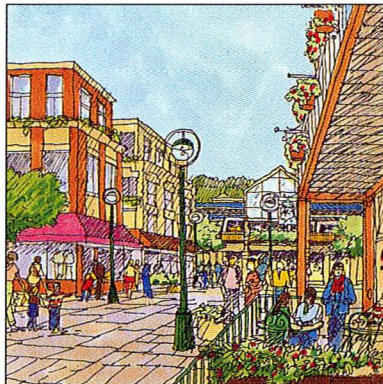
Pedestrian Pockets

A new form of suburban design that resembles the creation of traditional small towns inside suburbia is the "pedestrian pocket." Different uses are mixed together in a small scale, grid-style community that enables people to walk easily from one place to another. These new communities are to be developed at regional rapid transit stations. The stations could be located on land that is currently undeveloped, or these communities could be integrated into existing developed areas by using available, but underutilized, land (parking lots especially). While each pedestrian pocket is small, it is composed primarily of all new growth.



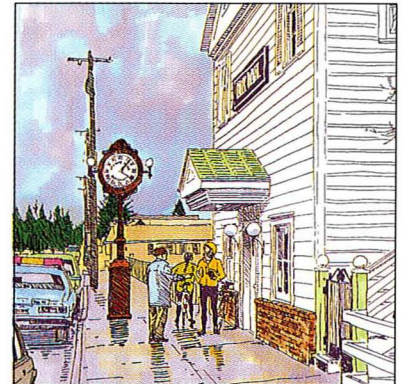
Activity Clusters

These central places are smaller than the subregional and metropolitan centers and are not necessarily located on, or directly served by, the regional rapid transit system. They are not designated to receive a major share of the region's employment growth, although they will certainly continue to see some new employment and residential development. Transit service will focus on connecting these places to the regional rapid transit system and to the adjacent metropolitan or subregional centers. In contrast with the subregional centers, the growth in employment in an activity cluster is for services oriented to serving the local residential community. In contrast with the small towns, activity clusters are part of the urban/suburban landscape; they are not separated from other areas by open space, agricultural lands or water.



Small Towns

A basic part of the regional growth strategy is to provide for diversity in the kinds of places in which people can live and work. Small towns are an important part of that diversity. Small towns currently exist in both the urban and rural areas of the region. They function as central places providing services for their surrounding residential communities. Towns are designated to receive a small share of the regional employment and residential growth. The regional emphasis is on preserving their small town character and separating them from suburbia by preserved farmlands, forests and open space.



Candidate Subregional Centers

King	Kistap	Pierce	Snohomish
Auburn Bothell Eastgate Federal Way First Hill Issaquah Juanita Kent	Northgate Overlake Redmond CBD Renton CBD SeaTac Totem Lake Tukwila University District	Silverdale	Lakewood Edmonds Lynnwood

Candidate Activity Clusters

King	Kitsap	Pierce	Snohomish
Auburn Aurora Village Various Bellevue Districts Black Diamond Bothell Burien Des Moines Eastgate Federal Way First Hill Issaquah Juanita Kenmore Kent East Hill	Kirkland Lake Forest Park Mercer Island Normandy Park Northgate Point Cities Redmond Richmond Beach Seattle Center Various Seattle Districts Shoreline Totem Lake University District White Center Woodinville	Bremerton National Airport Silverdale	Bonney Lake Fife Fircrest Gig Harbor Milton Parkland Spanaway Puyallup South Hill Steilacoom Ruston Various Tacoma Districts

Candidate Pedestrian Pockets

King	Kitsap	Pierce	Snohomish
Black River/Renton Bothell Des Moines Factoria Georgetown N. Auburn/S. Kent Northgate SeaTac Totem Lake Vashon Island	Kingston Port Orchard Poulsbo Southworth Suquamish Winslow	DuPont Fife Gig Harbor Ruston Tacoma S. End Sumner	Mountlake Terrace

Candidate Small Towns

King	Kitsap	Pierce	Snohomish
Bear Creek Black Diamond Burton Carnation Duvall Enumclaw Issaquah Normandy Park North Bend Skykomish Snoqualmie Woodinville	Keyport Kingston Port Gamble Port Orchard Poulsbo Suquamish Winslow	Bonney Lake Buckley Carbonado DuPont Eatonville Gig Harbor Milton Orting Roy South Prairie Steilacoom Sumner Wilkeson	Arlington Darrington Gold Bar Granite Falls Index Lake Stevens Marysville Mill Creek Monroe Mukilteo Snohomish Stanwood Sultan

Initial Guidelines for Designation of Central Places

Classification Guidelines			
Centers	Growth	Land Use	Transportation
Regional Center (Seattle)	• Focus of regional growth	• Mixed-use employment • Pedestrian/Transit	• All modes (especially regional rapid transit/passenger ferries) • Parking restrictions • Served by major highways
Metropolitan Center	• Focus of regional growth	• Mixed-use employment • Pedestrian/Transit	• All modes (especially regional rapid transit/passenger ferry) • Parking restrictions • Served by major highways
Subregional Center*	• Focus of regional growth • Strong existing market	• Mixed-use employment • Pedestrian/Transit	• On regional rapid transit by 2020 (except Kitsap, which requires passenger ferries) • Parking restrictions • Significant connections to highways
Activity Cluster	• Not focus of regional growth, but still grows	• Some areas of mixed-use employment to serve residences • Pedestrian	• Local transit to regional rapid transit • Express service to above centers • Commuter parking
Pedestrian Pocket	• Predominantly new growth • Tightly defined growth boundary	• Mixed-use employment • Residential • Pedestrian/Transit	• At regional rapid transit station or passenger ferry terminal by 2020
Small Towns	• Deliberately tight growth boundary	• Employment to serve surrounding area • Main street pedestrian improvements	• Local transit to nearest subregional center and regional rapid transit • Commuter parking

* Some subregional centers are appropriate for designation after 2020.

Minimum Standards					
Type of Center	Net Res. Density CBD/UA ¹ du/a ³	Net Emp. Density emp/a ⁴	Total Employment	Ratio of New Jobs to New Hshlds ²	Transit Service (minimum)
Regional Employment Center (Seattle)	20/8 (or mixed-use)	500	N/A	1.5-2.5 ⁵	•Regional rapid transit/passenger ferry
Metropolitan Centers	20/8 (or mixed-use)	100	40,000	0.75-1.5	•Regional rapid transit/passenger ferry
Subregional Centers	20/8	50	40,000	0.75-1.5	•Regional rapid transit/passenger ferry
• Phase 1 (before 2020)		30	30,000	0.75-1.5	•Express bus before 2020; regional rapid transit or passenger ferry after 2020
Activity Clusters	12/6	Minimize employment growth to serve population needs		NA ⁶	•Local bus
Small Towns	4			NA ⁶	•Daily bus
Pedestrian Pockets	20	500	2,000	NA ⁶	•Regional rapid transit pedestrian access emphasis

¹ Central business district/urban area
² Measured within the urban service area
³ Dwelling units per residential acre
⁴ Employees per employment acre
⁵ 1.8 du/a is currently Seattle's job/housing balance
⁶ May be included in the urban service area of regional, metropolitan, or subregional employment centers for purpose of determining jobs/household balance

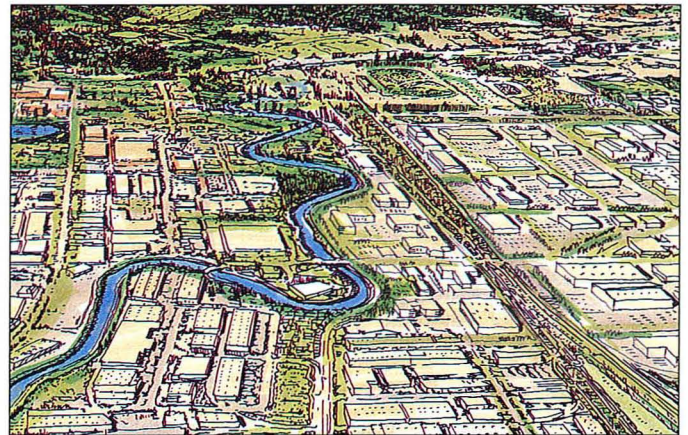
NON-CENTRAL PLACES

Three categories comprise non-central places: resource protection areas, regional open spaces and non-center major employment areas.

Resource protection areas. Areas within the region where an extra effort will be made to preserve the following critical resources:

- Aquifers
- Watersheds for drinking water sources
- Wetlands
- Floodplains
- Prime agricultural and prime forest lands
- Steep slopes and areas prone to erosion
- Habitat areas for threatened or endangered plant and animal species and other significant wildlife habitats
- Historical and archaeological resources
- Scenic roads and vistas
- Rivers and shorelines

Regional open space areas. Areas within the region to be preserved as part of a linked network of open space, including critical environmental areas, unique landscape features and areas required to fill regional open space and recreational needs.



Non-center major employment areas. Existing major employment areas that are not suitable for concentration into subregional centers but will continue to be areas with large employment. These are Fort Lewis/McChord Air Force Base, Bangor Naval Base, Everett Naval Base, Port of Tacoma, portions of the Kent industrial valley, the Duwamish industrial area, some areas near Boeing Field and some areas near Paine Field. Most other major employment areas do offer potential for concentration, mixed-use development and good transit/ridesharing services. It is the policy of VISION 2020 not to create new low-density employment areas that cannot be served by transit effectively.



TRANSIT ORIENTED DEVELOPMENT AND DESIGN

VISION 2020 provides for diversity and choice in housing and employment options by creating a system of central places, from the region's largest city to small towns. Within this hierarchy of central places, VISION 2020 proposes that about 40 percent of the new job growth coming to the region during the next 30 years be concentrated in the "to be designated" regional, metropolitan, and subregional centers and pedestrian pockets, which are linked by a regional rapid transit system. The strategy is designed to result in higher densities within centers.

These densities can be achieved through such means as: general increases in allowable densities in subdivisions; infill housing using vacant urban sites; development of new higher density residential projects in designated centers, and along rapid transit routes and normal transit routes serving the centers; converting neglected industrial and shopping sites to housing; and adding second units to single-family homes, where appropriate.

Higher density residential development will require close attention to design in order to preserve neighborhood character and ensure transit access. The proposed VISION 2020 policies promote community urban design plans that include transit-compatible design criteria to guide new development, and new urban parks in the centers. The following types of development support transit.

Single-Family/Two-Family/Clustered Development

Single-family homes on small lots, similar to those that exist in the older neighborhoods of Seattle and Tacoma, can reach densities of 8 families per net residential acre (excluding roads and schools). If combined into neighborhoods that also include two-family homes (such as duplexes or mother-in-law apartments), net densities can reach 12 families per acre.

In clustered developments, the housing units are closely related to each other and may even share common walls (like townhouses). Rather than spreading uniformly over the land, clustered housing allows preservation of natural features on one part of a tract while developing other parts. This type of development pattern, like small lot single-family homes, can provide for net residential densities greater than 8 or 12 families per acre while still providing for a more traditional neighborhood lifestyle.

These densities preserve land, support a high level of transit service, and provide for the traditional neighborhood as one lifestyle option. There has been excellent response nationally to new suburban developments that harken back to this early 20th Century development pattern.

Townhouse/Mid-Rise Apartments/Condominiums

An attractive urban lifestyle can be provided by the development of townhouses, mid-rise apartments and condominiums, with appropriate supporting recreational and cultural opportunities, adjacent to or within the downtowns of the regional, metropolitan and subregional centers. This type of development is also appropriate

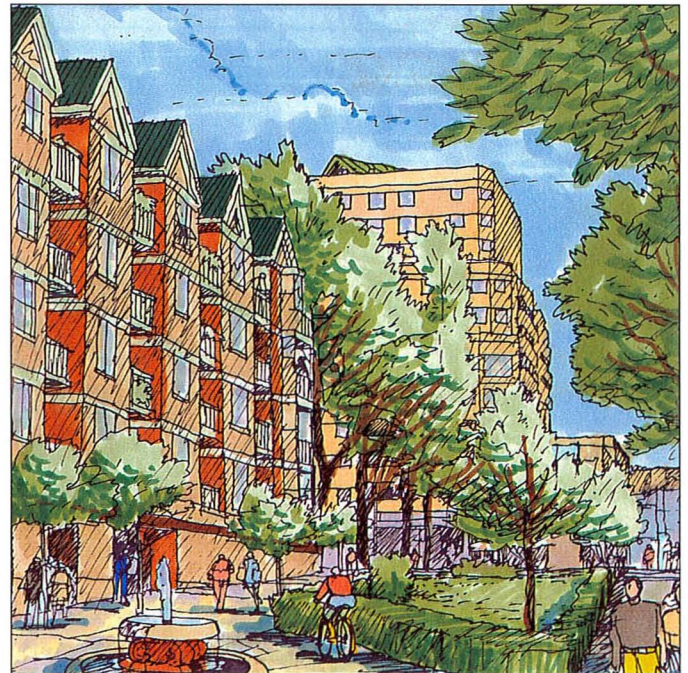
at rapid transit stations and passenger-only ferry terminals for those who prefer a more suburban setting.

The benefit to the region is that people who choose this type of lifestyle and are provided with good rapid transit service tend to choose transit rather than drive a car. Net densities between 20 and 45 families per acre produce a lot of transit riders.

Mid-Rise/High-Rise Downtown Apartments and Condominiums

A vibrant and healthy downtown includes housing. Downtown residents are necessary to support a full range of retail services and cultural activities. Downtown residents are also more likely to walk to work — saving themselves commute time and tension while improving the region's mobility and air quality.

Mid-rise and high-rise downtown apartments and condominiums are appropriate in the regional and metropolitan centers and some subregional centers. The regional challenge is to find a way to have these units be affordable to the average central Puget Sound resident and profitable to develop. Higher densities (above 45 families per net residential acre) help reduce the unit cost of housing by amortizing the cost of land over a greater number of units. Many adults, both young or with grown families, would choose to live within walking distance to work and an exciting cultural center, if they could afford the housing.

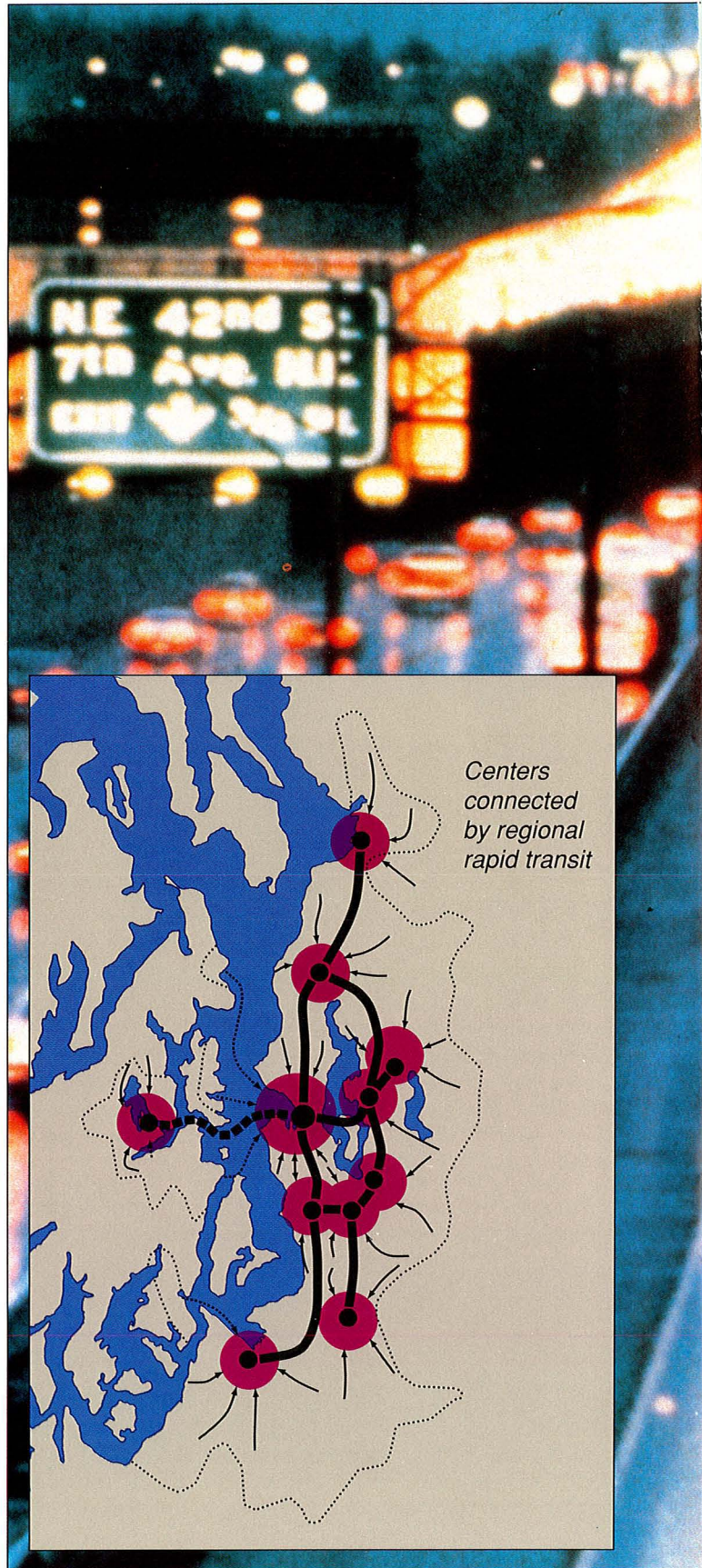


t ransportation

VISION 2020 emphasizes transportation investments to support the growth concept incorporated in the system of central places. Because of the vision's broader perspective, transportation commitments are based on policy direction as well as travel demand. In order to carry out the policies of VISION 2020, transportation investment decisions must be altered from the present approach of primarily responding to travel demand as reflected in current trends. The new approach must establish new trends based on a broader vision of what the region can and should be, with transportation as an important supporting program. In many cases, the increased concentration of employment and residential development called for in the centers will not be possible without early investment in transit and ridesharing facilities to provide transportation capacity to the centers.

The improvements and programs shown in this section represent both the demand for new people-carrying capacity throughout the region and a commitment to the linkages and service needed to reinforce the growth concepts that are desired. Sizing, technology, design and interrelationships among various facilities must undergo substantial refinement before construction decisions on individual facilities can proceed. Therefore, these improvements and programs should be viewed as a framework within which the more detailed refinements will take place.

The following pages describe transit and ridesharing improvements, highway improvements and demand management programs included in the VISION 2020 transportation strategy.





TRANSIT AND RIDESHARING IMPROVEMENTS

VISION 2020 emphasizes transit and ridesharing investments to support the centers concept. In other words, it heavily emphasizes movement of people over the movement of automobiles, especially in peak demand times of day, and offers more travel options for people wishing to avoid congested roadways. The transit and ridesharing improvements are designed to ensure mobility in high-density, high-capacity transportation corridors; to provide feeder transit service from neighborhoods to regional corridor transit service; and to provide radial transit service to designated centers and interconnect the centers. Following are the transit and ridesharing improvements of VISION 2020:

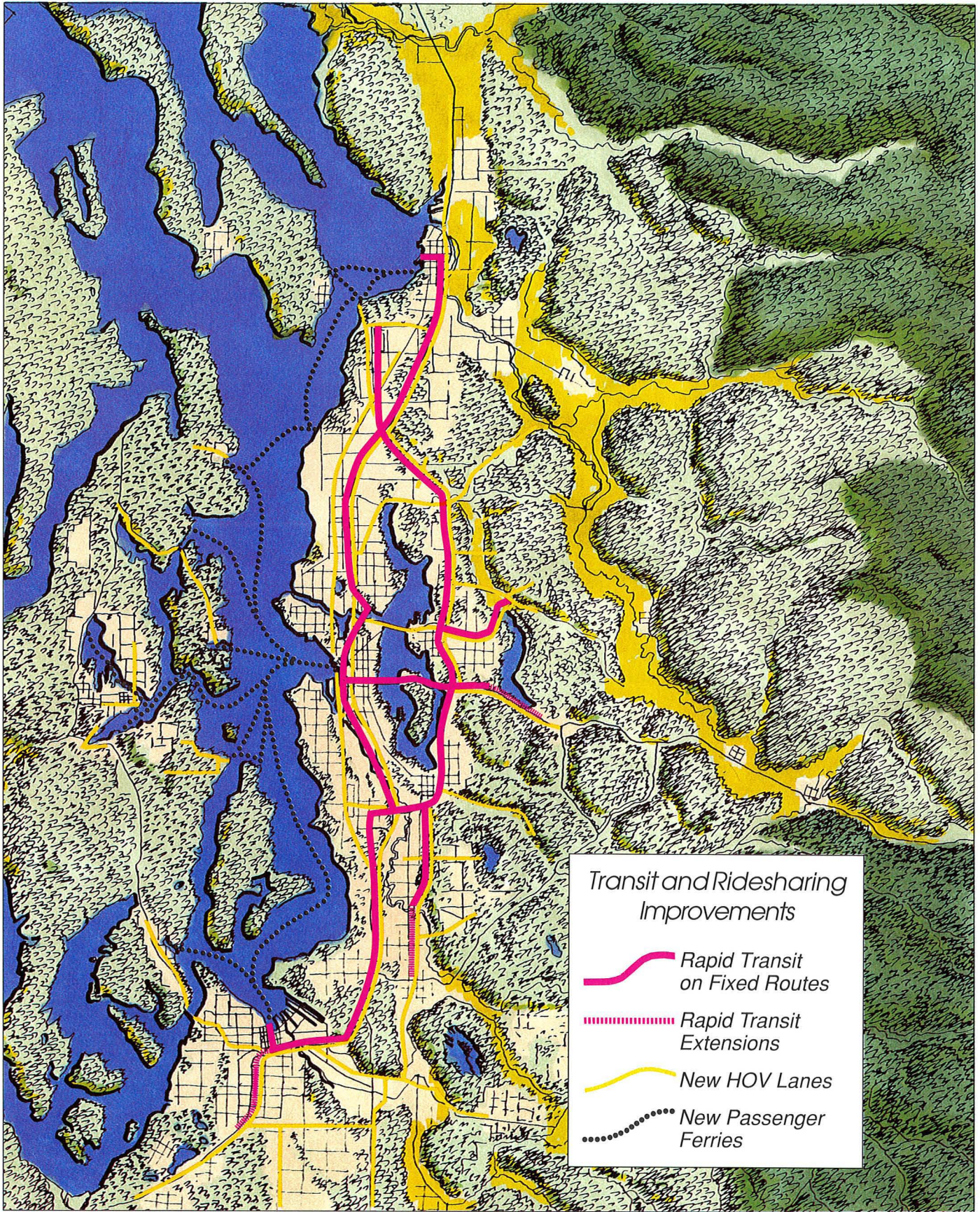
A regional rapid transit system. *The system will have enough capacity to carry very high volumes of passengers. (Current analysis would indicate that the system must be capable of supporting over 25,000 passengers in the peak hour and peak direction at the regional center, 10,000 in the metropolitan centers and 5,000 in the subregional centers.) Interim investments should provide for direct conversion to the 2020 system without extensive reconstruction or lengthy disruption of service. The corridors within which this service is currently anticipated to be provided are shown [on the facing page]. The actual designation of regional transit corridors will occur concurrently with the collaborative designation of the centers and with other high-capacity transit planning within the region.*

High-occupancy vehicle lanes for ridesharing and buses. *Construction of an interconnected system of more than 300 miles of high-occupancy vehicle (HOV) lanes in congested highway corridors to provide relatively free flowing conditions for those who choose to carpool, vanpool or ride the bus. In many cases the installation of HOV lanes will precede construction of regional rapid transit facilities, providing improved transit service access to centers in the interim period. In these corridors, 2020 transit and ridesharing demand will justify eventual regional rapid transit and HOV lane service. HOV lanes will also need to be constructed in other corridors to provide carpool and bus access to centers and to rapid transit stations. A current estimate of the location of the HOV lanes is shown [at right].*

Passenger ferry service improvements. *Addition of 135 route miles of passenger ferry service, including construction and/or reconstruction of at least eight terminals (five of which will be in new locations), providing waterborne transit connections across Puget Sound. Passenger ferry service will become an integral link in the regional transit system. Interconnection with land-based transit is crucial. Direct, timed-service transit connections, HOV lanes to terminals, pedestrian and bicycle access to terminals and local transit circulators must be considered, designed and constructed as part of the system. A current estimate of the locations of the passenger ferry routes is shown at right.*

Local transit improvements. *VISION 2020 focuses on regional transit system investments. However, access to the regional system and service within and to centers is essential in order for the regional system to operate and for the vision to be achieved. Local transit improvements that are necessary to support the regional system include local circulators (for example, shuttles and people-movers) to support regional rapid transit stations and ferry terminals; radial bus service to all of the designated regional, metropolitan, and subregional centers; additional park-and-ride spaces (estimated need for 20,000 spaces) for auto access to the regional rapid transit system and for carpoolers; and pedestrian and bicycle facilities to provide access to transit and ridesharing locations. Development and continuation of operation and maintenance support for the existing and planned transit system are assumed.*

This map illustrates the general types and locations of regional transportation investments that are consistent with VISION 2020 policies. Detailed subarea transportation plans will determine specific alignments and operating characteristics. The illustration is intended to provide initial direction to guide development of the more detailed transportation and associated land use plans.



*Transit and Ridesharing
Improvements*

- Rapid Transit
on Fixed Routes*
- Rapid Transit
Extensions*
- New HOV Lanes*
- New Passenger
Ferries*

HIGHWAY IMPROVEMENTS

Highway improvements refer to investments or programs that provide for the movement of vehicles on the region's system of roads, highways and auto ferries. Highway capacity improvements support the philosophy and policies of VISION 2020, in that they are not designed to encourage low-density development in new areas. Highway capacity recommendations provide the following improvements: additional east-west access; assured access to the regional rapid transit system and to centers; completion of key network linkages to provide continuity in circulation on the region's highway system; some expansion of capacity in order to accommodate vehicle circulation to and among centers; expansion of vehicular capacity in and to existing non-center major employment areas where goods movement and vehicular access continue to be the primary mode of travel; highway efficiency improvements to better utilize existing capacity; and access control on highways that traverse areas to be protected from urban development.

Freeway improvements. Widening of approximately 60 miles of freeway to add general purpose vehicle capacity, including reconstruction of interchanges and addition of new interchanges. Freeway widening for general traffic generally will be considered second priority to adding diamond lanes and will be phased and funded in keeping with the transit-emphasis expenditure strategy of VISION 2020. The freeway improvements estimated to be necessary are shown at right. The actual locations of highway capacity improvements will be based on more detailed system analysis and planning.

Arterial improvements. Widening of about 250 miles of regional arterials to add general purpose vehicle capacity, including construction of grade separations at a limited number of intersections that are crucial to regional circulation. About 130 miles of these arterials will require control of access, including purchase of access rights from adjacent properties and regulation of access points. About 25 miles of new regional arterials will be constructed to complete the network. Anticipated arterial improvements are shown at right. All capacity improvements to the regional arterial system must be evaluated in more detailed, subarea transportation/land use studies that incorporate the designation of centers.

Highway efficiency improvements. Improvements that preserve the capacity of existing highways or improve their operating efficiency. These improvements are generally low-capital and are intended to make the best use of existing highways without adding new lane capacity. Efficiency improvements may include the following: protection of access by limiting the number and type of entry points; signal synchronization or improvements; separation of turning movements at intersections; metering access onto congested facilities; accident management; and high-occupancy vehicle lanes (also listed under transit improvements).

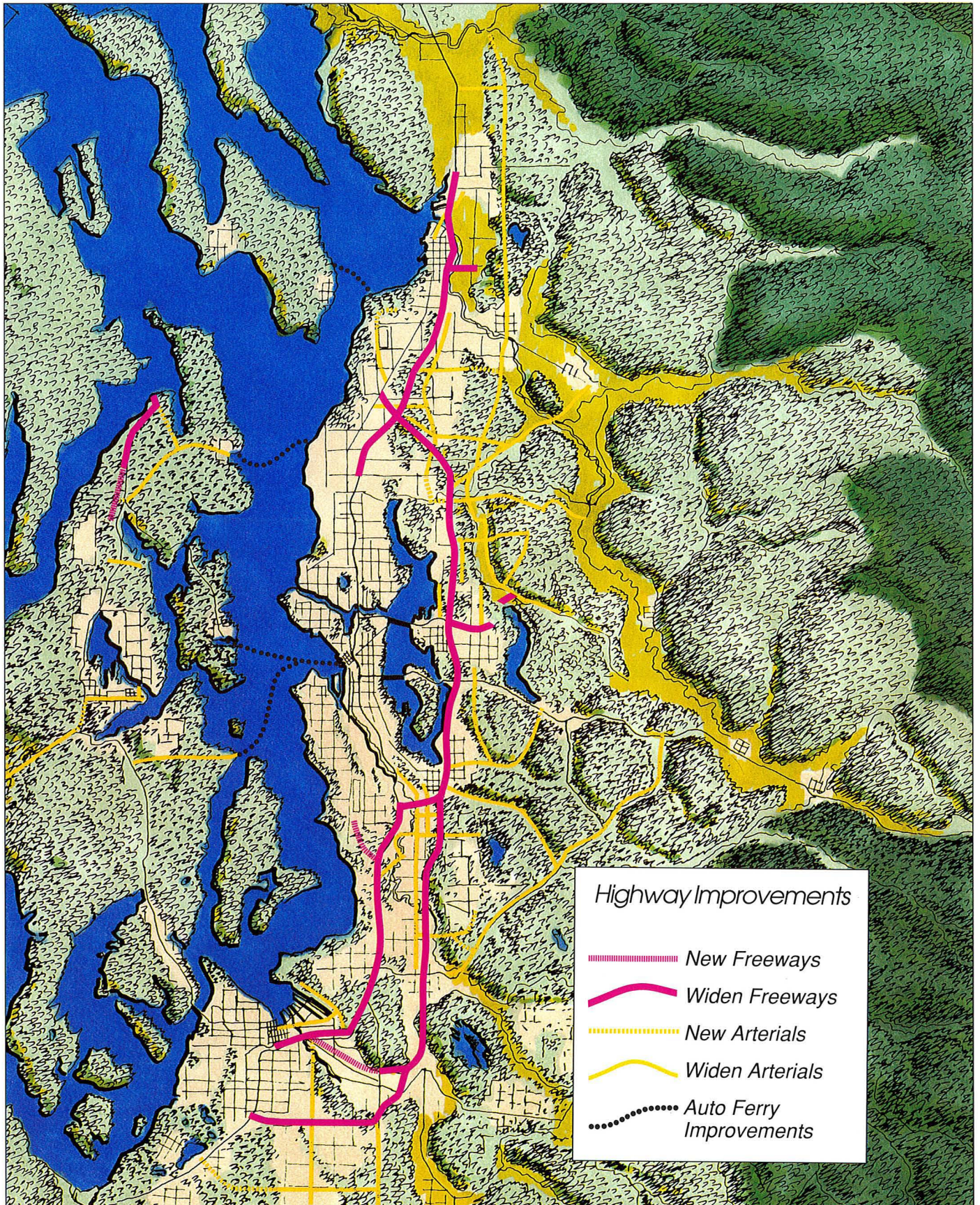
Auto ferry capacity improvements. The region's marine highways (auto ferry system) must be planned in a manner that is consistent with the VISION 2020 commitment to transit but should also support decentralized job expansion to the slower growing center of Bremerton. Auto ferry capacity improvements must

meet these general conditions: terminal, parking and access-road capacity are to be designed to accommodate additional vehicular travel; passenger ferry service is expanded on the same route; and pedestrian, ridesharing and transit users receive priority in the design. Ferry capacity expansion can be provided by more frequent headways or larger carrying-capacity vessels. New auto ferry routes or cross-Sound bridges are not consistent with VISION 2020 policies.

Maintenance of the regional highway system. Continuation of the maintenance programs to sustain the condition of the existing and planned system is a basic assumption of VISION 2020. This maintenance includes addressing some of the backlog of deferred maintenance that has accrued over the past several decades.

Investments in regional capacity and modes dramatically affect the options available for the remainder of the transportation system. The emphasis on regional transit and ridesharing expenditures will place additional burdens on local facilities but may also affect the amount of capacity that can be added. In order to remain consistent with VISION 2020, local investments will have to shift to transit and ridesharing facilities that complement the regional system.

This map illustrates the general types and locations of regional transportation investments that are consistent with VISION 2020 policies. Detailed subarea transportation plans will determine specific alignments and operating characteristics. The illustration is intended to provide initial direction to guide development of the more detailed transportation and associated land use plans.



TRANSPORTATION DEMAND MANAGEMENT PROGRAMS

Transportation demand management programs that both reinforce the investment emphasis in transit and ridesharing facilities and support the VISION 2020 concept of a system of central places are recommended. The programs include both incentives to encourage transit and ridesharing and disincentives to discourage trips in single-occupant vehicles. In general, the transportation demand management programs should be phased in coordination with the new investment in transit and ridesharing facilities. Also, some programs will require testing and demonstration before full implementation.

Five transportation demand management strategies are recommended. A sixth strategy, road pricing (or tolls), is suggested to be held in reserve as potentially effective but having numerous implementation hurdles.

Telecommuting. Telecommuting is a worthwhile strategy for implementation in the region but should proceed in steps, because

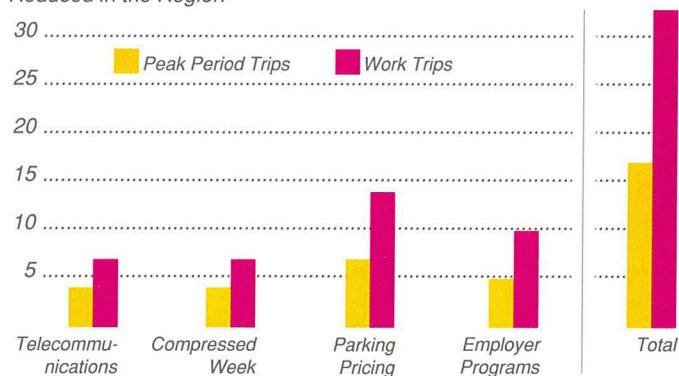


the strategy is new and all the effects are not well known. It should be tested and demonstrated through pilot programs before it is implemented on a broad scale.

Compressed work week. Compressed work weeks should be implemented by local and state governments where appropriate. Additionally, agencies should monitor and evaluate case studies of compressed work weeks. Based on these studies, they should provide "how-to" manuals that also address other variable-work-hour concepts. Appropriate labor organizations need to be involved in the evaluation and implementation process. Presuming

Trip Reduction Expected Through Transportation Demand Management

Percent of Trips Potentially Reduced in the Region



compressed work weeks are favorably evaluated, it may be advisable to examine state laws regarding definitions of the work week and overtime.

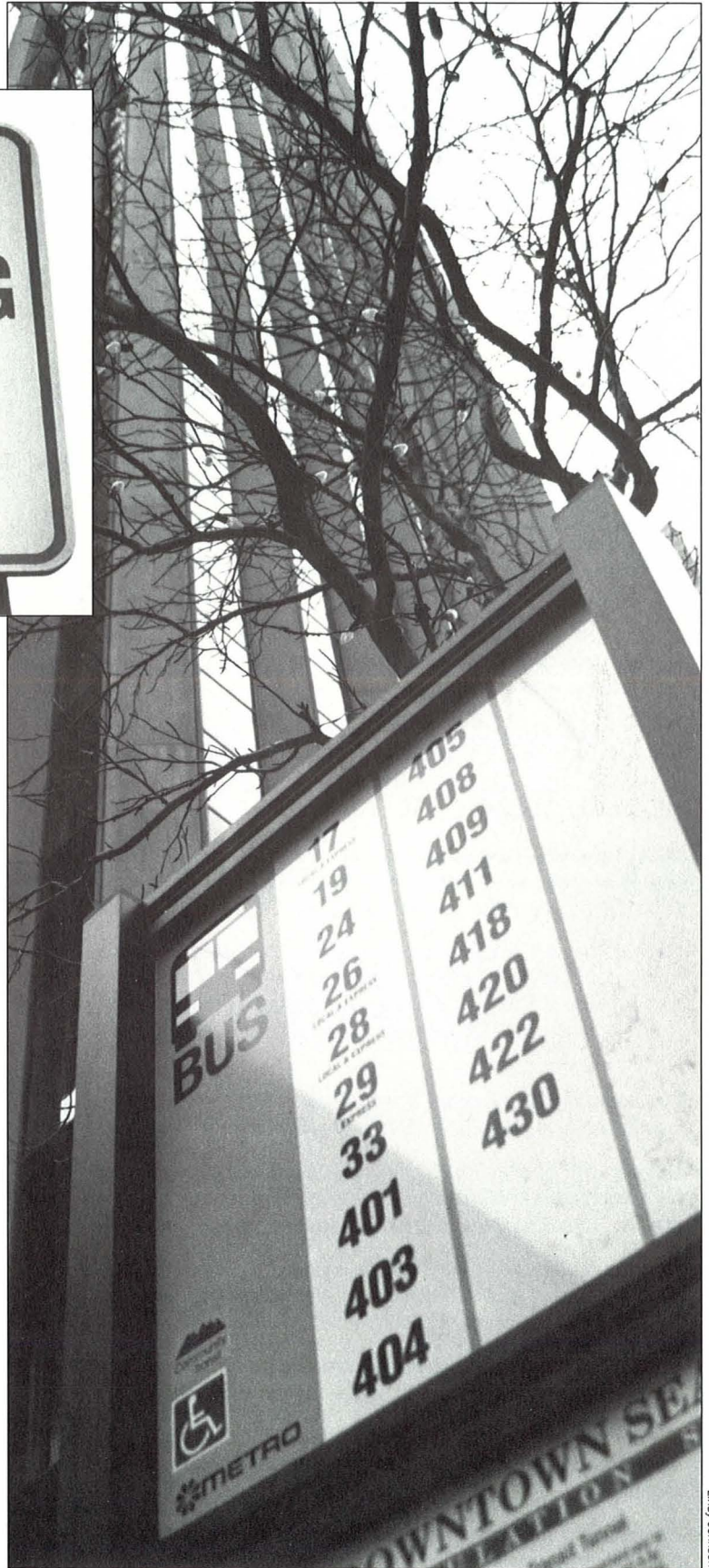
Parking pricing and subsidy removal. Parking prices are critical and catalytic in reducing automobile trips. Parking pricing should be implemented at all designated centers through several mechanisms. Implementation of these mechanisms would be through local demand management ordinances and developer agreements and may require the State to grant additional authority to local governments. The mechanisms include the following: removal or reduction of employer subsidy for employee parking; expanded resident-preference parking programs to enforce against possible spillover from higher-priced parking areas to adjacent neighborhoods; price increases at publicly owned parking facilities; commercial parking taxes or other incentives to increase prices at commercial lots; and parking permit programs to control the amount of private parking provided at non-commercial lots.



Employer-based demand management. Employer-based demand management programs must be developed at all the centers. Currently, several localities in the region have ordinances applying to new development; however,

local governments are restricted from imposing demand management requirements on existing employers due to restrictions in vesting laws. New legislation is needed to allow jurisdictions to regulate existing employers through demand management ordinances. The transportation demand management program can vary among centers based on local analyses.

Parking supply strategies. Governments within all centers should set both maximum and minimum requirements in parking codes in support of demand management policies and programs. In particular, jurisdictions should lower current minimum requirements and set maximum requirements to avoid the overly ample supply of parking in typical suburban settings. A general model code and a methodology for assessing parking supply and demand by local planning zones should be developed regionally. It is also recommended that a maximum requirement be set in the immediate vicinity of transit corridors and major terminals. The maximum must be set after careful market assessment and should be periodically reviewed. Depending on results, maximums might be incorporated into other zones in a phased program.



Lindy Johnson



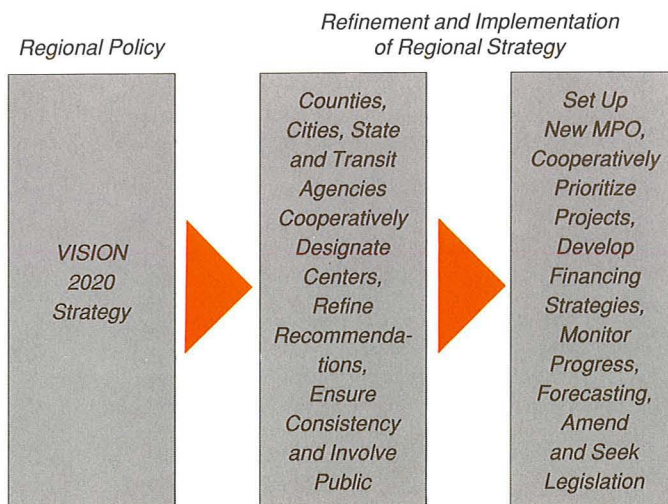
i mplementing actions

SUMMARY OF ACTIONS

VISION 2020 has begun a process. Effective implementation of the strategy requires pursuit of the following key actions by the regional agency in cooperation with cities, counties, transit agencies and the State:

- *Develop criteria for use in establishing the central places for both centers and non-centers.*
- *Designate central places through local action. Ensure consistency of VISION 2020 strategies, policies and recommendations with county, city and town comprehensive plans, and with transit and state plans.*
- *Obtain agreement on a package of growth management techniques necessary for implementation of VISION 2020 policies and recommendations. Seek legislation where required.*
- *Develop corridor-specific transportation recommendations and phasing, including transit technology and stations, transportation demand management programs, high-occupancy vehicle (HOV) lanes and general capacity road improvements that will implement VISION 2020.*
- *Develop a priority program to include identification of highest-priority projects and a schedule for implementation.*
- *Develop a financing strategy to include specific packages for priority improvements and agreement on jurisdictions' responsibilities. Seek legislation or voter approval where required.*
- *Develop employment, household, population and travel forecasts for use in local, regional and state planning based on VISION 2020 recommendations.*
- *Establish a monitoring program, including performance standards, to measure progress in implementing VISION 2020.*
- *Periodically amend VISION 2020 to respond to changed conditions and/or recommendations of state and local governments.*
- *Develop and implement an ongoing process for citizen participation in all aspects of the regional planning program.*

Completing the Process





COORDINATION

VISION 2020 provides direction on the regional form for growth and transportation system improvements and strategies. The policies established in VISION 2020 are intended to be reflected in the comprehensive plans of cities, towns and counties as well as in the transportation plans prepared by transit agencies, the Washington State Department of Transportation, and other state agencies through a collaborative planning process.

In recognition of the need for coordination in the development of countywide goals and policies, and in response to the requirements of the state Growth Management Act to develop coordinated and consistent comprehensive plans, each county within the region is in various stages of developing countywide planning approaches to achieve coordination. Each of these efforts has as its objective the development of a coordinated and consistent countywide comprehensive policy plan providing direction on land use, housing, capital facilities, utilities and transportation.

VISION 2020 provides the regional policy perspective for the growth management and transportation elements required in these countywide comprehensive policy plans. In turn, the policies and directions set in the countywide comprehensive policy plans will serve to finalize identification of the central places called for by VISION 2020. The policies in the countywide plans would then be reflected in the growth management and transportation plans of cities, towns and unincorporated areas, as well as of transit agencies and special purpose districts.

The Washington State Department of Transportation has been an active participant in the development of VISION 2020. The

Growth Management Act provides that the Department participate on the transportation policy board of the regional transportation planning agency. This helps ensure coordination in both the development and implementation of the regional strategy.

REVISIONS

As jurisdictions within the region develop their comprehensive plans, VISION 2020 may require amendments to keep it current. VISION 2020 will be amended periodically in response to recommendations for change by local, regional and state governments.

CAPITAL PROGRAMMING

The transportation system improvement component of VISION 2020, when developed in detail, will identify regional facility and service improvements, transportation system management strategies and demand management strategies proposed for the regional transportation system. Further, this component will identify jurisdictional responsibilities, categories of priorities and timing of regionally significant transportation projects.

In developing the annual regional Transportation Improvement Program (TIP), which contains transportation projects for six-year periods, local and state agencies will be asked to include those portions of regional facilities and services for which they have agreed-upon responsibility.

DEVELOPMENT GUIDELINES

To achieve the VISION 2020 growth concept, the regional agency will develop criteria for identifying central places and non-central places. Development of the criteria will be a collaborative effort among interested parties to the plan and the regional agency. Criteria will include, but not be limited to, the following: employment targets and densities for centers and non-centers, housing densities, ratio of jobs to housing, type and level of transportation service, timing of transportation investments, transit compatible urban design, regional form, incentives for implementing the centers concept, regional parking pricing and maximum and minimum parking requirements.

VISION 2020 includes an initial set of guidelines for use in identifying the candidate central places. The final designation of central places, based upon the refined criteria, will be a collaborative effort among cities, counties, tribal governments, county-wide agencies, the regional agency, the state and the public.

MONITORING AND EVALUATION

The regional agency will systematically monitor progress in achieving the policies of the regional Growth and Transportation Strategy. An annual status report will be prepared and submitted to the regional Assembly. Progress will be measured through the use of performance objectives to judge the effectiveness of plan implementation. Both growth management and transportation indicators will be developed for monitoring performance. In addition, the report will discuss the status of certification and the programming of regional transportation facilities and services. It will also identify implementation problems and recommended changes in the regional strategy to improve its effectiveness.

LEGISLATIVE RECOMMENDATIONS

Achievement of VISION 2020 will require changes in state law in three areas: 1) establishing regional planning organizations and assigning functions, 2) authorizing specific growth and demand management techniques, and 3) financing transportation improvements.

1. Establishing regional planning organizations and delineating powers and authorities.

In October 1990 the Assembly of the Puget Sound Council of Governments reaffirmed its earlier decision to dissolve the current organization by June 30, 1991, and to create a new regional planning organization. An organizing committee is to present structure recommendations to a convocation of elected officials at the earliest possible date. Recommendations are to include the following:

- A clear, concise mission statement for the agency
- Delegation of required powers and authorities
- Strategy for acquiring needed powers and authorities including any necessary state legislation
- Plan for the structure and operations of the new planning organization, including bylaws, and

- Proposed interlocal agreement for the formation of the organization.

2. Authorizing specific growth and demand management techniques.

Included within VISION 2020 recommendations are growth management and demand management techniques that will require additional state enabling legislation. The state Growth Management Act of 1990 has provided the necessary authority for many of the techniques, but additional authority may be needed in the following areas:

Tax base sharing. Washington law does not presently provide for the implementation of a tax-base sharing concept on a regionwide basis.

Tax increment financing. Tax increment financing allows the use of revenue bonds to finance improvements. The bonds are retired using that revenue which is attributable to the new development supported by the improvements.

Linkage fees. Linkage requires developments to contribute to the funding of affordable housing, transit and/or other public programs, the need for which can be "linked" to the new development.



Developer agreements. A developer agreement is a contract between a developer and a local jurisdiction in which the jurisdiction guarantees development rights and, in return, the developer agrees to provide facilities and other community benefits.

Employer-based demand management. Legislation is needed to allow or to direct local governments to require demand management on the part of all existing employers, not just employers in new developments.

Transfer of development rights across jurisdictional boundaries. Transfer of development rights permits owners of land in a development-restricted area (“sender district”) to sell their development rights to property owners in a specified growth or “receiver district.” While general purpose governments now have this authority, it is not clear whether the process permits transfers among jurisdictions.

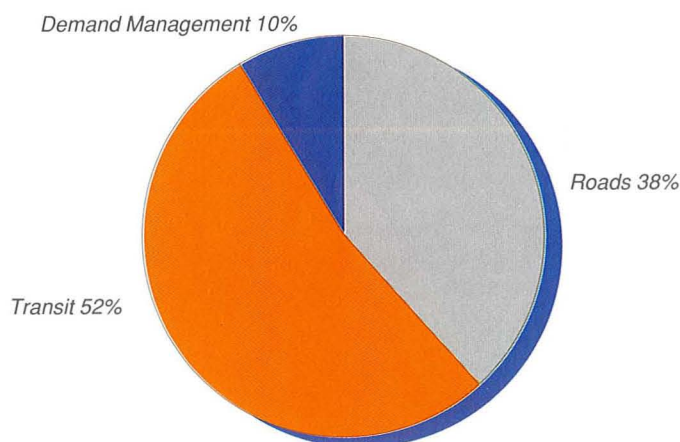
3. Financing transportation improvements.

VISION 2020 emphasizes transit and ridesharing investments. Currently, however, transportation revenue distributions emphasize highway investments at all levels of government. To change this highways-to-transit financing ratio, two techniques

can be utilized: 1) broadening the allowable expenditures of revenues that are currently dedicated only to highways, and 2) increasing those revenues that are dedicated to transit and ridesharing expenditures, either by raising current rates or finding new sources of revenues that can be dedicated to transit. It is likely that both of these techniques will be necessary, and changes at the federal, state and local levels will be required to implement them.

Among the next steps following adoption of VISION 2020 will be the development of an action plan, including a financial strategy that will identify needed changes in revenue sources. This action plan will be developed collaboratively with local, state and federal participation and will be based upon the policies and guidelines of VISION 2020.

Expenditure Distribution (\$30-35 billion)



VISION 2020 calls for increased funding emphasis on transit and ridesharing, and distribution as shown here.



Jeff Miller

PUBLIC INVOLVEMENT

An effort will be undertaken by the regional agency, in cooperation with local governments and interest groups, to develop a process for educating the regional community as to how VISION 2020 recommendations on housing and employment concentration, transportation investments and transportation demand management will enhance community livability and better manage congestion.

SUPPLEMENTARY REPORTS

"Air Quality Analysis, PSCOG VISION 2020 DEIS, Revised," Planning Consultants Research, Gruen Associates, for PSCOG, October 1990 (\$5.00).

"City/County Summit Meetings on Transportation and Growth," PSCOG, 1989 (\$11.00).

"Comment Response Source Document: VISION 2020 Growth Strategy and Transportation Plan, Final Environmental Impact Statement, Regarding the Topics: Transportation Revenues, Growth Control Mechanisms, and the Impacts of the Preferred Regional Transportation Plan on Costs of Public Services in the Puget Sound Region," David C. Clark, Battelle and Catherine McDole Rao, Economic Data Bank Consultants, September 1990 (\$5.00).

"Demand Management Plan for the Preferred Alternative," TRANSPO Group and K T Analytics, October 1990 (\$5.00).

"Distributing Puget Sound's Growth: An Analysis of Opportunities and Policy Options," ECO Northwest, September 1990 (\$5.00).

"Growth Management Techniques: A Report to the Puget Sound Council of Governments," James Duncan and Associates, et al, for PSCOG, March 1990 (\$5.00).

"I-5 / I-405 North Corridor Report," PSCOG 1990 (\$6.00).

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"Impacts of Regional Transportation Alternatives on Costs of Services in the Puget Sound Region," David C. Clark and Catherine McDole Rao for Cambridge Systematics, Inc. and PSCOG, March 1990 (\$5.00).

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"Population and Employment Forecasts: Vol. 1, 1988," PSCOG (\$30.00) (also available on diskette).

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"The Relationship Between Transportation, Land Use Planning and Economic Growth in the Puget Sound Region," Cambridge Systematics, Inc. for PSCOG, March 1990 (\$5.00).

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"Transportation Costs and Potential Revenue Sources for Regional Transportation Alternatives in the Puget Sound Region," Cambridge Systematics, Inc. for PSCOG, March 1990 (\$5.00).

"Transportation Demand Management Report," EKISTIC Mobility Consultants for PSCOG, March 1990 (\$5.00).

"VISION 2020 Growth Strategy and Transportation Plan for the Central Puget Sound Region, Final Environmental Impact Statement," PSCOG, September, 1990 (\$15.00).

"VISION 2020: Housing Analysis," Cogan Sharpe Cogan and Pacific Development Concepts, August 1990 (\$5.00).

"VISION 2020: A Water Supply Perspective of Growth Management Strategy for the Puget Sound Region," Economic and Engineering Services, October 1990 (\$5.00).

OTHER RELATED PSCOG PUBLICATIONS

"DRAM 85/EMPAL 85 Activity Model System," 1986 (\$8.00).

"Goals and Policies for Regional Development," 1981 (Free).

"Income Estimates for Households: 1988 (Preliminary) and 1987 (Revised)," 1989 (\$17.00). (Also available on diskette.)

"Journey-to-Work Mode of Travel Characteristics," 1985 (\$7.00).

"King Subregional Plan," 1981 (free).

"Kitsap Subregional Development Plan," 1978 (free).

"Pierce Subregional Development Plan," 1979 (free).

"Proposed Framework Plan, Principles to Guide Legislation Mandating a New Regional Planning Agency for the Central Puget Sound Area, Working Draft," Program, Budget and Personnel Committee, August 27, 1990 (free).

"Regional Airport System Plan 1988-2020: Air Transportation Element of the Regional Transportation Plan," 1988 (\$15.00).

"Regional Socio-Economic and Work Trip Characteristics," 1984 (\$15.00).

"Regional Transportation Improvement Program 1991," 1990 (\$100.00).

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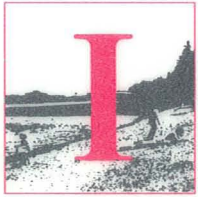
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2020



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The Puget Sound Council of Governments is the association of local governments in King, Kitsap, Pierce, and Snohomish counties and the designated "metropolitan planning organization" and "regional transportation planning organization" for the four-county region.

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