

**CITIES OF BONNEY LAKE AND SUMNER  
HOUSING ACTION PLAN  
PROJECT CHARTER**



**June 5<sup>th</sup>, 2020**



**THIS PAGE INTENTIONALLY LEFT BLANK**

# CITIES OF BONNEY LAKE AND SUMNER HOUSING ACTION PLAN PROJECT CHARTER

## Charter Purpose

The purpose of a Project Charter is to:

- ü Provide a background and framework for the project
- ü Outline high-level, introductory goals and objectives for each City
- ü Provide a detailed project schedule
- ü Establish communication protocols between the Consultant and Cities of Bonney Lake and Sumner
- ü Identify potential project risks upfront and strategies to address risk.

## Project Background and Framework

The Washington State Department of Commerce (“Commerce”) received \$5 million in the 2019 Legislative Session to provide grant funds to local governments for activities to increase residential building capacity, streamline development, or develop a Housing Action Plan (HAP).

The Cities of Bonney Lake and Sumner have chosen to develop a joint HAP. As required by the State legislation, the project will generally focus on possible future actions that would “...encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes, including strategies aimed at the for-profit single-family home market.”

The Commerce deadline for adoption of the HAP is June 30, 2021. However, the project schedule has the Bonney Lake and Sumner City Councils adopting the Plan no later than June 25<sup>th</sup>.

### State guidelines for a complete Housing Action Plan

- ü Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households
- ü Develop strategies to increase the supply of housing, and variety of housing types
- ü Analyze population and employment trends
- ü Consider strategies to minimize displacement of low-income residents resulting from redevelopment
- ü Review and evaluate the current housing element adopted pursuant to RCW 36.70A.070, including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions
- ü Provide for participation and input from community members, community groups, local builders, local realtors, nonprofit housing advocates, and local religious groups
- ü Include a schedule of programs and actions to implement the recommendations of the housing action plan

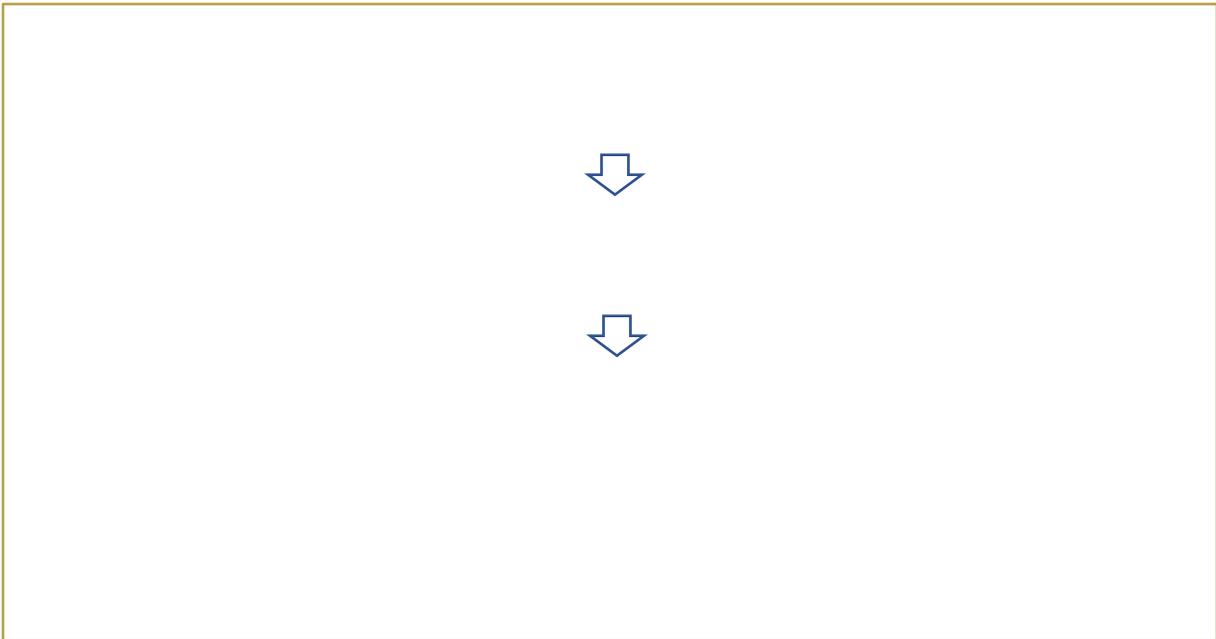
The HAP process itself will not result in any Comprehensive Plan Policy or development regulation changes. However, the project will outline information, recommendations, and possible actions that both cities can consider taking in the future.

### [Housing Action Plan - relationship to the Growth Management Act](#)

A comprehensive plan update is due no later than June of 2024. Both the City of Bonney Lake and City of Sumner will be planning for growth out to 2044 as part of that process. The elements and objectives of a HAP are directly linked to and will help support the implementation of growth and housing strategies and requirements under the Growth Management Act (GMA). The development of a HAP should be a helpful tool as both Cities embark on planning for the next 20 years of growth.

While broad housing requirements are outlined within the GMA ([RCW 36.70A.070\(2\)](#)), policies are also developed at the regional and countywide levels. The Puget Sound Regional Council (PSRC) develops policies regarding transportation, economic development, regional data, and growth for the four-county region (Pierce, King, Snohomish, and Kitsap). Planning for growth (including housing) is coordinated through the Regional Growth Strategy (RGS), often referred to as VISION. PSRC is currently in the final stages of adopting [VISION 2050](#), which looks to provide a framework for growth out to 2050. VISION contains significant data and housing policies that will then be considered as [Countywide Planning Policies](#) and Comprehensive Plans are updated.

The City of Bonney Lake and City of Sumner both participate with the Pierce County Regional Council on the development of Countywide Planning Policies (CPPs). The CPPs outline a framework for meeting the requirements of [RCW 36.70A.210](#) and implement broader policies that have been developed within VISION. The policies contained in the CPPs are then further refined as each City updates its Comprehensive Plan.



## City of Bonney Lake and Sumner Goals, Objectives, Deliverables

As part of this project, a Scope of Work (SOW) has been prepared. This is attached as **Appendix A**. The SOW provides details about the tasks, deliverables, timelines, and expectations for the project. This includes short and long-term objectives of the Plan. It refines the requirements outlined by the State to ensure the project is tailored to both cities and their needs.

In addition, a kickoff meeting was held with both Cities on April 17, 2020. One of the purposes of that meeting was to understand and further refine the project goals, vision, concerns, and process for this project. A copy of the kickoff meeting notes is provided in **Appendix B**. One key project goal echoed by both cities during the kickoff meeting is the need for the project to identify concrete and tangible policy and code changes that the Cities may consider in the future as housing goals and policies are implemented. As each project task moves forward, this key project goal will stay in focus.

As we engage with citizens, stakeholders, and appointed and elected officials for each city, the project team expects to further refine overall project goals and outcomes.

While additional detail on the projects tasks and deliverables are outlined in the adopted SOW (**Appendix A**) and the project schedule (**Appendix C**), the following is a high-level summary of deliverables and timeframes for each task.

Tasks	General Timeframe	Deliverables from Scope of Work
Task 1: Project Kick-Off and Project Charter	April-June 2020	<ul style="list-style-type: none"> <li>Project Kick-off Workshop/meeting notes</li> <li>Project Charter Development</li> <li>Project Schedule</li> </ul>
Task 2: Public Participation Plan	April -June 2020	<ul style="list-style-type: none"> <li>Develop Public Participation Plan</li> <li>Preparation of informational materials</li> <li>Assist with webpage content</li> </ul>
Task 3: Housing Needs Assessment	May 2020 - March 2021	<ul style="list-style-type: none"> <li>Preparation of Housing Needs Assessment</li> <li>Prepare briefing materials for Councils and Commissions</li> </ul>
Task 4: Preliminary Draft Housing Action Plan	July -December 2020	<ul style="list-style-type: none"> <li>Prepare Draft Housing Action Plan</li> <li>Hold stakeholder meetings (3)</li> <li>Prepare briefing materials for Councils and Commissions</li> </ul>
Task 5: Final Draft Housing Action Plan	December 2020 – March 2021	<ul style="list-style-type: none"> <li>Stakeholder meeting (1) – <i>if necessary</i></li> <li>Prepare Final Housing Action Plan</li> </ul>
Task 6: Hearing Process	March – June 2021	<ul style="list-style-type: none"> <li>Prepare briefing materials for Councils and Commissions</li> <li>Prepare Final Housing Action Plan with edits from Cities</li> </ul>

## Internal Communication

The success of a project is often built on a strong communication plan. Since this project involves two cities and three separate consultants, we want to ensure that our internal team communication is efficient and effective. The table provides contact information for the full project team. To maintain internal controls, however, it is important to identify the primary contacts for each city and consultant group involved with the project.

- Clay White, Director of Planning, LDC, Inc., is the primary consultant contact. He will coordinate efforts on behalf of the consultant team and is responsible for all project deliverables being met.
- Jennifer Cannon, Project Manager, is the primary contact at ECONorthwest.
- Brett Houghton, Associate Director, is the primary contact at PRR, Inc.
- Jason Sullivan, Planning & Building Supervisor, City of Bonney Lake, is the primary project contact for the City of Bonney Lake and will coordinate efforts on behalf of the City of Bonney Lake.
- Ryan Windish, Community Development Director, City of Sumner, is the primary project contact for the City of Sumner and will coordinate efforts on behalf of the City of Sumner.

The following is a full contact list for those working on the project.

Name	City/Company	Title	Contact information
Jason Sullivan*	City of Bonney Lake	Planning and Building Supervisor	sullivanj@cobl.us
Mary Reinbold	City of Bonney Lake	Assistant Planner	reinboldm@cobl.us
Ryan Windish	City of Sumner	Community Development Director	ryanw@sumnerwa.gov
Ann Siegenthaler	City of Sumner	Associate Planner	annsi@sumnerwa.gov
Clay White**	LDC, Inc.	Director of Planning	cwhite@ldccorp.com
Todd Hall	LDC, Inc.	Planning Manager	thall@ldccorp.com
Ian Faulds	LDC, Inc.	Planner	ifaulds@ldccorp.com
Isaac Anzlovar	LDC, Inc.	Permit Tech	ianzlovar@ldccorp.com
Morgan Shook	ECONorthwest	Senior Policy Advisor	shook@econw.com
Jennifer Cannon*	ECONorthwest	Project Manager	cannon@econw.com
Lynsey Burgess	PRR, Inc.	Environment Sector Lead	lburgess@prrbiz.com
Brett Houghton*	PRR, Inc.	Associate Director	boughton@prrbiz.com
Lauren Foster	PRR, Inc.	Senior Consultant	lfoster@prrbiz.com
Ashli Blow	PRR, Inc.	Account Director	ablow@prrbiz.com
Nino Mascorella	PRR, Inc.	Graphic Designer	nmascorella@prrbiz.com
Christine Kelly	PRR, Inc.	Project Accountant	ckelly@prrbiz.com

\* Internal Team Lead

+ Primary Project Contact

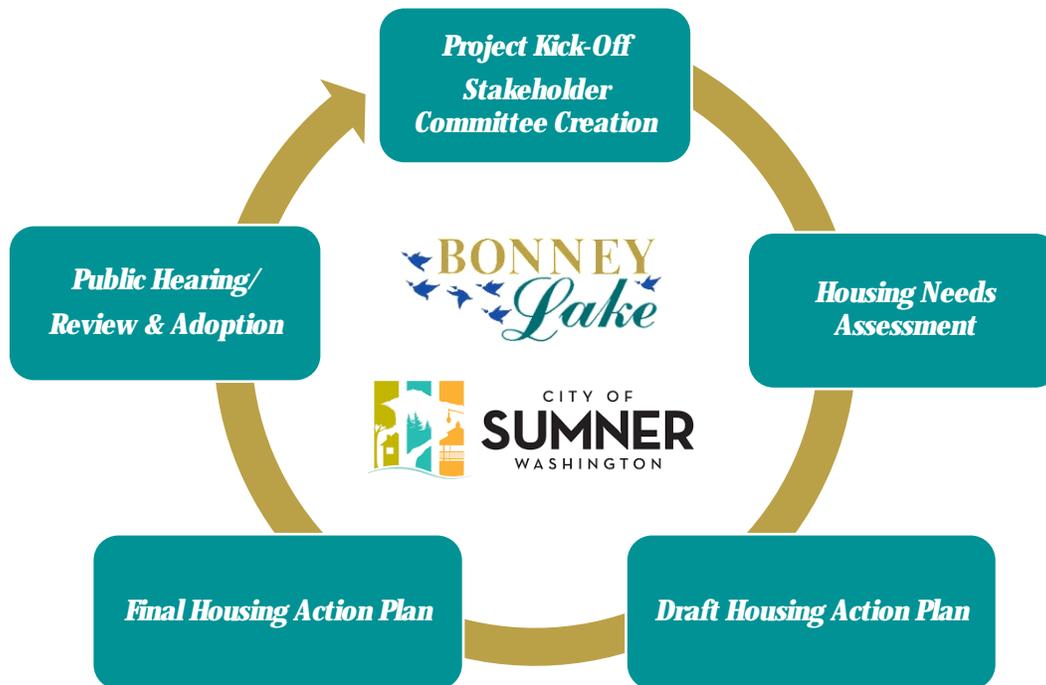
## External Communications Protocols/Public Participation Plan

A separate Public Participation Plan has been developed for this project. However, it is important to emphasize that involvement from stakeholders and the community at-large is a cornerstone for the ultimate success of this project. Providing for participation and input from community members, community groups, local builders, local realtors, nonprofit housing advocates, and local religious groups is built into the Housing Action Plan development process through online platforms, stakeholder meetings, and the legislative process that both cities will undertake in the Spring of 2021.

## Project Schedule

A detailed project schedule is provided in **Appendix C** and is intended to provide additional direction and specificity for upcoming project tasks. However, we want to remain flexible and to adjust as the project moves forward. The following are the high-level tenants the project team will work to adhere to as the project moves forward.

- ü The project is to be completed no later than June 30, 2021. Each project element must account for the time needed to move through each project step.
- ü COVID-19 social distancing requirements would currently not allow the project stakeholder group to meet in person. We are looking to push meeting dates out to later in the summer to address this issue. We will adjust the stakeholder process based upon current conditions.
- ü We plan to hold 3-4 stakeholder meetings. The schedule has these meetings designed around important project milestones to maximize stakeholder input.
- ü The schedule is designed to work around the city budget process. Our goal is to ensure important meetings and hearings do not fall during this time.
- ü The schedule is designed as much as possible to have key project milestones occur before and after the holiday season so stakeholders and citizens can participate.



## Expectations and Keys to Success

The following factors will be necessary to ensure project success:

- Build trust with project stakeholders and the community at-large.
- Establish common goals among the project team and stakeholders.
- Provide clear, concise, and consistent messaging.
- Provide documents that are easy to understand by the public.
- Encourage broad participation from all populations, including elderly and under-represented populations.
- Ensure a higher awareness and understanding of housing needs and issues
- Provide a clear understand of current housing conditions in both the City of Bonney Lake and City of Sumner.
- Identification of concrete and tangible policy and code changes that the Cities may consider in the future to assist in closing the housing gap and meeting GMA Housing Goals.
- Ensure each of the project deliverables within the adopted Scope of Work is completed as outlined and on time.

## Project Risks and Mitigation

The following is a list of potential risks that have been identified for this project:

1. Lack of understanding of the project – A housing needs assessment and action plan will identify both short- and long-term housing needs within both the City of Bonney Lake and Sumner. The overall process and methods of identifying these needs may not always be easy to understand for citizens and stakeholders. The project team should collectively work together to ensure that messaging is clear, understandable, and accurately represents the issues raised by project stakeholders and participants.
2. Public engagement methods – Due to the recent COVID-19 pandemic, State and Federal governments have placed restrictions on public gatherings, severely impacting opportunities for traditional public engagement methods. Even after the pandemic passes, there may be a greater fear of meeting in-person for quite some time. This has a significant effect on those who prefer to engage face-to-face vs. online, either by choice or because of a lack of online resources (Internet). The project team will need to assess current conditions at the time of each phase of the project, adjust participation methods and ensure that whatever the current health directives and social distancing protocols are in place, so that the public is engaged to the best extent possible.
3. Ensuring each Planning Commission and Council has adequate time to review and approve HAP – Housing issues can often engage a community which is a great thing. However, given the project schedule, we will have a limited amount of time to move the Final HAP through the legislative process. To adjust, we will coordinate with City staff early on to schedule briefing/meeting/hearing dates and ensure upfront work is completed so the Commissions and Councils feel well prepared and fully understand the project schedule. As part of the SOW, we will be assisting City staff with the preparation of meeting materials.

## Appendix A – Scope of Work

### SCOPE OF WORK AND DELIVERABLES

The Consultant shall perform the following scope of work as directed by the City consisting of six main tasks: (1) Project Kick-off Workshop/Project Charter development; (2) Public Participation Plan development; (3) Housing Needs Assessment; (4) Draft Housing Action Plan; (5) Final Draft Housing Action Plan; and (6) Public Meeting/Hearing Process.

#### **Task 1: Project Kick-off Workshop/Project Charter Development:**

- A. **Kick-off workshop.** Hold project kickoff workshop with staff from both Bonney Lake and Sumner, as well as key elected representatives (as cities deem appropriate), to discuss project objectives, goals and expectations, guiding principles, and the values/needs/issues for the Housing Action Plan project. We will also discuss the project schedule, deliverables, communication protocols, public outreach methods/opportunities. This process will include setting a schedule for regular check in meetings (typically via phone) with the cities and the LDC/ECONorthwest/PRR team. Meeting minutes will be developed by the Consultant.
- B. **Project Charter Development.** Prepare a short Project Charter to direct the project team through the project. This will ensure that roles and responsibilities for the project are well defined for both cities and the Consultant. It will also include the project schedule, tasks, and key objectives, goals, project expectations, and guiding principles for the project. The draft project charter will be presented to the cities for comment. A final Project Charter will then be prepared by the Consultant.

**Deliverable 1.1: Project Kick-off Workshop.** The Consultant, in coordination with both cities, will hold a kickoff meeting and develop a Project Charter. The Consultant shall provide a summary of the project kick-off workshop.

**Deliverable 1.2: Project Charter Development:** The Consultant, in coordination with both cities, will prepare a Project Charter as outlined above.

**Deliverable 1.3: Project Schedule:** The Consultant, in coordination with both cities, will prepare a defined project schedule.

#### **Task 2: Development of Public Participation Plan**

- A. In collaboration with staff from both cities, the Consultant will develop an

outreach plan that includes strategies to engage multiple stakeholders, including residents, community groups, builders, realtors, nonprofits/housing advocates, and local religious groups.

- B. In collaboration with staff from both cities, the Consultant will develop stakeholder committee draft invitation. The cities of Bonney Lake and Sumner will invite key stakeholders identified in the public participation plan.
- C. In collaboration with staff from both cities, the Consultant will develop an engagement plan for the Planning Commission and City Councils for both cities.
- D. Develop informational materials for the Cities to utilize for events this summer and fall to raise awareness of the project (e.g. Bonney Lake Days, Rhubarb Days, and the City of Sumner's Open House).
- E. Assist the Cities on the development of a webpage using the City of Sumner's public engagement website.

**Deliverable 2.1: Public Participation Plan.** The Consultant will develop an outreach plan, coordinate with both cities to develop stakeholder draft committee invitations, and development an engagement plan for the Planning Commission and City Councils of both cities.

**Deliverable 2.2: Informational Materials.** The Consultant will develop a tri-fold brochure and poster to be used by the Cities to promote the Housing Action Plan during the summer and fall of 2020.

**Deliverable 2.3: Webpage Content.** The Consultant will assist in developing the content for the webpage that will be used throughout the project.

### **Task 3: Housing Needs Assessment**

- A. Consultant will conduct a housing market analysis and detailed housing inventory to understand the economic and financial fundamentals influencing the local housing market. Data will include housing for homeownership, rent-regulated affordable housing (private and public), and low-cost market rentals (often called "naturally occurring affordable housing"). This work will:
  - Identify how many households in each income segment are paying more than 30 percent of their income for housing and transportation costs (cost burdened).
  - Document the number of permanent and limited-term affordable housing

units and the number of Section 8 vouchers provided to City residents.

- Document housing tenure and vacancy trends. It should also identify existing housing for special needs populations.
- Project population demographics and income levels for the planning period and identify the types and densities of housing, including workforce and senior housing, that are needed for housing suitable and affordable for all demographic and economic segments.
- Consider underserved categories such as senior independent and assisted living.

In addition, the housing market analysis will evaluate the following factors:

- Regional and local housing trends.
- Projected population growth per 20-year planning horizon.
- Regional employment and wage projections.
- The effects of national/regional demographic and socioeconomic trends on housing need.
- Housing affordability.
- Local housing regulations and policies.
- Jobs/Housing balance
- Jobs/Housing characteristics/similarities/differences between the two cities
- Geographic factors affecting demand for housing (e.g. access to jobs, transportation, educational opportunities, amenities and community services).

This task will also include an inventory of the existing housing supply in both cities and the immediate region. Understanding the current housing stock- its age, density, tenure, unit count, location, and cost-commensurate with the expected socioeconomic and demographic trends in the region will provide a solid foundation to develop the recommendations. Taken together, the analysis and housing inventory will evaluate the regional demand for housing (based on housing preferences, demographic trends, and affordability) and evaluate the sufficiency of the current housing stock to estimate the gaps in housing. We will calculate these gaps across different price points, housing types, and housing tenures, and will assess the policy implications of the gaps to inform the recommended strategies.

**Deliverable 3.1: Housing Needs Assessment.** This Consultant will develop a completed Housing Needs Assessment including the information as described within the Task.

**Deliverable 3.2: Briefing Materials.** The Consultant will assist both cities in preparing briefing documents and PowerPoint slides for each respective council and planning commission.

#### **Task 4: Draft Housing Action Plan**

This Task will include four elements including A. data collection and recommendations, B. stakeholder facilitation and engagement, C. stakeholder committee, planning commission, city council, and public review process, and D. development of a Preliminary Draft Housing Action Plan.

##### **A. Data collection and recommendations**

Consultant will prepare a list of recommended new tools and identify which of those tools will help minimize displacement. Proposed recommendations will be organized into four areas of consideration:

- Develop three real estate development prototypes in order to assess the viability and impact of various tools on development financials. This will be necessary since many of the tools used in many cities are not mutually exclusive of each other. Creating development financials will help decision makers understand the direction and magnitude of these effects on housing affordability.
- Current City Housing Actions. This list will include inclusion of current housing policies and actions (or refinements).
- Data- and Community-driven Actions: This list of actions will come from work completed in Task 1. Here, we will suggest areas of improvement based on our research and analysis as well as by input from the community.
- Good Housing Practices and Equitable Housing. This list of actions will include tools and policies that should be a part of any city's housing policy. Generally, it covers a comprehensive framing of a city's role in supporting market-rate and publicly supported housing with a focus on social equity and anti-displacement.
- "Stretch" Goals. These tools can be considered under special circumstances and typically fall into areas of either special needs or extenuating circumstances.

Potential policy and code strategies and recommendations to include:

- Housing types allowed in current zoning, such as rezones, infill housing, or ADUs.
- Zoning changes to increase housing options to meet needs, such as building reuse or parking regulation changes.
- Zoning or financial incentives to encourage housing variety.
- Revisions to parking requirements, setbacks or open space requirements.
- Incentives or funding for rent-restricted affordable housing, such as refinements to the MFTE program or using publicly owned land.
- Preservation strategies for unrestricted and rent restricted housing.
- A section on legislation and building codes related to tiny houses, possible impacts of allowing these types of housing units within the Cities of Bonney Lake and Sumner, and suggestions for addressing the possible impacts.
- Review of HB 1406 sales tax for affordable housing and options for utilizing dollars including as an incentive for mitigation fee waiver.

#### A. Stakeholder facilitation and engagement

The consultant will utilize the stakeholder committee for additional guidance or feedback on housing policy legislation and possible updates to city code during the development of information under item A.

Stakeholder committee, planning commission, city council, and public review process

- Hold meeting with stakeholder committee to review policy and code update recommendations for each city. Based on feedback, prioritize items to include in draft housing plan/code update.
- Hold work sessions with Planning Commission and City Council at both cities to review recommended policy and code update recommendations.
- In conjunction with in-person meetings, also provide online participatory methods so the public can engage.

#### B. Preliminary Draft Housing Action Plan

- Based upon the tasks above, the Consultant will develop the draft Housing Action Plan.
- Draft will be provided to staff/leadership/public for comment and review.
- Identify schedule of programs and actions to implement the recommendations of the housing action plan.
- Hold additional Planning Commission and/or City Council workshops at each city, if needed, to gather revisions/recommendations from decision makers.

**Deliverable 4.1: Draft Housing Action Plan.** The consultant will prepare a complete draft of the Housing Action Plan utilizing the information and process outlined within the Task.

**Deliverable 4.2: Briefing Materials.** The Consultant will assist both cities in preparing briefing documents and PowerPoint slides for each respective council and planning commission.

#### **Task 5: Final Draft Housing Action Plan.**

Based upon the process outlined within Task 3, the Consultant will prepare a Final Draft Housing Action plan to be used during the public hearing process.

- Consultant will prepare a final draft for staff/leadership/public review.
- Meeting with stakeholder committee to review Final Draft (if necessary).
- Consultant will make changes to Plan in response to comments received.
- Final Draft to be provided to both Councils and viewable on each Cities websites.

**Deliverable 5: Final Draft Housing Action Plan.** The consultant will prepare a complete draft of the Housing Action Plan utilizing the information and process outlined within the Task.

#### **Task 6: Public Meeting/Hearing Process**

- Refine and finalize policy/code documents for adoption by Bonney Lake and Sumner city councils.
- Prepare materials in coordination with City staff from both cities and attend and present at Public hearings in February/March 2021.

- Consultant to provide support during final legislative process, as requested.
- Adoption of Housing Action Plan.

**Deliverable 6.1: Briefing Materials.** The consultant will work with city staff from both cities to work with, assist, and present during the legislative process for both cities.

**Deliverable 6.2: Final Housing Action Plan.** At the conclusion of the public hearing process, the Consultant shall prepare the final version of the housing action plan in both PDF and Word. As part of this process, the Consultant shall provide the finalized GIS data layers used in the Housing Needs Assessment and Housing Action Plan.



---









