City of Duvall
2006 Comprehensive Plan

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Executive Summary

Purpose and Intent

The city of Duvall adopted its first Growth Management Act Comprehensive Plan in April of 1994. At that time there were 3,200 people living in Duvall, with Old Town not only the heart, but also the commercial core, of the city. In the ten years that followed, Duvall's population grew to about 5,500 and Duvall's commercial center expanded south to Big Rock Road on Main Street. Old Town remains the heart of the city, but in 2004 shares commercial opportunities with the entire Downtown area. In 2002, the City began preparing for an update of the Comprehensive Plan. That preparation included a city-wide visioning process that resulted in the City-Wide Visioning Plan, approved by the City Council in March 2003. That plan was followed by the development of a Duvall Downtown Sub-Area Plan, approved by the City Council in February of 2004. The City-Wide Visioning and Downtown Sub-Area Plans provide the framework for this 2004 Comprehensive Plan update. In 2006, a Comprehensive Plan amendment amended the Land Use Map, population projections, and various elements.

The Comprehensive Plan is a long-term plan that guides the community's development and quality of life. The Plan provides predictability for future development, preservation of existing uses and features, integrates specialized plans for land use, housing, and transportation, and provides a broad perspective for a twenty-year period that anticipates future needs for population and employment growth.

Our Vision for Duvall in 2022

Duvall is a charming small town with a diverse, attractive, and engaging Old Town/Downtown that is walkable, commerce-oriented and economically thriving. Duvall is a place where trails, sidewalks, and streets enable families to explore parks and neighborhoods on foot or by bike. Art, culture, and our heritage are valued in our town and we respect and preserve the natural environment. Small businesses and the entrepreneurial spirit are encouraged – as a result, innovative local businesses offer services and products to Duvall residents. Duvall is a unique place where people walk, shop, eat, conduct business, raise families, and enjoy arts and music, all while enjoying the beautiful Snoqualmie Valley.

Comprehensive Plan Elements

The Duvall Comprehensive Plan includes an Introduction, and the Land Use, Housing, Parks and Recreation, Economic Development, Transportation, Utilities, Capital Facilities, and Essential Public Facilities elements. Following is a brief description of each element.

Land Use

The Land Use Element sets out the city's Urban Growth Area, or growth boundary. Duvall's Urban Growth Area, or UGA, has not changed from the 1994 Comprehensive Plan. The Land Use element still sets the eastern portion of the UGA, east of Batten Road, aside for future development, designating it as "Urban Growth Area Reserve" and allocating no population targets to the area.

The Land Use Element sets out the city's population projections for 2022. The city's 2004 Residential Capacity Analysis, a study that looked at available land in the city and designated UGA, projects Duvall's population at 10,268 in 2022. The city's 2006 Comprehensive Plan amendments updated the population projection to ~12,200. The Land Use Element allows for various levels of density in Duvall and provides policies that allow for residential developments on the upper floors of all commercial and industrial buildings, regardless of the zone.

The Land Use Element includes the Future Land Use Map, the map that guides all future development in Duvall. The Future Land Use Map sets out the designations approved in the Downtown Sub-Area Plan, implements the land use designations discussed in the City-Wide Visioning Plan, and increases the

lowest residential density from 3 units per acre to 4 units per acre. A very important part of Duvall's small town and economic identity is the Old Town area. The Land Use Element defines the Old Town area and establishes the importance of maintaining the feel of Old Town as the city continues to grow. The Land Use Element also recognizes the potential for economic development in the southern portion of the city along Main Street and east onto 143rd and 145th Streets and Big Rock Road. Commercial, industrial, and mixed-use development in these areas is essential to Duvall's financial success.

Duvall is located in the rural Snoqualmie Valley along the Snoqualmie River. The Land Use Element describes and sets out environmental policy that will protect the Snoqualmie River, Coe-Clemons, Cherry, and Thayer creeks, wetlands, and other critical areas that make Duvall a cherished community.

Housing Element

The purpose of the Housing Element is to establish the goals and policies that will accommodate the ~12,200 people anticipated to live in Duvall in 2022, while continuing to provide a supply of housing for a variety of income levels. One of the primary goals of the Housing Element is to provide opportunities for affordable housing. The Housing Element projects a need for a substantial increase in the number of multi-family units in the next 20 years and also includes policies to preserve existing residential neighborhoods. The Housing Element is an integral part of the overall Comprehensive Plan, with land use projections establishing housing needs. The Housing Element provides for housing to be located throughout the city in residential and mixed-use neighborhoods and on upper stories of buildings in all zones.

Parks and Recreation Element

The Parks and Recreation Element provides an inventory of the existing public park and recreational facilities in Duvall and sets out future needs for park and recreation facilities. The Element includes a Capital Improvement Plan setting out park and recreation facility priorities and how to pay for those facilities over the next 20 years. The Parks and Recreation Element sets out goals and policies to encourage additional neighborhood parks containing tot lots to be built, provides for the development of a trails plan, and sets out trail projects that will help to link parks, schools and neighborhoods. The Parks and Recreation Element also provides for the preservation of the natural environment in passive parks such as McCormick Park and open space in the northeastern part of the city.

Economic Development Element

The Economic Development Element is based in large part on the City-Wide Visioning and Downtown Plans. The Economic Development Element includes a summary of Duvall's economy, a discussion of the strengths and weaknesses of the Duvall economy, and policies and programs that set out opportunities to foster economic growth and address future needs. The Economic Development Strategic Action Plan, which was adopted in December 2005, supplements, and in some cases replaces, previous economic analyses that were done as part of the City-Wide Visioning and Downtown Plans. Much of the Action Plan has been incorporated into the Comprehensive Plan element.

Transportation Element

The Transportation Element highlights the need for Main Street, also designated SR-203, to be a true "main street" through Duvall. Setting out the future vision for Main Street is a primary goal of the Transportation Element. The City's goal is for Main Street to be developed to 44 feet wide with two lanes and on-street parallel parking for the entire length of the city. Pedestrian amenities such as bulb outs, crosswalks, and street furniture are also called out for along the Main Street corridor.

The Transportation Element forecasts the future transportation needs of the city and sets out the arterial street system necessary to meet the traffic demand for the next 20 years. The Element also sets out pedestrian and bicycle routes. An integral part of the Element is the 20-year capital improvement plan (CIP). The CIP sets out major construction projects and funding sources anticipated over the next 20 years and supports the city's transportation impact fees. In an effort to reduce single vehicle trips, the Transportation Element provides opportunities for transit and demand management strategies to be put into place.

Utilities Element
The Utilities Element provides an inventory of existing facilities of private utilities including telephone, gas, electricity, cable, garbage and recycling, and, to the extent possible, cell facilities. The Utilities Element includes an analysis of capacity and the potential impacts of expected growth in the city and the UGA.

Capital Facilities Element
The Capital Facilities Element contains an inventory of facilities and infrastructure owned by the City and establishes and documents a plan for the City to provide the facilities and infrastructure needed to serve its residents in the future. The Capital Facilities Element includes water, sewer and stormwater management systems; community facilities such as City Hall, the police station, the library building, the W.R.E.C.K. Center and the Dougherty Farmstead; public works facilities such as the sewer treatment plant, permit office, public works yard, roads, parking areas and city parks. In addition to city-owned facilities, the element includes the capital facilities plan for the Riverview School District. The Capital Facilities Element forecasts future needs for facilities based on land use and population projections and determines how needed facilities will be financed.

The Capital Facilities Element adopts by reference the utility plans prepared for the water, sewer and stormwater systems. Key components of each plan and the capital improvement plans from each of the separate utility plans are integrated into the Capital Facilities Element.

Essential Public Facilities Element
The Essential Public Facilities Element contains a discussion of, and criteria for, siting essential public facilities. Essential public facilities can be government owned and operated facilities or privately owned facilities that are regulated by public entities. RCW 36.70A.200 states that essential public facilities are "those facilities that are typically difficult to site, such as airports, state education facilities and state or regional transportation facilities as defined in RCW 47.06.140, state and local correctional facilities, solid waste handling facilities, and in-patient facilities including substance facilities, mental health facilities, group homes, and secure community transition facilities as defined in RCW 71.09.020". This definition is not considered all-inclusive, but provides examples of facilities that are difficult to site.

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I. Introduction

Purpose and Intent

The purpose of the Introduction is to set the stage for the 2022 Duvall Comprehensive Plan. The Duvall Comprehensive Plan was prepared in accordance with the vision of Duvall's citizens, businesses, and property owners for Duvall in 2022. There was extensive public involvement in the development of this Comprehensive Plan Update as set out in this Introduction. The Duvall Comprehensive Plan Update was also prepared in accordance with the regulatory framework set out in RCW 36.70A, the Growth Management Act. That framework sets out detailed parameters for the specific elements that are required to be included in the City's comprehensive plan. Finally, the Duvall Comprehensive Plan was reviewed to ensure consistency with the King County Countywide Planning Policies.

Vision for Duvall in 2022

Our Vision for Duvall in 2022

Duvall is a charming small town with a diverse, attractive, and engaging Old Town/Downtown that is walkable, commerce-oriented and economically thriving. Duvall is a place where trails, sidewalks, and streets enable families to explore parks and neighborhoods on foot or by bike. Art, culture, and our heritage are valued in our town and we respect and preserve the natural environment. Small businesses and the entrepreneurial spirit are encouraged – as a result, innovative local businesses offer services and products to Duvall residents. Duvall is a unique place where people walk, shop, eat, conduct business, raise families, and enjoy arts and music, all while enjoying the beautiful Snoqualmie Valley.

City-Wide Visioning Plan

The City hired the consultant team of MAKERS Architecture and Urban Design (lead consultant), ECONorthwest, The Transpo Group, The Watershed Company, and Madrona Planning and Development Services in July 2002 to assist the community in developing the City-Wide Visioning Plan. The consultant team worked directly with the City's Project Manager, George Steirer, and the Duvall Visioning Task Force members to facilitate the process. The Task Force was instrumental in developing alternative scenarios, selecting preferred alternative development concepts, and establishing an overall plan concept for the city-wide vision.

Specific events and activities included:

- **September 10 – Task Force Meeting:** This was the project kick-off meeting and included introduction of the consultant team, City staff members, and Task Force members. Together, the "Vision Team" discussed the planning process, expectations, ground-rules for Task Force members, and summarized information collected to date.
- **October 8 – Task Force Meeting:** The consultant team discussed the status of the project, presented the preliminary economic report, and summarized planning inventory materials. The team also discussed outreach methods and the upcoming workshop and held a brainstorming session with Task Force members to discuss their objectives and concerns for Duvall's future.
- **October 26 – Community Workshop #1:** Many people attended the first workshop, held at Cedarcrest High School. Makers first conducted a town visioning brainstorm session where participants identified goals, objectives, issues, concerns, and opportunities. Participants then broke up into small groups to take part in mapping exercises and visual preference surveys. Afterwards, the maps were hung up on a wall and representatives from each group summarized their findings to the group as a whole.

Also, in late October, the Planning Department sent out a City-Wide Visioning Questionnaire to all utility customers within the city limits and property owners in the Urban Growth Area with monthly utility bills.

Figure 1. October 26 workshop.

- **November 12 – Task Force Meeting:** The consultant team reviewed the project status and summarized results from the first workshop. Larry Toedtli, Transportation Planner from The Transpo Group discussed local circulation issues. Afterwards the team began to sketch some ideas for visioning alternatives.
- **December 10 – Task Force Meeting.** City planning staff presented the questionnaire results from the city-wide survey (over 550 surveys were submitted) and discussed applicable GMA requirements concerning population projections. Makers presented preliminary alternative development scenarios followed by team discussion and refinement. Before adjourning, the team discussed the format and outreach for the second workshop.
- **January 11 – Community Workshop #2:** Makers presented three alternative development scenarios to the numerous community participants at the second workshop. Afterwards, participants broke into four groups to discuss and rank commercial area, transportation features, housing, and park/open space proposals in each alternative. Consultant team members summarized the results from each group.
- **January 22 – Task Force Meeting:** Makers presented the results of the second workshop and presented preliminary ideas for the preferred alternative. A discussion with Task Force members followed. Makers also presented a draft outline of the City-Wide Vision Plan.
- **February 11 – Task Force Meeting.** The consultant team submitted a preliminary draft of the City-Wide Vision Plan a couple of days prior to the meeting for City staff and Task Force members to review. John Owen of Makers presented the draft at the Task Force meeting. Task Force members discussed the draft and provided some refinements.
- **February 22 – Community Workshop #3** – Makers presented the preferred plan and the refined City-Wide Vision Plan to the community at the third workshop. Participants had an opportunity to comment on individual concepts and plans and provide priorities.

City-Wide Visioning Plan Approval

The Planning Commission considered and took public comment on the City-Wide Visioning Plan on March 6 and, on March 20, 2003, recommended the Plan to the City Council. The City Council held a workshop on the City-Wide Visioning Plan on February 27, 2003, took public comment on March 27, 2003, and approved the Plan on March 27, 2003 by Resolution 03-06.

Duvall Downtown Sub-Area Plan

The City continued to work with the consultant team of MAKERS architecture and urban design (lead consultant), Berk & Associates (ECONorthwest for the City-Wide Visioning Plan), The Transpo Group, and The Watershed Company in July 2002 to assist the community in developing the Downtown Plan. The consultant team worked directly with the City's Project Manager, George Steirer, and the Duvall Downtown Task Force members to facilitate the process.

Specific events and activities included:

- **April 1 – Task Force Meeting:** This was the project kick-off meeting and included introduction of the consultant team, City staff members, and Task Force members. Together, the "Downtown Team" discussed the planning process, expectations, ground-rules for Task Force members, and summarized information collected to date.

- **May 3 – Old Town Walking Tour:** Prior to the workshop noted below, the project team and community participants took a walking tour of Main Street, 1st Avenue NE, Riverside Avenue NE, and side streets to identify problems and opportunities. More than 20 people participated.

- **May 3 – Downtown Workshop #1:** Following introductions about the Plan, Makers summarized policies of the recently adopted Vision Plan that related to Downtown, and Chris Mefford of Berk and Associates summarized economic conditions and opportunities. Most of the workshop involved small group sessions working to identify problems, issues, and opportunities related to land use and development, streetscape and circulation, and parks and recreation. The information was collected on maps and surveys.

- **May 13– Task Force Meeting:** The consultant team reviewed the project status and summarized results from the first workshop. Makers presented preliminary ideas for Downtown Plan alternatives. A discussion and refinement of these ideas followed.

- **June 10 – Task Force Meeting:** Based on the previous meeting, the project team developed a collection of land use, circulation, and parks options for Downtown. These preliminary options were presented and discussed at this meeting.

- **July 8 – Task Force Meeting:** A preliminary draft plan was completed and submitted to City staff and Task Force members prior to the meeting. Makers presented the overall concept, zoning, and design guideline suggestions to the Task Force. Proposals for Main Street, Riverside Village, Uptown, Midtown, and the North Neighborhood were discussed.

Figure 2. Walking tour of Old Town with the Task Force

- **August 4+5 – Open House:** City staff and Makers conducted informal open house sessions with property and business owners and interested community members to discuss draft plan proposals and other Downtown issues. A discussion with Task Force members followed. Makers also presented a draft outline of the Downtown Sub-Area Plan.

- **August 12 – Task Force Meeting:** Makers presented a summary of community input from the Open House. Makers briefly led a discussion on land use and design proposals. Larry Toedtli of the Transpo Group led a discussion of circulation and streetscape proposals.

- **September 27 – Downtown Workshop #2:** The consultant team presented the draft plan to the community for comment. Participants had an opportunity to prioritize the most important actions and note whether specific actions were appropriate or if the plan was missing anything.

- **Planning Commission –** The final draft plan was presented to the Planning Commission on November 6th and November 20th. The Planning Commission held public hearings on the plan on November 6th and November 20th. On December 18th, the Planning Commission recommended the plan for approval by the City Council.

- **City Council** - The plan was distributed to the City Council for the January 8, 2004 meeting. Public hearings before the City Council were held on January 22 and February 12, 2004. The plan was approved by the City Council on February 26, 2004 by Resolution 04-05.

Comprehensive Plan Update 2004

In 2003, the City began an update of the 1994 Comprehensive Plan to implement the City-Wide Visioning and Downtown Sub-Area Plans. The decision was made early in the process to rewrite the Land Use, Housing, Capital Facilities, and Utilities elements, to create the Economic Development and Essential Public Facilities Elements, and to update the Parks and Recreation and Transportation elements, the two elements that had been previously updated in 2000. The Planning Commission served in place of a Task Force for the 2004 Comprehensive Plan Update. The University of Washington Urban Design and Planning Graduate Studio approached the City to request to be included as part of the City's team to update the Comprehensive Plan. In the Spring of 2004, the UW Graduate Planning Studio held two public workshops and drafted the updated Land Use Element.

Public Involvement for the 2004 Comprehensive Plan Update included:

- City-Wide Workshop on March 9, 2004: This workshop was arranged and managed by the UW Planning Studio students. Participants were divided into groups where they discussed Small Town Character, Mixed Use and Economic Development, Parks, Housing, and Community Design.
- City-Wide Workshop on April 27, 2004: The UW Planning Studio presented the results of the March 9 workshop and took additional input on the Comprehensive Plan Update.
- Articles in 5 Duvall News newsletters: Articles showcasing Transportation, Land Use, Parks element updates were mailed out to all utility bill customers in Duvall.
- City-Wide Workshop on September 22, 2004: Workshop participants were divided into groups where they discussed the draft Land Use Map and each draft element update, including goals and capital improvement plans.
- Public Meetings at Planning Commission in July, August and September 2004: Discussions were held at regular Planning Commission meetings. Audience members were encouraged to participate.
- Public Hearing at Planning Commission on October 13, 2004.
- Public Hearings at City Council on October 28, 2004 and November 9, 2004.

The Planning Commission reviewed elements of the Comprehensive Plan beginning in March of 2004. On October 13, 2004, the Planning Commission held a public hearing on the proposed Comprehensive Plan. On October 13, 2004, the Planning Commission recommended to the City Council that the 2004 Comprehensive Plan Update be adopted.

The Comprehensive Plan/Development Regulation Committee of the City Council met regularly beginning in February 2004, reviewing elements and providing direction to staff. The City Council reviewed elements of the Comprehensive Plan beginning in June of 2004. On October 28, 2004, and November 9, 2004, the City Council held public hearings on the Comprehensive Plan, and on November 23, 2004, adopted the 2004 Comprehensive Plan.

Economic Development Strategic Action Plan

In December 2005 the City approved the Economic Development Strategic Action Plan, which was prepared by Berk and Associates. The plan reported on Duvall's economic conditions and contained a market analysis which forecasted economic trends for the period 2006-2011. Much of the Action Plan has been incorporated into the City of Duvall Comprehensive Plan element.

Comprehensive Plan Amendments 2006

A combination of factors, including a City comprehensive plan amendment and a private comprehensive plan amendment submitted by CamWest for the South Urban Growth Area, the findings of the Economic Development Strategic Action Plan, potential opportunities for new mixed use and education developments, have made it necessary to amend the 2004 Comprehensive Plan as part of the 2006

Comprehensive Plan amendment cycle. Specifically, amendments have been made to the Land Use Map, and the Land Use, Transportation, Housing, Economic Development, Capital Facilities and Parks and Recreation elements, as well as Appendix B. Amendments primarily address land use designation changes in the South UGA; an update of the 6 year Transportation Improvement Program, and the adoption of Riverview School District's 2006-2011 Capital Facilities Plan.

Public Involvement for the 2006 Comprehensive Plan Amendments included:

- Public meeting on September 27, 2006
- Public meetings at Planning Commission on October 5, 12, and 19, 2006
- Public hearing at Planning Commission on October 26, 2006
- Public meetings as City Council Workshops and Council meetings in September/October 2006
- Public hearings at City Council in November 2006

Regulatory Setting

Growth Management Act

Goals of Growth Management
RCW 36.70A.020 sets out thirteen planning goals. In addition, RCW 36.70A.480, Shorelines of the state, makes the goals and polices of RCW 90.58.020 one of the goals of the Growth Management Act. The purpose of the goals is to guide the development of comprehensive plans and development regulations. The goals are as follows:

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

(2) Reduce sprawl. Reduce the inappropriate conversion of undeveloped land into sprawling, low-density development.

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

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

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

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

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

(8) Natural resource industries. Maintain and enhance natural resource-based industries, including productive timber, agricultural, and fisheries industries. Encourage the conservation of productive forest lands and productive agricultural lands, and discourage incompatible uses.

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

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

(11) Citizen participation and coordination. Encourage the involvement of citizens in the planning process and ensure coordination between communities and jurisdictions to reconcile conflicts.

(12) Public facilities and services. Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards.

(13) Historic preservation. Identify and encourage the preservation of lands, sites, and structures, that have historical or archaeological significance.

(14) Shoreline management. In accordance with RCW 90.58.020, preference shall be given to uses in shoreline jurisdictions in the following order of preference:

1. Recognize and protect the statewide interest over local interest;
2. Preserve the natural character of the shoreline;
3. Result in long term over short term benefit;
4. Protect the resources and the ecology of the shoreline;
5. Increase public access to publicly owned areas of the shorelines;
6. Increase recreational opportunities for the public in the shoreline.

Comprehensive Plan Requirements
The comprehensive plan of a county or city that is required or chooses to plan under RCW 36.70A.040 shall consist of a map or maps, and descriptive text covering objectives, principles, and standards used to develop the comprehensive plan. The plan shall be an internally consistent document and all elements shall be consistent with the future land use map. A comprehensive plan shall be adopted and amended with public participation as provided in RCW 36.70A.140.

The Growth Management Act (GMA) establishes mandatory elements for inclusion in local comprehensive plans. The required elements are: land use, housing, capital facilities, utilities, parks and recreation, and transportation. Cities choosing to be residential communities are not required to have an economic development element. Optional elements are solar energy, conservation, and recreation. The GMA also required counties and cities to designate, and adopt regulations to protect, sensitive (critical) areas and resource lands.

Countywide Planning Policies
RCW 36.70A.210 sets out the requirement that counties and the cities within the county work cooperatively on countywide planning policies. The legislature recognized that counties are regional governments within their boundaries, and cities are primary providers of urban governmental services within urban growth areas. RCW.70A.210 defines a "county-wide planning policy" as a written policy statement or statements used solely for establishing a county-wide framework from which county and city comprehensive plans are developed and adopted pursuant to this chapter. This framework shall ensure that city and county comprehensive plans are consistent as required in RCW 36.70A.100. The 2004 Comprehensive Plan Update was reviewed for consistency with King County Countywide Planning Policies.

Environmental Review

The 1994 Comprehensive Plan set out a population for 2012 of 9,000 people. The 2004 Comprehensive Plan Update sets out a population projection of 10,268 people by 2022 an increase of ~ 14%. There were 77 acres of low density residential land redesignated commercial in the 2004 Comprehensive Plan. There were also 23 acres of low density residential lands redesignated to 12 units per acre in the 2004 Comprehensive Plan Update. Due to the relatively low increase in the population projection from 2012 to 2022, and the related limited impacts on the environment, the City issued a Determination of Nonsignificance for the 2004 Comprehensive Plan Update and adopted the Draft Environmental Impact

Statement dated January 1992, the Final Environmental Impact Statement dated April 1992, and the Determination of Nonsignificance for the 2000 Comprehensive Plan Update, by reference.

The 2006 Comprehensive Plan Update increases population by ~ 1,900 to approximately 12,200 people by 2022. Of that additional population, ~1,200 are proposed in the South UGA, the area that is under a comprehensive plan amendment. The remaining population increase is generally related to change in assumptions based on recent development trends, including the ability for the City to rezone land from Commercial to Mixed Use, allowing for stand alone residential development in those areas. Environmental review is currently ongoing.

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II. Land Use Element

Introduction

Purpose and Intent

The Land Use Element is the cornerstone of the Duvall Comprehensive Plan. Its purpose is to ensure that an adequate supply of land and a desired mix of uses are available for the successful implementation of other plan elements; Housing, Parks and Recreation, Economic Development, Transportation, Utilities, Capital Facilities, and Essential Public Facilities. This nexus is established in the Land Use Element through the Future Land Use Map and the goals and policies outlined here.

The Land Use Element directs development in Duvall over the next twenty years (2022) by introducing strategies that will retain and enhance small-town character, environmental quality, economic vitality, and quality of life. The goals and policies established in this element are the result of an extensive community participation process and an extensive analysis of existing conditions. The components of this Element illustrate the current land use challenges facing Duvall: new development, community development, economic development, and the environment. Duvall possesses great potential for community, economic, and social growth in the coming years. This Element attempts to highlight and capitalize upon this potential.

Regulatory Setting

Growth Management

Under the Growth Management Act (RCW 36.70A.070), a Land Use Element is required to address the following:

- Distribution/location/extent of land uses: Agriculture, timber production, housing, commerce, industry, recreation, open spaces, public utilities, public facilities and other land uses;
- Population densities, building intensities and estimates of future population growth;
- Protection of the quality and quantity of ground water used for public water supplies, and;
- Drainage, flooding and stormwater runoff within and nearby the jurisdiction as well as guidance for corrective actions to mitigate or clean discharges to waters of the state.

County Planning Policies

The King County Countywide Planning Policies define an Urban Growth Area (UGA) boundary within which all urban development must occur. Although Duvall is located outside the larger metropolitan UGA to the west, which includes nearby cities such as Bothell, Kirkland, Redmond, and Woodinville, the City has its own designated UGA boundary. Within this designated UGA, Duvall shall provide urban services, residential densities and a mix of land uses that will provide for residential and economic growth for the next 20 years. As stated by the King County Countywide Planning Policies, the designated UGA of Duvall shall:

- Include all lands within the existing city in the UGA;
- Be sufficiently free of environmental constraints to be able to support rural city growth without major environmental impacts;
- Be contiguous to city limits;
- Have boundaries based on natural boundaries, such as watersheds, topographical features, and the edge of areas already characterized by urban development;
- Be maintained in large lots at densities of one home per five acres or less with mandatory clustering provisions until such time as the City annexes the area;
- Be implemented through interlocal agreements among King County, the cities and special purpose districts, as appropriate, to ensure that annexation is phased, nearby open space is protected and development within the Urban Growth Area is compatible with surrounding Rural and Resource Areas, and;

- Not include designated Forest or Agricultural Production District lands unless the conservation of those lands and continued resource-based use, or other compatible use, is assured.

Vision for Duvall in 2022

Our Vision for Duvall in 2022

Duvall is a charming small town with a diverse, attractive, and engaging Old Town/Downtown that is walkable, commerce-oriented and economically thriving. Duvall is a place where trails, sidewalks, and streets enable families to explore parks and neighborhoods on foot or by bike. Art, culture, and our heritage are valued in our town and we respect and preserve the natural environment. Small businesses and the entrepreneurial spirit are encouraged – as a result, innovative local businesses offer services and products to Duvall residents. Duvall is a unique place where people walk, shop, eat, conduct business, raise families, and enjoy arts and music - all while enjoying the beautiful Snoqualmie Valley.

History of Duvall

American Indians, including ancestors of the Snoqualmie and Tulalip tribes, have lived, worked, and fished in the Duvall area for thousands of years. Tool making operations east of Duvall and fishing at the confluence of Cherry Creek and the Snoqualmie River are just two examples of early activities. Salish (Lushsootseed) place names through the region reflect the long history of American Indian culture in the region. White settlers began making their appearance in the area in the 1850's, arriving by boat up the Snoqualmie River. By the late 1800's, the growing settlement along the banks of the Snoqualmie River had a name, "Cherry Valley". Logging and shingle making were the economic engine of the local economy.

The first railroad through the area was Great Northern, followed shortly therafter by Chicago, Milwaukee, Saint Paul, and Pacific. Because the new tracks ran east of the River and directly through the town of Cherry Valley, the companies paid to move all the buildings from Cherry Valley to the Duvall Town Site. The Train Depot that gives Depot Park its name served the Chicago, Milwaukee, Saint Paul and Pacific Railroad.

The city of Duvall was named after James Duvall, a logger who bought the land from the river up to 275th Avenue in about 1875 and set up a logging camp in the area of 3rd Avenue and Bruett Road. In 1910, Mr. Duvall sold his land to the developers of the Cherry Valley Town Site Company, a company of four men who first used the name "Duvall" to describe a geographic location. On January 6, 1913, the town of Duvall was incorporated as a fourth class city.

Logging and shingle making continued to be the mainstay of Duvall's economic success until the 1930's when farming operations overtook logging as the main source of Duvall's economy. Duvall's population remained small, still in the mid-300's as late as 1965. As transportation to and from the west improved, Duvall began to grow, with its population reaching 2,770 in 1990. As urban housing prices increased in the greater Seattle area, more people began moving west to Duvall and commuting to jobs on the eastside or in Seattle. In 2004, Duvall's population reached 5,545.

Existing Conditions

Many important issues arose during the City-Wide Visioning and Downtown Plan processes and other public meetings. Additional issues also arose out of the research and analysis of current conditions in the city of Duvall. The areas noted below represent key themes that were identified during the planning process.

Land Use Patterns

The city of Duvall encompasses approximately 2.2 square miles of land (~1,284 acres) in 2004 with the UGA encompassing an additional .9 square miles (~ 582 acres). The city contains primarily single-family residential land uses, but also includes a variety of other uses (commercial, mixed-use, employment, etc.)

Table LU - 1 shows estimates of acreage for each particular land use located within Duvall based on total land area.

Table LU – 1
2004 Land Use by Acreage

CATEGORY	ACRES (rounded)	PERCENT
Single-family [1]	647	50%
Multi-family[2]	14	1%
Mobile home park	33	3%
Mixed-use[3]	68	6%
Commercial	39	3%
Employment	27	2%
Parks/Open Space	307	24%
Public Facilities[4]	68	5%
Vacant	81	6%
TOTAL (City Limits)	1284	100%
Urban Growth Area (UGA)	582	--
TOTAL (including UGA)	1866	--

Source: City of Duvall Planning Department

NOTE: All values are estimates; all values have been rounded; this table does not include rights-of-way
[1] Includes R3 to R8
[2] Includes MR and R12 uses
[3] Includes MU and MXD uses
[4] Includes schools, public facilities, police, fire

Duvall's Unique Small Town Character

Duvall is made up of many distinct neighborhoods and business districts, each of them contributing to Duvall's unique small town character. The following sections briefly describe each of these areas, including a general discussion of existing conditions. As part of the development of the Downtown Plan, there was discussion about retaining the name "Old Town" to describe the northern portion of Main Street and "Downtown" to describe areas south of Stephens Street. In order to create a cohesive community, we are calling all of the mixed-use and commercial areas "Downtown", with Old Town a portion of Downtown.

Old Town

Old Town Duvall is the heart of the city. It is often cited by residents as what they like most about Duvall and is the area that gives the city a unique presence in the Snoqualmie Valley. Old Town's character is created by the mix of old and new buildings with historic and/or interesting facades, buildings that are built to the sidewalk, and parallel parking along Main Street. Its character is also a creation of the small local businesses that call Main Street home. Wide sidewalks that allow outdoor displays, eclectic benches and outdoor seating at restaurants help to give Old Town a rural feeling. In the visioning survey done in 2002, Duvall's natural/rural setting was considered Duvall's greatest asset. Old Town is generally considered the area between one block north of Bird Street to the north, Stephens Street to the south, the Snoqualmie Valley Trail to the west and 1st Avenue to the east.

An economic analysis done by ECONorthwest as part of the City-Wide Visioning Plan says the city can expect substantial new growth over the next 20 years. Old Town has the capacity for absorbing some of this growth – even while maintaining its unique historic character. There are some barriers to Old Town development including natural barriers of topography. Some barriers to growth, however, are man-made, including pockets of auto-oriented and/or lower quality development that tend to isolate Old Town from the rest of the community. Furthermore, development west of Main Street has long created a barrier between Old Town and the riverfront area. This area represents an important redevelopment opportunity. Lastly, the mixed-use and residential development east of Old Town is poorly utilized, considering the close proximity to Old Town and the tremendous view opportunities. Because of the projected population growth for Duvall, these sites present great opportunities to strengthen and enhance the Old Town area over the next 20 years.

Old Town lacks an identifiable pedestrian network. There are no identified pedestrian routes that link park areas and other neighborhoods to Old Town. Sidewalks are not provided on many east-west streets which connect to residential areas. Even though there are sidewalks on NE Stephens Street, this and most other east-west streets are too steep for most people to walk up. The existing Snoqualmie Valley Trail is popular with locals and visitors alike and links Duvall with Carnation and other Snoqualmie Valley towns to the south. However, connections to the trail within Duvall are very limited and poorly identified. Taylor Park is isolated in the southeast corner of downtown due in part to poor pedestrian connections. Two unused rights-of-way provide opportunities for future connections. Pedestrian connections to the multi-family neighborhood north of Old Town are limited due to steep slopes and poor roadway connections. An expanded trail and sidewalk system has strong support from community residents interested in making downtown more pedestrian friendly. ECONorthwest's economic analysis also strongly supports the enhancement of the pedestrian environment as the best way to attract additional businesses and make Duvall a great place to live.

Another feature of Old Town is the residential population base. There is a mobile home park and a small number of multi-family buildings in the Old Town area. There are also a few single-family residences in the area. There are two churches in Old Town, one operating a K-5 school. City Hall, the library, the public works yard, and the fire department are all located in Old Town.

Main Street – Transportation

Main Street is the only north-south access through Duvall and functions as a state highway connecting Monroe and Carnation. This highway accommodates significant through truck and commuting traffic. This traffic is the single largest source of frustration for Duvall residents and businesses since it disrupts access and often diminishes the desirability of Main Street. A discontinuous street grid downtown contributes a significant amount of local traffic on Main Street as well. 3rd Avenue NE is the only other through north-south roadway, but it is too far east of Main Street to serve as a realistic alternative. 1st Avenue NE is often the best alternative for local traffic, but does not continue beyond the core Old Town area. The street grid places more pressure on NE Cherry Valley Road to the north, which contains a dangerous intersection at the northern end of Old Town at Main Street. Also, the streets west of Main Street (Riverside and Railroad avenues) could be better configured to serve Old Town, park goers, and future development.

Midtown – Main Street South of Stephens Street

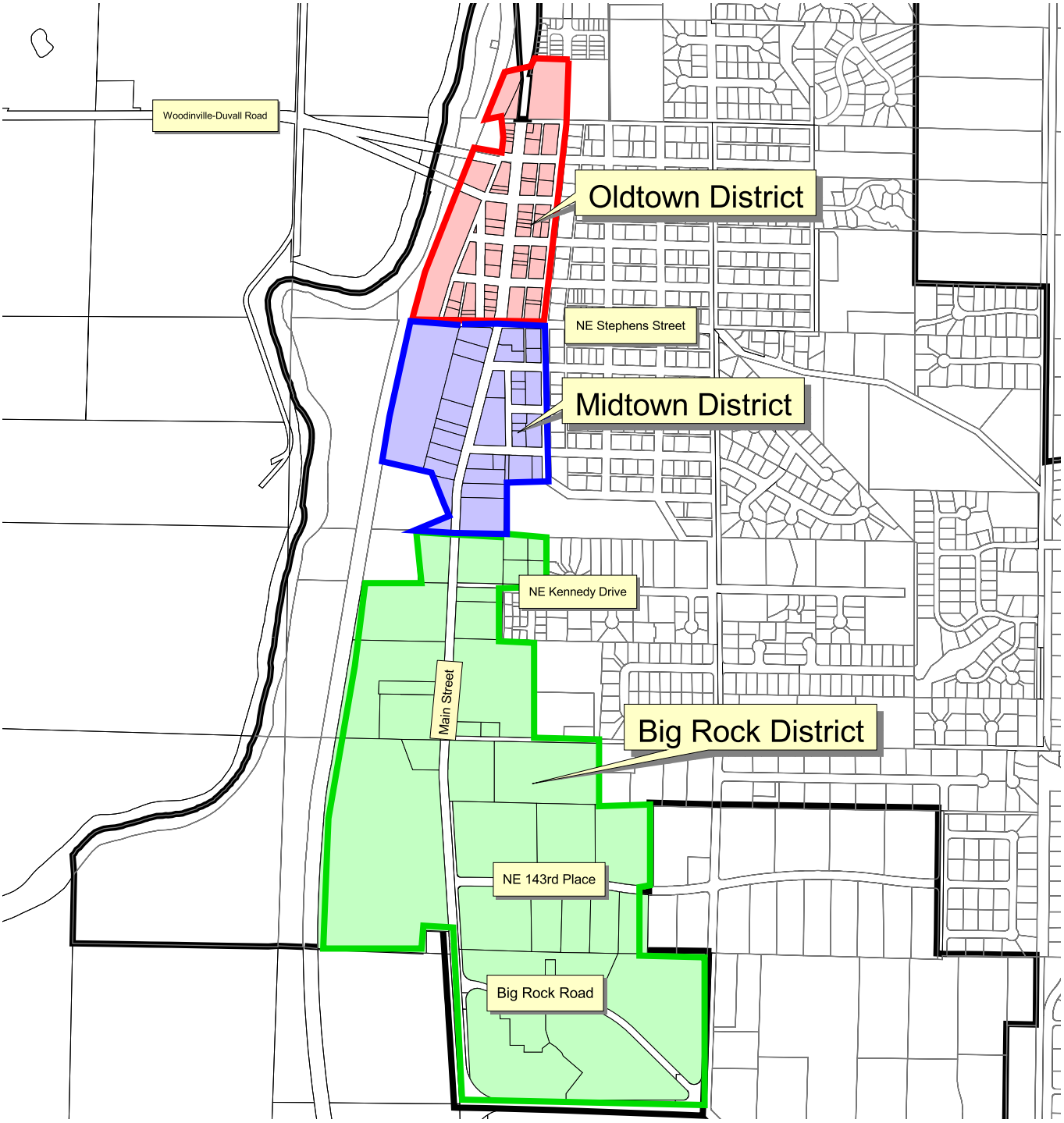
Midtown, the area south of Old Town, is a mix of commercial buildings, residential houses and vacant lots. Midtown is located between NE Stephens Street on the north, just south of Valley Street on the South, and between the Snoqualmie Valley Trail and 1st Avenue. Coe-Clemons Creek crosses Main Street in a culvert just south of Valley Street.

Existing design characteristics include single story strip-like development to mixed-use development with office space or residential on upper floors. The newer commercial buildings are set back from Main Street with parking lots in front of, and sometimes behind, the buildings. Sidewalks are extended south from Old Town to Valley Street (with one exception). South of Valley Street there are no sidewalks in the Midtown area. On-street parking is provided on the east side of Main Street north of Valley Street and on both sides of Main Street north of Stephens Street. The Duvall Police Department relocated to Midtown in the Fall of 2004 to a city-owned site adjacent to Depot Park.

Big Rock Road/Main Street

The Big Rock Overlay District is located south of Valley Street to Old Big Rock Road, the Snoqualmie Valley Trail to the west and approximately 3rd Avenue to the east. Thayer Creek crosses Main Street in a culvert in the Big Rock district on the north side of NE 143rd Place.

Safeway Plaza is located at the south end of the district. Safeway Plaza is developed with buildings on the east, west, and north sides of the lot. Parking is in the center of the plaza and adjacent to Main Street, although separated from Main Street by grade changes. The area on the east side of Main Street north of Safeway Plaza is vacant or developed with one single-family house per parcel. The area on the west side of Main Street houses the Public Works Department, including the sewer treatment plant. Two of the city's few industrial facilities, including the flex-space Tech Center and Pentz Design, are located on Main Street in the vicinity of 145th Street. Figure LU – 1: Main Street Corridor, provides the location of Old Town, Midtown, and Big Rock Road Overlay districts.



0 1000 2000 Feet

Scale: 1" = 1000 feet

Legend

- Big Rock District
- Midtown District
- Old Town District
- Parcels
- City Boundary Line

Figure LU - 1
Main Street Corridor

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Residential Neighborhoods

Duvall is largely a residential community, with a variety of neighborhoods that are defined by subdivision boundaries. The old platted portion of Duvall, an area that encompasses Bird Street to the north and Park Street to the south, was platted with 25-foot by 100-foot lots in the 1910's. Most of the area is developed with small houses on 2-4 lots. There are a number of duplexes and small multi-family apartment complexes in the area. North of Bird Street, most properties are developed or are developing with single-family residences on lots averaging ~ 8,000 square feet. The exception is the area between Bird Street and Cherry Valley Road on the west side of 2nd Avenue where parcels are currently being developed with small lot single-family attached or detached housing at lot sizes ranging from 2,500 to 3,500 square feet and where there are scattered areas of higher density housing (small multi-family apartment buildings, 4 plexes, mobile homes). North of this area is Cherry Valley Elementary School and the Dougherty Farmstead.

As you move eastward toward the plateau south of Stephens Street to about 145th Street, parcels get larger, with an average lot size of 10,500 square feet. Most properties in this area are developed with single-family houses built in the 1980's and early 1990's.

The plateau, the area from the west side of 275th Avenue to the eastern city limits, is developed generally with single-family houses on relatively large lots, averaging 15,500 square feet. The exceptions are the properties at the intersection of 278th Avenue and 150th Street, where the land is developed at a higher density and lots averaging 4,500 square feet, and the Duvall Highlands Mobile Home Park. Almost the entire plateau area has been developed since the early 1990s. Cedarcrest High School and Eagle Rock Multi-Age School are located at the eastern city limits of the residential area. Central Park, Hix Park, Alva Miller Park and Big Rock Ballfields are also located in this area. The City also owns substantial open space adjacent to the north city limits.

Arts and Heritage

Duvall has historically been known as a small, historic, arts-oriented community. As the city has grown, there has been a concerted effort by the community to maintain an arts presence and historic feeling. You can see the results of those efforts in public art displays, free summer music concerts in McCormick Park, music and dance performances at Arts OnStage, the ongoing project to move and renovate the Thayer Barn into a community arts center, the Duvall Daze festival and parade, Sandblast, the preservation of the Dougherty House, historical exhibits, and many other projects and events.

In 1998, the Duvall Arts Commission and the non-profit Duvall Foundation for the Arts were formed to further the arts experience in Duvall. More recently, the non-profit Cascade Arts Foundation was formed and all three groups are now working together to create a cultural arts plan for Duvall.

The Duvall Arts Commission seeks, through the arts, to heighten a sense of place for the people of Duvall and to enhance the quality of life in the region, and in so doing, to establish the city of Duvall as an arts-oriented community that will draw people from around the region. The Arts Commission also provides arts experiences for the people of the greater Duvall community, both as participants and audiences, and support local artists through providing venues for exposure of their works and talents. In 2006, the Arts Commission was renamed the Cultural Commission and its mission was expanded to arts, culture, and heritage.

The Duvall Foundation for the Arts promotes creativity, diversity and cultural awareness by supporting the arts and art education in the lower Snoqualmie Valley.

The non-profit Duvall Historical Society was formed in 1976 to preserve and document the history of the lower Snoqualmie Valley with a special focus on Duvall. The Society is continually working to preserve the local heritage by documenting oral and visual history in Historical Society publications. In conjunction with the City, the Society refurbished the Dougherty Farmstead and turned it into a museum. Currently the Historical Society is working to place historic markers on many of Duvall's historic buildings.

The Duvall Historical Society undertook a historic structures inventory in 1998. That inventory lists 51 historical buildings/places in Duvall. The City of Duvall Cultural Resources Survey and Inventory is found in Appendix A. The inventory was the first step of a process that could include further evaluation of buildings to determine if they are eligible for listing in the National Register of Historic Places. Listing a building on the historic structures inventory and/ or on the National Register of Historic Places does not

prohibit changes or demolition of a historic building. It does, however, give the City and building owner additional information about a building and can encourage the City or building owner to mitigate or avoid impacts to buildings through the environmental review process.

The city of Duvall owns a number of historical buildings. The Dougherty House, which was listed in the Washington Heritage Register in July 2004 and is listed in the National Register of Historic Places, has been turned in to a museum. In 2002, the City was given the Depot Building that had served the Chicago, Milwaukee, St. Paul, and Pacific Railroad. The Depot was moved to what is now Depot Park adjacent to McCormick Park. The Glen Kuntz W.R.E.C.K. Center at 2612 NE Stella Street, has recently been remodeled by the City and is used as a youth center. The City also owns the library building at 15619 Main Street NE.

Environment

Snoqualmie River

The city of Duvall is in the Snohomish River Basin, a 1,856 square mile watershed that drains to the Puget Sound. The draft Snohomish River Basin Salmon Conservation Plan states that the basin is home to nine salmonid species . In 1999, the federal government listed Chinook salmon and bull trout as threatened under the Endangered Species Act. Coho salmon are a species of concern under the Act. All three of these salmon species are found in the Snohomish River Basin, with Chinook and Coho salmon located in the Snoqualmie River and some Duvall-area creeks. The Snohomish Basin Recovery Forum was created in 1999 after the passage of the State Salmon Recovery Act and includes all governments in the Basin and many business and interest groups interested in salmon recovery. The Snohomish Basin Forum's mission is to:

"Protect, restore, and enhance the productivity and diversity of all wild salmon stocks in the Snohomish River basin to a level that will sustain fisheries and non-consumptive salmon-related cultural and ecological values."

The Snohomish Basin Forum developed a Near Term Action Agenda for salmon recovery in 2001. Many policies of the Near Term Action Agenda are reflected in this Comprehensive Plan. In July 2004, a draft Snohomish River Basin Salmon Conservation Plan was developed. Public comments on the draft will be taken through fall of 2004 with approval of the Plan by the federal government anticipated in 2005.

The Snoqualmie Watershed is one of the watersheds that make up the Snohomish River Basin. The Snoqualmie Watershed encompasses 692 square miles, nearly half of the Snohomish River Basin. Approximately 75% of the watershed is in the Forest Production District. The Snoqualmie Watershed Forum, a coalition of Duvall, Carnation, North Bend, Snoqualmie, and King County, was formed in 1999 to address local and regional habitat, water quality, and flood concerns. The Snoqualmie Watershed Forum members provide input and make recommendations and vote on goals, policies, and plans such as the Near Term Action Agenda and Draft Snohomish River Basin Salmon Conservation Plan.

In accordance with RCW 90.58.030, the Snoqualmie River is considered a shoreline of statewide significance and is governed by the provisions of the Shoreline Management Act of 1971. In a Shoreline Master Plan, and in accordance with RCW 90.58.020, preference shall be given to uses in the following order:

1. Recognize and protect the statewide interest over local interest;
2. Preserve the natural character of the shoreline;
3. Result in long term over short term benefit;
4. Protect the resources and the ecology of the shoreline;
5. Increase public access to publicly owned areas of the shorelines;
6. Increase recreational opportunities for the public in the shoreline.

The city of Duvall is required to amend its Shoreline Management Master Plan for regulation of uses of the Snoqualmie River shoreline consistent with the required elements of the Department of Ecology guidelines by December 1, 2011 (RCW 90.58.080). In addition to requirements for Shoreline Master Plans, RCW 36.70A.480, Shorelines of the state, makes the goals and polices of RCW 90.58.020 one of the goals of the Growth Management Act. Goals and policies of Duvall's Shoreline Management Master Plan are included as policies of this Element.

Floodplain

Duvall is located in the Snoqualmie River Valley. The city is bordered by the Snoqualmie River on the west, which forms the western edge of the city. The floodplain is the flat, low-lying area adjacent to the river that is periodically flooded by overbank flows during storm events. Floodplains are typically delineated by the projected inundation of areas by a 100-year storm; these areas are mapped by the Federal Emergency Management Agency (FEMA). Floodplains perform important hydrologic functions and may present a risk to human lives and property. The floodplain for the Snoqualmie River extends to approximately 44 feet above sea level. The majority of the property in the floodplain is parkland owned by the city of Duvall and there are no regular threats to human life and property in Duvall. Duvall, does, however, feel impacts from the overbank flows in its transportation system. There are two roads into Duvall from the west, NE 124th Street and NE Woodinville-Duvall Road. Both roads have bridges spanning the Snoqualmie River. Northeast 124th Street closes frequently during winter months due to flooding. Northeast Woodinville-Duvall Road closes infrequently; the last flood related closure was in 1994.

The City's Hazard Identification and Vulnerability Analysis prepared in 2003 contains additional information related to natural hazards that might affect Duvall.

Steep Slopes

There is a steep elevation gain from the western city limits to the top of plateau at 275th Avenue NE. The land elevation then gently increases to the eastern city limits. There are a number of steep slopes in the city; generally east of 4th Avenue and in the northern portion of the city adjacent to Cherry Valley Road. Steep slopes have the potential to be erosion or landslide hazard areas. In accordance with WAC 365-190-080(4), geologically hazardous areas include areas susceptible to erosion, sliding, earthquake, or other geologic events. The steep slopes in Duvall have not been mapped.

Creeks

Streams, or creeks, are typically defined as areas where surface waters produce a defined channel or bed. Streams need not contain water year-round, but they must have a defined channel or be in an area that demonstrates clear evidence of passage of water.

There are three creeks in Duvall: Coe-Clemons, Thayer, and Cherry. In 2001/2002, the City contracted with Herrera Environmental Consultants to prepare a Stream Habitat Assessment Report that detailed the existing conditions, including habitat and fish presence or absence, of the three creeks. All three creeks are tributaries of the Snoqualmie River, and two creeks, Coe-Clemons and Thayer creeks, have documented salmonid species present. A Fish Habitat Restoration Plan for the three creeks was also prepared by Herrera Environmental Consultants in 2002. Three projects listed in the Fish Habitat Restoration Plans have been completed on Coe-Clemons and Thayer creeks. The King Conservation District funded both plans and projects with funds collected through the King Conservation District parcel assessment.

Wetlands

The Corps of Engineers, the Environmental Protection Agency and the GMA formally define wetlands as "those areas that are inundated or saturated by surface water or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. Wetlands do not include those artificial wetlands intentionally created from non-wetland sites, including, but not limited to, irrigation and drainage ditches, grass-lined swales, canals, detention facilities, wastewater treatment facilities, farm ponds and landscape amenities or those wetlands created after July 1, 1990, that were unintentionally created as a result of the construction of a road, street, or highway. Wetlands may include those artificial wetlands intentionally created from non-wetland areas created to mitigate conversion of wetlands."

There are wetlands located throughout Duvall, often adjacent to a creek or the Snoqualmie River, but wetlands also occur in areas isolated from a creek or river system. Wetlands in Duvall range from isolated depressions in an open field to complex systems associated with a salmon-bearing stream. The majority of the complex wetland systems occur in the lower area of Duvall between the Snoqualmie River and Main Street.

Wetlands perform a number of valuable functions. Generally recognized wetland functions include water quality improvement, aquifer recharge, flood storage and retention, stream base flow support, groundwater discharge/recharge, and wildlife habitat. Wetlands are classified for the purpose of establishing regulations for their protection and for the mitigation of wetland impacts. Wetlands identified on Figure LU-2 are for illustrative purposes only; verification of the presence or absence of wetlands is required at time of development.

Aquifer Recharge Areas

Critical aquifer recharge areas (CARA) are defined in WAC 365-190-030(2) as those areas that significantly contribute to the recharge of aquifers used for potable waters. These areas have prevailing geologic conditions associated with infiltration rates that create a high potential for contamination of groundwater resources, or conditions that contribute significantly to the replenishment of groundwater. There are generally three types of aquifers in the Snoqualmie Valley; perched groundwater areas located within the overburden, a regional groundwater aquifer in shallow alluvium along major river channels, and a deeper regional aquifer within the bedrock. Perched groundwater areas that are shallow and localized are generally present in valley cities. These areas are recharged by direct precipitation. The alluvial system is in the upper Snoqualmie Valley (Snoqualmie to 5 miles east of North Bend) and is the most production and reliable water source in the area. The deep bedrock regional aquifer has the greatest areal extent of the aquifers in the region. Yields are variable and recharge is from precipitation and from overlying alluvium and glacial deposits. Recharge of the aquifer is lowest in Duvall, at 10-20 inches a year close to the Snoqualmie River and 21-30 inches a year further away from the River. The contamination susceptibility is low.

Fish and Wildlife Habitat Areas

Fish and Wildlife Habitat Areas are defined in WAC 365-190-080(5) as areas with which endangered, threatened and sensitive species have a primary association; habitats and species of local importance; naturally occurring ponds under 20 acres, and state natural areas preserves and natural resource conservation areas. In Duvall, the Snoqualmie River and possibly portions of Thayer and Coe-Clemons creeks are considered fish and wildlife habitat areas.

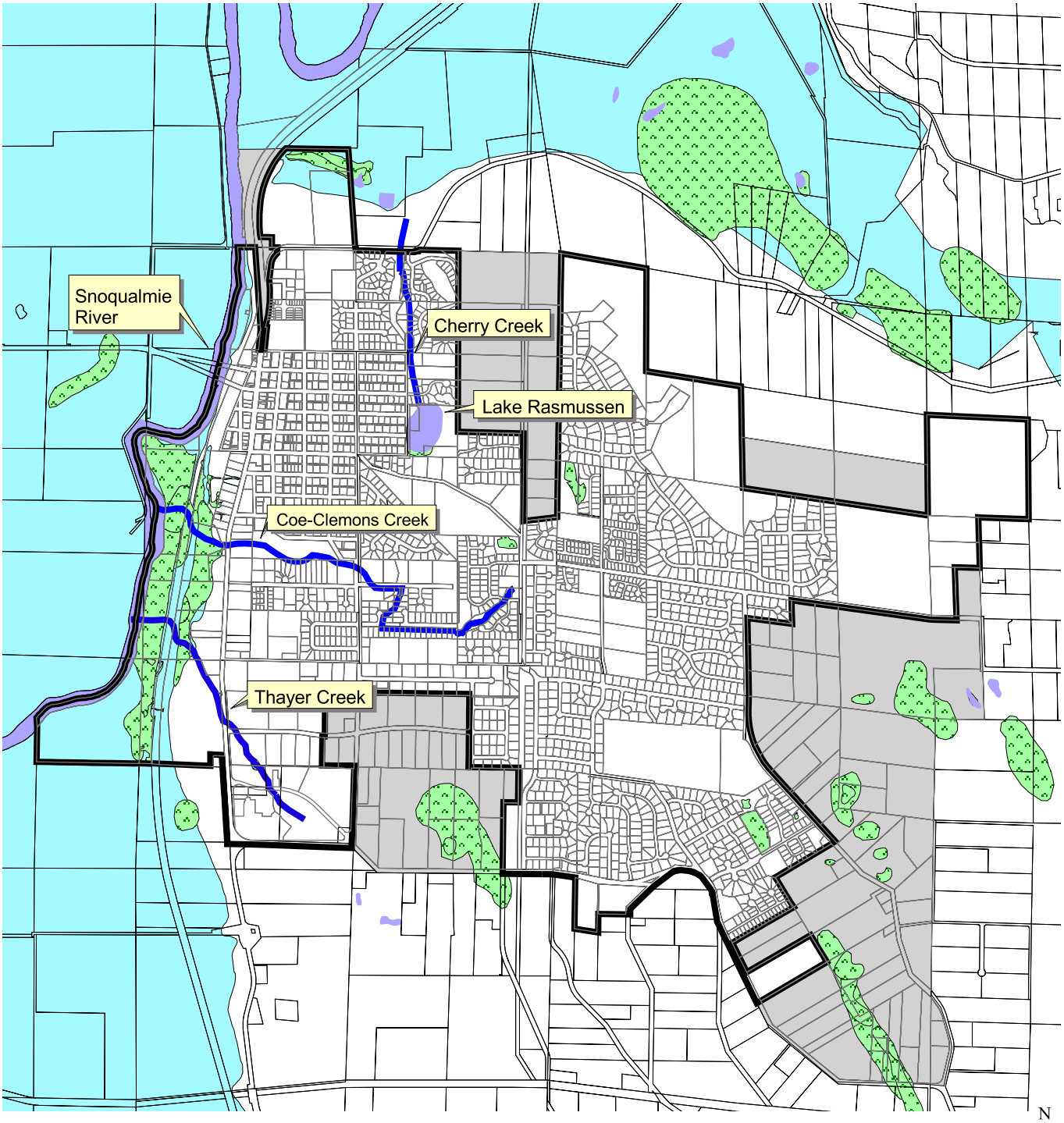
Buffers

Buffers are designated areas contiguous to streams, wetlands, fish and wildlife habitat areas, steep slopes or other critical areas intended to protect the critical area. Buffers provide beneficial functions that enhance and protect the many functions and values of wetlands, wildlife habitats, and streams.

Stormwater

The city of Duvall's drainage area is divided into nine different drainage basins. Two basins drain northerly and easterly into tributaries of Cherry Creek, three basins flow westerly into the lowlands adjacent to the Snoqualmie River and then into the river. The remaining basins drain into natural drainage courses or culverts maintained by King County. The City maintains 28 stormwater detention ponds and 31 tanks. Drainage regulations mandate water quality and detention for most new development, and the majority of the existing detention ponds were constructed as part of residential developments.

Inadequate stormwater management can have a significant effect on receiving water quality. Duvall's water quality program has as a goal to identify and quantify water quality problems and then to institute a program to correct and prevent them. Duvall currently uses operation and maintenance measures such as street sweeping, catch basin and pipeline cleaning, detention pond and tank cleaning, and an emergency response program. Duvall has also established regulations such as design standards and construction standards to avert potential impacts from new development.



0 2000 4000 Feet

Scale: 1" = 2000 feet

N
W E
S

Legend

- Parcels
- City Boundary Line

Streams
- Coe-Clemons Creek
- Cherry Creek
- Thayer Creek
- Water Bodies
- Wetlands (for illustrative purposes only)
- Urban Growth Area

100 Year Floodplain

Figure LU - 2
Water Bodies

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Duvall's Urban Growth Area

The GMA requires King County, in consultation with cities, to define an Urban Growth Area (UGA) in which urban services, residential densities and a mix of land uses shall provide for residential and economic growth of the adjacent city for the next 20 years. Based on this requirement, the city of Duvall has a designated UGA where this growth, upon annexation, will be allocated. As of 2006, all designated UGA properties are located within King County jurisdiction and are zoned UR (urban reserve; 1 unit per 5 acres). Most properties in the UGA are vacant or developed with one single-family house. (See Table LU – 2 below.) Figure LU-3 depicts Duvall's UGA and shows the areas discussed below.

Table LU – 2
Urban Growth Areas

Area	Housing Units1	Est. Population2
North UGA	9	26
South MF and Commercial UGA	17	49
UGAR (E. of Batten/284th)	40	115
Total	**66 Houses**	**190 People**

Source: 2000 U.S. Census

1 The number of housing units was obtained by doing a query of parcels in the area, with an appraised improvement value greater than $5,000. This was verified by looking for buildings on an aerial photo of the selected parcels, which indicated no discrepancies on the number of households.

2 The estimated population is based on the 2000 Census, which indicates that there are an average of 2.88 persons per household within the city of Duvall.

Designated Urban Growth Area

The North UGA, located along 275th Avenue NE north of Bruett Road, is approximately 81 acres that will be designated Residential – 4-4.5 units per acre. The Northeast UGA, located north of 286th Ave NE (Legacy Ridge neighborhood) and Cedarcrest High School, is approximately 40 acres that will also be designated Residential – 4-4.5 units per acre. The South UGA, located just north of Big Rock Road, is approximately 65 acres that will be designated commercial and R-12 residential. The South Multifamily UGA, centered along NE 143rd Place, is approximately 23 acres that will be designated R-12 residential and at the intersection of NE 143rd Place and 3rd Avenue, 16 acres that will be designated commercial.

Urban Growth Area – Reserve

The City has designated approximately 312 acres in the East and Southeast portions of the UGA as Urban Growth Area – Reserve. The East portion of the UGA is located directly east of Batten Road and south of NE 150th Street. The Southeast portion of the UGA is located between Batten Road and Big Rock Road, just southeast of the existing city limits.

The UGAR was designated "Reserve" for a number of reasons: first, the City does not have the financial resources to perform needed environmental studies of the area to determine likely development opportunities; second, the City's projected population targets can be accommodated by development of vacant and redevelopable properties within the city limits and the properties in the designated UGA; and third, the likely development opportunities for the area are residential and under current financial scenarios, residential development does not provide revenue that supports necessary general government services; and fourth, an expansion of public utilities will be required to serve the area; including but not limited to roads, the wastewater treatment plant, and water storage capacity.

The UGAR will retain the existing King County designation of UR (urban reserve; 1 unit per 5 acres) until such time that specific plans have been prepared for the areas and when financial measures are in place to ensure development pays for itself in terms of general government services. The expanded treatment plant was constructed to meet the population estimates set out in the 2004 Comprehensive Plan; however, the plant can be expanded in place through the addition of a "train" to serve the ~12,000 proposed in the 2006 Comprehensive Plan update.

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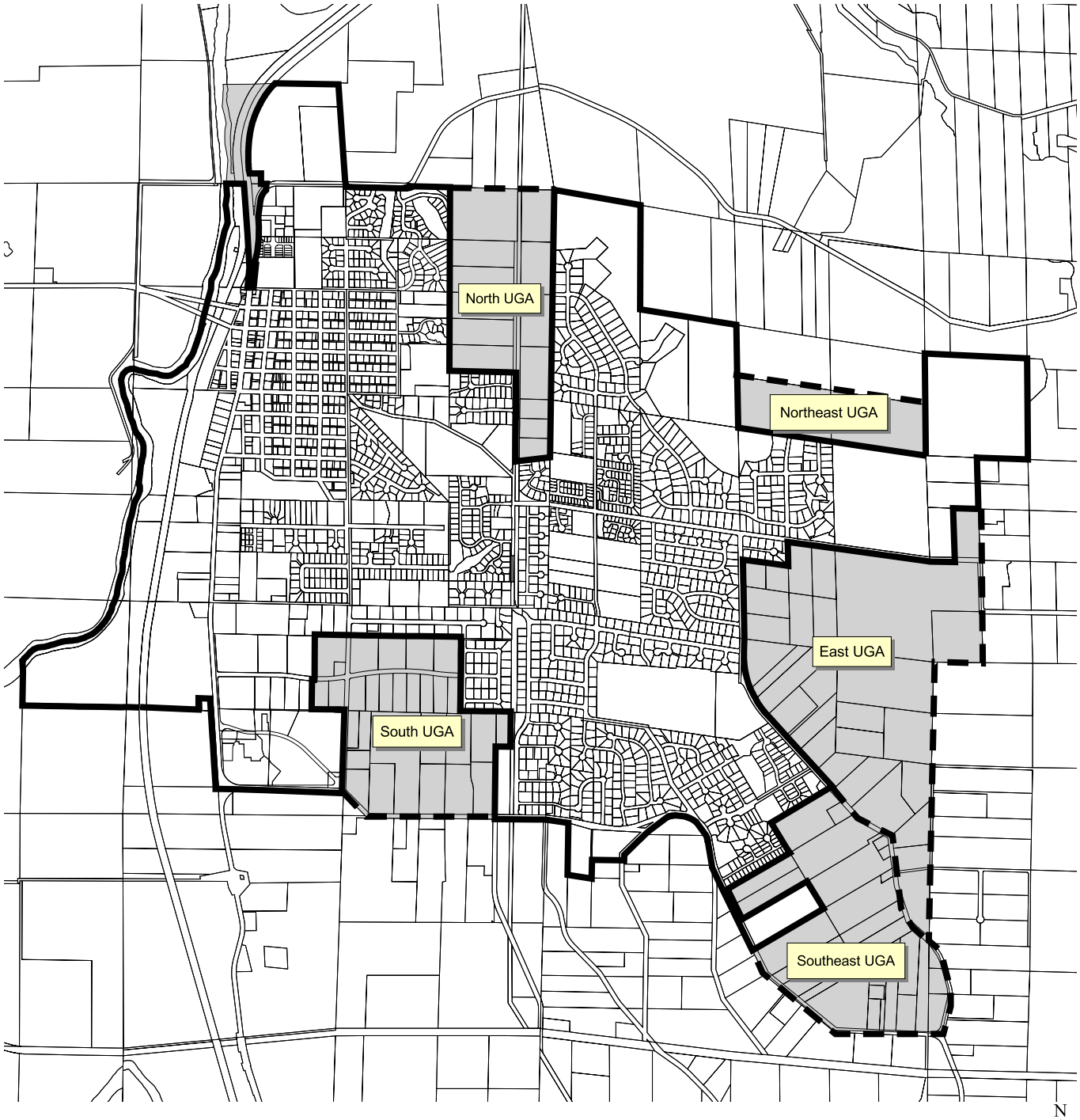

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Scale: 1" = 2000 feet

N
W E
S

Legend

- Parcels
- City Boundary Line
- Urban Growth Area

Figure LU - 3
Urban Growth Areas

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Duvall's Future Conditions

City-Wide Visioning Plan

In July of 2002, the city of Duvall began working with Duvall citizens, business owners, and property owners to identify their desires for Duvall and to provide a framework for guiding the development of Duvall through 2022. Specific steps that the City undertook as part of that process are outlined in the Introduction to this Comprehensive Plan. The visioning process resulted in the approval of the Duvall City-Wide Visioning Plan in March of 2003.

The vision that the participants developed is based on three fundamental objectives. First, the participants clearly wanted Duvall to retain its identity as an individual community, including retaining its small town character and surrounding rural context. Second, participants stressed the importance that Duvall be a complete community, that it feature a full spectrum of commercial services, production activities and residential neighborhoods. Third, participants emphasized the importance of livability and sustainability to achieve a high quality of life and environmental health.

To allow for needed commercial growth, undeveloped areas in the southwest section of the town were designated for retail, service and light industrial activities that require larger development parcels and increased vehicular access. The area south of the Old Town core will provide for a mix of smaller businesses and residences and will form a transition between Old Town and the larger developments to the south.

The City-Wide Visioning Plan also focuses on creating healthy neighborhoods, not just housing. As many participants recognized, there is a need for a variety of housing types for different age groups and family sizes. For example, Old Town provides a great opportunity for residences that appeal to seniors and others wishing to be close to services and public transportation, while the larger, undeveloped tracts in the southeast portions of the urban growth area offer the chance to create high quality neighborhoods, integrated into their natural setting with local services and open space. The South UGA offers opportunities for new mixed-use neighborhoods with a variety of housing types and a mix of goods and services.

Since protecting the town's small town character is important, the City-Wide Visioning Plan recommended reviewing current design standards or guidelines to ensure that new development fits with the town's architectural character and rural setting. Landscape standards that emphasize protecting and enhancing the natural landscape may be appropriate in some areas. In addition to design standards, public facilities were seen as a means to enhancing the sense of community and maintaining a high quality of life. Providing attractive and sufficient public facilities was seen as important, as well as providing a centralized gathering space in Old Town.

In terms of circulation, the community's top priority is to take steps to make Main Street more business- and pedestrian-friendly and to minimize impacts from through traffic. Another high circulation priority includes new and enhanced roadways between Old Town and NE Big Rock Road to accommodate proposed land uses in the southwestern portion of the city. Additional roadways connecting the upper residential neighborhoods to Old Town are recommended to better connect the community. Access and parking improvements in the Old Town are important to increase the core's viability. Pedestrian and bicycle trails are a high-priority and another important means to connect the neighborhoods and increase the town's livability.

Improved community services are an important part of the town's vision, and the plan recommends some criteria for their location without identifying any specific sites. Participants recognized McCormick Park as an invaluable community resource and regional attraction. Neighborhood parks are a high-priority, particularly in upland residential neighborhoods. In addition, there is the potential to upgrade Taylor Park, Lake Rasmussen and the Big Rock Ball Fields to better serve community needs.

Taken as a whole, the Plan's underlying concept as described above does not set a radical new course for the town's development. Rather, it continues in many of the traditional directions that give Duvall its current character and individualistic identity. The concept calls for building on the community's existing strengths and carefully adding those features that will enhance Duvall's vitality and livability. Although this

approach is efficient in terms of public resources, achieving the community's vision will still take concerted effort and sustained care for the town's future.

The vision plan participants drafted a series of community goals in late 2002. Those goals are:

- Preservation of Duvall's unique small town character;
- Strong local economy and sound fiscal policy;
- Enhanced sense of community, and;
- Maintain a high quality of living.

In addition to the general community goals set out above, a set of specific recommendations for various parts of the city and/or topic areas were identified. Those recommendations are incorporated into goals and policies in this Comprehensive Plan.

The City-Wide Visioning Plan also set out recommendations for development of single-family property. The plan generally called out for infill development at the same densities as currently exists, with opportunities provided for neighborhood parks, for upgraded pedestrian facilities, and for the installation of low impact street design when new streets are built. The plan also called for policies to ensure compatibility between land uses. Additionally, in the South Multi-family UGA, the plan called out for attractive pedestrian access throughout the area, the provision of common open space for residents, the provision of buffers next to single-family zones, and the use of sustainable design principles. In the multi-family area north of Bird Street, the Downtown Plan goes on to state that new or redevelopment should contribute to the character of Duvall and enhance Old Town's economic vitality.

Downtown Sub-Area Plan

The Downtown Sub-Area Plan (Downtown Plan) was conceived as a critical follow up to the City-Wide Visioning Plan. Preservation and enhancement of Downtown was identified as the highest priority goal of the Visioning Plan. The Downtown Plan provided a more detailed vision for the Downtown area, including historic Main Street and Old Town, McCormick Park and the riverfront area, the commercial area south of Old Town (Midtown), mixed-use and residential areas east (Uptown) and north of Old Town (Multi-Family Neighborhood). The Plan also included a detailed road map on how to achieve the vision. This includes short and long-range actions in addition to goals and policies to guide the City over the next twenty-plus years. The strategic concept underlying the Downtown Plan is to strengthen the areas surrounding the Main Street core and integrate them into a more cohesive unit.

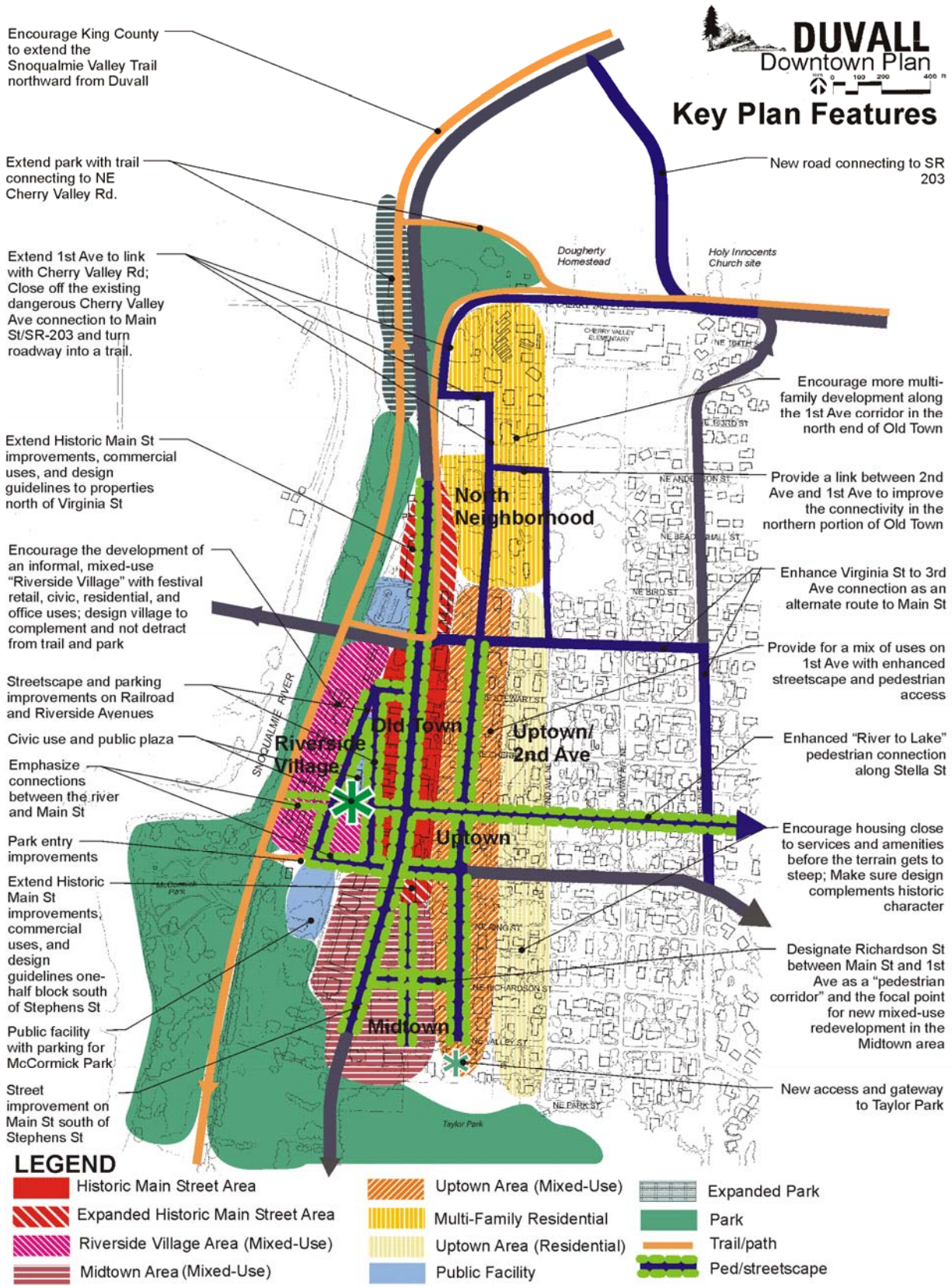
The economic report prepared as part of the 2003 City-Wide Visioning Plan identifies three sectors where the downtown has significant growth opportunities:

- Personal and retail services serving a growing population;
- Intra-regional tourist activities, and;
- Business services sustaining a local economy.

The Downtown Plan promotes these sectors by targeting specific opportunities in each district for the various sectors. For example, the Riverside Village provides an excellent opportunity for tourist based retail as it lies between Main Street and the Snoqualmie River, the town's two biggest visitor attractions. Uptown, on the other hand, will be an ideal setting for the professional offices and business services when street access is improved and the design guidelines are adjusted. And, the residential growth, which is encouraged in all districts, will support increased local and convenience retail.

Figure LU - 4 depicts the Downtown Sub-Area Plan's Key Plan Features Map and Figure LU - 5, the Downtown Plan Land Use Designations Map. The Downtown Sub-Area Plan land use designations will be used to create land use and zoning designations for the downtown area.

Figure LU – 4: Key Plan Features: Duvall Downtown Sub-Area Plan



Source: City of Duvall Downtown Sub-Area Plan

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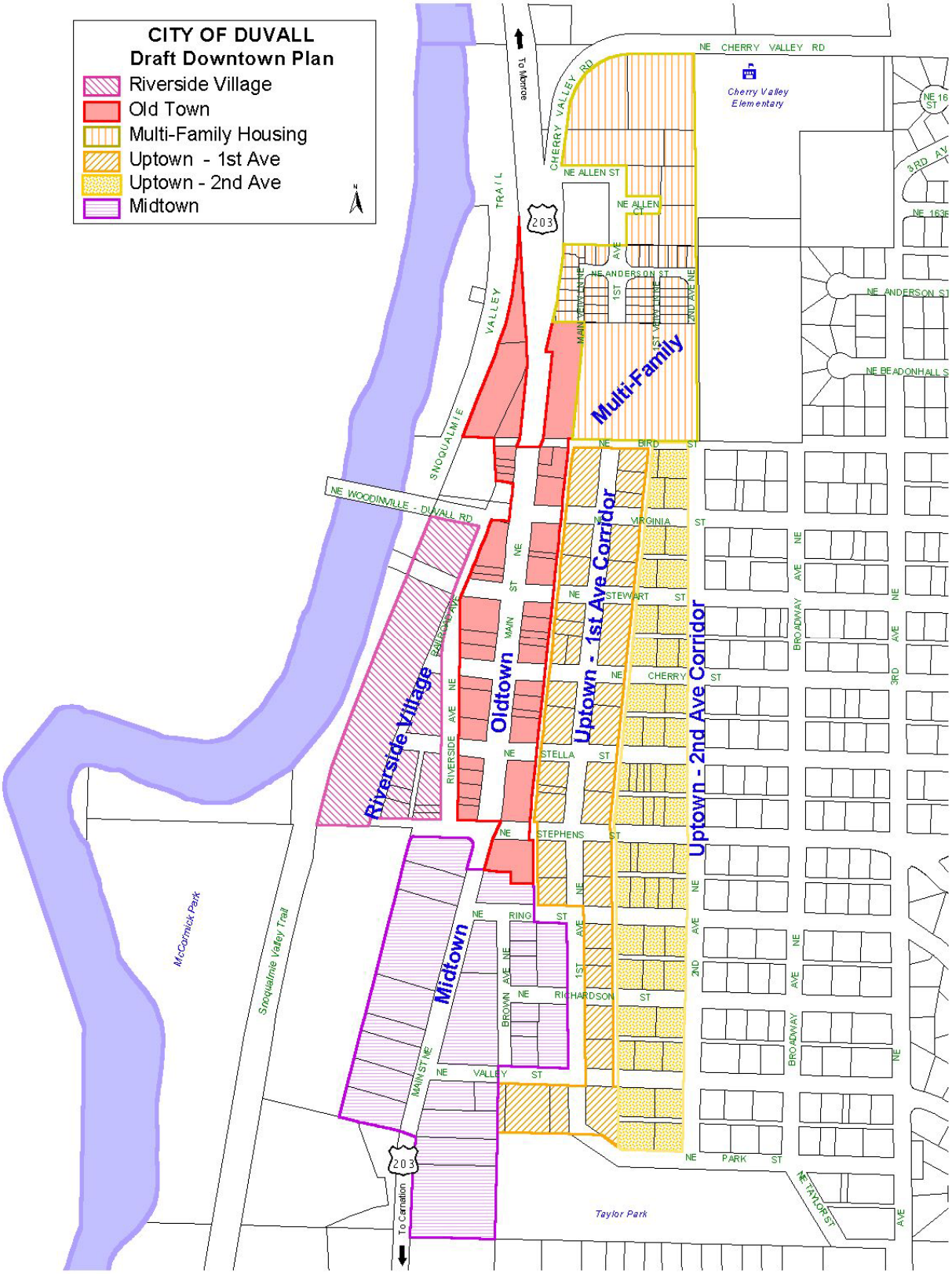
Figure LU – 5: Downtown Duvall Land Use Designation Recommendations



Source: City of Duvall Downtown Sub-Area Plan

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The Downtown Plan then goes on to set out goals and policies for each downtown area. Those goals and policies are incorporated into this document. The Downtown Plan also sets out goals and policies for Main Street, traffic circulation, parking, transit, pedestrian and bicycle access and parks. Those goals and policies can be found throughout the Comprehensive Plan.

The Downtown Plan set out an economic strategy that is incorporated mainly in the Land Use and Economic Development elements.

Other Residential Issues

Minimum Density
Over the last ten years and in a series of cases, the Central Puget Sound Growth Management Hearings Board has set out a "bright line" density of 4 units per net acre as being a minimum urban density within cities. Prior to the 2004 Comprehensive Plan update, the city of Duvall was looking at density in terms of an average for the entire city and meeting the average with approximately 4.7 units per net acre being developed. Additional research and clarification from the state Office of Community, Trade, and Economic Development resulted in the discussions about the city being more clearly consistent with Central Puget Sound Growth Management Hearings Board decisions. The Duvall Planning Commission and City Council considered the minimum density issue in 2004 at length and decided to increase minimum densities in all residential areas to 4 units per net acre. The idea of imposing a minimum density is not foreign to Duvall; Duvall's zoning code has had minimum densities since the mid 1990's, this change increases the minimum density from 3 to 4 units per acre.

Design Standards
At a number of public meetings, the issue of design standards for single- and multi-family units has arisen as a goal of the city. For single-family units, design standards that provide details to ensure homes fit into the historic character of the city are desired. For example, recessed garages, porches, fenced yards, trimmed windows, and similar features are desired. For multi-family units, limiting mass and scale through design standards and ensuring features such as decks, windows and roof treatments fit into the overall neighborhood context are desired. Related to the idea of design standards is the issue of landscaping. The major areas of discussion for single-family landscaping relates to street trees and to landscaping adjacent to public roads. Street trees are necessary to provide some standardized visual appeal to a subdivision. Landscaping adjacent to public streets is necessary to provide an attractive buffer to a road and the traveling public. In multi-family developments, street trees are necessary for similar reasons. Parking lot and perimeter landscaping in multi-family developments should be similar to that provided in commercial developments. Another aspect of subdivision or multi-family design relates to the rural character of Duvall. The protection of significant trees on all sites results in development in the city occurring in way that retains the rural feeling of Duvall. It is the community's intent to ensure that a substantial number of significant trees are retained on development sites. It is also the intent of the community to create open and/or park space within residential developments and to ensure pedestrian paths and connections are adequate.

Residential Growth Targets & Development Capacity

Residential growth targets are set by King County in coordination with the cities in the county. In 2002, King County worked with local cities to determine additional growth targets for the ten years from 2012-2022. No additional growth targets were allocated to the rural cities; Duvall's growth target for 2022 is the same target as existed in the 1994 Comprehensive Plan for 2012. The residential growth targets result in a population floor. That is, the current population plus the allocated households x 2.88 persons per household results in the minimum number of people that must be accommodated in the land use element.

The King County Comprehensive Plan sets out the adopted growth target in households for the city of Duvall. Duvall's growth target for the year 2022 is an additional 1,037 households from the 2000 census count of households. Each household in Duvall, currently and in the future, is projected to house 2.88 people. Based on this information, the target population of Duvall (including the UGA) for 2022 is 7,583 people. This is based on a total of 1,596 existing housing units (2000 Census data) plus 1,037 additional households for a total of 2,633 households x 2.88 persons per household for a target population of 7,583.

Residential capacity relates to residential growth targets in a number of ways. First, the City is required to plan for at least the residential growth target when determining residential capacity. Second, capacity relates to the actual physical landscape, a target is a minimum number allocated to Duvall by King County. Third, capacity is in part driven by requirements for urban levels of development. For example, one constraint is that a minimum net density of 4 units per acre is required in urban areas. Fourth, capacity is a result of the citizens' vision for what level of development they want in their city. A Residential Capacity Analysis Report is included as Appendix B.

Duvall's residential capacity is estimated at 12,200 for 2022. That capacity is based on a number of assumptions. The details of those assumptions are set out in Appendix B. Generally, assumptions include the following: 20% of sites are not developable due to sensitive areas; 50% of redevelopable properties will develop; all vacant properties will develop; some residential capacity is assigned to mixed-use districts in the southern portion of the city; no residential capacity is assigned to commercial districts with the exception of commercial districts where properties are currently under development review or are in the planning stages and known to include residential units at the time of the 2006 Comprehensive Plan amendment cycle; and there are 2.91 people per single-family unit and 2.58 people per multi-family unit. (A policy of the City will be to periodically review actual development as compared to the assumptions and adjust assumptions and capacity accordingly. The adjustments made as part of the 2006 Comprehensive Plan Update are consistent with this policy.)

Table LU – 3
Residential Growth Target and Capacity

	2022 Pop Growth Target	2022 Pop Capacity
Duvall	7,583	12,200

Source: City of Duvall Residential Capacity Analysis; City of Duvall Residential Population Estimate, 2006.
Note: See Appendix B for further information on the 2006 Residential Population Estimate.

As a result of increasing population and higher-than-average housing prices, Duvall seeks to incorporate a greater diversity of housing types and densities into new residential development. Additionally, residential units will be allowed on upper floors of all commercial and industrial buildings. The community visioning process also articulated a desire for more specific design goals and guidelines to preserve the small-town community character of Duvall. A more in-depth discussion regarding housing-related issues and statistics can be found in the Housing Element.

Employment Capacity

The majority of Duvall's residents travel to employment and shopping centers outside of Duvall, and only a small portion of the population is employed within the city limits. There is approximately one job for every five residents – significantly lower than the regional average of one job for every two people.

The majority of employees in Duvall work in retail, education and finance, insurance, real estate, and services (FIRES), of which the largest percentage is employed by retail services. These jobs, as well as jobs in education and government, typically are lower paying jobs. King County Countywide Planning Policies estimate the 2001 - 2022 employment target for Duvall at 1,125 jobs and the household target at 1,037 units. This equates to 1.08 jobs per household. While this number is average among other rural cities, it is far lower than nearby cities such as Redmond and Bellevue. This is due not to Duvall's small population size, but to the diversity and number of employment opportunities that can be found in neighboring communities. Duvall's residential growth rate currently surpasses economic growth, and will continue to do so until the employment base within the city is expanded. Additionally, as housing costs within Duvall continue to outpace higher paying jobs, this will create a greater need for an adequate supply of affordable housing.

Table LU – 4
Jobs to Household Targets and Jobs/Housing Ratio

	JOB TARGET	HOUSEHOLD TARGET	JOBS/HOUSING RATIO
Duvall	1,125	1,037	1.08
Rural KC Cities	5,250	5,563	.94

Source: GMPC Amendments to the Countywide Planning Policies – July 2002

Mixed-use, Commercial and Industrial Development

The number one guiding principle for economic development set out in the City-Wide Visioning Plan is that the City should continue to focus on making Duvall a great place to live, to work, and to visit. Providing amenities for citizens and the local business community is the best way to attract other businesses. The City-Wide Visioning Plan also states that "Fostering entrepreneurial activity is the best long-run strategy for business development. Marketing and advertising campaigns may be successful in luring growing businesses from one community to another, but those efforts typically attract mobile businesses that will not remain long in Duvall. The better bet is to grow businesses with roots in the city."

The citizens recognized that in order to have a strong local economy, the City needs to provide opportunities for light industrial uses and incubator businesses, as well as retail opportunities of varying scale. It should be noted, however, that the Economic Development Strategic Action Plan prepared by Berk and Associates, and approved by the City In December 2005, indicates that the City's comparative advantages do not favor relocating an existing or growing office or industrial business to the City. Using newer employment forecasts for the region, this plan made several conclusions with regard to the market factors shaping the City of Duvall's economy. Due to several disadvantages having to do with location and accessibility, the Action Plan concluded that the City faces competition from neighboring cities which are better positioned to attract major office, industrial, and distribution employers. On the other hand, the Plan concluded that Duvall has many strengths, including its relative housing affordability, skilled labor force, and pleasant small town character. The Action Plan made the following recommendations:

1. Encourage larger-scale commercial and mixed use development in the southern portion of town.
2. Continuing to focus efforts on making the City an excellent place to live and accommodating household growth are among the better strategies for encouraging office, retail, and industrial growth in the long run.
3. Converting a significant portion of the vacant land currently zoned commercial and industrial to allow residential uses would not deter commercial and industrial development opportunities.

The City-Wide Visioning Plan calls for mixed-use developments in the Old Town area as well as south of Old Town. This would include having retail uses front on Main Street with pedestrian-friendly façades, screening parking, incorporating outdoor public plaza spaces into commercial portions of developments, utilizing human-scale design elements in the design of new buildings and providing safe and attractive pedestrian access between on-site uses and to connecting properties, including to the Snoqualmie Valley Trail. South of Old Town, mixed-use developments could incorporate a variety of housing types, including free-standing residential uses, in areas not adjacent to an arterial.

Main Street south of Old Town could also be developed with an informal commercial village that could include a collection of small-scale structures with traditional design elements organized around an integrated system of pedestrian pathways and outdoor public spaces.

The southwest corner of Duvall, near the Safeway Plaza shopping center, can be developed with large-scale retail developments if they are designed to reduce perceived bulk and scale and provide good pedestrian access.

Opportunities for flex-space and light industrial uses must also be provided, however, as discussed in the 2005 Economic Development Strategic Action Plan and the Technical Memorandum prepared by AHBL for the 2006 Comprehensive Plan updates, large scale industrial opportunities for Duvall are limited. Incubator flex-space will allow for home grown development that the City-Wide Visioning Plan says is the basis for long term economic success. By ensuring that mixed use zoning districts allow for as flexible space as possible, space that could be used for small scale manufacturing, indoor storage, or office uses, opportunities will still be available for indoor industrial uses. As businesses grow, there are opportunities in those mixed use districts for the businesses to grow in place. The primary location for flex-space uses is along a portion of the commercial designated area of NE Big Rock Road, and on NE 143rd Place and NE 145 Street.

When developed, the South UGA should include an internal street system that provides access to residential properties internally and that connects to NE 143rd Place.

All developments should use sustainable design principles; incorporate sensitive natural features as amenities; ensure there are pedestrian paths across the development and that they connect to the

sidewalk, adjacent uses and other pedestrian and bicycle paths; minimize light pollution; and utilize stormwater runoff in a positive way by incorporating features into the landscaping and site plans.

Environment

The rural environment and the preservation of environmental health were two of the guiding objectives of the Duvall City-Wide Visioning Plan. There are a number of initiatives that the City can take to ensure that the rural environment in Duvall remains healthy.

State law now requires that Duvall consider best available science in its critical areas ordinance development or amendment. In 2004, the city of Duvall, together with the cities of Carnation, North Bend, and Snoqualmie, developed a Best Available Science Issue Paper and a Model Critical Areas Ordinance based on that Issue Paper. In September 2006, the City Council adopted a Sensitive Areas Ordinance that was consistent with Best Available Science.

State law also requires that Duvall have a Shoreline Management Plan consistent with state law in place by December 1, 2011. As resources become available, Duvall should consider the amendment of its 1974 Shoreline Management Master Program. The goals and policies of Duvall's Shoreline Management Master Program are incorporated into the goals and policies of this Land Use Element. Regulations implementing the 1974 Shoreline Management Master Program have been incorporated into the development regulations. The Shoreline Management Master Program was prepared in 1974 and many of its provisions are less restrictive than current city and/or state environmental laws. In the event of a conflict between the provisions of the Shoreline Management Master Program and other comprehensive plan or zoning code regulations, the more restrictive policies or regulations apply.

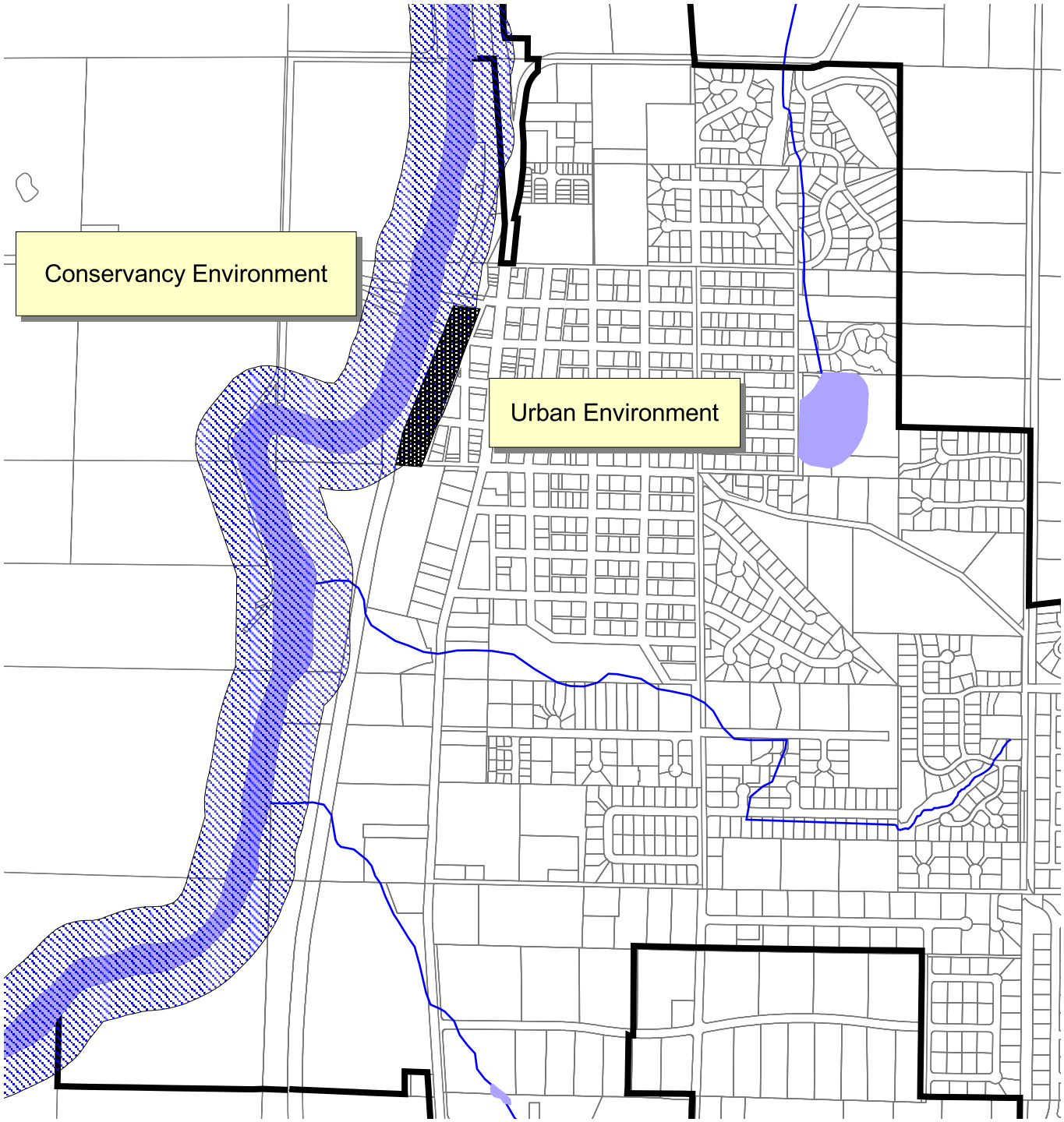
In order to protect, restore, and enhance habitat for salmonid species, the City should work to implement the provisions of the adopted Snohomish River Basin Salmon Conservation Plan. The City should also strive to implement Near Term Action Agenda policies. In order to protect salmon and enhance and restore habitat, the City should support the continued existence and dispersal of the King Conservation District parcel assessment. Duvall should continue to apply for grant funds from county, state, and federal programs to implement projects outlined in the Fish Habitat Restoration Plan prepared by Herrera Environmental Consultants in 2002 and other identified environmental projects. Partnering with private parties, county or state agencies on projects of mutual benefit is also encouraged.

In addition to updating critical areas ordinances, and, in future years, the Shoreline Management Master Program, preserving the rural environment and environmental health means preserving open space and significant trees that provide habitat for a variety of species. Development regulations that require or encourage the preservation of open space should be considered. City policies could also be amended to encourage the City to purchase open space and sensitive areas for the benefit of the public. Development regulations should increase the number of trees preserved and provide opportunities to protect significant trees. Generally, the natural environment should be taken into account when developments are designed and natural topographic or water features, as well as forested areas, should be preserved to the extent possible. The City should consider creating an incentive program to allow greater density and/or other benefits when open space or specific environmental features greater than required by the critical areas ordinance are permanently preserved on a project site. Generally, preservation of trees, open spaces and other features on private property should be the responsibility of the property owner(s).

Stormwater

The extent of capital improvements for the Duvall drainage system is limited to correcting several different existing drainage problems and the installation of several large storm drainage collection systems to provide for the portions of the city which will likely be developed in the future.

As required by the GMA, the City has prepared a capital improvement program that identifies projects needed to expand, maintain and upgrade the stormwater system. More information about the City's stormwater system is located in the Capital Facilities Element.



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Scale: 1" = 1000 feet

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Legend

- 200' Shoreline Buffer
- Water Bodies
- City Boundary Line
- Parcels

Figure LU - 6
1974 Shoreline Mangement Master Program Map

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Future Land Uses

The Future Land Use Map generally reflects the recommendations made in the City-Wide Visioning Plan and the Downtown Plan. Following are the categories and general descriptions of each of the land use category designations:

Mixed-Use (MU)

Allows for a variety of pedestrian-oriented commercial uses of limited scale with residential uses allowed outright on upper floors and conditionally on ground floors in some zones. Residential density shall be limited by site plan and building design requirements. Old Town design review criteria will apply to this designation. The MU land use designation encompasses the Old Town – Mixed-Use, Riverside Village – Mixed-Use, and Uptown – 1st Avenue, designations set out in the Downtown Plan.

Residential – 4 - 4.5 units per acres (R4-4.5)

Allows for single-family detached residential development of 4 to 4.5 units per net acre. Properties designated 4 units per acre were previously low-density residential and/or zoned at 3 units per acre. Properties designated at 4.5 units per acre were previously zoned at 4.5 units per acre. Single-family design review criteria will apply to this designation.

Residential – 6 units per acre (R-6)

Allows for attached or detached single-family residential development at 6 units per net acre. Attached units are limited to two-unit structures. Single-family design review criteria will apply to this designation.

Residential – 8 units per acre (R-8)

Allows for attached or detached single-family residential development or cottage-style developments at 8 units per net acre. Attached units are limited to two-unit structures. Single-family design review criteria will apply to this designation. The R-8 land use designation encompasses the Uptown – 2nd Avenue corridor set out in the Downtown Plan.

Residential – 12 units per acre (R-12)

Allows for attached or detached single-family residential development, cottage-style developments, or multi-family development at 12 units per net acre. Multi-family design review criteria will apply to this designation.

Commercial (Co)

Allows for a wide range of retail, wholesale, mixed-use, and office uses. Outside of Old Town, this land use designation includes commercial, mixed-use and mixed-use/institutional zoning with a residential density of a maximum of 12 units per acre. Residential density in the mixed-use and mixed-use/institutional districts shall be a maximum of 12 units per acre and policies applying to the R-12 land use designation shall also apply. On Main Street and arterials, pedestrian-oriented design will be required. Residential development will be permitted on upper floors in all areas, with residential density limited by site plan and building design requirements. Commercial design review criteria will apply to this designation.

Light Industrial (LI)

Allows for light industrial, wholesale, and outdoor retail and wholesale uses. Residential development will be permitted on upper floors, with residential density limited by site plan and building design requirements. Industrial design review criteria will apply to this designation.

Public Facilities (PF)

These are areas designated as parks and open space. This designation also includes public facilities located permanently in a specific location.

Urban Growth Area Reserve (UGAR)

This area is within Duvall's Urban Growth Area but remains undesignated. The area is not required to meet Duvall's target population. Designation of this area in the future will consider the East and Southeast UGA designations set out in the 2002 City-Wide Visioning Plan as depicted on Figure LU – 7 and Figure LU – 8 respectively. Designation of this area will not occur until such time that specific plans have been prepared for the area and when financial measures are in place to ensure development pays for itself in terms of general government services.

Table LU – 5
Designated Land Use by Acreage

CATEGORY	ACRES (rounded)	PERCENT
Single-family [1]	841	54%
Multi-family[2]	64	4%
Mixed-use[3]	37	2%
Commercial	188	12%
Light Industrial	15	1%
Parks/Open Space	347	22%
Public Facilities[4]	68	5%
TOTAL	1560	100%
UGAR	312	--

Source: City of Duvall Planning Department

NOTE: All values are estimates; all values have been rounded; this table does not include rights-of-way

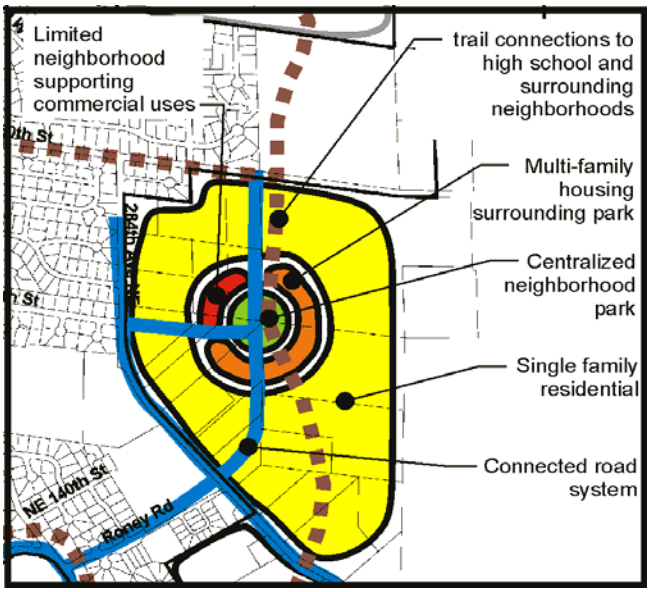
[1] Includes R4 to R8

[2] Includes R12 uses

[3] Includes MU uses

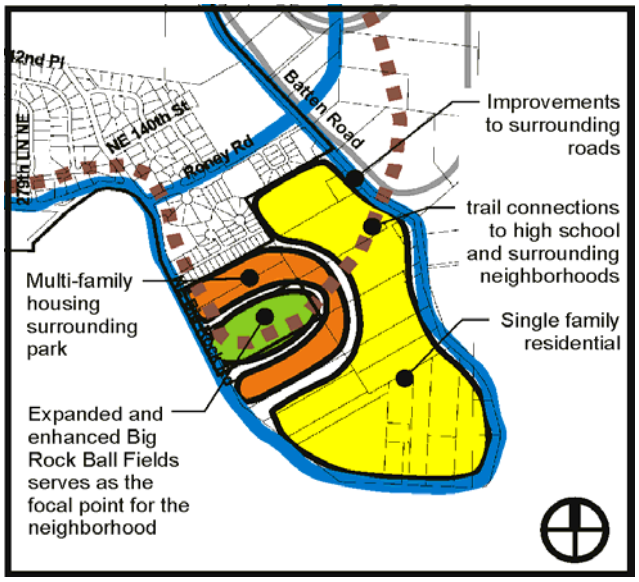
[4] Includes schools, public facilities, police, fire

Figure LU - 7: East UGA Vision Plan Design



Source: City of Duvall City-Wide Visioning Plan

Figure LU – 8: Southeast UGA Vision Plan Design



Source: City of Duvall City-Wide Visioning Plan

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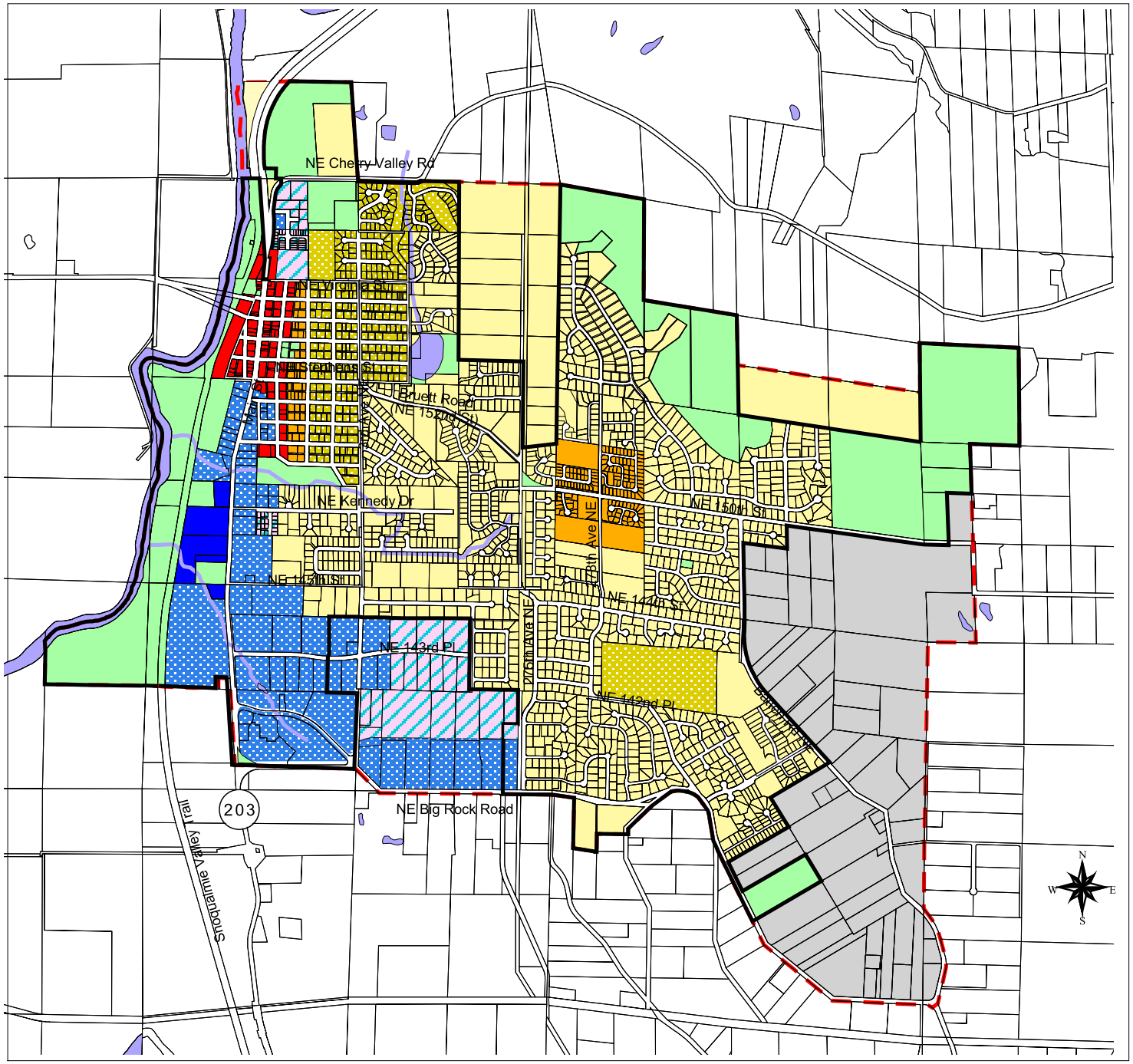
FIGURE LU - 9: CITY OF DUVALL FUTURE LAND USE MAP



LEGEND

City Limits
Urban Growth Boundary
Comprehensive Plan Designations

R4 - 4.5	Residential 4- 4.5 units per acre
R6	Residential 6 units per acre
R8	Residential 8 units per acre
R12	Residential 12 units per acre
MU	Mixed Use - commercial and residential
CO	Commercial - retail and office
LI	Light Industrial - light industrial and office
PF	Public Facilities (parks, schools, city facilities)
UGAR	Urban Growth Area Reserve

0 2000 4000 Feet

Scale 1" = 2000'

Amended by Ordinance 1042, December 26, 2006
Amended by Ordinance 1001, November 23, 2004

CITY OF DUVALL

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Goals and Policies

Goal LU – 1 **Preserve and enhance Duvall's unique small-town character.**
Duvall's unique small-town character results from its rural setting that includes parks, open space and tree coverage within the city, pedestrian-friendly Old Town, mixed-use buildings, limited sign display, and a variety of types of houses.

Policies

LU – 1.1 Preserve views of the Snoqualmie Valley through the establishment of setbacks, height limitations, exterior lighting limitations, and massing controls.

LU – 1.2 Preserve nighttime views of the dark sky by limiting outside lighting in developments.

LU – 1.3 All new buildings adjacent to Main Street throughout the entire Main Street corridor should be constructed so that building façades are built adjacent to the sidewalks in a manner that is pedestrian friendly and accessible.

LU – 1.4 Encourage the implementation of low impact design principles, including narrow streets widths, treed medians, and traffic calming measures, such as traffic circles, where appropriate.

LU – 1.5 Allow for a variety of housing types, including cottages, duplexes, triplexes, attached and detached single-family houses, townhouses, and apartments to maintain the character of varying types of housing options found in Duvall.

LU – 1.6 Allow residential development on upper floors of all buildings in all zones.

LU – 1.7 Consider the development of a density bonus ordinance to allow for increased density in exchange for ensuring that a specified percentage of a site is retained as open space or to encourage senior or affordable housing.

LU – 1.8 Amend the significant tree requirements to increase the percentage of trees preserved at the time properties develop and to require preservation of stands of trees. Trees to be saved shall be in locations and of a species type to allow maximum opportunity for retention.

LU – 1.9 Amend the sign code to set a design standard for wall and ground mounted signs and to ensure that buildings have appropriate sign allowances to allow for business identification.

LU – 1.10 Amend the sign code to allow businesses to display temporary signs on a limited basis in order to have an aesthetically pleasing community, while allowing for necessary business identification.

LU – 1.11 Create a safe and attractive family atmosphere in residential and business neighborhoods.

LU – 1.12 Encourage the preservation of significant natural features, such as tree stands or large boulders, as properties develop.

LU – 1.13 Provide a centralized gathering space in Old Town.

LU – 1.14 Amend the landscaping standards to require native plantings in all landscaped areas; to require street trees, and to provide for a minimum landscaping percentage of commercial and multi-family developments.

LU – 1.15 Ensure that new development adjacent to the Snoqualmie Valley Trail protects the integrity of the Snoqualmie Valley Trail by incorporating a "soft edge" of native and informal plantings that complement the shoreline's riparian habitat, thus creating an authentic environmental experience for pedestrians.

LU – 1.16 Ensure that new development adjacent to the Snoqualmie River conforms to the standards and requirements of Duvall's Shoreline Management Plan.

LU – 1.17 Develop a procedure for considering annual comprehensive plan amendments and that sets out criteria for considering such amendments.

Goal LU – 2 **Preserve and enhance the unique historic character of Old Town.**
The unique character of Old Town is created in part by the two-lane Main Street, pedestrian-friendly building design, historic and new buildings at historic scale, the eclectic mix of businesses, street furniture, public art, outside displays, and mixed-use buildings.

Policies

LU – 2.1 Define Old Town generally as the area bounded by ½ block north of Bird Street on the north, ½ block south of Stephens Street on the south, the Snoqualmie Valley Trail to the west and Second Avenue to the east.

LU – 2.2 Promote infill development in Old Town that complements the character of Main Street and adds vitality to the street and community.

LU – 2.3 Continue to promote the preservation and enhancement of Main Street's historic structures.

LU – 2.4 Encourage tourism and heritage-oriented uses in existing historical buildings.

LU – 2.5 Develop Main Street through the city with a width of 44 feet from curb to curb, including on-street parallel parking and bike lanes on both sides of the street.

LU – 2.6 Provide pedestrian improvements along Main Street, including wide sidewalks, improved marked crosswalks and curb bulbs at unsignalized intersections.

LU – 2.7 Develop a design plan that addresses street lighting, street trees, street furniture, public art, banners, signage, medians, etc. that promote a sense of a 'Main Street corridor' along the length of Main Street through Duvall.

LU – 2.8 Existing aboveground utilities on Main Street from Bird Street to Valley Street shall be undergrounded if feasible during public or private improvements to Main Street.

LU – 2.9 Work with WSDOT, King County and Snohomish County to identify a truck bypass route of Main Street to minimize truck traffic through the city.

LU – 2.10 Develop Old Town Duvall as a shopping destination for Duvall residents. Work to ensure that the Old Town businesses would also be of interest to tourists.

LU – 2.11 Amend the sign code to create appropriate signs for the pedestrian scale of Old Town.

LU – 2.12 Consider allowing a one floor increase in height limits in Old Town through a conditional use permitting process and with the provision of public open space and/or the addition of features that provide benefit to the community.

LU – 2.13 Require conditional use permits for all new or expanded buildings with a footprint larger than 7,500 square feet to ensure that new buildings and uses are compatible with the historic scale of development in Old Town and do not negatively impact the streetscape.

LU – 2.14 Orient new development in the Old Town, Uptown – 1st Avenue, and Midtown neighborhoods to the abutting street (Main Street, if applicable) and require buildings to be built to the back of the sidewalk.

LU – 2.15 Update land use and zoning designations for properties in the Uptown – 2nd Avenue corridor to allow residential developments at eight dwelling units per acre.

LU – 2.16 Designate and zone the area between Railroad/Riverside avenues and the Snoqualmie Trail, and between Stephens Street and Woodinville-Duvall Road, to allow the development of a pedestrian oriented, mixed-use "Riverside Village" with retail, civic, residential, and office uses that enhance Old Town's relationship with the Snoqualmie River and Snoqualmie Valley Trail.

LU – 2.17 Allow residential uses on all floors west of Railroad Avenue to provide housing opportunities as well as neighborhood and economic vitality. A conditional use permit shall be required for off-site or underground parking.

LU – 2.18 Ensure that new development in the Riverside Village area enhances pedestrian access to parks and the Snoqualmie Valley Trail via NE Stewart, Cherry, and Stella Street corridors.

LU – 2.19 Focus new retail development, public spaces, and pedestrian amenities on NE Stella Street, with potential public space at Stephens Street at the entrance to McCormick Park.

LU – 2.20 Subject buildings facing Riverside and Railroad avenues and the Stella, Cherry, Stewart Street pedestrian corridors and in the 1st Avenue – Uptown Area, to the same design guidelines as historic Main Street.

LU – 2.21 Encourage new development in the 1st Avenue – Uptown area to be pedestrian-oriented and compatible with the character of Old Town.

LU – 2.22 Allow residential development in the 1st Avenue – Uptown area and on Main Street north of Bird Street on the street level subject to conditional use permits to allow more flexibility to property owners and developers in responding to local market conditions. A conditional use permit shall be required for off-site or underground parking.

LU – 2.23 Require extensive landscaping on properties that are used solely for parking to screen and buffer pedestrians from automobiles.

Goal LU – 3 **Develop design and site plan standards for residential, commercial, industrial and mixed-use development.**

Much of Duvall's charm derives from the use of design and site plan standards that guide how developments look. In addition to having design plan standards for commercial buildings, this plan includes policies to implement such standards in all types of developments.

Policies

LU – 3.1 Review and update building design standards to ensure standards for limiting the mass and height of buildings in all commercial, industrial, and mixed-use zones. Reflect the scale of historic development, including peaked roofs, window treatments, and narrow façade design.

LU – 3.2 Ensure that single-family development has specific building design requirements such as porches, window treatments, peaked roofs, and recessed garages, etc. that are consistent with the historic character of Duvall.

LU – 3.3 Develop design standards for multi-family buildings that ensure standards for limiting the mass and height of buildings and are consistent with the historic character of Duvall, including features such as peaked roofs, window treatments, and narrow façade design.

LU – 3.4 Develop single-family site plan standards that provide for the creation of neighborhoods and create attractive buffers to adjacent roads.

LU – 3.5 Ensure multi-family, mixed-use, commercial and industrial site plans have an amount and type of landscaping that provides for softening of parking areas, allows for buffers from adjacent uses, and provides an aesthetically pleasing appearance.

LU – 3.6 Develop lighting standards for all developments that implement IES standards for number of streetlights and set out a light pole standard for use in specific areas of Duvall.

LU – 3.7 Amend parking requirements to ensure that adequate off-street parking is provided for all developments.

LU – 3.8 Require the use of native plant species in all landscaping in an effort to reduce water consumption and provide habitat for local species.

LU – 3.9 Ensure that all on- and off-site landscaping associated with developments is privately maintained.

LU – 3.10 Develop and implement design guidelines to achieve compatible and attractive new residential, commercial, and industrial uses while providing flexibility to allow for innovative products or for solutions to site challenges.

LU – 3.11 Update the subdivision and site plan standards to implement the Comprehensive Plan goals and policies.

Goal LU – 4 **Encourage mixed-use development in order to meet the city's housing needs and foster a more compact and diverse community.**

Mixed-use buildings, typically residential and retail or office, provide opportunities for housing, create more vibrant communities, and allow for shared parking and other amenities.

Policies

LU – 4.1 Allow residential density capacity in mixed-use buildings to be limited by setbacks and other zoning and parking requirements when required parking is provided in on-site aboveground facilities.

LU – 4.2 Where parking is provided in underground or in off-site structures, require a conditional use permit for mixed-use residential development.

LU – 4.3 The City should implement a minimum requirement for commercial development to be provided on each mixed-use parcel.

LU – 4.4 Establish zoning that encourages mixed-use development consistent with the goals of the city.

LU – 4.5 Freestanding residential development in mixed-use zones shall be limited to 12 units per acre and be consistent with policies and regulations that apply to R-12 designated lands.

Goal LU – 5 **Encourage multi-family residential development in a manner that is consistent with the character of Duvall.**

A large portion of Duvall's future residential development may be multi-family in nature. Design and site plan standards, as well as goals and policies set out in the Housing Element, will define that development.

Policies

LU – 5.1 Allow for a variety of housing types, including cottages, duplexes, triplexes, attached and detached single-family houses, townhouses, and apartments in multi-family neighborhoods.

LU – 5.2 Encourage the development of detached cottage style development in multi-family zones.

LU – 5.3 Allow up to 12 dwelling units per acre in multi-family zones.

LU – 5.4 Provide for attractive pedestrian access that is integrated with parks/open space in multi-family developments.

LU – 5.5 Provide for common open space for residents in multi-family developments.

LU – 5.6 Provide for landscape buffers to adjacent single-family zones.

LU – 5.7 Encourage the development of affordable housing by private and/or public/private organizations.

Goal LU – 6 **Provide opportunities for retail, office and industrial development and ensure that such development fits with the design, land use, and circulation patterns of Duvall.**

In order for Duvall to be a sustainable community, commercial and industrial development that fits with Duvall's character is encouraged.

Policies

LU – 6.1 Work to ensure small-scale, pedestrian-friendly, retail and restaurant uses locate in Old Town.

LU – 6.2 Allow larger scale retail buildings south of Old Town. Ensure that such buildings are pedestrian-friendly and meet design and site planning principles that result in reduced bulk and mass of buildings.

LU – 6.3 Ensure that a portion of the South UGA is set aside for, commercial, mixed-use, and institutional development. Allow commercial, small-scale manufacturing, flexible space and institutional uses in such areas in order to create family wage jobs, provide goods and services attractive to the local population, support entrepreneurship and new business development, and provide opportunities for workforce training.

LU – 6.4 Allow for the development of innovative commercial developments such as village-style shopping centers south of Old Town.

LU – 6.5 Incorporate outdoor public plaza spaces in commercial developments for public gathering and socializing.

LU – 6.6 Ensure that design elements of new buildings are built to pedestrian scale to provide visual interest and promote compatibility with Old Town.

LU – 6.7 Provide safe and attractive pedestrian access between uses on-site and to connecting properties and sidewalks.

LU – 6.8 Provide substantial buffers, incorporating features such as existing vegetation, and adding berms, fences, and landscaping, including fast growing tree species, from commercial and industrial zones to neighboring single- and multi-family zones.

LU – 6.9 Require the South UGA to be developed in a compact, pedestrian-oriented development pattern with a mix of uses and a range of housing types.

LU – 6.10 Encourage the development of local businesses by providing for flex-space for new and growing companies.

LU – 6.11 Support unique opportunities to site regionally important facilities that offer substantial public benefit and help to diversify Duvall's economy.

Goal LU – 7 **Improve connectivity through a network of trails, sidewalks, and roadways between destination areas.**

Creating a network of trails, sidewalks and pathways that connect Duvall's residential areas, parks, schools, and services with Old Town and surrounding areas was one of the high priorities of the City-Wide Visioning Plan.

Policies

LU – 7.1 Require all new arterial streets to have sidewalks on both sides of the street. Require sidewalk on one side on residential roads. As funding is available, add sidewalks to both sides of developed arterial roads.

LU – 7.2 Assess and implement likely connections between new and existing developments.

LU – 7.3 Require new development to include bicycle and pedestrian infrastructure, which ties into existing or planned trails or sidewalks outside of the development.

LU – 7.4 Preserve the connectivity of neighborhoods by discouraging fences and walls along minor arterials and collector streets. Where allowed, establish height

limitations, setbacks, and landscape requirements for fences and walls adjacent to city streets.

LU – 7.5 Promote mixed-use neighborhoods that make it easy for people to walk to community destinations, retail shops, jobs and services.

Goal LU – 8 **Enhance sense of community by fostering a lively arts community, encouraging community involvement, preserving heritage, providing public art, and developing public spaces.**

Duvall's spirit of volunteerism and devotion to arts and heritage was recognized in the visioning process. In many ways, Duvall's uniqueness stems from these traits.

Policies

LU – 8.1 Encourage the development of a centrally located community center.

LU – 8.2 Prepare and implement a Cultural Facilities Plan for the city of Duvall.

LU – 8.3 Encourage the development of affordable live/work artist studios in order to enliven Duvall's artist community. Explore partnership opportunities with non-profit organizations to develop studio spaces and/or gallery space in existing buildings or new developments.

LU – 8.4 Support city-sponsored festivals that promote Duvall and Duvall businesses and arts community.

LU – 8.5 Develop a public plaza in the Old Town area.

LU – 8.6 Encourage the preservation of historic buildings.

LU – 8.7 Support the Duvall Historical Society in their efforts to preserve and document Duvall's history.

LU – 8.8 Encourage community involvement and volunteerism.

LU – 8.9 Develop a public art program to increase the presence of public art in Duvall.

LU – 8.10 Create public/private partnerships to support arts and culture in Duvall.

Goal LU – 9 **Encourage a tourism economy to include the arts, cultural activities, and festivals.**

Creating a sustainable community includes providing opportunities for visitors to have cultural experiences in the Duvall area.

Policies

LU – 9.1 Offer the use of city facilities and properties, such as parks, free of charge for festivals and activities.

LU – 9.2 Assist in marketing efforts for organizations that conduct art and cultural activities inside the city of Duvall.

LU – 9.3 Support the Chamber of Commerce's efforts to promote tourism, cultural activities, and festivals within Duvall.

LU – 9.4 Encourage the development of lodging facilities that are consistent with Duvall's character.

Goal LU – 10 **Ensure that future annexations of Urban Growth Area (UGA) land do not adversely impact the City's fiscal state.**

Policies

LU – 10.1 Develop a mechanism to ensure that levels of service for the existing city limits will not be decreased as a result of annexation and development.

LU – 10.2 Research and if feasible develop a mechanism to ensure that the potential annexation areas pay for necessary general fund services and for needed infrastructure needs prior to annexation proposals being approved, except that annexation of land for public purposes shall be allowed.

LU – 10.3 The designations of the East and Southeast UGA area set out in the Duvall City-Wide Visioning Plan shall be considered at the time a specific plan for the area(s) is prepared.

LU – 10.4 Ensure that the undesignated East and Southeast UGA areas are not annexed into the city until such time that specific plans have been prepared for the areas and financial measures are in place to ensure that any development pays for itself in terms of general government services, except that annexation of land for public purposes shall be allowed.

Goal LU – 11 **Assure preservation, protection and restoration of salmon habitat to a sufficient extent and quality to support the productivity and diversity of all wild salmon stocks in the Snohomish River basin at a level that will sustain fisheries and non-consumptive salmon-related cultural and ecological values.**

Salmon are present in the Snoqualmie River and some Duvall creeks. Policies to preserve and restore salmon and salmon habitat arise out of regional forums as the solutions are also regional.

Policies

LU – 11.1 Maintain and restore natural streambank conditions except where it is necessary to protect critical public facilities and infrastructure.

LU – 11.2 Retain large woody debris in streams to support salmon populations and watershed processes, only removing large wood debris when it possesses a threat to public safety or public facilities.

LU – 11.3 As financially feasible, eliminate man-made barriers to anadromous fish passage, prevent the construction of new barriers, and provide for transport of water, sediment and organic matter at all stream crossings.

LU – 11.4 Work to achieve no net loss of functions and values of wetlands that support watershed processes that are needed for salmonid habitat.

LU – 11.5 Protect and restore riparian areas sufficient to sustain salmon populations and water processes.

LU – 11.6 Acquire forested or riparian lands that support salmon recovery.

LU – 11.7 As financially feasible, implement the projects listed in the Fish Habitat Restoration Plan prepared by Herrera Environmental Consultants in 2002.

LU – 11.8 Support the continuation of the King Conservation District (KCD) assessment and apply for KCD grants for design and implementation of projects that protect, preserve or restore salmon habitat.

LU – 11.9 Support the implementation of salmon recovery and habitat restoration actions as identified through the Snoqualmie Watershed Forum and the Snohomish Basin Forum as resources allow.

Goal LU – 12 **Protect and preserve critical areas.**
Critical areas are creeks, steep slopes, landslide hazard areas, fish and wildlife habitat areas, aquifer recharge areas, floodplains, and wetlands.

Policies

LU – 12.1 Develop critical area regulations consistent with best available science but also taking into consideration Duvall's obligation to meet urban-level densities and other requirements under the Growth Management Act.

LU – 12.2 Impacts to wetlands shall be limited. All efforts shall be made to use the following mitigation sequencing approach: avoid, minimize, rectify, reduce over time, and compensate.

LU – 12.3 Mitigation should ensure that all functions and values that are needed for salmon habitat are retained in the long-term.

LU – 12.4 New infrastructure should be located away from critical areas, where feasible, or constructed to reduce or avoid impacts using non-invasive construction methods. Maintenance of existing infrastructure in critical areas should be subject to best management practices that minimizes impacts.

LU – 12.5 Preserve and enhance sensitive area buffers to maximize natural functions. Clearing, grading, and development should not be permitted within such buffers.

LU – 12.6 Allow for bank stabilization of natural shorelines only after a geotechnical analysis demonstrates an imminent threat to public facilities and property. Emergency bank stabilization to protect such facilities and property shall be permitted.

LU – 12.7 Where bank stabilization is required, consider using bioengineering techniques that incorporate vegetation and woody debris as the primary means of stabilization. Bank armoring may be required at outfall locations.

LU – 12.8 No new development shall be permitted in the floodplain, except for passive park or accessory recreational or stormwater uses. Such development shall not be permitted if it increases flood elevations, decreases storage capacity, or restricts the natural erosion and accretion processes associated with channel migration.

LU – 12.9 Critical areas regulations should give special protection to landslide hazard areas to reduce mass wasting events that can damage stream systems.

LU – 12.10 Clearing and grading shall be done in compliance with the City's adopted stormwater management manual.

LU – 12.11 All salmon-bearing creeks and adjacent buffers should be included as fish and wildlife habitat conservation areas.

LU – 12.12 Connect wildlife habitats with each other within Duvall and within the region to achieve a continuous watershed network.

LU – 12.13 Participate in the Snoqualmie Watershed Forum and Snohomish Basin Forum and encourage development of watershed and basin policies that support the restoration of the Snoqualmie River as a salmon habitat.

Goal LU – 13 **Implement the City's Shoreline Management Master Program in a manner to foster economic growth but discourage development in areas that might be hazardous or diminish valuable shoreline access points and in a way that preserves and restores all natural resource systems while allowing for increased public access to the Snoqualmie River.**

The City's Shoreline Master Plan was adopted in 1974. Policies from the Plan are set out here.

Policies

LU – 13.1 Economic development should be located outside of the 50-year floodplain.

LU – 13.2 Increase activity in all phases of recreation, including hiking, boating, fishing, swimming and bicycle paths.

LU – 13.3 Encourage linkage of all recreation properties where possible through trails and bicycle paths.

LU – 13.4 Promote recreational uses of the abandoned railroad.

LU – 13.5 Promote some regulation of river from damaging floods in winter to irrigation in periods of drought in summer which lessens aesthetic value of area.

LU – 13.6 Encourage increased population of wildlife and fish in river and wetlands.

LU – 13.7 Discourage excessive parking facilities at shoreline developments.

LU – 13.8 Land above the floodplain in or beyond the 200-foot wide shoreline plan would be considered for economical or commercial use and be governed by the local government zoning code.

LU – 13.9 Create increased public access to the river that will not endanger life or property or impair the rights or property owners.

LU – 13.10 Enhance any existing or created public access in a natural and ecological way.

LU – 13.11 Prohibit mining activities except related to boat ramp deposits.

LU – 13.12 Agricultural pursuits confined to flood plain. No aquaculture shall be permitted in the river.

Goal LU - 14 **Maintain and enhance the development and operation of an effective and efficient stormwater treatment system that will meet the needs of Duvall's present and future population.**

The City is responsible for developing a stormwater system. The stormwater system is discussed in more detail in the Capital Facilities Element.

Policies

LU – 14.1 Manage the quality of stormwater runoff to protect public health and safety, surface and groundwater quality, and the natural drainage system.

LU – 14.2 Require design of storm drain lines or pathways to minimize potential erosion and sedimentation, discourage significant vegetation clearing, and preserve the natural drainage systems such as rivers, streams, lakes and wetlands.

LU – 14.3 Update development regulations to encourage the reduction of impervious surface and retention of natural vegetation.

LU – 14.4 Ensure that storm drainage facilities necessary to support construction activities and long-term development are adequate to serve the development at the time of construction and when the development is available for occupancy and use.

LU – 14.5 Require design of new development to allow for efficient and economical provision of storm drainage facilities and require new development to pay general facility charges.

LU – 14.6 New development should minimize increases in total runoff quantity, should not increase peak storm water runoff, and should prevent flooding and water quality degradation.

LU – 14.7 Review and update as necessary City stormwater and flood hazard regulations. Participate in regional water quality and flood hazard reduction efforts within all drainage basins that affect the city.

LU – 14.8 Water quality and quantity facilities shall be designed in a manner that provides an attractive visual buffer to adjacent roads and/or properties. Such facilities should be designed to eliminate fences, but where fences are required, facilities shall be landscaped outside the fence as described here.

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III. Housing Element

Introduction

Purpose and Intent

Duvall is a growing city of 5,460 residents located on the eastern edge of the Seattle metropolitan area. Historically, Duvall served as a rural service center for the surrounding Snoqualmie Valley area. In the last decade, the city has felt the pressure of growth due to increased housing prices in the Seattle metro area, therefore transforming the community into a "commuter suburb" within close proximity to nearby urban cities to the west. As growth continues, the demand for more affordable housing becomes a greater issue as land and home prices continue to rise in Duvall. Preserving the city's rural character remains a high priority for its current residents who desire to retain Duvall's small town charm.

The purpose of the Housing Element is to establish the goals and policies that will accommodate the anticipated levels of growth within Duvall, while continuing to provide a supply of housing for a variety of income levels. This Element is an integral part of the overall Comprehensive Plan, with land use projections establishing housing needs. This 2004 update builds upon the Housing Element and analysis of the 1994 Comprehensive Plan and provides future estimates based on updated information. The intent is to meet the objectives of the Growth Management Act (GMA) and region wide planning initiatives.

The GMA states that housing elements shall provide an inventory and analysis of existing and projected housing needs, identify sufficient land for a variety of housing types and needs, and make adequate provisions for existing and projected housing needs of all economic segments of the community [RCW 36.70A.070(2)]. The goals and policies in this section will provide short and long-term solutions to future housing needs, identify land which is suitable to provide for growth, all while preserving the character of the community.

General Overview

Duvall's residential community is made up of a variety of housing styles and densities. Within the Old Town area, housing is generally older, small-lot single-family homes. There are also a number of small, older multi-family housing buildings located throughout Old Town. A newer development on Main Street provides for multi-family housing above commercial businesses and in multiple buildings located adjacent to the mixed-use development. The upper plateau, or eastern, neighborhoods of the city contain relatively large-lot single-family suburban style homes, with some higher density neighborhoods located along NE 150th Street. As new housing development continues, the City will continue to encourage multi-family and higher density mixed-use housing developments within the Old Town area and along Main Street. Suburban single-family residential housing will continue to be encouraged in the eastern portions of the city, with a trend toward smaller-lot single-family neighborhood infill developments of compact neighborhood or cottage style housing.

As new housing is developed, how the housing interfaces with existing neighborhoods will be important. Landscaping, fencing, parks and open space, and house orientation are all areas that will be considered to ensure that future housing developments provide not just housing, but create neighborhoods.

Demographics

Population Growth

The city of Duvall saw steady growth in the 1990's, as illustrated in Table H – 1: Population Growth; expanding from a population of 2,770 in 1990 to 4,616 in 2000 – a growth rate of 66.6%. In 2003, Duvall has grown to 5,460, a growth rate of 97.1% since 1990. Compared with a significant increase in population in the 1980's, the growth rate in the 1990's and early 2000's was slower due to a sewer moratorium in the early 90's and another sewer moratorium extending from 1999 that is projected to end in 2005. This steady growth has put a demand on housing needs within Duvall and the surrounding area.

Table HO – 1
Population Growth 1990 - 2003

Year	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Population	2770	3020	3125	3200	3280	3490	3635	3813	4120	4435	4616	4860	5190	5460
Increase		250	105	75	80	210	145	178	307	315	181	244	330	270
% increase over previous yr		9.0%	3.5%	2.4%	2.5%	6.4%	4.2%	4.9%	8.1%	7.6%	4.1%	5.3%	6.8%	5.2%
Increase since 1990		250	355	430	510	720	865	1043	1350	1665	1846	2090	2420	2690
% increase since 1990		9.0%	12.8%	15.5%	18.4%	26.0%	31.2%	37.7%	48.7%	60.1%	66.6%	75.5%	87.4%	97.1%

Source: WA State OFM Forecasting Division Report

Household Trends

As noted in Table H – 1, Duvall saw a significant population increase over the last decade. Household size has also seen a shift as well, as noted in Table H – 2: Population and Household Size. The total number of households in Duvall increased from 946 to 1,596, a change of 68.7%. Average population per household rose slightly from 2.80 in 1990 to 2.88 per household in 2000.

Table HO – 2
Population and Household Size

	1990	2000	% change
Population	2,770	4,616	66.6%
Total HH	946	1,596	68.7%
Avg. HH Size	2.80	2.88	3%

Source: 1990 and 2000 U.S. Census

Another indicator of the shift of household trends is the composition of households, as indicated in Table H – 3: Household Composition. Although Duvall witnessed a significant increase in all categories of household types, there remained little change in household composition between 1990 and 2000.

Table HO – 3
Household Composition

Type	1990	2000	% change '90-'00
Total HH	946	1,596	68.7%
Married with children	399 (42%)	668 (42%)	67.4%
Married with no children	275 (29%)	472 (30%)	71.6%
Non-family HH	178 (19%)	289 (18%)	62.3%
Living alone	122 (13%)	211 (13%)	73%
Single parent with child	65 (7%)	92 (6%)	42%

Source: 1990 and 2000 U.S. Census

A final indicator of the shift of household trends is age composition. Table H – 4: Age Composition, shows the significant increase in population of those aged 35-44 and aged 45-64 between 1990 and 2000. Duvall saw a slight decline in the number of individuals aged 20-34, as well as a decline in their percentage of the overall population.

Table HO – 4
Age Composition

	1990	2000	% change
Total population	2,770	4,616	66.6%
65 and over	108 (4%)	147 (3%)	36.1%
45-64 years	287 (10%)	763 (17%)	266%
35-44 years	428 (15%)	1,153 (25%)	269%
20-34 years	986 (36%)	971 (21%)	-2%
5-19 years	595 (21%)	1,123 (24%)	88.7%
< 5 years	366 (13%)	459 (10%)	25.4%

Source: 1990 and 2000 U.S. Census

Inventory of Existing Housing

The city of Duvall has 1,596 total housing units as of 2000, as indicated in Table H – 5: Housing Units by Type. The housing stock consists of 1,415 (88.7%) single-family units and 181 (11.3%) multi-family units.

Table HO – 5
Housing Units by Type

Type of Housing Unit	2000	% of total
Single-family homes	1,415	88.7%
Multi-family homes	181	11.3%
Total Units	1,596	-

Source: 2000 U.S. Census

The majority of Duvall's housing units (77.3%) were built between 1980 and 1998. Table H – 6: Year Housing Built, shows the breakdown of housing units built during each time period. This indicates that most of the city's housing stock is relatively new. The existing housing units are in relatively good condition, according to the King County Assessor's Office. On a scale of 1-6, "Poor – Excellent" respectively, the median condition of housing rates 3 or "Average", as indicated below in Table H – 7: Existing Housing Condition. It is not foreseen that the average housing condition will decline significantly due to the increase in development of new housing.

Table HO – 6
Year Housing Built

Year	Number	%
1999 to March 2000	104	7.0
1995 to 1998	289	18.2
1990 to 1994	333	20.1
1980 to 1989	605	38.1
1970 to 1979	148	9.3
1960 to 1969	43	2.7
1940 to 1959	40	2.5
1939 or earlier	26	1.6
Total	1,588	-

Source: 2000 U.S. Census

Table HO – 7
Existing Housing Condition

Rating	Percentage of housing stock
Poor (1)	0.37%
Fair (2)	0.66%
Average (3)	94.81%
Good (4)	3.07%
Very Good (5)	1.01%
Excellent (6)	0%

Source: King County Assessor's Office, 2000

Projection of Future Housing

Residential Growth Targets

Residential growth targets are set by King County in coordination with the cities in the county. In 2002, King County worked with local cities to determine additional growth targets for the ten years from 2012-2022. No additional growth targets were allocated to the rural cities; Duvall's growth target for 2022 is the same target as existed in the 1994 Comprehensive Plan for 2012. The residential growth targets result in a population floor. That is, the current population plus the allocated households x 2.88 persons per household results in the minimum number of people that must be accommodated in the Land Use Element.

The King County Comprehensive Plan sets out the adopted growth target in households for the city of Duvall. Duvall's growth target for the year 2022 is an additional 1,037 households. Each household in Duvall, currently and in the future, is projected to house 2.88 people. Based on this information, the target population of Duvall (including the UGA) for 2022 is 7,583 people. This is based on a total of 1,596 existing housing units (based on 2000 Census data) plus 1,037 additional households for a total of 2,633 households x 2.88 persons per household for a target population of 7,583.

Residential Capacity

Residential capacity relates to residential growth targets in a number of ways. First, the City is required to plan for at least the residential growth target when determining residential capacity. Second, capacity relates to the actual physical landscape, a target is a minimum number allocated to Duvall by King County. Third, capacity is in part driven by requirements for urban levels of development. For example, one constraint is that a minimum net density of 4 units per acre is required in urban areas. Fourth, capacity is a result of the citizens' vision for what level of development they want in their city. A Residential Capacity Analysis Report is included as Appendix B.

Duvall's residential capacity is ~12,200 for 2022. That capacity is based on a number of assumptions. The details of those assumptions are set out in Appendix B. Generally, assumptions include the following: 20% of sites are not developable due to sensitive areas; 50% of redevelopable properties will develop; all vacant properties will develop; some residential capacity is assigned to mixed-use properties in the southern portion of the city; no residential capacity is assigned to commercial districts with the exception of commercial districts where properties are currently under development review or are in the planning stages and known to include residential units at the time of the 2006 Comprehensive Plan amendment cycle; and there are 2.91 people per single-family unit and 2.58 people per multi-family unit. (A policy of the City will be to periodically review actual development as compared to the assumptions and adjust assumptions and capacity accordingly. The adjustments made as part of the 2006 Comprehensive Plan Update are consistent with this policy.)

Table HO – 8
Residential Growth Target and Capacity

	2022 Housing Target	2022 Pop Growth Target	2022 Pop Capacity	2022 Housing Capacity
Duvall	2,633	7,583	12,200	4,642

Source: City of Duvall Residential Capacity Analysis; City of Duvall Residential Population Estimate, 2006.

Employment vs. Housing Growth

Duvall was traditionally a rural service center for the Snoqualmie River Valley and surrounding area. However, with a significant increase in housing and slow economic growth, including limited job growth, the city has become a bedroom community. Most residents commute to nearby cities including Seattle, Redmond, Woodinville and Bellevue for employment. The following tables show the distribution of jobs within the city, as well as the jobs/housing ratio.

Table HO – 9
PSRC Covered Employment Estimates 2002: City, County

	DUVALL		KING COUNTY	
	Number	%	Number	%
Construction/Resources	163	16	61,823	6
FIRES (Finance, Insurance, Real Estate, Services)	243	24	427,564	39
Manufacturing	55	6	128,056	12
Retail	315	32	179,672	16
WTCU (Wholesale, Transportation, Communications, Utilities	35	4	145,446	13
Education	150	15	66,977	6
Government	32	3	84,875	8
TOTAL	994	-	1,094,413	-

Source: Puget Sound Regional Council – Employment Data

Table HO – 10
Jobs and Housing Targets and Jobs/Housing Ratio

	JOB TARGET	HOUSEHOLD TARGET	JOBS/HOUSING RATIO
Duvall	1,125	1,037	1.08
Rural KC Cities	5,250	5,563	.94

Source: GMPC Amendments to the Countywide Planning Policies – July 2002

The majority of employees in Duvall work in retail, education and finance, insurance, real estate, and services (FIRES), of which the largest percentage is employed by retail services. These jobs, as well as jobs in education and government, typically are lower paying jobs. King County Countywide Planning Policies estimate the 2001 - 2022 employment target for Duvall at 1,125 jobs and the household target at 1,037 units. This equates to 1.08 jobs per household. While this number is average among other rural cities, it is far lower than nearby cities such as Redmond and Bellevue. This is due not to Duvall's small population size, but to the diversity and number of employment opportunities that can be found in neighboring communities. Duvall's residential growth rate currently surpasses economic growth, and will continue to do so until the employment base within the city is expanded. Additionally, as housing costs within Duvall continue to outpace higher paying jobs, this will create a greater need for an adequate supply of affordable housing.

Income & Housing Costs

Income

According to the 2000 U.S. Census, median household income in the city of Duvall is $71,300 and the median family income is $78,740. Compared to 1990, when the city had a median household income of $37,537 and a median family income of $38,773, the very dramatic increase has created a significant impact on housing affordability within Duvall and surrounding UGA. Table H –11: Income Categories, shows the range of household incomes within the city, as compared to King County income levels. Household income refers to the income all of persons who occupy a housing unit, the related family members and all unrelated people who share the housing unit. Family income refers to the income of all related persons residing together.

Table HO –11
Income Categories

	DUVALL			KING COUNTY		
	$	Total Households	% of Households	$	Total Households	% of Households
Median Household Income	71,300	1,608	-	53,157	711,235	-
Median Family Income	78,740	1,327	-	65,035	423,511	-
Income $39,999 or less	-	389	24.1	-	257,932	36.3
Income $40,000 - $74,999	-	447	27.9	-	223,254	31.4
Income above $75,000	-	772	48.0	-	230,049	32.3

Source: 2000 U.S. Census, 2003 King County Growth Report

Housing Costs

Rental Units: As of the 2000 U.S. Census, there were 181 rental units (11.3%) in Duvall. Although this number is up from the 1990 Census (159 units), it is still far below the total number of units as found in comparable cities near Duvall. According to the 2003 Dupre + Scott "1-19 Unit Apartment Report", average rental costs for 2 bedroom units ranged from $735 per month for multiplex units (2-4 units) to $931 per month for a single-family home. As a comparison to nearby cities, rents in Duvall are slightly higher than Monroe ($677-787 per month for multiplex/5-19 unit complex and $915 per month for single-family), but lower than Redmond ($821-874 for multiplex/5-19 unit complex and $1,432 for single-family). The King County average for rentals is $864-893 for apartments and $1,085 for a single-family home. As the population steadily increases and market demand for housing continues to increase, the need for more rental units (both market-rate and affordable) in Duvall will increase.

Single-Family Houses: As of the 2000 U.S. Census, there were 1,415 (88.7%) owner-occupied single-family homes in Duvall. At the end of 2003, the median home price for a single-family house in Duvall was $339,000. As a comparison to nearby cities, home prices in Duvall are much higher than Monroe ($225,000) and lower than Redmond ($379,000). Compared to the King County median home price of $266,000, Duvall is quickly becoming a very expensive city for many families who traditionally could afford living in Duvall.

Table HO – 12
Average Rental and Home Prices

AVERAGE MONTHLY RENTAL PRICES			AVERAGE HOME PRICES	
Area	**Apartments**	**SF Homes**	**Area**	**SF Homes**
Duvall	$735	$931	Duvall	$339,000
Monroe	$677-787	$915	Monroe	$225,000
Redmond	$821-874	$1,432	Redmond	$379,000
King County	$864-893	$1,085	King County	$339,200

Source: Dupree + Scott 2003 Apartment Report, 2003 King County Growth Report

Housing Affordability

Housing Affordability

The city of Duvall historically provided for affordable housing for moderate income, and to some extent, low-income families. (Moderate income in King County is defined as 50% to 80% of the County median income; low income is defined as up to 50% of County median income). Prices for single-family homes, which have traditionally been lower than most Eastside communities, are quickly becoming more expensive. This puts many houses out of reach for many first time homebuyers who traditionally were able to afford homes in Duvall.

Ten percent of the city's housing stock is mobile homes and only 3.7% is multi-family housing. These units, which provide housing for many low and moderate-income households, are essential in order to maintain an adequate variety of housing in the community. The challenge facing Duvall is to continue to provide housing for families in the full range of income groups. The City's primary strategy for ensuring the provision of affordable housing is to provide for a range of new housing types and densities in its Comprehensive Land Use Plan.

Housing affordability, regardless of income, relates to the balance between a family's income level and their desire for housing and other amenities. Housing costs are considered "affordable" when 30 percent or less of a household's income is spent on housing. Table H – 13: Income Status vs. Income Spent on Housing, shows the various income levels in Duvall as compared to what percentage of income residents spend on housing per month.

Table HO – 13
Income Status vs. Income Spent on Housing

INCOME STATUS		INCOME SPENT ON HOUSING			
Income Category	% of residents	Mortgage Payment		Rent Payment	
0-50% (low) ($0 – 26,578)	11	Percentage of Income	% of residents	Percentage of Income	% of residents
50-80% (moderate) ($26,579 – 42,525)	13	Less than 30%	64.1	Less than 30%	91.6
80- 120% (median) ($42,526 – 63,788)	17	30 – 34%	11.1	30-34%	0
+120% (high) (>$63,788)	60	35% or more	24	35% or more	8.4

Source: 2000 U.S. Census

According to the 2003 King County Benchmark Report, 7% of Duvall's housing is affordable to those of low income, and 24% is available to those of moderate income. Table H – 14: Percent of Affordable Housing Units 2003, lists the percentage of affordable units within the city.

Table HO – 14
Percent of Affordable Housing Units 2003

Income Category	Duvall	King County
30% of median	0	1.2
30-50% of median	7	21.6
50 – 80% of median	24	37.1

Source: 2003 King County Benchmarks Report

Housing Affordability Targets

As part of local and regional population projections, specified by provisions of the GMA, affordable housing targets are established for the 20 -year planning period 2001- 2022 based on the City's growth target. The King County Countywide Planning Policies specifically state a moderate income housing target is equal to 17% of the City's growth target and a low income housing target is equal to 20% of the

City's growth target. Table H –15: Housing Affordability Targets 2001-2022, summarizes housing affordability targets in Duvall for the 20-year planning period.

Table HO – 15
Housing Affordability Targets 2001-2022

	Total Housing Units	Low Income Target (Up to 50% of median income (20% of total units)		Moderate Income Target (50-80% of median income) (17% of total units)	
		22-year total	Annual Average	22-year total	Annual Average
Growth Target	1,037	207	9.41	176	8

Source: King County Countywide Planning Policies

Strategies to Encourage Affordable Housing

As noted earlier, 10% of the housing stock within the city is mobile homes and 3% are multi-family units. The need for these types of units will continue to rise in the city because of the increase in lower to middle wage jobs, an aging population which depend on more affordable housing and those persons who need special housing needs. In order to meet current and future affordable housing needs, the Housing Element encourages these following measures:

1. Development of Innovative Housing Techniques – Allow new housing techniques and styles, such as cottages, compact single-family homes on smaller lots and duplexes and triplexes designed to look like single-family homes.
2. Accessory Dwelling Units (ADUs) – Given proper guidelines, these accessory units can provide affordable housing with minimum disruption of neighborhoods, and can also allow families to stay in their homes despite changing economic circumstances such as divorce or loss of job. Many ADUs are affordable to low and moderate income families. ADU's are either conditionally permitted or allowed outright in all residential zones.
3. Manufactured Homes – These units are typically much less expensive than a traditional single-family home. The City allows these types of homes in all single-family neighborhoods.
4. Flexible Subdivision Standards/New Street Design Standards - The City may wish to allow more flexibility in the development of land with regard to subdivision standards.
5. Infill Development – Infill development allows parcels of land that are vacant but are within areas that are mostly built out. Although such sites are often smaller and may be more difficult to develop than raw land, there may be cost savings due to the existence of utilities that already serve the site. There may be opportunities for this type of development in the Old Town section of Duvall.
6. Mixed-use Development – Mixed-use development allows residential development in the same building as commercial development. Usually the residential development is above or behind the commercial development. Mixed-use development may provide affordable, urban density housing with excellent access to services and employment. The advantage for the commercial development is a built in customer base. Duvall will allow residential development on the upper floors of commercial and industrial structures. The Comprehensive Land Use Plan designates areas in the SR-203 corridor for commercial and residential mix of uses. There may also be areas that have potential for commercial development along Main Street, with residential uses behind other structures or above commercial uses.
7. Development Incentives – Incentives such as density bonuses, subsidies and waiver of impact fees can help reduce development costs and encourage developers to include affordable units within their housing projects. Also, streamlining the permitting process can help speed up the development process and help reduce costs.
8. Consider joining a regional housing agency – The City should consider joining a regional housing agency, such as A Regional Coalition for Housing (ARCH), a King County

Consortium that supports and encourages the preservation and expansion of affordable and special needs housing. As a member, the city of Duvall could actively participate in regional solutions that seek opportunities to provide for additional affordable housing options.

Housing for Special Needs

Federal and state law mandates cities to provide for residential opportunities for individuals of special needs, who are defined as those people who require some assistance in their day-to-day living, such as the physically or mentally disabled, victims of domestic violence, substance abusers, people living with AIDS, youth at risk and seniors. Family living situations, institutional settings, social service programs and assisted housing all serve a portion of those with special needs. The Federal Fair Housing Act (Chapter 151B) includes all individuals with special needs and states that no individual shall be denied the opportunity for safe and independent living. In addition, the Washington Housing Policy Act states that a "decent home in a healthy, safe environment for every resident of the State" shall be provided (RCW 43.185B.009). The Housing Element supports goals and policies that provide equal and fair housing access for all residents of Duvall, including special needs residents.

In order to provide housing opportunities for residents of special needs, the City shall work with agencies such as ARCH and Hopelink to provide opportunities and services that would not be available otherwise to these residents. In addition, the City shall provide for these residences by continuing to support codes and ordinances which allow for a variety of housing opportunities, as well as encouraging the increase of social support services within the city and surrounding area. Adding flexibility to the City's land use code to allow group homes and home-based care is also a significant opportunity available to the City for meeting the demand for special needs housing.

Goals and Policies

Goal HO – 1 **Preserve, maintain and improve existing housing and neighborhood character in Duvall.**

Policies

HO – 1.1 Develop and incorporate residential design standards for new houses and housing developments within existing neighborhoods, such as site design standards, landscaping requirements and building design guidelines to preserve neighborhood quality and character.

HO – 1.2 Ensure that future mixed-use, commercial, and industrial development surrounding residential neighborhoods complements and enhances the character of the community. Ensure that the housing and commercial components of mixed-use developments are integrated in a way that is advantageous to both uses.

HO – 1.3 Seek and promote resources that provide financial and other assistance to low-income citizens for maintaining or repairing their homes.

HO – 1.4 Revitalize older neighborhoods within the city by seeking funds for making street, sidewalks, and other infrastructure improvements.

HO – 1.5 Encourage infill developments on vacant or underutilized land within existing residential neighborhoods provided that it is compatible with surrounding structures and uses.

Goal HO – 2 **Ensure houses in new residential subdivisions and new multi-family structures are of high quality residential and neighborhood design through the provision of required development standards.**

Policies

HO – 2.1 Develop residential design standards for new single-family houses and multi-family structures, such as site standards, landscaping requirements and building design guidelines, to provide for quality and character consistent with Duvall.

HO – 2.2 Require all new residential subdivisions of a specific size to include neighborhood parks or public open spaces which benefit the community.

Goal HO – 3 **Promote opportunities for innovative and creative uses of land that creates a variety of housing types at varying densities to accommodate for changing population needs and preferences in Duvall.**

Policies

HO – 3.1 Allow for a variety of housing types and lot sizes consistent with land use designations through small and large lot single-family development, mixed-use, attached and detached single-family homes, townhouses, cottage style housing, duplexes, multiplexes and mobile homes.

HO – 3.2 Allow creative site planning techniques and clustering of new development that is compatible with surrounding community character and allows for a variety of housing products and that creates and conserves open spaces.

HO – 3.3 Consider developing a density bonus program to increase open space and park areas or to provide for affordable housing for seniors or low income families.

HO – 3.4 Implement minimum lot sizes and/or minimum units per acre to achieve allocated future growth and density targets.

HO – 3.5 Encourage the development of senior housing and assisted living units.

HO – 3.6 Allow for accessory dwelling units on single-family lots, subject to specific development, design, occupancy and neighborhood character standards.

HO – 3.7 Allow for housing on upper floors of commercial and industrial buildings in all zones. Allow housing on ground floors in Riverside Village west of Railroad Avenue. Allow housing on the ground floor in Uptown – 1st Avenue subject to a conditional use permit.

HO – 3.8 Periodically review subdivision and building permit submittals and adjust assumptions and capacity accordingly.

Goal HO – 4 **Support the preservation and development of affordable housing to meet the needs of all economic segments of the city.**

Policies

HO – 4.1 Develop strategies to achieve targets for low and moderate income housing that are consistent with Countywide Planning Policies.

HO – 4.2 Develop a partnership with a regional housing agency, such as ARCH, to provide opportunities for affordable housing for all economic segments of the city.

HO – 4.3 Promote the preservation of existing housing units that are likely sources for affordable owner and rental housing, such as multi-family housing, manufactured housing, and mobile home units.

HO – 4.4 Consider providing developers regulatory incentives for the development of affordable housing units, such as density bonuses, fast-track permitting, fee waivers or development transfers.

HO – 4.5 Seek and promote funding assistance for financially dependent low to moderate income households.

HO – 4.6 Recruit and support the development of workforce housing. [1]

Goal HO – 5 **Support and provide for the availability of housing for residents of Duvall with special needs.**

Policies

HO – 5.1 Support the preservation and development of special needs housing in Duvall that serves both city residents and those in surrounding communities.

HO – 5.2 Encourage and promote partnerships with public and private agencies, as well as developers, that provide funding for housing opportunities for those with special needs.

HO – 5.3 Support both the dispersal of special needs housing throughout the city, as well as a concentration around the SR-203 corridor.

HO – 5.4 Evaluate potential regulatory obstacles and ensure that codes or ordinances do not restrict development of special needs housing within Duvall.

1 Workforce housing is defined as housing affordable to workers in clerical occupations and service occupations that include but are not limited to teachers, law enforcement officers, firefighters, some health care professions, and retail salespeople.

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IV. Parks and Recreation Element

Introduction

Purpose and Intent

The city of Duvall adopted a Comprehensive Parks & Recreation Plan in 1990. In 1994, the City adopted its Comprehensive Plan, including a parks and recreation element with goals, policies and implementation measures. In 2000, the City updated the element which incorporated both the 1990 Plan and the 1994 planning measures into a cohesive document.

During 2002-2003, with the assistance of a planning consulting firm, the City held visioning forums in which citizens identified parks, recreation and open space as essential amenities within Duvall. The goals and objectives identified in the City-wide Visioning and Downtown Sub-Area Plans, as well as goals and objectives from past planning efforts, are addressed in this 2004 update.

The purpose of the Parks and Recreation Element is to provide policies that address:

- the management and maintenance of park and recreational facilities;
- the development of future facilities, and;
- the preservation of open space and environmentally sensitive areas.

As part of the 2004 update, the Parks and Recreation Element will build upon previous efforts by:

- updating the existing public park and recreational facility inventory;
- updating the implementation program for developing and/or refurbishing park and recreational facilities;
- integrating the goals, policies, and implementation measures in the 2000 Parks and Recreation Element Update into the 2004 update;
- integrating policies and recommendations from the City-Wide Visioning and Downtown Sub-Area Plans, and;
- updating estimates of costs involved in providing park and recreational facilities.

Regulatory Setting

Growth Management Act

The Growth Management Act (GMA) requires that the City encourage the retention of open space and development of recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks. The City's land use plan should also identify open space corridors within and between urban growth areas, including land useful for recreation, wildlife, trails and connections of critical areas.

Countywide Planning Policies

The King County Countywide Planning Policies require the identification and protection of local open spaces in comprehensive plans. Under the Community Character and Open Space chapter is a requirement that all jurisdictions shall identify, establish and protect recreational, open space and environmentally sensitive areas. This requirement encourages policies that establish programs which contribute to the protection and stewardship of open space lands and corridors.

Approach

The 1990 Plan analyzed the supply, demand, and need for public and private park and recreation facilities and services within the Duvall planning area. The inventory included a comprehensive assessment of all public and private facilities and agencies within the Duvall planning area. The parks supply, demand, and need was reviewed and updated in the 2000 Plan update. The development strategies proposed are the result of the 2000 update of the comprehensive analysis performed in 1990, as well as results from the 2003 City-wide Visioning and Downtown Sub-Area Plans. Generally, the

proposed strategies recommend the City focus its resources where park and recreation needs are most critical, and where City efforts will be most effective.

Public Involvement

In early 2000, the City Council appointed a Comprehensive Plan Update Task Force to make recommendations to the Planning Commission and City Council on the proposed comprehensive plan amendments. The task force included members of the Chamber of Commerce, Arts Commission, Historical Society, City Council, Planning Commission, and at large citizens.

The original research and analysis for this plan was completed in 1990. The proposals contained within the 2000 Plan Update represent consensus opinions developed by the 1990 Comprehensive Planning Task Force, and updated and validated by the 2000 Comprehensive Plan Update Task Force.

During the course of 2003, the City held public visioning meetings to solicit response for a number of issues, including parks and recreation. The goals, policies and recommendations from these visioning meetings were brought forward in the City-Wide Visioning and Downtown Sub-Area Plans and are included in the 2004 Plan Update.

Parks Inventory

The city of Duvall owns a number of properties which provide a variety of facilities including picnic facilities, ball fields, playgrounds, waterfront parks, and trail facilities. Table P-1 summarizes the park and recreation resources in Duvall. Figure P-1 shows the location of city of Duvall parks. Figure P –2 shows the location of existing and proposed trails and walking routes within the city.

Table P-1
Park and Recreation Facilities

CITY OF DUVALL		
Site	**Size and Location**	**Type Facility**
1. McCormick Park	(56.24 acres) East bank of Snoqualmie River adjacent to Snoqualmie Valley Trail. Extends from NE Stella Street to south of NE 143rd.	Community/regional park with shoreline/wetlands and Coe-Clemons Creek. Park amenities include grass fields, trails foot bridge, picnic tables, benches, signage, ADA trail access, portable restroom facility, covered picnic area and a sandbar along the river.
2. Big Rock Ball Fields	(9.75 acres) SE corner of city limits off NE Big Rock Road	Improvements for ball fields and accessory uses in progress. The site contains a full size soccer field and little league baseball field, paved parking and portable restroom.
3. Taylor's Landing	(2.3 acres) North of the Woodinville-Duvall Road Bridge and adjacent to the Snoqualmie River, Snoqualmie Valley Trail and the Community Car-Park.	Shoreline access – boat landing, picnic area. Concrete surfaced boat launching ramp, a 20-25 stall gravel parking area, fish cleaning stand, and portable restroom facility. South end of the property contains a playfield, and a grassy picnic area providing picnic tables and barbecue stands. Boat launch is used for police, fire, ecology, emergency, and public use.
4. Taylor Park	(9 acres) NE Park St. and 1st Avenue NE	Community park with Coe-Clemons Creek, woodlands, picnic shelter, barbeque, playground, basketball court and trails.
5. Dougherty Farmstead	(21.3 acres) 26526 NE Cherry Valley Road across from Cherry Valley Elementary School	Historical farmstead. The wooden frame house, built in 1888, has been restored. Farmhouse, outbuildings and barn are some of the oldest standing structures in the Snoqualmie River valley. The farmstead was designated an historic site by the King County Landmarks Preservation Board in 1983 and by the State in 2004. ADA access.
6. Old Duvall Water Tank Site	(2.7 acres) On the hill overlooking old Duvall at the east end of Virginia Street	Unimproved open space. Elevated water storage tanks have been removed.

7. Lake Rasmussen Park	(7.8 acres) Access site at end of 4th Avenue NE and NE Cherry Street.	Neighborhood park. Lake access at 4th Avenue NE has been improved with steps and a picnic table and benches. East shore property has not been improved.
8. 4th Avenue open space dedication	(3.3 acres) Cherry Valley Road at 3rd Ave. NE, extending South to end of 4th Ave. NE.	Passive open space. Unimproved. The parcel was defined to include the natural drainage swale that empties out of Lake Rasmussen into Cherry Valley. Bridge to Cherry Valley Elementary crosses this property.
9. Big Rock Park	(0.5 acre) South end of City on SR203	Mini-park with unique rock feature. Old Big Rock Road dead-ends into the park. This adds improved access and parking for the site.
10. Frances Duvall historical site	(508 square feet) Located at the triangular intersection of Riverside Avenue, Cherry Street and Railroad Avenue	Urban parcel with historic attributes, is near or on the original site of Frances Duvall's log cabin. Unimproved. Site is presently overgrown with bramble bushes and/or parking areas for downtown business activities.
11. Alva Miller Park	(1.9 acres) NE city limits at end of 277th Pl.	Unimproved park dedication in Taylor's Ridge subdivision.
12. Hix Park	(0.4 acres) 282nd Avenue. NE near NE 147th Pl.	Neighborhood park. Playground equipment and picnic tables.
13. Duvall Open Space	(61.77 acres) Northeast city limits, north of Taylor's Ridge subdivision	Unimproved open space north of Taylor's Ridge subdivision.
14. Central Park	(0.5 acres) NE 150th Street and 275th Avenue NE	Neighborhood park. Playground area with picnic tables. ADA access available.
15. Depot Park	(6.57 acres) NE Stephens St and Railroad Avenue	Community park. Historical railroad depot building and grassy area. Improvements include access to building. City is working to fund operating costs of the building.
16. 278th Ave. Sports Court	(0.5 acres) 278th Avenue NE and NE 152nd St.	Neighborhood park. Fenced concrete pad for various sporting activities.
Total Acreage	**147 acres**	

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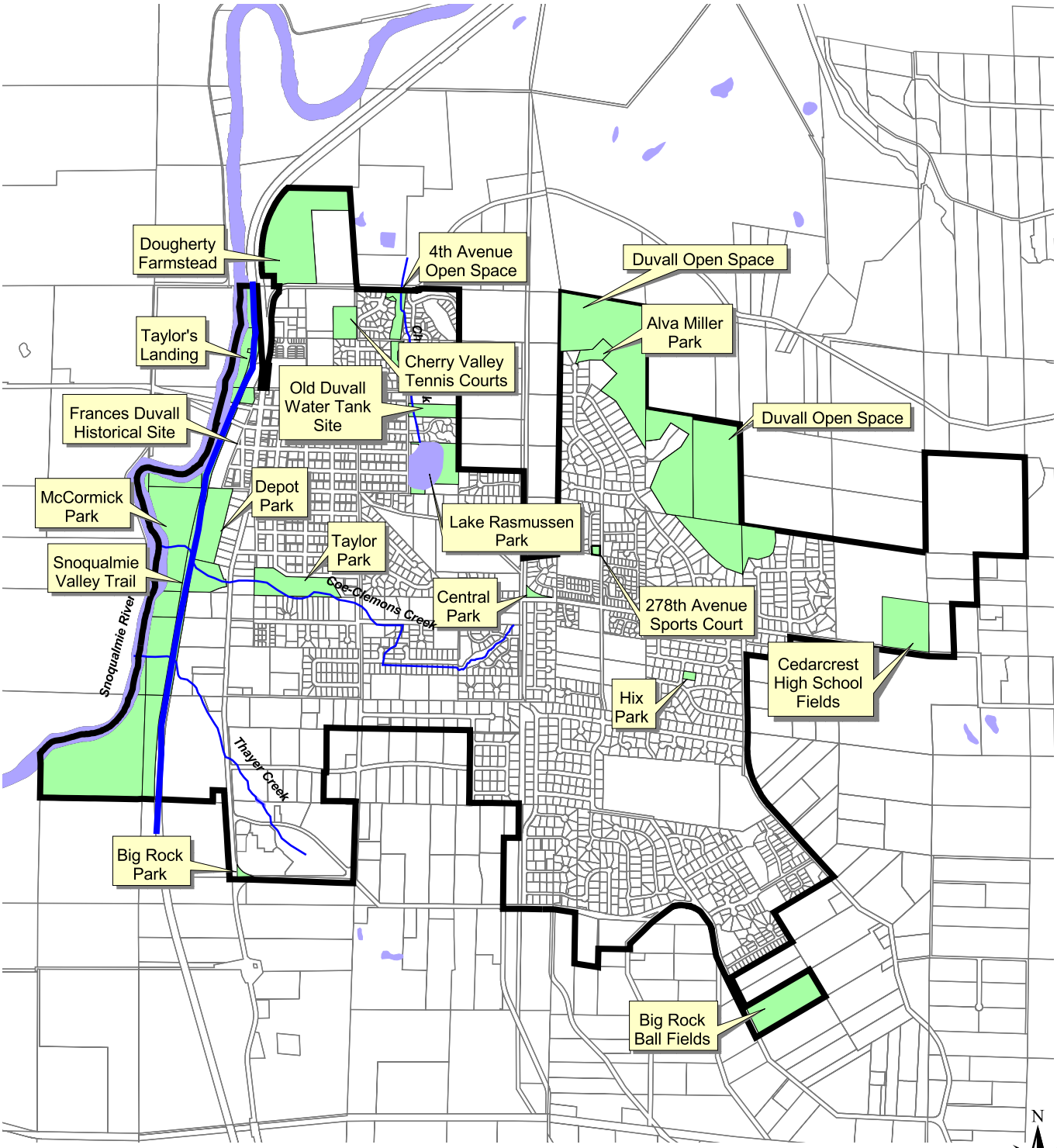

Legend

- City Boundary Line
- 2004 Existing Parks
- Parcels

Figure P-1
City of Duvall Park System

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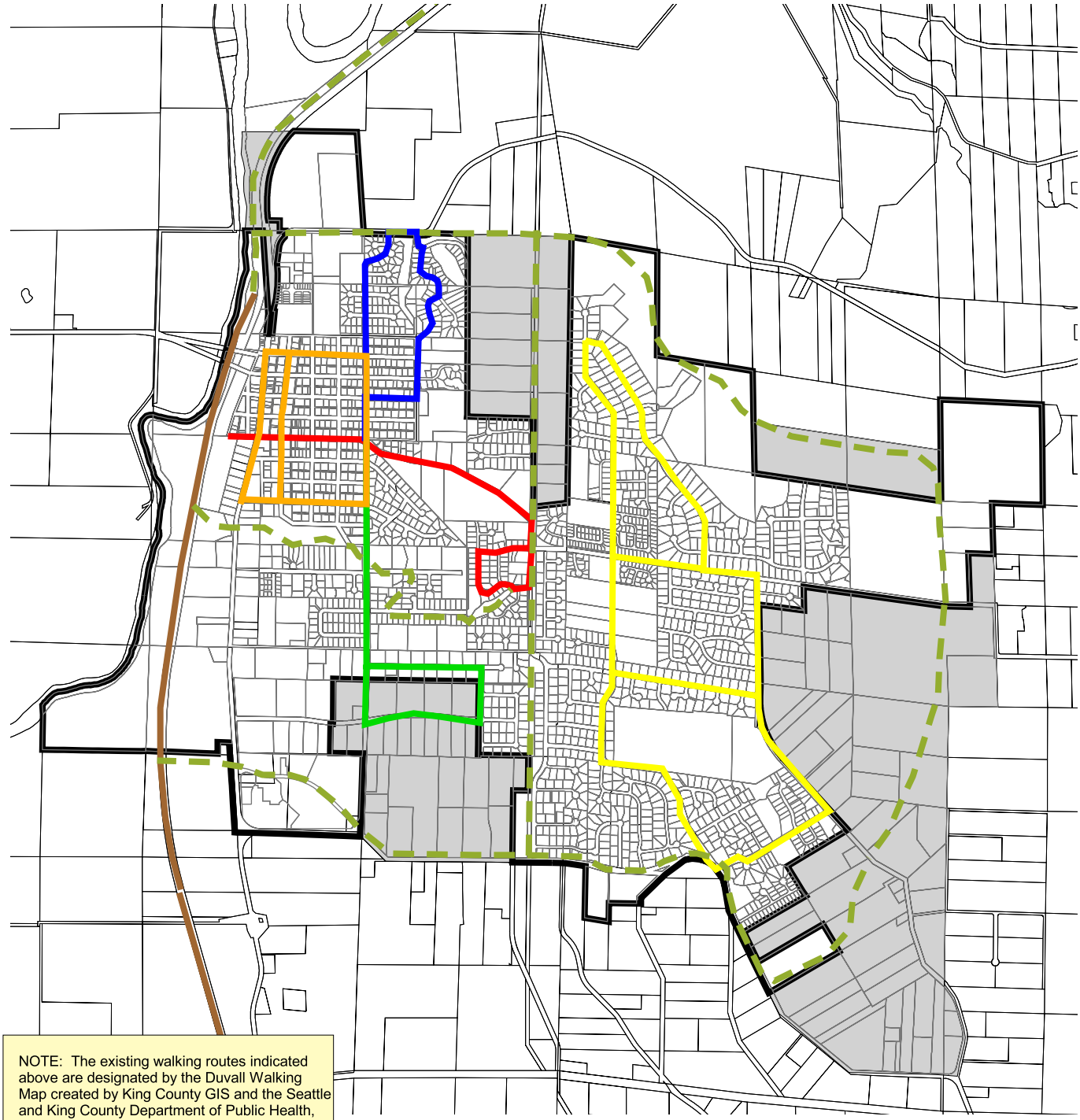

NOTE: The existing walking routes indicated above are designated by the Duvall Walking Map created by King County GIS and the Seattle and King County Department of Public Health, December 2003.

0 2000 4000 Feet

Scale: 1" = 2000 feet

N W E S

Legend

Trails & Walking Routes

- Snoqualmie Valley Trail
- Old Town Loop
- NE 152nd St Corridor
- East Loop
- Valley View Loop
- Cherry Valley Loop
- Conceptual Trails
- Parcels
- City Boundary Line
- Urban Growth Area

Figure P - 2
Trails & Walking Routes

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A number of agencies are involved in providing park and recreational activities within the Duvall planning area. The following table is a brief summary of the facilities and services each agency provides.

Table P-2
Parks and Recreation Facilities Owned by Other Agencies

King County		
Site	**Size and Location**	**Type Facility**
1. Duvall County Community Park	(24.2 acres) Located south of Duvall city limits between the south right-of-way of NE 138th Street, the west right-of-way of Carnation-Duvall Road, the north right-of-way of the Tolt River Pipeline and the east property line of the Snoqualmie Valley Trail. The upper portion of the property is accessed off Carnation-Duvall Road.	Regional park with fields (baseball/soccer) and trail access. Improved. Park provides an improved 24 space parking area, a competition quality baseball/ softball/soccer field, two picnic tables and portable comfort facilities. The lower portion of the property is a gravel farm access road. This portion of the site has been improved into a grassy area that accommodates a softball backstop, two casual play soccer fields, a picnic table and overflow parking.
2. Snoqualmie Valley Trail	Total Length: 33 miles. The trail extends from Duvall to North Bend and on to Vantage in central Washington.	Regional trail through scenic/historic areas and multipurpose trail. Improved trail with crushed rock and original railroad ballast surface. All non-motorized uses permitted. Former railroad trestles have been decked and hand railed from Duvall to Tokul Road. The trestles are still intact from the north edge of Cherry Valley at Cherry Creek to the Duvall County Park and the Tolt Pipeline, except for two crossings over farm access roads.
3. Tolt Pipeline Trail	Within Duvall Park Planning Area: 36.64 acres. The Tolt Pipeline extends west from the Tolt Diversion Lake through the Duvall planning area to Redmond and eventually to Bothell.	Regional horseback and riding trail. Improved for major use from Redmond to West Snoqualmie Valley Road. The Seattle Water Department owns and operates the Tolt River Reservoir and watershed in the Cascade Mountains east of Duvall. The Department provides water service to Seattle by way of the Tolt Pipeline. The pipeline right-of-way is generally cleared of trees and major vegetation and improved with an adjacent gravel service road. All right-of-way entrances are gated and some portions of the ownership are fenced from adjacent property activities.
Total Acreage	93.6 acres	

RIVERVIEW SCHOOL DISTRICT NO. 407		
Site	**Size and Location**	**Type Facility**
1. Cedarcrest High School	School and adjacent properties owned by Riverview School District equal 94.5 acres. 29000 NE 150th St., Duvall	Indoor facilities include gymnasium, locker rooms, band and choir rooms. There is also a 335-seat theater used for both school and community performances. Improved outdoor facilities include multipurpose field with 2 baseball diamonds, football field with track and a concession stand.
2. Eagle Rock Multi Age Program Riverview K-5 Multi-Age Program	29300 NE 150th St, Duvall. Located in 3 portables near Cedarcrest High School	Improved outdoor facilities include covered basketball court and play toys.

3. Cherry Valley Elementary	(6.65 acres) 26701 NE Cherry Valley Rd, Duvall	Indoor facilities include gymnasium (commons area). Improved outdoor facilities include playground basketball hoops, play toys and multipurpose field with two baseball diamonds. Cherry Valley tennis courts are City property through a use agreement with Riverview School District. The court facilities were developed by Duvall business associations over a three-year period using private fund donations and a matching grant provided by the Washington State Interagency Committee for Outdoor Recreation (IAC).

OTHER OWNERSHIP		
Site	**Size and Location**	**Type Facility**
1. Puget Sound Energy Power Line Property	(14.4 acres)	Unimproved. The PSE utility corridor trail follows the power line utility easement that runs north south through the Duvall planning area.

Demand and Need Analysis

Present Day Context

Duvall is situated in the Snoqualmie Valley between Monroe and Carnation and approximately 15 miles from Redmond and 25 miles east of Seattle.

Duvall is considered a small rural city within the rapidly urbanizing "eastside" portion of King County. Growth pressures have increasingly been felt within the Snoqualmie River valley and Duvall has rapidly developed in recent years as a residential community that allows a rural-type lifestyle while within commuting distance to the greater Puget Sound area. Duvall's planning area includes the present city limits and the land within the City's Urban Growth Area (UGA).

The demand for parks in Duvall is for neighborhood parks where there are play structures for children of various ages. There is a demand for tot lots in close proximity to fields or play structures for older children so that parents can watch children of different ages from one vantage point. There is also a demand for recreational fields to be used for soccer, softball, baseball, and other sporting events for children of all ages.

There is also a strong community presence in city parks, especially McCormick Park. McCormick Park hosts events such as Duvall Daze, SummerStage (music in the park), and Sandblast, as well as special events for various interest groups. McCormick Park is home to some of Duvall's first public art, as well as the location of the stage to support the various park events.

There is also a need for park and recreational facilities that will be provided by non-profit groups either independently or in affiliation with the city of Duvall. The Thayer Barn is a future community arts center that will serve all the citizens of Duvall and the greater Snoqualmie Valley. The Duvall Foundation for the Arts is the organization that will be providing the majority of the funding, all of the operations costs, and ongoing management of the Thayer Barn. The expansion of the Dougherty Farmstead to include farm machinery and outbuildings is an important historical project that can only be implemented if a private and/or non-profit organization provides the majority of the funding, operations costs, and ongoing management.

Park and Recreation Facility Service Area

Park and recreation facilities within the Duvall planning area serve four park and recreation service areas: the local service area comprised of 1) Duvall city limits; 2) the immediate unincorporated UGA surrounding Duvall (FAZ 6605); 3) the regional and tourist service area comprised of residents of the east portion of King County Department of Parks and Recreation; and 4) tourists who travel to Duvall to gain access to the Snoqualmie Valley and Tolt Pipeline Trails. Park and recreation facilities within the Duvall planning area service the residents of the Duvall city limits and the immediate unincorporated area surrounding Duvall.

Capital Improvement Program

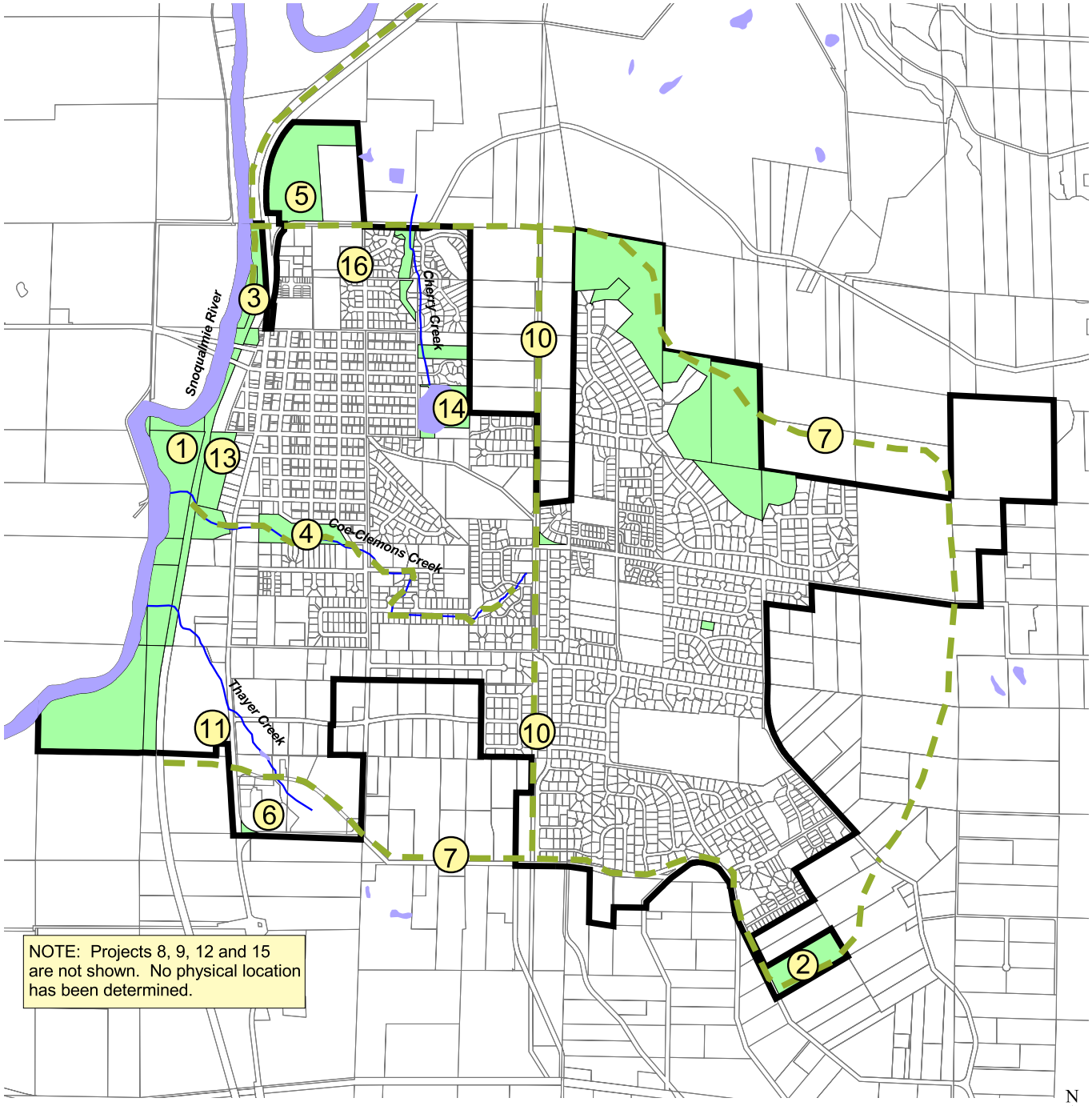
The following table lists proposed development projects which are based on the results of the inventories, needs analysis and workshop planning sessions. Park project locations are shown on Figure P-3.

Table P – 3
DUVALL 20-YEAR PARKS & RECREATION CAPITAL IMPROVEMENT PLAN

Site	Projects	Estimated Cost
1. McCormick Park	**a. Phase I Improvements**: Provide a permanent stage if feasible. **b. Phase II Improvements**: Expand McCormick Park to the south on property owned and/or acquired by the City. Expansion could include extension of trails, wetland enhancement, additional picnic facilities, and wetland/river educational information. **c. Improve access to waterfront from Old Town**: Develop additional trails and/or sidewalks to access the park. **d. Create additional access and links to Snoqualmie Trail and River**: Develop access trails to increase public access to the park and river. **e. Develop a Park Master Plan**: Prepare park development plan for future development throughout the park.	**$950,000**
2. Big Rock Ball Fields	**a. Phase 2 Improvements**: Provide parking, utilities, stormwater, nighttime lighting, restrooms and other support facilities. Complete ballfield construction. **b. Property Acquisition**: Adjoining parcel(s) should be acquired for development of additional ball fields and related improvements.	**$1,500,000**
3. Taylor Landing	**a. Restroom**: Develop restroom facilities to serve both Taylor Landing and Community Car Park. **b. Parking Lot Improvements**: Asphalt paving and stormwater improvements. **c. Upgrade Playground Equipment:** Replace damaged and worn playground equipment with new equipment. **c. Increase Access to River**: Develop additional access points to Snoqualmie River. **d. Renovate/Relocate Entrance**: Improve entrance to increase accessibility to the park.	**$650,000**
4. Taylor Park	**a. Upgrade Playground Equipment**: Replace damaged and worn playground equipment with new equipment. **b. Creek Access Trail**: Improve trail system, providing better access to the big rock located at the bottom of the trail.	**$350,000**
5. Dougherty Farmstead	**a. Continue Improvements to Outbuildings and Develop Additional Parking**: Restore/renovate historical buildings and add additional parking for visitors to the site. **b. Add Park Furnishings**: Includes park benches and tables. **c. Farm Machinery Museum and Outbuildings**: Support the development of a farm machinery museum and historic style outbuildings.	**$700,000**
6. Big Rock Park	**a. Park Development**: Develop plan and park improvements; possible uses including landscaping, parking, and electrical extension to allow for holiday displays.	**$100,000**
7. Trails Plan	**a. Trails Plan**: Develop a trails plan that includes an inventory of existing trails and sets out needs for future trails to link parks, schools, neighborhoods, and regional trail systems. **b. Trail between McCormick Park and Dougherty Farmstead**: Expand trail network to increase public access between sites. **c. Trail between Taylor and McCormick Parks**: Increase access to parks and provide more trail connections. **d. Loop Trails**: Acquire properties throughout the city to construct loop trails which provide increased connectivity.	**$75,000**
8. Old Town Park	**a. Urban Park**: Site and develop urban public space(s) in the Old Town Area.	**$250,000**

9. Public Art	**a. Public Art**: Encourage the inclusion of public art in parks and on/adjacent to sidewalks throughout the community.	**$150,000**
10. Puget Sound Energy Power Line Trail	**a. Property Acquisition:** Pursue the acquisition of property adjacent to the 275th Avenue right-of-way from Puget Sound Energy: **b. Create PSE Power Line Trail**: Develop a multi-use soft trail on the PSE power line property, linking to other trails where feasible.	**$450,000**
11. Thayer Barn	**a. Barn Repair and Stabilization**: Secure barn roof and stabilize building in order to save structure for future improvements. **b. Barn Relocation/Redevelopment**: Support the relocation of the barn to a location more appropriate for public use, either on the current property or at another location. Support redevelopment into performing arts center.	**$2,500,000**
12. Skate Board Park	**a. Site and Develop Facility:** Locate and develop a site for a skateboard park.	**$350,000**
13. Depot Park	**a. Depot Building:** Renovate building for public use and community events. Restrooms, meeting rooms, concessions. **b. Recreation & Public Facilities**: Develop additional recreation and public facilities. **c. Trail Enhancements**: Develop trails within park and connections to Snoqualmie River Trail and McCormick Park. **d. Lighting Improvements**: Install low-intensity lighting in parking areas.	**$600,000**
14. Lake Rasmussen Park	**a. Develop Site Plan Elements**: Develop elements indicated in the site plan. **b. Foot Bridge**: Construct footbridge over bioswale. **c. Construct dock**: Construct dock for public use. **d. Enhance play areas and plantings**: Develop improved play areas and improve plantings throughout park.	**$250,000**
15. Additional Tot Lots	**a. Develop Neighborhood Parks**: Develop additional tot lots and play areas throughout the City as new single-family and/or mixed-use developments occur.	**$500,000**
16. Cherry Valley Tennis Courts	**a. Court Enhancements**: Update existing tennis courts at Cherry Valley Elementary.	**$4,500**
TOTAL ESTIMATED COST OF PROJECTS:		**$9,379,500**

NOTE: Projects 8, 9, 12, and 15 are not shown on the following map. No physical location has been determined for these projects.



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Scale: 1" = 2000 feet

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Legend

10 Parks Projects

Conceptual Trails

City Boundary Line

Parks

Parcels

Figure P - 3
20-Year Parks & Recreation Capital Improvement Plan

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Finances

City revenues are obtained from a combination of taxes, license and permit fees, state and federal grants, user service charges, fines and forfeits, miscellaneous interest earnings and sales, and pass-through federal revenue sharing monies. Major funding sources for park and recreation facilities can include property taxes, general obligation bonds, real estate excise taxes, grants and pass-through monies. The City also has a park mitigation fee of a specified dollar amount for each residential unit constructed.

Park and Recreation Revenue Sources

The following revenue sources could be used in any combination to fund future park and recreation needs:

Impact Fees

The city of Duvall charges an impact fee for each new residential unit built in the city. Details of the impact fee calculation are found in Appendix C.

User Fees

Charge user fees for park and recreation facilities and use the proceeds to purchase land, develop, operate, and maintain facilities.

Special Use Agreements

Encourage use of special property agreements to be used instead of property purchases to secure public use rights for land or property at no cost or a nominal fee, particularly where the possible public use is of benefit to the private landowner. Some forms of special use agreements can provide favorable tax benefits if the use agreement can be shown to have an assigned value.

Public/Private Service Contracts

Private market skills and capital may be employed in a variety of ways including the use of public/private services contracts where a private party can be contracted to operate and maintain a facility for a fixed fee cost. Service contracts can be very efficient where the activities are small, scattered in location, seasonal, expert or experimental. Service contracts are also relatively easy to initiate or terminate if area demand fails to provide sufficient use or revenue to justify continued operation. Service contracts may be flexible and can include agreements with the school district or local user groups who can or would be interested in sustaining the activity on a subsidized or sweat-equity basis in exchange for the facility.

Public/Private Concessions

Duvall could lease a portion of a site or facility to a private party in exchange for a fixed fee or a percentage of gross receipts. The private operator assumes operation and maintenance responsibilities and costs in exchange for a profit. Duvall's portion of the profits may be used to pay facility development costs at the same or for similar facility developments. Concessions can save the city considerable monies where the activities are specialized, seasonal, experimental or unproven. Concessions can be easily initiated, provide direct user benefit/cost reimbursements and relieve the city of a capital risk should market or user interest fail to materialize to a least break-even levels.

Public/Private Joint Development Ventures

Duvall can enter into an agreement with a private or public developer to jointly own or lease land for an extended period to allow the development, operation and maintenance of a major recreational facility or activity in exchange for a fixed lease cost or a percentage of gross receipts. The developer assumes development, operation and maintenance responsibilities, costs and all market risks in exchange for a market opportunity providing a profitable return, which may not otherwise be available. Duvall realizes the development of a facility, which may not be realized otherwise in exchange for a low minimum capital return and no or very little capital risk.

Joint development agreements represent an ultimate benefit/cost resolution which may also provide public revenue which Duvall could use for other development opportunities.

Land Leases
There are instances where an activity is so specialized in appeal or of a service area so broad in scope that it cannot be equitably financed using general public funds. Specialized user groups should be provided options for developing or maintaining facilities in ways that account for equitable public cost reimbursements. Examples include the use of land leases where the city may lease land at low or no cost where a user group or club assumes responsibility for the development, operation and maintenance of the facility. The club could provide volunteer help or use club finances to develop, operate and maintain the facility as a means of meeting user benefit/cost objectives. Land lease agreements could accommodate organized athletics like soccer, baseball, football, softball and rugby; or very specialized facilities like horse stables or equestrian centers.

Contract Agreements
Duvall can purchase land, develop, operate and maintain a specialized facility under a negotiated contract agreement where a special interest group agrees to defray all costs in addition to or in lieu of a user fee as a means of meeting user benefit/cost objectives. The agreements can be quite flexible and could contract the city, the user group, another public agency or a private operator to be developer/operator. Contract agreements could accommodate a range of more expensive special purpose facility developments including high quality athletic competition facilities for league organizations or schools; and specialized facility developments when and where the user organization can provide financial commitments.

Interlocal Agreements
Duvall should also work with the King County Department of Parks and Recreation to determine an equitable means whereby regional and tourist recreational use impacts can be mitigated, particularly trailhead development and maintenance issues related to the Snoqualmie Valley and Tolt Pipeline Trails.

It is to Duvall's advantage to assist King County Department of Parks and Recreation with the development and operation of the Snoqualmie Valley and Tolt Pipeline Trails since both facilities will serve residents of the planning area and draw regional and tourist recreational users to Duvall downtown businesses. Duvall can provide direct and immediate assistance by exploring with the county the possible development of some joint-use trailhead facilities adjacent to the Snoqualmie Valley Trail and McCormick Park. Duvall and King County Department of Parks and Recreation should determine some equitable means whereby the County performs or reimburses the city for the added facility maintenance and operational impacts these regional and tourist users will create on trailhead facilities.

Funding Strategies

Using the strategies described above, funding sources should generally be matched to specific needs to avoid duplication and take advantage of each fund's specific possibilities. For example:

Park and Recreation Program Services
Fees and charges should be used to finance program services to the maximum extent possible and practical to provide cost/benefit equities and efficiencies. General funds should be used to cover situations where fees cannot be readily collected, as in most special events, or where fees do not cover all operating costs.

Facility Operation, Maintenance and Minor Construction
General funds should be used to pay operation and maintenance costs for facilities and activities that cannot be financed with fees and charges or financed with other funding methods. General funds are flexible and can be adjusted to meet annual programming variations or priorities.

Facility Development
Capital improvements, including property acquisition, can be funded through the general fund, real estate excise taxes, park impact fees, or other funding tools as discussed above.

Goals and Policies

Goals and policies are statements that reflect the objectives and policies of the community. The goals and policies frame the development of parks and recreation solutions, and incorporate regional and state mandates into the comprehensive plan. Goals and policies for parks and recreation facilities were developed and coordinated through the Comprehensive Plan Update Task Force, as well as the recommendations from the City-wide Visioning and Downtown Sub-Area Plans.

Goal P – 1 **Develop a high quality, diversified park system, which preserves significant environmental opportunity areas and features.**

Policies

P – 1.1 Preserve and protect significant environmental features which reflect Duvall's natural heritage for park and open space use including wetlands, open spaces, woodlands, streams and stream corridors, shorelines, and other unique features.

P – 1.2 Preserve natural and open space areas within the City, including areas adjacent to the Snoqualmie River and steep slopes.

P – 1.3 Pursue acquisition of additional land located adjacent to the Snoqualmie Valley Trail and/or the Snoqualmie River within Duvall's Urban Growth Area.

P – 1.4 Review and amend development regulations as necessary to include provisions to encourage or require private land developments to preserve unique site features or areas and provide public use and access.

P – 1.5 Pursue acquisition of land throughout the City to be used for future park areas.

P – 1.6 Ensure that park development adjacent to the Snoqualmie River and streams protects and/or enhances salmon habitat.

P – 1.7 Incorporate historical and cultural lands, sites, artifacts and facilities into the park system.

P – 1.8 Encourage the implementation of the projects detailed in the Stream Habitat Assessment Existing Conditions Report (Herrera 2002) and Fish Habitat Restoration Plan (Herrera 2002) within park systems.

P – 1.9 Identify additional park area(s) for the South UGA as part of the 2007 update to the City's Comprehensive Parks & Recreation Plan.

P – 1.10 Create public spaces or commons in association with the development of public educational/institutional uses.

Goal P – 2 **Preserve and enhance existing park, cultural and historical resources within Duvall.**

Policies

P – 2.1 Work with historical and cultural groups to incorporate community activities into the park and recreational program.

P – 2.2 Support the relocation of Thayer Barn to a location more appropriate for public use, either on the current property, or at another location.

P – 2.3 Support development of a Farm Machinery Museum and related outbuildings at the Dougherty Farmstead by a private and/or non-profit organization.

P – 2.4 Prepare a park development plan for Big Rock Park (at Old Big Rock Road).

P – 2.5 Incorporate interesting and unique manmade environments, structures, activities and areas into the park system. Work with property and facility owners to increase public access and utilization of these special features.

P – 2.6 Develop restroom facilities that could be used by the Community Car Park and the Taylor Landing area.

P – 2.7 Support and consider all options that allow the W.R.E.C.K. Center to be maintained as a youth and community center.

Goal P – 3 **Develop a high quality system of multi-purpose park trails and corridors for recreational hikers and walkers, joggers, casual strollers, bicyclists and neighborhood residents that access and/or link significant environmental features, public facilities, local neighborhoods, and business districts.**

Policies

P – 3.1 Link residential neighborhoods to schools, parks and community facilities with trails and link those trails to other existing and proposed trails, including the Snoqualmie Valley Trail.

P – 3.2 Develop a Trails Plan detailing the existing trail inventory and future needs.

P – 3.3 Work with King and Snohomish counties to encourage the continuation of the Snoqualmie Valley Trail to the north of Duvall.

P – 3.4 Work with King County Department of Parks and Recreation to support local connections to the Tolt Pipeline Trail.

P – 3.5 Acquire the Puget Sound Energy utility corridor adjacent to 275th Avenue. Develop the corridor with a multi-purpose trail/corridor for both wildlife and public use, while allowing for the development of 275th Avenue.

P – 3.6 Consider the development of a Loop Trail around the city.

P – 3.7 The City should pursue the acquisition and/or development of a trailhead/parking area and appropriate support facilities in the southwest area of Duvall adjacent to or in the near vicinity of the Snoqualmie Valley Trail. Partnerships with King County Department of Parks and Recreation for the acquisition and development should be pursued.

P – 3.8 The City should encourage the state Department of Natural Resources to provide trailhead access at their property north of Duvall.

P – 3.9 Consider using more porous trail surface materials in trail construction to facilitate stormwater flow and allow for wildlife use.

P – 3.10 Extend trails through natural area corridors, including stream corridors, where feasible. Link natural areas with corridors to be used by wildlife and the public.

P – 3.11 Support the connection of a King County trail from Stillwater Elementary School to connect to the Duvall Trail System at a point along Big Rock Road.

Goal P – 4 **Develop a high quality, diversified recreation system that provides for all age and interest groups.**

Policies

P – 4.1 Cooperate with other public and private agencies to acquire and preserve additional waterfront access for recreational activities and pursuits, especially along the Snoqualmie River and Trail.

P – 4.2 Complete construction of the Big Rock Ball Fields. Pursue the addition of restrooms, parking, utilities, and other support facilities to Big Rock Ball Fields. Continue working with local organizations to provide improvements at Big Rock Ball Fields.

P – 4.3 Pursue the acquisition of additional property located adjacent to the Big Rock Ball Fields in order to facilitate the expansion of the Ball Fields. The City should then expand the ball fields and related uses to that property.

P – 4.4 Support the construction of a skateboard park in the city.

P – 4.5 Support the development of athletic recreational facilities at existing or future school sites that meet the highest quality competitive playing standards and requirements for all age groups and recreational interests. Concentrate on field and court activities.

P – 4.6 Support the development and multiple use of indoor school/community and recreational centers which provide for specialized community activities and athletic uses on a year round basis.

P – 4.7 Determine the need and provide access to recreation programs and facilities for citizens with physical and developmental disabilities.

P – 4.8 Support the development of neighborhood parks in all residential neighborhoods that provide tot lots and/or play areas or structures for older children.

Goal P – 5 **Effectively and efficiently develop, manage and maintain park and recreation resources.**

Policies

P – 5.1 Create effective and efficient methods of acquiring, developing, operating and maintaining facilities that accurately distribute costs and benefits to public interests.

P – 5.2 As funding is available, fund staff positions for park maintenance and management.

P – 5.3 Design and develop facilities that are of low maintenance and high capacity design to reduce overall facility maintenance, operation requirements and costs. Where appropriate, use low maintenance materials and other value engineering considerations that reduce care requirements and retain natural conditions.

P – 5.4 Design and update parks, trails and facilities to be accessible to a variety of age groups, interests, incomes, skill levels, and physical capabilities. If feasible, facilities and trails should provide handicap accessible access in conformance with the Americans with Disabilities Act.

P – 5.5 Work with King County Department of Parks and Recreation to share costs for development and maintenance of joint use facilities such as trailheads.

P – 5.6 Create a comprehensive, balanced park and recreational system that integrates Duvall facilities and services with resources available from the other local, state, federal and private park and recreational lands and facilities in a manner that will best serve and provide for area resident interests. Cooperate with other public and private agencies to avoid duplication, improve facility quality and availability, reduce costs and represent city and area interests.

P – 5.7 Investigate innovative methods for the financing of facility development, maintenance and operating needs to reduce costs, retain financial flexibility, match user benefits and interests, and increase facility services. Consider joint ventures with other public and private agencies where feasible and desirable.

P – 5.8 Work with community groups to develop an "Adopt-a-Park" program to provide park improvements and maintenance.

P – 5.9 Support the inclusion of public art in Old Town and throughout the city.

P – 5.10 Prepare park plans for and develop the vacant and/or underutilized park properties the city currently owns.

P – 5.11 Pursue the acquisition and development of an urban park in the Old Town area.

P – 5.12 Consider ongoing maintenance costs and how those costs will be funded prior to the development of new park facilities.

P – 5.13 Develop better access to information about parks through online materials and an easily recognizable signage system.

P – 5.14 Implement the 20 Year Parks and Recreation Capital Facilities Plan as set out in Figure P-3.

Goal P – 6 **Protect and enhance McCormick Park as the jewel of the City's park system.**

Policies

P – 6.1 As the top priority, preserve and enhance the shoreline, wetlands and riparian habitat within, and adjacent to, the park.

P – 6.2 Enhance public access to the park and shoreline by providing trail improvements.

P – 6.3 Protect the wooded character of the Snoqualmie Valley Trail through the park.

P – 6.4 Maintain the informal natural character of the park.

P – 6.5 Maintain and enhance the park for its ability to accommodate a wide variety of activities, including summer festivals and events.

P – 6.6 Provide a mixture of watercraft access opportunities including kayaking, canoeing, row boating and rafting that have minimal impacts on the natural character of the park.

P – 6.7 Consider opportunities to provide low-level lighting in active areas of the park, where possible.

P – 6.8 Work with developers of adjacent properties to ensure that development complements the park.

P – 6.9 Review and update the McCormick Park Plan to determine long-range site potential. The plan should determine the boundaries of the sensitive areas, as well as the extent of potential active and passive park use.

Goal P – 7 **Upgrade Taylor Park as a valuable recreational and visual resource for Duvall residents.**

Policies

P – 7.1 Enhance pedestrian access to the park from nearby neighborhoods and develop a trail to McCormick Park.

P – 7.2 Upgrade the recreational facilities and amenities in the park.

P – 7.3 Expand the system of pathways throughout the park.

P – 7.4 Provide measures and improvements that enhance the safety of park visitors.

P – 7.5 Preserve and enhance the environmental integrity of the park.

Goal P – 8 **Enhance public access to Lake Rasmussen.**

Policies

P – 8.1 Enhance pedestrian access to the park from nearby neighborhoods.

P – 8.2 Acquire private property around the lake to provide waterfront access.

P – 8.3 Minimize negative impacts to adjacent property owners.

P – 8.4 Preserve and enhance the environmental integrity of the lake and shoreline.

References

City of Duvall (March 27, 2003). Duvall City-Wide Visioning Plan. Duvall, WA.

City of Duvall (February 26, 2004). Duvall Downtown Sub-Area Plan. Duvall, WA.

King County Growth Management Planning Council (December 31, 1995). Countywide Planning Policies. Seattle, WA.

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V. Economic Development Element

Introduction

Purpose and Intent

The purpose of the Economic Development Element is to provide goals and policies for economic growth and vitality that will enhance the city of Duvall's financial future and quality of life. The Element describes Duvall's role in the local and regional economy, stresses the importance of business retention and growth, and provides a summary of the city's strengths and weaknesses. A city-wide strategy that encourages a balance and diverse mix of light industrial, commercial and residential activities is critical to the success of Duvall's future economic health. It is important to note that economic development not only focuses on the growth of new commercial and industrial business, but also promotes the revitalization and sustainability of existing businesses in Duvall. As the city continues to grow in the years ahead, an economic development plan must be in place to ensure a healthy business climate and develop a strong and competitive local and regional marketplace. The overall goal of this Element is to provide a framework to help improve the economic climate of the entire city.

The Growth Management Act (GMA) requires the Economic Development Element to establish local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life (RCW 36.70A.070). The element must contain (a) a summary of the local economy such as population, employment, payroll, sectors, businesses, sales, and other information as appropriate; (b) a summary of the strengths and weaknesses of the local economy defined as the commercial and industrial sectors and supporting factors such as land use, transportation, utilities, education, work force, housing, and natural/cultural resources; and (c) an identification of policies, programs, and projects to foster economic growth and development and to address future needs. King County has established Countywide Planning Policies (CWPPs) that shall be addressed by all of the cities in King County. The policies in the Economic Development Element must reflect the CWPPs that are concerned with economic development.

Economic Development Concept

The city of Duvall has evolved from a rural natural resource and timber community into a growing residential community with great economic potential. To ensure a strong and vibrant economic future in Duvall, the Economic Development Element stresses these critical strategies:

- Focus on making Duvall a great place to live, work, recreate and visit;
- Promote a thriving and diverse local economy that provides opportunities in a variety of business sectors;
- Encourage city-wide economic growth while enhancing the Old Town business district;
- Maintain the small-town atmosphere that Duvall is known for that builds on local historic and natural assets within the community;
- Encourage high-quality, mixed-use, commercial and industrial development;
- Create a balanced economic environment that will attract business growth while strengthening existing local businesses, and;
- Foster the development of partnerships between private and public sectors to implement economic development goals and strategies.

Economic Conditions Summary

In October 2002, ECONorthwest (ECO), under sub-contract from MAKERS, was hired to perform an economic analysis to supplement Duvall's City-Wide Visioning Plan and the Downtown Sub-Area Plan. ECO's Economic Conditions report outlined the state of the Duvall economy in the context of local economic conditions and the regional economy. The regional context provides a foundation for

understanding of the broader forces that influence Duvall's future, which is dependent on local actions, connections to the region as a whole and economic relationships with nearby sub-regions.

Economic Conditions Summary 2005 Update

In December 2005, the City adopted the Economic Development Strategic Action Plan (EDSAP): 2006-2011 (Action Plan), which was prepared by Berk and Associates. The plan is incorporated as Appendix X The plan is built upon the understanding that the City's economy is intrinsically tied to its livability and quality of life, as well as the identity it presents to others, be they potential tourists, residents or employers. The plan provides direction and prioritization for the City and its partners in economic development for the coming five years. The plan is based on the understanding of the interrelationships between the City's economy, quality of life and image, and is guided by the following principles:

- Enhance Duvall's attractiveness as a great place to do business, live and visit.
- Draw on Duvall's culture and heritage, respecting the City's rural character as a key asset. At the same time, embrace and proactively plan for change.
- Support a family-friendly environment. Consider the large presence of families when considering residential and commercial development, infrastructure investments, community events and other actions.
- Target investment and efforts in enhancements which benefit and are attractive to both City residents and out-of-town visitors.
- Tie investments in public infrastructure to economic development and future goals.
- Leverage resources through collaboration among the City, community groups and community volunteers. Form "tiger teams" to address key areas of interest, bringing together City and community resources and ideas. Consider teams dedicated to:
    1. Old Town
    2. Recreation
    3. Business retention
    4. Recruitment of targeted businesses and industries.

The plan draws on substantial amounts of quantitative and qualitative research that includes:

- A comprehensive analysis of the City's demographic, economic, market and land use conditions contained in the Economic Development Profile.
- A Fiscal Implications of Land Use Alternatives captures the impacts of different land use choices on the City's financial position.
- Summaries of phone and in-person interviews with more than 30 stakeholders and the City's Cultural Planning Steering Committee present important context and community opinions.
- Additional public input was gained at the public open house held in September of 2005.

Duvall's Commercial and Industrial Development Market Factors

The plan identified Duvall's strengths and challenges in the market place.

Strengths include:

- Duvall is growing rapidly and is expected to grow much more rapidly now that the city is not in a moratorium.
- The City's image of a pleasant small town accessible to Redmond, Seattle and other urban areas in the region is a positive image that will attract attention.
- Duvall is well known for its relative housing affordability and a good place to raise a family.
- The City's labor force is skilled with many connections to Microsoft.
- The local development community is aware of opportunities in Duvall and generally appears ready to respond.

Challenges include:

- Duvall's Moratorium has turned away the regional development community from 1999-2005.

- Stiff competition surrounds Duvall: Redmond Ridge and Snoqualmie Ridge expansions have the attention of regional developers. Monroe's and Woodinville's economies are expanding and attraction development as well.
- Duvall's location within the Highway 202 and 203 corridor is challenging for major office and industrial activity:
    1. Nearly all industrial businesses require movement of equipment or large volumes of product
    2. Distribution networks and access to regional transportation facilities becomes the primary consideration for industrial location
    3. Distribution activities best suited for Duvall would be revolved around companies that primarily serve other businesses and households within the north-south corridor spanning from Monroe to Snoqualmie/North Bend
    4. Other cities rank higher for access to the major transportation facilities and commercial centers to the west within the Puget Sound region
    5. Similar challenges to those cited above apply to firms who desire access to large labor pools. Other areas located near major regional transportation facilities will rank higher in terms of access to labor.

Conclusions and other considerations for retail/office and commercial include:

Retail

- The City's aggregate retail sales lag far behind the revenue retailers would otherwise generate if they simply sold the equivalent of what their resident households purchase.
- The reasons for the retail shortfalls are well known locally: the City's residents primarily work in other parts of the region; shopping opportunities are abundant around all of their workplaces and driving to retail centers in Woodinville, Monroe, Issaquah, Redmond, and even Bellevue and Seattle is too convenient for local retailers to compete for local dollars.
- Commercial growth in Redmond Ridge and Monroe is sure to challenge local retail development further, as well as unforeseen development that may come to Woodinville, Snoqualmie or other centers.
- Still, an increasing market share in Duvall should be within local retailers reach with effective strategies and good developments. An absorption target rate of 150,000 s.f. to 200,000 s.f. over a 20-year period appears reasonable for planning purposes. Achieving those targets will require increasing market share for local retailers.
- The City's retail environment appears to have reached a plateau. Retailers and developers seem to be waiting for a tipping point in population growth to be reached, at which point they will more comfortably risk new development to capture local spending.
- Accommodating more housing growth, in general, is among the more effective strategies the City can implement to attract more retail development in the long-run.

Office and Industrial

- As the City grows, more office and industrial space will be in demand.
- Puget Sound Regional Council (PSRC) employment forecasts for the region suggest regional trends alone will not drive demand.
- The source of demand for office and industrial space is most likely to come from local entrepreneurs or local residents moving their business to be close to home.
- The City's comparative advantages do not appear to favor relocating an existing or growing office or industrial business to the City; growing employment centers surrounding the City offer better access to the regions key transportation facilities- a key determinant for intraregional location decisions.
- These factors suggest that continuing to focus efforts on making the City an excellent place to live and to accommodate household growth are among the better strategies for encouraging office and industrial growth in the long run.

Based on the retail, industrial and office conclusions the City's land capacity can more than accommodate the absorption scenarios and projections listed in the Duvall Economic Development Profile. The analysis concludes that within a 20 year horizon, converting a significant portion of the vacant land currently zoned commercial and industrial to allow residential uses would not deter commercial or industrial development opportunities. Moreover allowing additional households nearer to retailers would provide support for local retailers and incrementally strengthen the local economy.

Development Market Factors

In addition to the analysis of the City's economic and market conditions, the plan provides a qualitative assessment of market factors in the City's developable areas, with a particular focus on the areas zoned for commercial, industrial or mixed-use.

Old Town

Infill and redevelopment, with retail, services, housing, and civic uses, including open spaces, are the prime objectives of Old Town, as captured by the Downtown Sub-Area Plan. Currently demand is low from retailers and commercial businesses for space in Old Town. Old Town appears to have ample in-fill and redevelopment opportunities. Much of the land is not used as intensely as possible. Surface parking lots and aging buildings provide plenty of land for land owner, developers, and the City to work with to accommodate denser development in Old Town, which in turn would lead to a more thriving downtown Duvall.

Old Town has much potential for residential development. The hillside, the riverfront and the pedestrian-friendly design of the center provide key components attractive to housing development. Additional amenities, such as a park and playground, river access and better developed community spaces would help attract housing to Old Town.

Southern Portion of Town

The Safeway- anchored development has established a major presence that will affect the types of tenants and development in the vicinity. Retail clustering thrives on anchors, and grocery stores are among the most typical anchors or retail concentrations.

A new retail center adjacent to Safeway might represent the City's most favorable chance to increase trade capture of the City's total retail activity. The Safeway's regional draw provides customers that other retailers could attract. Retailers near Safeway would benefit from the visibility to Safeway's customers. Adding more retail and services to the immediate vicinity could provide synergies, there by further increasing the local draw.

Multi-family housing in the southern portion of town can help support local businesses. In Duvall's conditions, retailer's benefit from the addition of new housing, particularly higher-end housing. This suggests owner-occupied multi-family units would serve retail in the vicinity best but renter-occupied housing could be a plus to retail sales, housing affordability and provide needed housing for the Lake Washington Technical College's Satellite Campus.

Office space should also fit nicely as part of and absorption strategy for mixed-use development along the SR-203 corridor or in the southern portion of town. Housing, retail and office can all work together to support each other and draw local residents.

Industrial

The southern portion of town can accommodate a mix of industrial and flex-tech space. The greatest visible demand for industrial uses in Duvall appears to be smaller spaces that can flexibly accommodate light assembly and production space for business which also might need retail frontage and parking, and or office space for management or customer service. This type of flexible industrial space would work well along the Main Street Corridor, as well.

Main Street Corridor

With established centers in Old Town and at the Safeway Development, the land for development in between will take on a corridor activity pattern. The City could prosper with developments like Copperhill Square along the Main Street Corridor. Copperhill Square represents an improvement over typical strip-

commercial centers. The housing above and behind the commercial development, with access to the center, will create opportunities for high-quality tenants and access to services.

A larger, stand alone office building would fit along the Corridor or in the southern portion of town. From a market perspective, developers would choose the vacant, larger parcels, to have more flexibility in planning for access and parking. The plan also states the corridor could accommodate a mix of industrial flex-tech, and business park space.

In summary, the plan uses newer employment forecasts for the region, and several conclusions can be made with regard to the market factors shaping the City of Duvall's economy. Due to several disadvantages having to do with location and accessibility, the Economic Strategic Action Plan concluded that the City faces competition from neighboring cities which are better positioned to attract major office, industrial, and distribution employers. On the other hand, the Plan concluded that Duvall has many strengths, including its relative housing affordability, skilled labor force, and pleasant small town character. The Action Plan made the following recommendations:

1. Encourage larger-scale (larger parcels with integrated design and development) commercial and mixed use development in the southern portion of town.
2. Continuing to focus efforts on making the City an excellent place to live and accommodating household growth are among the better strategies for encouraging office, retail, and industrial growth in the long run.
3. Converting a significant portion of the vacant land currently zoned commercial and industrial to allow residential uses would not deter commercial and industrial development opportunities.

Current Conditions

The following is a summary of current economic conditions in Duvall.

Population

Between 2000 and 2006 Duvall's population has grown rapidly (24.2%) compared to growth in King (5.6%) and Snohomish (10.8%) counties and in comparison to most nearby communities. The significant growth of nearby Monroe (17.2%) suggests that Monroe might be attracting growth that might otherwise be destined for Duvall. Other nearby cities are not growing as rapidly as Duvall with the exception of Snoqualmie (379.1%), which is experiencing explosive growth. Table ED – 1: Population Change of Duvall and Neighboring Cities: 2000-2006, provides a summary of these growth rates.

Table ED – 1
Population Change of Duvall and Neighboring Cities: 2000-2006

	2000 Population	2006 Population	Percent Change
Duvall	4,616	5,735	24.2%
Carnation	1,893	1,900	0.4%
Monroe	13,795	16,170	17.2%
North Bend	4,746	4,690	-1.2%
Snoqualmie	1,631	7,815	379.1%
Woodinville	9,809	10,350	5.5%
King County	1,737,046	1,835,300	5.6%
Snohomish County	606,024	671,800	10.8%

Source: Office of Financial Management, 2006

Household Incomes

Median household incomes in Duvall are higher than the regional averages. For the city of Duvall, the median household income in 2000 was $71,300. This compares to median incomes of slightly more than $53,000 for King County. The Duvall figure suggests that the purchasing power of consumers living in the immediate vicinity of the city exceeds that of the county and region as a whole.

Table ED – 2
Household Income

	DUVALL		KING COUNTY	
	$	Total Households	$	Total Households
Median Household Income	71,300	1,608	53,157	711,235

Source: 2000 U.S. Census, 2003 King County Growth Report

Employment and Industry Trends

Since 1995, overall economic activity has increased in Duvall. Between 1995 and 2000, the Retail and Construction/ Resources sectors showed the strongest growth among the seven major employment sectors, followed by Education; Finance, Insurance, Real Estate, and Services (FIRES); and Government (Figure ED – 1). By contrast, the industrial sectors of Manufacturing and Wholesale Trade, Communications, and Utilities (WTCU) saw no growth as a group, with declines in Manufacturing employment offsetting modest growth in WTCU.

Location quotients highlight the city's strengths and weaknesses in economic sectors (Figure ED – 2).

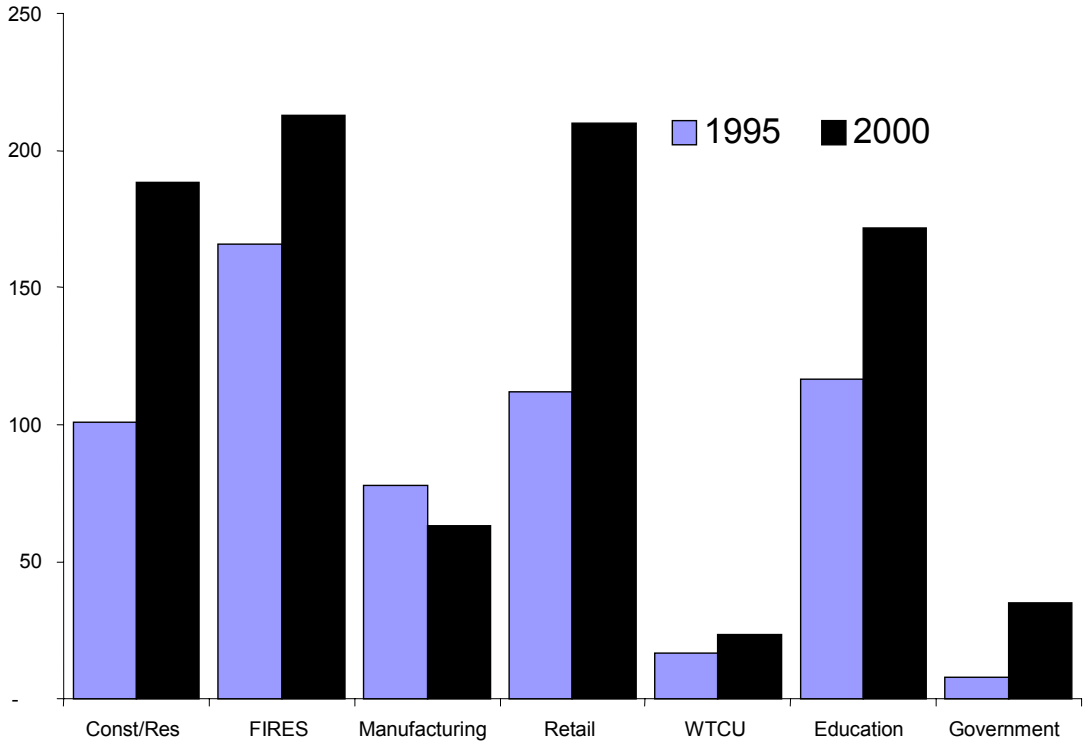
A value of 1.0 indicates that for a specified sector, employment within the city is what should be expected given Duvall's size and the regional averages in the central Puget Sound Region. Changes in Duvall's location quotients from 1995 to 2000 suggest that the city is becoming less of a place where products are built and services are rendered. It is developing into a community where people live, raise families, and shop.

The 2005 Economic Development Strategic Action Plan states that Duvall's job-housing balance is 0.5 – lower than the totals for incorporated King County (1.6) and for incorporated portions of the region (1.5). This means that in Duvall there are more homes than jobs.

The majority of Duvall's residents are employed outside of the Duvall area. The largest share of Duvall residents work on the Eastside (36%). The jobs to housing ratio, journey to work data, and Duvall's location northeast of the Eastside have created a role for Duvall as a bedroom community.

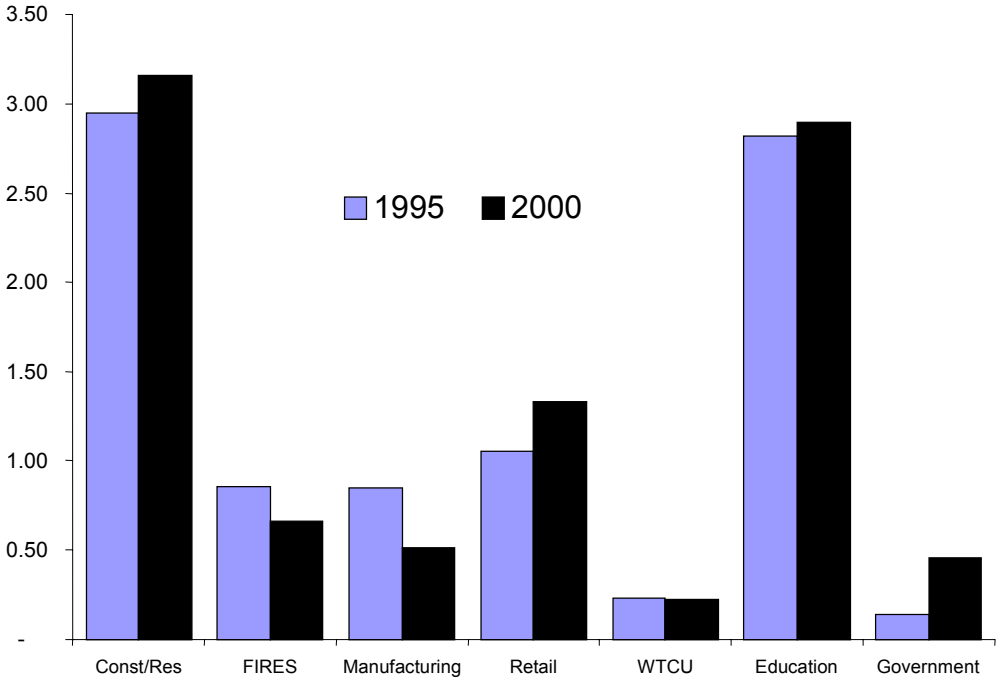
Nearly half of Duvall's workforce commutes from the Duvall area (44%). Smaller concentrations of Duvall workers commute from the Woodinville and Redmond area.

Figure ED –1
1995 and 2000 City of Duvall Covered Employment



Source: ECONorthwest analysis of Puget Sound Regional Council summaries of covered employment for 1995 and 2000.

Figure ED – 2
1995 and 2000 Location Quotients for City of Duvall



Source: ECONorthwest analysis of Puget Sound Regional Council summaries of covered employment for 1995 and 2000. Note: Location quotients are based on total employment in King, Snohomish, Pierce and Kitsap counties.

The Puget Sound Regional Council (PSRC) employment forecasts (Table ED-3) show a constant growth of 0.9% for Duvall through the year 2030. Manufacturing is forecasted to decline in Duvall while all other sectors will see increases through 2030. The forecasts suggest very rapid increases in finance, insurance, real estate and services (FIRES) for the Snoqualmie Valley. Much of this growth in the FIRES sector is forecasted to occur in the City of Snoqualmie, but Duvall is expected to capture a share of this growth.

Table ED -3
PSRC Employment Forecasts for Duvall and the Snoqualmie Valley, 2000-2030

	Duvall (FAZ 6605)				Snoqualmie Valley FAZs			
Total Employment	2000	2010	2020	2030	2000	2010	2020	2030
Construction/Resources	690	756	825	903	2,449	4,122	4,430	4,866
Manufacturing	131	100	88	85	547	410	339	315
WTCU	44	44	56	62	405	342	420	474
Retail	236	238	235	242	2,099	2,333	2,640	3,107
FIRES	290	382	485	581	2,527	7,103	7,578	8,199
Government and Education	319	354	355	365	1,879	2,365	2,512	2,724
Total	1,710	1,874	2,044	2,238	9,906	16,675	17,919	19,685
10-Year Growth		164	169	194		6,769	1,243	1,767
Avg. Annual Growth Rate		0.9%	0.9%	0.9%		5.3%	0.7%	0.9%

Source: Puget Sound Regional Council, 2005

Note: WTCU is Wholesale, Trade, Transportation, Communication, and Utilities: FIRES is Finance, Insurance, Real Estate, Services; FAZs is forecast analysis zones

Many light-industrial and manufacturing companies perceive a lack of industrially zoned land in the region. Some smaller cities in the Puget Sound region have capitalized on this issue by annexing large portions of land and zoning the land industrial. Cities that are favorably located with access to major highway routes have attracted a number of warehousing and distribution companies. Due to its location and less than ideal access to major regional centers and transportation corridors, Duvall is not in a competitive position to attract larger industrial and distribution employers. Special consideration should be given to ensure adequate land reserved for light industrial uses to encourage additional flex-tech space as is provided for in the commercial zoned area of the South UGA.

Service jobs represent the largest sector of employment in Duvall, while business services represent the most underserved among the sub-sectors within the Services category. Duvall's services employment is less than two-thirds what would be expected given its total employment, and therefore is cause for further exploration. As shown in Table ED-3, Duvall can expect to see steady growth in the FIRES sector, which includes service jobs.

The employment data shows that the city is an education hub for many people living outside the city. Schools in Duvall draw students and parents to the city, and this routine traffic represents potential customers for Duvall businesses. Attracting a regional educational institution such as Lake Washington Technical College would expand this sector further while also having a multiplier effect on local retail trade and services.

New retail leases generally range from $1.00 to $2.75 per square foot, per month. However, retail market factors vary by location. Asking prices for retail space in Old Town range between $1.00 and $1.25 per square foot, per month. Properties south of Old Town toward the Safeway Development are around $2.75 per square foot, per month. Demand was very low in late 2002 with building managers reporting some interest at that time, but at prices well below the asking price.

Market participants suggest that Duvall is experiencing a strong demand for small Industrial/Flex-Space facilities similar to the city's one existing location, known as the Tech Center. Asking prices for office space in Duvall generally range between $14 and $22 per square foot, per year ($1.15 and $1.80 per month). This is generally below the asking price of Class A and B office space in the Bothell/Woodinville area, the closest comparable concentration of competitive office space.

Market Outlook

The majority of employees in Duvall work in retail, education and finance, insurance, real estate, and services (FIRES), of which the largest percentage is employed by retail services, closely followed by FIRES. These jobs, as well as jobs in education and government, typically are lower paying jobs. King County Countywide Planning Policies estimate the 2001 - 2022 employment target for Duvall at 1,125 jobs and the household target at 1,037 units. This equates to 1.08 jobs per household. While this number is average among other rural cities, it is far lower than nearby cities such as Redmond and Bellevue. This is due not only to population size, but also to the lack of diversity and number of employment opportunities that can be found in Duvall and other smaller neighboring communities. Duvall's residential growth rate currently surpasses economic growth, and will continue to do so until the employment base within the city is expanded. Table ED – 4 summarizes the job and household target for Duvall.

New economic data from the Economic Development Strategic Plan discusses Duvall's jobs-housing balance. According to of Office of Financial Management Duvall in 2003 had 1,080 jobs and 1,990 housing units for .5 jobs per household.

Table ED – 4
2022 Jobs and Housing Targets and Jobs/Housing Ratio

	JOB TARGET	HOUSEHOLD TARGET	JOBS/HOUSING RATIO
Duvall	1,125	1,037	1.08
Rural KC Cities	5,250	5,563	.94

Source: GMPC Amendments to the Countywide Planning Policies – July 2002

Most of Duvall's job growth will come in Service (FIRES) industries. Over time, Duvall's population base and labor force will attract start-ups and smaller companies in the information based and service based industries. The growing population base of Duvall and surrounding areas will continue to attract construction employment to Duvall.

Economic Development Opportunities

Old Town

The Old Town neighborhood, which is located along Main Street between NE Bird Street on the north to NE Stephens Street on the south, has a historic charm and a lot of potential in the years ahead. This corridor consists of small shops and food establishments, which serve both the local population and out-of-town visitors.

In recent years during the economic recession, Old Town has struggled to retain its core retail uses. Some of the long time shops have not seen the same level of business as in years past. Some of the issues which trouble economic vitality in Old Town are:

- Constant traffic noise disrupting pedestrian vitality along Main Street
- New commercial developments on south side of Duvall which compete for business
- Pedestrian safety issues (wide right-of-way, limited crosswalks, etc.)
- Minimal parking along Main Street, especially on weekends
- Lack of public gathering space (civic plaza) which encourages pedestrian activity
- Lack of residential uses above retail (uses which encourage pedestrian activity)

Old Town can provide convenient opportunities for residents and visitors to interact and allow Duvall the opportunity to retain the historic small town charm. In order to retain and attract successful local businesses in Old Town, improvements should be made in the areas listed above. The City should explore options for obtaining funds to make pedestrian, road and parking improvements. Implementing zoning for residential uses above retail will encourage increased pedestrian traffic. Encouraging business owners to be actively involved in the local Chamber of Commerce can improve business climate and allow for collaboration between business owners. Last, by implementing design guidelines and targeting unique business opportunities, the city can provide a unique, attractive, and safe atmosphere where people will want to gather, walk and enjoy the Old Town area.

Many of Duvall's long-time businesses in and adjacent to Old Town are still thriving, while others are struggling because of the recent recession and new competition which has opened up in the southern Downtown area. In addition, the lack of a significant employment center has likely slowed some business growth. The potential growth in new housing units along the Main Street corridor will bring much needed economic growth in the city. As outlined in the Transportation Element, Main Street will be developed at 44 feet in width from the edge of the sidewalk. This includes on street parallel parking on both sides of the street and one travel lane in each direction. This corridor improvement project will provide a safe and attractive environment for pedestrians, which will encourage business growth and retention. There are also several properties which have the potential for new development or redevelopment along Main Street. With these changes to the existing landscape, this corridor has the potential to attract a number of residents and visitors.

Old Town Duvall is already described as being the heart of the community, and with additional investment and coordination, it has tremendous potential as the city's focal point – both for residents and out-of-town visitors. Implementation of the Economic Development Element and the Economic Development Strategic Plan will create an Old Town environment which is charming, vibrant and pedestrian-friendly, with a lot of community space, making it an attractive destination for people to spend time, eat, drink and shop. Visiting Old Town will be a cultural experience, with complementary public spaces, restaurants and businesses.

This enhancement of the Old Town environment will be accomplished through planning and coordination of the built environment; City investment in public spaces, amenities and aesthetic enhancements; business outreach; and collaboration and contribution by partner organizations, the community and private sector.

Downtown - South of Old Town

The Downtown area south of Old Town consists of three distinct areas; 1) the commercial development adjacent to Old Town on the south; 2) the mixed-use and industrial development clustered at Main Street and 145th Street, and 3) the Safeway Plaza development at the southern city limits.

In the first area, there are a variety of businesses ranging from service industry (restaurants, grocery, bakery), retail businesses (hardware, auto parts) and medical offices (chiropractic, dentistry). Design characteristics include single story strip-like development to mixed-use development with office space on upper floors. Sidewalks exist in the majority of the area. There are vacant lands and redevelopment opportunities in this area.

In the second area, there is a new mixed-use development, Copper Hill Square, with retail uses on the bottom floor and office or residential uses on upper floors in the part of the development that fronts on Main Street. Condominiums are located in the eastern portion of the property and adjacent to NE 145th Street and 1st Avenue. This area also houses the Tech Center, a flex space building owned by the City. A primary industrial use, Pentz Design, and the Public Works Department and Sewer Treatment Plant are also located in this area. The majority of Main Street south of Valley Street through this area has no sidewalks or crosswalks, which limits the amount of pedestrian traffic due to safety concerns. There are vacant lands and redevelopment opportunities in this area as well.

The third area is the Safeway Plaza location. Safeway Plaza consists of a Safeway store, three multi-tenant buildings, a gas station, and a bank. There are substantial amounts of vacant land in the area. With the economic success in Safeway Plaza, it is evident that the population base within Duvall and surrounding communities will support additional retail and services. These businesses may include fast-food restaurants, auto repair services, franchise restaurants and businesses and personal care businesses. It is also important to work to provide opportunities for local businesses, rather than depend on national chain stores in order to ensure Duvall retains its unique character. Additionally, if and when the office market in the Puget Sound region rebounds, the properties adjacent to the Safeway Plaza allow for the potential of expanding Duvall's employment base.

South UGA

The South UGA, which is approximately 100 acres of vacant or underutilized land is located from south of NE 144th Place to NE Big Rock Road and from 268th Avenue NE/3rd Avenue to approximately 275th Avenue NE. This is the largest potential annexation area within the 20-year planning period (except for

the East Urban Growth Area Reserve) and will be dedicated to Commercial/Retail, Residential and flex-tech type uses.

As indicated in the City-Wide Visioning Plan, residents identified the South UGA as a new light industrial and office corridor. Since then, economic analyses conducted for the Economic Development Strategic Action Plan have revealed that Duvall is not well positioned to attract major light industrial or office-type employers from outside of the City. Nonetheless, this area has the potential for creating a number of jobs, ranging from small firm or institutional office jobs to start-up companies in information-based and service-based industries. The Economic Development Strategic Action Plan emphasized that allowing flexibility in the range of uses is an important factor for developing the South UGA into both an employment center as well as a neighborhood.

Designation of Commercial Land in the South UGA

Many of the economic forces shaping Duvall's economy are beyond the government's control, thus the city government must be poised to respond to trends while it encourages local business generation. The South UGA is an ideal area for developing a mixed-use center where commercial, residential and institutional uses mutually support one another and the larger Duvall economy. A Commercial designation will allow for retail sales, flex-tech, live-work units, and other flexible spaces that encourage entrepreneurial, locally-based businesses, a key factor in stimulating Duvall's economy. Many of the uses that would otherwise be allowed under a Light Industrial designation could also be allowed under a Commercial designation provided they are compatible with other uses such as residential and institutional uses.

As part of the City-Wide Visioning Plan, the ECONorthwest report indicates that the city is currently under-served by retail, given the population of Duvall and the typical spending pattern assumptions for residents.

Duvall's capture rate of retail sales as identified in the Economic Development Strategic Action Plan in 2004 was approximately 19%. The City has set a goal capture rate of 25%. Table ED-5 shows office and industrial absorption rates.

Table ED – 5
Office and Industrial Absorption Scenarios

	PSRC Forecasts	Current Share Scenario	Rapid Growth Scenario	Build Out Scenario
	New Development Over 20 years (s.f.)			
Total area by Development Type				
Retail	150,000	150,000	150,000	150,000
Office	34,500	123,200	262,500	400,000
Industrial	32,100	174,500	450,000	650,000
Total New Development	216,600	447,700	862,500	1,200,000
	Acres Absorbed over 20 years			
Acres of land absorbed by				
Retail	10	10	10	10
Office	2	8	17	26
Industrial	2	11	30	43
Total New Development	14	29	57	79
	Excess Vacant and Redevelopable Land (acres)			
Available land in excess of 20-year demand (acres, net)	65	49	22	0
Available land in excess Of 20-year demand (acres, gross)	92	71	32	0

Source: Berk and Associates

The employment forecasts presented in the plan, along with the jobs per square foot assumed, provide context for absorption projections. Four absorption scenarios are presented in Table ED – 5 along with the associated employment forecast context are defined as:

- The "PSRC Forecasts" Scenario reference the latest PSRC forecasts that show Duvall receiving 98 office using jobs and 43 industrial-using jobs, representing a combined total of 0.9% increase

per year, or 4% of the Valleys employment growth assumed to be destined for offices or industrial space.

- The "Current Share Scenario" assumes that Duvall employment growth will grow at the same rate as the Snoqualmie Valley as a whole, and that the City's share of the Valley's future office and industrial employment will be the same as current. The scenario assumes that all of the job growth will be accommodated in new development on lands currently vacant. This scenario includes 352 office jobs and 233 industrial jobs and assumes office and industrial jobs growing by 3.9% and 2.1% per year respectively or 2.9% combined.
- The "Rapid Growth Scenario" assumes Duvall office and industrial jobs would grow at roughly the same rate of such jobs for 1995-2003. The scenario assumes job growth of 6.5% of office-using employment and 4.3% of industrial-using employment for a combined employment growth of 5.2% per year. This scenario would show Duvall receiving 31% of the Valley's office jobs and 50% of the valley's industrial jobs.
- The "Build-Out Scenario" assumes that all of the development will be absorbed within 20 years. The scenario shows a total of 79 acres absorbed by 2025, with 26 acres dedicated to office use and 43 acres devoted to industrial and 10 acres for retail uses.

The City has completed further analysis of Duvall's Net Developable Land since the Economic Development Strategic Action Plan was completed in 2005 based on new projects, future projects and some new assumptions that did not exist in the 2004 Comprehensive Plan Update.

Table ED – 6
Duvall Net Developable Land, 2006

					Acres
Mixed Use (All within city limits):					46.16
Less: Projected Residential Absorption (80%)					(36.93)
Mixed-Use Available for Commercial Uses (A)					(A) 9.23
Commercially Zoned Land					13.98
Within City Limits					46.24
Beyond City Limits					(B) 60.22
Total Gross Land Available for Commercial (A+B)		69.45		69.45	
Less Developable Land Discount Factor	20%	13.89	30%	20.84	
Net Developable Land (Acres)		55.56		48.61	
Net Developable Land (s.f.)		2,420,194		2,117,452	
35% Floor Area Ratio		847,068		741,108	
Commercial in Process (s.f.)		110,009		110,009	
Total Commercial Potential (s.f.)		957,077		851,117	

The above data assumes the Washington Holding property is zoned MU12

With increased growth in the trade area (from north of the King/Snohomish County line to just south of Carnation's City limits) of Duvall, business growth will lead to higher capture rates (shoppers spending money within Duvall), thus the need for more retail square footage. As a result of this scenario, it is believed that a reasonable amount of land should be allocated for retail and commercial growth. The South UGA, as a mixed use area, could potentially contain significant amounts of commercial uses in addition to residential and institutional uses.

In order for the South UGA to develop into a successful mixed-use district, some infrastructure improvements will need to occur. These include improvements to roads, pedestrian, water and sewer facilities. Access plays an important role in the development of new commercial and employment centers. It is critical that the necessary improvements are made so that businesses will be attracted to this newly developed area. Since the South UGA properties abut residential zones to the north and east, and include residential in the mix of allowed uses, special consideration should be made for design guidelines and buffers so that impacts to adjoining residential neighborhoods are minimal. The Transportation Element highlights conceptual road improvements within the South UGA.

Conclusions

Duvall should expect sustained population and employment growth, accelerating the demand for both commercial and residential land, now that its expanded sewage treatment plant is operational. In the long run, the growing population base will support increased retail activity. Demand for an additional 150,000 square feet of retail space by 2020 is forecasted (Table ED – 5) under the build-out scenario.

With auto access improvements, the area around Safeway will attract the same mix of business found around dozens of grocery-anchored commercial centers in the region: fast-food restaurants, auto-repair service, franchise restaurants and personal services stores. The retail demand forecasts could support development of all of the existing retail land around Safeway, absorb the current vacancies in the two newer developments, and still leave vacancies in the Old Town area. If Old Town is to be successful as a retail area, it will mean that Duvall must become successful at attracting a larger share of local retail dollars. As the South UGA develops into a mixed use neighborhood with residential, commercial and institutional uses, additional demand for commercial office and retail development will also be generated. In the long run, demand for office space and light-industrial/flex-tech space should remain strong. Continued growth in the service sector and residential sector will also drive demand for office space in Duvall.

Duvall needs to increase its tax revenue to stay solvent and to fund strategies for attracting businesses. For most cities, the three most important sources of revenues are (1) retail sales taxes, (2) property taxes, and (3) utility taxes. For a city like Duvall, which levies utility taxes at a rate of 6%, virtually all types of commercial land uses are likely to be *net generators* of revenue. The City is also considering capturing additional tax dollars from commercial development through a business and occupation tax (B&O). A city's fiscal health is maintained via a four-tiered tax base (rated 1, least valuable through 4, most valuable):

1. The residential housing base;
2. Non-sales tax industries like manufacturing, warehousing, and other light industrial uses;
3. General, convenience-oriented retail uses; and
4. Destination-oriented retail uses that capture big-ticket and discretionary retail purchases.

According to the ECONorthwest report, Duvall should focus on four categories of economic activity:

1. Personal services and retail to serve its existing and growing population base;
2. Intra-regional tourist based retail and attractions;
3. Entrepreneurial activity; and
4. Business services to sustain a local economy;

Other retail and employment opportunities include:

1. Safeway – development of surrounding area
2. Old Town/Riverfront – revitalize existing businesses and encourage new growth
3. Development of South Urban Growth Area (UGA)

The Economic Development Strategic Action Plan adopted in 2005 reiterated many of the ECONorthwest report findings and added the following:

1. Encourage larger-scale (large parcels with an integrated design) commercial, flex-tech, and mixed use development in the southern portion of town.
2. Continuing to focus efforts on making the City an excellent place to live and accommodating household growth are among the better strategies for encouraging office, retail, and industrial growth in the long run.
3. Converting a significant portion of the vacant land currently zoned commercial and industrial to allow residential uses would not deter commercial and industrial development opportunities.

In order to evaluate economic conditions from year to year, it is suggested that an appropriate reporting method be developed. In collaboration with the Chamber of Commerce or other local economic group, it is recommended that the City tabulate performance measures, such as:

- Jobs created/retained/lost
- Businesses created/retained/lost
- Tax revenues

By investing in economic development, the City and cooperating agencies should make a concerted effort of reporting economic growth on an annual or bi-annual basis. By doing so, the City can monitor whether economic progress is being made and whether realistic goals are being achieved.

Goals and Policies

Duvall is in a position to become an attractive, vibrant community with a strong local economy. Although many economic trends are beyond the City's control, the City can work to attract and retain residents and businesses through policies that promote economic development and a high quality of life.

The Economic Development goals and policies are statements that reflect the goals and objectives of the community. These goals and policies frame the development of economic strategies and incorporate regional and state mandates into the Comprehensive Plan. Goals and policies for the Economic Development Element are based primarily on the City-Wide Visioning Plan and the Downtown Sub-Area Plan.

Goal ED – 1 **Establish an economic climate that fosters business creation and retention and helps to maintain a reliable and consistent tax base for the city.**

Policies

ED – 1.1 Establish and support incentives to encourage economic development, such as a business improvement district, tax increment financing or other incentives.

ED – 1.2 Consider implementing new zoning and development regulations that encourage business diversity.

ED – 1.3 Encourage a broad range of business opportunities that provide goods and services to Duvall residents, business owners, and surrounding residents.

ED – 1.4 Support entrepreneurial businesses that are compatible with neighborhood character.

ED – 1.5 Provide an efficient and economical streamlined permitting process by utilizing a hearing examiner for land-use decisions and considering other options for streamlining the permit process.

ED – 1.6 Throughout the city, work to encourage the development of small, locally-owned businesses that employ and provide services to Duvall residents.

ED – 1.7 Encourage the development of intra-regional tourist based retail and attractions.

ED – 1.8 Create a process to review new commercial development to assess whether economic development is occurring as planned. Performance measures could include jobs and businesses created/retained/lost and changes in tax revenues.

Goal ED – 2 **The City should foster collaborative partnerships with community and economic development groups, such as the Chamber of Commerce, to coordinate desired economic goals.**

Policies

ED – 2.1 Support economic development goals and policies through public/private partnerships and community stakeholder groups.

ED – 2.2 The City should collaborate with or hire a consultant to develop a strategic economic development program for the city.

ED – 2.3 Encourage economic development groups, such as the Chamber of Commerce, to coordinate business recruitment, marketing and tourism in Duvall.

ED – 2.4 Consider organizing an economic development task force which involves residents, business owners and other stakeholders who have an interest developing economic strategies for the city.

ED – 2.5 Implement a business development and recruitment plan.

ED – 2.6 Explore the creation of an economic development grant program for local businesses, including a façade grant program.

Goal ED – 3 **Encourage the revitalization of Old Town as the cultural, historical and economic center of Duvall.**

Policies

ED – 3.1 Support Old Town merchants, property owners, the Chamber of Commerce and other groups to develop economic development strategies to revitalize the downtown corridor.

ED – 3.2 Seek public and private investments to support Old Town's revitalization efforts that will provide improvements to appearance and public amenities.

ED – 3.3 Use natural amenities, such as McCormick Park and the Snoqualmie Valley Trail, as focal points to develop strategies that encourage the renewal of Old Town.

ED – 3.4 Develop downtown design guidelines to create a unified streetscape plan, including street lighting, sidewalks and landscaping.

ED – 3.5 Develop an architectural design plan for Old Town's Main Street corridor consistent with the City-Wide Visioning and Downtown Sub-Area plans.

ED – 3.6 Continue to support community events that bring together local residents and out-of-town visitors to Old Town.

ED – 3.7 Work with the banking community to locate a freestanding ATM terminal or a bank facility in Old Town.

ED – 3.8 Work with Old Town business and property owners to evaluate the desirability of creating a Main Street business association.

ED – 3.9 Use innovative options for enhancing Old Town's aesthetic qualities through City investment, redevelopment incentives, tax credits, grants, loans or other options.

Goal ED – 4 **Strengthen existing commercial areas and encourage the development of new mixed-use employment and light-industrial type areas to promote jobs and business activity.**

Policies

ED – 4.1 Provide flexible standards that enable businesses to expand, grow or redevelop at existing locations.

ED – 4.2 Promote the development of a mixed-use neighborhood consisting of commercial, residential, flex –tech, office and institutional uses in the South UGA, once annexed into the city.

ED – 4.3 Promote the growth of high-tech, industrial type uses, small scale manufacturing and tourism jobs which pay livable wages.

ED – 4.4 Allow existing industrial or manufacturing developments to continue and make investments in their businesses until such time as market forces lead to commercial or mixed-use redevelopment.

ED – 4.5 Support private reinvestment in local shopping centers and businesses to revitalize commercial centers.

ED – 4.6 Support local small business development by encouraging the development of flex-tech and incubator spaces, working with local banking community to establish favorable loan programs, and streamlining the permitting process.

ED – 4.7 Actively promote the City's natural, cultural, artistic and agricultural assets through unified marketing, signage, and other activities.

ED – 4.8 Consider implementing special design standards for industrial/flex-tech structures to provide economic incentives that will promote lower square footage costs to start up and relocating businesses.

Goal ED – 5 **Recognize that the surrounding natural environment is one of Duvall's most important assets in promoting economic vitality.**

Policies

ED – 5.1 Ensure the protection of Duvall's natural environment when considering land use decisions.

ED – 5.2 Promote development that minimizes impervious surfaces, retains or creates buffers and links to city trails and open spaces, and enhances the character of the community.

ED – 5.3 Provide linkages between Duvall's business districts and the natural areas, such as McCormick Park and the Snoqualmie Valley Trail.

ED – 5.4 Continue to encourage building and site design of good aesthetic value that complements the natural environment and maintains an attractive and vibrant business community.

Goal ED – 6 **Explore ways to provide variety of employment and educational training opportunities.**

Policies

ED – 6.1 Support educational and training opportunities for residents to maintain a skilled workforce.

ED – 6.2 Cooperate with local schools, the Chamber of Commerce and other organizations to provide educational opportunities for citizens of all ages within the community.

ED – 6.3 Support workforce training efforts by Lake Washington Technical College and in local schools.

ED – 6.4 Support development of a regional education facility, in the city, such as a Lake Washington Technical College satellite campus, through collaborative public/private agreements.

ED – 6.5 Support a community mentoring program, potentially organized by the Chamber of Commerce or other community organization, which provides training, resources, networking opportunities and expertise to employees and small business owners.

ED – 6.6 Encourage ride-share programs to allow Duvall residents to carpool to educational and workforce training institutions.

ED – 6.7 Allow the development of flexible-use buildings in the South UGA and other mixed use areas within the city that may be used for a variety of commercial/light industrial businesses including retail, cottage industries, and local start-ups.

Goal ED – 7 **Support regional economic strategies and coordinate with other cities and agencies to enhance economic growth and development.**

Policies

ED – 7.1 Collaborate with neighboring cities and agencies to develop economic strategies that promote diversification of business and industry throughout the region.

ED – 7.2 Coordinate with other jurisdictions to identify infrastructure deficiencies and plan for needed improvements to allow for regional economic growth.

ED – 7.3 Collaborate with other Valley cites to boost the sub-region's tourism draw through unified marketing, signage, and other activities.

The following goals and policies are from the Economic Development Strategic Action Plan: 2006-2011. The policies are further detailed in the plan on pages 6-21.

Goal ED – 8 **Maximize the Potential of Duvall's Character and Quality of Life.**

Policies

ED – 8.1 Establish a "Duvall Cultural Corridor".

ED -8.2 Support Old Town as the heart of the community.

ED – 8.3 Improve motorized and non-motorized transportation infrastructure.

ED - 8.4 Continue to enhance Duvall's high quality of life, making Duvall a great place to live.

Ed – 8.5 Support a cohesive community identity while recognizing and enhancing neighborhood identity.

Goal ED – 9 **Promote the Vitality of Duvall's Existing Businesses.**

Policies

ED – 9.1 Increase the trade capture of Duvall's retailers.

ED – 9.2 Promote business retention and expansion.

ED – 9.3 Ensure that is Duvall an attractive place for customers to shop and for businesses to operate; enhance Duvall's business climate.

Goal ED – 10 **Implement an Active Business Development and Recruitment Plan**

Policies

ED – 10.1 Proactively recruit target businesses or industries.

ED – 10.2 Support entrepreneurship and new business development.

ED – 10.3 Encourage larger-scale commercial and mixed use development in the southern portion of town.

ED – 10.4 Develop a vibrant Main Street Corridor.

Goal ED – 11 **Guide Future Residential Development to Provide Long-Term Benefits for the City.**

Policies

ED - 11.1 Ensure residential development is in desired locations and of desirable quality.

ED – 11.2 Recruit and support the development of workforce housing.

Goal ED – 12 **Maximize the City's Potential as an Interregional Tourism Destination.**

Policies

ED - 12.1 Use visitor maps, directories and attractive signage to identify points of interest.

ED – 12.2 Actively promote the City's natural, cultural, artistic and agricultural assets.

ED – 12.3 Promote usage of the City's trails.

ED – 12.4 Recruit overnight lodging options.

ED – 12.5 Collaborate with other Valley cities to boost the sub-region's tourism draw through unified marketing, signage, and other activities.

Goal ED -13 **Coordinate Economic Development Planning/Administration and Enhanced Communication**

Policies

ED – 13.1 Dedicate City resources to economic development planning and implementation.

ED – 13.2 Create a unique and meaningful City identity.

ED – 13.3 Develop a proactive marketing strategy identifying key audiences and messages.

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VI. Transportation Element

Introduction

Purpose and Intent

The purpose of the transportation element is to establish goals and policies which will accommodate the anticipated levels of growth within Duvall and the designated Urban Growth Area (UGA). This element is an integral part of the overall Comprehensive Plan, with land use projections establishing transportation needs, which then identify the specific transportation projects for the Capital Facilities Element. The Transportation Element addresses street classifications, levels of service, travel forecasts, travel improvements, alternative modes, funding strategies and concurrency management.

During 2002-2003, with the assistance of a planning consulting firm, the City held visioning forums in which citizens clearly identified transportation as one of their highest priorities to address. Since transportation issues in Duvall are generated on a local and regional level, the intent of this element is to create strategies that will:

- Encourage mitigation of traffic congestion;
- Increase vehicular and pedestrian safety;
- Ensure adequate infrastructure is planned for future growth within the city and surrounding area;
- Encourage alternative cost-effective modes of transportation such as transit;
- Protect neighborhoods from the negative impacts of highway and arterial roads;
- Protect the human and natural environment from noise, air, and visual impacts, and;
- Improve traffic flow and efficiency

Regulatory Setting

Growth Management Act

Under the Growth Management Act (RCW 36.70A.070), the Transportation Element is required to assess the needs of a community and determine how to provide appropriate transportation facilities for current and future residents. The element must contain:

- Inventory of existing facilities;
- Assessment of future facility needs to meet current and future demands;
- Multi-year plan for financing proposed transportation improvements;
- Forecasts of traffic for at least 10 years based on adopted land use plan;
- Level of service (LOS) standards for arterials and public transportation, including actions to bring
- deficient facilities into compliance;
- Demand management strategies, and;
- Identification of intergovernmental coordination efforts.

Additionally, under the City's concurrency management policy, development may not occur if the development causes the transportation facility to decline below the City's level of service standard unless existing infrastructure exists or strategies to accommodate the impacts of the development are made within six years of the development. Finally, the Element must include a reassessment strategy to address how the plan will respond to potential funding shortfalls.

Puget Sound Regional Council- VISION 2020 & Destination 2030
VISION 2020 serves as the guide for regional growth for the central Puget Sound Region of Washington State, which is comprised of King, Pierce, Snohomish, and Kitsap counties. The multi-county planning policies in *VISION 2020*, as required by the Growth Management Act (GMA), provide strategies for regional growth management and transportation decision-making. *VISION 2020* calls for containing the majority of the region's future growth within designated urban growth areas and focusing the growth in compact communities. The multi-county planning policies adopted by *VISION 2020* are used to certify local transportation elements for conformity with the requirements of the GMA.

Destination 2030 is the 30-year transportation plan for the central Puget Sound Region, which meets federal and state planning requirements regarding regional transportation. The plan was developed to expand upon *VISION 2020* with additional multi-county framework policies. *Destination 2030* focuses on preserving and managing the existing transportation system and ensures the development of a multi-modal transportation system (including autos, public transit, ride-sharing, walking, bicycling, etc).

Countywide Planning Policies
The King County Countywide Planning Policies (CWPPs) require that local jurisdictions develop a balanced transportation plan that is consistent with *VISION 2020* and proposed regional mobility (i.e. autos, transit, bicycle, pedestrian, air, etc). The CWPPs promote high capacity transit, non-motorized transportation, high-occupancy vehicle travel, mode-split goals, preservation and maintenance of existing transportation facilities, and development of financing strategies to meet future needs. Level of service (LOS) calculations should be consistent to aid in determining accountability and impacts of projects. Each comprehensive plan should include timelines for improvements, focusing on preservation and maintenance of existing infrastructure with additions as necessary to accommodate future growth. When funding falls short of projected needs, alternative funding sources should be sought. These sources may include developer contributions, impact fees, local improvements districts (LIDs), etc.

Clean Air Conformity Act
The Transportation Element is also subject to the Washington State Clean Air Conformity Act that implements the directives of the Federal Clean Air Act. Because air quality is a region wide issue, the city of Duvall's Comprehensive Plan must support the efforts of state, regional, and local agencies as guided by WAC 173-420-080.

Organization
The Transportation Element is organized into seven parts:

- Identification of community transportation issues;
- Assessment of existing transportation facilities that identify existing transportation needs;
- Travel forecasts and analysis of future conditions that identifies where changes to the transportation system are needed;
- Recommended transportation plan;
- Transportation finance plan;
- Development review and concurrency program, and;
- Goals and policies.

Community Transportation Issues

As part of the 2003 City-Wide Visioning Plan, Duvall residents identified the conditions and issues that face the city of Duvall's transportation system. A primary concern of community residents is how future growth will affect the city and how to preserve the small town feeling as traffic growth continues and needs for transportation improvements increase. A focus of the community's concern surrounds the future of the SR-203/Main Street corridor. While the existing configuration of 2-lanes with on-street parking is adequate for existing volumes, future traffic projections indicate that some type of transportation improvements will be necessary to accommodate future traffic growth. Although traffic capacity is an

issue of concern, traffic calming measures rather than high-speed capacity improvements were considered the top priority by planning participants to mitigate traffic along Main Street. Some of the issues identified by the participants in the visioning process include:

- Community Character – retaining the look and feel and pedestrian scale of "Old Town";
- Truck Traffic – reducing the number of trucks and impact of truck traffic in Old Town pedestrian areas, either by creating mechanisms to slow traffic or considering alternate routes;
- Economic Preservation – ensuring that future economic viability is maintained for businesses, including the retention of parking on Main Street;
- Safety – providing safe crossings for pedestrians and vehicles;
- Operations – allowing for the efficient movement of local and through traffic, including facilities for non-motorized vehicles and pedestrians;
- Connectivity – providing strong access to parks, the Snoqualmie River and old and new parts of town. Ensuring connected bicycle and pedestrian facilities throughout the city, and;
- Environmental – preserving air and water quality.

Existing Transportation Services and Facilities

The assessment of existing transportation services and facilities allows the identification of transportation issues and needs. An inventory of these facilities provides a reference point of the operation of transportation facilities and services and allows identification of where needs exist. This inventory updates the 2000 Transportation Element Update of the 1994 Comprehensive Plan and includes the following areas:

- Roadway system
- Transportation Demand Management
- Pedestrian facilities
- Air services
- Transit
- Parking
- Bicycle facilities
- Freight movement

Roadway System & Traffic Controls

Roadway Classifications

The city of Duvall's functional classification system is set forth in the *City of Duvall Development Design Standards* (1994). These standards provide detailed specifications for the use and construction of roadways. There are three classes of arterials: principal, minor, and collector arterials, as well as residential and commercial access streets. Both existing and future arterials, as well as existing and future signalized intersections, are shown on Figure T-1: Roadway Classifications.

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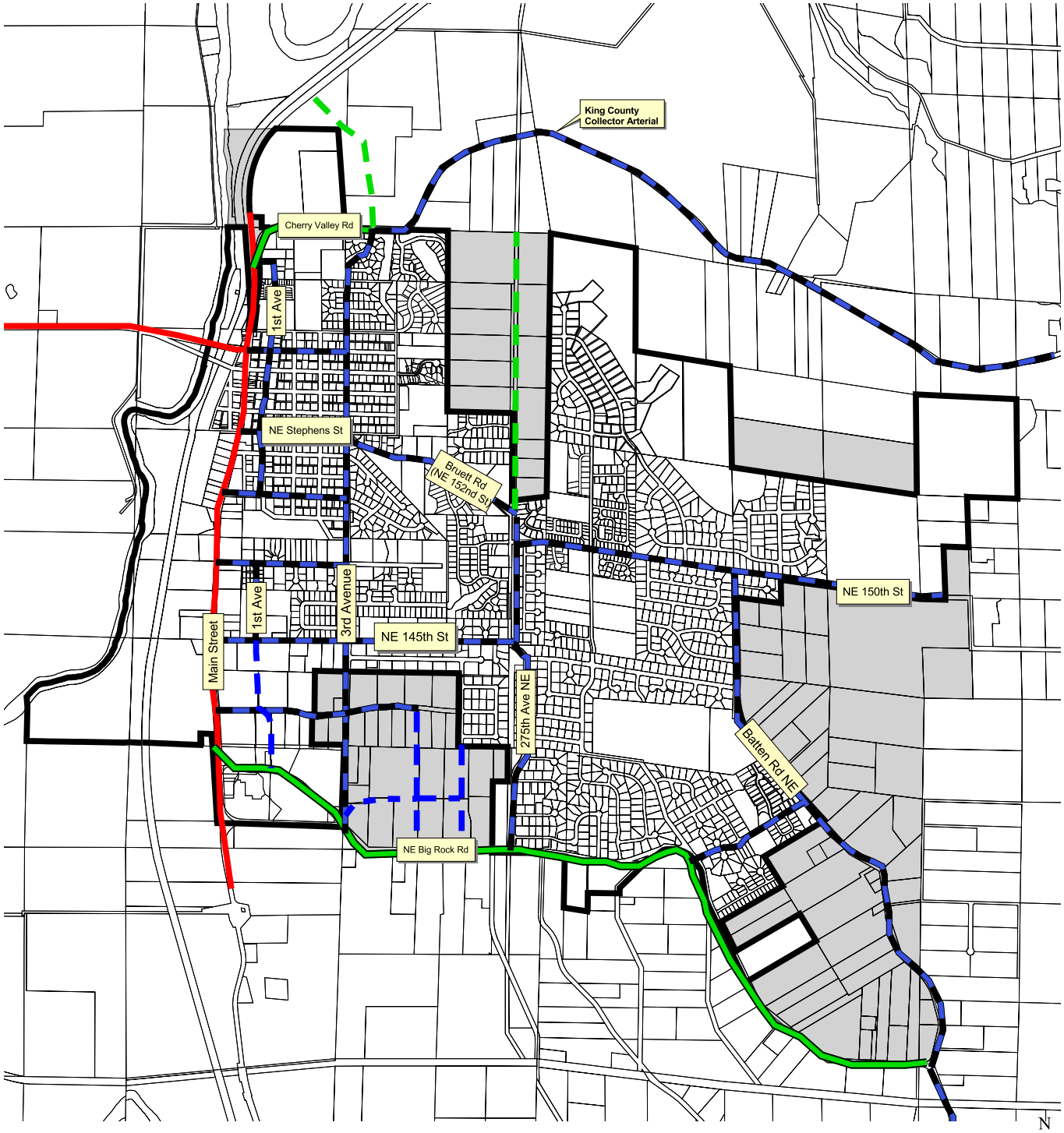

0 2000 4000 Feet

Scale: 1" = 2000 feet

Legend

Roadway Classifications

- Principal Arterial
- Minor Arterial
- Collector Arterial
- Proposed Minor
- Proposed Collector
- Parcels
- City Boundary Line
- Urban Growth Area

Figure T - 1
Roadway Classifications

City of Duvall
Small Town. Real Life.

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Principal Arterial
Principal arterials are highways connecting major community centers and outlying areas, or roads that have relatively high traffic volumes within the city, often constructed with partial limitations on access through intersections and common driveways. Principal arterials can have between two and five lanes, typically with a minimum paved width of 24 feet and 100 feet of right-of-way. These roads are generally intended to serve "through" traffic. Principal arterials in the Duvall area include Main Street (SR-203) and Woodinville-Duvall Road.

Minor Arterial
Minor arterials are roads and highways that connect centers and facilities within the community, provide connections to outlying areas of the community, and distribute traffic to/from principal arterials. Minor arterials can vary from two to five travel lanes, typically require 84 feet of right-of-way and have a minimum paved width of 24 feet. Cherry Valley Road and Big Rock Road are classified as minor arterials within the city. East of the city, these two roads are classified as collector arterials by King County.

Collector Arterial
Collector arterials connect two or more neighborhoods, carry traffic within neighborhoods and provide connections to principal and minor arterials. Collector arterials are limited to a maximum of three lanes with typical rights-of-way of 60 feet. Stephens Street, Bruett Road / NE 152nd Street, NE 150th Street, 275th Avenue NE, Batten Road / 284th Avenue NE and 3rd Avenue / 268th Avenue NE are classified as collector arterials.

Roadway Descriptions
The following section describes the use and function of the principal, minor and collector arterials around and within the city of Duvall. For each, specific information is given about the current features of the facilities within the roadway right-of-way.

Principal Arterials

Main Street / SR – 203
Main Street / SR – 203 is a 2-lane principal arterial highway that connects the city of Monroe and US-2 in Snohomish County, through the city of Duvall, to its terminus at the junction with SR-202 at Fall City. Because its route roughly parallels I-405 and the nearby gravel pits, SR-203 attracts a high volume of truck traffic connecting to SR- 522 or I-90. Within the city limits, Main Street functions as the primary north-south corridor for both local and through traffic.

Between Stephens Street and Virginia Street, Main Street has a 56-foot paved width consisting of two 14-foot travel lanes and parallel parking. The parking lanes are generally 14 feet wide, allowing vehicle parking and room for persons to enter and exit vehicles without waiting for breaks in oncoming traffic. The lanes also act as bicycle lanes. Twelve-foot sidewalks as well as curb and gutter are provided on both sides within the 80-foot right-of-way. Left turn lanes are provided at Stephens Street and onto westbound Woodinville-Duvall Road. There are traffic signals at the intersections of Main Street and Woodinville-Duvall Road/Virginia Street, Main Street and Stephens Street and at Main Street and Big Rock Road. South of Stephens Street, Main Street is a 2-lane facility with a right-of-way varying between 60 and 80 feet. Appendix D includes the WSDOT-required State facility inventory.

Woodinville-Duvall Road
Woodinville-Duvall Road is a 2-lane, 24-foot wide principal arterial under King County jurisdiction which connects the cities of Woodinville and Duvall. At the Woodinville-Duvall Bridge, the roadway consists of 2-lanes with curb and railing on both sides on the bridge section. This road carries high traffic volumes from Main Street westbound through King County to the Woodinville area. Virginia Street connects to Main Street at the intersection of Woodinville-Duvall Road and Main Street and is slightly offset from Woodinville-Duvall Road. The signalized intersection at Main Street has poor turning characteristics, particularly for trucks turning west from the southbound direction. The City will support the County and the State when those agencies secure funding for improvements to the Woodinville-Duvall Bridge and the bridge access to Main Street.

Minor Arterials

Cherry Valley Road
Cherry Valley Road is a 2-lane collector arterial primarily under King County jurisdiction. Within Duvall, the City classifies it as a minor arterial. The roadway is 21 feet wide with narrow shoulders and no sidewalks. Cherry Valley Road terminates at Main Street at a skewed, stop-controlled intersection. Past studies by WSDOT explored various options for correcting this intersection, which has poor turning characteristics, particularly for vehicles turning left from southbound Main Street and right from westbound Cherry Valley Road. A possible new alignment by extending 3rd Avenue north to SR-203 is shown on Figure T-1.

Big Rock Road
Big Rock Road for most of its length is a 2-lane, 22-foot wide collector arterial with narrow shoulders and limited sidewalks. Big Rock Road has experienced increased volumes as more residential development is built in the eastern portions of Duvall and unincorporated King County. In addition, commercial development at the intersection of Big Rock Road and Main Street has generated the need for a traffic signal, turn lanes and the relocation of the intersection. A new intersection was built in 2000 with a signal and turn lanes. Also, an 1,800-foot stretch of Big Rock Road was relocated and built just north of the Safeway shopping center. This new stretch consists of three lanes with 5 foot bike lanes on both sides and approximately 400-feet of sidewalk on the south side. The old intersection of Main Street and Big Rock Road has been closed.

Collector Arterials

Stephens Street
Stephens Street between Main Street and 3rd Avenue is a 2-lane, 26-foot wide collector arterial with a 6-foot bike lane on the south side and sidewalks on both sides. Stephens Street angles and intersects with Bruett Road at 3rd Avenue, providing the primary east-west connection between the east side and west side of Duvall. There are stop signs for side street intersections with all-way stops at 2nd and 3rd Avenues. There is also a signalized intersection at Stephens Street and Main Street.

Bruett Road / NE 152nd Street
Bruett Road / NE 152nd Street is the primary east-west connection between Old Town and the eastern side of the city. Between 3rd Avenue and 275th Avenue, Bruett Road was recently improved with State and City funding as a 2-lane, 24-foot wide collector arterial with a 6-foot bike lane on the south side and curb, gutter and sidewalks on both sides.

NE 150th Street
NE 150th Street is part of the Stephens Street/Bruett Road corridor that connects Main Street to residential development on the east side of the city and to Cedarcrest High School. NE 150th Street has 2-lanes within a 60-foot right-of-way. Sidewalks are on both sides of the street for almost the entire length.

3rd Avenue / 268th Ave NE
3rd Avenue is considered as an important north-south connection between Cherry Valley Road and NE 143rd Place. From Virginia Street to Stephens Street, 3rd Avenue is classified as a collector arterial. The road is 25 feet wide with 2-lanes with curb, gutter, and sidewalk on both sides between Virginia and Stephens streets. In this section, the traffic control includes two-way stops at both Virginia and Stephens streets for north-south traffic. There is a sidewalk on the west side of 3rd Avenue just south of Stephens Street. The remaining right-of-way has either an informal paved or dirt path or no sidewalks.

275th Avenue NE
275th Avenue is classified as a collector arterial that has developed as the central north-south arterial spine in Duvall, serving many of the new housing developments in the city. The roadway varies in width and features a curvilinear alignment that provides vehicle traffic calming. Sidewalks are located along 275th approximately between NE 148th Lane and just north of NE 155th Place to the north city limit. The remaining right-of way has intermittent sidewalks, depending on improvements from new development. 275th north of NE 150th Street would be classified as a minor arterial upon annexation of the North UGA.

Batten Road / 284th Ave NE
Batten Road / 284th Ave NE is a 2-lane, 22-foot wide collector arterial with no sidewalks or curbs, except intermittently where development has occurred. The road is the primary eastern connection between NE 150th Street and Big Rock Road. It runs along the eastern edge of the city limit and is within the UGA and primarily under King County jurisdiction.

NE Virginia Street
NE Virginia Street between Main Street and 3rd Avenue is a 2-lane, 43-foot wide collector arterial with no sidewalks or curbs, except at the Main Street intersection. Beyond 1st Avenue, the road narrows to 22-feet with no curb or sidewalks. Between Main Street and 2nd Avenue, the road grade is about 15%.

Valley Street
NE Valley Street is a 2-lane, 22-foot wide residential access street with sidewalks, curbs and gutters up to approximately 2nd Avenue, where the road narrows to 18-feet. This road serves the southern business district and residential areas of Old Town.

NE Kennedy Drive
NE Kennedy Drive is a 2-lane, 18-foot wide residential access street with no sidewalks or curbs located between Main Street and approximately 4th Ave NE. Between Main Street and 1st Avenue, the road grade is about 20%.

Roney Road
Roney Road is a 2-lane, 30-foot wide residential access street with sidewalks, curbs and gutters on both sides, including a 5-foot wide bike lane on both sides. This road connects Big Rock Road and Batten Road in the far southeast corner of the city.

NE 143rd Place
NE 143rd Place is a 2-lane, 22-foot wide residential access street with no sidewalks or curbs located between Main Street and 274th Place NE. The road passes through the southwest section of the city and the southern UGA, which is currently under King County jurisdiction.

NE 145th Street
NE 145th Street is a 2-lane, 18-foot wide residential access street with no sidewalks or curbs located between Main Street and 3rd Avenue and again between approximately 272nd Place NE and 275th Place NE. There is an unimproved section of the roadway between 3rd Avenue and 272nd Place that is still owned by private homeowners.

Traffic Volumes

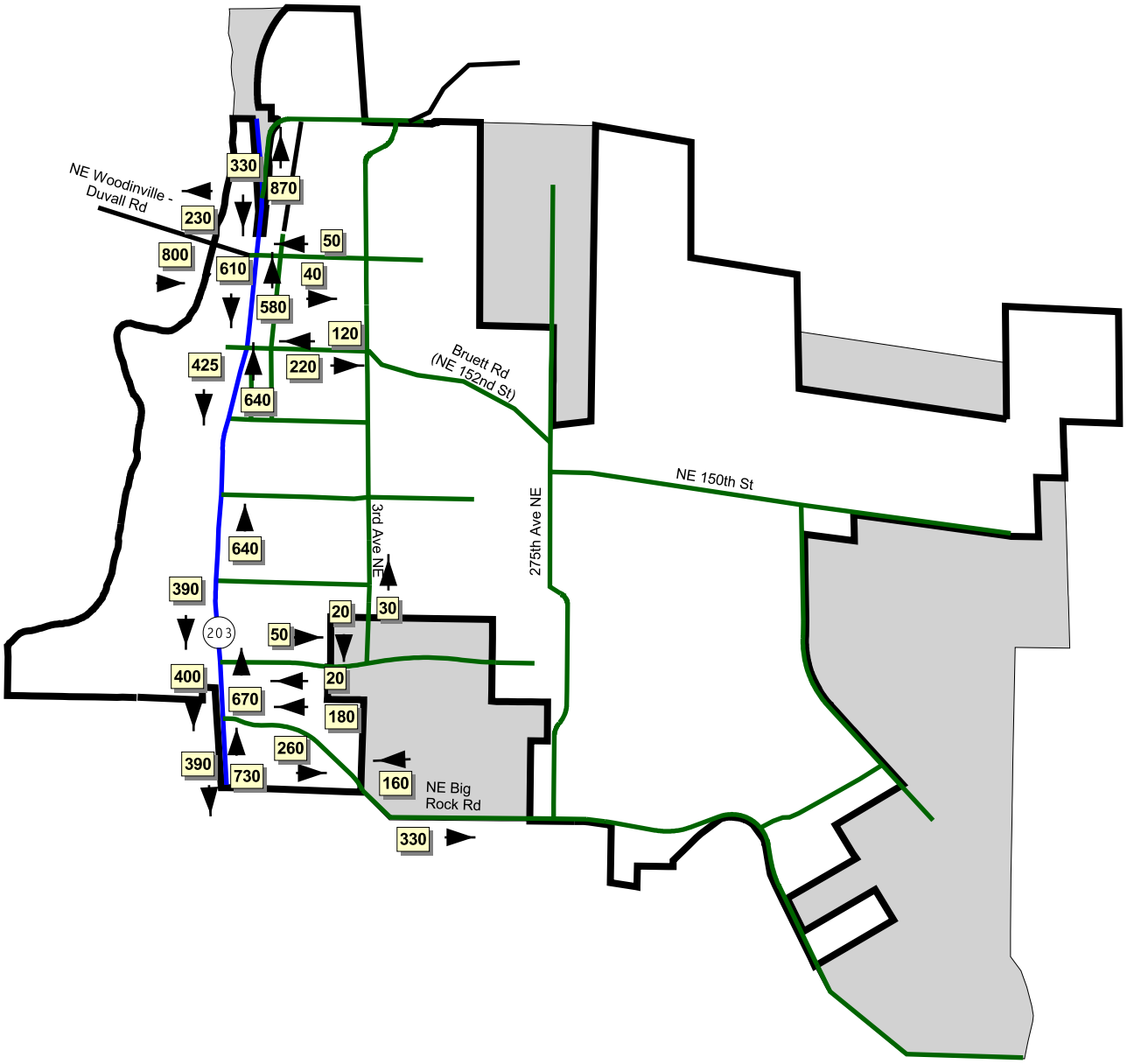
Daily
Daily traffic volumes along SR-203 were obtained from WSDOT for 2002. Approximately 11,000 vehicles per day (vpd) travel on SR-203 south of the city. Between Big Rock Road and Cherry Valley Road, SR-203 carried approximately 9,200 vpd in 2002. Since 1998, WSDOT data show an increase of approximately 1,000 vpd, a 10 percent increase over a five-year period. Daily truck classification counts were not available from WSDOT for locations within the vicinity of Duvall. WSDOT data for a location in Carnation show 13 percent of the daily traffic on SR-203 is trucks. Four percent of the total traffic along SR-203 in Carnation is double or triple unit trucks, and nine percent is single unit trucks.

King County traffic data shows 9,700 vpd on Woodinville-Duvall Road west of Main Street. This compares to 8,000 vpd in 1994. Cherry Valley Road just east of SR-203 had a count of approximately 4,100 vpd in 2003. East of the city, 2003 traffic volumes on Cherry Valley Road decrease to 2,600 vpd. In 2003, Big Rock Road carried 6,400 vpd just east of Main Street (SR-203). The 2003 volume on Big Rock Road declined to 2,500 vpd just west of Kelly Road, several miles east of the city.

PM Peak Hour

Recent PM peak hour traffic volumes were assembled from traffic impact studies for planned developments in the city. In addition, PM peak hour traffic volumes were obtained from King County and WSDOT. The traffic counts are from 2001 and 2002. Figure T-2 shows the 2001-2002 PM peak hour traffic volumes at several locations throughout the city. The PM peak hour volumes account for 8.5 to 10 percent of the total daily traffic, which is typical in the outlying areas of an urbanized area.

Approximately two-thirds of the PM peak hour traffic on Main Street is in the northbound direction. Eastbound traffic on Woodinville-Duvall Road comprises 75 percent of the total PM peak hour traffic on the bridge entering Duvall. These values are indicative of the travel patterns due to regional jobs and other activities being located west or southwest of the city.



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Scale: 1" = 2000 feet

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Legend

950 PM Peak Hour Link Traffic Volumes

Roads

- Collector Arterial
- Principal Arterial
- City Boundary Line
- Urban Growth Boundary

Figure T - 2
2001/2002 PM Peak Hour Traffic Forecasts

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Level of Service

Level of service (LOS) is a qualitative and quantitative measure of roadway operations that is determined by analyzing how well a transportation system performs. LOS is based on comparing the actual number of vehicles using a roadway (volume of traffic) to its carrying capacity (which is dependent on the number of lanes, the width of lanes, etc.). Level of service, as established by the *Highway Capacity Manual* (HCM) (Transportation Research Board, 2000), provides a range from LOS A (free flowing, minimal delay) to LOS F (extreme congestion, long delays). The operation of roadways, signalized intersections and unsignalized intersections are each based on a specific LOS definition.

For urban streets and highways within rural town centers, the level of service is based on the average travel speed of through vehicles along the corridor, such as Main Street. The average travel speed takes into account the speed between signalized intersections and the amount of delay incurred at the signalized intersections. For Main Street in Duvall, LOS A would have an average travel speed of greater than or equal to 25 mph. Average travel speeds of less than 7 mph through the corridor would represent LOS F conditions.

Signalized Intersections

Levels of service (LOS) at signalized intersections are defined in terms of average vehicle control delay of all movements through an intersection. Vehicle delay is a method of quantifying several intangible factors, including driver discomfort, frustration, and lost travel time. Specifically, LOS criteria are stated in terms of average delay per vehicle during a specified time period (for example, the PM peak hour). Vehicle delay is a complex measure based on many variables, including signal phasing (i.e., progression of movements through the intersection), signal cycle length, and traffic volumes with respect to intersection capacity. Table T-1 below shows LOS criteria for signalized intersections, as described in the *Highway Capacity Manual*.

Table T-1
Level of Service Criteria For Signalized Intersections

Level of Service	Control Delay Per Vehicle (Seconds)	General Description (Signalized Intersection)
A	≤10	Free Flow
B	>10-20	Stable Flow (slight delays)
C	>20-35	Stable Flow (acceptable delays)
D	>35-55	Approaching unstable flow (tolerable delay, occasionally wait through more than one signal cycle before proceeding)
E	>55-80	Unstable flow (intolerable delay)
F	>80	Forced flow (jammed)

Source: 2000 Highway Capacity Manual

Unsignalized Intersections

Level of Service (LOS) criteria can be further reduced into two intersection types: all-way stop-controlled and two-way stop-controlled. All-way, stop-controlled intersection LOS is expressed in terms of the average vehicle delay of all the movements, much like that of a signalized LOS is defined in terms of the average vehicle delay of an individual movement(s). This is because the performance of a two-way, stop-controlled intersection is more closely reflected in terms of its individual movements, rather than its performance overall. For this reason, LOS for a two-way, stop-controlled intersection is defined in terms of its individual movements. With this in mind, total average delay (i.e., average delay of all movements) for a two-way, stop-controlled intersection should be viewed with discretion. Table T-2 shows LOS criteria for unsignalized intersections (both all-way and two-way, stop-controlled).

Table T-2
Level of Service Criteria For Unsignalized Intersections

Level of Service	Average Total Delay (seconds)
A	0-10
B	>10-15
C	>15-25
D	>25-35
E	>35-50
F	>50

Source: 2000 Highway Capacity Manual

In addition to LOS analysis based on the 2000 HCM, the City requires the implementation of street standards for urban developments. These include sidewalks and other standards to support pedestrians and bicycles. The adequacy of roads in the city based on the street standards was considered in the identification of transportation improvement projects.

Roadway LOS Standards

In the 1994 Comprehensive Plan, the city of Duvall adopted LOS C for all arterials, except Main Street. A standard of LOS D was established for Main Street. The level of service standard was applied to roadway segments based on volume-to-capacity ratios.

The Washington State Highway System Plan, 2003-2022, identifies that for regionally significant state highways, the level of service standards adopted by the Metropolitan Planning Organization (MPO) shall apply. In King County, the MPO is the Puget Sound Regional Council (PSRC). In October 2003, PSRC adopted level of service standards for regionally significant State highways, including SR-203. The PSRC action was taken to comply with House Bill 1487, which amended the Growth Management Act (GMA). The full length of SR-203 between Fall City and Monroe is classified by PSRC as a Tier 2 state highway. Tier 2 highways serve the "outer" urban area, which are beyond a three-mile buffer of major regional highways, such as I-405 or designated urban centers. The PSRC adopted standard for SR-203 is LOS D or better. The PSRC has identified that the standard shall apply to the PM peak hour. WSDOT will use the LOS D standard for SR-203 to evaluate capacity deficiencies. This analysis will be used to identify improvement strategies for the highway including capacity enhancements, access management, or operations/safety improvements.

The city of Duvall is required to include the LOS D standard for SR-203 in its Comprehensive Plan. The City can use it's own method for assessing the LOS of the state highway, but the method must be consistent with the HCM criteria. PSRC indicates that GMA is not clear whether concurrency requirements apply to these regional highways of significance. As noted in the transportation policy section, the city of Duvall has decided not to apply concurrency to SR-203 in the city. This decision reflects the City's desire to:

- Retain the look and feel of "Old Town"
- Reduce the volume and impacts of trucks through town,
- Retain parking on Main Street to support economic growth, and
- Recognize that regional traffic increases will adversely affect levels of service at intersections along Main Street, even with no development in Duvall.

As part of the City's 2004 Comprehensive Plan, the City has maintained a standard of LOS D or better for Main Street consistent with the PSRC and state requirements. LOS C or better is established for all other

roadways in the city. The City will apply the LOS standard using the HCM methods for signalized and unsignalized intersections. The City will not apply the LOS standard based on roadway V/C presented in the 1994 Comprehensive Plan, since that method is not consistent with the HCM 2000 for urban streets or 2-lane highways.

Existing Traffic Operations

Based on analyses presented in recent traffic studies, intersections in the city operate at LOS C or better during the PM peak hour. The primary exception is Main Street (SR-203)/Woodinville-Duvall Road/Virginia Street which was calculated by King County to operate at LOS E during the PM peak hour based on 2001 traffic counts. (Woodinville-Duvall Road Bridge Closure Detour Traffic Impact Analysis, King County Department of Transportation, Draft October 2001.) The signalized intersections of Main Street (SR-203) with Stephens Street and with Big Rock Road operated at LOS B or better based on King County's 2001 analyses. The unsignalized intersection of 143rd Street at Main Street (SR-203) operated at LOS C for the minor volume westbound approach based on the 2001 traffic study for the City's Police Station (Transportation Planning & Engineering, Inc., May 2001). LOS B also was reported in the Police Station traffic study for the unsignalized intersection of Big Rock Road at 268th Avenue NE.

As presented above, the highest traffic volumes are found on Main Street (SR-203) and Big Rock Road. Since other streets in the city have lower traffic volumes, it is estimated that they also operate at LOS C or better.

Accident Data

Accident rates are another means of measuring the adequacy of roadways in the city. Accidents are an indication of where safety issues may exist within a transportation system. For this analysis, high accident locations are defined as follows:

- Unsignalized Intersections: an average of 5 or more accidents per year over a three-year period.
- Signalized Intersections: an average of 7 or more accidents per year over a three-year period.

The accident data, shown in Table T-3: Accident Data Between 2001-2003 indicates the number of reported accidents by the Police Department over a three-year period. As indicated in the table, the unsignalized intersections of Main Street/Cherry Street and the Cedarcrest High School entrance are high accident locations. Also, the signalized intersection of Main Street/Big Rock Road was a high accident location in 2002.

Table T-3
Accident Data Between 2001 - 2003

Intersection	2001	2002	2003	Annual Average
Main St/Woodinville-Duvall Rd	6	5	2	4.3
Main St/Cherry Valley Rd	-	-	3	1
Main St/NE Stewart St	-	2	2	1.3
Main St/NE Cherry St	3	10	3	5.3
Main St/NE Stella St	1	-	4	1.7
Main St/NE Stephens St	1	-	3	1.3
Main St/NE Ring St	1	1	-	.7
Main St/NE Valley St	2	-	4	2
Main St/NE 145th St	1	-	-	.33
Main St/NE 143rd Pl	-	2	-	.7
Carnation-Duvall Rd (SR-203)/ NE Big Rock Rd	1	7	3	3.7
Main St/Kennedy Dr	2	-	4	2
275th Ave/Big Rock Rd	1	-	-	.33
275th Ave/143rd Pl	1	-	1	.7
275th Ave/145th Ln	1	-	-	.33
275th Ave/NE 150th St	2	1		1
NE 150th/Cedarcrest High School	4	5	5	4.7
NE Stevens St/2nd Ave	1	-	-	.33
NE Stevens St/Broadway Ave	1	-	-	.33
NE Stevens St/3rd Ave	-	-	1	.33
3rd Ave/Cherry Valley Rd	1	-	-	.33
Bruett Rd/275th Ave NE	-	1	-	.33
NE Stella St/3rd Ave	-	-	2	.7
Kennedy Dr/3rd Ave	-	-	1	.33
NE Miller St/3rd Ave	-	-	1	.33
Big Rock Rd/3rd Ave	-	-	1	.33
279th Ave/Big Rock Rd	-	-	2	.7
282nd Ave/Big Rock Rd	-	-	2	.7
278th/NE 148th St	-	-	2	.7
278th/NE 150th St	-	-	1	.33

Source: City of Duvall Police Department

Pedestrian Facilities

Figure T-3: Pedestrian Facilities, indicates the location of existing and future pedestrian facilities and links within the city of Duvall. Sidewalks are primarily found along Main Street between Ring Street and Virginia Street, along Stephens Street and Bruett Road, 3rd Avenue north of Stephens and along portions of NE 150th. There are pedestrian crosswalks along Main Street at Stephens Street, Cherry Street, and Woodinville-Duvall Road.

The city of Duvall has worked to enhance pedestrian corridors, including sidewalk improvements as part of roadway projects. Newer developments have been built with sidewalks, providing mobility within developments and pedestrian facilities; however, there is currently little connectivity to areas outside of developments and to primary destinations such as schools, retail areas and other public facilities. Where sidewalks are not available, pedestrians must use roadway shoulders, if available.

The existing *City of Duvall Development Design Standards* require that concrete sidewalks be constructed on both sides of all arterials, neighborhood collectors, subcollectors, multiple-dwelling and business access streets. Single-side sidewalks are allowed on subaccess streets and industrial access streets. Sidewalks are required to be a minimum of 5 feet wide in residential and commercial areas, and at least 8 feet wide in commercial areas where store frontages are within 80 feet of the street right-of-way and in areas served by public transit. The Duvall Unified Development Regulations require sidewalks in commercial areas to be 12 feet wide. The discrepancy between the Development Design Standards and the Unified Development Regulations will be addressed in 2005.

Missing sidewalk links include, but are not limited to:

- NE 150th Street east of 275th Street
- Big Rock Road east of Safeway
- Majority of 1st Avenue NE – city limit to city limit
- Majority of 3rd Avenue NE – city limit to city limit
- Main Street south of Valley Street
- Majority of 275th Avenue – city limit to city limit
- Majority of NE 143rd Place – city limit to city limit
- Batten Road
- Cherry Valley Road
- Connections from neighborhoods to Snoqualmie Valley Trail.

The only maintained trail within the city is the Snoqualmie Valley Trail, which is maintained by King County Parks. This gravel trail provides excellent non-motorized recreational opportunities for both city of Duvall residents and visitors to the trail. Future connections to the Snoqualmie Valley Trail from other parts of the city are addressed in the Parks & Recreation Element of the Plan. There are several informal paths and trails along city roadways that will be improved to sidewalk standards once redevelopment occurs.

The Public Health Department, Seattle & King County recently published the *Duvall Walking Map* (December 2003). The map identifies numerous walking routes within the city as a way to improve community connections and promote health for Duvall residents. Those walking routes are identified on Figure P-2, Trails and Walking Routes, of the Parks and Recreation Element.

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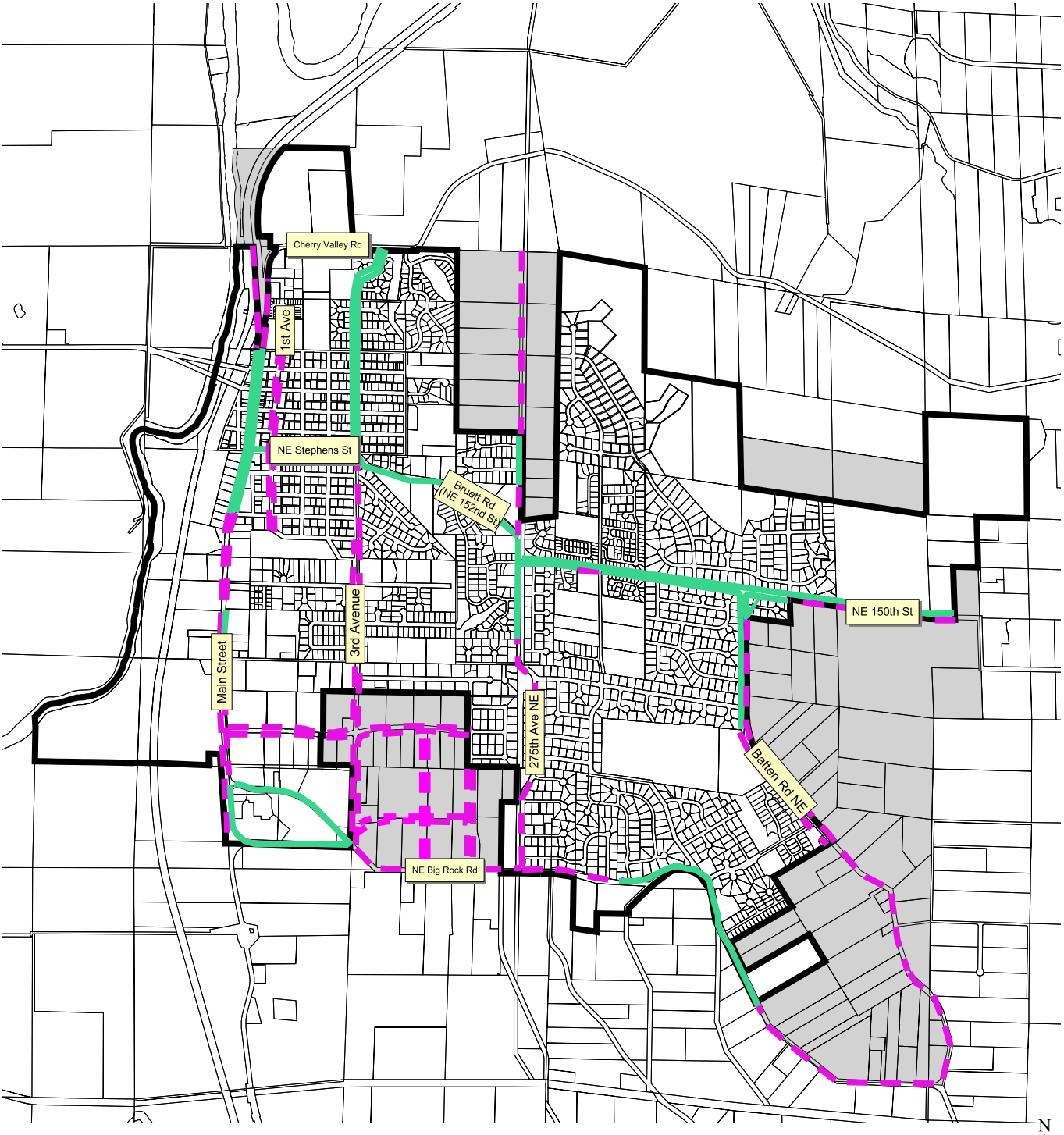

Scale: 1" = 2000 feet

Legend

Sidewalks
- Existing
- Proposed
- Parcels
- City Boundary Line
- Urban Growth Area

Figure T - 3
Pedestrian Facilities

City of Duvall
Small Town. Real Life.

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Bicycle Facilities

Bicyclists generally share the roadway with automobiles in the city of Duvall, although King County has identified SR-203, Big Rock Road, Cherry Valley Road and Woodinville-Duvall Road as preferred routes in its *Bicycling Guidemap*. These facilities are identified by King County as low to moderate traffic roadways without a curb lane or shoulder. As discussed above, these roads have the highest volumes of traffic in the city. In addition to the routes identified above, the King County Snoqualmie Valley Trail provides an excellent opportunity for non-motorized recreation, including off-road bicycling. This trail passes through the city of Duvall and traverses south through the cities of Carnation, Fall City, and North Bend, and will eventually connect to the Mountains to Sound Greenway located along Interstate 90.

The *City of Duvall Development Design Standards* sets specific standards for the development of bicycle facilities, varying from bicycle lanes to shared roadway bicycle ways. Figure T-4: Bicycle Routes, indicates the existing bicycle facilities within Duvall, which include paved and striped shoulder areas along Main Street, Stephens Street and Bruett Road. Most of the existing facilities are not marked and are sometimes provided on only one side of the roadway. As commercial, industrial and residential development occurs, the need for walking, biking and jogging paths must be monitored and the smaller systems should be incorporated into a city and regional trail facilities system.

Bicycle routes are missing or deficient on the following roadways/areas:

- Main Street - Stephens to NE Big Rock Road
- NE Big Rock Road east of Safeway
- Cherry Valley Road
- Stephens Street
- 150th Street
- 3rd Avenue
- 1st Avenue
- 275th Avenue NE
- Connections to the Snoqualmie Valley Trail

Equestrian Facilities

The King County Snoqualmie Valley Trail serves local and regional equestrian needs within the city and surrounding area.

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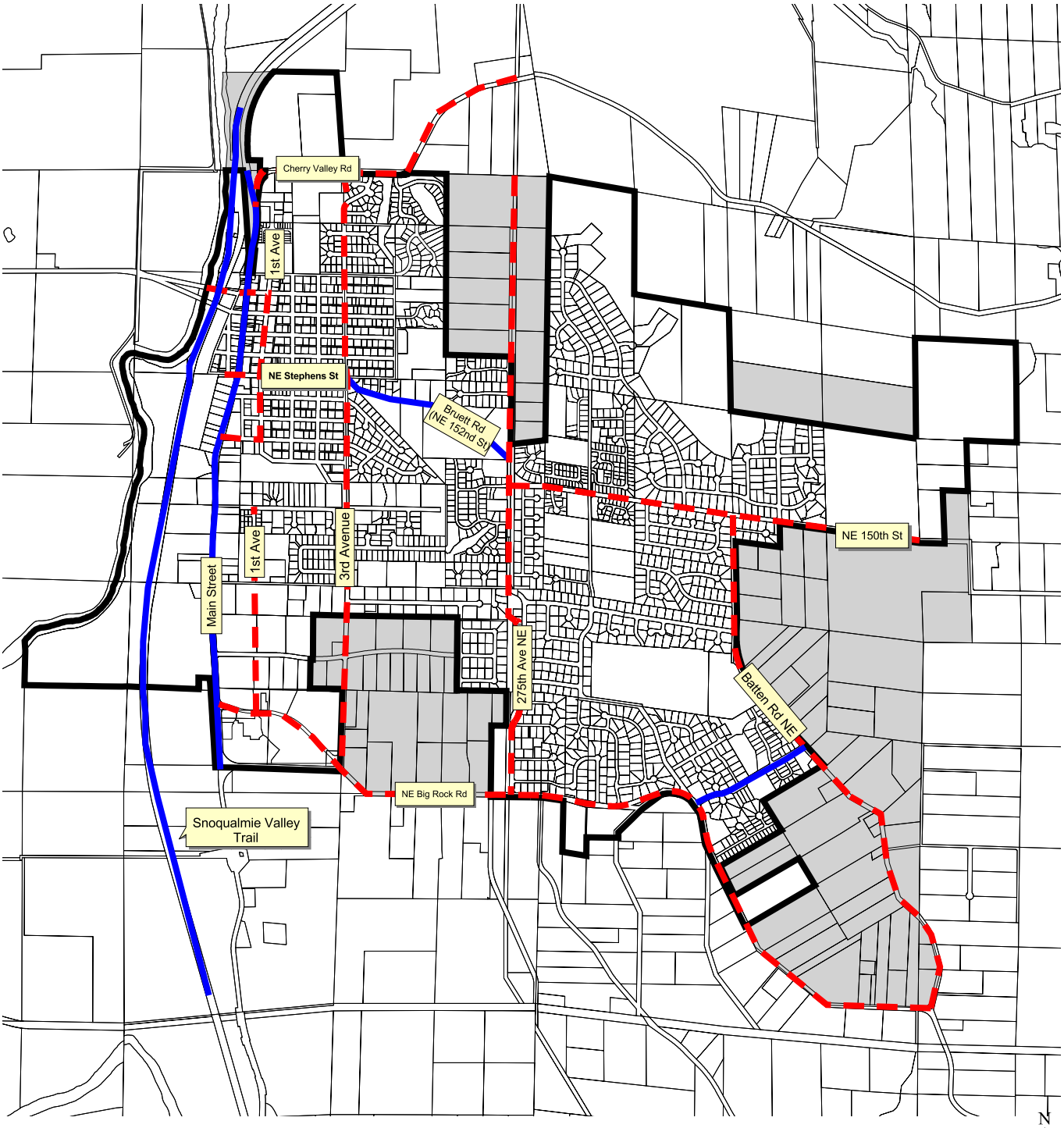

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Bicycle Routes
Existing
Proposed
Parcels
City Boundary Line
Urban Growth Area

Figure T - 4
Bicycle Routes

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Transit Service

King County Metro provides transit service to the city of Duvall. Transit is currently limited to weekday service and primarily focused on commuter services based on the Fall 2003 service program.

Route 232 provides peak period commute service from Duvall to Bellevue. In addition to Duvall and Bellevue, other points served by this route include the King County communities of Cottage Lake, the Bear Creek Area, English Hill and Redmond.

Route 311 provides peak period commute service from Duvall to downtown Seattle. From Duvall, the 311 travels west through Woodinville, becoming an express bus traveling along SR-522, I-405 and SR-520, with limited stops from Woodinville to downtown Seattle. Other points served include the city of Kirkland, the city of Bellevue, and the Montlake Station (University of Washington).

Route 929 provides weekday daytime service between Redmond and North Bend. In addition to Duvall, Redmond and North Bend, other areas served by this route include the Bear Creek Area, Cottage Lake, Stillwater, Fall City, and Snoqualmie.

Table T-4: Existing Transit Service, summarizes the routes in Duvall served by King County Metro.

Table T-4
Existing Transit Service

Route No.	Route	Service	Number of Buses	Frequency (Peak)	Frequency (Midday)	Average Weekday Trips (Duvall bus stops)
232	Duvall to Bellevue	Peak	5 morning inbound 5 evening outbound	30 – 60 minutes	N/A	17 trips/day
311	Duvall to Seattle	Peak	7 morning inbound 8 evening outbound	15-30 minutes	N/A	59 trips/day
929	North Bend to Redmond	All Day	6 buses	N/A	3.5 hours	6 trips/day

Source: King County Metro, Fall 2003

Park-and-Ride Facilities

There is currently one park-and-ride facility in Duvall, located on the corner of Main Street and Woodinville-Duvall Road. The Duvall Community Car Park has 49 spaces and is jointly operated by King County Metro and the city of Duvall, who owns the facility. This parking facility is also used as a community parking facility for residents and visitors to McCormick Park, the Snoqualmie Trail and downtown Duvall businesses.

Freight Movement

The movement of freight is a major issue for the city of Duvall. Trucks from as far away as British Columbia and eastern Washington use SR-203 to bypass congestion on I-5 and I-405. Observations made by the WSDOT *2002 Annual Traffic Report* indicate that truck volumes are highest during mid-day hours, but truck volumes are present throughout the day. As noted in the discussion of traffic volumes, up to 13 percent of the daily traffic along SR-203 in Carnation are trucks. Similar percentages are estimated for Main Street in Duvall.

Within Duvall, Main Street, Big Rock Road, Stephens Street, Bruett Road, portions of 3rd Avenue, and Cherry Valley Road see the highest truck volumes. Primary issues related to truck traffic include (1) pedestrian safety; (2) noise; (3) the configuration of the Woodinville-Duvall Bridge at Main Street; and (4) the alignment of the intersection of NE Cherry Valley Road/Main Street. The geometrics of these intersections, along with truck turning characteristics, often result in trucks blocking travel lanes and even may require backing movements to negotiate the turns.

The Duvall City-Wide Visioning Plan identifies truck traffic as a primary issue of the community and supports efforts to reduce the impact and the volume of trucks within the city limits. The City recommends

cooperation with King County and WSDOT to develop near and long term solutions to truck traffic within and adjacent to the city, including the investigation into a bypass route for trucks.

Air Services

The city of Duvall does not have either freight or passenger airplane facilities within or adjacent to the city limits. The nearest airport facility is a general aviation facility in Monroe, located approximately 15 miles north of Duvall. King County International Airport (Boeing Field) is the closest facility that provides national and international airfreight services. Boeing Field is located approximately 25 miles southwest of Duvall. Seattle-Tacoma (SeaTac) International Airport is the closest facility that provides regional, national, and international passenger services. SeaTac is located approximately 35 miles southwest of Duvall.

Forecast Transportation Conditions

This section describes the expected impact of future development and region wide growth on the transportation system. The analysis builds on the 2000 Transportation Element Update, revising regional transportation forecasts and the transportation improvement program. For this update, the travel forecasts are based on the land use assumptions found in Land Use Element. The analysis focuses on 2022, providing an indication of the expected travel needs within the next 20 years.

Recent System Improvements

The existing roadway system currently meets the needs of the community. With traffic signals at Main Street/Woodinville-Duvall Road, Main Street/Stephens Street and Main Street /Big Rock Road, mobility along current arterials remains high. Since 1994, the Public Works Department has overseen the completion of a number of projects improving mobility within Duvall. These include, but are not limited to the following:

- Extension of 3rd Avenue to Cherry Valley Road.
- Improvement of Bruett Road, including sidewalks and bike lanes.
- Connection of 275th Avenue NE to Big Rock Road.
- Improvement of 275th Avenue NE near 150th Street.
- Improvement of 275th Avenue NE from Big Rock Road to NE 142nd Place.
- Installation of traffic signal at Main Street and Stephens Street.
- Installation of traffic signal at Main Street and Big Rock Road.
- Realignment of Big Rock Road and Main Street.
- Development of Community Car Park at Main Street/Woodinville-Duvall Road.
- Improvements to a portion of Batten Road between Big Rock Road and Roney Road.
- Improvements to Roney Road.
- Cherry Valley Vista Pedestrian Bridge.

Forecast Traffic Volumes

The travel forecasts presented in the Transportation Element of the City's 1994 Comprehensive Plan were developed using a travel demand forecasting model. The model was used to forecast 2010 volumes for the PM peak hour. The City's 1994 Comprehensive Plan forecast approximately 2,862 dwelling units in the city by 2010. Ten percent of the dwelling units were expected to be multifamily. The 2010 forecasts also accounted for growth in regional through traffic which would impact the city's transportation system.

The City's 2000 Comprehensive Plan update of the Transportation Element established the previous 2010 land use forecasts as the City's new targets for 2014. The 2000 update did, however, adjust the estimates of regional traffic through the city, including SR-203 and Woodinville-Duvall Road.

The 2004 Comprehensive Plan extends the forecast horizon year to 2022 and reflects changes to the Land Use Element. When the 2004 Comprehensive Plan was adopted, the City estimates a total of 3,638 dwelling units by 2022. This was an increase of over 780 units over the previous 2010/2014 estimates for the city. The majority of the additional growth were assumed to be in multifamily housing, with an increase

of nearly 700 dwelling units compared to the previous forecasts. The additional housing was assumed to be spread throughout the city, with the largest increases in the areas east of 3rd Avenue and north of Bruett Road and in the South UGA area. In 2006, the City updated its dwelling unit estimate. Between 2006 and 2014, 1,802 new units are estimated to be developed, and approximately 585 of these would be in multifamily housing. A total of 2,527 new units are estimated to be developed between 2006 and 2024.

The 2006 Comprehensive Plan update includes an increase in commercial space from just over 40,000 total square feet to up to 6,500 square feet of retail, 43,500 square feet of office, 10,000 square feet City Hall, and a technical college for up to 635 full time equivalent (FTE) students by 2022.

The additional travel demands generated by the increased land uses were added to the 2014 forecasts presented in the 2000 Comprehensive Plan. The travel demands were estimated for the increased development between 2014-2022 horizon years based on *Trip Generation, ITE, 7th Edition*. The trip generation was developed based on the amount of growth allocated to various parts of the city.

The estimated increase in PM peak hour trip generation was distributed and assigned to the street system based on data derived from King County's 2022 travel demand forecasting model. For the 780 additional residential units, approximately 50 percent of the PM peak hour traffic would have a connection to/from the south on SR-203. An estimated 35 percent of the residential trips would connect to/from the west via Woodinville-Duvall Road. The remaining 25 percent of the residential trips were estimated to connect to /from SR-203 north of the city, within the city, or to/from locations east of the city.

The additional traffic generated by the increase in commercial uses within the city would have a slightly different distribution. Approximately 35 percent of the increase in commercial traffic would connect to/from SR-203 south of the city, 30 percent via Woodinville-Duvall Road west of the city, 15 percent to/from SR-203 north of the city, 10 percent to/from east of the city, and 10 percent would remain in the city.

In addition to accounting for the increased growth within the city, the forecasts for traffic entering/exiting the city during the weekday PM peak hour were reviewed and updated. Growth rates from the PSRC and King County travel forecast models were developed for SR-203, Woodinville-Duvall Road, and Big Rock Road. The PSRC models forecast a traffic increase of 2.2 to 2.8 percent per year on SR-203 north of Duvall. Traffic forecasts on SR-203 south of Duvall are only 1.0 percent per year between 1998-2020. The PSRC models show and increase of 4.5 percent per year on Woodinville-Duvall Road just west of SR-203. Review of the model data show much of the increased traffic on Woodinville-Duvall Road connects with Novelty Hill Road via West Snoqualmie Valley Road. This traffic also could use SR-203 to connect to Novelty Hill Road via NE 124th Street south of Duvall.

King County's travel forecasting model has significantly more detail in and around the city of Duvall compared to the PSRC model. The King County model shows somewhat higher growth rates on SR-203 south of Duvall and comparatively lower annual traffic growth rates on Woodinville-Duvall Road. This is due to the more detailed network and zone system in the King County model. Traffic to/from the southern areas of Duvall would connect to Novelty Hill Road via NE 124th Street, instead of Woodinville-Duvall Road. The NE 124th Street route also would be most likely used to/from Big Rock Road. Therefore, the PSRC growth projections were modified to increase traffic forecasts for SR-203 south of the city and decrease the growth rates for Woodinville-Duvall Road just west of SR-203.

The modified PSRC annual growth rates for SR-203 and Woodinville-Duvall Road were applied to the actual 2001/2002 PM peak hour counts at these locations to estimate 2022 traffic volumes at these external locations.

The forecasts at the external arterial connections based on the PSRC and King County models do not account for the additional growth identified by the City as part of the 2004 Comprehensive Plan Update. Therefore, the increase in travel demands generated by the additional 780 dwelling units and 40,000 square feet of commercial uses was added to the forecasts developed using growth rates for SR-203 and Woodinville-Duvall Road. The final step in the forecasting process was to balance the traffic volumes along SR-203.

Figure T-5 shows the resulting 2022 PM peak hour traffic forecasts for key streets in the city. The forecasts assume extension of several streets that were identified in the prior Comprehensive Plan. These include 3rd Avenue (268th Avenue) extended south from 143rd Street to Big Rock Road. Extension of 1st Avenue between NE 145th Street to Big Rock Road also was assumed. Completion of

145th Street between 3rd Avenue and 275th Avenue also was assumed. These corridors will be constructed to serve new developments that are the basis for the travel forecasts.

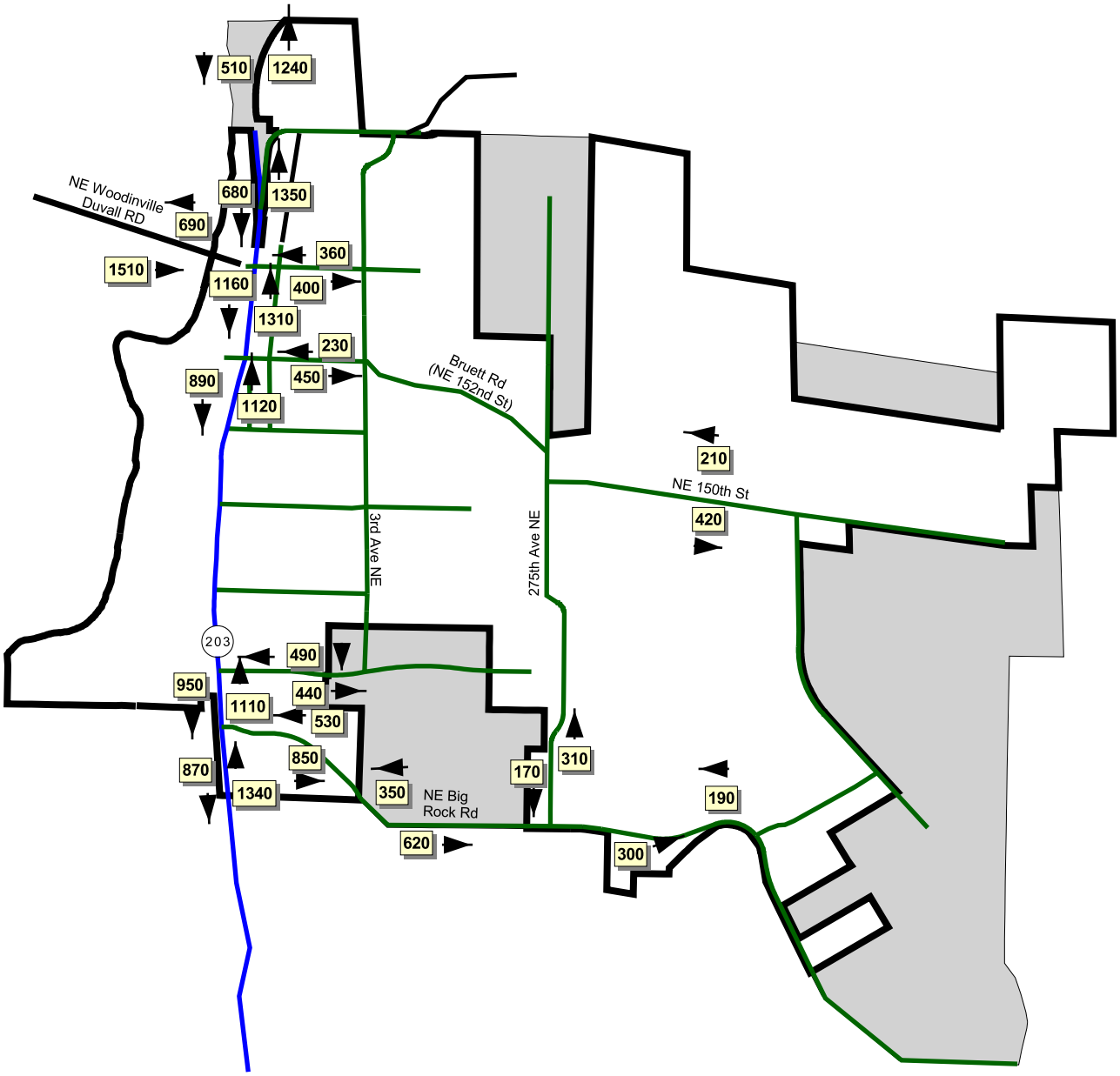
The potential extension of 3rd Avenue north of Cherry Valley Road to SR-203 was not assumed in the forecasts shown on Figure T-5. This extension would be in unincorporated King County and is not in the County's current Transportation Plan. The extension is identified as part of the City's Transportation Element to close Cherry Valley Road to through traffic to Main Street. This would greatly reduce the operational and safety issues of the skewed intersection of Main Street /Cherry Valley Road.

Table T-5 shows the 2001/2002 traffic volumes and the resulting 2022 PM peak hour forecasts along SR-203, Woodinville-Duvall Road, and Big Rock Road. The resulting growth rates are higher than the PSRC or King County models since they account for additional growth in the city per the 2004 Comprehensive Plan.

Table T-5
Existing and Forecast PM Peak Hour Traffic Volumes at Key Locations

	2001/2002 Actual Volumes	2022 Forecast Volumes	Annual Growth Rate[3]
Main Street (SR-203) north of Cherry Valley Road[1] -Northbound -Southbound	 690 300	 1,240 510	 3.0% 2.7%
Main Street (SR-203) south of city Limits[1] -Northbound -Southbound	 730 390	 1,340 870	 3.1% 4.1%
Woodinville-Duvall Road west of Main Street (SR-203)[2] -Eastbound -Westbound	 800 230	 1,510 690	 3.1% 5.4%
Big Rock Road east of Main Street (SR-203)[2] -Eastbound -Westbound	 260 180	 850 530	 5.8% 5.3%

[1] Existing volume based on 2002 traffic count
[2] Existing volume based on 2001 traffic count.
[3] Compound annual growth rate



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Scale: 1" = 2000 feet

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Legend

950 PM Peak Hour Link Traffic Volumes

Roads

- Collector Arterial
- Principal Arterial
- City Boundary Line
- Urban Growth Boundary

Figure T - 5
2022 PM Peak Hour Traffic Forecasts

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Forecast Traffic Operations

Based on the forecast 2022, PM peak hour traffic volumes intersection levels of service were calculated. The level of service analysis was used to identify needed improvements.

Main Street (SR-203) Intersections

As part of its recent vision process and Downtown Sub-Area Plan development, the City has adopted a policy for maintaining Main Street as a 2-lane roadway. Traffic signals and turn lanes would be located at four intersections:

- Woodinville-Duvall Road/Virginia Street
- NE Stephens Street
- NE 143rd Street
- NE Big Rock Road

With these improvements, the intersection of Main Street at Woodinville-Duvall Road/Virginia Street would operate at LOS F during the 2022 PM peak hour. The poor level of service is due to the high volume of traffic at the intersection. The south-to-north through movements and the east-to-north left-turn volumes result in limited signal time for other movements at the intersection. To help reduce the overall delays at the intersection, the intersection will need to be reconstructed to align the Virginia Street (east leg) with the Woodinville-Duvall Road (west leg). In addition, the Downtown Plan identifies addition of a south-to-east left turn lane to provide access to the downtown business district via 1st Avenue. The south-to-east left turn lane also would provide access to residential areas in the east part of the city via Virginia Avenue and 3rd Avenue. This would reduce the volume of traffic on Main Street traveling through downtown.

Even with these improvements, the intersection is forecast to operate at LOS F during the PM peak hour based on the 2022 volumes. When the intersection is realigned, the designs should evaluate the feasibility of constructing right-turn lanes on each of the four approaches. Adding right-turn lanes will still result in LOS F, but will reduce delays at the intersection. Constructing an east-to-south or south-to-west right-turn lane would also reduce delays. However, the existing bridge makes these right-turn lanes more problematic. This intersection would not meet the WSDOT or PSRC LOS D standard.

The intersection of Main Street/Stephens Street also is forecast to operate at LOS F by 2022. Left-turn lanes should be constructed on all four legs of the intersection. These improvements would result in LOS D. Therefore, the intersection would meet the LOS D standard for SR-203.

The existing signalized intersection at Main Street /Big Rock Road is forecast to operate at LOS D during the 2022 PM peak hour, which would meet the PSRC LOS D standard.

The City has previously identified a new traffic signal for Main Street/143rd Street. This location has been reviewed by WSDOT. The intersection would provide access to a major development on the west side of Main Street. Left-turn lanes would be constructed on all four approaches to the intersection. This would result in a 2022 PM peak hour LOS D. A north-to-east right-turn lane would help reduce delays, but would still result in LOS D.

The high volume of north-south through traffic along Main Street will result in traffic delays for side street traffic at unsignalized intersections. Traffic entering Main Street from the side streets will operate at LOS E to LOS F. If excessive delays occur, traffic would shift to the signalized intersections. Left-turning traffic from Main Street to a side street also will experience delays due to the high volume of traffic in the opposite direction. Traffic queues from congestion at the signalized intersections are due to left-turns at unsignalized intersections would result in additional congestion at unsignalized intersections. The Downtown Sub-Area Plan identifies monitoring of traffic operations and safety along Main Street. If problems develop, left-turn restrictions could be implemented. Restriction of left turns would generally result in smoother traffic flows and less delay.

As previously noted, PSRC has established LOS D for the SR-203 corridor, including Main Street in Duvall. Based on the 2022 PM peak hour traffic forecasts, three of the four signalized intersections will meet the standard. The high volume intersection of Main Street /Woodinville-Duvall Road/Virginia Street would operate at LOS F and would not meet the standard. In addition, side streets accessing Main Street

also would operate below LOS D during the 2022 PM peak hour. The City's Transportation Element acknowledges the increased congestion and will exempt the State highway from its concurrency program. The exemption for concurrency results from the City desiring to maintain a 2-lane roadway with limited turn lanes to reduce travel speeds, enhance pedestrian mobility/safety, and to reduce the impacts of truck traffic in the city. This also recognizes that levels of service on Main Street will fall below LOS D even if no development occurs.

Other Intersections

The 2022 PM peak hour levels of service at intersections other than Main Street are forecast to be LOS C or better. Therefore, the intersections would meet the City's LOS C standard, with the completion of improvements identified in the Transportation Element. Depending on the pace of development versus completion of identified improvements, some locations may fall below the LOS C standard between 2004 and 2022. This would require the City to deny the development under its GMA-based concurrency program, unless improvements or strategies to eliminate the deficiencies are in place within six years. Alternatively, the City could amend its level of service standard under a future comprehensive plan update.

Transportation Systems Plan

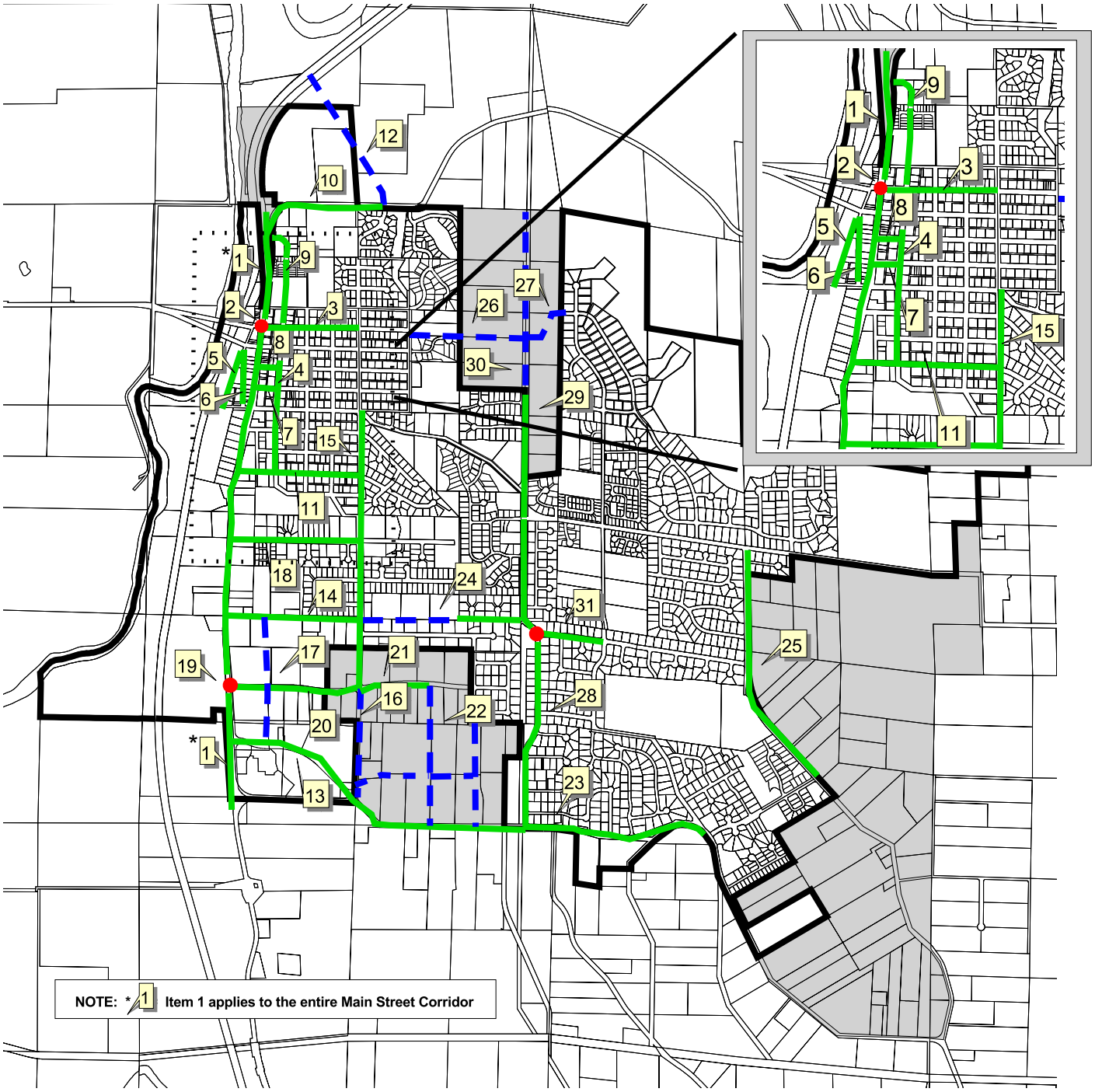
Based on existing and forecast traffic volumes, operations, and safety, a comprehensive package of transportation improvement projects and programs was identified. The improvement projects and program will help the City implement the vision of the overall Comprehensive Plan.

The core part of the improvement projects and program are related to street and highway improvements. The street system provides for the majority of travel to/from, within, and through the city. The street system also provides the general framework for other travel modes including transit, pedestrians, and bicyclists.

Table T-6 and Figure T-6 summarize the recommended Transportation Improvement Projects and Programs. The project list is organized by location of the improvement in the city. In addition, Table T-6 includes three city-wide transportation improvement programs.

Table T-6 includes a project identification number for referencing to Figure T-6. The project name, limits, and description of improvements are also included. Projects included in the City's existing 2005-2010 Transportation Improvement Program are identified since the City has potentially already invested funding into those projects. Planning level cost estimates, a relative priority, and anticipated timing for the improvement are identified.

The following highlights key improvement projects and strategies. Since Main Street is the key transportation facility serving the city it is discussed first. Improvement strategies are then presented for Old Town/Riverfront/North Duvall, South Urban Growth Area, East Duvall, and the city-wide transportation programs.



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Legend

- Parcels
- City Boundary Line
- Urban Growth Area
- New Roadway
- Reconstruction/Improvements
- Intersection Improvements

Figure T - 6
20-YearTransportation Capital Improvement Plan

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Table T-6

City of Duvall Transportation Improvement Projects and Programs

Area	ID [1]	Project Name	Project Limits	Project Description	In Existing TIP? [2]	Cost ($1,000s) [3]	Timing [4]	Relative Priority	Comments
Old Town / Riverfront/ North Duvall	1	Main Street (SR-203) Improvements	South City Limits to North City Limits	The City will work with WSDOT to define and construct improvements to channelization, signalization, and safety, including construction of curb, gutter, sidewalk, curb bulbs, bike lanes, medians, and storm drainage system. City will maintain a two-lane roadway, with left-turn lanes at signalized intersections. Right-turn lanes may also be constructed at signalized intersections, based on specific design studies. The roadway will include on-street parking and a 25 mph speed limit within the City. The project also will include gateway treatments and speed transition areas at the north and south ends of the City.	Yes	$19,200	Mid	H	Traffic volumes, operations, and safety will be monitored along Main Street. If problems develop, restrictions to left-turn movements at unsignalized intersections may be required. Implementation of left-turn restrictions should start with the least restrictive measures, such as weekday, peak hours. Any restrictions should be based on an engineering analyses to identify the specific type and location of problems in the corridor.
	2	Main Street (SR 203) at Woodinville-Duvall Road / Virginia Street	Intersection	Reconstruct intersection to align Virginia Street with Woodinville-Duvall Road at Main Street. Construct south-to-east left-turn lane. Evaluate options for right-turn lanes on all approaches. Improve turning radii and modify traffic signal.	No	$2,800	Mid	H	
	3	Virginia Street	Main Street to 3rd Avenue	Reconstruct roadway to collector arterial standards and improve channelization including two-travel lanes, curb, gutter, sidewalk, curb-bulbs, and on-street parking. Project will include storm drainage system improvements and may require retaining walls	No	$1,100	Mid	H	
	4	1st Avenue	Valley Street to Virginia Street	Reconstruct to collector arterial standards, including two-travel lanes, on-street parking, sidewalks, and curb bulbs. Street will serve north-south local access and circulation east of Main Street.	No	$1,600	Mid	M	Project timing tied to development in the corridor.
	5	Railroad Avenue	Stephens Street to Stewart Street	Where feasible, reconstruct to provide two-travel lanes, on-street parking, and sidewalks. Street will serve north-south local access and circulation west of Main Street.	No	$700	Mid	M	Project timing tied to development in the corridor.
	6	Riverside Avenue	Stephens Street to Stewart Street	Where feasible, reconstruct to provide two-travel lanes, on-street parking, and sidewalks. Street will serve north-south local access and circulation west of Main Street.	No	$650	Mid	M	Project timing tied to development in the corridor.
	7	Stella Street	1st Avenue to Riverside/Railroad Avenue	Improvements to include curbs, gutters, sidewalks, and on-street parking. Project will improve local circulation and serve as pedestrian travel in downtown.	No	$550	Mid	M	Project timing tied to development in the corridor.
	8	Cherry Street	1st Avenue to Riverside/Railroad Avenue	Improvements to include curbs, gutters, sidewalks, and on-street parking. Project will improve local circulation and serve as pedestrian travel in downtown.	No	$500	Mid	M	Project timing tied to development in the corridor.
	9	1st Avenue Extension	Virginia Street to Cherry Valley Road	Maintain and improve connection of 1st Avenue to Cherry Valley Road to enhance local vehicular and non-motorized circulation.	No	$600	Mid	L	Project timing tied to development in the corridor.
	10	Cherry Valley Road	Main Street to 3rd Avenue	Reconstruct road to minor arterial standards to include two travel lanes, curbs, gutters, sidewalks.	No	$3,000	Mid	M	If 3rd Avenue has been is extended from Cherry Valley Road to SR 203, then project would reconstruct roadway to collector standards.
	11	Valley Avenue	Main Street to 3rd Avenue	Reconstruct roadway to collector arterial standards and improve channelization including two-travel lanes, curb, gutter, sidewalk, curb-bulbs, and on-street parking. Project will include storm drainage system improvements and may require retaining walls	No	$1,350	Long	L	
	12	3rd Avenue	Cherry Valley Road to SR-203 North of Duvall	Pursue extension of 3rd Avenue from Cherry Valley Road north to SR-203. Close existing access to SR 203 at Cherry Valley Road.	No	$3,750	Long	M	Project would require initial study phase and coordination with King County and WSDOT.

Table T-6

City of Duvall Transportation Improvement Projects and Programs

Area	ID [1]	Project Name	Project Limits	Project Description	In Existing TIP? [2]	Cost ($1,000s) [3]	Timing [4]	Relative Priority	Comments
South Urban Growth Area	13	Big Rock Road	Main Street to 3rd Avenue	Construct sidewalks or pedestrian pathways.	No	$340	Short/Mid	H	
	14	145th Street	Main Street to 3rd Avenue	Reconstruct roadway to provide a collector arterial corridor with two narrow travel lanes, curb, gutter, sidewalks.	No	$1,450	Mid	H	
	15	3rd Avenue	Stephens Street to 143rd Avenue	Reconstruct roadway to collector arterial standards, including two travel lanes, curb, gutter, sidewalks.	Yes	$3,900	Short	H	
	16	3rd Avenue Extension	143rd Street to Big Rock Road	Construct new collector arterial segment, including two travel lanes, curb, gutter, sidewalks.	No	$1,500	Mid	H	Project timing tied to development in the corridor.
	17	1st Avenue Extension	145th Street to Big Rock Road	Construct new two-lane, collector arterial to serve growth. Project will include acquisition of right-of-way, curb, gutter, sidewalk, and storm drainage system. Alignment between 143rd Street and Big Rock Road will need to consider wetlands and property	No	$2,900	Short/Mid	H	Project timing tied to development in the corridor.
	18	Kennedy Drive	Main Street NE to 3rd Avenue NE	Reconstruct roadway to collector arterial standards, including two travel lanes, curb, gutter, sidewalks.	No	$1,800	Mid	M	Project timing tied to development in the corridor.
	19	Main Street at 143rd Avenue	Intersection	Install turn lanes and traffic signal.	No	$450	Short	H	Project timing tied to development on west side of Main Street.
	20	143rd Place	Main Street to 3rd Avenue	Reconstruct roadway to collector arterial standards, including two travel lanes, curb, gutter, sidewalks.	No	$1,450	Short/Mid	M	Project timing tied to development in the corridor.
	21	143rd Place	3rd Avenue to New South UGA North/South Collector Arterial	Reconstruct roadway to current standards to serve growth. Project will include curbs, gutters, sidewalks, and drainage.	No	$560	Mid/Long	H	Project timing tied to development in the corridor.
	22	South UGA North-South Corridor	143rd Place to Big Rock Road	Construct a new north-south collector arterial corridor between 143rd Place and Big Rock Road to serve the South UGA. At the time of annexation, establish a local access circulation road system through the South UGA properties to minimize access points onto Big Rock Road, 143rd Place, and the new north-south collector arterial and to create a cohesive, walkable neighborhood.	No	$2,900	Mid/Long	M	Project timing tied to development in the corridor. Cost estimate is for north-south arterial and does not cover local access/circulation roads.

Table T-6

City of Duvall Transportation Improvement Projects and Programs

Area	ID [1]	Project Name	Project Limits	Project Description	In Existing TIP? [2]	Cost ($1,000s) [3]	Timing [4]	Relative Priority	Comments
East Duvall	23	Big Rock Road	3rd Avenue to Roney Road	Reconstruct roadway to arterial standards including roadway realignment, turn lanes, curb, gutter, sidewalks, bike lanes. Project to serve increased traffic and to improve sight distance, visibility and safety of non-motorized travel.	Yes	$4,100	Short/Mid	H	Improvements between 278th and 282nd included in 2005-2010 TIP
	24	145th Street	3rd Avenue to 275th Street	Construct new roadway connection to extend collector to serve east-west travel. Plans call for a 20-foot wide pavement to reduce impacts in neighborhood.	Yes	$1,950	Short	M	
	25	Batten Road	150th Street to Roney Road	Reconstruct roadway to collector arterial standards including curb, gutter, sidewalk, bike lanes, and storm drainage system.	No	$2,300	Mid	M	Project timing tied to development in the corridor.
	26	Virginia Street	3rd Avenue to 275th Street	Construct new collector arterial between 4th Avenue and 275th Street and reconstruct roadway between 3rd and 4th Avenues to provide access and circulation to developing properties. Roadway would include two travel lanes, curbs, gutter, and sidewalks.	No	$3,500	Mid	M	Project timing tied to development in the corridor.
	27	Virginia Street	275th Street to Manion Way	Construct new neighborhood collector to provide access and circulation to developing properties. Roadway would include two travel lanes, curbs, gutter, and sidewalks.	No	$800	Mid	L	Project timing tied to development in the corridor.
	28	275th Avenue	Big Rock Road to 150th Street	Construct remaining segments of sidewalk or pedestrian pathway along collector arterial.	No	$1,000	Short	M	
	29	275th Avenue NE	Bruett Road to 155th Street	Construct sidewalk or pedestrian pathway on north side of roadway.	No	$300	Mid	M	
	30	275th Avenue NE	155th Street to Virginia Street	Reconstruct roadway to collector arterial standards including curb, gutter, sidewalk, and storm drainage system.	No	$1,000	Mid/Long	L	Project timing tied to development in the corridor.
	31	144th Street	275th Street to 278th Street	Upgrade/realign intersection at 275th Street/ 144th Street and construct sidewalk or pedestrian pathway on both sides of roadway.	No	$360	Mid	M	

Table T-6

City of Duvall Transportation Improvement Projects and Programs

Area	ID [1]	Project Name	Project Limits	Project Description	In Existing TIP? [2]	Cost ($1,000s) [3]	Timing [4]	Relative Priority	Comments
Citywide Programs		Street Overlay, Maintenance, and Operations Program	Citywide	Annual program to maintain and operate, and overlay arterials and local city streets.		$15,200	Ongoing	Ongoing	Annual average of $800,000 per year for 19 years.
		Sidewalk, Pathway, and Trail Improvement Program	Citywide	Annual program to construct missing sidewalk, pathway, and trail links not covered by specific improvement projects. Program also covers repair of existing sidewalks and install ADA accessible curb ramps at key intersections.		$1,400	Ongoing	Ongoing	Assumes 7,000 lineal feet of sidewalk improvements over life of plan.
		Traffic Calming Program	Citywide	Annual program to construct curb bulbs or other traffic calming on collector arterials to improve pedestrian safety and neighborhood quality.		$1,500	Ongoing	Ongoing	
					Totals	**$86,460**			

Notes:

(1) ID — Project Identification number, see Figure T - 6. The project ID does not reflect priority.

(2) In Existing TIP ? — Some or all of project improvement is identified in City's 2005-2010 Transportation Improvement Program (TIP).

(3) Duvall Cost — City of Duvall share of project cost estimate in $1,000s of year 2004 dollars. Costs are for transportation system improvements and do not include costs for sewer, water, other utilities, or other non-transportation improvements.

(4) Timing — Short (0-6 years) Mid (7-12 years) Long (13-20 years) Project timing reflects priority and anticipated timing for funding and constructing improvement.

Main Street Improvements

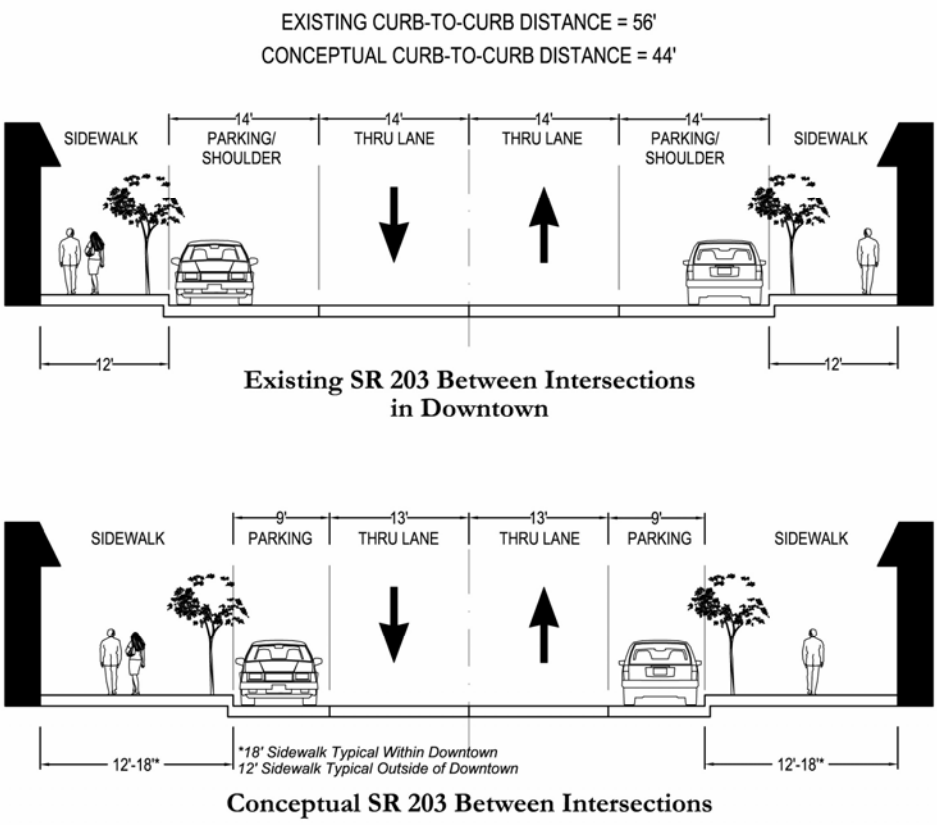
As Duvall and surrounding communities continue to grow, there are concerns about additional traffic and safety along Main Street. The Duvall City-Wide Visioning and Downtown Sub-Area Plans indicate the following recommendations for Main Street Improvements (through the approximate one-mile of SR-203 that is within the city limits):

- Coordinate traffic controls that reduce speeds;
- Provide a narrower road width that will help reduce speeds;
- Install curb bulbs, pedestrian level street lights and other design treatments that reduce travel speeds, enhance the pedestrian environment, and improve pedestrian safety;
- Provide on-street parking on both sides;
- Where feasible alternatives exist, direct bicyclist to parallel corridor to reduce safety conflicts and use of existing right-of-way;
- Work with WSDOT, King and Snohomish County to redirect truck traffic from Main Street (for example, to the existing West Snoqualmie Road); and
- Work with WSDOT to establish a 25 mph speed limit to promote tourism, improve pedestrian safety, and reduce the impacts of commuter and truck traffic through the city.

Increased traffic will put a strain on the existing 2-lane configuration as more development occurs within the city. However, based on the recommendations listed above, and based on a resolution passed by the City Council, the City has approved the conceptual design width for Main Street Improvements as 22 feet from curb face to centerline and to include on-street parking. As noted in Table T-6 and discussed in the forecast traffic operations section, additional turn lanes are identified at the signalized intersections to reduce overall congestion along Main Street (SR-203) within Duvall. The 2022 forecasts and operations analyses also indicate a potential need to restrict left-turn movements at unsignalized intersections in the future. Restrictions to left-turns will be based on evaluations of future traffic volumes, operations and safety.

Figure T – 7: Existing and Proposed Cross-Sections of Main Street, shows the conceptual design of Main Street through the city of Duvall.

Figure T – 7
Existing and Proposed
Cross-Sections of Main Street



Old Town/Riverfront/North Duvall Improvements

In addition to the Main Street enhancements, the Transportation Element incorporates other improvements identified in the Downtown Sub-Area Plan. These include realigning/reconstructing the intersection of Main Street with Woodinville Duvall Road/Virginia Street. This improvement is needed to improve safety and traffic operations. It also will facilitate traffic access and circulation to 1st Avenue and residential areas east of 3rd Avenue. This will result in decreasing the volume of traffic which uses Main Street for local access and circulation.

The Transportation Element also calls for reconstructing Virginia Street, 1st Avenue, Railroad Avenue, Riverside Avenue, and Valley Avenue in the downtown area. These collector arterials will provide alternative routes for access and circulation to the expanding business district and new mixed-use developments envisioned for downtown Duvall. Other local streets, such as Stella and Cherry streets, also would be improved to serve pedestrian circulation and provide access to parking.

Although not assumed in the travel forecasts, the Transportation Element extension of 3rd Avenue between Cherry Valley Road to SR-203 north of the city is an important project. The identified corridor shown on Figure T-6 is only conceptual and will require engineering and environmental studies. This new roadway will allow closure of the existing skewed intersection of Main Street at Cherry Valley Road. It

would help improve truck traffic flows as well as reduce safety and operations issues at the existing intersection. The roadway would be in unincorporated King County and will require the City to work with the County to include it in the County's Comprehensive Plan and Transportation Plan.

In 1993, WSDOT conducted a preliminary evaluation of improvements to the SR-203/Cherry Valley Road intersection. A conceptual route similar to the one shown on Figure T-6 was evaluated. The WSDOT study identifies the route as feasible, but noted that it would be costly. The city of Duvall Transportation Element estimates the cost at $3.5 to 4.0 million, in 2004 dollars. The WSDOT study also identified potential impacts to wetlands and the 100-year flood plain for the new road.

South Urban Growth Area Improvements

Main Street within the South Urban Growth Area (UGA) would also be maintained as 2-lanes with left and/or right turn lanes at signalized intersections. Additionally, left-turn lanes also may be required at unsignalized access streets/driveways for major developments, such as 145th Street. A traffic signal and turn lanes would be constructed at Main Street/143rd Place.

Extension of 1st and 3rd Avenues from their existing locations to Big Rock Road will provide alternatives for local traffic circulation and access to areas identified for substantial growth in the Comprehensive Plan. A new north-south corridor alignment between 143rd Place and Big Rock Road and a new east-west corridor alignment between 268th Avenue NE and 275th Avenue NE also are needed to provide access/circulation for growth in the South UGA. These alignments would then provide access to properties through a localized circulation system which would minimize direct access to Big Rock Road, the north-south corridor, and 143rd Place. The road system shown in #22 on Figure T-6 for the South UGA is conceptual only; specific road locations will be determined at time of annexation and/or development.

Other transportation improvements identified in the plan call for reconstructing several east-west collector arterials to handle higher volumes of traffic. These improvements would include pedestrian facilities. These include 145th Street, Kennedy Drive, and 143rd Place. In addition, 3rd Avenue would be reconstructed between Stephens Street and 143rd Place to improve north-south traffic flows.

Pedestrian improvements are identified for Big Rock Road between Main Street and 3rd Avenue. Additional localized pedestrian and non-motorized improvements would serve properties within the South UGA.

East Duvall Improvements

Improvements east of 3rd Avenue primarily include reconstructing existing roadways to better accommodate increased volumes of traffic and to provide pedestrian facilities. Other improvements include development of needed circulation roads as development occurs.

As shown in Table T-6 and Figure T-6, the plan calls for reconstructing and improving pedestrian facilities along sections of Big Rock Road, 145th Street, Batten Road, Virginia Street, 275th Street, and 144th Street. Additional sidewalks or pedestrian pathways would be developed on 275th Avenue.

The 145th Street collector arterial route would be extended between 3rd Avenue and 275th Street. This project is in the City's 2005-2010 TIP.

A new collector arterial roadway would be developed by improving and extending Virginia Street between 3rd Avenue and 275th Street. East of 275th Street, the roadway would be a neighborhood collector connecting with the existing Manion Way. These streets, along with improvements to 275th Street, will provide the basic circulation system for anticipated future growth in that part of the city.

City-wide Improvement Programs

The Transportation Element includes three city-wide improvement programs:

- Street Overlay, Maintenance, and Operations
- Sidewalk Improvements
- Traffic Calming

The street overlay, maintenance, and operations program will be used to preserve and enhance the City's existing and planned transportation system. The program provides the City with a systematic approach for evaluating arterials and local roadways for pavement conditions, signage, sight distance restrictions, and other similar issues. Traffic control devices, such as traffic signals, will be monitored. To ensure that the transportation infrastructure is preserved in a cost-effective manner, the City will need to consider allocating a significant annual budget including funding for staff resources to administer the maintenance, operations, and capital programs. The staff resources also will be used to prepare grants and for coordination with WSDOT and King County for regional improvements, such as the desired truck bypass route and extension of 3rd Avenue north of Cherry Valley Road.

The sidewalk improvement program will be used by the City to maintain and enhance pedestrian routes in the city. The program will focus on locations not covered by a specific capital project shown in Table T-6. The program will allow the City to fill in missing gaps in sidewalks or pathways that are needed to provide a continuous route to schools, parks, commercial areas or other pedestrian destinations. Where possible, the City will have new developments construct the sidewalk system as part of their frontage improvements. In some locations, developments have already been constructed without the improvements, which will require the City to fund and construct the missing links. The program also can be used to construct wheelchair ramps or other improvements to improve existing sidewalks.

Providing safe and convenient local streets is important to the city. This involves assuring that travel speeds are kept at or below the adopted/posted speed limits. The Transportation Element acknowledges that congestion will result along Main Street. This could result in drivers taking alternative routes using neighborhood streets or collector arterials. A traffic-calming program is included in the program to allow the City to address the impacts of travel speeds and/or cut-through traffic within its neighborhoods. The program is intended to provide a consistent, equitable, and comprehensive approach for addressing these issues.

Access Management Analysis

Access management is the control of the number and location of access points along a roadway in order to provide for the following: access to property, maximize safety for all roadway users, optimize roadway operations, and protect the public's roadway investment. Access management is a primary focus of WSDOT's Department of Urban Mobility and is supported by RCW 47.50 and RCW 47.52.

Access management focuses on the number, location, and size of roadway access points such as driveways and streets. To maximize roadway capacity on major roadways, driveways should be consolidated, located on side streets, and controlled through driveway standards designating the number, spacing, and width.

Development along the Main Street corridor will continue to occur. Access management policies, standards, and strategies will best protect the operation of this facility from poorly located or too numerous access points. While Old Town generally has few driveways onto the state route, its tightly spaced blocks often can result in high levels of turning movements, reducing traffic flows and creating conflict points.

The City should continue to work with WSDOT and King County to implement access management along the Main Street/SR-203 corridor. The Transportation Element identifies extension/completion of additional north-south streets to help reduce the impacts of development on Main Street. These include 1st, 3rd, Railroad, and Riverside avenues. Improvements to connecting east-west streets also are included in the plan.

The access management program will identify where traffic mobility could be improved using access management techniques. The City needs to balance access management with economic development.

Truck Traffic Analysis

Truck traffic will remain an issue within the city of Duvall for the foreseeable future. Some of the causes for high truck volumes include sand and gravel operations in the area, and high volumes on regional roadways such as I-5 and I-405 that result in drivers using SR-203 as an alternative route from I-90 to US-2.

The City, in conjunction with WSDOT and King and Snohomish counties, should investigate the feasibility of designating a truck route that would re-route trucks from SR-203 in Duvall. One potential route would cross the Snoqualmie Valley near the Reformatory Farm on the High Bridge north of Duvall or at Woodinville-Duvall Road, or both, and continue on West Snoqualmie Valley Road to 124th Street, crossing the Novelty Bridge to re-connect to SR-203. Truck route signs would inform drivers of the appropriate routing. This route would require extensive improvements/upgrades to High Bridge Road in Snohomish County and West Snoqualmie Valley Road in King County. King County recently rebuilt the NE 124th Street (Novelty) Bridge and WSDOT recently constructed a roundabout at SR-203/NE 124th Street.

Regional Impacts Analysis

The future operation and adequacy of the transportation system of the city of Duvall to growth in nearby communities and in County lands are closely linked. As population continues to grow throughout the region beyond the 2022 study year, traffic pressures may result in congestion at critical locations along the regional travel facilities.

Through the inclusion of PSRC model data, the future regional growth and its impact is considered within the parameters of the analysis and is expected to meet regional travel needs. The city of Duvall has been an active participant in past, current, and future regional planning efforts and will continue a high level of involvement with nearby communities.

Regional Traffic Improvements

There has been much discussion in past years about the possible construction of a new north-south regional facility in eastern King County to by-pass the congested I-5 and I-405 corridors; however, no action is likely to occur within the next 20 years. In addition, the County has voiced concerns regarding a regional by-pass route because of issues regarding wildlife habitat, development sprawl, and project viability.

The WSDOT Office of Urban Mobility's *Corridor Needs Study for East King County* (December 1999) investigated three scenarios to relieve traffic on major state facilities, while improving mobility within eastern King County. The three scenarios were a North-South Freeway, an Arterial Parkway System, and a Major Transit Investment Strategy. While the study did establish the need for additional north-south

capacity, the regional benefits of the capacity improvements in east King County may be lower than improvements to existing transportation facilities. Results of the scenario analysis are as follows:

- A new North-South freeway would have little travel time savings for through trips due to longer travel distances and expected congestion on US 2 and SR-18.
- Development of the Arterial Parkway System scenario would improve local mobility, but have substantially longer travel times for through trips.
- The Major Transit Investment Strategy would increase ridership and have similar mobility and congestion characteristic to the Arterial Parkway scenario.

The plan asserts that action should be taken to meet the future travel needs of the region; however, these improvements may be more focused on existing congested corridors than in the development of new corridors. The City should continue to participate and follow discussions about regional transportation strategies.

Transportation Demand Management

Transportation Demand Management (TDM) consists of strategies that seek to maximize the efficiency of the transportation system by reducing the number, length and need of private automobile trips. Typically, TDM measures include provision of park and ride lots, improvements to pedestrian and bicycle facilities, and promotion of ridesharing activities. Most recently, the city of Duvall worked closely with King County and WSDOT to develop a park-and-ride facility to encourage the formation of carpooling and the use of transit. The Duvall Community Car Park, on the northeast corner of the intersection of Woodinville-Duvall Road and Main Street, was completed in 2001.

Within the State of Washington, alternative transportation solutions are necessitated by the objective of the Commute Trip Reduction (CTR) Law, which applies to employers with 100 or more employees. The purpose of CTR is to help maintain air quality in metropolitan areas by reducing congestion and air pollution. Currently, the City does not have any employer with 100 or more employees working during a shift between 6am and 9am. When such an employer does exist, the City could develop a Commute Trip Reduction Ordinance consistent with the Commute Trip Reduction Act. The ordinance should include TDM actions for employers, such as carpool matching, transit pass subsidies, and bicycle parking to discourage employees from commuting alone.

Duvall is a growing community in a rural area. TDM strategies are typically most effective in denser and larger urban areas. However, strategies coordinated with King County, WSDOT and Puget Sound Regional Council (PSRC) can provide alternatives for residents and employees in Duvall. Potential TDM strategies the city of Duvall could promote through policy or investment include, but are not limited to:

- Transit-oriented and pedestrian friendly street design
- Transportation coordinators for large employers
- Telecommuting
- Flexible/Alternative work schedules
- Additional Park & Ride facilities
- Ridesharing/Carpooling

Transportation Finance Plan

The GMA requires the Transportation Element of the Comprehensive Plan to include a financing program based on the identified improvement needs. The financing program will be used in developing the required annual Six-Year Transportation Improvement Program (TIP).

The improvement projects and programs presented in Table T-6 will require a range of funding strategies. This section presents a summary of project costs and strategies for funding the program. The specific timing and approach for the funding of specific projects will depend on the level of development, the availability of state or federal grants, local and state tax revenues, and overall City priorities. A strategy for

reassessing the City's Comprehensive Plan should funding for the transportation improvements come up short of the total needs during the 20-year life of the plan is also presented.

The following summarizes the improvement funding needs, the current Six-Year TIP, existing revenues, and other funding strategies. It also summarizes the City's reassessment procedure, in the event that full funding is not achieved over the life of the Plan.

Project Costs

Table T-7 provides a summary of the project costs presented in Table T-6. It is summarized by location of the project and relative priority. The improvement projects and programs are estimated to cost nearly $86.5 million in 2004 dollars. This requires almost $4.6 million per year over the 19-year life of the plan.

Of the total costs, $36 million is allocated to the Old Town/Riverfront/North Duvall Sub-area. This total includes the full $19.2 million for improvements to Main Street, including the section within the South UGA. The South UGA and East Duvall areas would total $17.3 million and $15.3 million, respectively. This represents over $68 million in capital improvements over the life of the Plan ($3.6 million per year). Another $18.1 million is identified for city-wide programs. The largest part of the city-wide programs covers street overlays, maintenance, and operations.

The highest priority capital projects account for over $38 million in costs. One-half of that amount is for the Main Street improvements. Another $26.3 in capital projects are identified as medium priority, with $3.8 million identified as a lower priority.

Table T – 7
Project Costs Summary
(in thousands of 2004 dollars)

Area		High	Med	Low	Total
Capital Projects	Old Town/ Riverfront/ North Duvall	$ 23,100	$ 10,750	$ 1,950	$ 35,800
	South Urban Growth Area	$ 11,100	$ 6,150	--	$ 17,250
	East Duvall	$ 4,100	$ 9,410	$ 1,800	$ 15,310
	Sub Total- Capital Improvements	**$ 38,300**	**$ 26,310**	**$ 3,750**	**$ 68,360**
City-wide Programs					**$ 18,100**
Total					**$ 86,460**

Source: City of Duvall Public Works Department

Six-Year Transportation Improvement Plan

Table T-8, below, shows the Transportation Improvement Program (TIP) for 2006-2011. The program includes the projects from Table T-5 that are proposed for funding in this six-year period. The specific scope of the improvements have been reviewed and incorporated into the Transportation Element. Future TIPs will be derived from the Transportation Element as one of the primary methods for implementing the Plan. The improvements shown in Table T-8 include continued work to define, design, and construct improvements to Main Street to enhance the corridor for pedestrians in downtown Duvall. Other TIP projects include reconstruction of sections of Third Avenue, and NE 145th Street to arterial standards. These improvements support the overall Transportation Element by providing arterial level streets to serve new growth. These improvements will provide alternative routes for traffic access and circulation. These projects total nearly $7.9 million over six years, or $1.3 million per year. This is well below the long-term average need of $3.6 million per year in the capital projects. This suggests that future programs will

need to be funded at a significantly higher rate for the City to implement the full program over the next 19 years.

Table T-8
Transportation Improvement Program 2005-2010

PROJECT	Cost in 2006	2006	2007	2008-2011	TOTAL	LOCAL FUNDS[1]	STATE FUNDS / FEDERAL FUNDS
Main Street (Downtown) – Cherry Valley Rd. to Valley St.	$2,800,000	$60,000	$160,000	$2,580,000	$2,800,000	$1,800,000	$0 / $1,000,000
NE 145th Street NE– 3rd Avenue NE to 275th Ave	$1,960,000	$100,000	$1,860,000		$1,960,000	$1,760,000	$200,000 / $0
3RD Avenue Improvements	$5,410,000			$5,410,000	$5,410,000	$5,020,000	$390,000 / $0
275th Avenue NE	$1,000,000			$1,000,000	$1,000,000	$900,000	$100,000/$0
TOTAL	**$11,170,000**	$160,000	$2,020,000	$8,990,000	$11,170,000	$9,480,000	$1,690,000

Source: City of Duvall Public Works Department

Existing Revenues

Table T-9 summarizes the estimated revenues for transportation improvements and programs for transportation improvements and programs based on the City's recent history. All revenue estimates are in 2004 dollars, consistent with the cost estimates.

Based on recent City revenues, a total of $10.1 million would be generated over the life of the plan. These revenues include fuel taxes ($2 million) and personal property taxes ($3.7 million). The City also estimates that up to $3.5 million could be generated based on its existing impact fee program based on the average impact fee revenues for the last four years. These revenues assume that 1/3 of property tax revenues will continue to be dedicated to the Street Fund.

Table T-9
Existing Transportation Revenues

Revenue Category	Annual Revenues[1]	2004-2022 Revenues[1]
Motor Vehicle Fuel Taxes[2]	$ 105,000	$ 1,995,000
Property Taxes	$ 192,000	$ 3,648,000
Impact Fees	$ 189,000	$ 3,591,000
Miscellaneous	$ 46,000	$ 874,000
Total	**$ 532,000**	**$10,108,00**

Source: City of Duvall Public Works Department

[1] 2004 dollars
[2] Includes restricted and unrestricted fuel taxes

Grants

In addition to state fuel taxes and other City revenues allocated to transportation, the City has pursued and secured a range of grants for transportation projects. Between 2000 and 2004, the City obtained nearly $1.7 million in grants. This results in an average of $335,000 per year. If the City were to average $335,000 per year over the 19-year life of the plan, it could expect $6.4 million in additional grants.

The City will likely need to secure significantly more in grants to be able to fund the Main Street improvements. Assuming that 50 percent of the Main Street improvement costs could be covered by grants that would result in $9.6 million in grants or funding by other agencies, such as WSDOT.

Grants or other outside funding also should be pursued for a range of other projects, such as:

- The realignment of Main Street/Woodinville-Duvall Road/Virginia Street (#2)
- 3rd Avenue Extension to SR 203 (#12)
- 145th Street (#24)
- Improvements to 1st Avenue, Riverside, Railroad Avenue and other downtown streets that will support economic development of the city.

A total of nearly $18 million in grants or other non-city funding would be expected to be available to support the City's transportation improvement needs. This includes $9.6 million to cover 50 percent of the Main Street improvements and $8.4 million ($440,000 per year) for other projects, which is higher than the City's recent history of averaging $335,000 per year.

Additional Traffic Impact Fees

As shown on Table T-9, by 2022, the City would generate $3.6 million in traffic impact fees from new development based on the average fees collected in the past five years and based on the existing fee of $2,682 per pm peak hour trip. Based on the updated plan and cost estimates, the traffic impact fee could be increased from its current level of $2,682 per pm peak hour trip which was established in December 1993 based on the analyses supporting the 1994 Comprehensive Plan, to $4,310 per new pm peak hour trip.

The 2004 Comprehensive Plan includes a range of improvement projects necessitated by growth. These include improvements to add vehicular capacity such as the realignment and added turn lanes at Main Street/Woodinville-Duvall Road and the new signal at Main Street/143rd Place. The improvements also serve regional traffic or function as the primary access to a private development. Therefore, only a portion of the costs were included in the impact fee calculation.

Growth in the city will also require upgrading several streets to urban collector or minor arterials. These include Virginia Street, 1st Avenue, Cherry Valley Road, Valley Avenue, 143rd Place, 3rd Avenue, 145th Street, Big Rock Road, and other collector arterials. Only a portion of the costs of these improvements would be included in the impact fee program since it would be desirable to make some minor improvements even without additional growth.

A total of $14.5 million of the program costs were allocated for impact fees between 2004 and 2022. This is approximately $760,000 per year. Based on the forecast growth in traffic associated with new development in the city, the impact fee could be increased to $4,310 per new pm peak hour trip. This is 60 percent higher than the existing fee which was adopted in December 1993. The fee could be indexed to a cost escalator to cover the affects of increased construction costs over the life of the plan. As a matter of policy, the City can adjust the impact fee downward. This would require the City to fund the cost differential through other City funding or additional grants/outside funding.

The City will continue to allow for independent fee calculations and provide for credits in accordance with state law.

Developer Improvements

In addition to traffic impact fees, some developments would need to construct frontage improvements or new roadways to provide access/circulation to serve them. As an example, extension of 1st Avenue between 145th Street and Big Rock Road (#17), the new South UGA North-South Arterial (#22), and the

extension of Virginia Street (#26) would primarily be project improvements and not system improvements. Therefore, those improvements would be a requirement of the specific developments in those corridors. They could either be constructed piecemeal with each development or the priority owners could join forces and build the improvements at one time. The City could support the latter approach through assisting in the formation of a Local Improvement District (LID), or other joint funding program.

Developers also would be required to construct their project frontage. To the extent that the cost of their frontage is included in the impact fee costs, they would be due a credit. If the frontage improvements were not included, or only partially included, in the impact fee program, then the credit would be reduced accordingly.

The funding strategy identifies almost $28 million in developer improvements in addition to the increased impact fee program.

Summary of Financing Strategy

Table T-10 summarizes the City's proposed transportation financing strategy. All values are presented in 2004 dollars. The plan results in a potential shortfall of $19.5 million. This assumes that the level of grants and development impact fees will be generated as estimated in this Plan. The deficit could be greater if the level of development or the level of grant funding is less than forecast. This would be offset by a reduced need for transportation improvements necessitated by growth. If the City is more successful in obtaining grants or other outside funding for projects such as the Main Street improvement, then the potential deficit could be reduced.

Table T-10
Transportation Funding Strategy Summary

Funding Program	2004-2022 (in 2004 dollars)
Motor Vehicle Fuel Taxes	$1,995,000
Property Taxes	3,648,000
Miscellaneous Revenues	874,000
Traffic Impact Fees	14,520,000
Grants or Other Agency Funding	17,940,000
Developer Improvements	27,960,000
Subtotal	**$66,937,000**
Total Project and Program Costs	**$86,460,000**
Estimated Shortfall	**($19,523,000)**

Source: City of Duvall Public Works Department

Reassessment Strategy

The 1994 Comprehensive Plan did not include a reassessment strategy in the event that funding shortfalls occur. Jurisdictions can respond to funding shortfalls, either by restricting land use development or lowering the LOS standard, or extending the time frame for funding the improvement projects.

In the event that the City cannot fund the transportation capital improvements needed to maintain adopted transportation service standards (as identified in the Transportation Facility Plan), then the City shall take one or a combination of the following actions:

1. Phase proposed developments that are consistent with the land use plan until adequate resources can be identified to provide adequate transportation improvements.
2. Reassess the City's transportation financing strategy to find additional opportunities with federal and regional grants and funding programs, and develop new partnerships with WSDOT, King County, and the private sector.
3. Reassess the City's adopted transportation service standards to reflect service levels that can be maintained given known financial resources. The level of service standard for SR-203, a regionally significant state highway, is set by PSRC. Therefore, the City cannot independently adjust the LOS standard for Main Street (SR-203). The City would need to work with PSRC and other agencies served by SR-203 to address potential changes to LOS standards for SR-203.
4. Phase improvement projects to extend the funding needs beyond 2022. During the first 5 to 10 years of the Plan, the City will focus on the highest priority improvements, unless specific developments trigger specific improvement needs. The City also could prioritize overlays and maintenance improvement programs to reduce annual costs.

The improvement program and financing strategy will be evaluated each year as part of the annual Six-Year TIP. This will allow the City to match available financing with specific near-term improvement needs. This will also take into account the level and location of future development within the city consistent with concurrency requirements.

In order to maintain and develop the city's transportation system, the City will apply the following principles:

- Balance improvement costs with available revenues as part of the annual Six-Year Transportation Improvement Plan.
- Coordinate with WSDOT to secure grants and other funding for improvements to Main Street.
- Pursue transportation grants and economic assistance programs to improve downtown streets in accordance with the Transportation Element and Downtown Sub-Area Plan.
- Work with private developments to implement new access/circulation improvements identified in the Transportation Element.

Development Review and Concurrency Management

As part of the review of developments applications, the City will apply its level of service standards and other regulations related to transportation impacts of new growth. The City has identified general guidelines for traffic impact studies for development applications. The guidelines identify the general requirements for scoping the traffic analyses needs to assess potential traffic impacts and mitigation. In order to ensure fair and equitable review of development application, the City will work to refine the guidelines into a more formal program.

Key elements of the traffic study process under SEPA will cover:

- Evaluation of impacts on level of service (LOS D for Main Street; LOS C for all other arterials);
- Transportation concurrency; and
- Mitigation of off-site impacts through impact fees, LIDs, and/or direct developer mitigation.

The City will implement its concurrency requirements through the SEPA review process of development applications. This process is used since the City has limited availability of staff and limited technical resources to apply to implement systems that are more complex found in larger jurisdictions. The SEPA process also ties the concurrency to specific development applications, instead of applying it city-wide or to sub areas of the city.

The following summarizes the framework for the SEPA-based concurrency review:

- Traffic study required, scope to be based on traffic thresholds and impacts;

- Baseline traffic forecasts to be developed and based on existing traffic, historical growth rates, and pipeline development traffic;
- Project traffic based on trip generation, distribution, and assignment;
- Future conditions evaluated based on City or other agency improvements that are funded for construction within six years;
- Assess project impacts at locations that fall below the City's adopted LOS standard;
- Require mitigation to resolve LOS deficiencies, unless exempt from concurrency based on policies; Concurrency will not be applied to Main Street or intersections along Main Street.
- If a deficient location is exempt from concurrency, require appropriate mitigation (such as payment of impact fees or proportionate share mitigation, construct partial improvements to offset project impacts, or reduce development impacts through phasing or TDM programs);
- If adequate mitigation is not defined to resolve the LOS deficiency, then the City will deny the development; and
- Identified LOS deficiencies will be used to seek grants or other funding and as an input to the annual Six-Year TIP process.

Goals and Policies

The Transportation Element goals and policies are statements that reflect the goals and objectives of the community. These goals and policies frame the development of transportation strategies and incorporate regional and state mandates into the Comprehensive Plan. Goals and policies for the Transportation Element are based primarily on the City-Wide Visioning Plan and the Downtown Sub-Area Plan, as well as the 2004 Transportation Element Update.

Goal T – 1 **Develop a transportation system that supports the desired quality of life and addresses the needs of the community, is consistent with the Land Use Element and transportation priorities, and incorporates regional transportation linkages.**

Policies

T – 1.1 Work with King and Snohomish counties, the cities of Monroe and Carnation, WSDOT and Puget Sound Regional Council, to encourage state and federal funding of the Rural Town Centers and Corridors Program to plan and fund projects on SR-203.

T – 1.2 Update and revise as necessary, a functional roadway classification system designed to facilitate different types of traffic flows and access needs and to ensure that transportation system improvements are compatible with adjacent land uses and will minimize potential conflicts. Street classifications should reflect the desired function of the street. Street classifications shall include principal, collector, and minor arterials.

T – 1.3 Encourage the development of low-impact street designs throughout Duvall.

T – 1.4 Implement the transportation system improvements as identified in Table T-6, Transportation Improvement Projects and Programs and as prioritized in the 6-year Transportation Improvement Program.

T – 1.5 Use grants, local taxes and funds, impact fees, and other funding sources to implement capital projects as identified in the City's Capital Improvement Program (CIP).

Goal T – 2 **Ensure that roadways are improved and/or developed to facilitate an efficient and effective road network system, while taking into consideration aesthetics and safety concerns.**

Policies

T – 2.1 Review and amend street standards to include street trees between sidewalks and travel lanes on all roads. Maintenance of such street trees shall be by the adjacent property owner.

T – 2.2 Ensure new residential and commercial developments that front public roads are landscaped adjacent to and in, if appropriate, the right-of-way, in a manner that is attractive to the traveling public. Landscaping shall be located outside of fences and shall be privately maintained.

T – 2.3 Minimize the number of access drives onto Main Street and arterials to maintain capacity and safety.

T – 2.4 Coordinate with WSDOT to implement the Access Management Guidelines to control land use development and local street access patterns around Main Street intersections to protect the functional viability of the arterial road and to support economic development.

T – 2.5 Provide for connectivity within and between developments, while allowing for cul-de-sacs within a development. Where cul-de-sacs are permitted, provide pedestrian access through to the adjacent parcels and rights-of-way and allow for landscape circles in the center of the cul-de-sac.

T – 2.6 Establish speed limits on city roadways that allow for pedestrian safety and efficient vehicular traffic throughout Duvall.

T – 2.7 Pursue the extension and enhancement of 3rd Avenue north of Cherry Valley Road to SR-203.

T – 2.8 Develop a grid system of collection arterials to serve South UGA, including extension of 3rd Avenue to Big Rock Road; extension/reconstruction of Kennedy, 145th Street, 143rd Streets; and development of a new 1st Avenue corridor between 143rd and Big Rock Road.

T – 2.9 Develop a new north-south corridor between 143rd Place and Big Rock Road to serve the South UGA. At the time of annexation, establish a local access circulation road system through the South UGA properties to minimize access points onto Big Rock Road, 143rd Place, and the new north-south corridor and to create a cohesive, walkable neighborhood.

T – 2.10 The 145th Street arterial east of 2nd/3rd avenues will be limited in width due to right-of-way constraints and to minimize impacts to existing neighborhoods.

T – 2.11 Extend and enhance 1st Avenue north of Virginia Street to connect to Cherry Valley Road.

T – 2.12 Improve 1st Avenue NE between NE Valley and Virginia streets to serve local circulation and access to parking within Downtown on the east side of Main Street.

T – 2.13 Improve Railroad and Riverside avenues between Stephens and Stewart streets to city standard.

T – 2.14 Work with private developments to extend Virginia Street from 3rd Avenue to Manion Way and to improve 275th Avenue north of Bruett Road to serve new growth.

T – 2.15 Improve Stella and Cherry streets to provide for local circulation and to serve key pedestrian routes.

Goal T – 3 **Develop Main Street throughout the Duvall city limits as a 2-lane road with wide sidewalks, on-street parking and provisions for bicycles.**

Policies

T – 3.1 Develop Main Street through the city with a width of 44 feet from curb to curb, including on-street parallel parking and bike lanes on both sides of the street.

T – 3.2 Provide pedestrian improvements along Main Street, including wide sidewalks, improved marked crosswalks and curb bulbs at unsignalized intersections.

T – 3.3 Realign Virginia Street with Woodinville-Duvall Road at Main Street and improve Virginia Street between Main Street and 3rd Avenue.

T – 3.4 Provide left-turn lanes at Main Street / Woodinville-Duvall Road / Virginia Street and Main Street / Stephens Street intersections.

T– 3.5 Provide improvements along Main Street that enhance the flow of traffic without increasing the speeds or compromising the pedestrian environment.

T – 3.6 Monitor traffic operations and safety along Main Street. If problems develop, restrictions to left-turning traffic may be required.

T – 3.7 Work with WSDOT, King County and Snohomish County to identify a truck bypass route of Main Street to minimize truck traffic through the city.

T – 3.8 Reduce the speed limit to 25 mph or less on Main Street to promote pedestrian safety and a walkable community.

T – 3.9 Create transition zones at the gateways to Duvall through the use of medians, landscaping, curb bulbs or other entry features.

T – 3.10 Traffic signals shall be minimized on Main Street.

T – 3.11 Develop a design plan that addresses street lighting, street trees, street furniture, public art, banners, signage, medians, etc. that promote a sense of a “Main Street Corridor” along the length of Main Street through Duvall.

Goal T – 4 **Preserve and enhance the economic vitality and character of Main Street by implementing design improvements along the corridor.**

Policies

T – 4.1 Develop a design plan that addresses street lighting, street trees, street furniture, public art, banners, signage, medians, etc. that promote a sense of a ‘Main Street corridor’ along the length of Main Street through Duvall.

T – 4.2 Enhance Downtown streetscapes and pedestrian access in conjunction with redevelopment along Main Street.

T – 4.3 Create a signage and way-finding program that directs vehicles and pedestrians to parking areas, public facilities, and attractions in Old Town.

T – 4.4 Existing aboveground utilities on Main Street from Bird Street to Valley Street shall be undergrounded if feasible during public or private improvements to Main Street.

Goal T – 5 **Maintain and expand on and off-street parking opportunities in Duvall.**

Policies

T – 5.1 Provide on-street parking along Main Street, 1st, Railroad and Riverside avenues.

T – 5.2 Support narrow street design and on-street parking throughout Duvall.

T – 5.3 Encourage Old Town businesses to reserve on-street parking spaces for business patrons.

T – 5.4 Allow for more short-term parking in Old Town to support businesses.

T – 5.5 Explore opportunities to provide off-street parking lots within Old Town.

T – 5.6 Consider a 2-4 hour parking limit on some public streets to minimize use by Metro transit users, and encourage use of the Duvall Community Car Park.

T – 5.7 Continue to provide public parking for McCormick Park jointly with the temporary police facility at Stephens Street and Railroad Avenue.

T – 5.8 Encourage and/or require parking areas for private developments to locate at the back or side of the development.

Goal T – 6 **Create safe and convenient pedestrian and bicycle access throughout Duvall.** *(Additional goals and policies are found in the Parks and Recreation Element)*

Policies

T – 6.1 Facilitate safe bicycle access along Main Street.

T – 6.2 Enhance bicycle and pedestrian access to the Snoqualmie River Trail and other downtown parks.

T – 6.3 Enhance streetscapes and pedestrian access and circulation in conjunction with new development.

T – 6.4 Ensure that there are pedestrian walkways through parking facilities and between land use developments.

T – 6.5 Require pedestrian amenities as part of all new public and private development.

T – 6.6 Coordinate with WSDOT and King County to improve pedestrian and bicycle safety on State and County roads that provide pedestrian and bicycle connections.

T – 6.7 Link residential neighborhoods to schools, parks and community facilities with trails and link those trails to other existing and proposed trails, including the Snoqualmie Valley Trail.

T – 6.8 Encourage King and Snohomish counties to extend the Snoqualmie Valley Trail northward from Duvall.

T – 6.9 Encourage Duvall residents to walk and bicycle by providing paths and sidewalks and ensuring that residents know where such paths and sidewalks are located.

T – 6.10 Update and implement Duvall's pedestrian corridor system design guidelines.

T – 6.11 Ensure that the development in South UGA provides circulation for pedestrians and bicycles, and linkages to the surrounding community, to create a walkable mixed-use community.

Goal T – 7 **Support and enhance public transportation services in Duvall.**

Policies

T – 7.1 Develop transportation facilities that support transit, car-pooling and non-motorized transportation modes to reduce the use of single occupancy vehicles and associated impacts to air and water quality.

T – 7.2 Coordinate with King County Metro to improve transit service within the Duvall area, particularly between Duvall and major commercial and employment districts within the Puget Sound region and in the surrounding Snoqualmie Valley region.

T – 7.3 Coordinate with King County Metro to expand transit service to the south end of Duvall and to the upper residential neighborhoods when there is a demand for such service.

T – 7.4 Continue to encourage high-density residential development within walking distance of Duvall's business districts and the Community Car Park in order to promote transit use and pedestrian access.

T – 7.5 Support improvements for pedestrian access to transit facilities in Old Town to support transit ridership.

T – 7.6 Provide bus shelters and other enhancements at higher volume bus stops.

T – 7.7 Enhance transit service commensurate with population growth and increased activity in Duvall.

T – 7.8 Coordinate with King County Metro to improve bus and pedestrian access to the Duvall Community Car Park to help establish it as a more usable park-and-ride facility and work to increase the visibility of the Car Park.

T – 7.9 Coordinate with King County Metro to improve bus service to the planned Lake Washington Technical College branch in the South UGA as enrollment makes service feasible.

Goal T – 8 **Develop and implement Transportation Demand Management strategies to reduce the dependency of single occupancy vehicles.**

Policies

T – 8.1 Encourage the development of Transportation Demand Management (TDM) strategies to increase use of high occupancy vehicles and support the efficient use of transportation facilities.

T – 8.2 Participate in the education and promotion of city and regional non-motorized transportation and public transit facilities and services.

T – 8.3 Develop a Commute Trip Reduction ordinance at such time when an employer or commercial development has 100 or more employees working a shift.

T – 8.4 Develop transportation plans and programs that consider the impact to air and water quality and support county, regional and state air quality goals and requirements. Educate residents about air quality impacts, alternative modes of transportation and alternative fuels.

Goal T – 9 **Coordinate the development of transportation facilities concurrent with development of land use to ensure the viability of the transportation system.**

Policies

T – 9.1 Adopt a level of service standard C for all arterials in the city, except for Main Street, which should be adopted at level of service D.

T – 9.2 The level of service for minor side streets or driveways intersecting with an arterial will be assessed at the time of the development application. If the LOS falls below the City's standards, the city engineer will identify appropriate mitigation or possible denial.

T – 9.3 Implement a concurrency management system to assess the expected transportation impact of proposed development on the available capacity of the arterial system. New development shall be allowed only when and where all transportation facilities are adequate at the time of development, or unless a financial commitment is in place to complete the necessary improvements or strategies that will accommodate the impacts within six years.

T – 9.4 The City will not apply concurrency to the Main Street Corridor or intersections along Main Street.

T – 9.5 Exempt the development of critical public facilities, such as schools, libraries, emergency services and municipal facilities from concurrency. Such exemptions do not relieve the developments from required transportation fees and improvements unless provided for under specific ordinance.

T – 9.6 Implement a reassessment strategy that alters either land use or transportation assumptions or delays projects if funding levels cannot be met to implement the planned improvements.

T – 9.7 Require new developments to plan for, design, and construct local streets that facilitate access, circulation, and emergency vehicle response.

T – 9.8 Actively solicit action by the Washington State DOT and the King County DOT to program and construct those improvements to State and County arterial systems that are needed to connect Duvall to regional employment and commercial districts.

T – 9.9 Work with King County to determine future configuration and location of the Woodinville-Duvall Bridge. Any changes to the configuration and/or location of the bridge shall be reviewed in light of Old Town development.

T – 9.10 Establish development review guidelines that implement the City's transportation policies, including LOS standards, concurrency, and mitigation requirements.

T – 9.11 Establish requirements for traffic studies that will be required by all new developments above a specified threshold.

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VII. Utilities Element

Introduction

Purpose and Intent

The Utilities Element provides an inventory and general location of existing utilities, establishes the location of proposed utilities and examines the capacity of existing and proposed utilities (RCW 36.70A.070). The Utilities Element also sets out goals and policies for non-City utilities. Goals and policies must be consistent with the King County Countywide Planning Policies. Utility providers also must meet Department of Health and Department of Ecology regulations as required by the Washington Administrative Code (WAC).

The plan is required to include an analysis of capacity and the potential impacts of expected growth in the City and the urban growth area (UGA). All utilities are considered important because they are necessary to preserve the health, safety, and welfare of the community, as well as to ensure a desirable quality of life.

The city of Duvall is currently served by a combination of City-owned and non-City owned utilities. Private utility providers are discussed in this Element, while public utilities are discussed in the Capital Facilities Element. For non-City utilities, the City faces the challenge of facilitating system improvements and new technologies while minimizing impacts associated with aboveground utility installations.

Private utilities that serve Duvall include:

- Puget Sound Energy (electricity and gas services)
- Millennium Digital Media (cable TV and cable internet provider)
- Verizon Communications (telephone and DSL internet provider)
- Wireless Communications (cell phone service)
- Sno-King Waste Management (garbage and recycling collection)

Utilities

Electricity & Gas

Puget Sound Energy (PSE) supplies electric service to more than 982,000 customers throughout 9 counties in Western Washington and Kittitas County. The city of Duvall and the surrounding area in King County are included in PSE's electric service territory. The Duvall area is currently supplied with enough electricity to satisfy the demand for electrical power. The transmission and distribution of electricity to the city of Duvall and surrounding communities in the Snoqualmie Valley is delivered by Puget Sound Energy and regulated by the Washington Utilities and Transportation Commission (WUTC).

Puget Sound Energy is regulated by the WUTC to serve natural gas in the area that lies along the route of the Northwest Pipeline from Marysville and Lake Stevens in Snohomish County south through Olympia to Centralia in Lewis County. The entire Duvall planning area is contained within this service area.

Existing Conditions – PSE (Electricity)

The city of Duvall and surrounding area is presently provided electrical power service from the "Duvall Substation" located on NE 145th Street east of 275 Avenue NE. The transmission lines which feed the Duvall Substation are 115,000 volt (115kV) overhead transmission lines known as the Snoqualmie-Stillwater 115 kV and Stillwater-Cottage Brook 115 kV transmission lines. The Snoqualmie-Stillwater 115 kV line extends north from Snoqualmie Falls to south of Duvall at approx. NE 132nd Street and 277th Avenue NE. The Stillwater-Cottage Brook 115 kV line extends north from that location within a PSE right-of-way corridor through the city from the southern city limits at Big Rock Road adjacent to 275th Avenue

NE to the Duvall Substation. The Stillwater-Cottage Brook 115 kV transmission line then continues west from the substation past the Duvall wastewater treatment plant and across the Snoqualmie River Valley to provide service to the Woodinville area. The remaining powerline corridor north of NE 145 Street is used for local electrical service lines only.

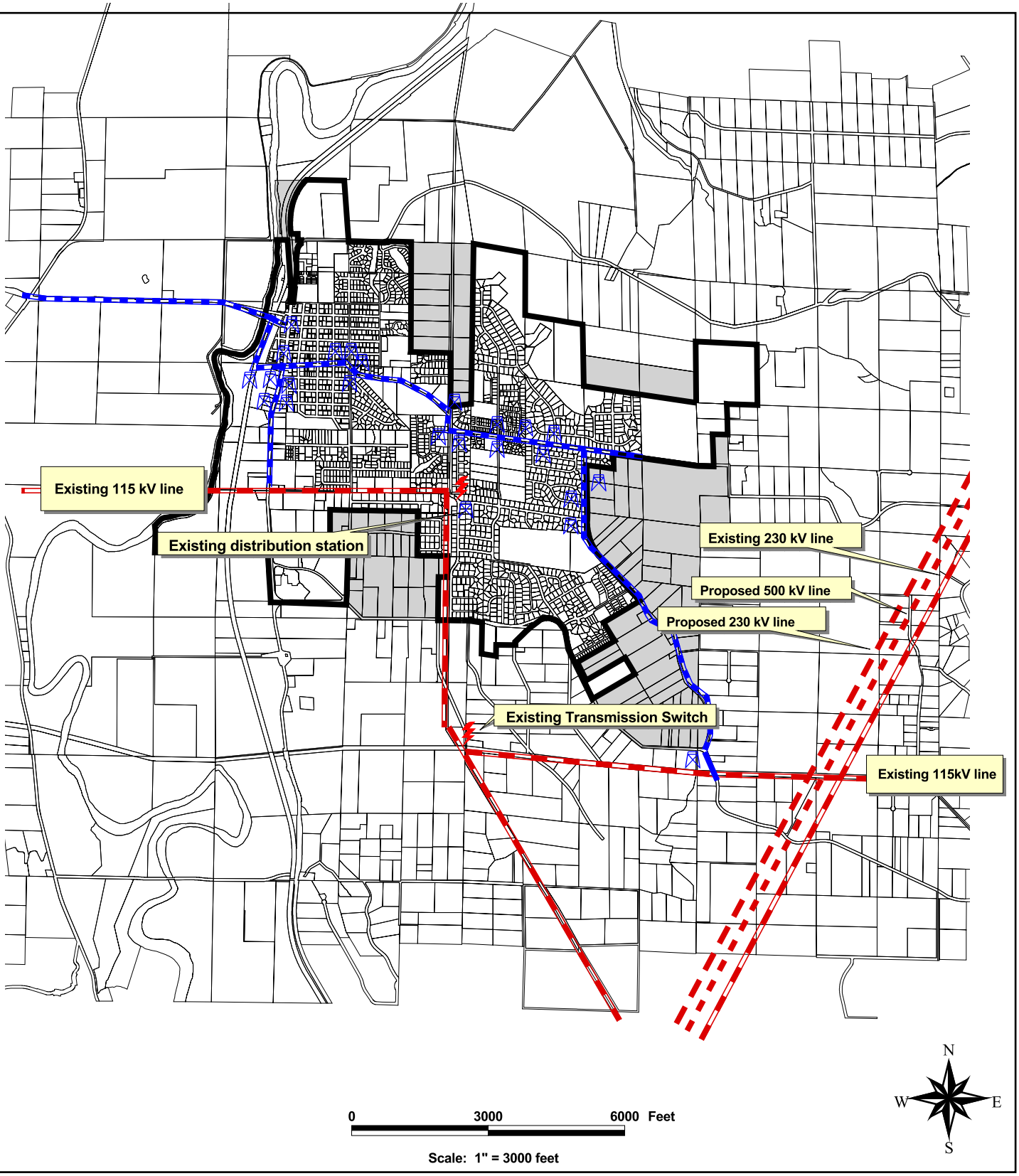
From the Duvall Substation, 3 distribution circuits or 12,500 volt lines extend in all directions to serve the immediate electrical customer load in the city of Duvall and surrounding area. The main feeder circuits are overhead conductors on wood poles as well as most of the lateral taps from the main feeder with some underground cables in newer developments.

The Bonneville Power Administration's (BPA) 230,000-volt (230 kV) overhead transmission line (the BPA Monroe-Sammamish 230 kV transmission line) extends from Lake Sammamish around Duvall to Monroe. This primary transmission line is part of the Northwest power grid that serves all of Puget Sound.

Existing Conditions – PSE (Gas)

PSE's principal natural gas supply route, the Northwest Pipeline (operated by Williams), is located within an easement corridor that runs north to south across Norway Hill in Bothell and the Sammamish River corridor. The Duvall planning area is served from a 6-inch intermediate pressure supply line that extends east from the Northwest Pipeline along Woodinville-Duvall Road to the Snoqualmie River Trail then south to Stephens Street. A 4-inch intermediate pressure line supports a local service line south in the Main Street right-of-way to about NE 145th Street. Another 4-inch intermediate pressure line supplies local service lines east in the Stephens Street/150th Street right-of-way to Batten Road NE, then south to Big Rock Road. The local gas supply is controlled by 24 main valves that are located along the 4 to 6-inch intermediate pressure lines.

Figure UT –1: Electric and Gas Facilities, shows the locations of existing and proposed electric and gas facilities.



Legend

- Parcels
- City Boundary Line
- Urban Growth Area
- Gas Lines
- Gas Main Valves
- Electric Lines
- Electric Stations

Figure UT - 1
Electric and Gas Facilities

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Future Conditions – PSE (Electricity)
According to PSE, no new transmission facilities are planned for the Duvall planning area. However, the "Horizon Plan" does include the rebuild of the existing 115 kV Stillwater-Cottage Brook line. This rebuild would include new poles, approximately 5 – 10 feet higher than existing poles, and a new larger wire. Additionally, an expansion of the substation at NE 145th Street and 275th Avenue NE is proposed, which will accommodate future load growth in Duvall and the surrounding area, and increase reliability. The expansion would include expanding beyond the existing fence to accommodate a second transformer and related equipment. Both of these projects are planned for more than five years in the future.

An additional 230,000-volt (230 kV) overhead transmission line is proposed to be installed in the future along the corridor from Novelty Hill around Duvall to Monroe. Another 500,000 volt (500 kV) overhead transmission line is proposed to be installed in the future along the corridor from Novelty Hill around Duvall to the intersection with an existing 500,000 volt (500 kV) overhead transmission line (the BPA Raver-BPA Monroe 500 kV transmission line) at about Harris Creek, then south to connect with the existing power grid lines located along Interstate 90. These improvements are proposed to increase transmission requirements for the Puget Sound regional power grid.

PSE expects to increase power supply by about 220 megawatts over the next 30 years to meet expected growth requirements identified within the surrounding North King County planning region. Additional transmission lines may also be required in utility corridors around the Duvall urban growth area to provide service within or across the region.

PSE considers conservation to be an integral part of the company's approach to supply management. The company hopes to meet 20 percent of future projected demand with conservation and 80 percent with new supply facilities.

Future Conditions – PSE (Gas)
PSE expects the existing system will be able to provide for the demand for natural gas supply within the Duvall planning area for the next 20 years. The company does not expect the demand will require additional pipeline corridors other than local supply and service lines. The general policy of PSE is to construct system reinforcements and loops to serve needed additional demands created by growth. The company will construct additional connections to the supply pipeline when the existing supply system has been effectively utilized to capacity.

Cable Services (TV and Internet)
Millennium Digital Media provides cable services and high-speed Internet services within the City and UGA.

Existing Conditions
As of March 2004, there were 1150 cable TV customers and 400 high-speed Internet customers in the city of Duvall. Digital cable services and high-speed Internet service began in 2001 when the company underwent a $2 million upgrade to fiber optic technology. Millennium rents pole space and shares trenches with Puget Sound Energy and Verizon Communications to carry overhead and underground cables which supply service to homes and businesses within Duvall and the UGA. The City's franchise with Millennium expires in June 2006 and will be the subject of negotiations prior to that date.

Future Conditions
At the time of this writing, there were no major service changes planned. Millennium will provide new services upon construction of new development in the city and will continue to provide services to the Duvall area and upgrade systems as demand and technologies change.

Telephone & DSL Services
Verizon Communications provides telephone service in the city of Duvall and surrounding area. This area is known as the Duvall Exchange and covers 63.5 square miles.

Existing Conditions

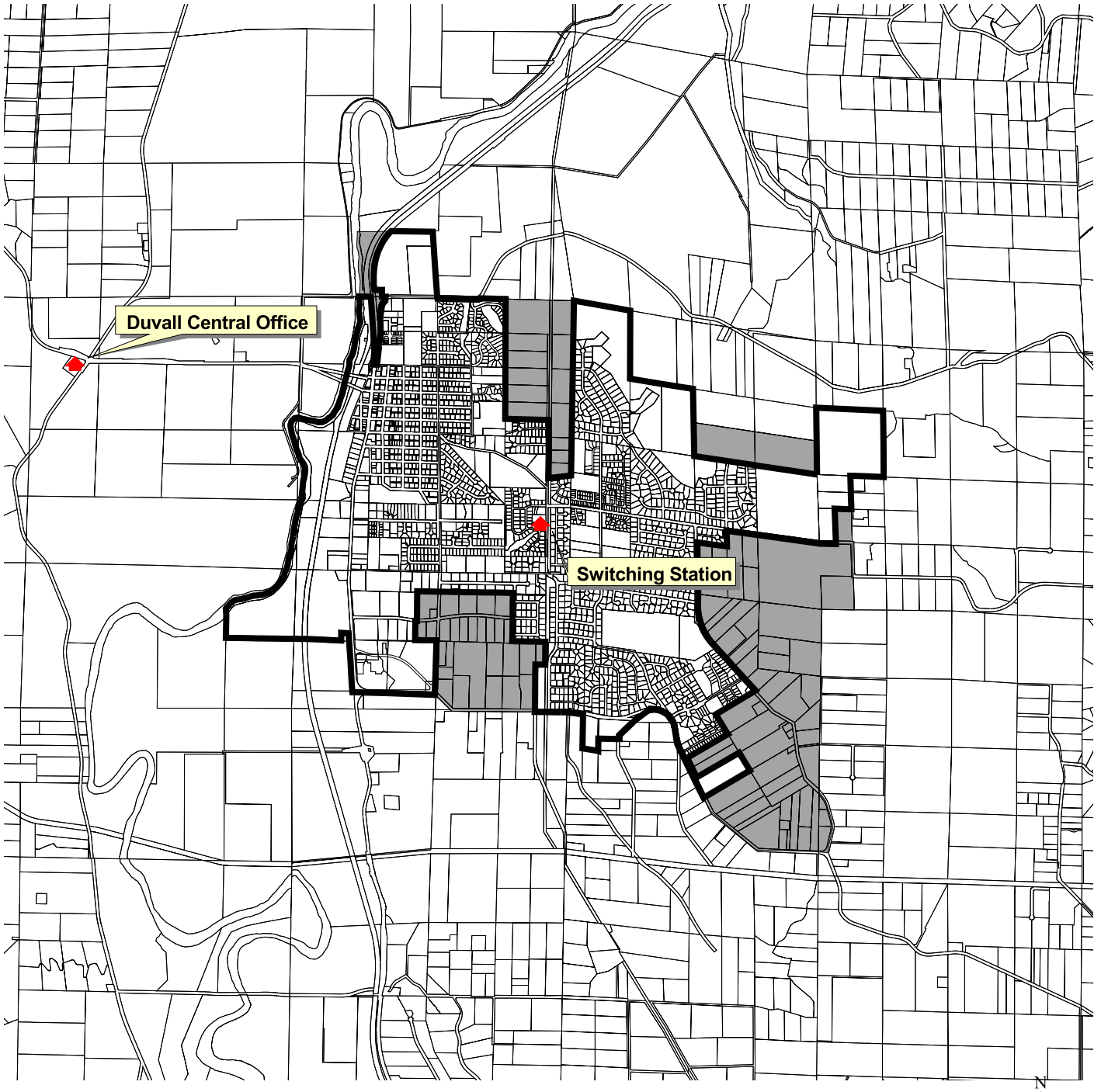
Verizon's main Duvall Central Office is located at the intersection of West Snoqualmie Valley Road and NE Woodinville-Duvall Road. Verizon also has a remote switch in west Duvall, located at 20125 NE Woodinville-Duvall Road and the Highlands Residential Service Unit (RSU), located at 275th Avenue NE & NE 150th Street. There are ten ESA sites in this area. An ESA is an "Electronic Serving Area" that has digital loop carrier equipment at the site and is fed by copper T-1's (1.544Mbps) or a digital signal over fiber optic cable. Verizon is able to shorten the customer loop by deploying carrier equipment in the field thus improving the customers transmission and calling features.

The more recent upgrades to the Verizon network in the Duvall exchange are:

1. 2001: Replace the fiber optic cable on Main Street downtown.
2. 2002: Reinforce the fiber optic cable route between the Duvall Central office and the Host switch in Sammamish.
3. 2002: Place fiber optic cable to the Valley ESA, located at 26700 NE 124th Street.
4. 2003: Upgrade the fiber terminal at Odell ESA.
5. 2003: Place remote DSL equipment at Odell ESA.

Digital Subscriber Line (DSL) provides high-speed digital modem technology via a conventional telephone line. DSL uses signal frequencies above those used by voice or fax, so the DSL signal does not interfere with telephone conversations or faxes. When a DSL filter is connected to a phone jack, its function is to split the data (Internet) traffic from voice (phone) traffic, and route them separately. Voice traffic (talking on the phone and fax signals) goes to the phone or the fax machine, while data traffic (surfing the Web, downloading large files or photos) goes through the DSL modem and then to a computer, thus allowing the customer to use phone and DSL services at the same time.

Figure UT –2: Telecommunication Facilities, show the locations of telecommunication facilities in Duvall.



Scale: 1" = 3000 feet

Legend

- Parcels
- City Boundary Line
- Urban Growth Area
- Telephone Facility

Figure UT - 2
Telecommunication Facilities

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Future Conditions
Verizon's existing facilities are capable of accommodating the growth of the Duvall area in the future. The future for Verizon is in DSL and Fiber to the Premise. DSL service is available to approximately 9,000 customers that are served out of the three RSU offices. In 2003, Verizon placed remote DSL equipment at the Odell ESA site, offering this service to an additional 1,100 customers. Fiber to the Premise is a new service which targets large new developments, providing voice, video and data over fiber optic cable.

Wireless Communications
Wireless communication services, otherwise known as cell phones, are provided by various companies within the Duvall area.

Existing Conditions
Cell phones provide services that transmit voice and data using radio frequencies. In order to provide service, wireless companies use ground-based directional receivers, or antennas, that are typically mounted on utility poles, cell towers (monopoles) or buildings.

Future Conditions
As demand for cell phone service in Duvall increases, wireless companies will continue to expand services throughout the area. Capacity for service will be increased once more facilities are built in the area, preferably on existing facilities such as telephone and utility poles.

Garbage & Recycling Collection
Sno-King Waste Management operates garbage and recycling services for Duvall residents. The King County Department of Natural Resources, Solid Waste Division operates the disposal system for waste generated in Duvall.

Existing Conditions
Local waste, yard waste and recycling collection within the city limits and the UGA are provided by Sno-King Waste Management. Unincorporated areas of King County are served by private garbage collection companies, such as Waste Management, which receives oversight through the WUTC. When an area incorporates, it has the option to establish a franchise with a private hauler but is not required to do so. If a local jurisdiction enters into a franchise, the franchise regulations supersede state regulations and the private hauler is no longer regulated by the State. King County Department of Natural Resources, Solid Waste Division, operates King County's transfer and disposal system comprised of a regional landfill, eight transfer stations, and two rural drop boxes for residential and non-residential self-haul customers and commercial haulers.

King County's disposal system for solid waste is comprised of the Cedar Hills Regional landfill and ten closed landfills. The closest waste transfer station to Duvall is the Houghton Transfer Station located in Kirkland. The following tables show current estimates of waste generation per person per month, as well as total tonnage of refuse collected at the Cedar Hills and Houghton facilities.

Table UT –1:
Estimated Single Family (1-4 Units) Curbside Collection

Pounds Per Household/Month			
Area	**Garbage**	**Recycling**	**Yard Waste**
Unincorporated	135	65	115
Incorporated	130	54	110
Average	133	60	113

Source: 2003 King County Solid Waste Division Annual Report

Table UT –2:
Refuse Tonnage Disposed

Facility	Total Tonnage Disposed
Houghton Transfer Station	160,931
Cedar Hills Landfill	939,488

Source: 2003 King County Solid Waste Division Annual Report

Sno-King Waste Management began an all-in-one curbside cart recycling program in Duvall in March 2004. Users pay no additional fee for this weekly service. All recyclable material is transported to Waste Management's new Cascade Recycling Center located in Woodinville, where it is sorted and then shipped to domestic and Asian markets. Curbside yard waste recycling is also available for pick-up on a weekly basis March-November, and bi-weekly December – February. This service is available to Duvall customers for an additional fee.

Future Conditions

Cedar Hills is expected to reach its capacity and will close by 2013, after which time waste will be exported outside King County. The County has begun to plan for this closure and is currently proposing to own and operate an intermodal facility to export and dispose of waste after Cedar Hills closes. Recent improvements to transfer stations, including Houghton, will ensure these sites will be able to accommodate future demand and provide reliable customer service. The County will also continue its Waste Reduction and Recycling programs which educate the public to conserve resources, protect the environment and reduce the costs of solid waste management for King County residents. Detailed information on these programs is available from the King County Solid Waste Division.

Utilities Goals and Policies

Goal UT – 1 **Ensure availability of utilities at the appropriate level of service to support the City's current and planned development.**

Policies

UT – 1.1 To facilitate the coordination of private services, the City should discuss and provide population forecasts and development plans with companies providing these services in order to meet the needs of Duvall's present and future service area.

UT – 1.2 Encourage a coordinated approach to the development, installation, repair and replacement of utility lines and facilities and ensure that work is appropriately phased in conjunction with construction and roadway projects.

UT – 1.3 Advocate the development and maintenance of telecommunications facilities, including telephone, wireless communication and cable services necessary to accommodate population growth and advancements in technology.

Goal UT – 2 **Minimize impacts on adjacent properties and the natural environment associated with the siting, development and operation of utility services and facilities.**

Policies

UT – 2.1 Ensure utility services are sited, designed, and buffered to fit in with their surroundings. When sited within or adjacent to residential areas, special attention should be given to improving aesthetics and to mitigate land use impacts of utilities.

UT – 2.2 The City shall encourage implementation of resource conservation practices and best management practices according to the appropriate state and federal agencies during the construction, operation, and maintenance of utility structures and improvements.

UT – 2.3 Require existing power distribution lines to be undergrounded at the time of new development when feasible.

UT – 2.4 Encourage co-location of facilities, such as towers, poles, antennas, substation sites, trenches and easements and rights-of-way where reasonably feasible and in accordance with prudent utility practices.

UT – 2.5 Encourage utility providers to allow public access of utility corridors for multiple use opportunities, such as recreational trails, open spaces or other passive land uses that benefit local residents.

Goal UT – 3 **Provide safe, reliable and efficient electrical power and gas services for residents and businesses of Duvall.**

Policies

UT – 3.1 Allow electrical distribution facilities as a permitted use where appropriate.

UT – 3.2 Ensure that opportunities exist for siting electrical facilities within the city.

UT – 3.3 Ensure that all existing and proposed electric and gas lines for Duvall meet County, State and Federal safety standards.

UT – 3.4 Where practical, locate natural gas supply lines within common or adjacent utility corridors using street or alley rights-of-way.

UT – 3.5 Require installation of existing and proposed power distribution lines underground at the time of new construction to reduce possible storm damage and increase aesthetic character and views.

Goal UT – 4 **Promote widespread availability and encourage development of increased technology of cable services for residents and businesses of Duvall.**

Policies

UT – 4.1 Encourage cable service providers to offer products and services that meet the needs and interests of the community.

UT – 4.2 As cable services are upgraded, encourage cable service providers to expand the service to reach all segments of the community.

UT – 4.3 Encourage the provision of basic cable services to all residents, regardless of income or economic status.

UT – 4.4 Require cable service providers to provide fiber optic connections to link public facilities.

Goal UT – 5 **Promote widespread availability and encourage development of increased technology of telephone and DSL services for residents and businesses of Duvall.**

Policies

UT – 5.1 As telecommunication technology changes, ensure that companies have provisions to upgrade capacity of facilities to allow residents to take advantage of innovative technologies.

UT – 5.2 Minimize the visual impacts of telecommunication facilities, such as telephone poles, antennas, substations and telephone lines, near residential areas of Duvall.

UT – 5.3 Ensure telecommunication services are provided to all residents, regardless of income or economic status.

UT – 5.4 Encourage residential and commercial developers to work with telecommunication companies to design high-speed Internet-ready homes and businesses in the city.

Goal UT – 6 **Ensure placement of wireless communication facilities that minimizes impacts to adjacent land uses and provides the least impact on the aesthetic character of Duvall.**

Policies

UT – 6.1 Require the placement of wireless communication facilities in a manner that minimizes the adverse impacts on adjacent land uses. Consider undergrounding of related equipment facilities.

UT – 6.2 Require wireless communication facilities to attach to existing facilities, such as public facilities, buildings, utility poles, light standards and signals, prior to considering new sites.

UT – 6.3 Consider allowing the replacement of some existing utility poles with poles of greater heights for use as wireless facility platforms.

UT – 6.4 Allow wireless communication companies to install new freestanding towers, including monopoles, only when no other feasible alternative exists and when the visual intrusion is less than co-location on another facility or structure. Ensure such facilities are removed when they become obsolete.

UT – 6.5 Require freestanding towers to fit in with surrounding land uses through methods such as stealth towers, landscaping, and other camouflage techniques.

UT – 6.6 Encourage upgrades of wireless communication facilities as technology becomes available to minimize visual impacts of the environment.

UT – 6.7 Promote a streamlined permit process to wireless communication companies that choose to install facilities which share existing poles and facilities and are less visually obtrusive than constructing new monopoles or facilities.

Goal UT – 7 **Coordinate with Sno-King Waste Management to provide efficient and reliable solid waste and recycling services for all residents and businesses.**

Policies

UT – 7.1 Encourage Duvall residents to appropriately dispose of solid waste to protect the quality of air, water and public health.

UT – 7.2 Encourage Duvall residents to recycle and reduce the amount of solid waste transported to the landfill.

UT – 7.3 Continue to participate in regional planning for future solid waste disposal options.

UT – 7.4 Continue to seek grant funding for recycling programs and events and implement events to increase and encourage recycling as funds are available.

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VIII. Capital Facilities Element

Introduction

Purpose and Intent

The Capital Facilities Element discusses all current infrastructure owned by the City and establishes and documents a plan for the City to provide the infrastructure and facilities needed to serve its residents in the future. The Capital Facilities Element consolidates capital improvement projects from this and other comprehensive plan elements into a complete capital improvement program for the next six years. The purpose of the Capital Facilities Element is to determine the availability of existing capital facilities, forecast future needs for such facilities based upon land use and population growth statistics, and to determine how such facilities will be financed. The Capital Facilities Element functions as an integral part of the City's Comprehensive Plan, and is essential in maintaining adequate level of service standards for all facilities.

The Capital Facilities Element focuses on those facilities that are owned and operated by the City, which include water, sewer and stormwater management systems; community facilities such as city hall, police services, the library building, the Glen Kuntz W.R.E.C.K. Center and the Dougherty Farmstead; public works facilities such as the sewer treatment plant, permit office, public works yard, roads, parking areas and city parks. In addition to city-owned facilities, a capital improvement plan for the Riverview School District has been included as well. Separate management plans have been prepared for stormwater, water and sewer facilities, and those plans form the basis for their respective capital facilities analysis. Relevant discussion is summarized in this plan, which incorporates and adopts the utility management plans by reference as part of the Duvall Comprehensive Plan. In each of the capital improvement plans, "local funds" include capital facilities charges, impact fees, Real Estate Excise Tax funds (REETs) and the general fund; "state funds" are from state agencies; and "other funds" are monies and/or grants from various agencies.

Under the Growth Management Act (GMA), a Capital Facilities Element is required to assess the needs of a community and determine how to provide appropriate facilities for current and future residents (RCW 36.70A.070). The element must contain an inventory of existing facilities, an assessment of future facility needs and a plan for their financing, including a reassessment strategy to address potential funding shortfalls. King County has established Countywide Planning Policies (CWPPs) that shall be addressed by all of the cities in King County. The policies in the Capital Facilities section must reflect the CWPPs that are concerned with capital facilities.

Capital Facilities

Water Facilities

The information used in this analysis has been summarized from the *City of Duvall Comprehensive Water System Plan* prepared by RH2. In the State of Washington, water systems and facilities are regulated by the Department of Health under Washington Administrative Code 246-290. The 2004 plan also meets the requirements of the King County Department of Development and Environmental Services (DDES) and is consistent with the East King County Coordinated Water System Plan requirements.

The *2004 City of Duvall Comprehensive Water System Plan* shall be considered a part of this Capital Facilities Element and as such is adopted as part of the Duvall Comprehensive Plan upon adoption of this Element.

System History

The Seattle Public Utilities' (SPU) Tolt River Pipeline No.1 supplies water for the Duvall water system. The line is located approximately one-half mile south of the city limits, and is connected to Duvall's system through two interties (connections). The first intertie was constructed in 1962 near 274th Avenue NE, and is a ten-inch diameter asbestos cement transmission main. The second intertie, which was constructed as part of a

developer extension in 1983, is near Big Rock Road and is a twelve-inch diameter ductile iron transmission main. Each intertie is in combination with a pressure reducing station, appurtenant valves, and metering equipment.

Service Area

The service area of the system is defined by the boundaries shown on Figure CF – 1. Prior to the passage of the GMA, the East King County Water Service Plan identified a 4300-acre water service planning area for Duvall. The 2004 plan shows the boundaries of the service area as well as the larger planning area. The City's water utility already serves several areas that were outside of the UGA service area prior to the establishment of the UGA. King County Water District 119 serves an area adjacent to the City's water service area southeast of the city. A 1986 agreement established the boundary between the two service areas.

Existing Conditions

Duvall currently has no rights to surface waters. It holds groundwater rights to the Taylor's Landing well. No alternative sources have been used or developed. There are numerous homes using private wells within the City's service area.

The distribution system is composed of a variety of pipe sizes and material types. Older portions of the system are made up primarily of four to six inch diameter asbestos cement pipe. Areas of recent development are constructed using eight to twelve-inch diameter ductile iron pipe.

Storage is provided in the system by a 0.5 million-gallon (MG) and a 2.2 MG reservoir. The 0.5 MG tank was constructed in 1988 to replace two 55,000-gallon tanks that were then taken out of service. The 2.2 MG tank was built in 1997 to serve the water system's present and future growth needs. Cedarcrest High School has a 300,000-gallon private on-site storage system to meet required fire flow demand.

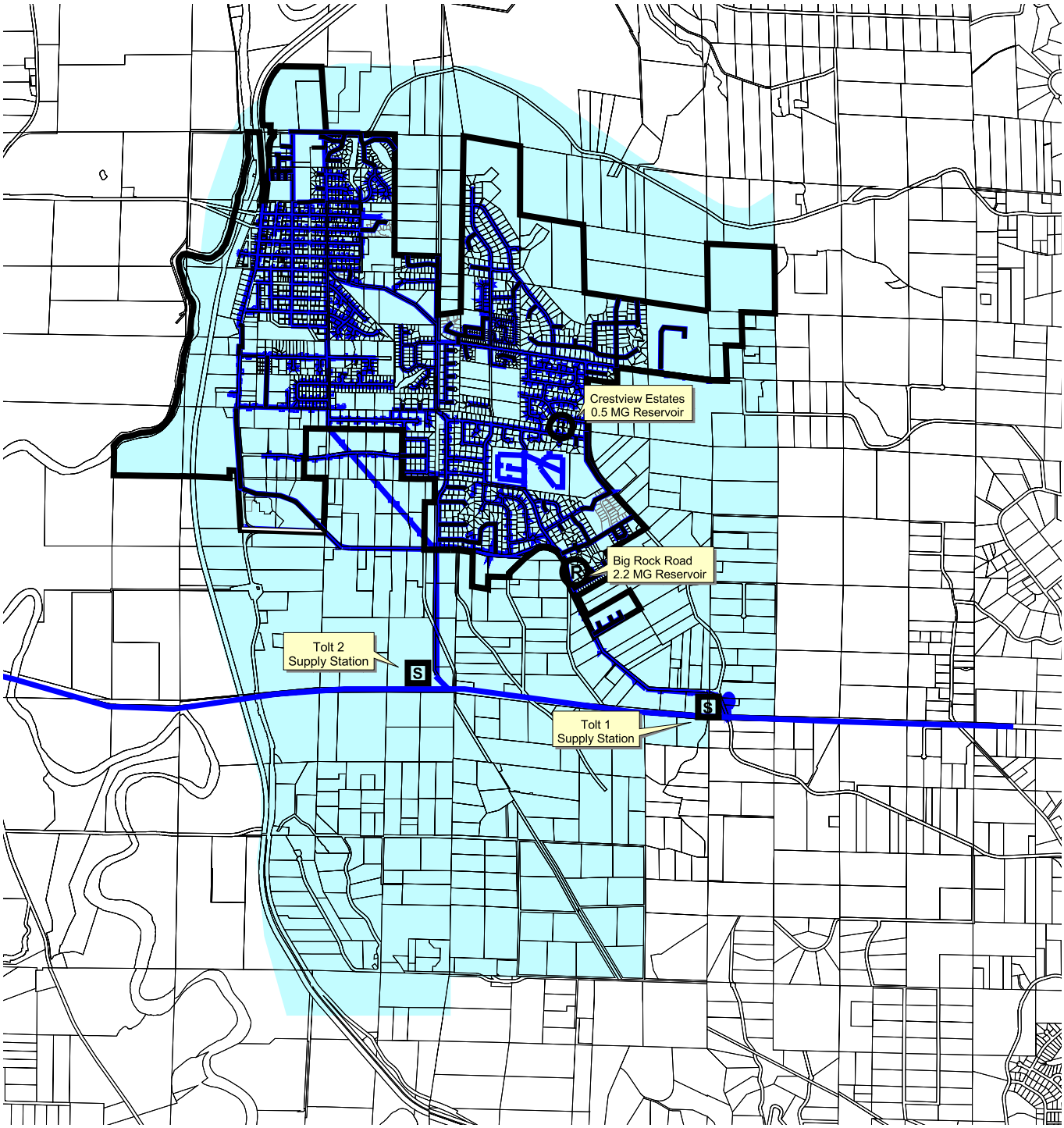
The water system consists of six connected pressure zones. The 2004 Comprehensive Water System Plan contains detailed information regarding the zone pressures and pressure reducing valve locations.

Seattle Public Utilities provides monitoring and treatment required to ensure water quality complies with federal and state standards.

Future Conditions

The 2004 water plan analyzes future system demand based on the expected growth in population and service connections and the average daily water usage. The projected average daily demand in 2002 was 218 gallons and the peak daily demand was 392 gallons. The plan also identifies a program of conservation methods as a primary method of increasing supply through reducing per capita and per connection usage rates. System improvements needed to meet future demand have also been identified. Duvall has a contract with the Seattle Public Utilities to supply water until 2012, and is currently evaluating various alternate supply options for ensuring a continued reliable supply.

Figure CF – 1: Water Facilities, presents the location of water facilities.



Legend

- Water Lines
- City Boundary Line
- Parcels
- Duvall Water Service Area

Figure CF - 1
Water Facilities

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Water Capital Improvement Plan
Table CF - 1 shows the water system capital improvement program for the six years from 2005 to 2010. These improvement projects can be divided into four general categories. They are water main improvements, pressure reducing station and relief improvements, facility improvements and miscellaneous improvements.

The City will reduce the number of pressure reducing stations to improve flows and water quality within the system and three pressure relief stations will be built. The largest project is to reconstruct the 10-inch AC main line from the SPU intertie to 3rd Avenue at 145th Street.

Table CF - 1:
Water Capital Improvement Plan

PROJECT	Cost in 2003	2005	2006	2007	2008	2009	2010	TOTAL	LOCAL FUNDS[1]	STATE FUNDS
Water Main Improvements	$2,536,000	$160,000	$469,000	$469,000	$310,000	$824,000	$304,000	$2,536,000	$2,536,000	-
Pressure Reducing Station & Relief Improvements	$220,000	$100,000	$100,000	-	-	-	$20,000	$220,000	$220,000	-
Facility Improvements	$590,000	$130,000	$30,000	$20,000	$340,000	$65,000	$5,000	$590,000	$590,000	-
Miscellaneous Improvements	$251,000	$21,000	$19,000	$19,000	$19,000	$19,000	$154,000	$251,000	$251,000	-
TOTAL	**$3,597,000**	**$411,000**	**$618,000**	**$508,000**	**$669,000**	**$908,000**	**$483,000**	**$3,597,000**	**$3,597,000**	**0**

Source: City of Duvall Comprehensive Water System Plan

[1] Local funds are primarily from water capital facilities charges.

Sewer Facilities

The information used in this analysis has been summarized from *City of Duvall Wastewater Facility Plan*, compiled by Parametrix (2001) and the *Sewer Rate & General Facilities Charge Analysis,* compiled by FCSG (2003). In the State of Washington, sewer treatment facilities are regulated by the Department of Ecology under Washington Administrative Code 173-240. The 2001 wastewater facility plan meets the requirements of WAC 173-240-050 for a General Sewer Plan.

The 2001 *City of Duvall Wastewater Facility Plan* and the 2003 *Sewer Rate & General Facilities Charge Analysis* shall be considered a part of this Capital Facilities Element and as such are adopted as part of the Duvall Comprehensive Plan upon adoption of this Element.

System History
Sewer service was not provided in the city until fairly recently. In the mid-1960's, drainfield failures and potential health hazards prompted the Washington State Department of Health and Water Pollution Control Commission to order an engineering study of sewer options for the City. After a supplemental report prepared in 1971, the City formed a Local Improvement District in the mid-1970's to finance the construction of a sewer collection and treatment system. The City brought the system on-line in 1976. Initial construction in 1976 consisted of a dual oxidation ditch, activated sludge system with chlorine disinfection, and effluent discharge through an outfall into the Snoqualmie River.

Growth in the city required the construction of improvements to the system, including system extensions and additional pumping stations. By the late 1980's, the sewer treatment system was no longer adequate and a new sewer treatment plant was completed in 1991 using the UV-oxidation ditch process. This treatment facility was suitable throughout the 1990s, until rapid growth caused the facility to be inadequate yet again. In 1999, a building moratorium went into effect for any new development within the city limits. A new facility was built and put into operation in late summer of 2005.

Service Area
The service area of the City's sewer system is defined as any property within the city limit boundaries. All properties currently outside the city limits are on septic systems. When properties within the UGA choose to

annex into the city, all properties that develop or redevelop will be required to connect to the City's sewer system.

Existing Conditions

As of 2006, Duvall's sewer collection system serves 2,266 customers and consists of approximately 18.7 miles of gravity and force mains and eight city-owned submersible pump stations. In addition, Riverview School District owns and operates a pump station at Cedarcrest High School that discharges to the City's collection system. The majority of the system consists of eight-inch diameter gravity mains. Most of the original construction was either concrete or asbestos cement pipe, while newer construction is mainly PVC pipe. The *2001 Wastewater Facility Plan* includes a detailed description of the treatment plant and the sewage treatment process. Sewer characteristics are also described in the 2001 plan.

Future Conditions

The *2001 Wastewater Facility Plan* evaluated the collection system using the HYDRA computer model. The model identified several locations where system deficiencies exist and improvements are required to meet the needs of future development. The report also recommends continuation of the City's program to reduce infiltration and inflow (I/I) into the system. Infiltration and inflow is typically caused by deterioration in the collection system such as failed gaskets, broken pipes, and leaking manholes.

The 2001 Plan identifies system deficiencies in collection pipelines and, in one pump station, electrical problems. Future system improvements include on-site generators, flow meters, and several new gravity mains. An evaluation of the sewer facility, constructed in 1991, showed that it was designed to serve a population of 6,000 residents.

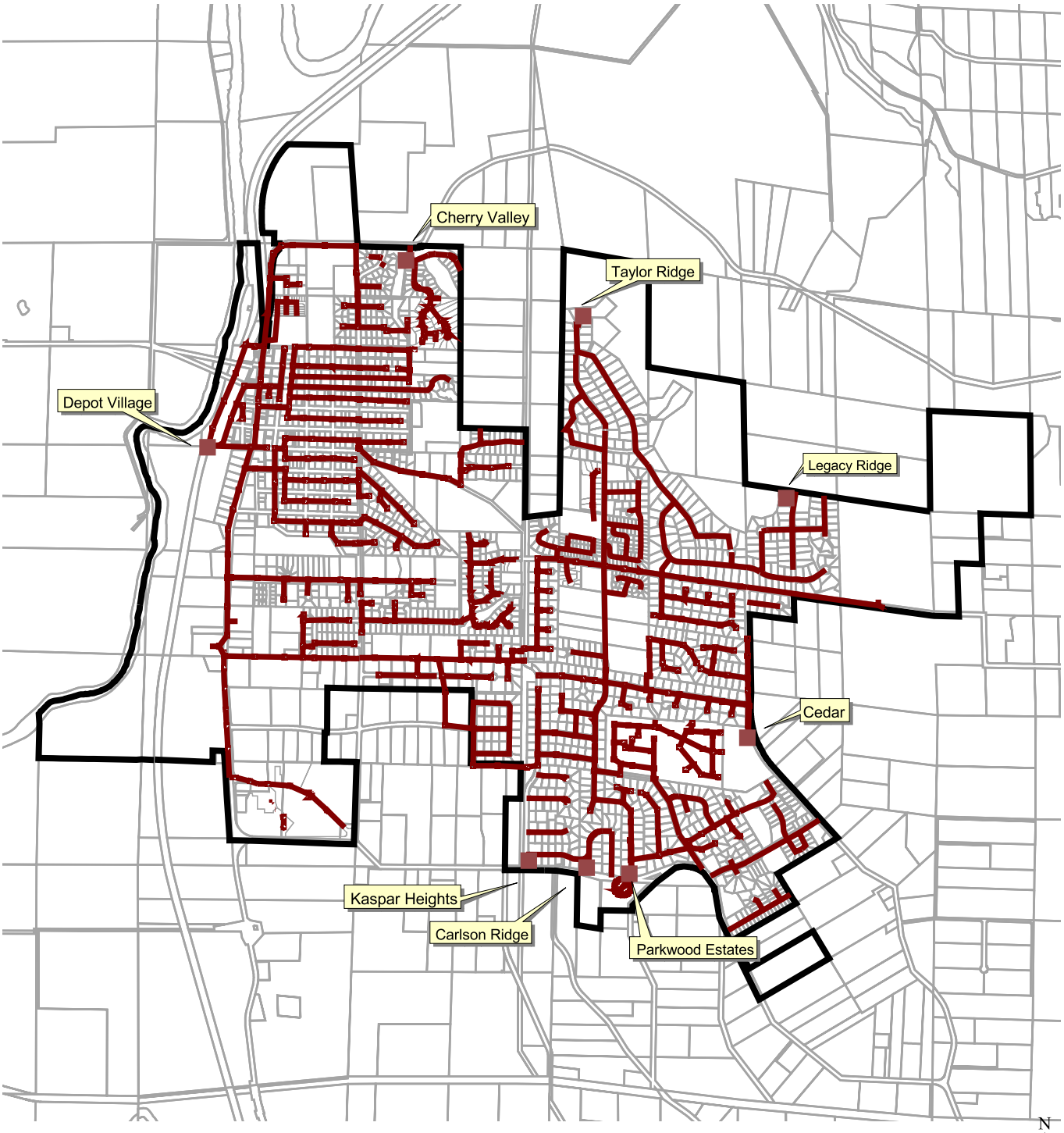
In the spring of 2003, the State legislature understood the critical need to upgrade Duvall's sewer treatment plant and appropriated $4-million in its 2003 budget to assist the City in constructing this approximately $11-million project. The new sewer treatment plant, which came on line in late summer 2005, includes innovative "membrane bioreactor" (MBR) technology, which is able to produce Class A reclaimed water, suitable for irrigation, industrial process water and salmon recovery projects. Principal components of the project consisted of:

- Excavation, fill, grading, and removal of excess material from the site;
- Construction of MBR, aeration, anoxic tanks, road work and headworks;
- Construction of MBR building, and blower, pump and electrical rooms;
- Construction of MBR equipment, other mechanical equipment, piping, and electrical equipment services;
- Construction of solids building, with belt press, biofilter and electrical rooms;
- Paving and hydroseeding, and;
- Demolition of oxidation ditches, clarifier equipment and headworks.

The expanded treatment plant was constructed to meet the population estimates set out in the 2004 Comprehensive Plan; however, the plant can be expanded in place through the addition of a "train" to serve the ~12,200 proposed in the 2006 Comprehensive Plan update. This capacity is enough to accommodate residents and associated commercial development, within the city limits as well as much of the designated Urban Growth Areas as they are annexed to the city.

In conjunction with proposed capital improvements, the updated sewer system plan was prepared to reflect planned changes in sewer facilities. The sewer plan uses revised land use and population information that is included in this Comprehensive Plan update.

Figure CF – 2: Sewer Facilities, presents the location of sewer facilities.



Scale: 1" = 2000 feet

Legend

- Pump Stations
- Sewer Lines
- City Boundary Line
- Parcels

Figure CF - 2
Sewer Facilities

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Sewer Capital Improvement Plan

As required by the GMA, the City has prepared a capital improvement program that identifies projects needed to expand, maintain and upgrade the system in the next six years. The current sewer CIP, as revised by FCSG, is shown in Table CF - 2: Sewer Capital Improvement Plan.

Table CF - 2:
Sewer Capital Improvement Plan

PROJECT	Cost in 2003	2004	2005	2006	2007	2008	2009	TOTAL	LOCAL FUNDS[1]	STATE FUNDS
Sewer Treatment Plant	$12,423,000	$12,423,000	-	-	$400,000	-	-	$12,823,000	$1,600,000	$11,223,000 ($7.2 million WDOE + interest @ 20 years, $4 million WDOE grant)
Sewer Plant – 4th Train						$100,000	$1,400,000	$1,500,000	$1,500.000	
Sidewalk – Sewer Treatment Plan					$650,000			$650,000	$650,000	
Infiltration and Inflow Projects	$56,000	$57,950	$59,989	$62,088	$64,261	$66,510	$68,838	$379,636	$379,636	-
Pump Stations										
Cedars	$170,000					$201,907		$201,907	$201,907	
Pipe Main Repair & Replacement	$165,000				$190,030	$196,681	$203,565	$755,276	$755,276	
TOTAL	**$12,814,000**	**$12,480,950**	**$59,989**	**$62,088**	**$1,304,291**	**$565,098**	**$1,672,403**	**$15,659,819**	**$5,086,819**	**$11,233,000**

Source: Revised CIP from FSCG Report," Sewer Rate and General Facilities Charge Analysis"

[1] Local funds are primarily from sewer capital facility charges.

Stormwater Facilities

The information used in the stormwater facilities analysis has been summarized from the *1997 City of Duvall Stormwater Facility Plan*, compiled by Gardner Consultants (1997). The Plan shall be considered a part of this Capital Facilities Element and as such is adopted as part of the Duvall Comprehensive Plan upon adoption of this element.

System History

The city of Duvall occupies a portion of a plateau east of the Snoqualmie River near Cherry Creek. Although the Snoqualmie River frequently floods, its floodplain extends to the east in the valley below the city. Duvall's location on the elevated riverbank prevents most floodwaters from reaching the developed property in the city. However, there are a number of properties located west of Main Street along the Snoqualmie Valley Trail and two properties along Cherry Valley Road that are susceptible to major flood events.

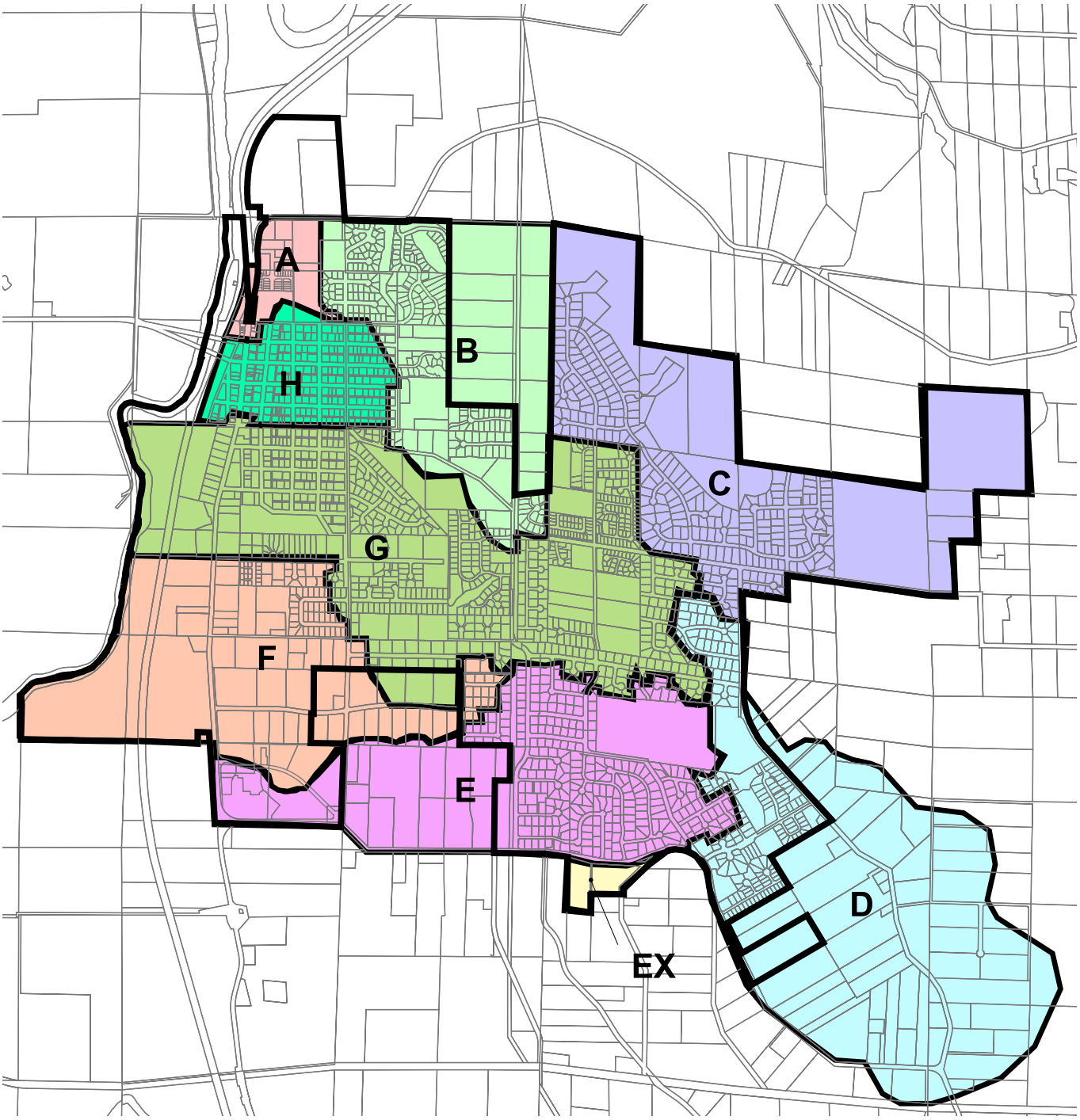
Duvall has historically experienced water damage due to inadequate drainage facilities. Much of the existing drainage system throughout the downtown area was designed prior to the development of a comprehensive stormwater management plan.

The City's current drainage ordinance was adopted in 2001. This ordinance establishes a storm drainage utility and delineates the stormwater management requirements for development.

Existing Conditions

The city of Duvall's drainage area is divided into nine different drainage basins. Two basins drain northerly and easterly into tributaries of Cherry Creek, three basins flow westerly into the lowlands adjacent to the Snoqualmie River and then into the river. The remaining basins drain into natural drainage courses or culverts maintained by King County. Figure CF – 3: Storm Drainage Basins, shows drainage basin boundaries.

The City maintains 28 stormwater detention ponds and 31 tanks. Drainage regulations mandate water quality and detention for most new development, and the majority of the detention ponds were constructed as part of the residential development process. Figure CF – 4: Stormwater Drainage Facilities, shows the location of stormwater drainage facilities.



Legend

- City Boundary Line
- Parcels
- Storm Drainage Basins

Figure CF - 3
Storm Drainage Basins

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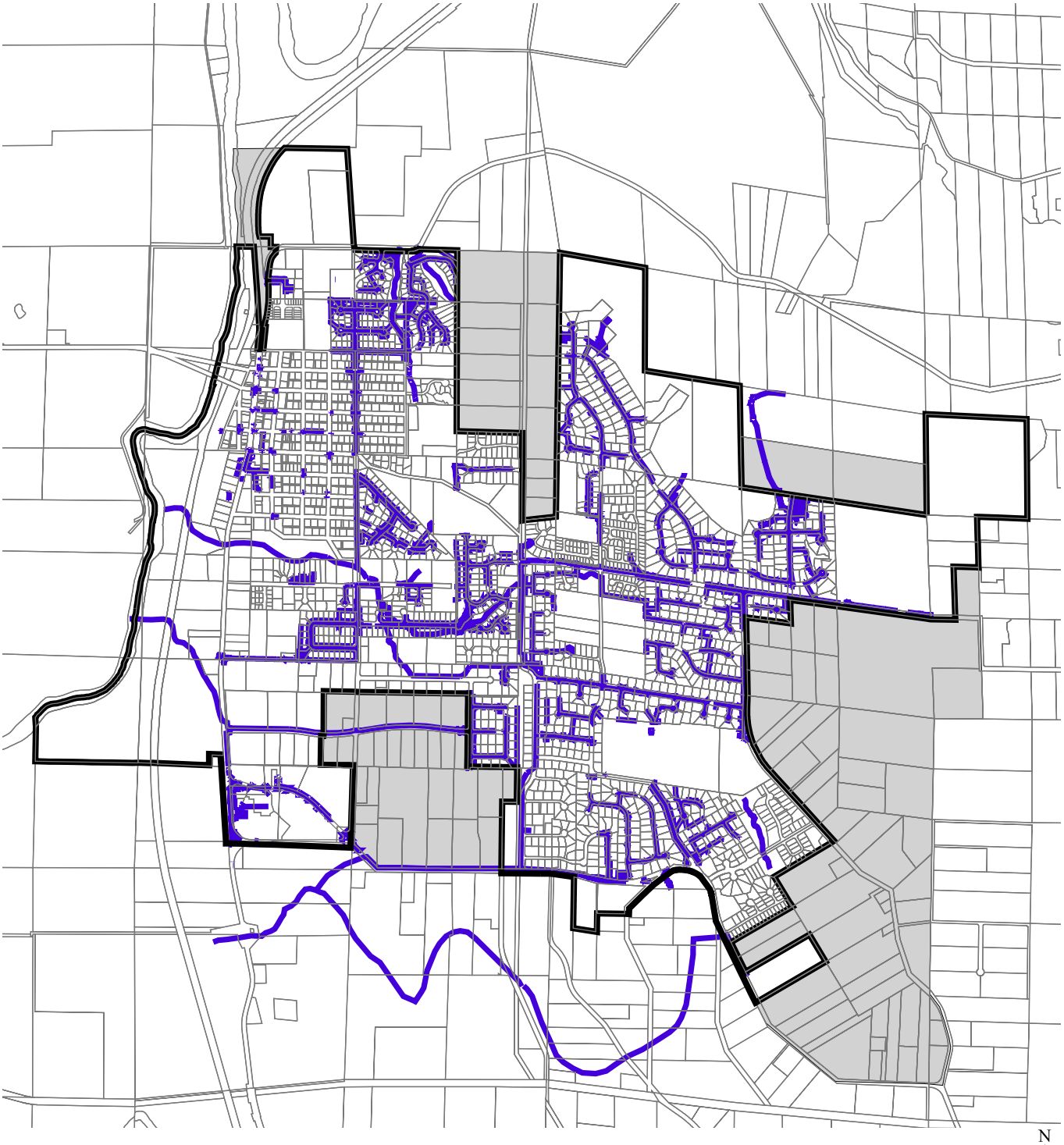

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Scale: 1" = 2000 feet

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Legend

- Parcels
- City Boundary Line
- Stormwater Drainage Facilities
- Urban Growth Area

Figure CF - 4
Stormwater Drainage Facilities

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Inadequate stormwater management can have a significant effect on receiving water quality. Duvall's water quality program has as a goal to identify and quantify water quality problems and then to institute a program to correct and prevent them. Duvall currently uses operation and maintenance measures such as street sweeping, catch basin and pipeline cleaning, detention pond and tank cleaning, and an emergency response program. Duvall has also established regulations such as design standards and construction standards to avert potential impacts from new development.

Future Conditions
The extent of capital improvements for the Duvall drainage system is limited to correcting several different existing drainage problems and the installation of several large storm drainage collection systems to provide for the portions of the city which will likely be developed in the future.

Stormwater Capital Improvement Plan
As required by the GMA, the City has prepared a capital improvement program that identifies projects needed to expand, maintain and upgrade the stormwater system. The last update of the stormwater CIP was in the *1997 Stormwater Management Plan*, and is shown below in Table CF - 3: Stormwater Capital Improvement Plan.

Table CF - 3:
Stormwater Capital Improvement Plan

PROJECT	Cost in 2004	2004-2005	2006	2007	2008-2009	TOTAL	LOCAL FUNDS[1]	STATE FUNDS
Duvall Highlands Pond Expansion	$76,500	$76,500				$76,500	$76,500	-
Basin E storm drainage system	$750,000		$750,000			$750,000	$750,000	-
Basin E overflow SD connection	$270,000			$270,000		$270,000	$270,000	-
Basin F storm drainage system	$600,000				$600,000	$600,000	$600,000	-
Richardson and 1st Ave storm drain and catch basin	$13,000			$13,000		$13,000	$13,000	-
Richardson and Ring St. storm drain and catch basin	$22,000			$22,000		$22,000	$22,000	-
Crestview Estates restrictor structure	$6,000				$6,000	$6,000	$6,000	-
Basin G install 1,050 LF of 48" pipe	$210,000			$210,000		$210,000	$210,000	-
Basin H install 400 LF curb & gutter	$12,000			$12,000		$12,000	$12,000	-
TOTAL	**$1,959,500**	**$76,500**	**$750,000**	**$527,000**	**$606,000**	**$1,959,500**	**$1,959,500**	**0**

Source: 1997 Duvall Stormwater Management Plan

[1] Local funds are primarily stormwater area charges.

Transportation Facilities

The city of Duvall is served by a wide variety of transportation facilities, ranging from county equestrian and mountain biking trails to a network of arterial and secondary roads and a state highway. The City is primarily responsible for the development and maintenance of facilities within its city limits, such as streets and associated traffic control hardware, sidewalks and bicycle lanes. Public transportation facilities are operated by King County METRO and maintained by METRO or the city of Duvall. They include a city-owned park & ride lot at Woodinville-Duvall Road and Main Street (Community Car Park) and transit loading facilities along Brown Avenue and on Main Street. The Transportation Element of the Comprehensive Plan provides a more complete reference to existing and planned transportation facilities in the city.

Transportation Capital Improvement Plan
As required by the GMA, the City has prepared a capital improvement program that identifies projects needed to expand, maintain and upgrade the transportation system in the next six years. The current transportation CIP is shown in Table CF - 4: Transportation Capital Improvement Plan.

Table CF - 4:
Transportation Improvement Program - 2006-2011

PROJECT	Cost in 2006	2006	2007	2008-2011	TOTAL	LOCAL FUNDS[1]	STATE FUNDS / FEDERAL FUNDS
Main Street (Downtown) – Cherry Valley Rd. to Valley St.	$2,800,000	$60,000	$160,000	$2,580,000	$2,800,000	$1,800,000	$0 / $1,000,000
NE 145th Street NE– 3rd Avenue NE to 275th Ave	$1,960,000	$100,000	$1,860,000		$1,960,000	$1,760,000	$200,000 / $0
3RD Avenue Improvements	$5,410,000			$5,410,000	$5,410,000	$5,020,000	$390,000 / $0
275th Avenue NE	$1,000,000			$1,000,000	$1,000,000	$900,000	$100,000 / $0
TOTAL	**$11,170,000**	**$160,000**	**$2,020,000**	**$8,990,000**	**$11,170,000**	**$9,480,000**	**$1,690,000**

Source: City of Duvall Public Works Department

[1] Local funds are provided by motor vehicle fuel taxes, property taxes, miscellaneous revenues, grants, and developer improvements. Refer to Table T-10 on page VI-50 of the Transportation Element.

Parks and Recreation Facilities

Public parks and recreational facilities serving Duvall are owned and operated by either the city of Duvall or King County. The City's facilities include Big Rock Ballfields, Taylor Park, Depot Park, McCormick Park, Taylor's Landing, Lake Rasmussen Park, Central Park, and a few neighborhood parks. The City also owns the historic Dougherty Farmstead, located on the northern boundary of the Duvall, and a few large open space areas. There are also three sites which serve the Duvall area that are owned by King County Parks. These include the Snoqualmie Valley Trail, the Tolt Pipeline Trail, and Duvall Community Park. For more detailed parks and recreation information, refer to the Parks and Recreation Element.

Parks and Recreation Capital Improvement Plan

As required by the GMA, the City has prepared a capital improvement program that identifies projects needed to expand, maintain and upgrade the parks and recreation system in the next six years. The current parks & recreation CIP is shown in Table CF –5: Parks and Recreation Capital Improvement Plan.

Table CF - 5:
Parks and Recreation Capital Improvement Plan

PROJECT	2005	2006	2007	2008	2009-2010	TOTAL	LOCAL FUNDS[1]	STATE FUNDS	OTHER
McCormick Park		$ 150,000	$ 100,000			$ 250,000	$ 250,000		
Big Rock Ballfields	$ 75,000	$ 125,000	$ 550,000			$ 750,000	$ 700,000		$ 50,000
Taylor's Landing	$ 125,000		$ 150,000			$ 275,000	$ 275,000		
Taylor Park	$ 150,000						$ 25,000		$ 125,000
Dougherty Farmstead			$ 20,000			$ 20,000	$ 20,000		
Big Rock Park		$ 30,000				$ 30,000	$ 30,000		
Lake Rasmussen			$ 200,000			$ 200,000	$ 200,000		
PSE Trail				$ 150,000		$ 150,000	$ 150,000		
Thayer Barn		$ 180,000				$ 180,000	$ 180,000		
Skate Board Park		$ 170,000	$ 100,000			$ 270,000	$ 230,000		$ 40,000
Public Art		$ 20,000		$ 20,000		$ 40,000	$ 40,000		
Depot Park			$ 150,000			$ 150,000	$ 150,000		
Tot Lots			$ 500,000		$ 500,000	$ 1,000,000	$ 750,000	$ 50,000	
TOTAL	**$ 325,000**	**$ 675,000**	**$ 1,770,000**	**$ 170,000**	**$ 500,000**	**$ 3,265,000**	**$ 2,900,000**	**$ 50,000**	**$ 215,000**

Source: City of Duvall public works Department

[1] Local funds are primarily from park impact fees and real estate excise tax funds (REETs).

General Government Facilities

General government facilities owned by the city of Duvall include city hall, the public works buildings, the police building, the library building and the Glen Kuntz W.R.E.C.K. center. Fire protection in Duvall is provided by King County Fire District 45 and is neither owned nor operated by the City. However, fire services will be addressed as part of the capital facilities summary.

Figure CF – 5: General Government Facilities, presents the location of each facility in Duvall.

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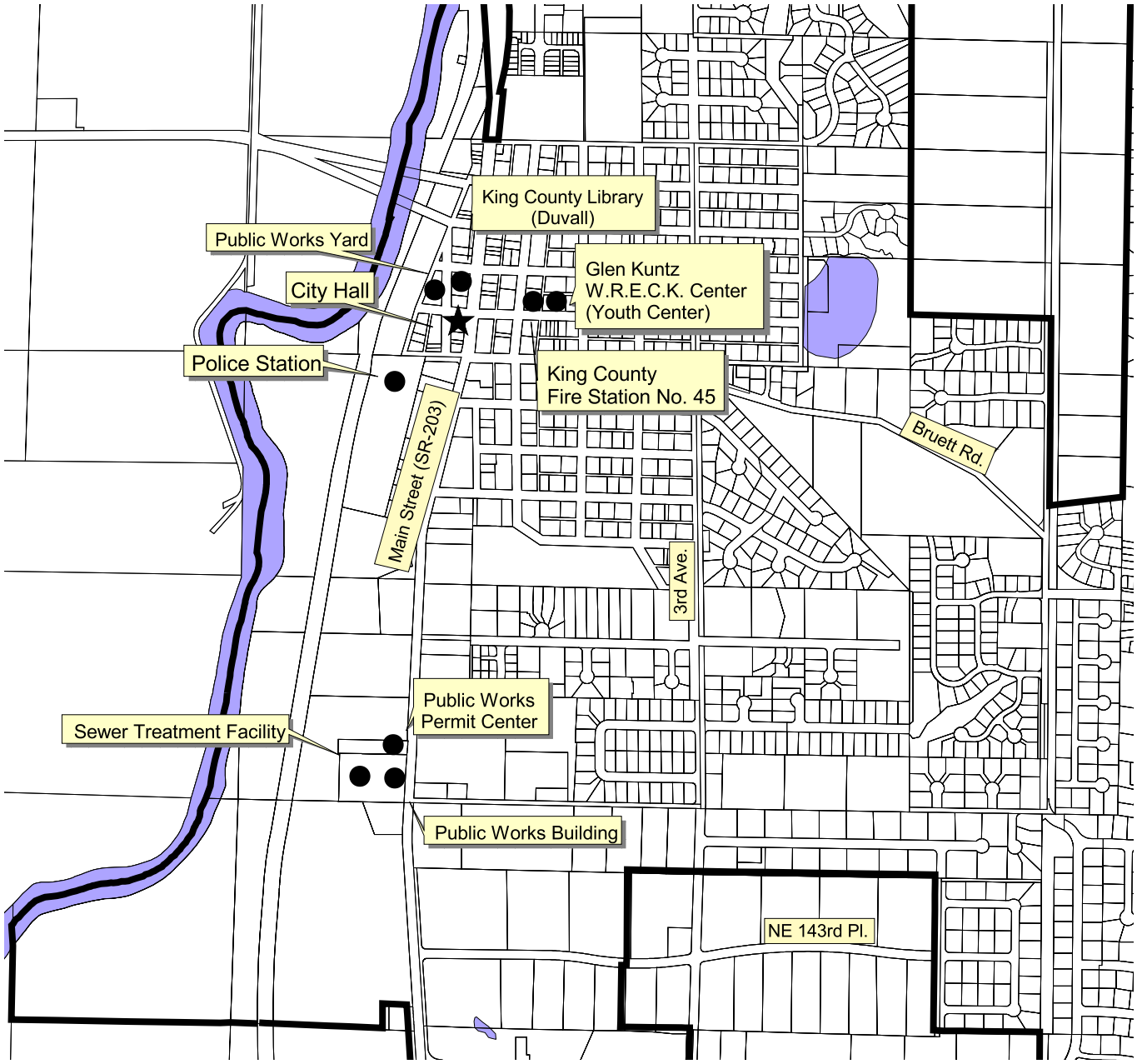

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City Boundary Line
Parcels
Government Facilities

Figure CF - 5
General Government Facilities

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City Hall – Existing
The existing 3,004 square foot, 2-story city hall building is located on the southwest corner of Main Street and Stella Street and accommodates 8 employees. The most recent expansion to the building was in 1994, when a lower floor was constructed to house the Council Chambers, and more recently to house the Duvall Police Department (moved out in Fall 2004). The facility is the location for the city administration, finance, planning, and utility billing departments. Parking is currently provided along the side of the building on Stella Street and within the right-of-way along Main Street. Parking is also provided behind the building along Riverside Avenue.

City Hall – Future
Current City services are spread out amongst four separate locations. In order to consolidate all administrative functions and customer services in a single facility and to anticipate future population growth within the next 10 years and beyond, an expanded or new city hall must be constructed. That city hall should be constructed to house all city offices, including the police and public works departments. During the 2003 city-wide visioning process, Duvall citizens indicated that the ideal location for a new facility would be to have city hall located in Old Town. Potential sites for a new building are the public works yard at Riverside Avenue and Stella Street, directly behind the current facility between Riverside Avenue and Railroad Avenue, or at a site along First Avenue. However, the City may also consider another site elsewhere in Old Town or, if Old Town is not feasible, elsewhere in the city if necessary.

Public Works Building – Existing
The existing public works building is located south of Old Town along Main Street between Kennedy Drive and NE 145th Street at 14525 Main Street NE. The building contains approximately 1,700 square feet of office space and 1,925 square feet of garage and unfinished storage space. The building currently houses the engineering department, archives, and a garage/shop.

Public Works Building – Future
The existing public works building can be reconfigured to accommodate additional employees in the future. Its location directly adjacent to sewer treatment plant operations would affect its future expansion and public use.

Public Works Permit Center – Existing
The existing public works permit center building is located south of Old Town along Main Street between Kennedy Drive and NE 145th Street at 14701 Main Street NE. The office contains approximately 2,275 square feet of office space. The building houses the building department, public works reception, archives and a conference room.

Public Works Permit Center – Future
The City is considering selling the Permit Center and relocating building and public works department services in another location within the city.

Public Works Yard – Existing
The existing storage yard and office is located between Stella and Cherry streets at Riverside Avenue. This facility houses all equipment, materials and some shop functions. A new covered structure for the site was completed in 1997 after the collapse of the old structure during a snowstorm in 1996.

Public Works Yard – Future
Because space is limited for equipment storage, and because the current location in downtown is adjacent to properties, which are a key component to redevelopment and revitalization, the City would like to relocate the facility to another location. The City could potentially use additional city-owned property adjacent to the new sewer treatment facility or acquire and develop a new facility in the southern portion of the city. Both options would be preferred rather than keeping the existing facility in its current location in downtown. Also, the City may consider selling the property for redevelopment or use the property as a site for a new city-owned facility, such as a new city hall.

Sewer Treatment Facility – Existing
The existing sewer treatment facility is located south of Old Town along Main Street between Kennedy Drive and NE 145th Street at 14701 Main Street NE and was completed in 1991. This treatment facility was suitable throughout the 1990s, until rapid growth caused the facility to be inadequate. A building moratorium went into effect in 1999, curtailing all new development (with the exception of a random allocation of 140 sewer equivalent residential units in 2002) until the completion of a new sewer treatment facility.

The new sewer treatment plant, includes innovative "membrane bioreactor" (MBR) technology, which is capable of producing Class A reclaimed water, suitable for irrigation, industrial process water and salmon recovery projects. The expanded treatment plant was constructed to meet the population estimates set out in the 2004 Comprehensive Plan; however, the plant can be expanded in place through the addition of a "train" to serve the +/-12,200 proposed in the 2006 Comprehensive Plan update. This capacity is enough to accommodate residents and associated commercial development, within the city limits as well as much of the designated Urban Growth Areas as they are annexed to the city.

Police Services – Existing
The police department is comprised of a chief, lieutenant, 10 full-time officers and a full time clerk. Some officers specialize in specific aspects of law enforcement, such as crime prevention, DARE, school resource officer, field training, evidence collection, traffic accident investigation, bicycle patrol, and river patrol. Each aspect requires specialized training. In addition to patrolling the city of Duvall, the police department began serving the city of Carnation with police services on October 1, 2004. That service is provided in accordance with an interlocal agreement between Duvall and Carnation. An additional 3 officers have been hired to fulfill the city's contractual obligations with Carnation.

The Department is currently located in a temporary use/permanent facility located at the end of Stephens Street adjacent to Depot Park, which was completed in Fall 2004. The facility, which is located on approximately 6.7 acres, is a 3,900 square foot modular building, including a 1,350 square foot sally port, 7 space parking lot reserved for police and a 49 space parking lot for public and police uses. This facility was built to resolve the unsafe and inefficient location in the city hall building.

Police Services – Future
The existing temporary use/permanent facility is projected to accommodate up to 20 police staff members. The City expects that this facility will be able to provide police services for about 8-10 years. As city population and the demand for increased police services and protection increases, the City will likely need to either expand this facility or relocate to another part of the city.

Fire & Emergency Services – Existing
Duvall/King County Fire District 45, which encompasses about 50 square miles and includes the city of Duvall, serves the communities of Lake Margaret and Lake Marcel, and surrounding areas. The District boundary is the County line on the North, 244 Avenue NE on the West, and the forest and mountains on the East. The South border doesn't follow roads but instead follows various property lines. The estimated population of the District is between 12,000-14,000. The District provides fire suppression, rescue, emergency medical, prevention, public education, and many other services to the community. These services are provided 24 hours a day by a combination of volunteer and career personnel.

The District has four fire stations located throughout the area, one of which is located in Duvall. The Duvall Station (Station 66) is the administrative headquarters and is located at the corner of First Avenue and NE Stella Street in Duvall. It usually houses an engine, an aid unit, a rescue unit, a water tender, and a rescue boat. The building also has a large meeting room which has served as the Duvall City Council chambers since April 2004. The station was completed in June 2003.

Fire & Emergency Services – Future
The District does not anticipate the need for another facility for some time. However, as city population and demand for fire services continues to increase, expenses for services, equipment and facilities will need to be allocated to provide adequate fire safety for Duvall and the surrounding community.

Library– Existing

The City owns a 3,790 square foot, 2-story building which was built in 1934 and is located on the west side of Main Street between Stella and Cherry streets. This building serves both as the City's community center/meeting room and the Duvall Library Branch of the King County Library System (KCLS), who have been in their space since the 1930's. There is also a small parking lot on the west side of the building off Riverside Drive that is accessible to the community meeting room on the lower floor. The library is provided guidance by the Library Board, which is a 7-member board, 5 of whom are appointed by the Mayor. The Board provides leadership and direction for the Duvall Library, serves in an advisory capacity to the City Council and coordinates with and provides input to the KCLS Board of Trustees and local library officials. The library program in Duvall dates back to 1932, and as of the 2000 Census, served approximately 12,675 people.

Library – Future

Although the building was recently renovated, the facility will not meet the growing needs of the Duvall Library as the city's population increases. KCLS has plans to construct a new 8,000 square foot library building in Duvall. The KCLS capital structures levy was approved in Fall 2004. The District's ultimate goal is to build the new facility within the downtown area. However, KCLS may also consider another site elsewhere in the city.

Youth (Glen Kuntz W.R.E.C.K.) Center – Existing

The City owns the 3,000 square-foot Glen Kuntz W.R.E.C.K. Center building located on Stella Street between 1st and 2nd avenues. The building in the past has been used as a church, housed the police department, city hall, and served as city storage. In 2002, the first floor of the building was renovated and expanded to accommodate a youth center. Friends of Youth operated the Center until August 2004. In October 2004, the Center was taken over by the YMCA of Greater Seattle.

Youth (Glen Kuntz W.R.E.C.K.) Center – Future

The existing basement of the building will be developed as a 24 x 40 daylight basement for an additional office and storage space. In order to accommodate for accessibility, the existing grade will be excavated. The gravel parking lot will be developed as either parking and/or outdoor recreational space.

Creek and River Improvements

There are three creeks, Coe-Clemons, Cherry, and Thayer creeks, and the Snoqualmie River, in Duvall. The Snoqualmie River and Coe-Clemons and Thayer creeks have salmonid species present in them. The City has begun implementing the 2002 Stream Habitat Assessment Report through projects funded by the King Conservation District. Those funds come from the $5 per parcel assessment on properties in most areas of King County. $1 of the $5 for Duvall's parcels is available to the City without competition; funds collected from the all of the affected areas of King County are put into a pot and divided up by 7 to represent the 7 watersheds. Our watershed, the Snoqualmie Watershed, receives a seventh of those funds and awards funds through a competitive grant process. Duvall has completed three projects and received grant funding for a fourth. Projects completed to date include the Habitat Assessment Report, a Fish Habitat Restoration Plan, and the removal of two culverts on Coe-Clemons Creek and replacement with bridges. Other funds may be available from the state to implement the Snohomish Basin Habitat Conservation Plan and the City's Stream Habitat Assessment Report.

General Government Capital Improvement Plan

As required by the GMA, the City has prepared a capital improvement program that identifies projects needed to expand, maintain and upgrade general government facilities in the next six years. The current general government CIP is shown in Table CF - 6: General Government Capital Improvement Plan.

Table CF - 6:
General Government Capital Improvement Plan

PROJECT	2004	2005	2006	2007	2008	2009	TOTAL	LOCAL FUNDS[1]	OTHER FUNDS
Civic Plaza/Old Town Park				$100,000			$100,000	$100,000	
Public Works Yard						$100,000	$100,000	$100,000	
City Hall			$100,000		$100,000		$200,000	$200,000	
Stream Enhancement Projects		$90,000		$100,000		$100,000	$290,000	$10,000	$280,000
Eng. Building Expansion/Renovation					$300,000		$300,000	$300,000	
Youth Center			$35,000	$50,000			$85,000	$85,000	
W.R.E.C.K. Center		$25,000	$150,000				$175,000	$25,000	$150,000
TOTAL	**-**	**$115,000**	**$285,000**	**$250,000**	**400,000**	**$200,000**	**$1,250,000**	**$820,000**	**$430,000**

Source: City of Duvall public works Department

[1] Local funds are primarily from real estate excise tax funds (REETs) and the general fund.

Riverview School District Facilities

The Riverview School District serves the cities of Duvall and Carnation and surrounding rural areas. Cherry Valley Elementary, Eagle Rock Multi-Age Program and Cedarcrest High Schools are located within the city limits, while Tolt Middle School, Carnation Elementary, and Stillwater Elementary are located outside the city. This *2006 Riverview School District Capital Facilities Plan* summarizes classroom sizes and capacities, as well as a CIP that presents the financial plan for the next six years. The Plan shall be considered a part of this Capital Facilities Element and as such is adopted as part of the Duvall Comprehensive Plan upon adoption of this element.

School Classroom Sizes

The Riverview School District establishes its level of service by defining class size goals. Table CF – 7: Riverview School District Standard of Service, shows the average number of students per classroom. Student capacity is determined by classroom size goals as well as building area.

Table CF - 7:
Riverview School District Standard of Service

Classroom Size	Average Students Per Classroom
ELEMENTARY	
Regular	24
Regular, alternative, gifted	12
Learning support classrooms	0
MIDDLE SCHOOL	
Regular	24
Regular (portables)	24
Self-contained learning classrooms	12
Learning support classrooms	0
HIGH SCHOOL	
Regular	24
Regular (portables)	24
Self-contained learning classrooms	12
Learning support classrooms	0
Vocational education	24

Source: 2004 Riverview School District Capital Facilities Plan

School Capacities

School capacities for Riverview School District are shown in Table CF – 8: Riverview – Current School Capacities and Enrollment. All schools in the District have enrollments under their structure capacities.

Table CF - 8:
School Enrollment and Capacity Projections 2006-07 through 2011-12

Elementary (Pre K - 5)	**05-06 Actual**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**
Projected Enrollment	1,463	1,526	1,635	1,690	1,735	1,699	1,698
Capacity in Permanent Facilities	1,440	1,440	1,440	1,440	1,440	1,440	1,440
Capacity in New Perm. Facilities (New K-8)	0	0	0	0	0	0	200
Net Surplus or (Deficit) in Perm. Facilities	**-23**	**-86**	**-195**	**-250**	**-295**	**-259**	**-58**
Capacity in Relocatables	312	312	312	312	312	312	312
Number of Relocatables	15	15	15	15	15	15	15
Capacity with Relocatables	1,752	1,752	1,752	1,752	1,752	1,752	1,952
Net Surplus or (Deficit) in all Facilities	**289**	**226**	**117**	**62**	**17**	**53**	**254**

Middle School	**05-06 Actual**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**
Projected Enrollment	694	725	729	798	827	983	1,044
Capacity in Permanent Facilities	696	696	696	696	696	696	696
Capacity in New Perm. Facilities (New K-8)							520
Net Surplus or (Deficit) in Perm. Facilities	**2**	**-29**	**-33**	**-102**	**-131**	**-287**	**172**
Capacity in Relocatables	120	144	144	144	144	144	144
Number of Relocatables	5	6	6	6	6	6	6
Capacity with Relocatables	816	840	840	840	840	840	1,360
Net Surplus or (Deficit) in all Facilities	**122**	**115**	**111**	**42**	**13**	**-143**	**316**

High School	**05-06 Actual**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**
Projected Enrollment	882	926	972	986	1,053	1,045	1,115
Capacity in Permanent Facilities	948	948	948	948	980	980	980
Capacity in New Perm. Facilities (P.E.)				32			
Net Surplus or (Deficit) in Perm. Facilities	**66**	**22**	**-24**	**-6**	**-73**	**-65**	**-135**
Capacity in Relocatables	168	168	168	168	168	168	168
Number of Relocatables	7	7	7	7	7	7	7
Capacity with Relocatables	1,116	1,116	1,116	1,148	1,148	1,148	1,148
Net Surplus or (Deficit) in all Facilities	**234**	**190**	**144**	**162**	**95**	**103**	**33**

Surplus/Deficiency Capacity	**05-06 Actual**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**
Total Enrollment	3,039	3,177	3,336	3,474	3,615	3,727	3,857
Capacity in Permanent Facilities	3,084	3,084	3,084	3,084	3,116	3,116	3,116
Capacity in New Perm. Facilities				32			720
Capacity in Perm. Facil. and Relocatables	**3,684**	**3,708**	**3,708**	**3,740**	**3,740**	**3,740**	**4,460**
Surplus Capacity	645	531	372	266	125	13	603

Source: 2006 Riverview School District Capital Facilities Plan

Future Conditions
In order to accommodate growth, the District plans to add two portable classrooms at Tolt Middle School during 2006 and plans to build an additional Kindergarten on the site adjacent to Cedarcrest High School. The new grade school will provide additional permanent capacity for K-8 in 2011-2012. Technology upgrades to all facilities are planned out until 2012.

Riverview School District Capital Improvement Plan
The following tables show capital improvement projects planned for the District.

Table CF - 9:
Planned New Projects

Project	Location	Capacity Added	Source of Funds*	% of project from New Development	Growth related project? Yes or No
2005-2006					
Portables, Tolt Middle School	Carnation	24	Impact Fees	100%	Yes
2011-2012					
New kindergarten through 8th grade	Duvall	720	Impact fees and local bond issue proposal	100%	Yes

Source: 2006 Riverview School District Capital Facilities Plan

Table CF - 10:
Planned Projects to Existing Facilities

Project	Location	Capacity Added	Source of Funds*	% of project from New Development	Growth related project? Yes or No
2006-2007					
Technology Upgrades	All	-0-	Technology Levy	-0-	No
2007-2008					
Technology Upgrades	All	-0-	Technology Levy	-0-	No
2008-2009					
Technology Upgrades	All	-0-	Technology Levy	-0-	No
Classroom Addition – Physical Education	Cedarcrest High	32	Impact fees and bond issue proposal	-0-	Yes
2009-2010					
Technology Upgrades	All	-0-	Technology Levy	-0-	No
2010-2011					
Technology Upgrades	All	-0-	Technology Levy	-0-	No
2011-2012					
Technology Upgrades	All	-0-	Technology Levy	-0-	No

* Technology upgrades are based on using funds from the Technology Levy approved by voters in February 2006.

Source: 2006 Riverview School District Capital Facilities Plan

Budget and Financing Plan

Table CF – 11 is a summary of the budget that supports the elements of this Capital Facilities Plan. Each project budget represents the total project costs which include: acquisition, construction, taxes, planning, architectural and engineering services, permitting, environmental impact mitigation, construction testing and inspection, furnishings and equipment, escalation, and contingencies. In addition, it includes financing that is separated into three components: estimated state financial assistance, estimated impact fees, and projected local revenues (i.e., interest income and local levies).

Table CF - 11:
2006 Capital Facilities Plan Budget

PROJECT	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Total	Local Funds *	State Assistance	Impact Fees
Growth Related Projects											
Portables, Tolt MS	$150,000							$150,000			$150,000
Cedarcrest High Classroom Addition – Physical Education Facility				$3,283,000				$3,283,000	$2,547,000		$736,000
New kindergarten through 8th grade							$14,300,000	$14,300,000	$9,194,000	$644,000	$4,462,000
Other Projects											
Technology Acquisitions & Upgrades	$634,000	$689,000	$660,000	$660,000	$660,000	$356,400		$3,659,400	$3,659,400		
Totals:	$784,000	$689,000	$660,000	$3,943,000	$660,000	$356,400	$14,300,000	$21,392,400	$15,400,400	$644,000	$5,348,000

The Riverview School District currently does not have an impact fee. The 2006-2011 Capital Facilities Plan anticipates the impact fees shown in Table CF-12:

Table CF - 12:
Impact Fee Schedule - All Jurisdictions

Housing Type	Impact Fee per Unit
Single-family	$538
Multi-family	$124

Concurrent with or subsequent to approval of the 2006 Comprehensive Plan Amendments, staff will prepare an ordinance for the City Council establishing the school impact fee.

Reassessment Strategy

GMA requires that provision should be made to reassess plan elements periodically in light of the evolving capital facilities plan. This is to determine if probable funding for capital facilities is insufficient to meet existing needs. If a funding shortfall occurs, the Land Use Element must be reassessed. Changes can then be made to rectify the shortfall either by restricting land use development or by lowering the facility standard.

In the event that the City cannot fund the capital improvements needed to maintain required service levels (as identified in the Capital Facilities Plan), then the City shall take one or a combination of the three following actions:

1. Phasing of proposed developments that are consistent with the Land Use Element until such time that adequate resources can be identified to provide adequate capital facility improvements.
2. Reassessment of the City's financing strategy to find additional opportunities. These could include federal and regional grants, loans, and funding programs; partnerships with King County or other service providers; or partnerships with the private sector.
3. Reassessment of the City's adopted service standards to reflect service levels that can be maintained given known financial resources.

Goals and Policies

Goal CF – 1 **Ensure that public facility plans adequately address existing service deficiencies and future needs.**

Policies

CF – 1.1 Establish a policy that results in the timely review of all city capital facilities plans on a regular basis to ensure that the plans provide for appropriate levels of infrastructure development.

CF – 1.2 Ensure that the public funding for infrastructure development is accounted for in city budgets.

Goal CF – 2 **Ensure that adequate public facilities and services serving new developments are concurrent at the time of land use approval of such developments and that services for new developments will not negatively impact existing service levels.**

Policies

CF – 2.1 Establish strategies to address facility and service needs that are consistent with the land use and transportation elements, existing facility plans, and are financially feasible.

CF – 2.2 Phase development so that public facilities and services can be provided for both existing and future growth in a manner that does not outpace the City's ability to provide and maintain adequate levels of service.

CF – 2.3 The City shall extend services to properties within the Urban Growth Area upon annexation while maintaining levels of service for existing customers.

CF – 2.4 Management of capital facilities should emphasize the following concepts:

a. Provide preventive maintenance and cost effective replacement of aging elements;
b. Plan for extension and upgrades of capital systems while recognizing that system extension associated with new development should be the responsibility of those desiring service;
c. Inspect systems to ensure conformance with design standards and reduce the potential for service rate increases through effective fiscal management and fair and equitable rate structures.

Goal CF – 3 **Finance the City's needed capital facilities in an economic, efficient and equitable manner.**

Policies

CF – 3.1 Use Duvall's Six Year Capital Improvement Plans (CIP) to prioritize the financing of capital facilities within projected funding capacities and to clearly identify sources of public money for each project.

CF – 3.2 Equitably distribute the cost of capital facilities among the primary beneficiaries of the facility.

CF – 3.3 Future development shall bear facility improvement costs necessitated by the development to achieve and maintain adopted level of service standards and efficient service provision.

CF – 3.4 Pursue all available funding sources for proposed community facilities, downtown improvements, park and recreation facilities, trails/walkways, road improvements and utilities.

CF – 3.5 Adopt and collect impact fees in accordance with the GMA as part of the financing for public facilities. Such financing shall provide for a balance between impact fees and other sources of public funds and shall not rely solely on impact fees. Public facilities for which impact fees may be collected include: public streets and roads, publicly owned parks, open space and recreation facilities, school facilities, and fire protection services.

CF – 3.6 Seek public and private partnerships for new facilities where possible that share an equitable share of expenses.

Goal CF – 4 **Ensure the efficient and equitable siting of public facilities through coordinated planning within City departments, between City and non-city providers and with other jurisdictions.**

Policies

CF – 4.1 Siting of capital facilities shall be based upon criteria including, but not limited to:

a. Specific facility requirements, such as acreage, transportation access, etc.;
b. Land use compatibility;
c. Potential environmental or traffic impacts;
d. Consistency with the Comprehensive Plan.

CF – 4.2 Capital facilities shall not be located in areas designated as critical or environmentally sensitive unless no other alternative is available.

CF – 4.3 The City should not provide for the extension of public facilities and services outside the Urban Growth Area, excepted as noted in Policy 5.9 regarding water services.

Goal CF - 5 **Maintain and enhance the development and operation of an effective and efficient water system at fair market value that will meet the needs of Duvall's present and future population.**

Policies

CF – 5.1 Continue to work with Seattle Public Utilities and with East King County Regional Water Association in order to achieve goals and objectives of providing reliable levels of service for Duvall residents and those within the water service area.

CF – 5.2 Support and implement water conservation and reuse measures that reduce water use, such as:

a. Public education;
b. Billing rate structures which encourage conservation;
c. Reclamation of wastewater for irrigation use;
d. Encourage drought tolerant plantings and native vegetation for public and private development, and;
e. Impose water restrictions during droughts.

CF – 5.3 Maintain an updated comprehensive water system plan that is coordinated with the Land Use Element so that new development is located where sufficient water system capacity exists or can be efficiently and logically extended.

CF – 5.4 Ensure that water service necessary to support development will be adequate to serve the residents at the time new development is available for occupancy and use.

CF – 5.5 Establish a reserve fund and pursue outside funding services to finance needed improvements to the water system.

CF – 5.6 Coordinate with Duvall/King County Fire District 45 to ensure adequate fire flow in all areas of the city.

CF – 5.7 Ensure all new development within the service boundary is served by the municipal water system.

CF – 5.8 Monitor the City's water supply to ensure that future water supply needs and water quality requirements will be met.

CF – 5.9 Continue to provide water service to those properties that receive water from the City and which are located outside the City's Urban Growth Area.

Goal CF – 6 **Maintain and enhance the development and operation of an effective and efficient sewer treatment plant and collection system that will meet the needs of Duvall's present and future population.**

Policies

CF – 6.1 Require all properties that develop or redevelop within the city limits to connect to the City's sewer system.

CF – 6.2 Increase sewer treatment plant and collection line capacities to meet the needs of Duvall residents and land within the Urban Growth Area, as well as meet state and federal discharge standards. Service to the UGA shall not occur until such properties are annexed into Duvall.

CF – 6.3 Increase capacity to reflect increased usage trends influenced by the City's growth and economic development.

CF – 6.4 Maintain an updated comprehensive sewer system plan that is coordinated with the Land Use Element so that new development is located where sufficient sewer system capacity exists or can be efficiently and logically extended.

CF – 6.5 Ensure that existing deficiencies in the sewer system are upgraded.

CF – 6.6 Encourage all non-redeveloping properties that annex into the city to phase out their septic systems and connect to the City sewer system.

Goal CF – 7 **Maintain and enhance the development and operation of an effective and efficient stormwater treatment system that will meet the needs of Duvall's present and future population.**

Policies

CF – 7.1 Manage the quality of stormwater runoff to protect public health and safety, surface and groundwater quality and the natural drainage system.

CF – 7.2 Require design of storm drain lines or pathways to minimize potential erosion and sedimentation, discourage significant vegetation clearing, and preserve the natural drainage systems such as rivers, streams, lakes and wetlands.

CF – 7.3 Require development regulations that encourage the reduction of impervious surface and retention of natural vegetation.

CF – 7.4 Ensure that storm drainage facilities necessary to support construction activities and long-term development are adequate to serve the development at the time of construction and when the development is available for occupancy and use.

CF – 7.5 Require design of new development to allow for efficient and economical provision of storm drainage facilities and require new development to pay general facility charges.

CF – 7.6 New development should minimize increases in total runoff quantity, should not increase peak storm water runoff, and should prevent flooding and water quality degradation.

CF – 7.7 Review and update as necessary City stormwater and flood hazard regulations. Participate in regional water quality and flood hazard reduction efforts within all drainage basins that affect the city.

Goal CF – 8 **Ensure the transportation system program provides for future road projects throughout the city to allow growth-related improvements.**

Policies

CF – 8.1 The City should continue to improve roads throughout the city that are in disrepair or are in need of safety improvements.

CF – 8.2 Assess impact fees to help alleviate the City's burden of funding transportation projects.

CF – 8.3 Seek state and local grants to help fund all road improvements within the city.

Goal CF – 9 **Effectively develop, manage and maintain high quality parks and recreation facilities which meet the needs of Duvall's present and future population.**

Policies

CF – 9.1 Seek innovative methods of financing those projects listed on the six-year and twenty-year parks & recreation capital improvement plans.

CF – 9.2 Consider joint ventures with public and private agencies to assist in facility development, maintenance and operation, and to reduce costs.

CF – 9.3 Encourage park facilities that are of low maintenance and high capacity design that reduces overall facility maintenance.

CF – 9.4 Consider the cost of maintenance prior to funding construction of new facilities.

Goal CF – 10 **Provide cost effective municipal public facilities to all residents of Duvall in a manner that protects investment in existing facilities, maximizes use of existing facilities, expands facilities in a cost efficient manner, and promotes orderly urban growth.**

Policies

CF – 10.1 Ensure public safety services are adequately funded to provide the necessary level of services for present and future needs of the community.

CF – 10.2 Set aside funds for the City's share of improvements required by growth to achieve an efficient level of service for essential public services and facilities. Apply for grants whenever feasible to finance public facilities.

CF – 10.3 Support and encourage joint development and use of community facilities with other governmental or community organizations in areas of mutual concern and benefit.

CF – 10.4 To the maximum extent possible, consider opportunities to co-locate activities and otherwise optimize public facility utilization in order to delay the need for new facilities.

Goal CF – 11 **Work in cooperation with Riverview School District to help the District accomplish their capital improvement objectives and mitigate, where possible, the impacts of growth to ensure that adequate school facilities are provided for Duvall's growing population.**

Policies

CF – 11.1 Require impact fees to ensure that school facilities will be provided concurrently with future development within the city.

CF – 11.2 Annually review and adopt the District's six-year capital facilities plan.

Goal CF – 12 **Ensure that the Capital Facilities and Land Use Elements are reassessed for consistency on a regular basis and propose changes for any insufficient levels of funding.**

Policies

CF – 12.1 In the event anticipated funding levels fall short of planned essential capital facilities needed to serve projected population, reassess the Land Use Element and propose modifications as necessary to ensure that the Land Use Element remains consistent with the capital facilities financing plan.

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IX. Essential Public Facilities Element

Introduction

Purpose and Intent

The vision for Duvall is to be a small town that retains a sense of the rural lifestyle. Although Duvall's desire is to retain its small town atmosphere, state law requires that the City allow for the siting of essential public facilities.

State Requirements and Definitions

The Growth Management Act (GMA) requires that counties and cities planning under RCW36.70A.040 include a process for the identification and siting of "essential public facilities" (EPF). Essential public facilities can be government owned and operated facilities or privately owned facilities that are regulated by public entities. RCW 36.70A.200 states that essential public facilities are "those facilities that are typically difficult to site, such as airports, state education facilities and state or regional transportation facilities as defined in RCW 47.06.140, state and local correctional facilities, solid waste handling facilities, and in-patient facilities including substance facilities, mental health facilities, group homes, and secure community transition facilities as defined in RCW 71.09.020". This definition is not considered all-inclusive, but provides examples of facilities that are difficult to site. Expansion of facilities that are considered EPFs or that support EPFs are to be handled in the same manner as an EPF. The requirement to adopt a process for siting of essential public facilities is due to the difficulties that are associated with finding suitable locations for these types of facilities, typically due to perceived or real environmental, social or economic costs. Facility size, location, and adverse impacts such as noise, odor, pollution, traffic impacts, aesthetics, and health and safety concerns are examples of some of the characteristics that make EPFs difficult to site. Experience shows that there is often public opposition when jurisdictions or service providers consider new locations for essential public facilities. However, RCW 36.70A.200(5) states, "No local comprehensive plan or development regulation may preclude the siting of essential public facilities".

Recent legislation requires cities and counties to establish a process for siting "secure community transition facilities" (SCTF). The local permit and review process for EPFs shall be extended to SCTF.

Inventory of Essential Public Facilities

The city of Duvall has no identified EPFs. State Route 203 is not a highway of statewide significance and is not considered an EPF.

Goals and Policies

Goal EPF – 1 **Develop and implement a process for siting essential public facilities.**

Policies

EPF – 1.1 Following is the process for siting essential public facilities:

a. An agency or organization requests in writing that a proposed facility be reviewed through Duvall's essential public facilities siting process. This request should be in the form of a letter to the Planning Director, addressing the criteria in EPF-1.1.2.

b. The Planning Director shall review this request and grant it if the following criteria are met:

(1) The facility meets the definition of essential public facility defined in the state requirements and definitions section of this element;

(2) The facility is a type difficult to site because of one of the following:

(a) the facility needs a type of site of which there are few sites,

(b) the facility can locate only near another public facility,

(c) the facility has or is generally perceived by the public to have significant adverse impacts that make it difficult to site, or

(d) the facility is of a type that has been difficult to site in the past;

(3) It is likely this facility will be difficult to site, and;

(4) There is need for the facility and Duvall is in the facility service area.

c. The Planning Director shall determine if the facility serves a regional, countywide, statewide or national need. If it does, the Director may condition the review with a requirement that the review process consider sites in parts of the service area outside Duvall. If the facility serves a regional, countywide, statewide or national need, a multi-jurisdictional planning process should be used.

d. The facility shall be reviewed in the same manner as a conditional use permit or a rezone, if one or more potential sites would require a rezone, as modified by this policy. Where more than one local government is involved in the review process, Duvall staff shall participate in the review process and use the data, analysis and environmental documents prepared in that process in the City's review, if Duvall determines those documents are adequate. If the facility would require a variance or other development permit, those approvals also shall be decided through the conditional use permit or rezone process. The City Council shall be the decision maker for all land use actions related to essential public facilities.

e. The Planning Director shall require that the facility siting process include a public involvement component that meets the following standards:

1. At least one public hearing before the City Council shall be held with notice given in the same manner as a privately initiated, quasi-judicial application.

2. An additional public involvement process that gives those who live near the proposed site or sites and those who will use the facility, where appropriate, the opportunity to affect the design and location of the facility. This process may be regional or local.

3. The potential impact of the proposed facility should be taken into account in deciding the nature of the public involvement process. The public involvement process shall involve those within the zone of likely and foreseeable impacts.

4. The public involvement process shall address the criteria in EPF-1.1.7, including the need for the facility.

f. An analysis of the facility's impact on City finances shall be undertaken. If the study shows that locating a facility in a community would result in a disproportionate financial burden on the community, an agreement should be executed to mitigate the adverse financial impact or the approval shall be denied.

g. The following criteria shall be used to decide the application:

(1) Whether there is a public need for the facility.

(2) The impact of the facility on the surrounding uses and environment, the City and the region.

(3) Whether the design of the facility or the operation of the facility can be conditioned, or the impacts otherwise mitigated, to make the facility compatible with the affected area and the environment.

(4) Whether city or county services, businesses, and public transportation are sufficient to accommodate the proposed use.

(5) Whether a package of incentives can be developed that would make siting the facility within the community more acceptable.

(6) Whether the factors that make the facility difficult to site can be modified to increase the range of available sites or to minimize impacts on affected areas and the environment.

(7) Whether the proposed essential public facility is consistent with the Duvall Comprehensive Plan.

(8) If a variance is requested, the proposal shall also comply with the variance criteria.

(9) Essential public facilities shall comply with any applicable state siting and permitting requirements.

EPF – 1.2 Siting of EPFs shall be consistent with the King County Countywide Planning Polices.

EPF – 1.3 Essential public facilities should be equitably located throughout the City, County and state. No jurisdiction should receive a disproportionate share of EPFs.

EPF – 1.4 The City shall participate in a cooperative inter-jurisdictional approach to the siting of essential public facilities in accordance with the King County Countywide Planning Policies.

Goal EPF – 2 **Establish and update as necessary the definition of "essential public facilities".**

Policies

EPF – 2.1 A facility should be classified as an essential public facility if it has one or more of the following characteristics:

a. The facility meets the Growth Management Act definition of an essential public facility;

b. The facility is on a state, county, or city list of essential public facilities;

c. The facility services a significant portion of the county or region or is part of a countywide service system;

d. The facility is the sole existing facility in the county for providing that essential public service; or

e. Similar facilities as determined by the planning director.

References

City of Redmond (1995). City of Redmond Comprehensive Plan. Redmond, WA.

City of Sammamish (September 2003). City of Sammamish Comprehensive Plan. Sammamish, WA.

Appendices

Appendix A - City of Duvall Cultural Resources Survey and Inventory

Appendix B – Residential Capacity Analysis Report

Appendix C – Impact Fee Calculation Details

Appendix D – WSDOT Required State Facility Inventory

Appendix E – Economic Development Strategic Action Plan (EDSAP)

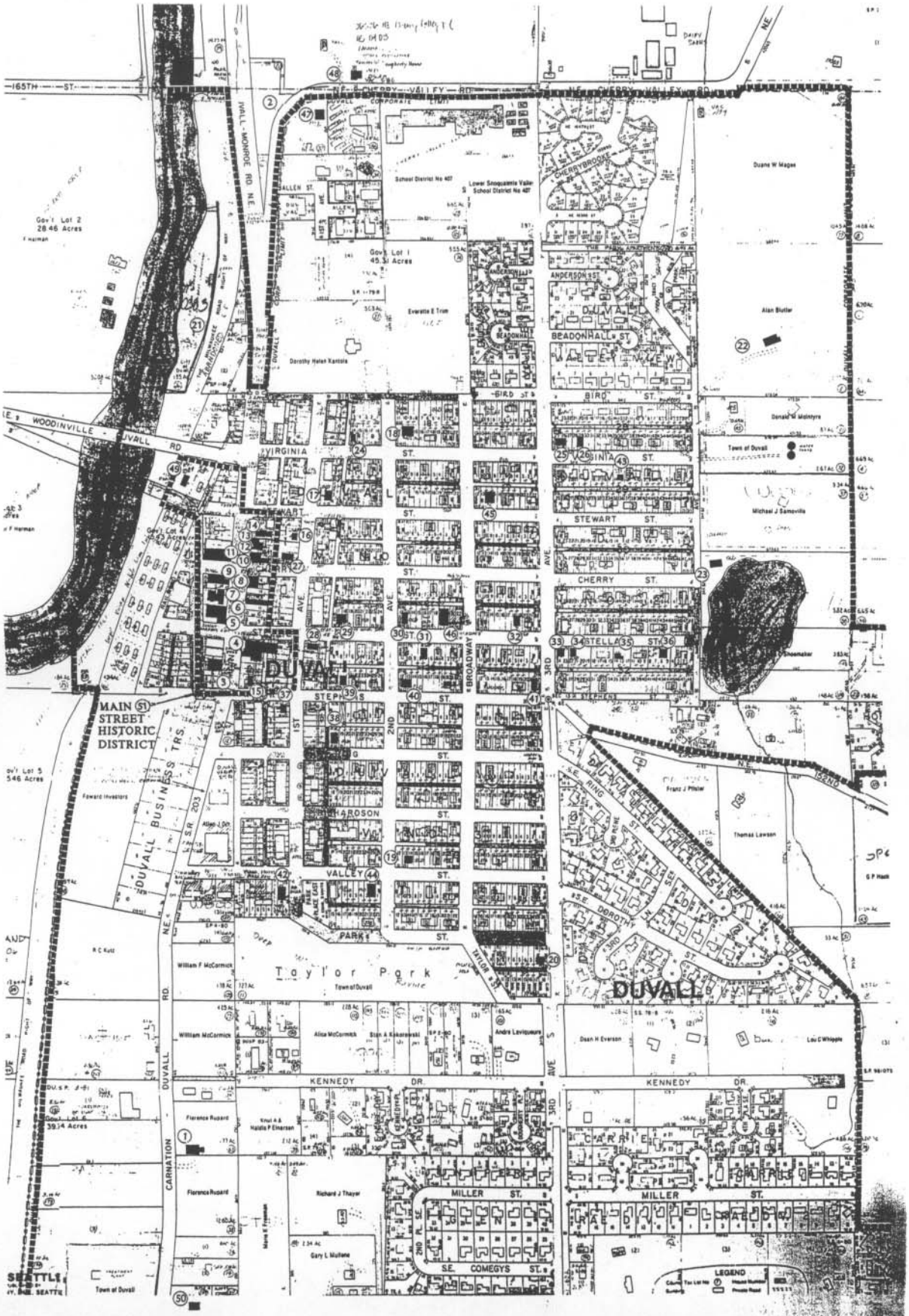
Appendix A

City of Duvall Cultural Resources Survey and Inventory

CITY OF DUVALL CULTURAL RESOURCES SURVEY AND INVENTORY

Sort by Map Number...

MAP #	FIELD #	ADDRESS	PARCEL NUMBER	RESOURCE TYPE
1	1380	14810 Main Street NE	132606-9063	Residence
2	0402	Cherry Valley Rd on N Duvall town limits	122606-9022	Cemetery
3	0382	15515 Main Street NE	213070-0145	Commercial
4	0405	15520 Main Street NE	213070-0685	Religious
5	0408	15615 Main Street NE	213070-0195	Commercial
6	0401	15614 Main Street NE	213070-0640	Commercial
7	0840	15629 Main Street NE	213070-0175	Public
8	0400	15630 Main Street NE	213070-0655	Commercial
9	1381	15635 Main Street NE	213070-0170	Commercial
10	0384	15702 Main Street NE	213070-0545	Commercial
11	1382	15705 Main Street NE	213070-0240	Commercial
12	1383	15720 Main Street	213070-0555	Commercial
13	1384	15726 Main Street NE	213070-0555	Commercial
14	1385	15728 Main Street NE	213070-0565	Residence
15	0406	26402 NE Stephens Streets	213070-0685	Residence
16	1386	15727 First Avenue NE	213070-0495	Residence
17	1387	15802 First Avenue NE	213070-1135	Residence
18	1388	15910 Second Avenue NE	213070-1330	Residence
19	1389	15210 Second Avenue NE	213170-1075	Residence
20	1390	15025 Third Avenue NE	213170-1240	Residence
21	0383	Approx.1/4 Mi. N of Inters.Virginia and Main	132606-9031	Industrial
22	1391	16010 Fourth Avenue NE	132606-9002	Residence
23	1392	15702 Fourth Avenue NE	132606-9066	Residence
24	1393	26520 NE Virginia Street	213070-1275	Residence
25	1394	26802 NE Virginia Street	213120-0125	Residence
26	1395	26808 NE Virginia Street	213120-0135	Residence
27	0385	26424 NE Cherry Street	213070-0506	Residence
28	1397	26431 NE Stella Street	213070-0790	Residence
29	1398	26512 NE Stella Street	213070-0960	Religious/Instit.
30	1399	26604 NE Stella Street	213070-1685	Residence
31	1400	26609 NE Stella Street	213070-1770	Residence
32	1401	26718 NE Stella Street	213070-2045	Residence
33	1402	26801 NE Stella Street	213120-1075	Residence
34	1403	26813 NE Stella Street	213120-1060	Residence
35	1404	26905 NE Stella Street	213120-1005	Residence
36	0733	26923 NE Stella Street	213120-0965	Residence
37	1405	26405 NE Stephens Street	213170-0005	Residence
38	1406	26509 NE Stephens Street	213170-0755	Residence
39	1407	26512 NE Stephens Street	213170-0830	Residence
40	1408	26604 NE Stephens Street	213170-1795	Residence
41	1409	26730 NE Stephens Street	213170-1955	Residence
42	1410	26425 NE Valley Street	213170-0245	Residence
43	1396	26911 NE Virginia Street	213120-0305	Residence
44	1411	26533 NE Valley Street	213170-0295	Residence
45	1412	26712 NE Stewart Street	213070-2240	Residence
46	0386	26632 NE Stella Street	213070-1720	Religious
47	1413	26519 NE Cherry Valley Road	132606-9032	Residence
48	0403	26526 NE Cherry Valley Road	122606-9021	Residence
49	0387	15500 Railroad Avenue NE	132606-9029	Depot
50	1415	14244 Main Street NE	732580-0010	Residence
51	1379	Main Street Historic District	Multiple Nos.	Commercial



City of Duvall Cultural Resources Survey and Inventory - Area Map

0' 400' 800' 1200' 1600' 2000' 2400' 2800'

Appendix B

Residential Capacity Analysis Report

CITY OF DUVALL

To: Duvall Planning Commission

From: Todd Hall, Assistant Planner

Cc: Doreen Booth, City Hall Administrator/Planning Director; Duvall City Council

Date: June 3, 2004

Re: Housing & TAZ Capacity Analysis Study

The Housing & TAZ Capacity Analysis Study consists of several reports (Excel spreadsheets) that forecast the potential number of housing units which will be built on vacant and redevelopable properties within the City limits and surrounding UGA (with the exception of the East UGA or "reserve area", which was not considered in this study). The Study also looks at residential housing capacities and the effect land use changes will have on the city's future transportation network based on Transportation Analysis Zones (TAZs). Finally, Floor Area Ratios (FARs) were computed for mixed-use, commercial and employment zones to forecast how commercially zoned land use changes will effect transportation.

All of the information compiled for this study will be used for various purposes. First, housing capacity information will be used to assist the Planning Department to project the number of potential housing units and future population for the next 20 years. Second, the TAZ housing capacity information will be used in analysis by Larry Toedtli, a transportation consultant from The Transpo Group who is assisting with the Transportation Element. Larry will evaluate existing and forecasted levels of service (LOS) standards along key roadway segments within the city based on land use changes and trip generation. Third, the FAR information will assist Larry to determine how potential commercial properties will have an affect on LOS standards based on land use changes and trip generation. From the determined LOS standards, this study will assist the City to update the impact fee program to reflect the changes in road projects and cost estimates for projects.

All of the information in this study was compiled using ArcView 3.3, the Planning department's geographic information systems (GIS) software. Attached to this memorandum are the spreadsheets and maps associated with the study. The remainder of this document will describe in detail the methodology and assumptions for each of the spreadsheets.

Vacant & Redevelopable Lands as of 5/04

This spreadsheet compiles gross acres for all of the vacant and redevelopable land within the city limits and the following UGA areas:

North UGA – 13 parcels located along 275th Avenue NE north of Bruett Road
Northeast UGA – 2 parcels located north of the Legacy Ridge development and Cedarcrest H.S.
South UGA Multi-Family – 9 parcels located along NE 143rd Place between the city limits.
South UGA Commercial – 13 parcels located north of Big Rock Road between the city limits

The spreadsheet also compiles all currents plats in the pipeline, as of May 2004, and plats not accounted for in the 2000 Census. NOTE: These plats were accounted for in all the spreadsheets.

Assumptions & Methodology –

1. In this exercise, the tabulation for both vacant and redevelopable parcels are for GROSS ACRES, and did not assume a deduction for critical areas, ROWs and public purposes. Additionally, these calculations did not count for City owned properties, such as tracts and detention ponds.

2. Redevelopable parcels were assumed at two times the minimum lot size allowed.
For example, in an R4 zone, the calculation is as follows:

43,560 square feet (size of 1 acre)/4 (units per acre) = 10,890 sq. ft. x 2 (min. lot size) = 21,780 sq. ft.

21, 780 sq. ft./43,560 = **.50 acres**.

Therefore, any parcel equal or greater than .50 acre would be considered redevelopable, allowing one additional housing unit on the lot.

After a redevelopable threshold number was determined for each of the zoning districts, the query function tool in ArcView was used to select all appropriate parcels. For example:
To query Vacant properties – [City zoning] = R3 and [Land Use] = vac and [Taxpayer] <> City of Duvall
To query Redevelopable properties – [City zoning] = R3 and [Land Use] <> vac and [Acres] >=.50 and [Land Use] <> Tract and [Land Use] <> Open and [Taxpayer] <> City of Duvall

Capacity Analysis R3 to R12

This spreadsheet compiles gross acres, net acres, net units, net less existing units, and total population numbers for all vacant and redevelopable R3 to R12 land within the city limits and the following UGA areas:

R12 South UGA Multi-Family – 9 parcels located along NE 143rd Place between the city limits.
North UGA – 13 parcels located along 275th Avenue NE north of Bruett Road
Northeast UGA – 2 parcels located north of the Legacy Ridge development and Cedarcrest H.S.

Assumptions & Methodology –

1. In this exercise, it was assumed that both vacant and redevelopable parcels are 80% buildable due to critical areas, ROWs and public purposes. (unless other assumptions noted otherwise below)

2. For R3 to R4, R4.5, R6, R6 to R8 and MR12, it was assumed 50% of gross acres would redevelop.

3. For redevelopable R8 land, it was assumed that 25% of one of the counted parcels would be 25% developable due to critical areas and wetlands. (see map for specific location).

4. For vacant R3 land being redesignated to R4, it was assumed that one of the counted parcels would be 50% developable due to critical areas and wetlands. (see map for specific location).

5. Redevelopable parcels were assumed at two times the minimum lot size allowed. For example, in an R4 zone, the calculation is as follows:

43,560 square feet (size of 1 acre)/4 (units per acre) = 10,890 sq. ft. x 2 (min. lot size) = 21,780 sq. ft.

21, 780 sq. ft./43,560 = **.50 acres**.

Therefore, any parcel equal or greater than .50 acre would be considered redevelopable, allowing one additional housing unit on the lot.

After a redevelopable threshold number was determined for each of the zoning districts, the query function tool in ArcView was used to select all appropriate parcels. For example:
To query Vacant properties – [City zoning] = R3 and [Land Use] = vac and [Taxpayer] <> City of Duvall
To query Redevelopable properties – [City zoning] = R3 and [Land Use] <> vac and [Acres] >=.50 and [Land Use] <> Tract and [Land Use] <> Open and [Taxpayer] <> City of Duvall

6. All vacant R3 parcels are assumed to be designated at R4 (4 units per acre).

7. Redevelopable R3 land not in a subdivision are assumed to be designated as R4 (4 units per acre).

8. R3 parcels in a subdivision are assumed to remain in R3.

9. For North, Northeast and South UGA areas, it is assumed that no existing units will remain.

10. For R12 South Multi-Family UGA, GrossAcres = 23.06 acres

11. For Northeast UGA, assumed 76 total net units could be built based on anecdotal information from real estate broker.

12. For North UGA, assumed 2 northern parcels net acres 60% buildable due to steep slopes. The remaining parcels at 80% buildable.

Net Acres was determined by multiplying the total gross acres by .80 (80% buildable).
3.32 (gross acres) x .80 (80%) = 2.66 net acres

Net Units was determined by multiplying the total net acres by appropriate units/acre.
19.08 (net acres) x 4 (units/acre) = 76 net units

Once net units were computed, then the number of existing units (if any) on each of the redevelopable parcels was subtracted from the Net Units column.

Finally, to compute the total population for each of the vacant and redevelopable R3 to R12 land, the net single-family units were multiplied by 2.91 units per household and net multi-family units were multiplied by 2.58. These numbers were based on the household sizes of Duvall from the 2000 U.S. Census data. Single-family and multi-family population is then added. This final number is the projected population from all vacant and redevelopable land within the city limits and UGA for R3 to R12 zoning designations.

TAZ Residential Capacity Analysis

This spreadsheet is similar to the housing capacity analysis spreadsheets, but went a step further by separating total buildable acreage into Transportation Analysis Zones (TAZs). Eight new TAZs (A – H) were created by combining the 54 previous land use cells from the 1992 Comprehensive Plan Land Use Element on page 86. These TAZs were combined to minimize confusion and make the analysis easier to understand with fewer zones. (See New TAZ map)

The spreadsheet compiles existing total acres, existing multi-family and single-family units, as well as both future (year 2022) multi-family and single-family acres and units for each of the eight TAZs (A-H). The results yield the estimated total units and population for the 20-year planning period (2022). As stated previously, these numbers will be used to assist the transportation consultant working with the City to determine levels of service (LOS) standards, the impact fee program and to determine road projects.

Assumptions & Methodology –

1. Existing Multi-Family
   TAZ A Existing MF = Includes 54 units Stoneridge Phase I & II
   TAZ E Existing MF = Includes 88 units Copper Hill Square

2. Existing Single-Family
   TAZ A Existing SF (ExstSF)= Includes 30 Cherry Hill Vista & 31 Arbutus Ridge
   TAZ B " " = Includes 12 Brightmoor, 32 Stonecrofte & 3 Green Hill
   TAZ C " " = Includes 16 Chapman Phase II & 11 Lapic
   TAZ E " " = Includes 26 Arborwood & 8 Cottonwood (Subert)
   TAZ H " " = Includes 28 Evans Long Plat

3. Future Multi-Family
   Future Multi-Family Acreage (FutMFAcr) = Net Acreage (Gross Acreage x .80)
   TAZ A Future Multi-Family Units (FutMF) = MR12 Redevelopable
   TAZ E Future Multi-Family Units (FutMF) = Include MXD12 vacant and redevelopable
   TAZ G Future Multi-Family Acreage (FutMFAcr) = R12 South Multi-Family UGA = 23.06 acres & Duvall Village acreage & MXD12 redevelopable acreage

TAZ G Future Multi-Family Units (FutureMF) = Includes 176 Duvall Village units & MXD12 redevelopable & portion of South UGA at R12 density.

4. Future Single-Family
   Future Single-Family Acreage (FutSFAcr) = Net Acreage (Gross Acreage x .80)
   TAZ A Future Single Family Units (FutSF) = R6 vacant and 50% redevelopable
   TAZ B " " = Includes R4 and R6 vacant and 50% redevelopable & portion of North UGA at R4 density (north parcel assumed at 60% buildable due to steep slopes)
   TAZ C " " = Includes R4 and R8 vacant and 50% redevelopable & portion of North UGA at R4 density (north parcel assumed at 60% buildable due to steep slopes)
   TAZ D " " = Includes R4 and R8 vacant and redevelopable & Northeast UGA (only 76 total units, based on anecdotal information from real estate broker)
   TAZ E " " = Includes R4 and R4.5 50% redevelopable
   TAZ F " " = Includes R4 vacant & R8 vacant and redevelopable
   TAZ G " " = Includes R4.5 vacant and 50% redevelopable
   TAZ H " " = Includes R4 redevelopable

5. Redevelopable parcels were assumed at two times the minimum lot size allowed.
   For example, in an R4 zone, the calculation is as follows:

   43,560 square feet (size of 1 acre)/4 (units per acre) = 10,890 sq. ft. x 2 (min. lot size) = 21,780 sq. ft.

   21, 780 sq. ft./43,560 = **.50 acres**.

   Therefore, any parcel equal or greater than .50 acre would be considered redevelopable, allowing one additional housing unit on the lot.

   After a redevelopable threshold number was determined for each of the zoning districts, the query function tool in ArcView was used to select all appropriate parcels. For example:
   To query Vacant properties – [City zoning] = R3 and [Land Use] = vac and [Taxpayer] <> City of Duvall
   To query Redevelopable properties – [City zoning] = R3 and [Land Use] <> vac and [Acres] >=.50 and [Land Use] <> Tract and [Land Use] <> Open and [Taxpayer] <> City of Duvall

TAZ Difference '92 – '04

This spreadsheet compares the differences between the total unit projections in Table 4 from the 1992 Residential Holding Capacities data, which is on page 36 of the 1994 Comprehensive Plan, to new projections for the 2004 Comprehensive Plan Update. The 1992 table was separated into 54 units. As stated in the previous section, these 54 units were condensed into 8 TAZs for clarification. Information compiled from the TAZ Residential Capacity Analysis was used for this spreadsheet to define total number of units and population for each TAZ.

Assumptions and Methodology --

Total Population for 2022 = Single family units x 2.91 persons, Multi-family units x 2.58 persons (based on 2000 U.S. Census statistics)

The cell data from the 1992 table was transferred into each new TAZ, thus yielding existing and future single-family and multi-family unit totals. From these totals, a Total Unit 2012 column and a Total Population 2012 column were created. Total Population was determined by multiplying total single-family units by 2.91 persons and multi-family units by 2.58 persons.

The data from the TAZ Residential Capacity Analysis was transferred into two columns that combined the existing and future single-family and multi-family unit totals. From these totals, a Total Unit 2022 and Total Population 2022 column were created. Total Population was determined by multiplying total single-family units by 2.91 persons and multi-family units by 2.58 persons.

Based on the total units and population from both the 1994 Plan and 2004 Update, a difference was determined between the two plans.

FAR's (Floor Area Ratios)

This spreadsheet compiles total land area for all vacant and potentially redevelopable commercial, employment and mixed-use zoned land within the existing City limits and southern half of the South UGA. (see maps for details)

Floor Area Ratios (FARs) is defined as a ratio of the gross floor area of a building to the total area of the site. FAR is determined by multiplying the net acreage of a zone by the assumed development ratio for that particular use. Once the FAR is determined, the FAR is multiplied by one acre (43,560) to determine the total potential square footage within a particular zoning district. The FARs and total square footage are then used to assist the City and transportation consultant to determine what traffic impacts will occur if a particular development within a zoning district is built. Once this is known, the City will be able to consider what impact fees are necessary, as well as what potential road projects should be prioritized.

Assumptions and Methodology –

Vacant Assumptions
Mixed Use FARs = Net Acreage x .75 ratio
Commercial FARs = Net Acreage x .30 ratio
Employment FARs = Net Acreage x .35 ratio

MXD16 and MU16 are assumed to develop at 100%
MXD12, Co and Eo are assumed to develop at 80%

Redevelopable Assumptions
Mixed Use FARs = Net Acreage x .75 ratio
Commercial FARs = Net Acreage x .30 ratio
Employment FARs = Net Acreage x .35 ratio

TAZ E MXD12 assumed 1.04 acres will not redevelop
50% of MU16 assumed to develop at 100%
MXD16, Co, and Eo assumed to develop at 80%

Existing Assumptions
Mixed Use FARs = Net Acreage x .75 ratio
Commercial FARs = Net Acreage x .30 ratio
Employment FARs = Net Acreage x .35 ratio

FAR calculations were made for each TAZ, adding the gross acreage for both existing and future potentially developable land and then converting gross acres to net acres. FARs were calculated by the assumptions stated above. Square footage was calculated by multiplying the FAR by one acre. Finally, the future square footage was subtracted from the existing square footage to come up with a difference, or delta.

TAZ Zoning Acreage

This spreadsheet compiles total gross acreage for all residential zones within each of the TAZs (A – H).

Assumptions –

North UGA (TAZ B) and Northeast UGA (TAZ D) assumed at R4.

9 parcels of South Multi-Family UGA (TAZ G) assumed at R12.

This calculation includes all acreage within each TAZ, and does not deduct for tracts or public purposes.

Existing Multi-Family Units

This spreadsheet compiles the total multi-family units within each TAZ as of May 2004. The information on this spreadsheet was used as a supporting document for the other analysis spreadsheets.

VACANT & REDEVELOPABLE LANDS AS OF 5/04

(gross acres shown below)

SOUTH UGA COMMERCIAL	SOUTH UGA MULTI-FAMILY	NORTH UGA	NORTHEAST UGA	TOTAL
77.47	23.06	81.61	38.18	220.32

VACANT R3	VACANT R4.5	VACANT R6	VACANT R6 to R8	VACANT R8	
27.41	3.32	3.62	1.79	4.61	VACANT TOTAL
VACANT MXD12	VACANT MR12	VACANT MXD16	VACANT MU16		
2.46	NONE	1.72	1.94		42.26

REDEV R3	REDEV R4.5	REDEV R6	REDEV R6 to R8	REDEV R8	
31.13	35.72	3.44	2.45	11.79	REDEV TOTAL
REDEV MXD12	REDEV MR12	REDEV MXD16	REDEV MU16		
16.26	5.23	6.16	6.95		107.34

Methodology and Assumptions: In this exercise, the tabulation for both vacant and redevelopable parcels did not assume a deduction for critical areas, ROWs and public purposes. Additionally, these calculations did not count for City owned properties, such as tracts and detention ponds.

Thresholds for redevelopable parcel sizes were set at greater than two times the minimum allowed.
For example, in an R3 zone, the calculation is as follows:
43,560 sf/3 = 14,520sf x 2 = 29,040sf/43,560sf = .66 acres
Therefore, any lots over .66 acres in R3 zone would be considered redevelopable.

CURRENT PLATS - In pipeline		
	Homes	**Residents (homes x 2.91SF, 2.58MF)**
Evans LP	28 SF	81
Green Hill Phase II	3 SF	9
Arborwood	26 SF	76
Brightmoor	13 SF	38
Stonecrofte	32 SF	93
Chapman Phase II	16 SF	47
Lapic	11 SF	32
Subert	8 SF	23
Stoneridge Phase I & II	32 MF, 22 SF	147
Cherry Hill Vista	30 SF	87
Duvall Village	176 MF	512
TOTAL	189SF,198MF	1145

PLATS NOT ACCOUNTED FOR IN 2000 CENSUS		
Evans SP	4 SF	12
Harder SP	3 SF	9
Miller's Homestead	73 SF	212
Chapman Phase I	34 SF	99
Taylor Hts.	27 SF	79
Orchard	13 SF	38
TOTAL	154SF	449

GRAND TOTAL	1594

CAPACITY ANALYSIS R3 TO R12

	GrossAcres	GrossAc50%	NetAcres	NetUnits	Net Less Exst	TotalSFPop	TotalMFPop	TotalPop
VACANT R3 to R4	27.41		19.08	76	76	221		221
VACANT R4.5	3.32		2.66	12	12	35		35
VACANT R6	1.83		1.46	9	9	26		26
VACANT R6 to R8 (2nd Ave)	1.79		1.43	11	11	32		32
VACANT R8	4.61		3.68	29	29	84		84
VACANT R12	none							0
REDEV R3 (144thPL)	15.22		12.18	37	16	47		47
REDEV R3 to R4	31.13	15.57	12.45	50	42	122		122
REDEV R4.5	35.72	17.86	14.29	64	50	145		145
REDEV R6	3.44	1.72	1.38	8	5	14		14
REDEV R6 to R8 (2nd Ave)	2.45	1.23	0.98	8	5	15		15
REDEV R8	11.79		8.21	65	61	177		177
REDEV R12	none							0
R12 SOUTH MULTI-FAMILY UGA	23.06		18.45	221	221		570	570
R4 NORTH UGA	81.61		61.11	244	244	710		710
R4 NORTHEAST UGA	38.18			76	76	221		221
TOTAL	281.56		157.36	910	857	1849	655	2419

ASSUMPTIONS

1. In this exercise, assumed both vacant and redevelopable parcels 80% buildable due to critical areas, ROWs and public purposes.

2. For R3 to R4, R4.5, R6, R6 to R8 and MR12, assumed 50% of gross acres will redevelop.

3. For redevelopable R8 land, it was assumed that one of the counted parcels would be 25% developable due to critical areas and wetlands. (see map for specific location).

4. For vacant R3 to R4, it was assumed that one of the counted parcels would be 50% developable due to critical areas and wetlands. (see map for specific location).

5. Thresholds for redevelopable parcel sizes were set at greater than two times the minium lot size allowed.
   For example, in an R4 zone, the calculation is as follows:
   43,560 sf/4 = 10,890sf x 2 = 21,780sf / 43,560 = .50 acres
   A lot over .50 acre in a R4 zone would be considered redevelopable, allowing 1 additonal housing unit on the lot.

6. All vacant R3 parcels will be assumed R4 (4 units per acre).

September 29, 2004
F:\Planning\Comprehensive Plan_2004 Comp Plan Update\Appendicies\Residential Capacity Analysis 9-29-04

7. Redevelopable R3 land not in a subdivision are assumed to be increased to R4 (4 units per acre).

8. R3 parcels in a subdivision are assumed to remain in R3.

9. For North, Northeast, and South UGA areas, assume no existing units remain.

10. For R12 South Multi-Family UGA, GrossAcres = 23.06

11. For Northeast UGA, assumed 76 total net units could be built based on anecdotal information from real estate broker.

12. For North UGA, 2 northern parcels net acres 60% buildable, the remaining parcels at 80% buildable.

METHODOLOGY

The following is the methodology for calculating the result for each column:
GrossAcres = Total number of gross acres
GrossAc50% = GrossAcres x .50 (assume 50% will redevelop)
NetAcres = GrossAcres (or GrossAc50%)x .80 (80% buildable after subtracting 20% for CAs, ROWs and public purpose property)
NetUnits = NetAcres x units/acre
NetLessExst = NetUnits - number of existing units on each parcel
TotalSFPop = NetLessExst x 2.91
TotalMFPop = NetLessExst x 2.58
TotalPop = TotalSFPop + TotalMFPop

TAZ DIFFERENCE '92 - '04

	2004 Plan				1994 Plan					
TAZ	Exst&Fut SFUnits	Exst&Fut MFUnits	Total Units 2022	Total Pop 2022	Exst&Fut SFUnits	Exst&Fut MFUnits	Total Units 2012	Total Pop 2012	Units Diff '92 - '04	Pop Diff '92 - '04
A	188	154	342	944	91	161	252	623	90	321
B	478	12	490	1422	278	0	278	788	212	634
C	241	0	241	701	168	0	168	512	73	189
D	341	0	341	992	318	0	318	1004	23	(12)
E	513	176	689	1947	545	13	558	1459	131	488
F	443	151	594	1678	429	125	554	1580	40	98
G	108	507	615	1622	433	0	433	1331	182	291
H	330	0	330	960	301	0	301	959	29	1
TOTAL	2642	1000	3642	10266	2563	299	2862	8256	780	2010

Total Pop 2022 = SF units x 2.91, MF units x 2.58

TOTAL POPULATION

	Units	Population
Existing Multi-Family Units	398	1027
Existing Single-Family Units	1963	5712
Future Multi-Family Units	602	1553
Future Single-Family Units	679	1976
TOTAL	**3642**	**10268**

Population = 2.58/MF, 2.91/SF

The totals above includes the following:

CURRENT PLATS - In pipeline			
	Homes	**Residents**	**(homes x 2.91SF, 2.58MF)**
Evans LP	28 SF	81	
Green Hill Phase II	3 SF	9	
Arborwood	26 SF	76	
Brightmoor	13 SF	38	
Stonecrofte	32 SF	93	
Chapman Phase II	16 SF	47	
Lapic	11 SF	32	
Subert	8 SF	23	
Stoneridge Phase I & II	32 MF, 22 SF	147	
Cherry Hill Vista	30 SF	87	
Duvall Village	176 MF	512	
TOTAL	189SF,198MF	1145	

PLATS NOT ACCOUNTED FOR IN 2000 CENSUS		
Evans SP	4 SF	12
Harder SP	3 SF	9
Miller's Homestead	73 SF	212
Chapman Phase I	34 SF	99
Taylor Hts.	27 SF	79
Orchard	13 SF	38
TOTAL	154SF	449

GRAND TOTAL	1594

TAZ RESIDENTIAL CAPACITY ANALYSIS

	EXISTING 2004			FUTURE 2022				
TAZ	**TotalAcres**	**ExstMFUnits**	**ExstSFUnits**	**FutMFAcr**	**FutMFUnits**	**FutSFAcr**	**FutSFUnits**	**TOTAL**
A	67.52	129	173	2.09	25	2.51	15	
B	136.65	12	265	0	0	52.39	213	
C	59.97	0	112	0	0	28.77	129	
D	116.56	0	265	0	0	39.77	76	
E	201.41	106	435	5.80	70	17.18	78	
F	155.67	151	322	0	0	26.23	121	
G	234.97	0	89	59.1	507	4.14	19	
H	120.95	0	302	0	0	7.08	28	
TOTAL	1093.70	398	1963	67	602	178.07	679	
TOTAL POP		1027*	5712$		1553		1976	10268

*** Of this total, 142 units are in the planning process, but not yet built.**
$ Of this total, 198 units are in the planning process, but not yet built.

EXST MULTI-FAMILY
TAZ A Existing MF = 54 Stoneridge Phase I & II
TAZ E Existing MF = 88 Copperhill Square

EXST SINGLE-FAMILY
TAZ A Existing SF = Includes 30 Cherry Hill Vista + 31 Arbutus
TAZ B Existing SF = Includes 13 Brightmoor + 32 Stonecrofte + 3 Green Hill
TAZ C Existing SF = Includes 16 Chapman Phase II + 11 Lapic
TAZ E Existing SF = Includes 26 Arborwood + 8 Cottonwood
TAZ H Existing SF = Includes 28 Evans LP

FUTURE MULTI-FAMILY
FutMFAcr = Net Acreage (Gross Acreage x .80)

September 29, 2004
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TAZ A FutMF = MR12 redev
TAZ E FutMF = Includes MXD12 vacant and redev
TAZ G FutMFAcr = SoUGAMF+ Duvall Village ac + MXD12 redev ac
TAZ G FutMF = Includes 176 Duvall Village units + MXD12 redev and portion of South UGA at R12

FUTURE SINGLE-FAMILY
FutSFAcr = Net Acreage (Gross Acreage x .80)
TAZ A Future SF = R6 vacant and 50% redev
TAZ B Future SF = Includes R4 and R6 vacant and 50% redev + portion of North UGA at R4 (north parcel at 60% buildable)
TAZ C Future SF = Includes R4 and R8 vacant and 50% redev + portion of North UGA at R4 (north parcel at 60% buildable)
TAZ D Future SF = Includes R4 and R8 vacant and redev + Northeast UGA (only 76 units total, based on anecdotal info from broker
TAZ E Future SF = Includes R4 and R4.5 50% redev
TAZ F Future SF = Includes R4 vacant + R8 vacant and redev
TAZ G Future SF = R4.5 vacant and 50% redev
TAZ H Future SF = R4 redev

TAZ ZONING ACREAGE

TAZ	R3(R4)	R4.5	R6	R6toR8	R8	R12	MXD12	MR12	MXD16	MU16	RMH	CO	EO	TOTAL ACREAGE
A	0	0	27.56	4.47	0	1.16	0	6.14	19.43	6.43	0	0.78	1.55	67.52
B	95.53	1.84	39.28	0	0	0	0	0	0	0	0	0	0	136.65
C	55.36	0	0	0	4.61	0	0	0	0	0	0	0	0	59.97
D	113.13	0	0	0	3.43	0	0	0	0	0	0	0	0	116.56
E	52.90	73.91	13.19	4.9	0	1.63	10.28	0	0	1.93	0	25.81	16.86	201.41
F	115.31	0	0	0	11.43	0	0	0	0	0	28.93	0	0	155.67
G	27.46	6.96	0	0	0	23.06	36.04	0	0	0	0	63.54	77.91	234.97
H	120.95	0	0	0	0	0	0	0	0	0	0	0	0	120.95
TOTAL	580.64	82.71	80.03	9.37	19.47	25.85	46.32	6.14	19.43	8.36	28.93	90.13	96.32	1093.70

ASSUMPTIONS

North UGA (TAZ B) and Northeast UGA (TAZ D) at R4

Portion of South UGA (TAZ G) at R12

This calculation includes all acreage within each TAZ, and does not deduct for tracts or public purposes

September 29, 2004
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FAR's

						2022									2004 Zoning Map with South UGA Changes				
		EXISTING DEVELOPED				VACANT				REDEV					TOTAL ACREAGE				
TAZ	Zone	Exst/Gross	Exst/Net	FAR	SqFt	GrossAcr	NetAcr	FAR	SqFt	Zone	GrossAcr	NetAcr	FAR	SqFt	Zone	GrAcr	NetAcr	FAR	TotalSF
A	MU16	3.17	2.54	1.91	83200	1.71	1.37	1.03	44867	MU16	1.55	0.78	0.59	25700	MU16	6.43	5.14	3.85	167706
	MXD16	12.46	9.97	7.47	325393	1.72	1.72	1.29	56192	MXD16	4.34	3.47	2.60	113256	MXD16	18.52	14.82	11.12	484387
	Eo	0	0	0.00	0	0	0	0	0	Eo	1.55	1.24	0.43	18731	Eo	1.55	1.24	0.43	18731
E	MXD12	4.06	3.25	2.44	106286	2.46	1.97	1.48	64469	MXD12	3.76	3.01	2.26	98446	MXD12	10.28	8.22	6.17	268765
	MU16	0	0.00	0.00	0	0.23	0.23	0.17	7405	MU16	1.7	0.85	0.64	27878	MU16	1.93	1.54	1.16	50530
	Co	21.02	16.82	5.05	219978	4.32	3.46	1.03	44867	Co	0.47	0.38	0.11	4792	Co	25.81	20.65	6.20	270072
	Eo	15.13	12.104	4.23	184259	3.14	2.51	0.88	38333	Eo	1.73	1.38	0.48	20909	Eo	16.86	13.49	4.72	205603
G	MXD12	24.58	19.66	14.75	642510	0	0	0	0	MXD12	11.46	9.17	6.88	299693	MXD12	36.04	28.83	21.62	941767
	Co	5.81	4.65	1.40	60984	107.12	85.70	25.71	1119928	Co	7.85	6.28	1.88	81893	Co	124.77	99.82	29.95	1304622
	Eo	0	0.00	0.00	0	2.17	1.74	0.61	26572	Eo	11.52	9.22	3.23	140699	Eo	13.69	10.95	3.83	166835
TOTAL		86.23	68.98	37.25	1622610	122.87	98.7	32.2	1,402,632		45.93	35.78	19.1	831,996		255.88	204.70	89.05	3879018

VACANT ASSUMPTIONS

Mixed Use FARs = NetAcr x .75
Commercial FAR = NetAcr x .30
Employment FAR = NetAcr x .35

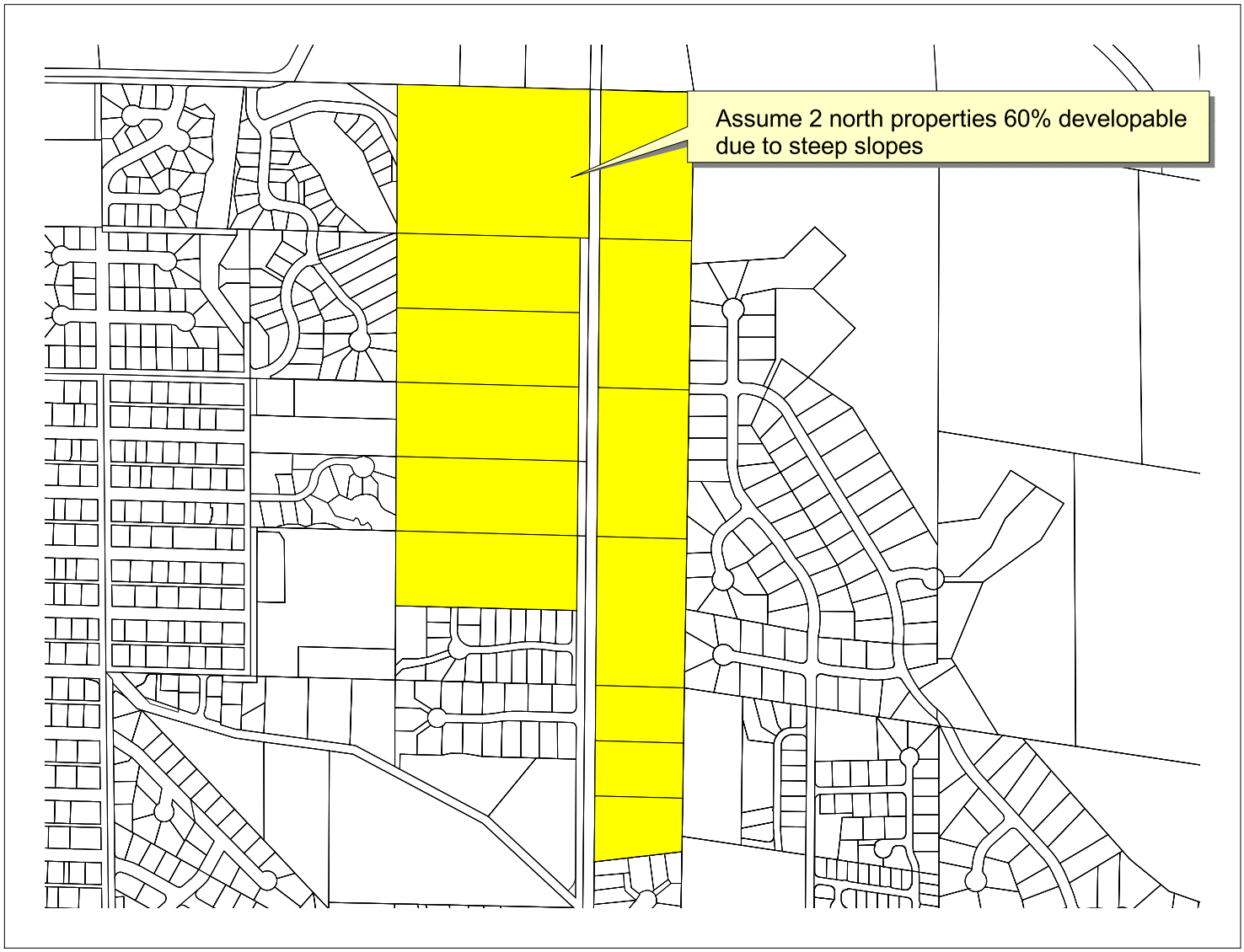
MXD16 and MU16 assumed to develop at 100%
MXD12, Co and Eo assumed to develop at 80%

REDEV ASSUMPTIONS

Mixed Use FARs = NetAcr x .75
Commercial FAR = NetAcr x .30
Employment FAR = NetAcr x .35

TAZ E MXD12 assumed 1.04 ac not developable
50% of MU16 assumed to develop at 100%
MXD16, Co and Eo assumed to develop at 80%

North UGA



May 20, 2004
C:\GIS\Projcts\developable properties 5-20-04.apr

Northeast UGA

Assumed a total of 76 units for
both parcels due to steep slopes

May 20, 2004
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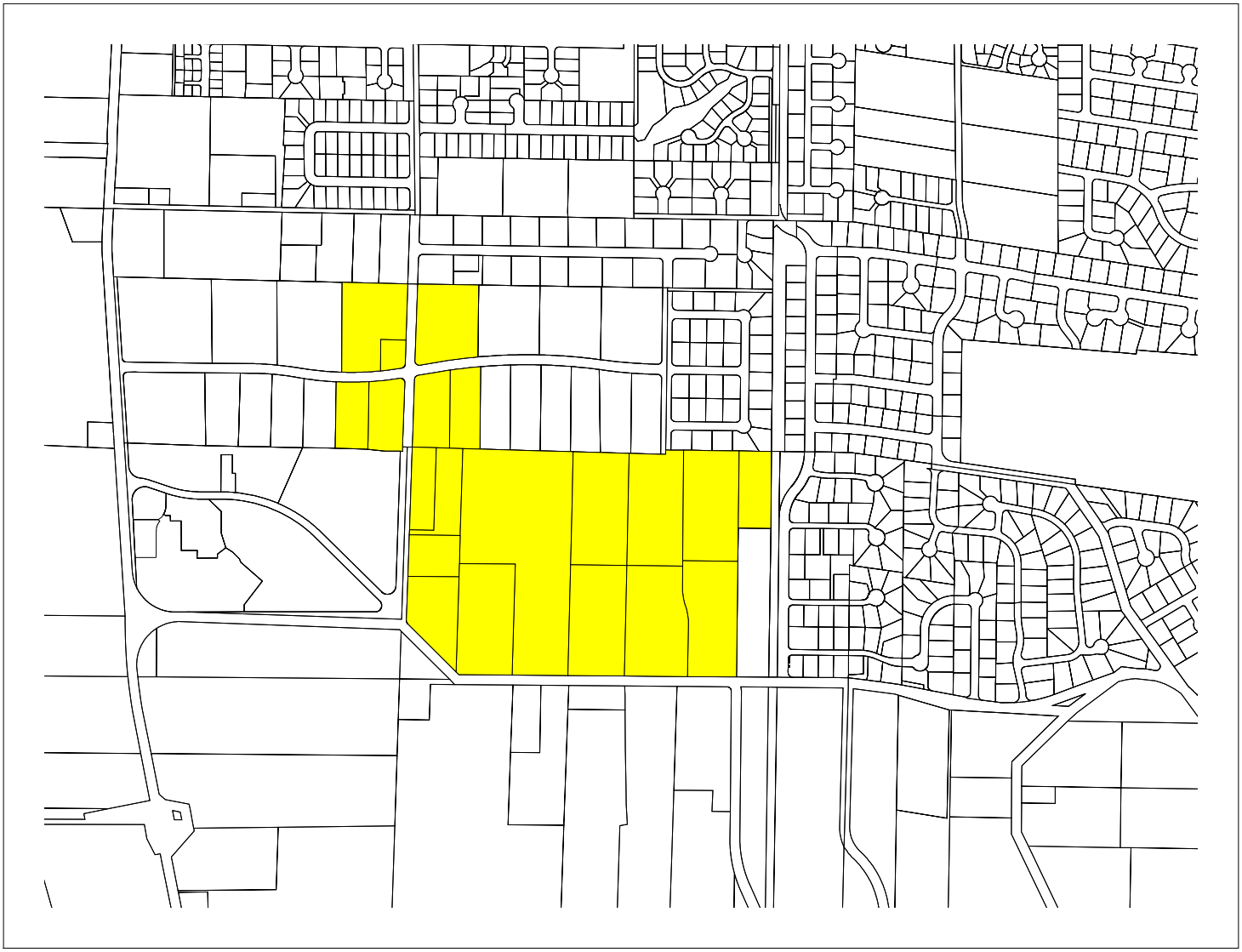
South UGA Commercial



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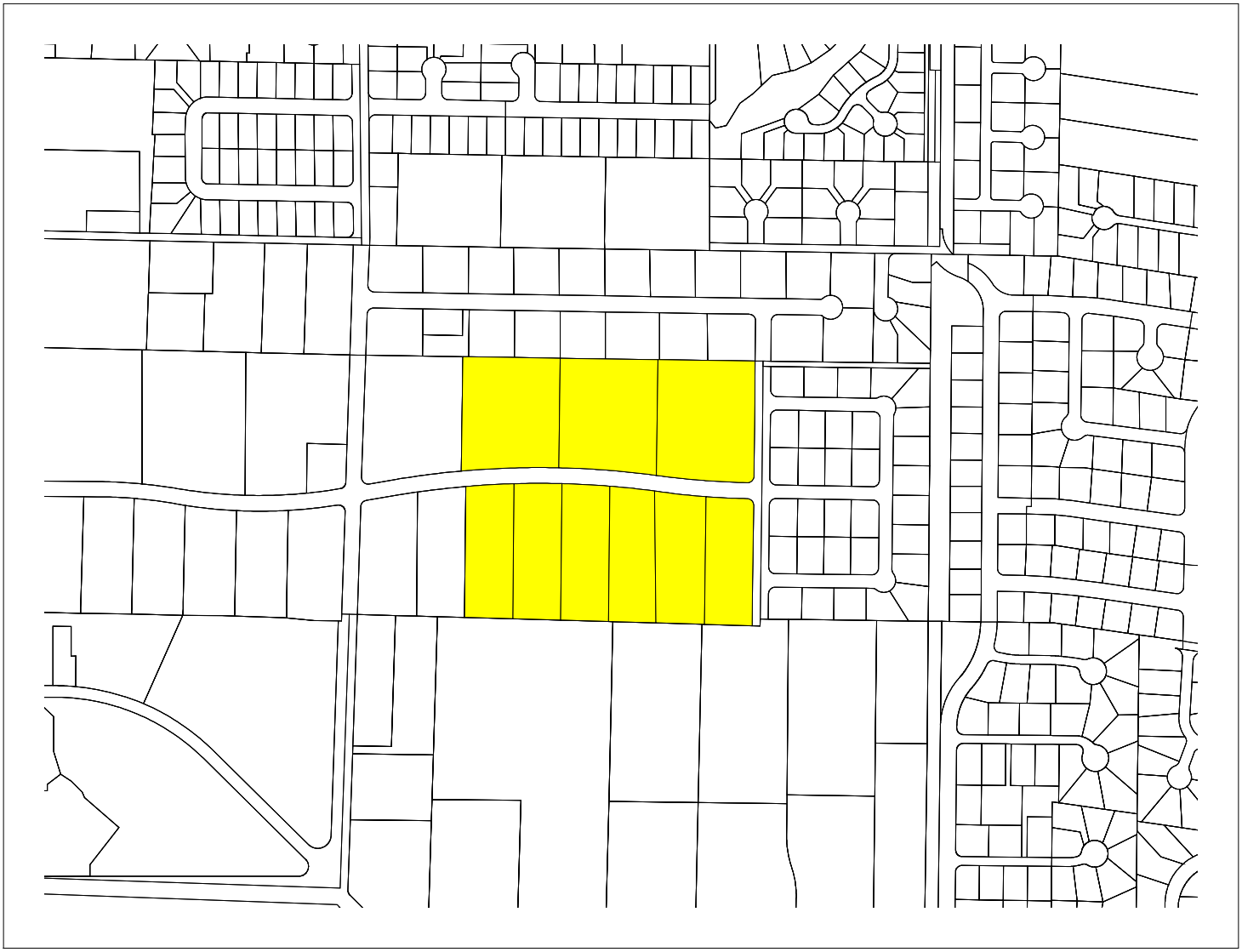
R12 South Multi-Family UGA



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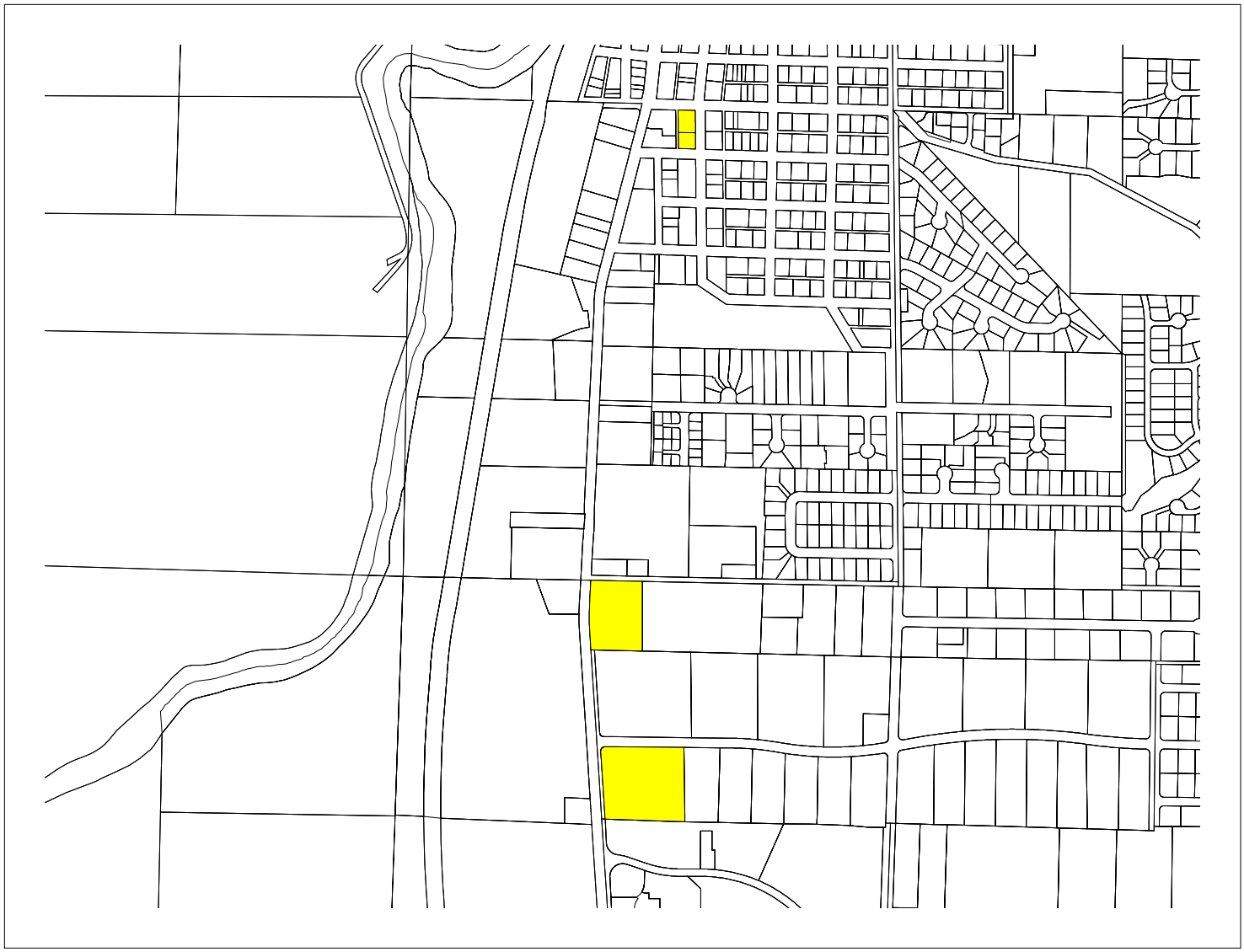
Redev Co



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Redev Eo

May 20, 2004
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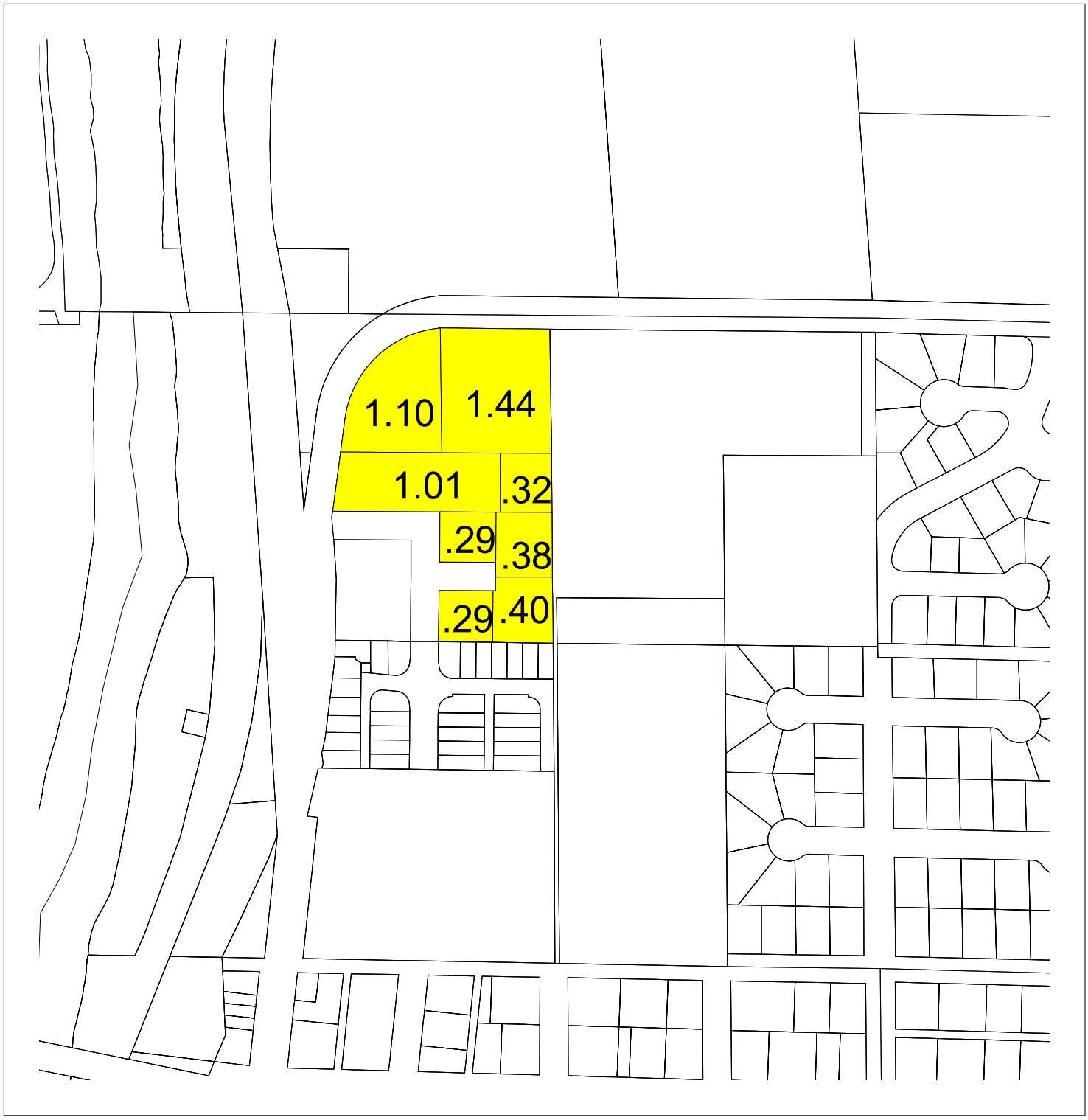
Redev MR12

Assumed 50% of properties to redevelop



May 20, 2004
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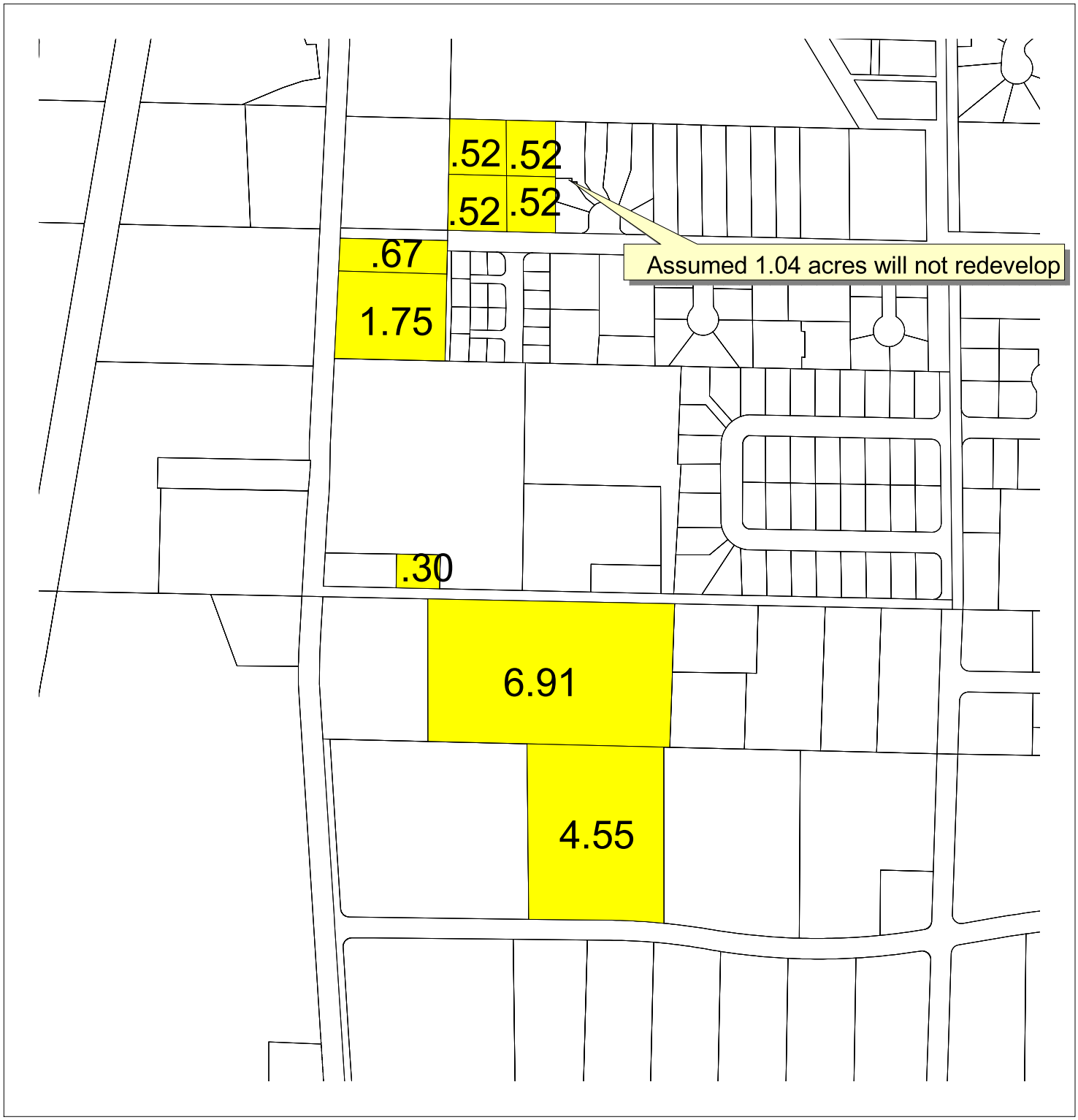
Redev MU16

Assumed 50% of properties to redevelop

May 20, 2004
C:\GIS\Projcts\developable properties 5-20-04.apr

Redev MXD12



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Redev MXD16

May 20, 2004
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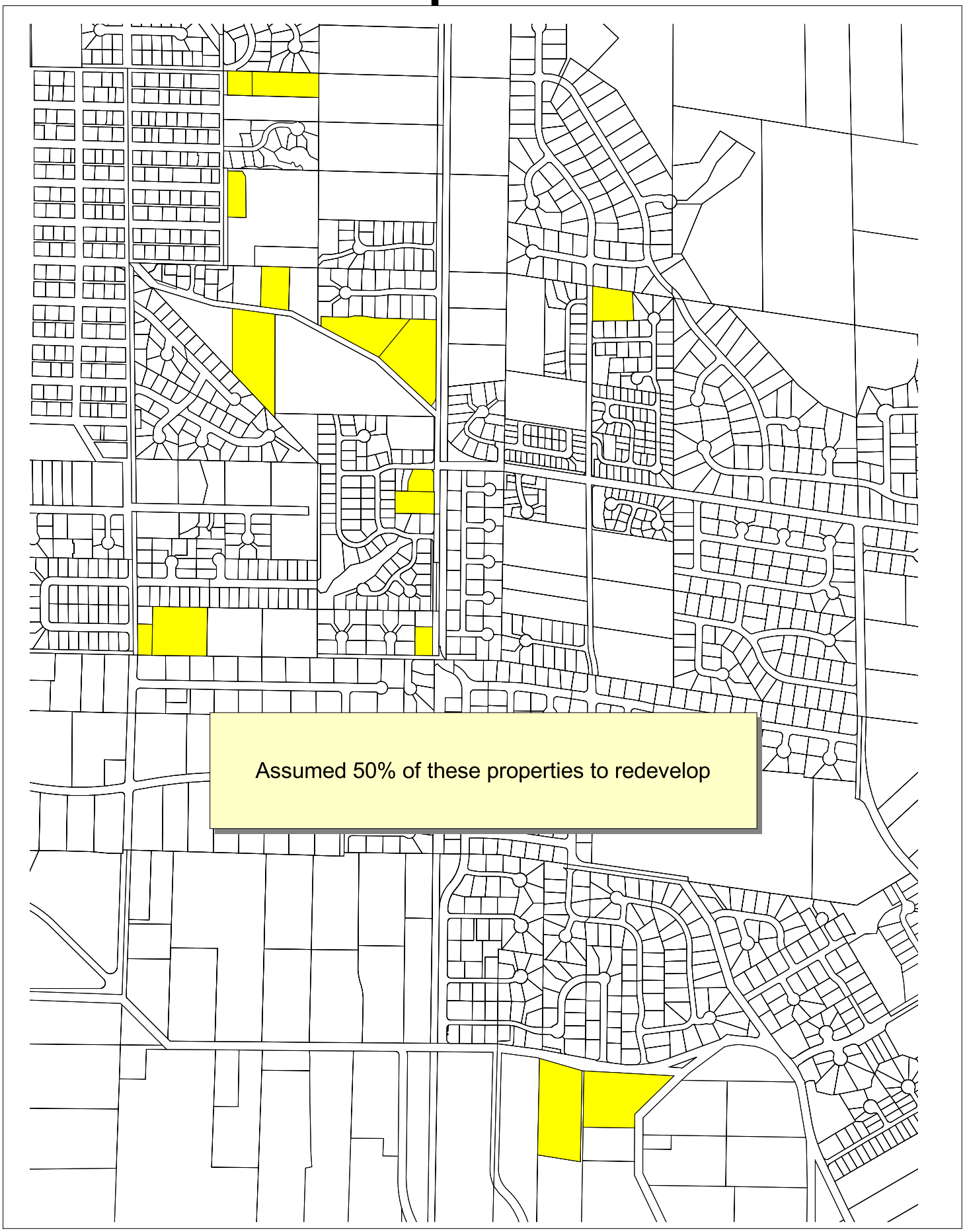
Redevelopable R3 to R4



May 20, 2004
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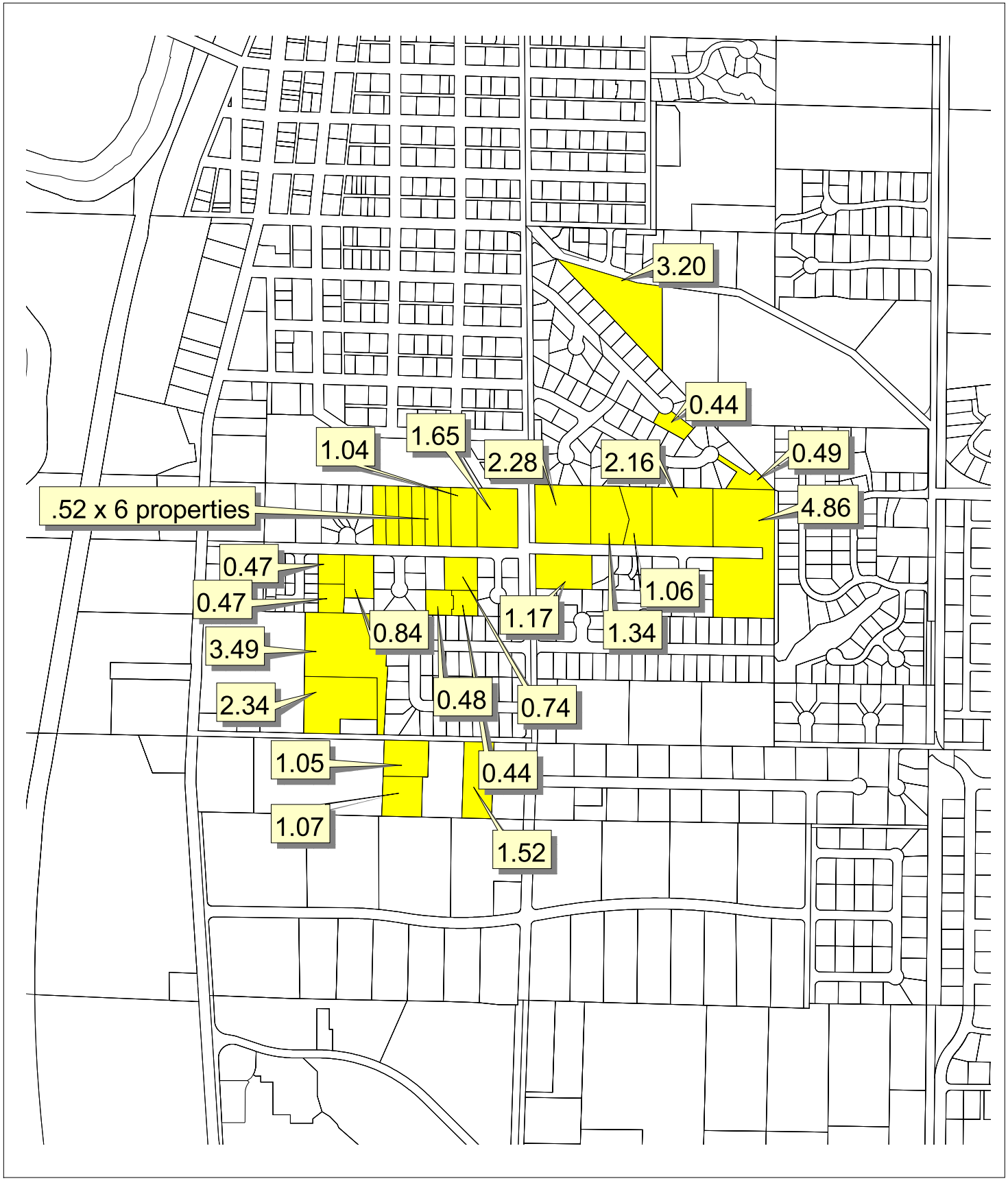
Redev R4.5

Assumed 50% of properties to redevelop



May 20, 2004
C:\GIS\Projcts\developable properties 4-04.apr

Redev R6 to R8
(2nd Avenue Corridor)

Assumed 50% of properties to redevelop

May 20, 2004
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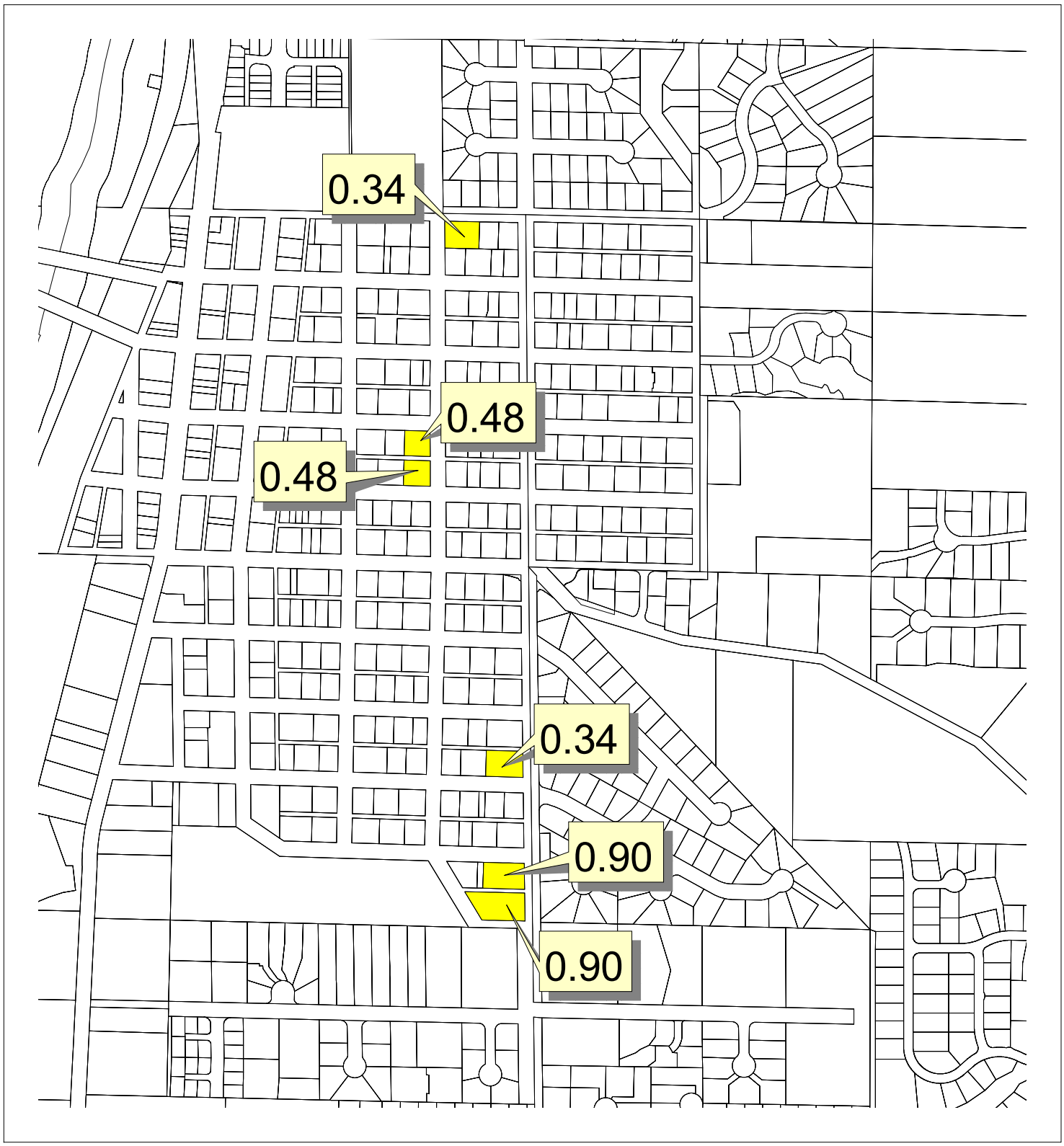
Redev R6

Assumed 50% of properties to redevelop



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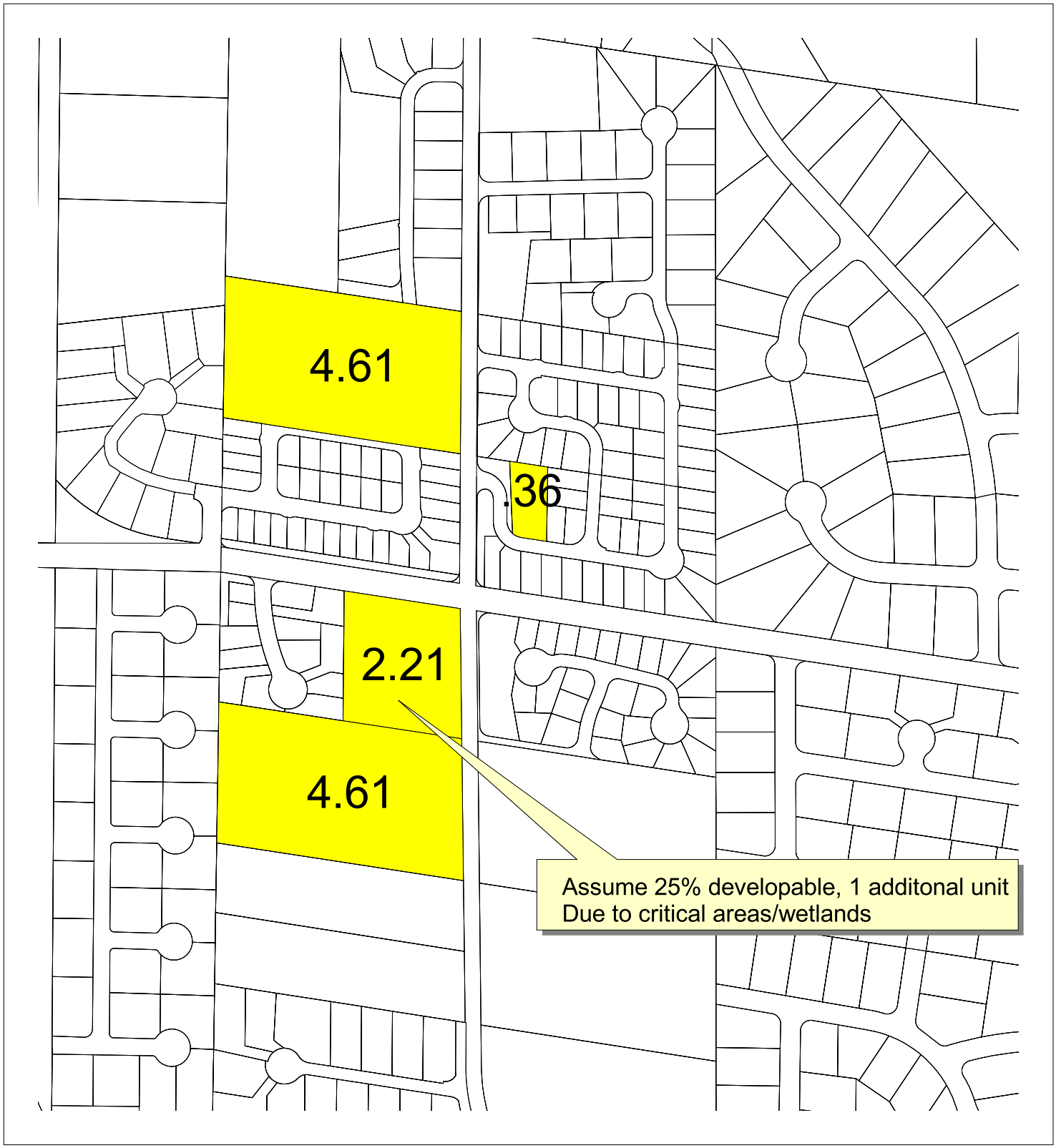
Redev R8



May 20, 2004
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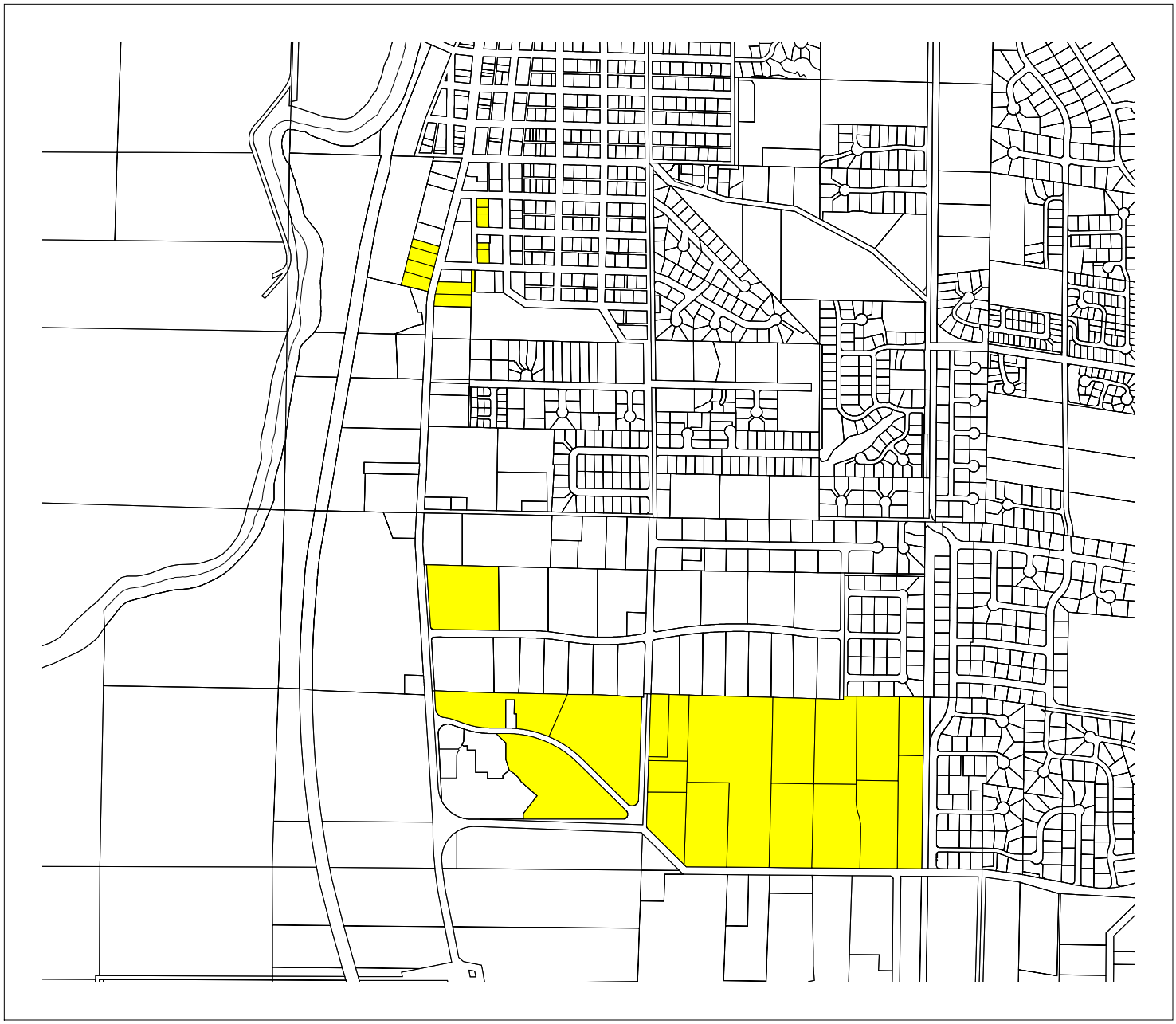
Vacant Co



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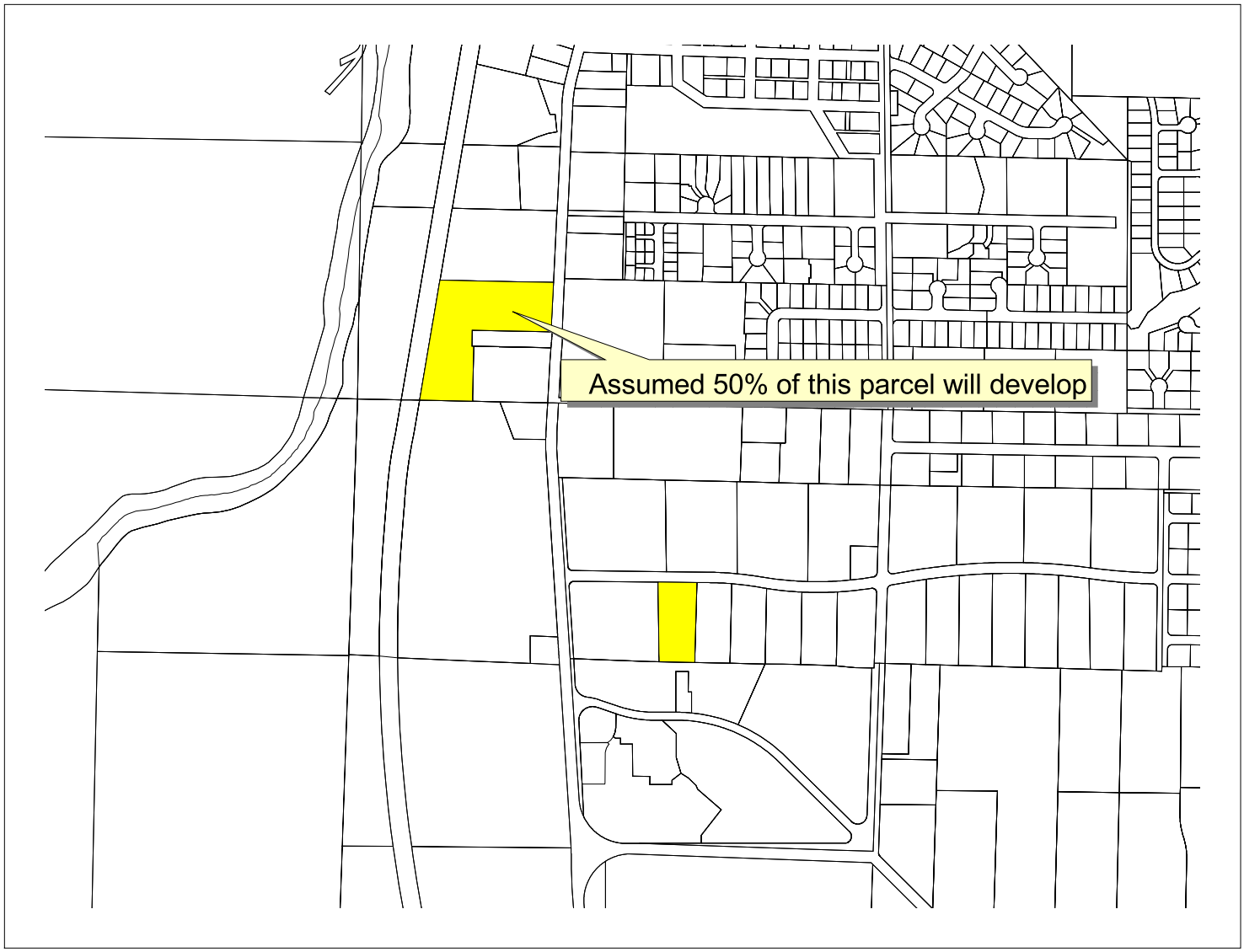
Vacant Eo



May 20, 2004
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Vacant MU16

May 20, 2004
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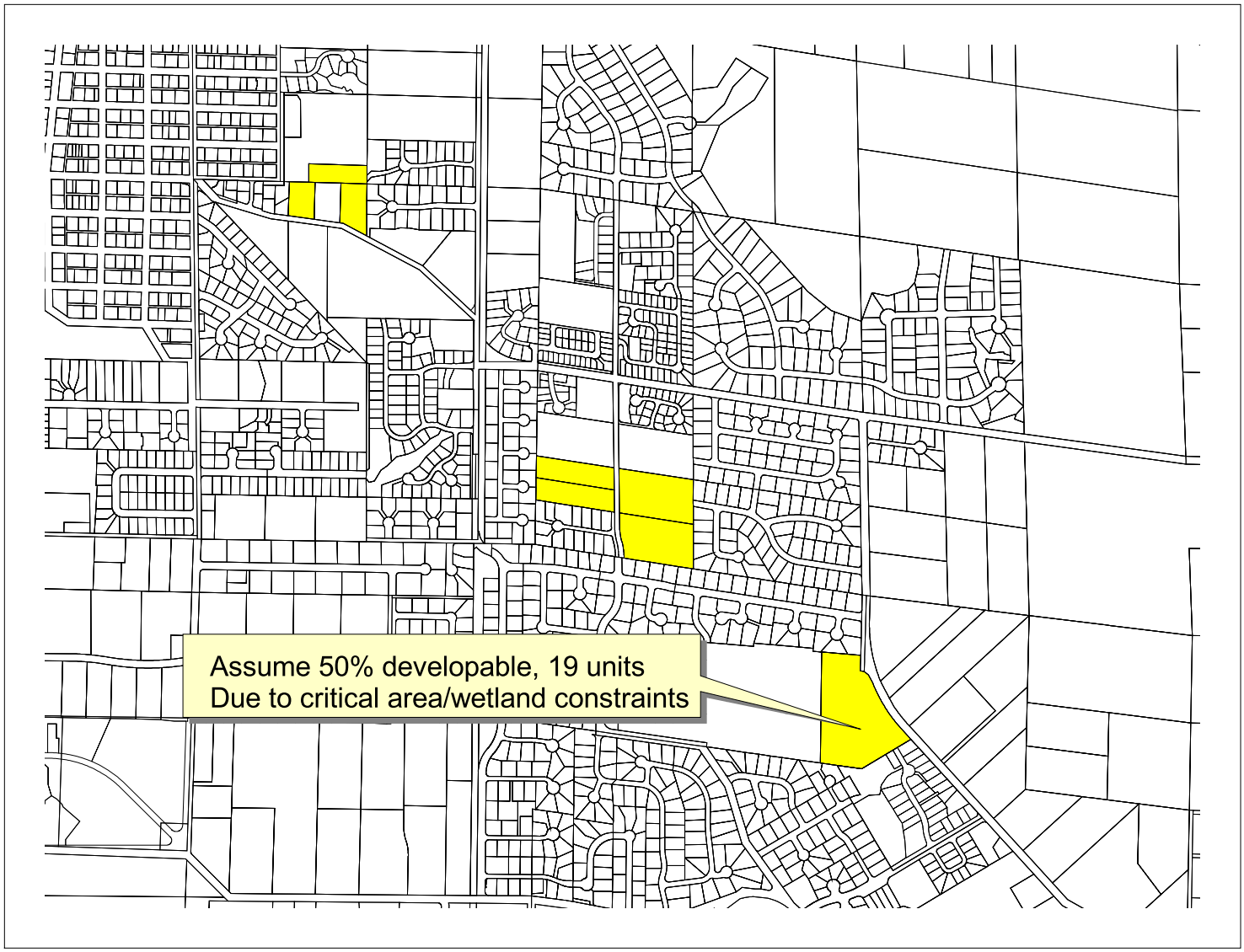
Vacant MXD12

May 20, 2004
C:\GIS\Projcts\developable properties 5-20-04.apr

Vacant MXD16

May 20, 2004
C:\GIS\Projcts\developable properties 5-20-04.apr

Vacant R3 to R4



May 20, 2004
C:\GIS\Projcts\developable properties 5-20-04.apr

Vacant R4.5

May 20, 2004
C:\GIS\Projcts\developable properties 4-04.apr

Vacant R6 to R8
(2nd Ave Corridor)

May 20, 2004
C:\GIS\Projcts\developable properties 5-20-04.apr

Vacant R6

May 20, 2004
C:\GIS\Projcts\developable properties 5-20-04.apr

Vacant R8

May 20, 2004
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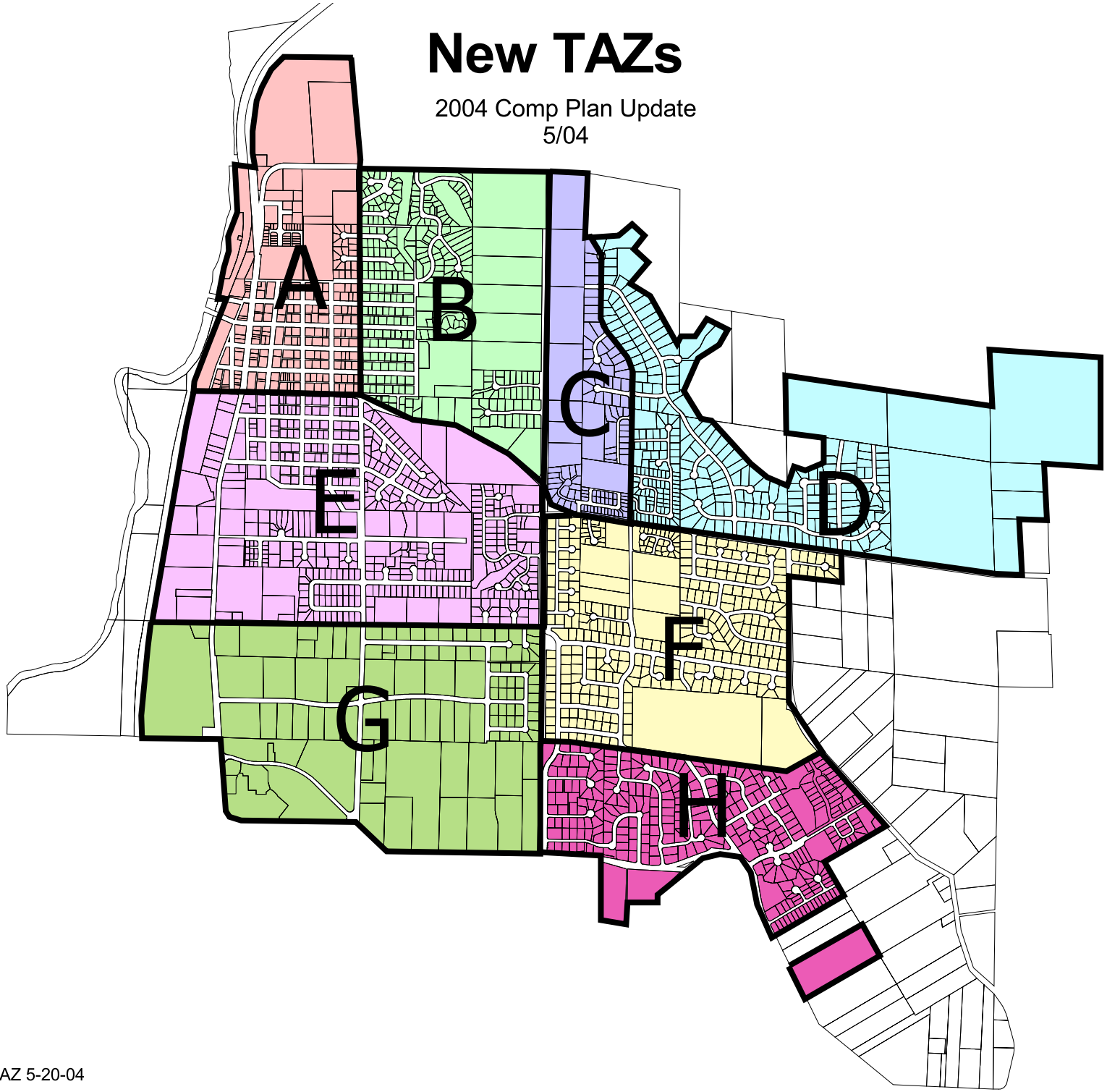
New TAZs

2004 Comp Plan Update
5/04



May 20, 2004
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ADDENDUM TO APPENDIX B

This addendum updates the City of Duvall's Housing Capacity Analysis Study as of August 2006. The assumptions and methodology used in the updated study were the same as those described in Appendix B. However, some properties have since been developed, and some properties that were previously considered vacant or redevelopable are currently in the planning stage or development process.

Updated Information and New Presentation

The capacity analysis presented in this Addendum is presented somewhat differently from that in Appendix B. While Appendix B presented several tables summarizing acreage, associated residential capacity, subdivisions in the planning and development process, and population capacity, this Addendum presents maps showing vacant and redevelopable properties and properties in the planning or development process, and a single table summarizing residential capacity for the City and its UGAs. The Appendix B tables are updated with the information presented in this Addendum as shown in the following table:

Appendix B Table or Figure...	Is Updated with...
Vacant and Redevelopable Lands as of 5/04 table (Appendix B page 8)	*Figure B-1: Vacant and Redevelopable Properties August 2006*
Current Plats – In-Pipeline table (Appendix B page 9)	*Table B-1: Residential Capacity, August 2006* (table subsection on Capacity in Properties in the Planning Process or Under Construction)
Current Plats – In Pipeline Plats not Accounted for in 2000 Census table (Appendix B page 9)	*Figure B-2: Population Estimates August 2006* and *Addendum Table B-1: Residential Capacity, August 2006* (table subsection on Capacity in Properties in the Planning Process or Under Construction)
Capacity Analysis R3 to R12 table (Appendix B page 10)	*Figure B-1: Vacant and Redevelopable Properties August 2006* and *Table B-1: Residential Capacity, August 2006* (table subsection on Capacity in Vacant and Redevelopable Lands)
Total Population table (Appendix B page 13)	*Table B-1: Residential Capacity, August 2006*
Figures showing vacant and redevelopable properties on Appendix B pages19 through 43	*Figure B-1: Vacant and Redevelopable Properties August 2006*

In addition to the figures and tables discussed above, this Addendum also includes *Figure B-3: Total Properties Assumed to be Developed through 2022.* This figure visually summarizes the information presented in *Table B-1: Residential Capacity, August 2006* of this Addendum. No corresponding figure or table was presented in Appendix B.

Assumptions and Methodology

The assumptions and methodology regarding vacant and redevelopable land described under the headings *Vacant and Redevelopable Lands as of 5/04* and *Capacity Analysis R3 to R12* on pages 2 through 4 of Appendix B, and also described under the *Vacant and Redevelopable Lands as of 5/04* and *Capacity Analysis R3 to R12* tables on pages 8 and 10-11 of Appendix B, have not changed. No residential capacity is assigned to properties in mixed-use or commercial districts that are considered in the vacant or redevelopable categories of this analysis and shown on *Figure B-1: Vacant and Redevelopable Properties August 2006.* However, for properties in mixed-use or commercial districts that are under development review or are in the planning stages and known to include residential units at the time of the 2006 Comprehensive Plan amendment cycle, residential capacity is shown on *Figure B-2: Population Estimates August 2006* and *Table B-1: Residential Capacity, August 2006.*

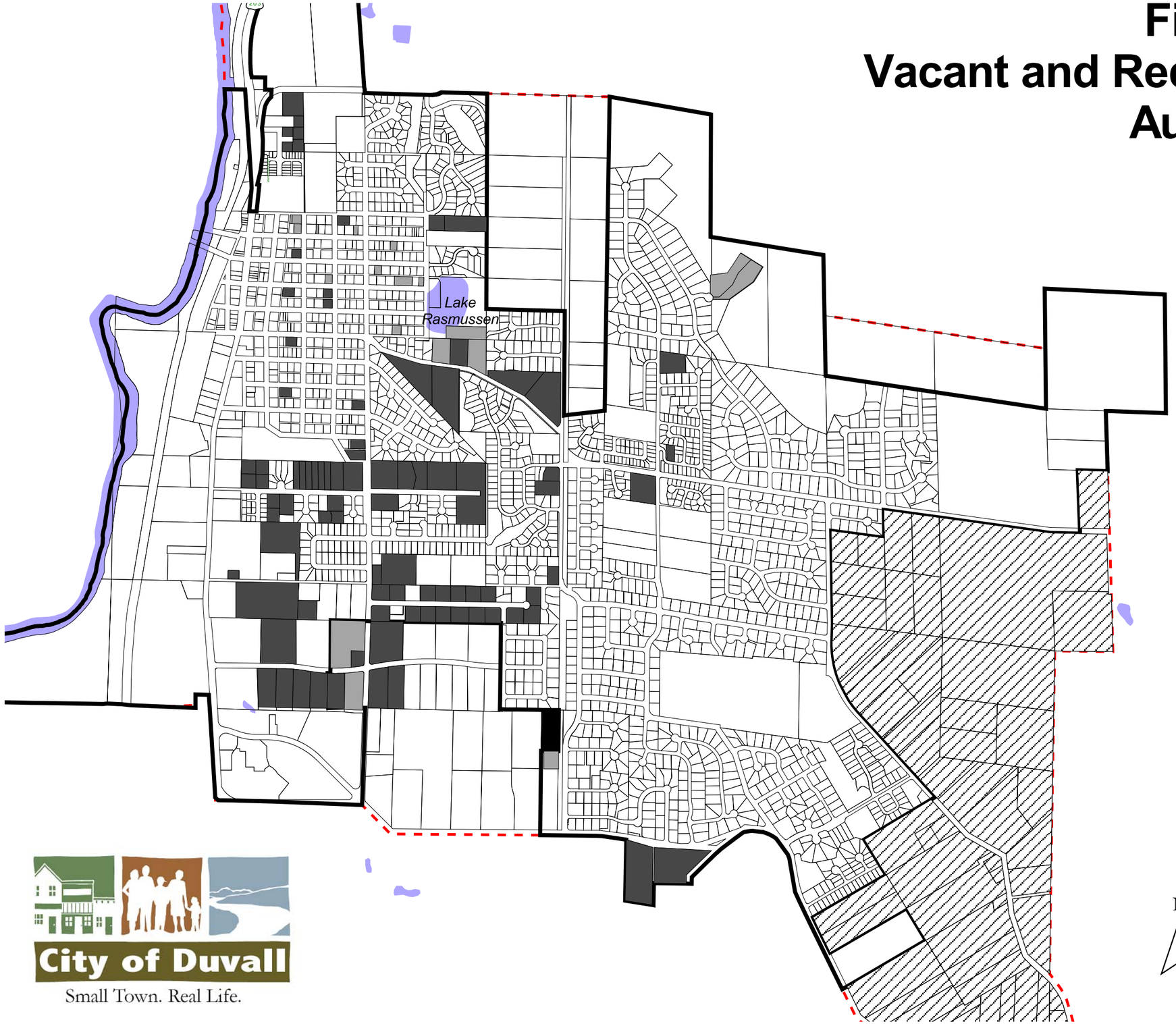
Estimate of Current Population

Existing population is estimated differently from what was done in Appendix B. In Appendix B, 2004 population was estimated based on census data plus plats not accounted for in the 2000 census. This Addendum shows an estimate of 2006 population based on utility billing. The estimate of current, existing population is shown in *Table B-1: Residential Capacity, August 2006.*

TAZ Residential Capacity Analysis

Appendix B provided an analysis of residential capacity by Transportation Analysis Zone (TAZ) for the purpose of the transportation study conducted in association with the 2004 Comprehensive Plan. The analysis of residential capacity by TAZ was not updated for the 2006 Comprehensive Plan amendment cycle.

Figure B-1
Vacant and Redevelopable Properties
August 2006



City of Duvall

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LEGEND

N

- Vacant Properties
- Redevelopable Properties (R4, 4.5, 8, 12, MU12 only)
- East UGA Reserve

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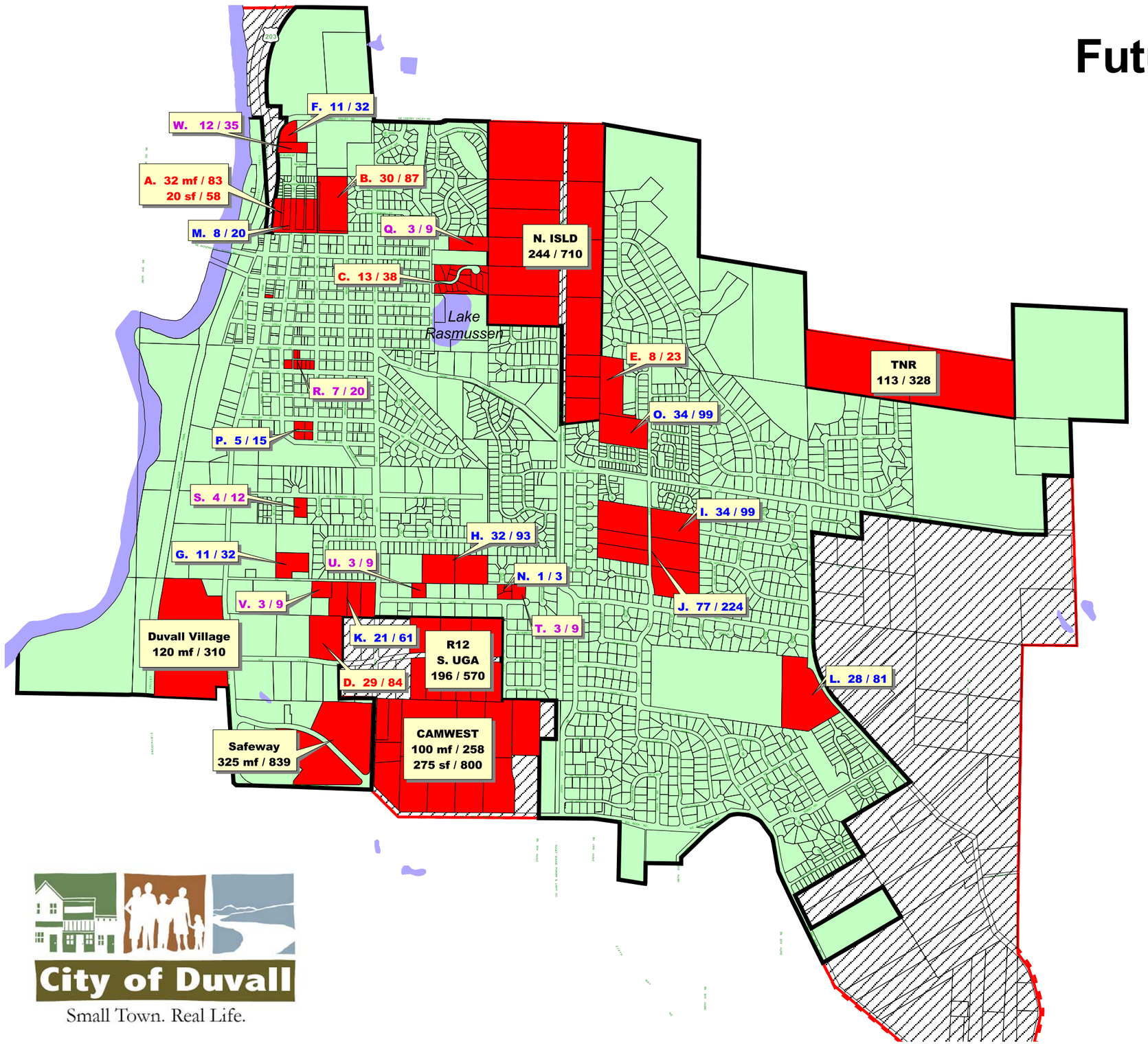
Figure B-2
Future Population Estimates
August 2006



LEGEND

(x / xx) = (houses / population)
(population = houses x 2.91 sf / 2.58 mf)

UNDER CONSTRUCTION

A. Stoneridge
B. Cherry Hill Vista
C. Brightmoor
D. Clay
E. Lapic

IN PLANNING PROCESS

F. Cherry Valley Village
G. Dyck
H. Cottonwood
I. Kaelin
J. Fox Hollow
K. Tuscany Hills
L. Hanover Investments
M. Duvall Social Services
N. Roetcisoender
O. Coy-Yacklich
P. Sellers BLA

PRE-APPLICATION

Q. Groeneweg
R. Tang
S. McGuinn/Addington
T. Johnson
U. Thayer
V. Wilbur
W. Sellers - Allen St

OTHER

Camwest
R12 South UGA
TNR
North Island
Duvall Village
Safeway

Population Subtotal
4,792
+ 6,090 existing population
+ 1,309 vacant/redevelopable properties

Total Population: 12,191

City of Duvall
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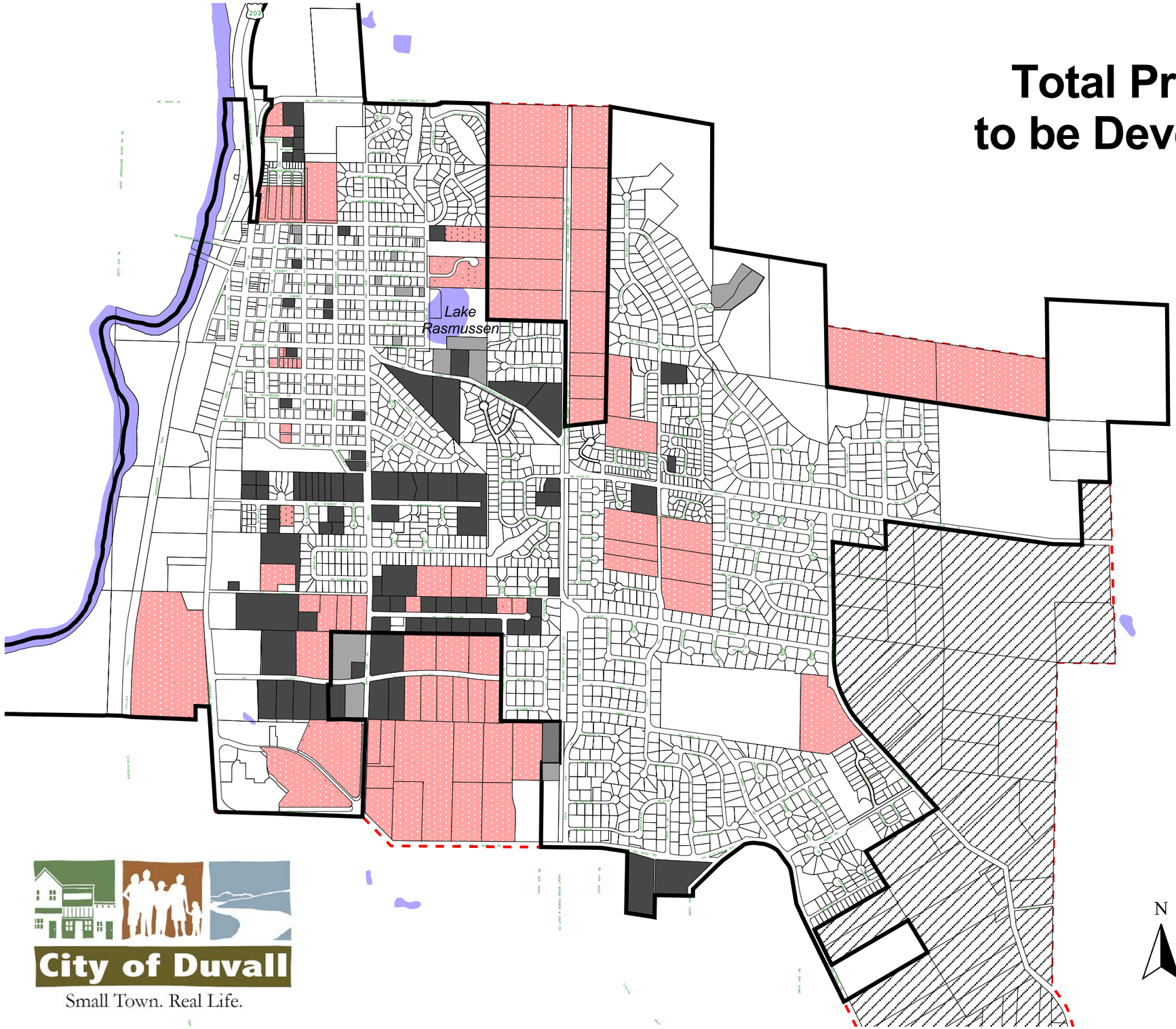
Figure B-3
Total Properties Assumed to be Developed through 2022



City of Duvall

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N

LEGEND

- In Process - To be developed
- Redevelopable Properties (R4, 4.5, 8, 12, MU12 only)
- Vacant Properties
- East UGA Reserve

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Table B-1

RESIDENTIAL CAPACITY, AUGUST 2006						
CAPACITY TYPE						**POPULATION**
Existing Population						
Estimated total 2006 existing population[1]						*6,090*
Capacity in Properties in the Planning Process or Under Construction						
Map Reference Letter	*Property Name*	*Single-family units*	*Multi-family units*	*Population in single-family units*[3]	*Population in multi-family units*[3]	*Total population*
Subdivisions under construction						
A	Stoneridge	20	32	58	83	141
B	Cherry Hill Vista	30	0	87	0	87
C	Brightmoor	13	0	38	0	38
D	Clay	29	0	84	0	84
E	Lapic	8	0	23	0	23
Subdivisions in planning process						
F	Cherry Valley Village	11	0	32	0	32
G	Dyck	11	0	32	0	32
H	Cottonwood	32	0	93	0	93
I	Kaelin	34	0	99	0	99
J	Fox Hollow	77	0	224	0	224
K	Tuscany Hills	21	0	61	0	61
L	Hanover Investments	28	0	81	0	81
M	Duvall Social Services	0	8	0	21	21
N	Roetcisoender	1	0	3	0	3
O	Coy-Yacklich	34	0	99	0	99
P	Sellers BLA	5	0	15	0	15
Subdivisions with Pre-apps						
Q	Groeneweg	3	0	9	0	9
R	Tang	7	0	20	0	20
S	McGuinn/Addington	4	0	12	0	12
T	Johnson	3	0	9	0	9
U	Thayer	3	0	9	0	9
V	Wilbur	3	0	9	0	9
W	Sellers - Allen St	12	0	35	0	35
Annexations						
	CamWest	275	100	800	258	1058
	R-12 South Multi-family UGA	196	0	570	0	570
	TNR Annexation	113	0	329	0	329
	North Island UGA	244	0	710	0	710
Other Properties						
	Duvall Village	0	120	0	310	310
	Safeway	0	325	0	839	839
Total in planning process or under construction						*4,792*
Capacity in Vacant and Redevelopable Properties						
Total vacant and redevelopable capacity[2]		*481*		*1,309*		*1,309*
TOTAL CITYWIDE CAPACITY THROUGH 2022						**12,191**

Source: City of Duvall Planning Department, AHBL

1. *Estimated by City of Duvall Planning Department based on utility billing.*
2. *Single-family/multi-family split unknown. Citywide average household size for all units was used to estimate population capacity for vacant and redevelopable properties.*
3. *Population estimates based on household size assumptions shown below.*

HOUSEHOLD SIZE ASSUMPTIONS	
	Average Household Size
Single-family units	2.91
Multi-family units	2.58
Citywide average (all unit types)	2.88

Source: 2000 U.S. Census

Appendix C

Impact Fee Calculation Details

November 27, 2000

Ms. Elizabeth Goode
City of Duvall
P.O. Box 1300
Duvall, WA 98019

Dear Ms. Goode:

Financial Consulting Solutions Group, Inc. (FCS Group) is pleased to provide this letter report summarizing our preliminary findings on the City's parks impact fees.

The City currently charges a parks impact fee of $1,000 per residential unit upon development. In order to calculate a revised fee, we have utilized information readily available in the draft parks and recreation master plan (plan). It is assumed that the City currently observes the statutory constraints on both the calculation of impact fees and the expenditure of impact fee proceeds, and will continue to do so.

Key Assumptions

Several key assumptions are reflected in the analysis:

- It is assumed that the projects identified in the master plan will serve the population of the City of Duvall Urban Growth Area at the end of the planning period (2014).
- It is assumed that the City currently does not have a surplus of parks for its population. (The plan does not include, nor does the City have, specific parks and recreation standards that would clearly establish an existing parks capacity deficiency or surplus.)
- It is assumed that the City will pursue and obtain non-impact fee funding for the portions of projects identified as the responsibility of existing residents.
- It is assumed that the projects on the list will serve all City residents, as opposed to specific neighborhoods.
- The plan does not include an identification of the capacity to be served on a project-by-project basis. So, it is assumed that "impact fee-eligible" projects will serve both existing and future residents and that future residents should pay only a proportionate share of those project costs.

The Calculation

The approach we have taken to calculate impact fees is fairly straightforward, due in large part to the absence of detailed planning information on a project-by-project basis. In general, we have used the following formula:

$$\frac{\text{Planned capital costs for growth related projects and/or portions of projects}}{\text{Projected growth for the same period}} = \text{Impact fee}$$

FINANCIAL CONSULTING SOLUTIONS GROUP, INC.
8642 - 154th AVE NE ■ REDMOND, WA 98052 ■ VOICE: 425-867-1802 ■ FAX: 425-867-1937 ■ www.fcsgroup.com

The Proposed Capital Projects List

The parks and recreation plan provides a project list and accompanying cost estimates. Shown in the attached Table 1, the sum of these project costs is $7,265,000. In order to determine the cost of impact fee-eligible projects, City staff reviewed each project description to determine, first, if the project had a "capacity" element that would serve growth. As a result of this process, such items as facility plans and rehabilitation of existing facilities were excluded from consideration.

Second, City staff identified those planned projects that will serve not only the City of Duvall UGA, but the region beyond. Staff estimated that three out of four served by those parks would be City UGA residents. Seventy-five percent of the costs of those projects with a regional element were allocated to the impact fee-eligible project cost total.

Third, those projects (or portions of projects) that will serve the UGA and were identified to be capacity-related were allocated to the impact fee basis proportionally by projected population growth. As explained in the next section, 48% of these projects and their associated costs were assumed to serve growth, with the remaining 52% assumed to serve the existing population.

The sum of these adjusted project costs, or $2,569,200, is the gross basis of the impact fee. From that amount, 48% of the existing capital improvement fund balance ($40,586) was deducted to reflect the assumption that that balance will be available to spend on the parks project list, and specifically, a park project that has both an existing and a growth component. The resulting total, $2,528,614, is the net cost basis for the preliminary impact fee.

Projected Population Growth

Shown in the attached Table 2, City staff estimated the current population of the City of Duvall UGA at 4,721, including 4,645 in the City limits and 76 persons in the UGA. Staff further estimated that the population to be served by the parks list, representing projected year 2014 population, is 9,000 persons. In short, population is expected to nearly double in that time, adding 4,279 people to reach the 2014 projection. Stated differently, of the projected 2014 population of 9,000, the existing population of 4,721 represents 52% and growth represents 48% of the total. It is this 48% that was used to allocate applicable project costs to the impact fee basis.

Impact fee Calculation

Under the assumptions listed previously, the impact fee was calculated as follows (shown in the attached Table 3): the net cost basis of $2,528,614 was divided by anticipated population growth of 4,279 to equal a resulting fee of $591 per resident. Using an assumed dwelling unit density of 2.8 persons per dwelling unit, as provided by City staff, the resulting impact fee, without changes to the existing City fee structure, is $1,655 per dwelling unit.

Thank you for the opportunity to serve the City of Duvall. Please call me at (425) 867-1802 if you have any questions about this information.

Yours very truly,

John Ghilarducci
Senior Project Manager

City of Duvall
Parks Impact Fee Analysis
Proposed Capital Projects List

Table 1

Project Description	Estimated Cost	Impact Fee Eligible? (1) (1=Y,0=N)	% of Project Serving UGA (2)	% Allocated to Growth (3)	$ Cost Allocated to Growth
1. McCormick Park					
a. Construct parking for McCormick Park	$ 600,000	1	75%	48%	$ 216,000
b. Expand McCormick Park	$ 1,150,000	1	75%	48%	414,000
2. Big Rock Ball Fields	$ 750,000	1	100%	48%	360,000
3. Taylor Landing					
a. Boat Launch	$ 350,000	0	75%	0%	-
b. Restroom	$ 100,000	1	75%	48%	36,000
4. Taylor Park	$ 340,000	1	100%	48%	163,200
5. Dougherty Farmstead	$ 400,000	0	75%	0%	-
6. Big Rock Park	$ 100,000	1	100%	48%	48,000
7. Trails Plan	$ 50,000	0	100%	0%	-
8. Riverfront Plan	$ 50,000	0	75%	0%	-
9. Old Town Park	$ 200,000	1	100%	48%	96,000
10. Public Art	$ 100,000	0	100%	0%	-
11. Puget Sound Energy Power Line Trail	$ 450,000	1	100%	48%	216,000
12. Thayer Barn	$ 2,000,000	1	75%	48%	720,000
13. Youth Center (Former Police Station)	$ 425,000	1	100%	48%	204,000
14. Skate Board Park	$ 200,000	1	100%	48%	96,000
Grand Total of Projects	$ 7,265,000			*35%*	$ 2,569,200
less: Parks Capital Improvement Fund Balance (4)	$ 84,554			*48%*	40,586
Net Total of Projects	$ 7,180,446				$ 2,528,614

NOTES:

(1) Impact fee eligible projects are assumed to add parks capacity.
(2) City staff estimate of portion of project that is "non-regional" and serving UGA residents.
(3) Allocation factor derived in Table 2.

City of Duvall
Parks Impact Fee Analysis
Projected Population Growth

Table 2

UGA Population (net of reserve)			
Current Year City (1)	4,645		
Current Year UGA (1)	76		
Total UGA	4,721	*52%*	*built out*
plus: Growth	4,279	*48%*	*growth remaining*
At Planning Period End (2)	9,000		

NOTES:

(1) City of Duvall staff.
(2) 2014 per the parks and recreation plan.

City of Duvall
Parks Impact Fee Analysis
Impact Fee Calculation

Table 3

Impact Fee Calculation

Impact fee-eligible net cost of projects	$ 2,528,614		
Divided by UGA growth	$	591	per person
	$	1,655	per dwelling unit (2)

NOTES:

(1) Includes impact fee eligible UGA projects only.
(2) Per City staff, average dwelling unit density = 2.80 persons per household.

Appendix D

WSDOT – Required State Facility Inventory

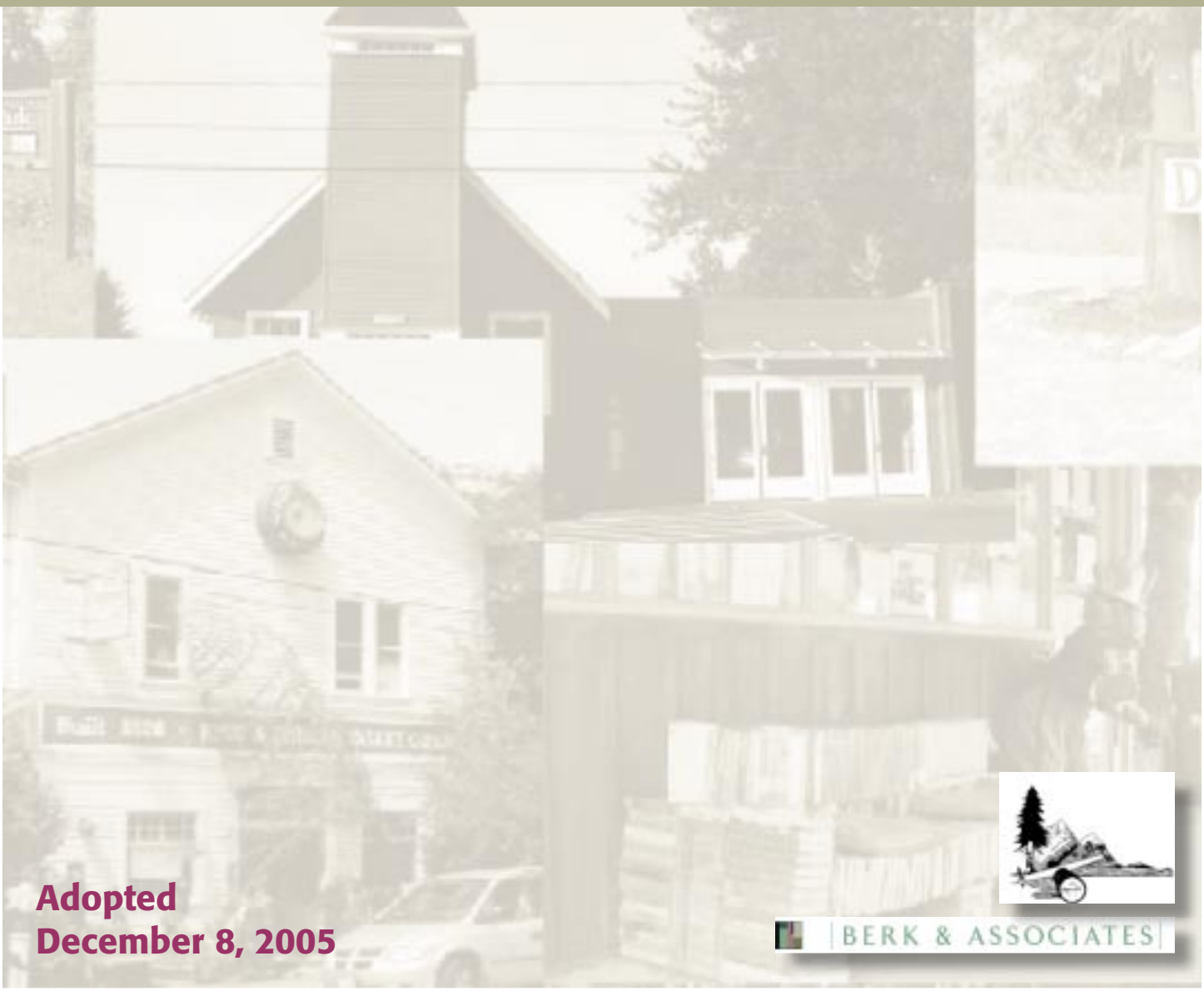
REQUIRED INFORMATION																	
										HPMS SEGMENTS WITHIN DUVALL					Information to be provided by local jurisdictions		
JURISDICTION	ROUTE DESIGNATION	ENTER CITY (ARM)	LEAVE CITY (ARM)	LENGTH	FEDERAL FUNCTIONAL CLASS	HSS or NON-HSS	ACCESS CLASS	POSTED SPEED	# LANES	Begin HPMS Section (ARM)	End HPMS Section (ARM)	HPMS Number	EXIST. AADT	EXIST. TRUCK %	FUTURE AADT	EXIST. LOS	FUTURE LOS
Duvall	SR 203	13.85	15.12	1.27	Rural Minor Arterial	Non-HSS	Class 4	30 to 55	2								
										13.85	14.26	6203170126500			16400	A	C
										14.34	14.82	6203170126500	8546		16200	A	D
										14.82	14.85	6203170126500			19000	A	D
										14.85	15.01	6203170126500	10432		11800	A	B
										15.01	15.12	6203170149400	9095		10300	A	B

Appendix E

Economic Development Strategic Action Plan (EDSAP)

City of Duvall

Economic Development Strategic Action Plan: 2006-2011



Adopted
December 8, 2005

BERK & ASSOCIATES

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Additional Analysts: Chris Mefford (Community Attributes), Brett Sheckler, Kapena Pflum, Meghann Glavin
Report Production: Erica Natali

ACKNOWLEDGEMENTS

Many individuals gave their time, thoughtfulness and energy to the making of this Plan. Contributors were motivated by a readily apparent fondness for the City of Duvall as it is – and a clear commitment to helping the community achieve its best possible future.

In particular, we would like to thank the following groups and individuals:

- Members of the City of Duvall Cultural Planning Steering Committee, whose passion and inspired ideas are incorporated in many places of this Plan
- Patrick Overton of Astoria, Oregon's Front Porch Institute (www.patrickoverton.com), who facilitated and supported the work of the Cultural Planning Steering Committee
- The 30 individual stakeholders whose thoughtful contributions, summarized in the Stakeholder Interview Summary, informed much of this Plan

CITY OF DUVALL
ECONOMIC DEVELOPMENT
STRATEGIC ACTION PLAN: 2006-2011

ADOPTED DECEMBER 8, 2005

INTRODUCTION

Plan Purpose and Context

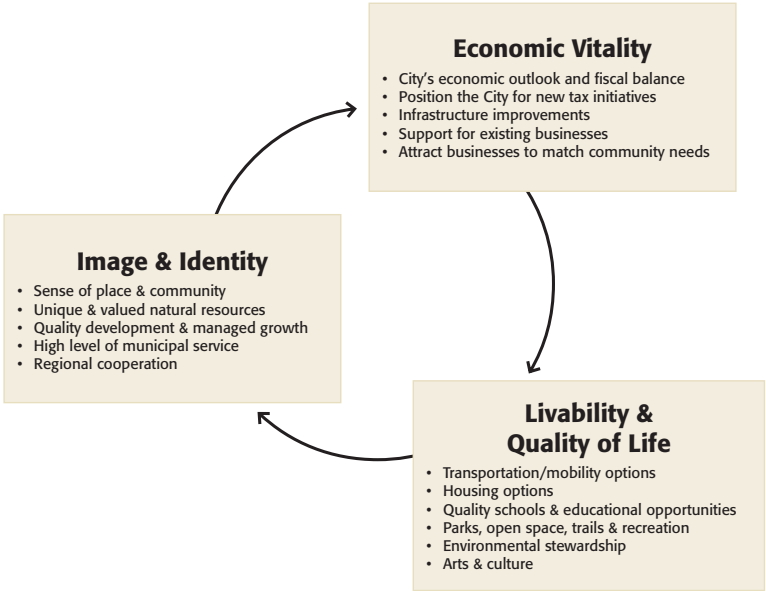
Together with the supporting analytics which accompany this document, this Plan is designed to provide direction and prioritization for the City and its partners in economic development for the coming five years. With this Plan, the City is better positioned to make the informed and proactive choices that will allow it to choose among a range of possible futures.

This Plan was prepared shortly after the lifting of Duvall's development moratorium, which had been in place since July 1999. During the six year moratorium, City staff and residents engaged in a tremendous effort to plan for future growth. The City's Economic Development Action Plan must be seen as the latest addition to this very proactive process which includes creation of the following plans and documents:

- Citywide Visioning Plan – adopted March 2003
- Downtown Sub-Area Plan – adopted February 2004
- Comprehensive Plan – adopted November 2004
- Unified Development Regulations – adopted July 2005

Guiding Principles

This Economic Development Strategic Action Plan is built upon the understanding that the City's economy is intrinsically tied to its livability and quality of life, as well as the identity it presents to others, be they potential tourists, residents or employers.



Based on this understanding of the interrelationships between the City's economy, quality of life and image, the Plan is guided by the following **Guiding Principles**:

- Enhance Duvall's attractiveness as a great place to do business, live and visit
- Draw on Duvall's culture and heritage, respecting the City's rural character as a key asset. At the same time, embrace and proactively plan for change.
- Support a family-friendly environment. Consider the large presence of families when considering residential and commercial development, infrastructure investments, community events and other actions.
- Target City investments and efforts in enhancements which benefit and are attractive to both City residents and out-of-town visitors. For example, maximize benefit from the river for local residents and as a tourism draw.
- Tie investments in public infrastructure to economic development and future development goals
- Leverage resources through collaboration among the City, community groups and community volunteers. Form "tiger teams" to address key areas of interest, bringing together City and community resources and ideas. Consider teams dedicated to:
  - Old Town
  - Recreation
  - Business retention
  - Recruitment of targeted businesses and industries

Planning Process

This Plan was created by the City's Economic Development Committee, working from May to December, 2005. This standing Council Committee is comprised of three Council members: Will Ibershof (Chair), Dianne Brudnicki and Gérard Cattin. The Committee is supported by City staff, including Doreen Booth, Planning Director, and Steve Schuller, Director of Public Works. Analytic and facilitative support for this planning project was provided by Berk & Associates.

This Plan draws on substantial amounts of quantitative and qualitative research, which is presented in the attachments to this document:

- A comprehensive analysis of the City's demographic, economic, market and land use conditions is contained in the Economic Development Profile.
- The memorandum titled Fiscal Implications of Land Use Alternatives captures the impacts of different land use choices on the City's financial position.
- Summaries of phone and in-person interviews with more than 30 stakeholders and the City's Cultural Planning Steering Committee present important context and community opinions.
- Additional public input was gained at the Public Open House held on September 29, 2005.

The above analysis was synthesized in a document titled Assessment of Key Factors, also found in the attachments to this document.

From this wealth of data and input, the members of the Economic Development Committee identified opportunities, established priorities and drafted the Goals and Strategies which follow.

Plan Implementation

An important piece of the planning process has been to consider Plan implementation, clearly identifying priority action items, anticipated timelines and implementation leads. Following each actionable item in the Plan, bracketed notes clarify who will be responsible for advancing the item in the identified timeframe.

= specific, actionable step

= partnerships

Short-Term = Accomplished in 1st year of Plan implementation

Medium-Term = Accomplished in years 2 and 3

Long-Term = Accomplished in years 4 and beyond

Two Priority Focus Areas are also identified in the text.

Summary – *The Plan on a Page*

Goal I. Maximize the Potential of Duvall's Character and Quality of Life

A. Establish a "Duvall Cultural Corridor"

B. Support Old Town as the heart of the community **[Priority Focus Area]**

C. Improve motorized and non-motorized transportation infrastructure **[Priority Focus Area]**

D. Continue to enhance Duvall's high quality of life, making Duvall a great place to live

E. Support a cohesive community identity while recognizing and enhancing neighborhood identity

Goal II. Promote the Vitality of Duvall's Existing Businesses

A. Increase the trade capture of Duvall's retailers

B. Promote business retention and expansion

C. Ensure is Duvall an attractive place for customers to shop and for businesses to operate: enhance Duvall's business climate

Goal III. Implement an Active Business Development and Recruitment Plan

A. Proactively recruit target businesses or industries

B. Support entrepreneurship and new business development

C. Encourage larger-scale commercial and mixed use development in the southern portion of town

D. Develop a vibrant Main Street Corridor

Goal IV. Guide Future Residential Development to Provide Long-Term Benefits for the City

A. Ensure residential development is in desired locations and of desirable quality

B. Recruit and support the development of workforce housing

Goal V. Maximize the City's Potential as an Interregional Tourism Destination

A. Use visitor maps, directories and attractive signage to identify points of interest

B. Actively promote the City's natural, cultural, artistic and agricultural assets

C. Promote usage of the City's trails

D. Recruit overnight lodging options

E. Collaborate with other Valley cities to boost the sub-region's tourism draw through unified marketing, signage, and other activities

Goal VI. Coordinate Economic Development Planning/Admin and Enhanced Communication

A. Dedicate City resources to economic development planning and implementation

B. Create a unique and meaningful City identity

C. Develop a proactive marketing strategy identifying key audiences and messages

Goal I. Maximize the Potential of Duvall's Character and Quality of Life

Old Town

Old Town Duvall is already described by many stakeholders as being the heart of the community, and with additional investment and coordination, it has tremendous potential as the City's focal point – both for residents and out-of-town visitors. Implementation of this Plan will create an Old Town environment which is charming, vibrant and pedestrian-friendly, with lots a community space, making it an attractive destination for people to spend time, eat, drink and shop. Coming to Old Town will be a cultural experience, with complementary public spaces, restaurants and businesses.

This enhancement of the Old Town environment will be accomplished through planning and coordination of the built environment; City investment in public spaces, amenities and aesthetic enhancements; business outreach; and collaboration and contribution by partner organizations, the community and the private sector.

A. Establish a "Duvall Cultural Corridor" [Planning/Admin and Public Works]

1. Create a cultural focal point in Old Town [further developed in Strategy B, below]
   i. Prioritize development of a Community Center that could host cultural events and shows and/or a Town Square to provide community gathering space [Medium-term]
   ii. Develop a high quality and unique market for farmers, artisans and craftspeople to sell their wares [short-term; Planning/Admin; partners include Farmers Market Committee; also referenced in Goal V, B, 1]
2. Facilitate the development of places artists can live, work and sell their goods, perhaps using the Thayer House [long-term; partners include Duvall Foundation for the Arts and Duvall Arts Commission]

B. Support Old Town as the heart of the community [priority focus area; see sidebar]

1. Create a unique and attractive ambiance and a rich cultural experience with inviting public spaces [Planning/ Admin and Public Works]

   i. Create a Town Square as a central community gathering point, as well as additional public spaces [medium-term]
      a. Evaluate available properties including the Public Works Yard[1] and the adjacent property [short-term]

[1] This yard is on Stella Street, west of Main Street. Options to be evaluated include a parking area and/or play area and/or plaza for families

ii. Evaluate opportunities for a new City Hall facility in Old Town [long-term]

iii. Develop a Community Center, perhaps in the old Library building, with indoor and outdoor public spaces [medium-term]

iv. Invest in additional public amenities including public restrooms, benches and picnic tables [short-term and medium-term, as part of the Main Street Project]

v. Invest in beautification efforts including streetlights, trees, and flower baskets [medium-term, as part of the Main Street Project]

vi. Establish a public arts policy through the Arts Commission to enhance the Old Town environment and the community's cultural identity and sense of place [short-term; partners include the Duvall Arts Commission]

vii. Enhance signage to draw tourists and residents to Old Town and to connect Old Town and other local features such as the riverside walking and biking trail and McCormick Park [short-term; partners include King County and WSDOT]

viii. Evaluate the feasibility of providing wireless Internet access in Old Town [short-term; also referenced in Goal III, B, 2]

ix. Establish standards for the use of signs, striking a balance between maintaining an attractive streetscape and allowing businesses to market themselves [Planning/Admin; short-term]

x. Evaluate establishing a local Main Street program or incorporating elements of the Main Street approach in Old Town revitalization [short-term]

2. Retain existing and attract new distinctive and desirable small businesses to Old Town [Planning/Admin]
    i. Draw on themes of culture and active recreation
    ii. Consider bike rental stores, art supply stores, dance schools, cafes, restaurants
3. Continue to implement the Downtown Subarea Plan [Planning/Admin]
    i. Encourage additional housing north of Old Town, on the hill and in mixed use development
    ii. Encourage development of small-scale office space for offices and service-oriented businesses
    iii. Encourage the location of anchor tenants in Old Town, including retail and service businesses, entertainment venues and public services
4. Keep Old Town charming with appropriate building design when buildings are redeveloped or newly constructed [Planning/Admin]
    i. Investigate innovative options for enhancing Old Town's aesthetic through City investment, redevelopment incentives, tax credits, grants, loans or other options [short-term]
    ii. Encourage redevelopment of existing properties
        a. Allow flexibility in code enforcement and impact fee assessment to facilitate development or redevelopment projects which advance the established vision for a high-quality, mixed use environment in Old Town
        b. Encourage master planning for larger sites

C. Improve motorized and non-motorized transportation infrastructure [Public Works]

1. Address the impacts of current and future traffic patterns on accessibility, safety and the desired ambiance throughout town [Priority Focus Area]

   i. Slow Main Street traffic and invest in streetscape enhancements, working with local businesses to mitigate negative impacts of the project [medium-term, as part of the Main Street Project]

   ii. Encourage the diversion of truck traffic around the City; working with King County and WSDOT proactively on future improvements [short-term]

   iii. Evaluate opportunities for adding parking on the east side of Main Street [short-term]

   iv. Evaluate opportunities for recreational vehicle parking, including overnight options [long-term]

2. Improve pedestrian and bicycle connections

   i. Enhance pedestrian connections between residential and commercial centers [medium-term]

   ii. Enhance and complete sidewalks along Main Street for the length of the City [medium-term; also referenced in E, 2, below]

   iii. Provide better pedestrian access between Main Street and the Community Car Park (Park and Ride) [short-term]

   iv. Enhance pedestrian access between the river and Main Street, by creating a walking art path to draw trail users to Old Town [short-term]

D. Continue to enhance Duvall's high quality of life, making Duvall a great place to live [Planning/Admin and Public Works; short-term]

1. Continue to invest in the City's parks and open spaces, creating a system of central properties and community parks

   i. Update the Parks and Recreation Element of the City's Comprehensive Plan [Planning/Admin]

      a. Evaluate creating a Parks and Recreation Department

      b. Encourage developers to incorporate quality landscaping, parks, open space areas and trails that connect neighborhoods

         - Allow developers to use sensitive areas as amenities for a development and for recreation as appropriate
         - Allow developers to receive credits for park fees by creating their own neighborhood parks

      c. Evaluate requiring parks when residential developments reach a certain size

      d. Develop a map of parks and trail connections desired in the future

   ii. Create additional trails to connect neighborhoods, through City investment or developer action

   iii. Evaluate alternative uses for the area south of McCormick Park [Planning/Admin]

2. Encourage development of recreation facilities and fields attractive to City and Valley residents

School and Community Group Projects

Examples of projects at the school might include a mentor program, providing assistance with senior projects, assisting with curriculum development and doing in-class visits or presentations. Support of projects with community groups might include Eagle Scout projects.

3. Actively work with Riverview School District to provide support for projects and opportunities for partnering on projects [short-term; City Council; see sidebar]
   i. If created, utilize the City's Parks and Recreation Department, to assist in the administration of related School District properties
4. Be an accessible resource to support projects implemented by community groups [short-term; City Council; see sidebar]

E. Support a cohesive community identity while recognizing and enhancing neighborhood identity

1. Work with community partners, including neighborhoods (i.e. homeowner's associations) to bridge cultural divides
   i. Sponsor community events which bring people together
   ii. Sponsor community conversations about various topics, including emergency management, economic development, public projects, etc.
   iii. Support neighborhood groups
      a. Create a neighborhood grant program that requires community participation for application and supports projects that complement the City Vision [Planning/Admin; short-term; see sidebar]

Neighborhood Grant Program

Such a program could be modeled on one of the neighborhood grant programs in Bellevue. Such a program could allow a grant of $500-$5000 for community or economic development. Potential grantees could include a farmer's market, neighborhood park such as the basketball court on the detention vault on 278th or a kiosk construction.

2. Bridge geographic divides
   i. Bridge the gap between Old Town and the south end of town by encouraging development along Main Street [Planning/Admin]
   ii. Enhance and complete sidewalks along Main Street for the length of the City [Public Works; medium-term; also referenced in C, 2, above]
   iii. Use street furniture, banners and lighting to create a unified Main Street corridor [Public Works; also referenced in Goal III, D, 3]

Goal II. Promote the Vitality of Duvall's Existing Businesses

A. Increase the Trade Capture of Duvall's retailers

1. Capture more spending by City residents and extend the geographic draw of Duvall retailers

   i. Market Duvall and Duvall's businesses in the surrounding areas, including Redmond Ridge, the area between Cottage Lake and Duvall along the Woodinville-Duvall Road, and the lake communities east and southeast of Duvall

      a. Create and widely distribute an artistic map showing the location of Duvall businesses, parks, and other places of interest [short-term; Planning/Admin]

      b. Consider creating a partnership with the Chamber of Commerce and other partners to market Duvall using creative and engaging promos highlighting Duvall products [short-term; Planning/Admin]

   ii. Encourage local residents to shop locally through education/marketing campaigns and by providing an environment and goods and services attractive to the local population

      a. Engage in public outreach and education related to economic development by elected officials [City Council; short-term]

2. Attract spending by tourists [see Goal V]

B. Promote business retention and expansion

1. Provide information describing the findings of the economic development Planning/Admin process to existing businesses. Discuss what this information might mean to their specific business [Planning/Admin; short-term]

2. Partner with the Chamber of Commerce or other organizations to sponsor subsidized classes provided by the Small Business Development Center (or similar organizations) on marketing, advertising, bookkeeping, customer service, and other practical topics useful to small business owners

3. Support workforce training efforts by Lake Washington Technical College and in local schools [Planning/Admin; short-term]

4. Work with Lake Washington Technical College to determine what classes would be most desired by local residents [Planning/Admin; short-term]

5. Support the work of the Chamber of Commerce and other organizations in efforts to promote and grow City businesses.

   i. Address issues of consistent hours, special events and other relevant issues.

   ii. Develop specific strategies needed to help keep City businesses attractive and viable, including sponsoring special events and supporting festivals and celebrations in the City.

6. Work with Old Town business and property owners to evaluate the desirability of creating a Main Street business association.

7. Explore the creation of an economic development grant program for local businesses, including a façade grant program [Planning/Admin; short-term]

C. Ensure is Duvall an attractive place for customers to shop and for businesses to operate: enhance Duvall's business climate

1. Support a culture of customer service throughout City government [Mayor's Office; short-term]

2. Appoint an official staff and council liaison to the Chamber of Commerce [Mayor's Office/City Council; short-term]

3. Examine the permitting and development processes for streamlining opportunities [Planning/Admin; short-term]

4. Evaluate joining MyBuildingPermit.com service of the E-Gov Alliance [Planning/Admin; short-term]

5. Formalize the City's business outreach efforts [Planning/Admin; short-term]
   i. Solicit small business input and considering the impacts of City policies on small businesses
   ii. Communicate proactively with business owners about upcoming City decisions or actions

Goal III. Implement an Active Business Development and Recruitment Plan

A. Proactively recruit target businesses or industries

1. Establish and update a list of target businesses or industries, taking into account market realities and fiscal implications to the City, including:

   - Providers of daily goods
   - Restaurants: family-friendly and high-end
   - Cafes
   - Specialty grocers (e.g. health food store, Trader Joe's)
   - Specialized and boutique retail (e.g. vintage motorcycle store)
   - General retail (bookstore, office supply store)
   - Outdoor-oriented retail (e.g. bicycle sales/rental/repair)
   - Mid-scale office and industrial employers
   - Larger-scale retail
   - Entertainment venues
   - Overnight lodging

2. Form "tiger teams" to encourage expansion by existing businesses and recruit target businesses or industries [City Council; short-term]

B. Support entrepreneurship and new business development

1. Encourage the development of affordable flex-tech space for small businesses, including evaluating the possibilities for turning the Valley Tech Center into an incubator space

2. Evaluate the costs and benefits of providing wireless Internet access in portions of town, particularly the Old Town area [Planning/Admin/ Public Works short-term; also referenced in Goal I, B, 1]

3. Evaluate the provision of infrastructure to facilitate development of a business park south of Old Town [Planning/Admin/Public Works; long-term]

4. Facilitate connections between businesses and developers seeking available properties by joining the NWProperty.net service of the E-Gov Alliance [Planning/Admin; short-term]

C. Encourage larger-scale commercial and mixed use development in the southern portion of town

1. Encourage new development to include attached high-quality mixed use rental or owner-occupied housing

2. Allow larger office or industrial development

3. Maintain quality development through design standards

4. Consider a Planned Action SEPA/Master Plan for the South UGA [Planning/Admin; short-term]

D. Develop a vibrant Main Street Corridor

1. Encourage high-quality mixed use centers, stand-alone office and industrial developments and an industrial or business park

2. Encourage development of flex-tech space

3. Use street furniture, banners and lighting to create a unified Main Street corridor [Public Works; also referenced in Goal I, E, 2]

4. Coordinate business outreach efforts, including façade grant program, with the physical enhancements planned as part of the Main Street Project

Goal IV. Guide Future Residential Development to Provide Long-Term Benefits for the City

A. Ensure residential development is in desired locations and of desirable quality

1. Implement a study to evaluate the residential capacity and/or commercial potential of the City's UGA-Reserve [Planning/Admin; long-term]
2. Use zoning and infrastructure investments to encourage the location of residential development close to existing and new retail centers, particularly in mixed use developments with design standards that encourage high quality
3. Utilize codes and design standards to ensure high quality design throughout the City and the development of neighborhoods that are well-planned and of an individual character that complements the rest of the City

B. Recruit and support the development of workforce housing

1. Explore the feasibility and desirability of becoming a member of ARCH - A Regional Coalition for Housing
2. Work with King County Housing Authority and other non-profits

Goal V. Maximize the City's Potential as an Interregional Tourism Destination

A. Use visitor maps, directories and attractive signage to identify points of interest

1. Create a program that directs visitors to direct buying of locally made crafts and locally grown agricultural products

   i. Create a map, directory and distinctive signage linking points of interest in Duvall and the surrounding area. Use attractive signs consistent with the design used by other Snoqualmie Valley cities [Planning/Admin; short-term]

   Feature the following:

   - Duvall's Downtown and Cultural District
   - Valley farms and art studios
   - Wildlife and farmlands viewing in the Snoqualmie Valley
   - Outdoor recreation opportunities, including the river, parks and trails

2. Create a gateway program to assist in the development of gateway signs and landscaping and take ownership of maintaining the gateway [Public Works; medium-term]

3. Install information kiosks that are also works of art throughout the City [Planning/Admin/Public Works; short-term; also referenced in Goal VI, C, 2, ii]

B. Actively promote the City's natural, cultural, artistic and agricultural assets

1. Support the development of a regular market featuring Duvall's agricultural products, crafts and arts [short-term; Planning/ Admin and partners, including Farmers Market Committee; also referenced in Goal I, A, 1]

Photo courtesy of Serendipity Photography

2. Feature public art throughout the City [short-term; Arts Commission]

3. Hold a City-Wide Art Show, working with local artists to open studios to visitors and create a guided driving map to those studios [Planning/Admin; short-term]

4. Support through better advertising all City festivals including Sandblast, Quilt Day, Duvall Days, SummerStage and others [Planning/Admin; short-term]

C. Promote usage of the City's trails

1. Have a bike rental program and build awareness of the bike trail

2. Capitalize on nature hikes for kids and families drawing on Washington Trout and the Wilderness Awareness School and other local resources

D. Recruit overnight lodging options [Tiger Team; short-term]

E. Collaborate with other Valley cities to boost the sub-region's tourism draw through unified marketing, signage, and other activities [Planning/Admin; short-term]

Goal VI. Coordinate Economic Development Planning and Enhanced Communication [short-term]

A. Dedicate City resources to economic development planning and implementation

1. Determine the organization and future role of the City's economic development body
   i. Provide adequate resources, support, and recognition for the organization to succeed
   ii. Ensure that all community leaders and organizations are members, affiliates, and/or supporters
   iii. Set performance measures and track successes and failures in economic development implementation, communicating results to the community
2. Create a staff position to coordinate and implement economic development activities, with a part-time responsibility for special event management [City Council]
3. Create a workplan from the City's Comprehensive Plan [Planning/Admin]
4. Work with all City departments to utilize economic development as a decision-making screen [Planning/ Admin]
5. Communicate and coordinate with City partners to align City and partner economic development efforts [see sidebar]

City Partners

Current City partners include the Chamber of Commerce, the Riverview School District, the Rotary Club, local churches, City and other local boards and commissions, King County, development community, homeowners, Valley Cities, the Snoqualmie Tribe, and others.

B. Create a unique and meaningful City identity

1. Redesign the City's logo [Planning/Admin]
2. Ensure the City's identity is properly conveyed in all City and partner communications
3. Develop and tell the "Duvall Story" as to who we are and why we are unique

Marketing Strategy

These materials can be created by drawing from the Economic Development Profile and other work describing demographic changes, market changes, improvements in the business climate, and current and projected population growth.

C. Develop a proactive marketing strategy identifying key audiences and messages [see sidebar]

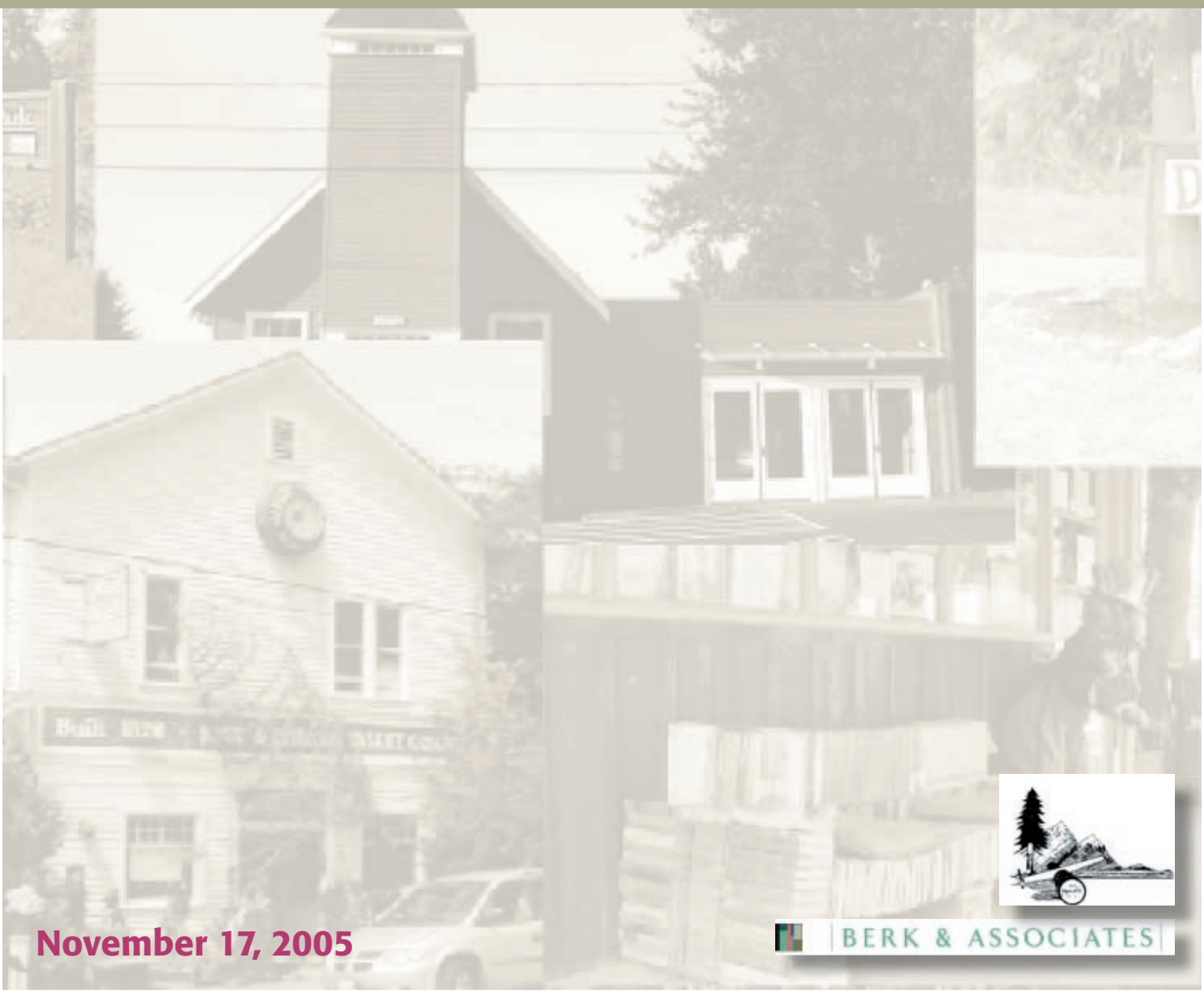
1. Communicate changes occurring in the community, the Vision for the City's future, and action steps to current and potential residents, businesses and developers

2. Facilitate better communication of community events

   i. Create a community calendar that that can be posted on the City's web site and distributed via the Valley View, the City newsletter and Chamber mailings

   ii. Create information kiosks constructed and updated by community groups [also referenced in Goal V,B,3]

City of Duvall
Economic Development Profile



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Duvall Economic Development Profile

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DEMOGRAPHICS AND HOUSING

Duvall Population

- Average annual population growth has been steady at 5% since 1990 (**Exhibit 1**).
  - Population growth is targeted by the Duvall Comprehensive Plan to slow slightly through 2022.
- Large population growth from 2000 to 2004 when compared with most peers and neighbors (**Exhibit 2**).
  - The average annual growth rates in Snoqualmie and the Incorporated Snoqualmie Valley Region are inflated because Snoqualmie annexed the Snoqualmie Ridge development prior to the sale of new homes.

Regional Definitions

Throughout this document the following regions are defined as

Snoqualmie Valley:

Incorporated Duvall, North Bend, Snoqualmie, and Carnation

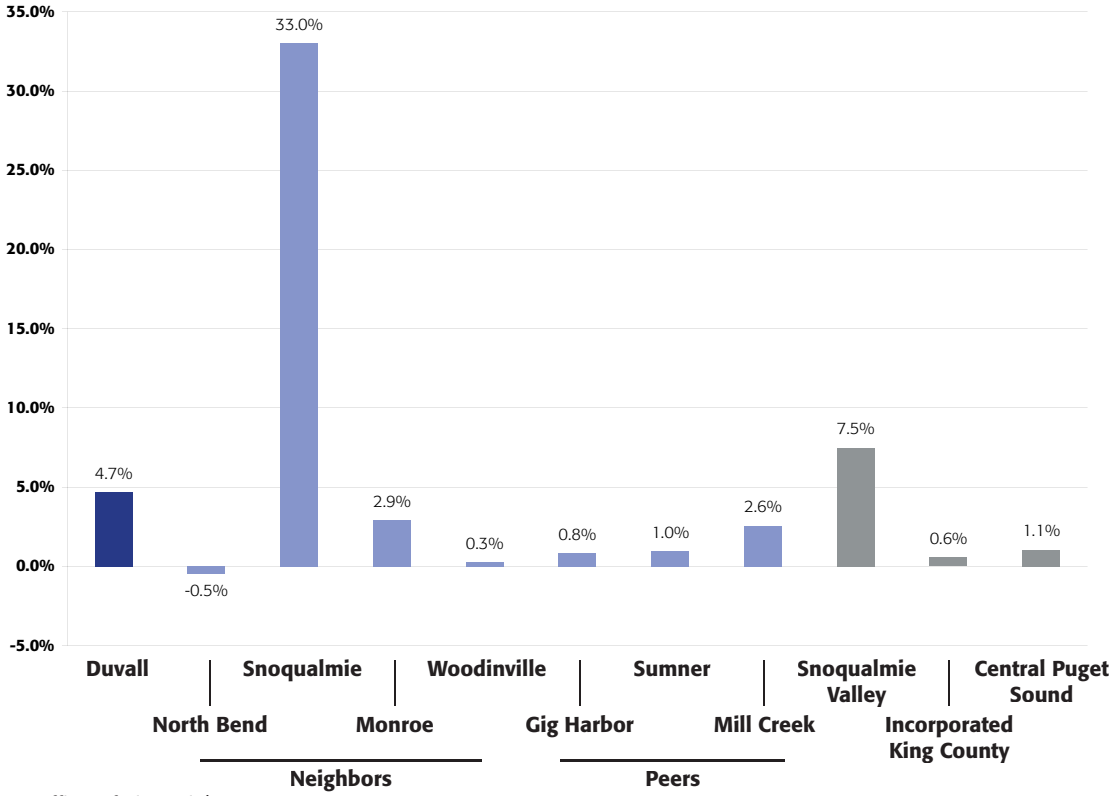
Central Puget Sound:

King, Kitsap, Snohomish, and Pierce Counties

Exhibit 1
Historic Population Growth and Population Target for Duvall

Duvall Population	1990	2000	2004	Projected 2022
US Census	2,770	4,616		
OFM			5,545	
Duvall Comp Plan Target				10,268
Average Annual Growth Rate		5.2%	4.7%	3.5%

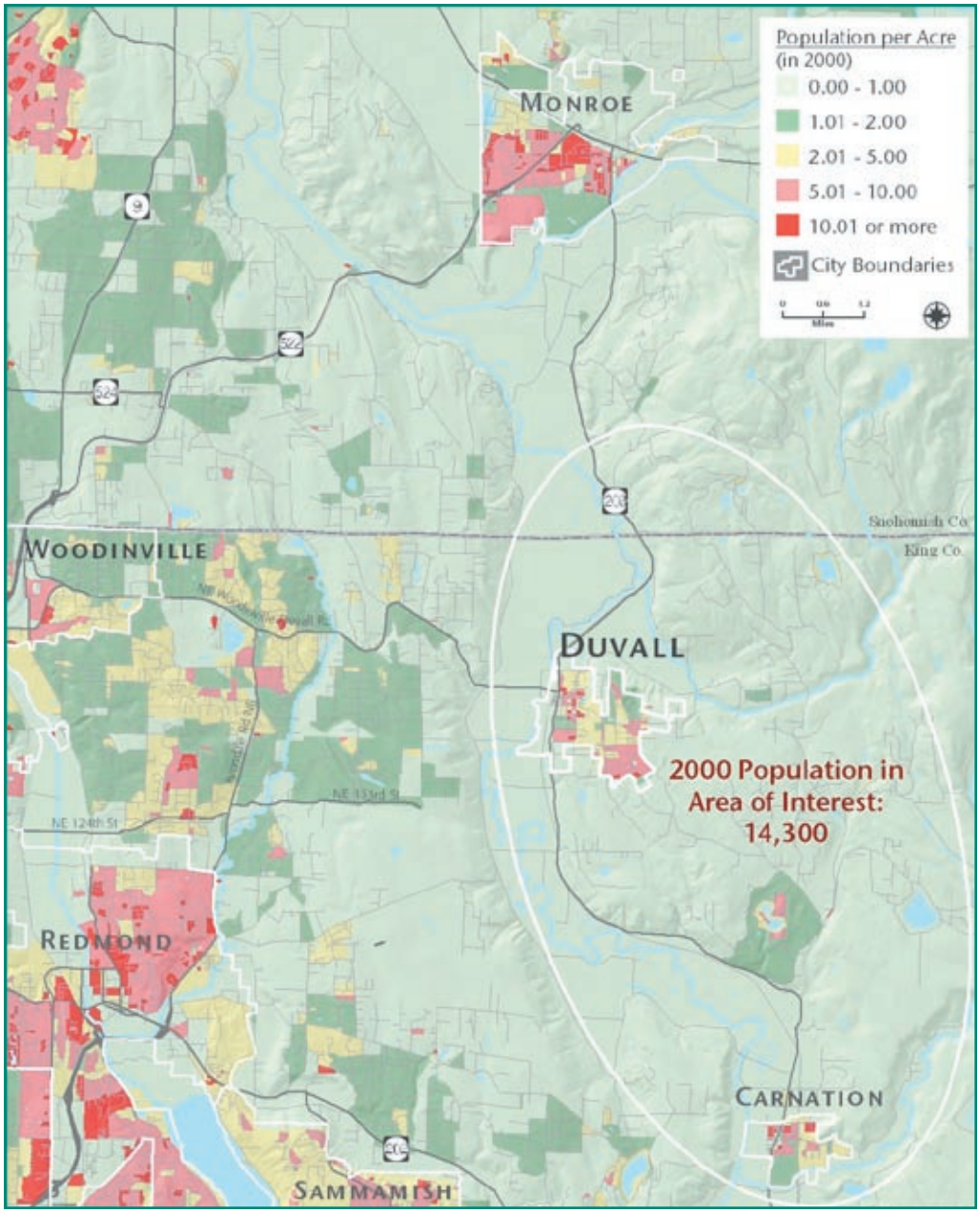
Exhibit 2
Average Annual Population Growth, 2000-2004



Source: Office of Financial Management, 2004

- The City of Duvall has a moderate population density (**Exhibit 3**).
  - The areas immediately surrounding the Duvall city limits are sparsely populated unincorporated areas.
- While the current population of Duvall is just over 5,500, the City serves a population base of over 14,000 – the area of interest.
  - This area includes most the population east of the City and south down to Carnation.

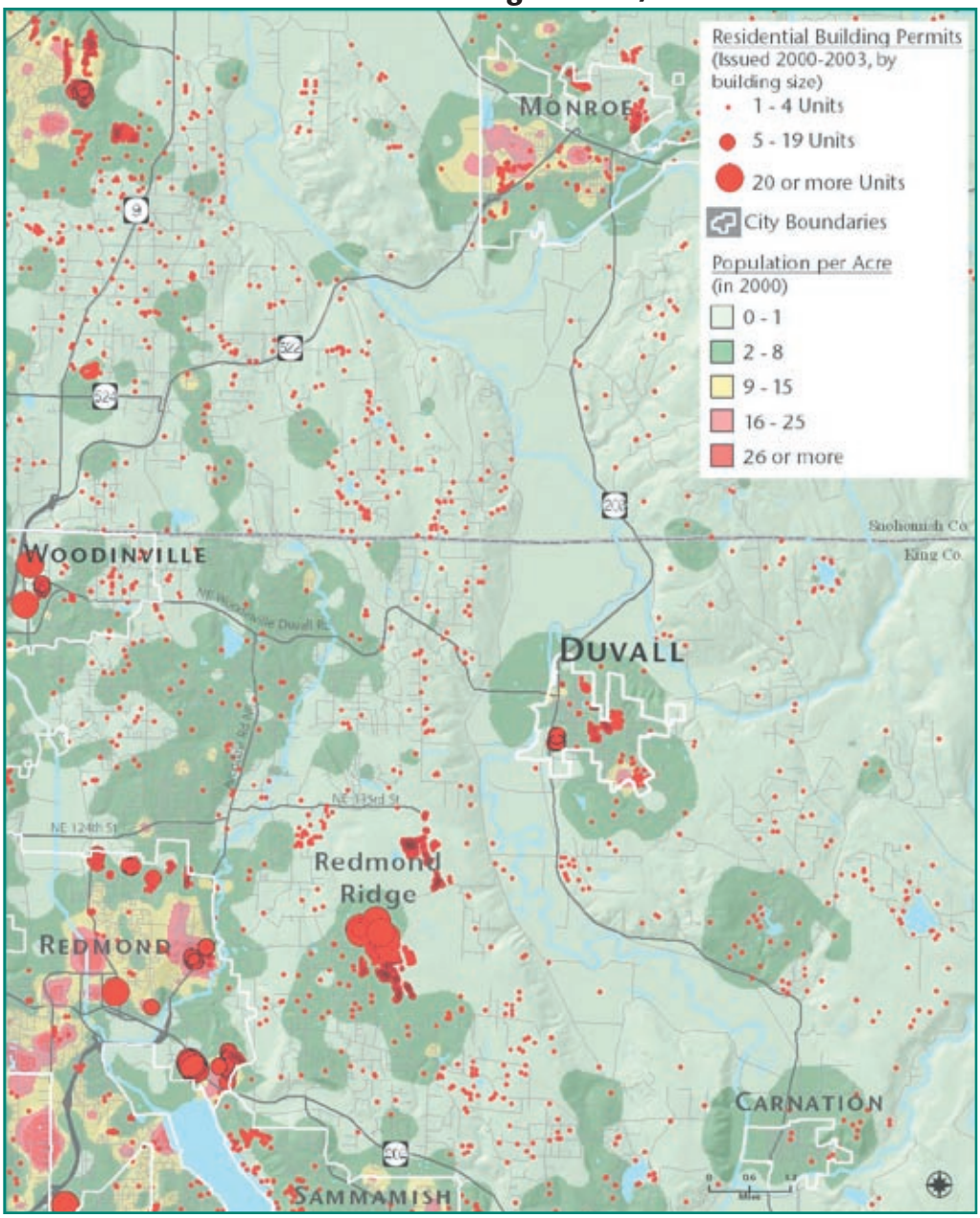
Exhibit 3
Population by Census Block, 2000



Source: US Census, 2000

- Recent residential building activity in Duvall is concentrated in the south end of town (**Exhibit 4**).
- The majority of recent residential permitting in the Duvall vicinity has occurred in Redmond Ridge, southwest of Duvall.

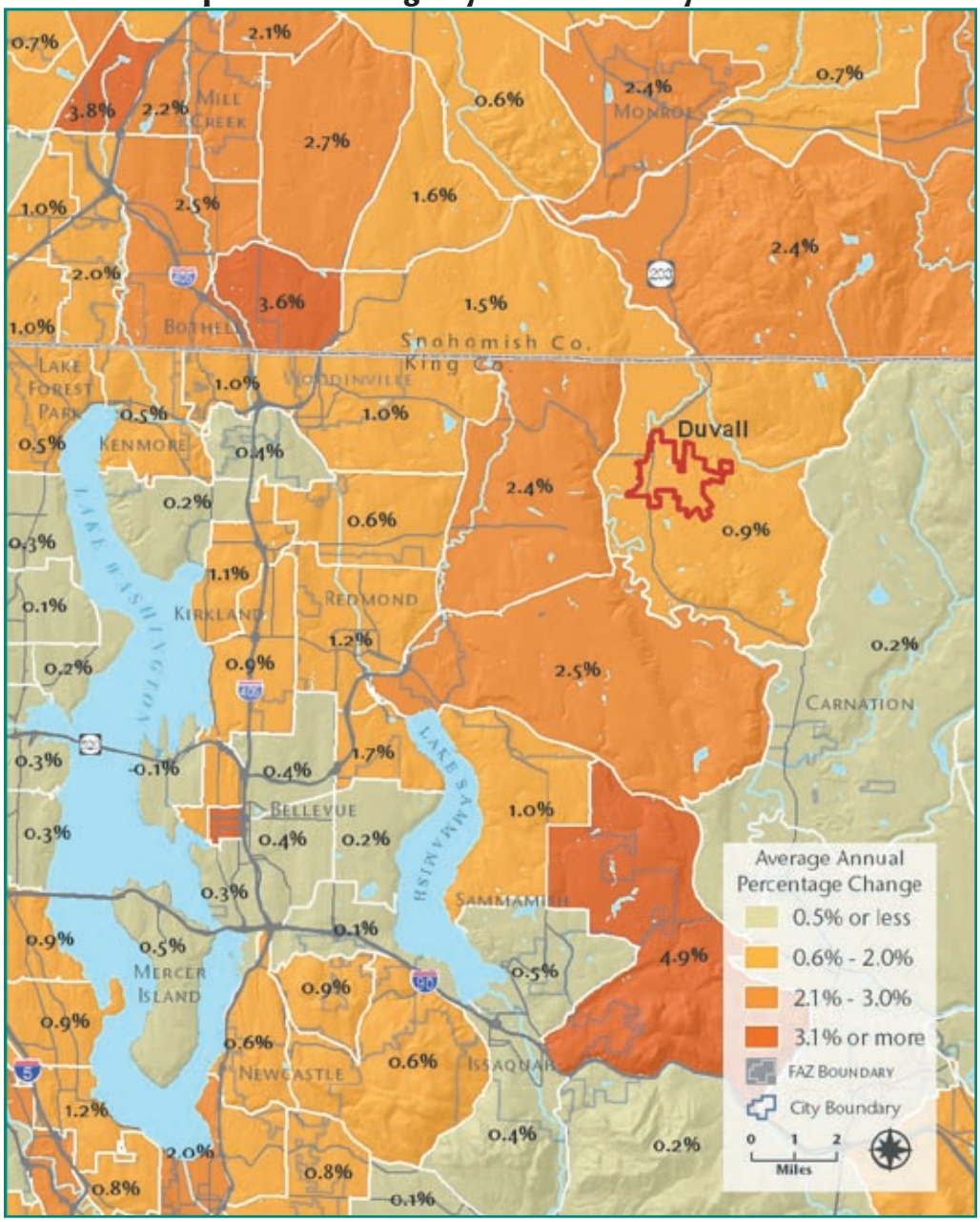
Exhibit 4
Population Density, 2000
and Residential Building Permits, 2000-2003



Source: US Census, 2000 and Puget Sound Regional Council, 2000-

- **Exhibits 5 and 6** are complementary. **Exhibit 5** shows the rate of forecasted population growth and **Exhibit 6** shows the magnitude and density of population growth.
- Duvall's population is expected to grow at a low to moderate rate over the next 15 years (**Exhibit 5**).
- Areas to the west and southwest of Duvall, including Redmond Ridge, are expected to grow more rapidly.

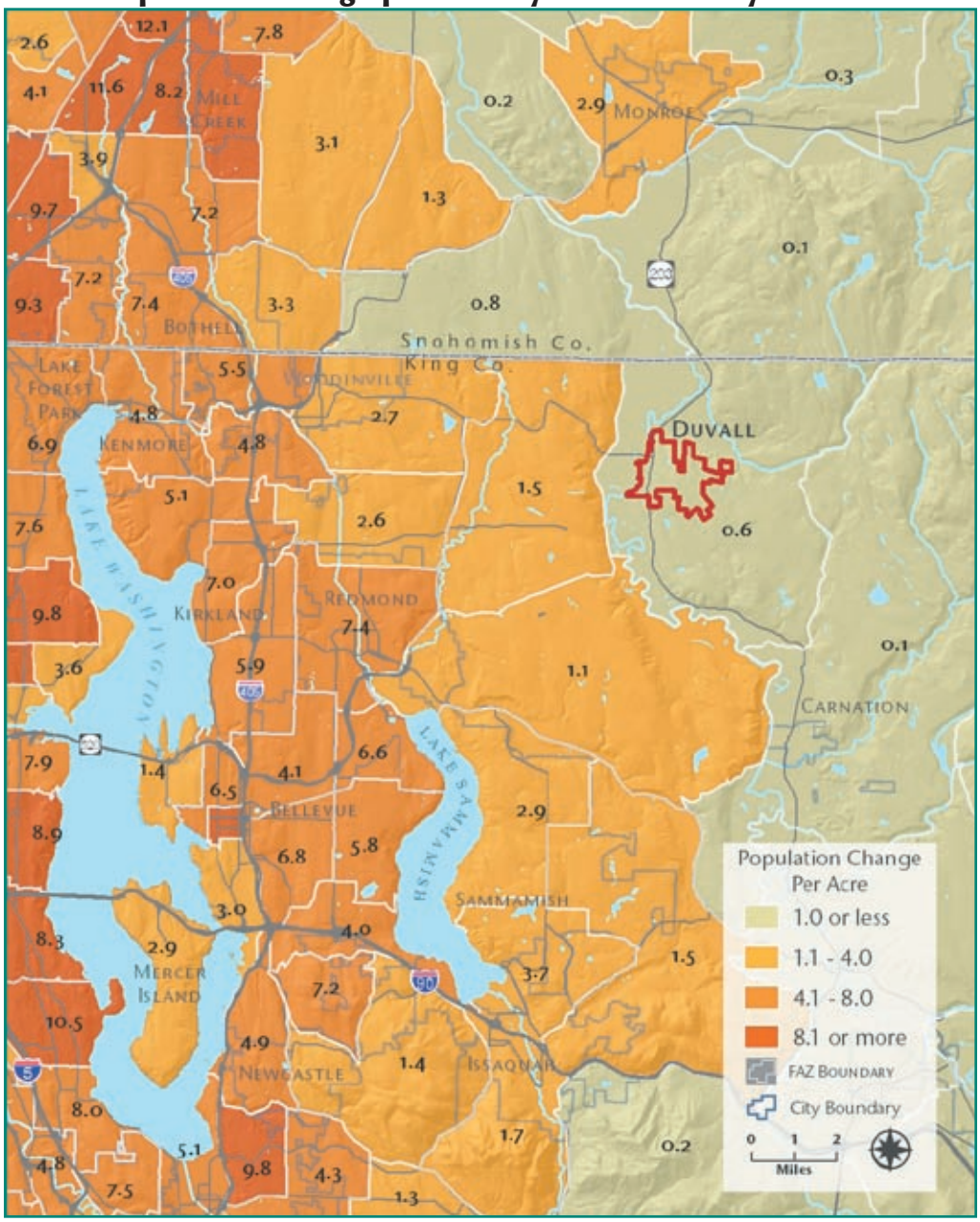
Exhibit 5
Population Forecast 2000-2020: Average Annual Percentage Population Change by Forecast Analysis Zone



Source: Puget Sound Regional Council, 2002

- The density of Duvall's population is expected to continue to increase at a low rate over the next 15 years (**Exhibit 6**).
- Similarly, areas to the north, east, and south through the Snoqualmie Valley are expected to increase at a low rate.
- In contrast, population density to the west is predicted to increase about twice as much as is expected in Duvall.

Exhibit 6
Population Forecast 2000-2020:
Population Change per Acre by Forecast Analysis Zone



Source: Puget Sound Regional Council, 2002

Duvall Foreign Born and Minority Residents

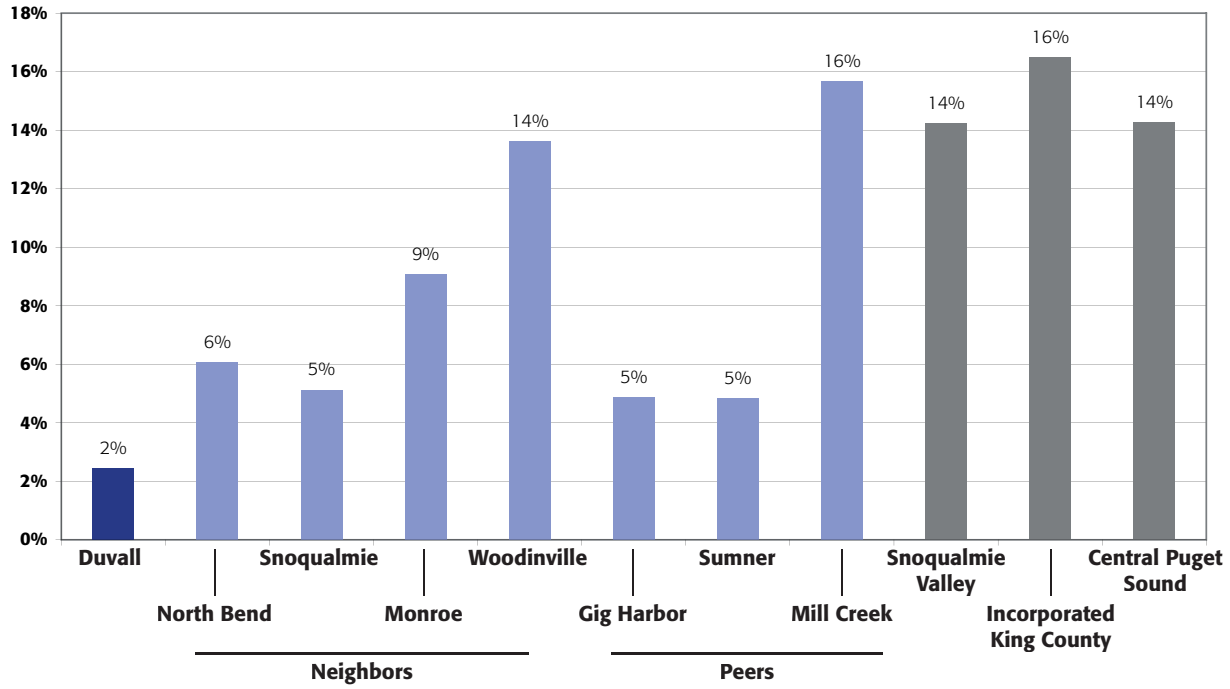
- Duvall's foreign born population (2%) is lower than comparable cities and much lower than incorporated King County and the Region (**Exhibit 8**).
- Relatively stronger concentration of people from South/Central America (**Exhibit 9**)
  - Polynesia and Guatemala, in particular (**Exhibit 7**).
- Lower representation of minority races, particularly Asian, relative to incorporated King County and the Region, though similar to the Snoqualmie Valley (**Exhibit 10**).

Exhibit 7
Origin of Foreign Born Population, 2000

Duvall		
Polynesia	29	25%
Guatemala	23	20%
United Kingdom	19	17%
Canada	17	15%
Germany	9	8%
Czechoslovakia	9	8%
Mexico	8	7%

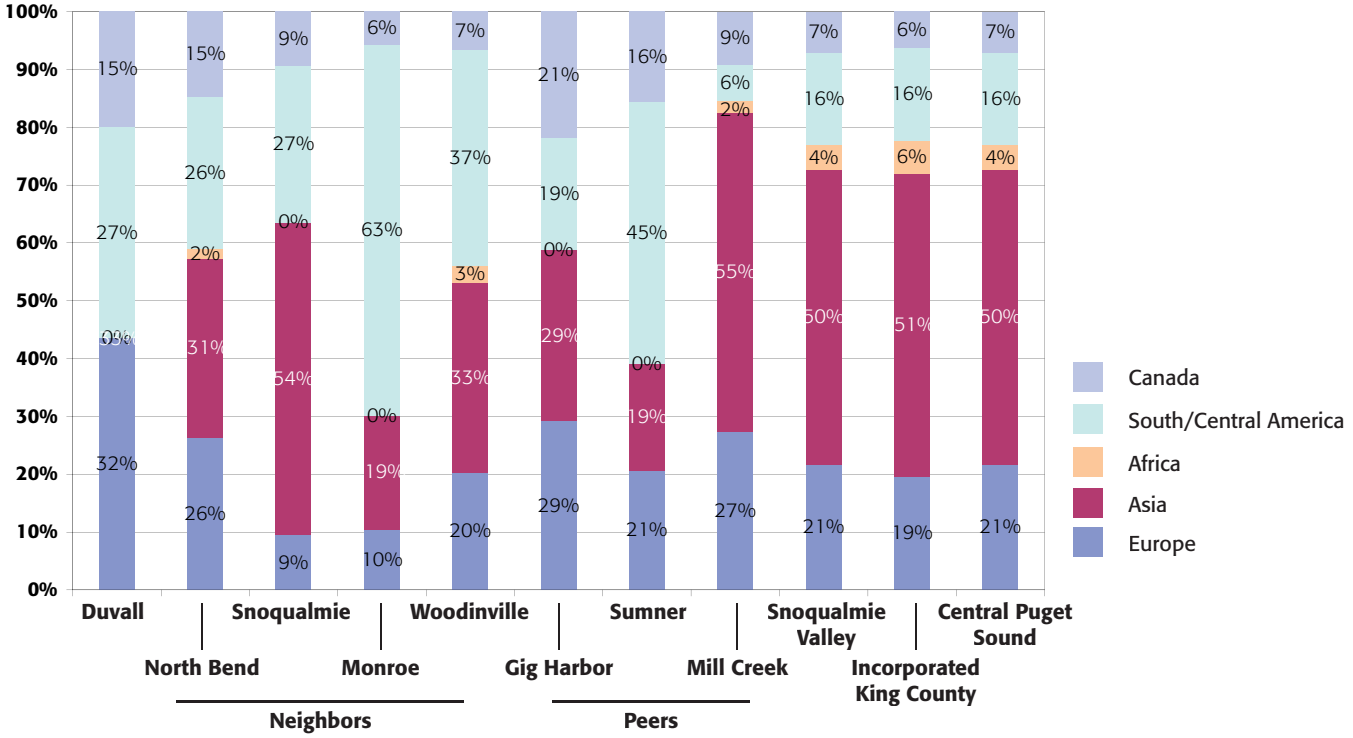
Source: US Census, 2000

Exhibit 8
Percentage of Foreign Born Population, 2000



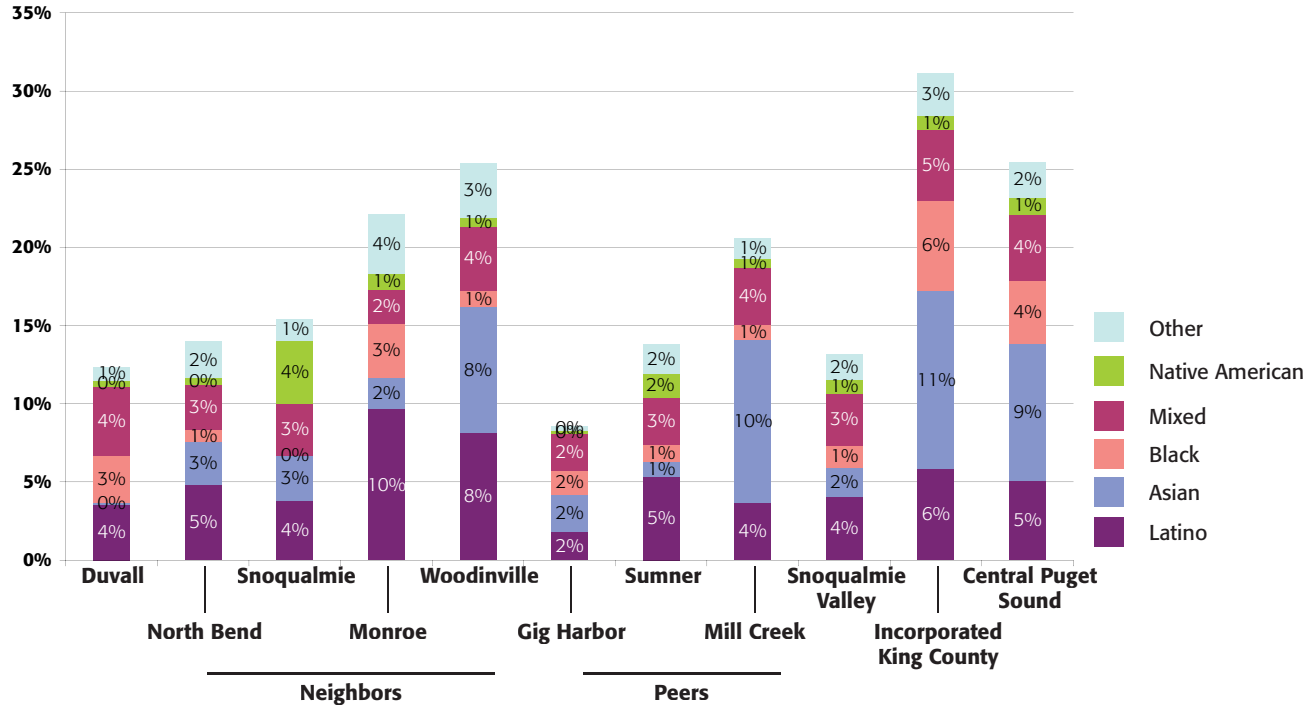
Source: US Census, 2000

Exhibit 9
Distribution of Foreign Born Population, 2000



Source: US Census, 2000

Exhibit 10
Minority Races Share of Total Population, 2000

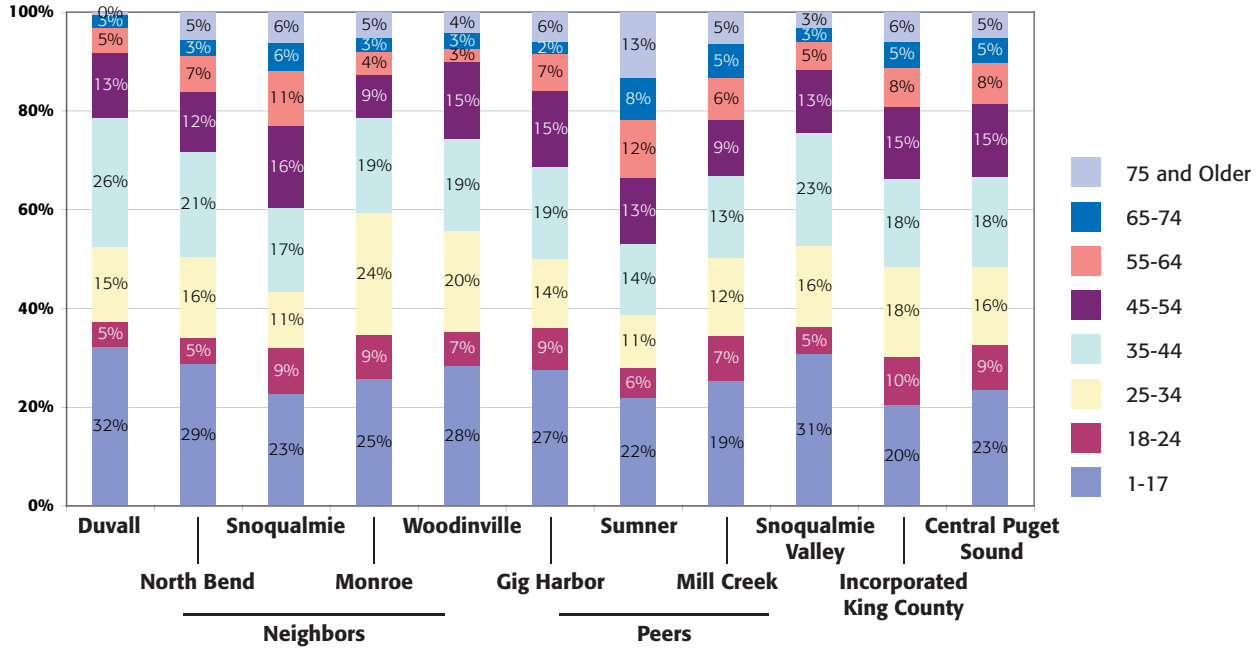


*Latino Populations are not additive with others
Source: US Census, 2000

Age of Duvall Residents

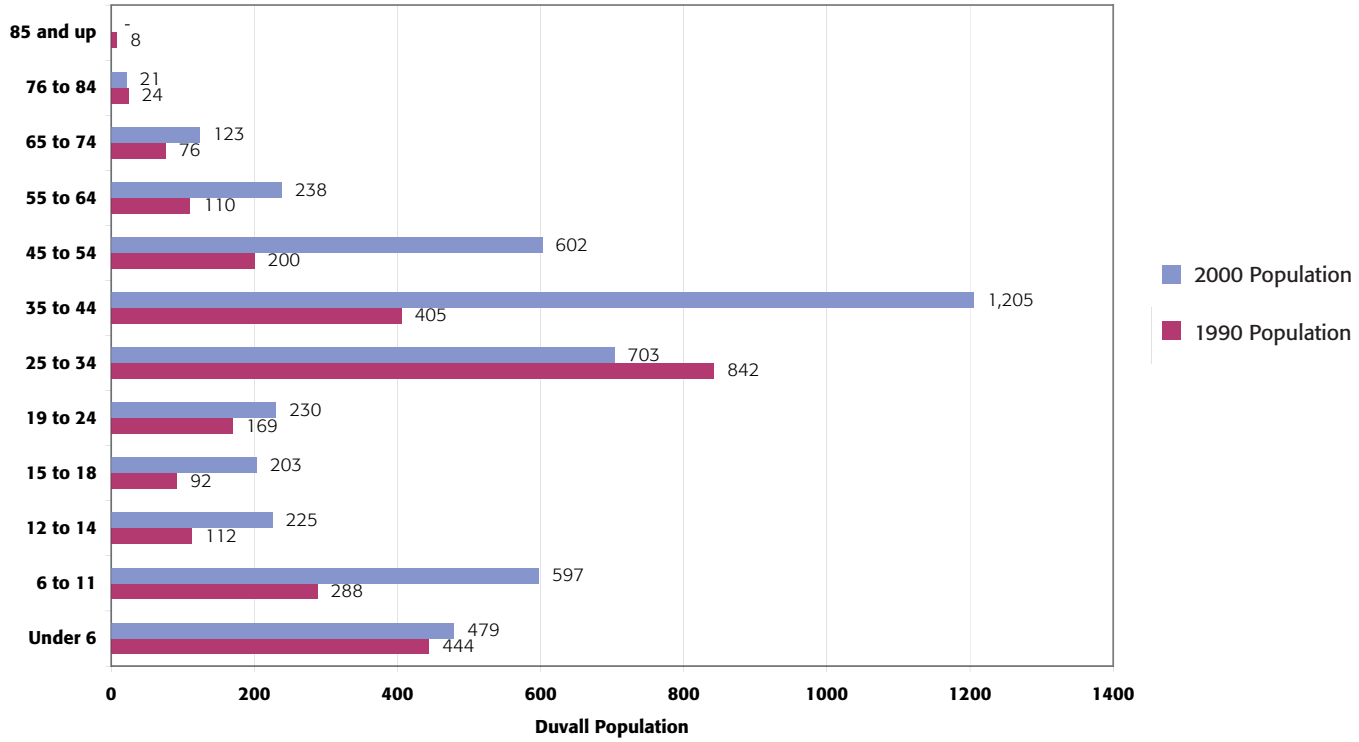
- Relatively young population (only 8% is over 55)
  - A strong family presence as 32% of the City's population is under 18 (**Exhibit 11**).
- Compared with 1990, Duvall's families have more older children, 6 to 18, and parents, 35 to 44 (**Exhibit 12**).
- The "1990 population aged by ten years" in **Exhibit 13** shows the age distribution one would expect in 2000 given no in or out migration, deaths or births between 1990 and 2000.
- When the "1990 population aged ten years" is compared to the actual 2000 age distribution, there appears to have been a significant immigration of the 30 to 49 age group over the past 10 years (**Exhibit 13**).

Exhibit 11
Distribution of Age, 2000



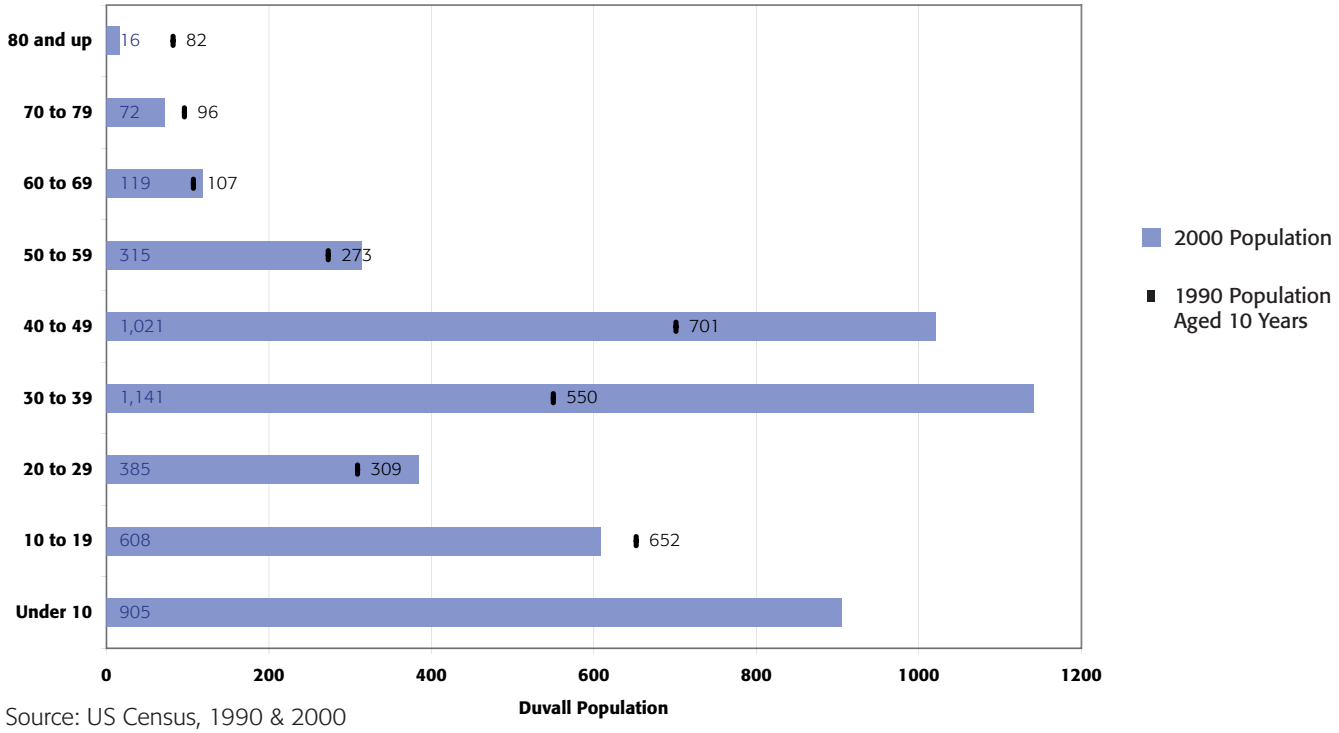
Source: US Census, 2000

Exhibit 12
Comparison of Age Distribution, 1990 & 2000



Source: US Census, 1990 & 2000

Exhibit 13
Age Cohort Analysis, 1990-2000

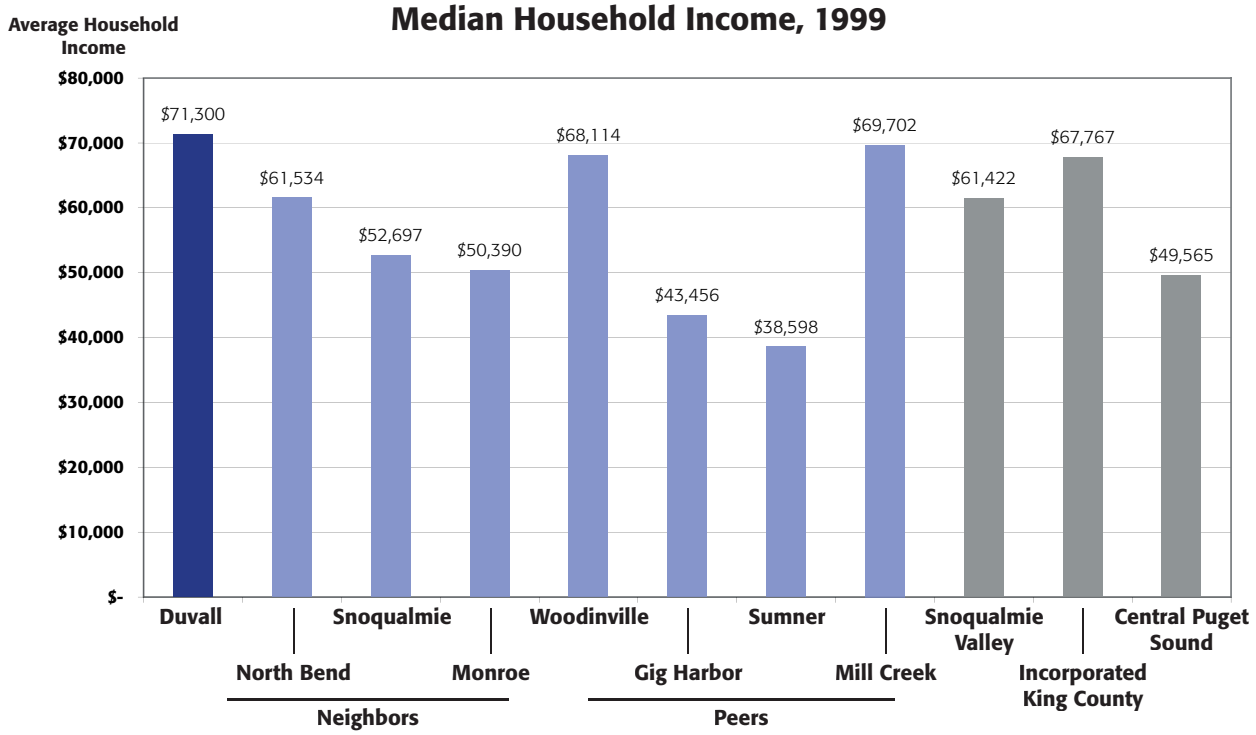


Source: US Census, 1990 & 2000

Duvall Household Incomes

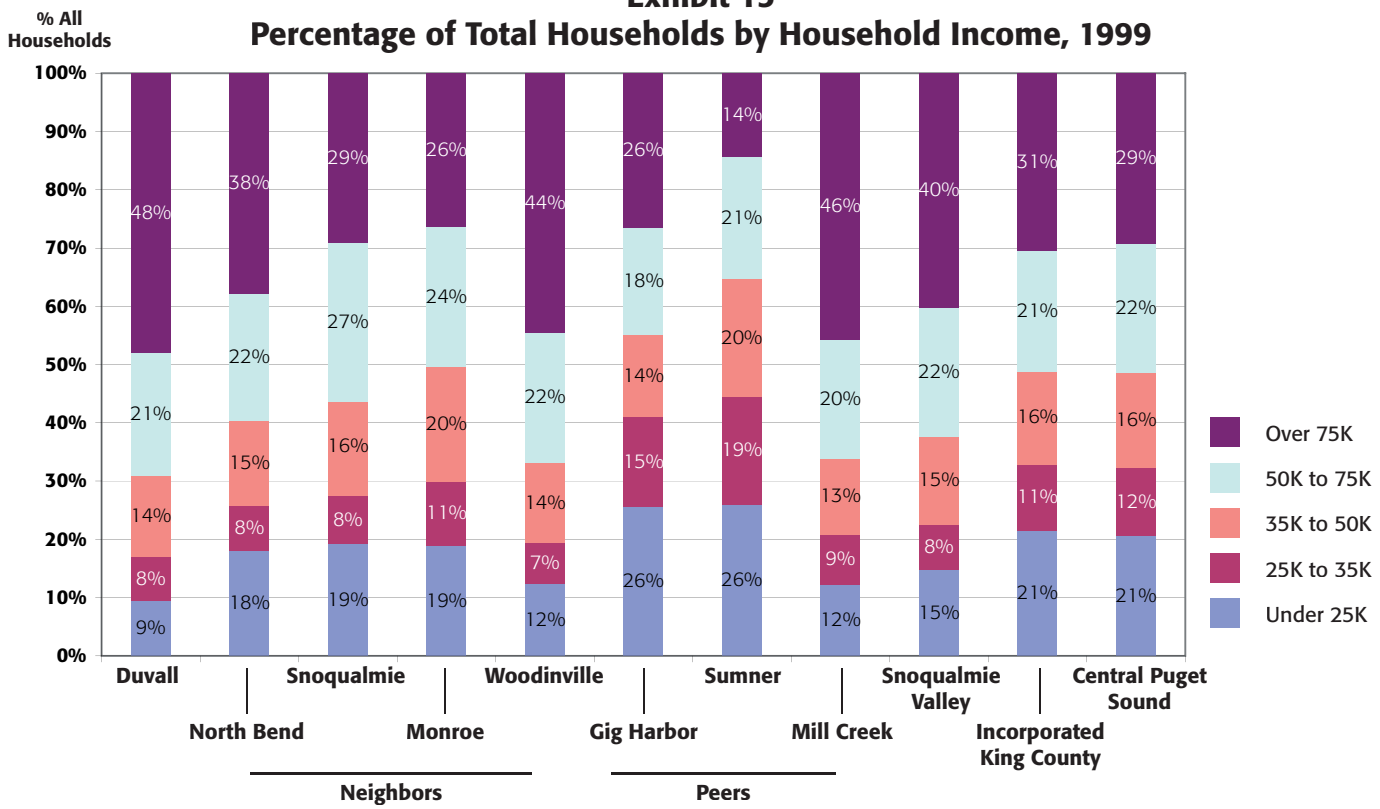
- Duvall has a high median household income ($71,000 in 1999); higher than all neighbors and regional medians including the incorporated areas of Snoqualmie Valley (**Exhibit 14**).
- Low percentage of households in lower income brackets (17% with household incomes less than $35,000; compared to 32% for incorporated King and 33% for the region) (**Exhibit 15**).
- Nearly 50% of Duvall households have an income of over $75,000 (**Exhibit 15**).
- While Duvall households have a relatively high median income compared with their peers and neighbors, income per capita is more in line with peers and Incorporated King County (**Exhibit 16**).
- Duvall's income per capita remains higher than several neighbors and the Snoqualmie Valley as a whole.
- The large number of families in Duvall lowers the income per capita.

Exhibit 14
Median Household Income, 1999



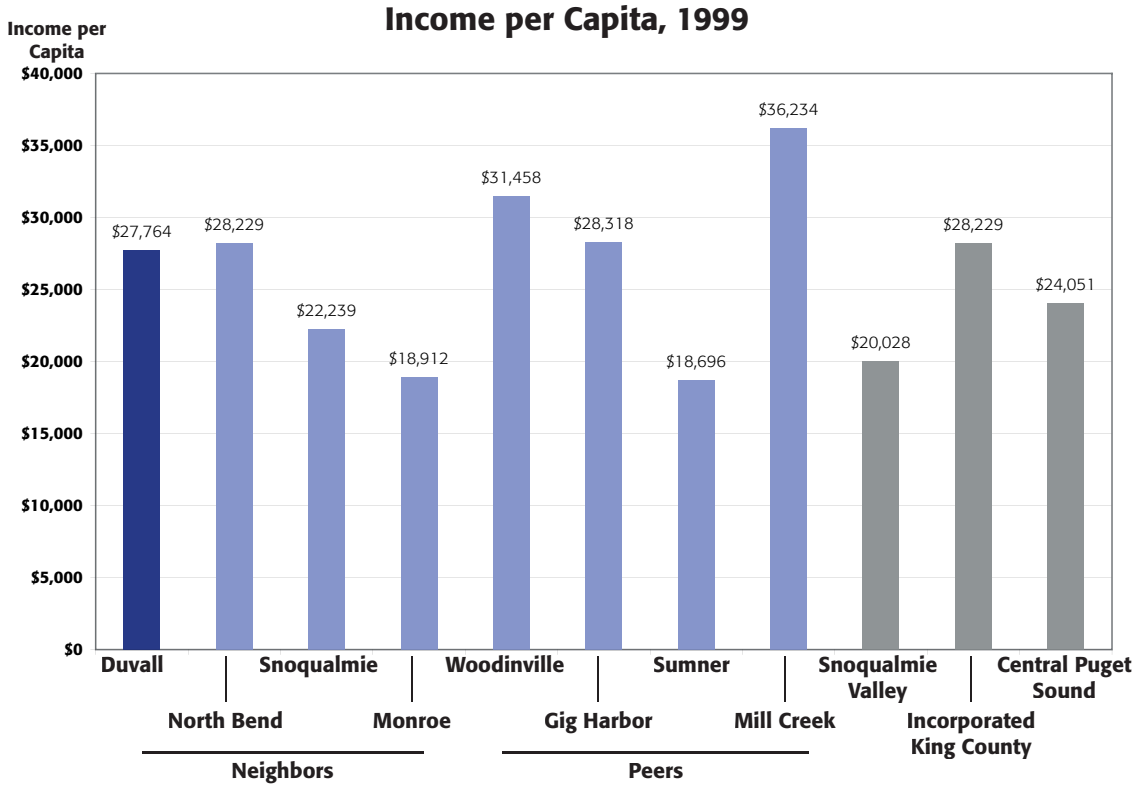
Source: US Census, 2000

Exhibit 15
Percentage of Total Households by Household Income, 1999



Source: US Census, 2000

Exhibit 16
Income per Capita, 1999

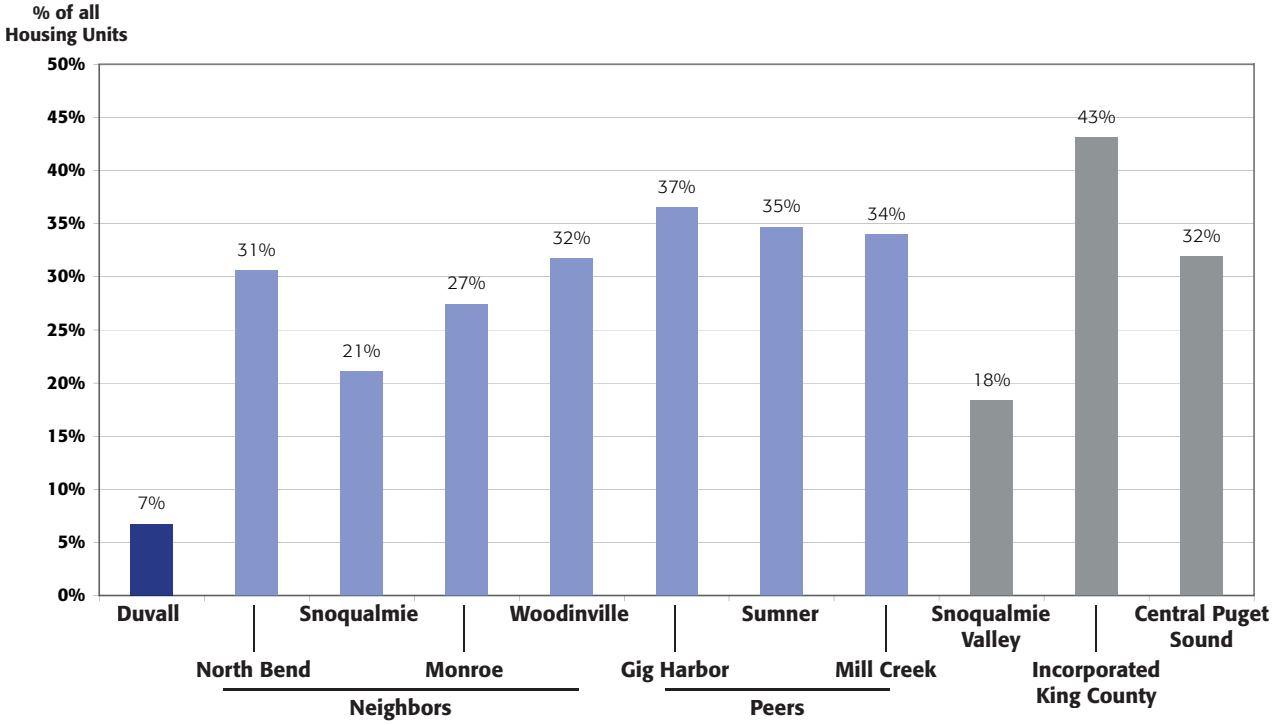


Source: US Census, 2000

Housing in Duvall

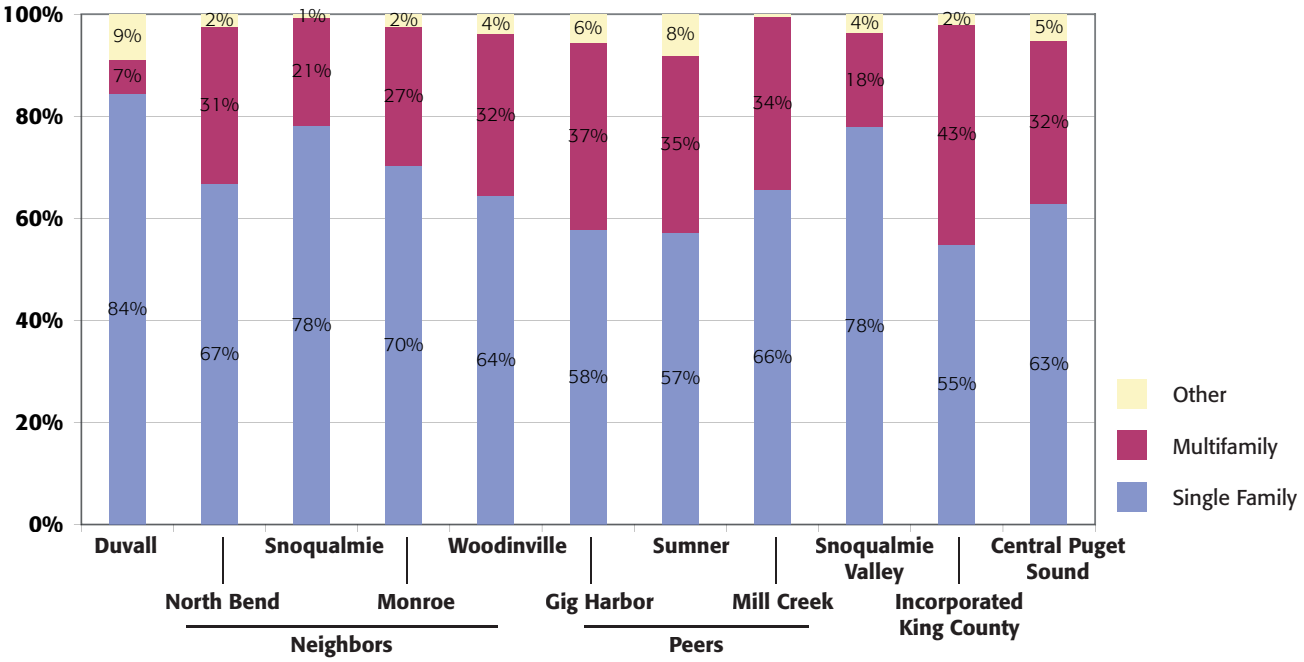
- Multifamily housing, as a percentage of all housing in Duvall (7%), represents a much smaller percentage than Incorporated King County (43%) and the Region (32%) (**Exhibit 17**).
- Neighboring cities all have a larger share of housing devoted to multifamily housing, though Duvall has a higher percentage of mobile homes and other housing (9%) (**Exhibit 18**).
- Within multifamily, the percentage of units that are owner-occupied is relatively high in Duvall (34%) compared to most other cities and to incorporated King (26%) (**Exhibit 19**).

Exhibit 17
Multifamily Housing Units as a Percentage of All Housing Units, 2000



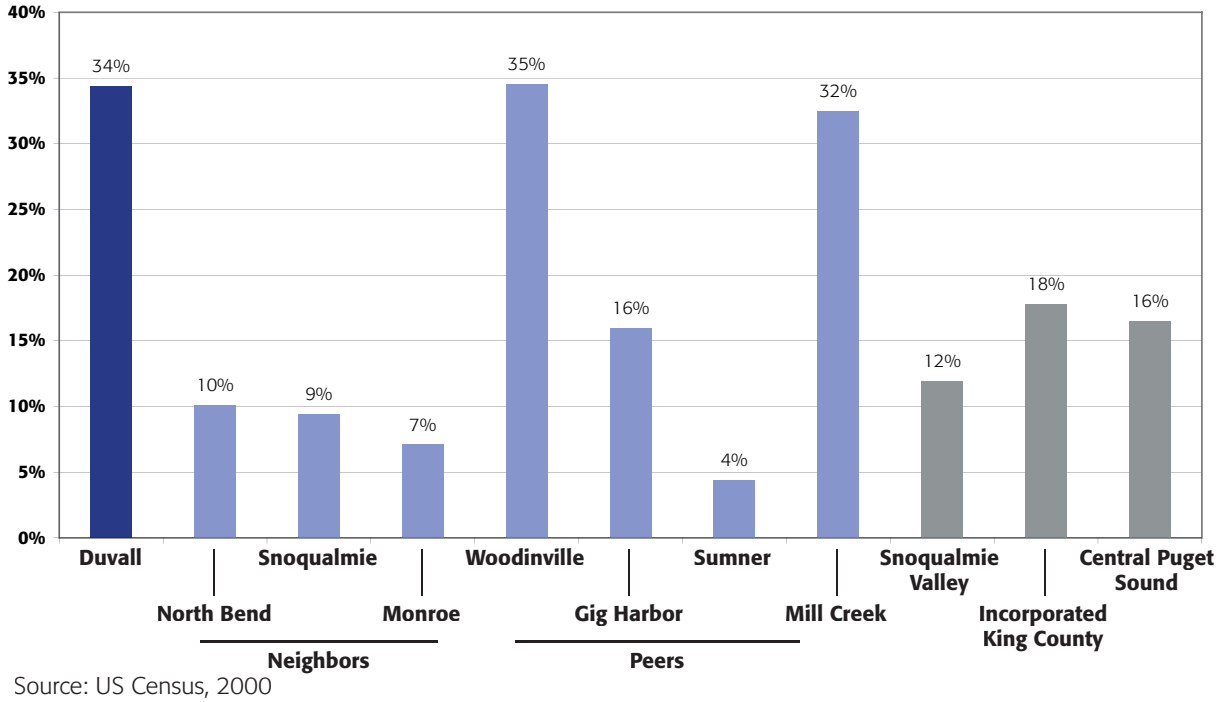
Source: Office of Financial Management, 2004

Exhibit 18
Distribution of Housing Units by Type, 2004



Source: Office of Financial Management, 2004

Exhibit 19
Owner-Occupied Multifamily Housing Units as a Percentage of All Multifamily Housing Units, 2000



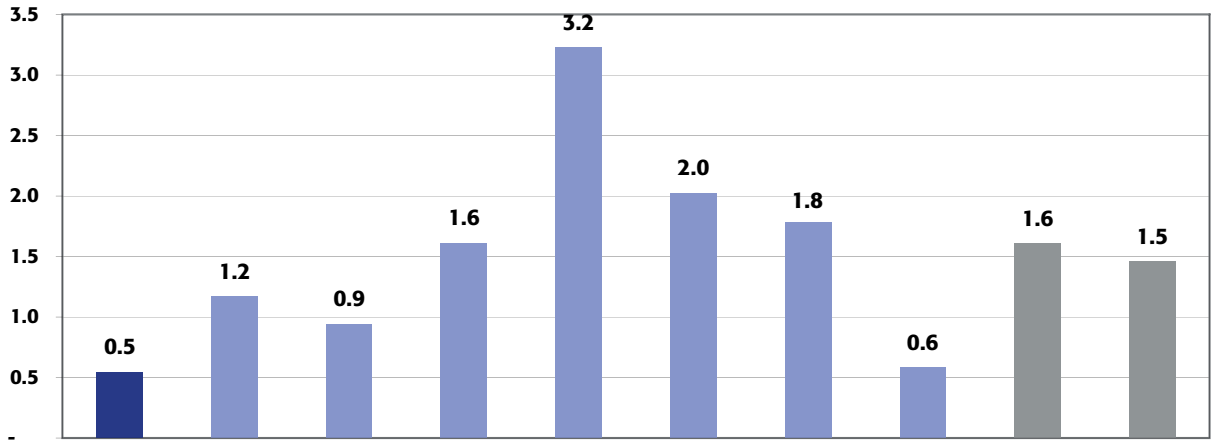
Source: US Census, 2000

ECONOMIC SECTORS

Jobs-Housing Balance:

- Duvall's jobs-housing balance is 0.5. — lower than the totals for incorporated King County (1.6) and for incorporated portions of the region (1.5) (**Exhibit 20**).
    - A jobs to housing ratio of less than one means Duvall has more homes than jobs.

Exhibit 20
Ratio of Jobs to Housing Units, 2003



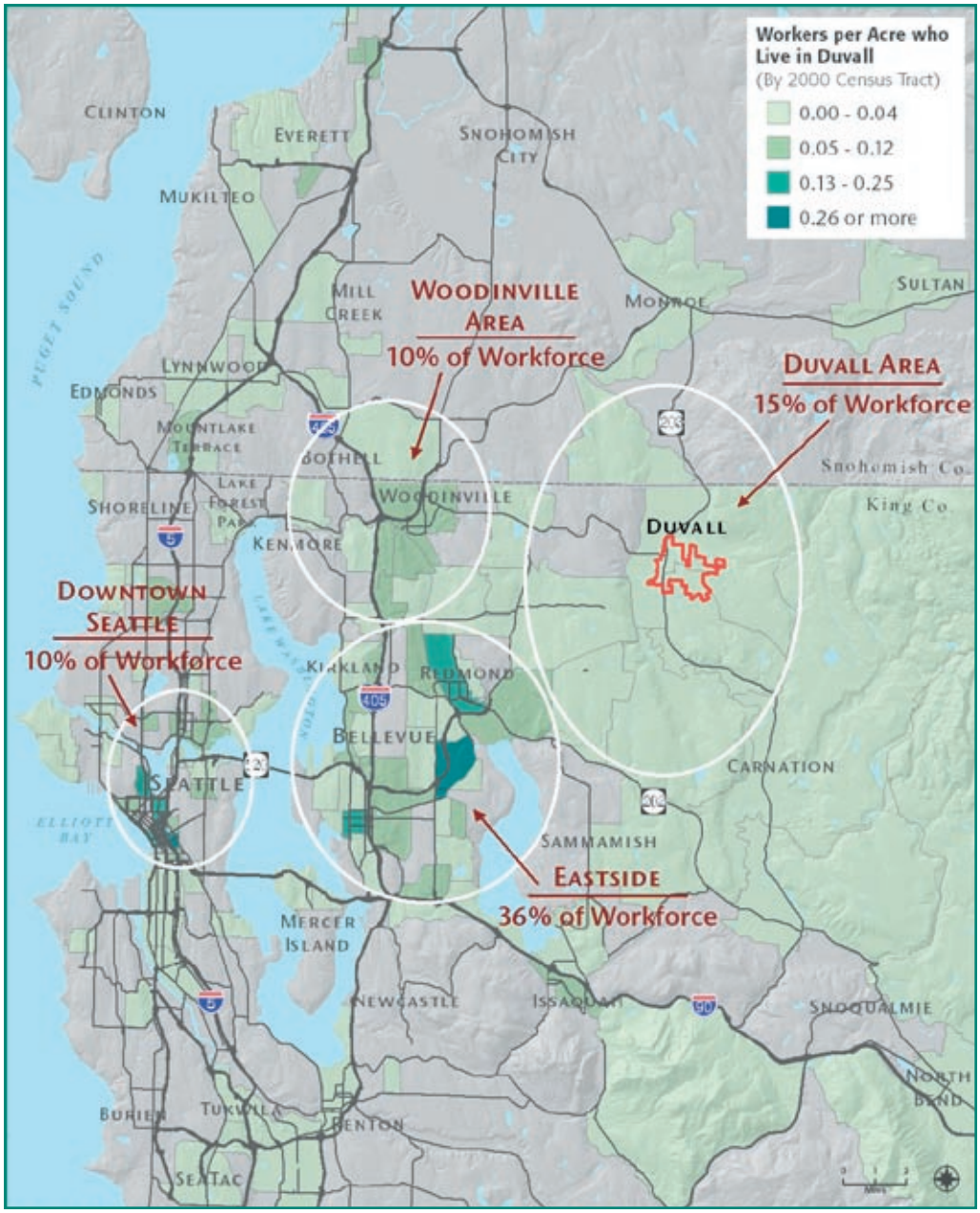
	Duvall	North Bend	Snoqualmie	Monroe	Woodinville	Gig Harbor	Sumner	Mill Creek	Inc. King County	Inc. C.P.S. Region
Jobs-Housing Ratio	0.5	1.2	0.9	1.6	3.2	2.0	1.8	0.6	1.6	1.5
Jobs 2003	1,080	2,194	1,847	7,664	12,855	6,346	6,770	2,942	1,033,440	1,425,486
Housing Units 2003	1,990	1,877	1,960	4,757	3,983	3,137	3,804	5,041	642,958	979,123
		Neighbors			Similar Population or Employment					

Source: Employment Security Department and Office of Financial Management, 2003

Journey to Work for Duvall's Residents and Workforce

- **Exhibits 21 and 22** are complementary. **Exhibit 21** shows where Duvall residents go to work and **Exhibit 22** shows where workers in Duvall commute from.
- The majority of Duvall residents are employed outside of the Duvall area.
  - The largest share of Duvall residents work on the Eastside (36%).

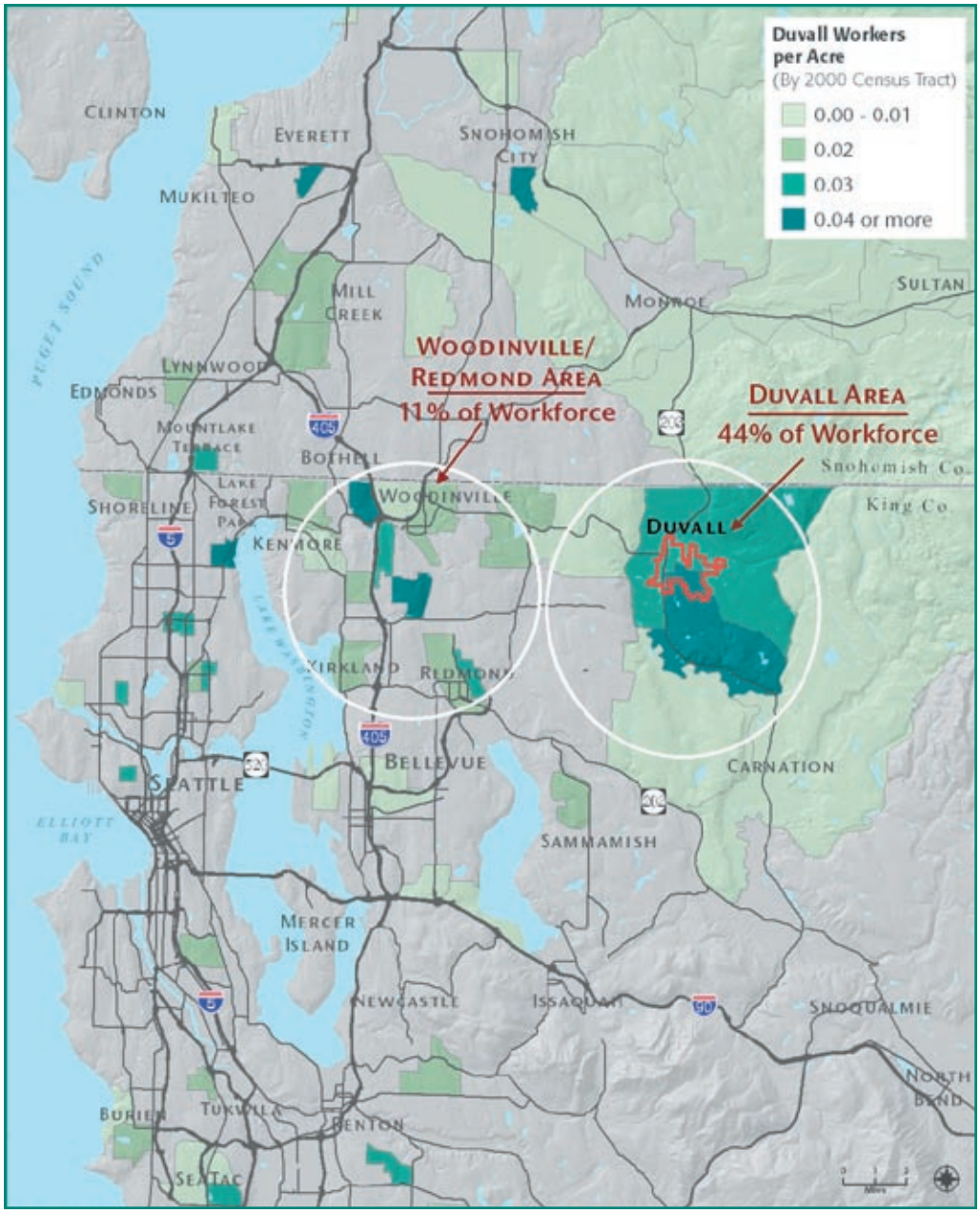
Exhibit 21
Where Duvall Residents Go To Work, 2000



Source: US Census, 2000

- Nearly half of Duvall's workforce commutes from the Duvall area (44%).
- Smaller concentrations of Duvall workers commute from the Woodinville and Redmond area.
- The jobs to housing ratio, journey to work data, and Duvall's location northeast of the Eastside have created a role for Duvall as a bedroom community.

Exhibit 22
Where Duvall Workers Commute From, 2000



Source: US Census, 2000

Employment in Duvall

Sectoral Employment in Duvall

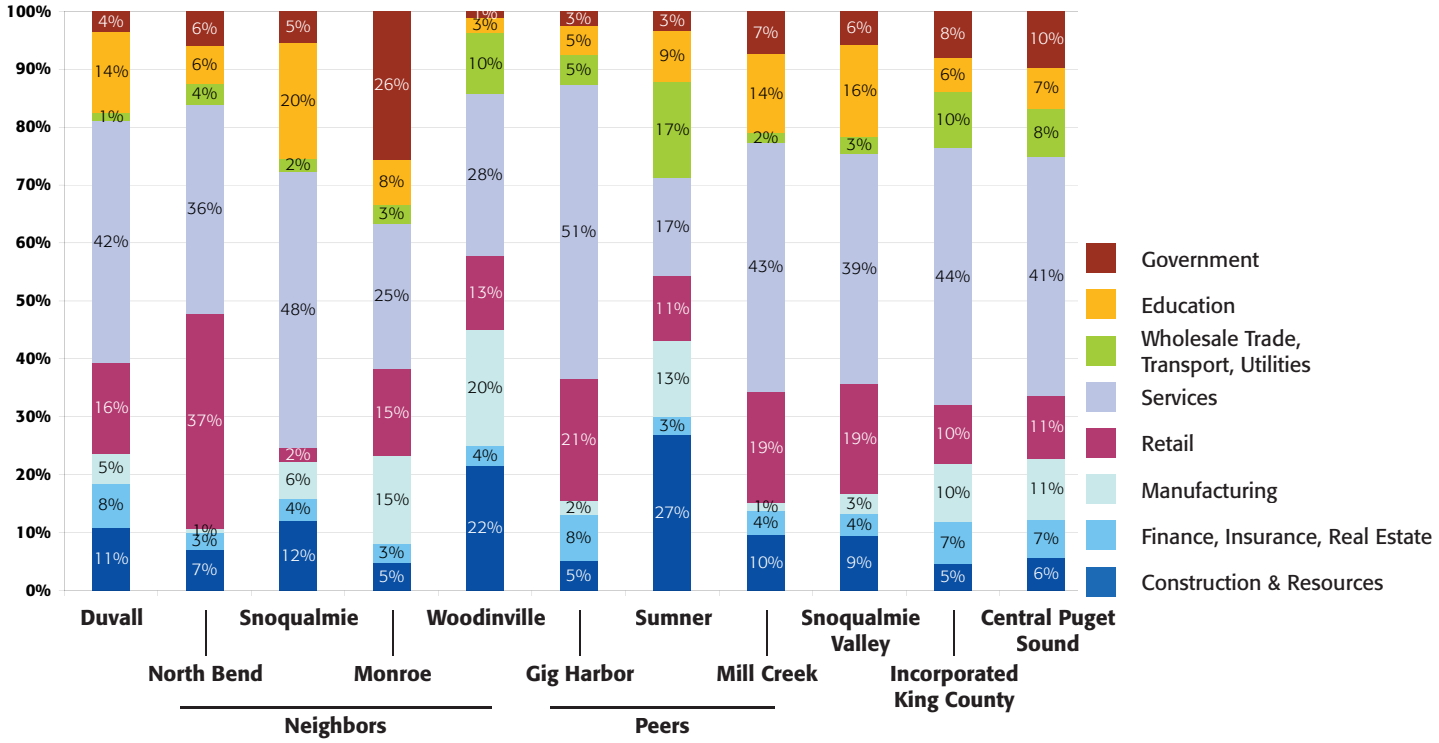
- Duvall has a comparable share of jobs as its peers and the Region (**Exhibits 23, 24**).
- Duvall has a large percentage of Services jobs (46%).
- Retail (16%) and Education (14%) are the second and third highest shares of employment in Duvall.

Exhibit 23
Employment Summary by Sector, 2003

	Duvall	North Bend	Snoqualmie	Monroe	Woodinville	Gig Harbor	Sumner	Mill Creek	Snoqualmie Valley	Incorporated King County	Central Puget Sound
Construction & Resources	**118**	156	223	363	2,766	324	1,823	284	529	47,715	90,992
Manufacturing	**56**	15	115	1,156	2,553	148	895	37	187	103,759	170,165
Wholesale Trade, Transport, Utilities	**13**	82	39	240	1,345	320	1,118	48	162	101,340	132,728
Retail	**168**	814	44	1,149	1,656	1,341	750	563	1,068	104,702	172,360
Finance, Insurance, Real Estate	**82**	63	72	262	458	508	204	124	217	75,126	104,144
Services	**453**	789	882	1,929	3,589	3,225	1,156	1,268	2,224	457,422	660,738
Education	**152**	141	372	607	350	318	594	400	887	60,739	114,139
Government	**38**	132	100	1,958	138	162	230	219	325	82,637	155,137
Total	**1,080**	2,194	1,847	7,664	12,855	6,346	6,770	2,942	5,716	1,033,440	1,600,403

Source: Puget Sound Regional Council and Washington State Employment Security Department, 2003 Data, Published

Exhibit 24
Share of Employment by Sector, 2003



Source: Puget Sound Regional Council and Washington State Employment Security Department, 2005

Service Sector Employment in Duvall

- Because of the size of Duvall's economy, much of the detailed employment data are suppressed.
- Of the large share of Service jobs in Duvall, 26% are in Accommodation and Food Services (**Exhibits 25, 26**).

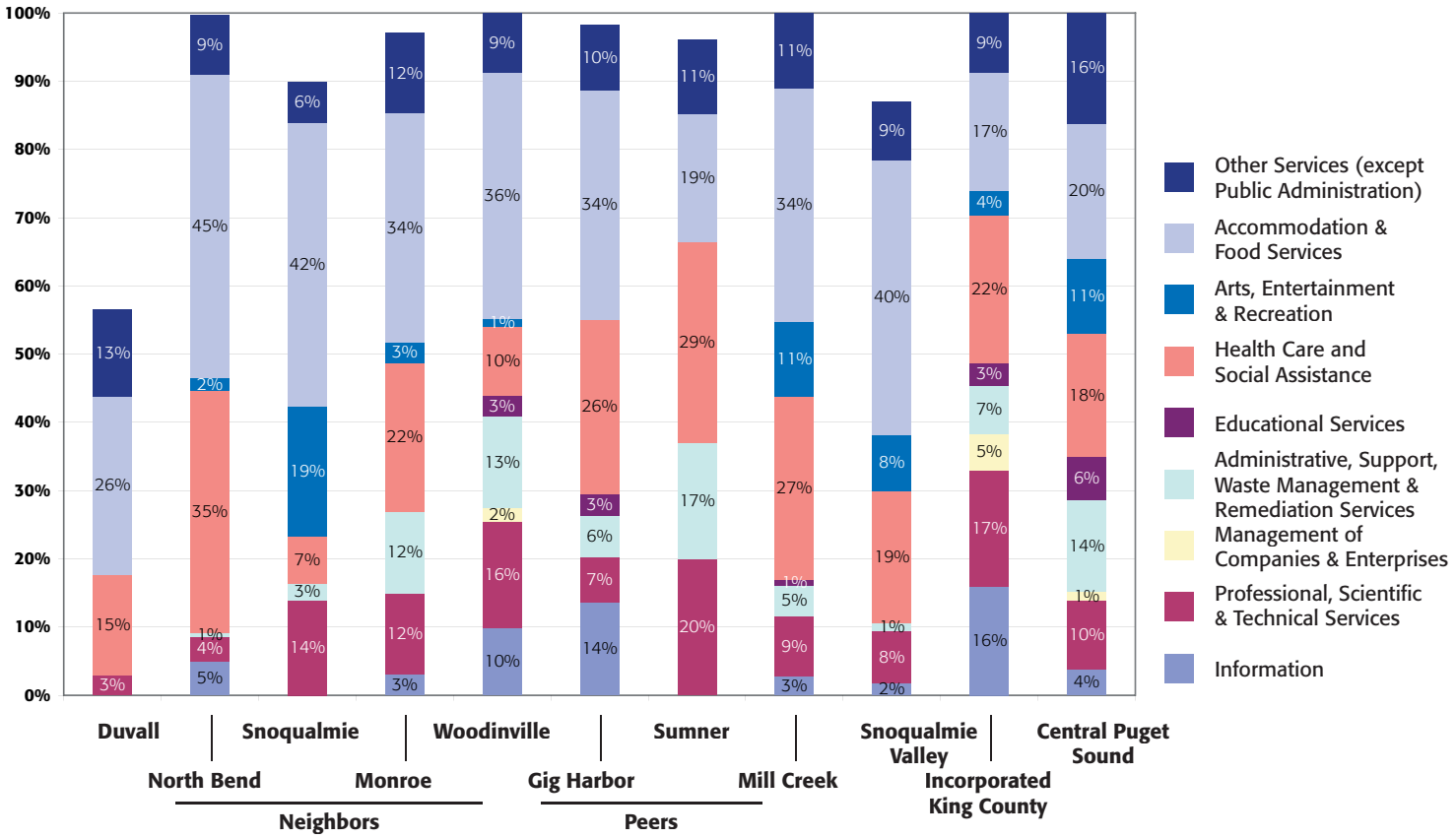
Exhibit 25
Employment by Detailed Service Sectors, 2003

	Duvall	North Bend	Snoqualmie	Monroe	Woodinville	Gig Harbor	Sumner	Mill Creek	Snoqualmie Valley	Incorporated King County	Central Puget Sound
Other Services (except Public Administration)	**58**	69	52	227	316	310	126	140	190	39,729	2,586
Accommodation and Food Services	**118**	351	367	648	1,292	1,081	218	433	896	79,387	3,160
Arts, Entertainment and Recreation	*****	14	169	57	41	*	*	140	183	16,354	1,771
Health Care and Social Assistance	**67**	280	60	421	362	828	340	339	430	99,187	2,866
Educational Services	*****	*	*	*	113	101	*	11	*	15,064	1,020
Administrative and Support and Waste Management and Remediation Services	*****	4	22	232	478	198	197	58	27	32,564	2,158
Management of Companies and Enterprises	*****	*	*	*	71	*	*	*	*	24,346	191
Professional, Scientific and Technical Services	**13**	29	122	230	565	211	231	111	170	78,105	1,628
Information	*****	39	*	58	350	440	*	35	39	72,687	597
Total	**453**	789	882	1,929	3,589	3,225	1,156	1,268	2,224	457,422	15,978

* Data have been suppressed for confidentiality purposes (occurs either when employment for any one firm is more than 80% of cell total or when fewer than three firms are represented)

Source: Puget Sound Regional Council and Washington State Employment Security Department, 2005

Exhibit 26
Share of Employment by Detailed Service Sector, 2003



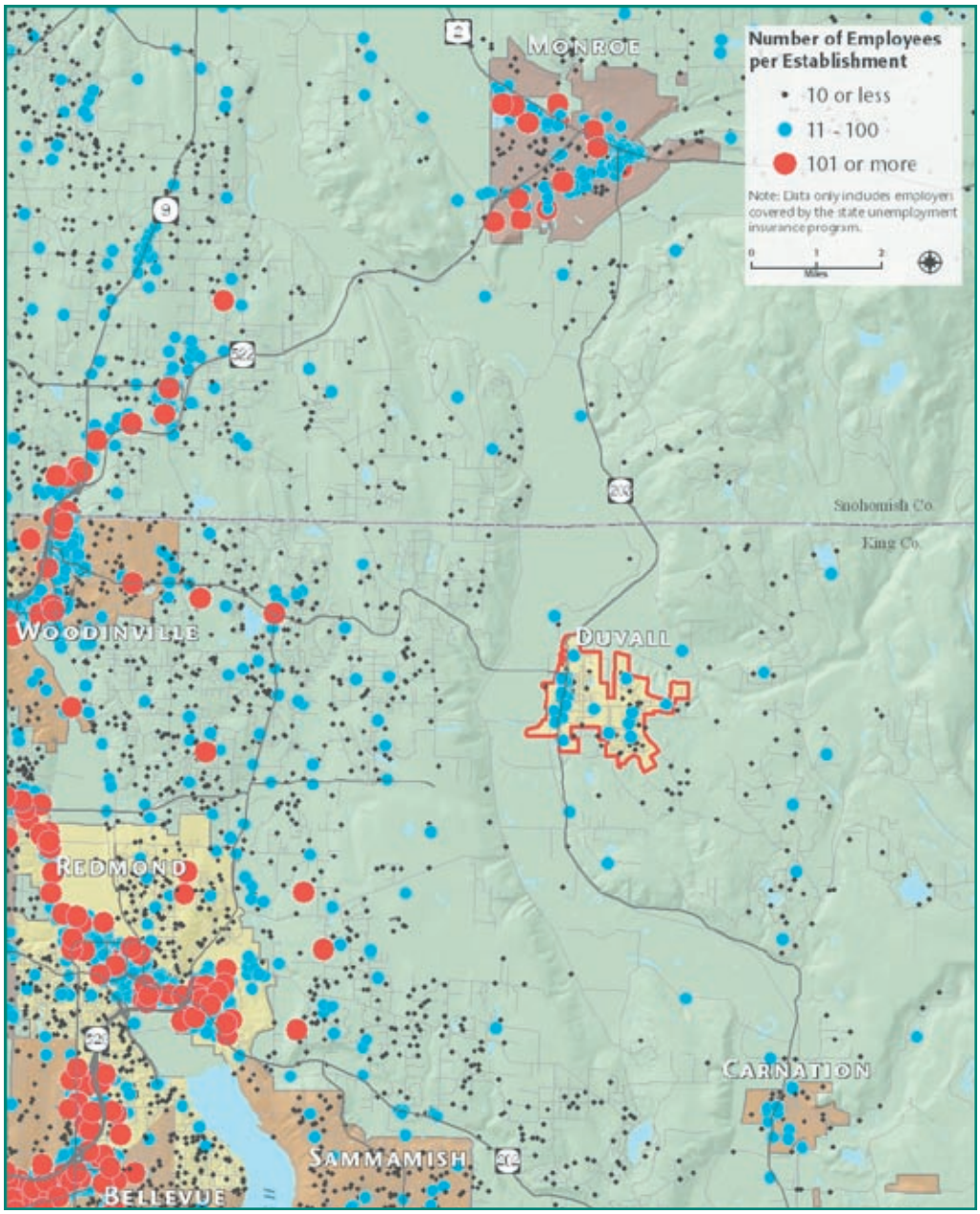
* Employment percentages represented do not total 100% as data suppressed for confidentiality purposes are not shown here

Source: Puget Sound Regional Council and Washington State Employment Security Department, 2005

Employment Distribution and Density

- Duvall has a relatively small center for employment compared with the closest cities to the north and west (**Exhibit 27**).
  - Employment clusters are primarily west of Duvall in Redmond and Woodinville, with some to the north in Monroe.
- Unincorporated areas to the east and south of Duvall have less employment density.

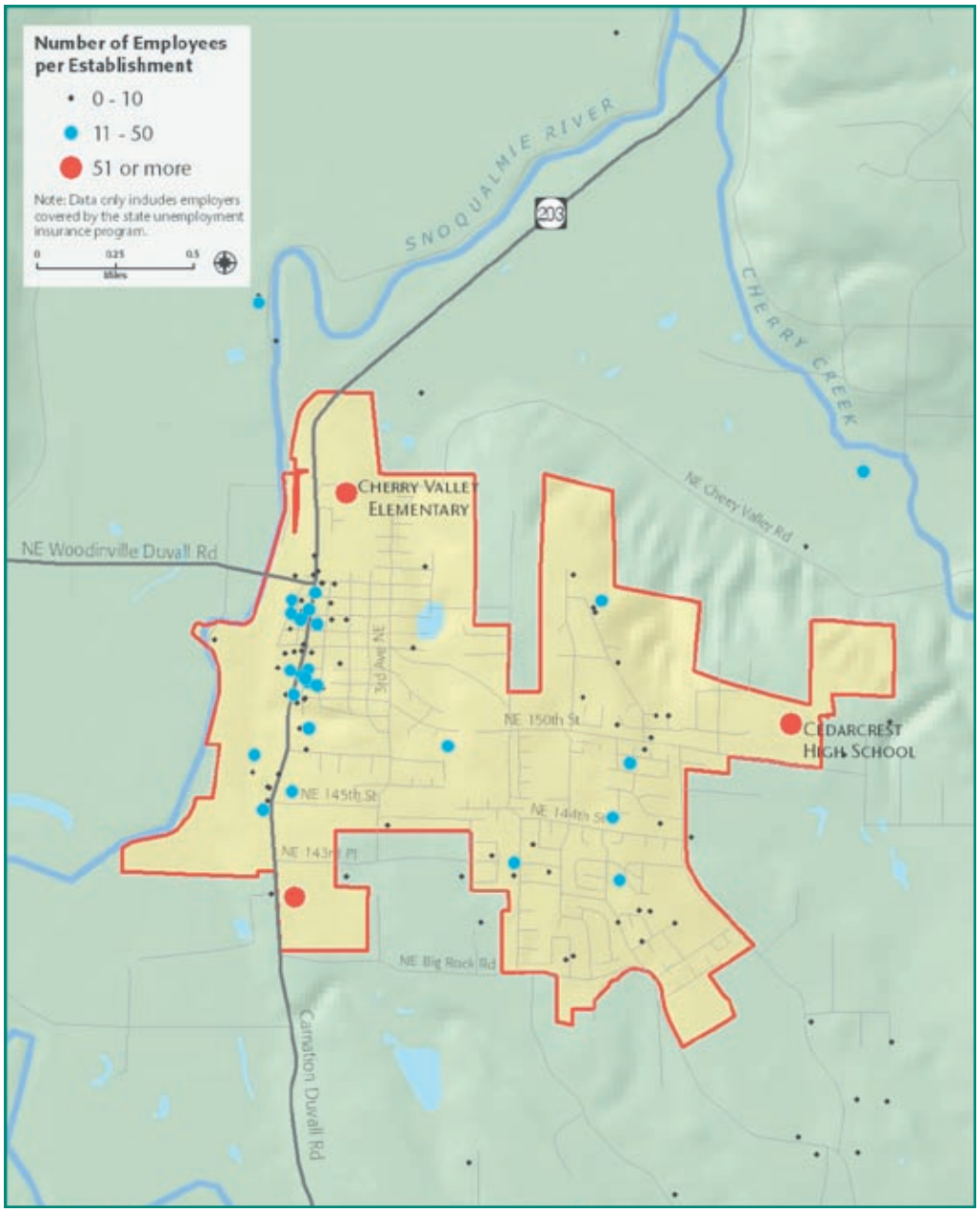
Exhibit 27
Regional Employment Distribution, 2003



Source: Puget Sound Regional Council, 2005

- Duvall has a large concentration of small to mid-sized employers (**Exhibit 28**).
- Most employers are clustered along State Route 203, particularly in Old Town.

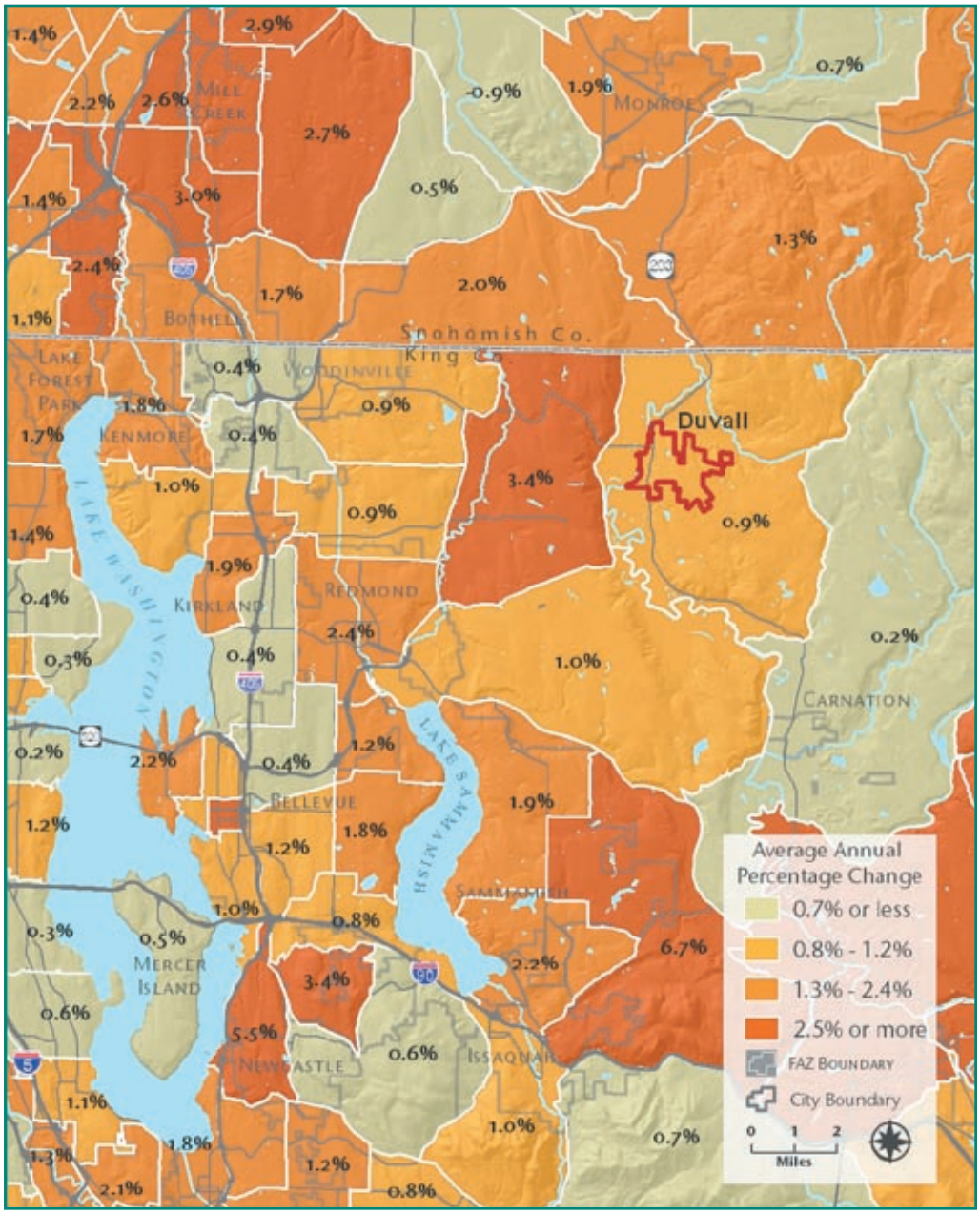
Exhibit 28
Duvall Employment Distribution, 2003



Source: Puget Sound Regional Council, 2005

- **Exhibits 29 and 30** are complementary. **Exhibit 29** shows the rate of forecasted employment growth and **Exhibit 30** shows the magnitude and density of employment growth.
- Duvall is forecasted to have moderate employment growth over the next 15 years (**Exhibit 29**).
- The area between Duvall and Woodinville, directly west of Duvall, is projected to have high employment growth.

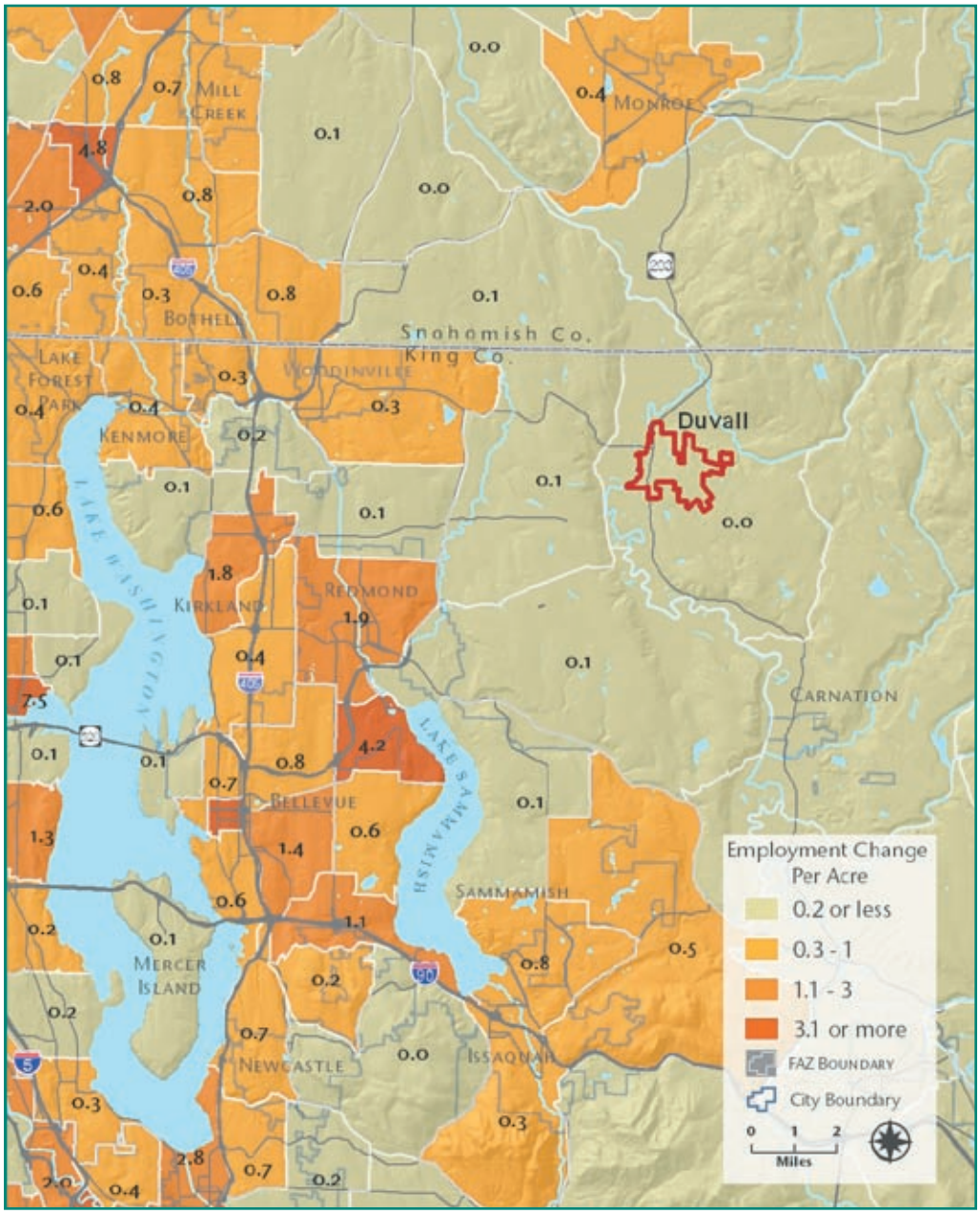
Exhibit 29
Employment Forecasts 2000-2020:
Average Annual Percentage Employment Change



Source: Puget Sound Regional Council, 2003

- Similar to population projections (see **Exhibit 6**), employment density in Duvall is not expected to increase significantly over the next 15 years (**Exhibit 30**).
- The areas surrounding Duvall are also not expected to experience increased density.

Exhibit 30
Employment Forecasts 2000-2020:
Employment Change per Acre



Source: Puget Sound Regional Council, 2003

MARKET ANALYSIS

Background and Purpose

- The City of Duvall required an updated analysis of development markets for its land use and economic development planning. The City's objectives in making decisions about land use are to create jobs within a diversified economy and make decisions that optimally affect the City's fiscal conditions.
- City leaders and staff understand that in the long run the City of Duvall needs to have a well-diversified economy within which its residents can find ample employment opportunities and avoid driving long distances to jobs elsewhere in the region.
- The City also understands that in the long run the City's fiscal conditions depend on a sustainable, diversified economy that provides a steady employment base, property tax base and retail environment.
- The City wishes to accelerate and guide economic growth, making decisions for the City's long-term well-being.
- These overarching objectives for the local economy drive the need to understand the current and future role of the City's vacant land zoned commercial and industrial.

Report Contents

- Current Conditions. A summary of vacant lands zoned commercial, mixed-use or industrial.
- Retail Analysis and Absorption Scenarios. Analysis of current and future retail trade conditions related to varying amounts of retail space absorption.
- Office and Industrial Analysis and Absorption Scenarios. Analysis of current and future employment conditions related to varying amounts of office and industrial space absorption.
- Duvall's Commercial Development Market Factors. A summary of local and regional attributes that affect development decisions in Duvall.
- Conclusions and Other Considerations. Key findings of the analysis and topics that affect its interpretation.
- Commercial Development Market Factors. Qualitative assessment of market factors in the City's developable areas, with particular focus on those zoned for commercial, industrial, or mixed-use.

Current Conditions

- Currently in the City, more than 122 acres are vacant and zoned commercial and light industrial (**Exhibit 31**). An additional 44 acres are considered redevelopable.

Exhibit 31
Duvall Vacant Commercial and Mixed-Use Land, 2004

	Zoning Designation		
	Vacant	Redevelopable	Total
	Gross Land Area (acres)		
Within City Limits			
Mixed-Use			
Old Town (Mixed-use)	3.4	5.9	9.3
South of Old Town (Mixed-use)	2.5	16.9	19.4
Total Mixed-Use	5.9	22.8	28.7
Commercial			
South of Old Town (Commercial)	34.0	7.9	41.8
South of Old Town (Employment)	5.3	13.3	18.6
Total Commercial	39.3	21.1	60.4
Outside City Limits			
South UGA (Commercial)	16.2		16.2
South UGA (Commercial/Light-Industrial)	61.2		61.2
Total C/LI (Acres)	77.5		77.5
Total Vacant & Redevelopable Acres Zoned for Jobs	122.6	43.9	166.6

Source: City of Duvall Comprehensive Plan, 2004

- Of the 167 vacant and redevelopable acres, 79 acres are assumed to be developable (**Exhibit 32**).
- Of the 29 mixed-use acres, 80% is projected to be absorbed by residential use.
- 31 acres are proposed to be converted to R-12 (residential) zoning.
- Of the remaining 113 acres, 30% is assumed to be undevelopable due to sensitive areas (steep slopes, for example), rights of way (utilities, for example), public purposes and market considerations (such as a fragment of a parcel inconvenient to accommodate developed space).

Exhibit 32
Duvall Net Developable Land, 2004

	Acres
Mixed Use (All Within City Limits)	28.7
Less: Projected Residential Absorption (80%)	(23.0)
Mixed-Use Available for Commercial Uses (A)	5.7
Commercially Zoned Land	
Within City Limits	60.4
Beyond City Limits	77.5
Less: Proposed Conversion to R-12	(31.0)
Total Commercially Zoned Land Available (B)	106.9
Total Gross Land Available for Commercial (A+B)	112.6
Less: Developable Land Discount Factor (30%)	(33.8)
Net Developable Land (acres)	78.8
Net Developable Land (s.f.)	3,433,094

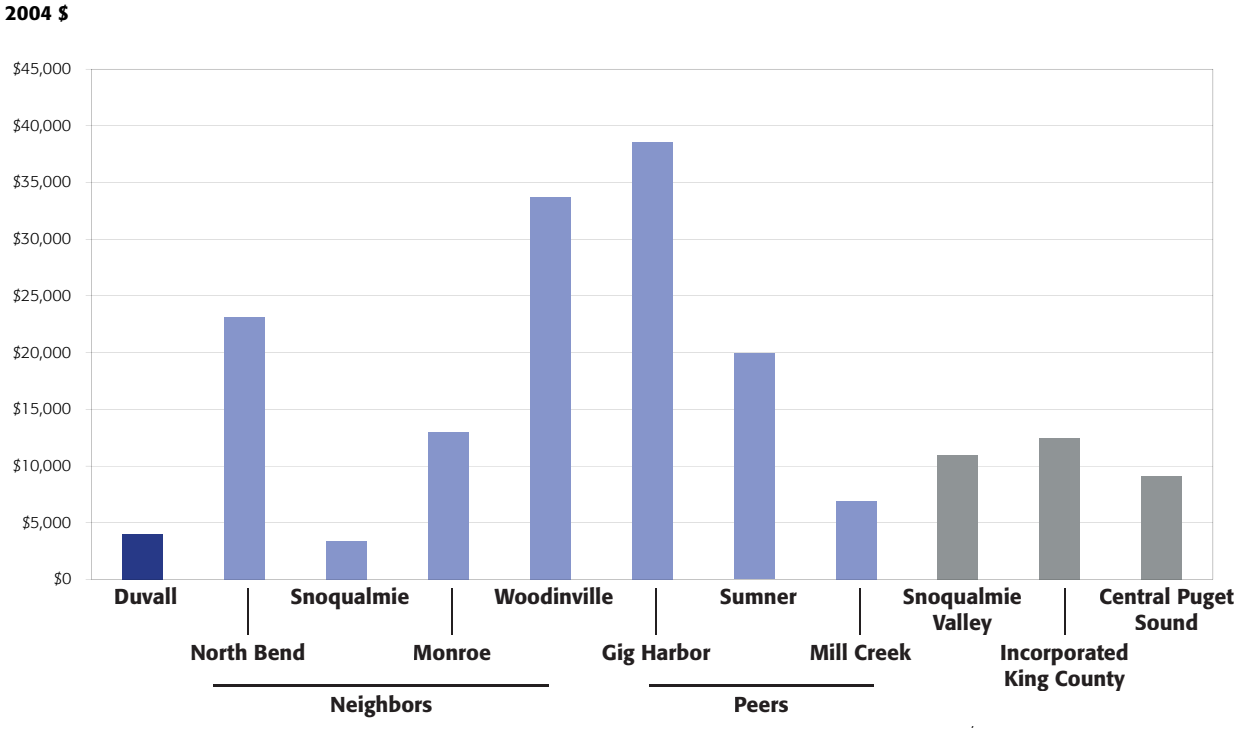
Source: City of Duvall Comprehensive Plan, 2004

Retail Analysis

Taxable Retail Sales Comparison

- As is perceived by stakeholders interviewed for this study, Duvall retailers capture relatively little of local household spending. **Exhibit 33** shows this to be true. On a per capita basis, City retail sales lag behind the region as a whole and all neighboring areas except Snoqualmie.

Exhibit 33
Taxable Retail Sales Per Capita, 2004



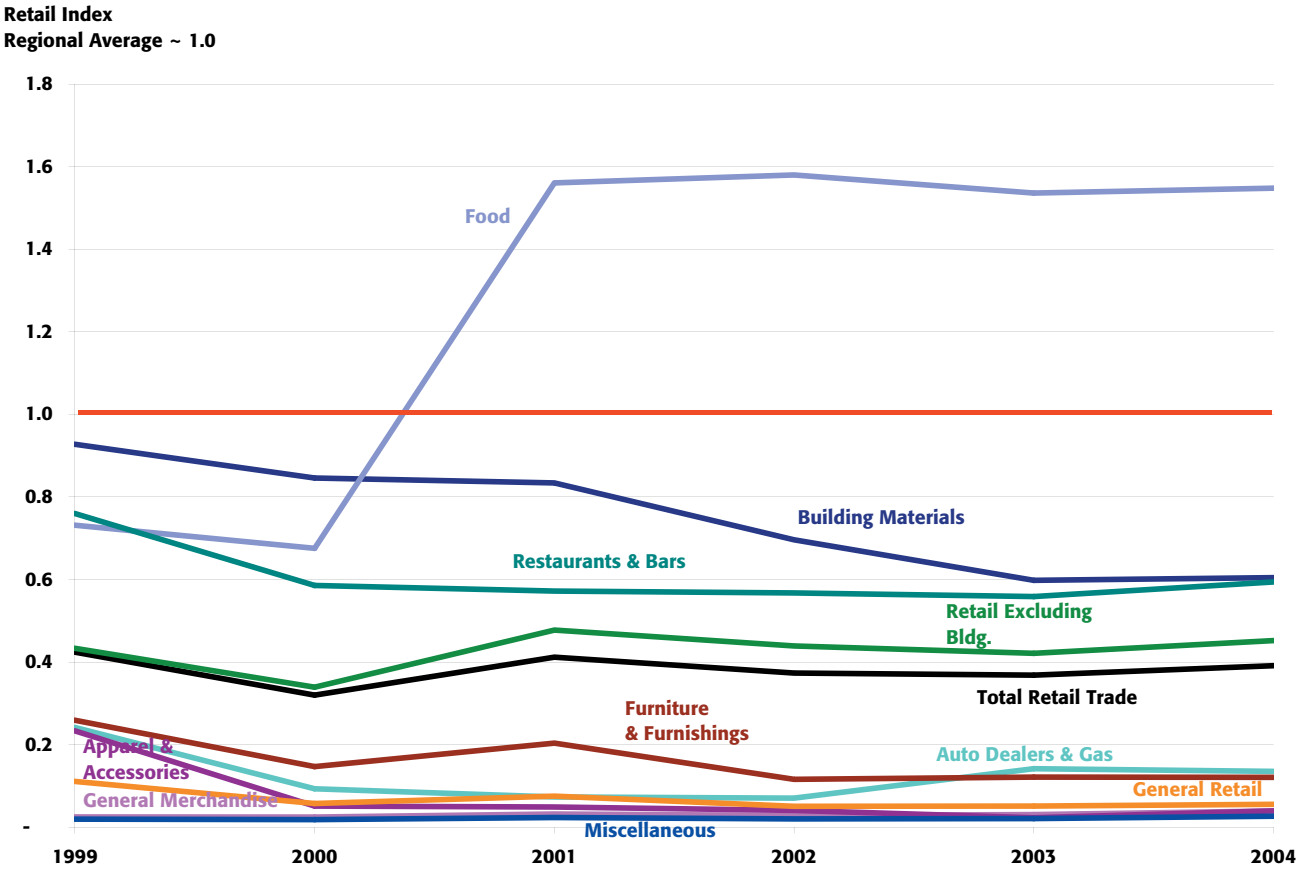
	Duvall	North Bend	Snoqualmie	Monroe	Woodinville	Gig Harbor	Sumner	Mill Creek	Snoqualmie Valley	Incorporated King County	Central Puget Sound
TRS Per Capita	$4,036	$23,135	$3,371	$12,982	$33,750	$38,544	$19,921	$6,912	$10,977	$12,457	$9,138
Population	5,545	4,660	5,110	15,480	9,915	6,680	8,835	12,760	32,690	1,431,505	3,177,100
Taxable Retail Sales (millions)	$22.4	$107.8	$17.2	$201.0	$334.6	$257.5	$176.0	$88.2	$358.9	$17832.8	$29033.0
Pull Factor	0.4	2.5	0.4	1.4	3.7	4.2	2.2	0.8	1.2	1.4	1.0

Source: Department of Revenue, 2005

Duvall Retail Index Trends

- Most categories of retail sales in Duvall have lagged behind regional trends for several years, as shown in **Exhibit 34**. Sales were boosted in recent years only by the new Safeway opening in 2001. Local food sales now exceed the amount of spending expected by local residents. Sales in all other retail categories lag behind the total spent by local residents.
- **Exhibit 34** looks at retail sales in Duvall compared only to spending associated with residents living within the Duvall City limits. Subsequent exhibits analyze a larger trade area for retail potential.

Exhibit 34
Retail Sales Index, 1999-2004



Source: Department of Revenue, 2005

Duvall Trade Capture

- Duvall's retail trade area includes residents beyond the City limits. Stakeholders interviewed for this study spoke of the connection between Duvall and Carnation residents, and pointed to households to the east and south of Duvall, in particular, as areas that define Duvall retailers' primary customer base. In 2004, this area included an estimated 16,100 people. This trade area is shown in the map in **Exhibit 40**.
- The retail data presented earlier suggest that Duvall retailers capture just 19% of the spending in this trade area, as shown in **Exhibit 35**.

Exhibit 35
Duvall Trade Capture Estimates Derived from Taxable Retail Sales for the Duvall Trade Capture Area, 2004

Trade Area Population (2004 Estimate)	16,100
Groceries	75%
Eating and Drinking Places	29%
Building Materials and Hardware	29%
Auto Dealers and Gas Stations	7%
Furniture, Furnishings and Equipment	6%
General Merchandise	2%
Apparel and Accessories	2%
Miscellaneous Retail	1%
Total Retail Trade	19%
Retail excluding Auto	22%
General Retail: General Merchandise; Apparel; Furniture; Misc	3%

Source: Washington State Department of Revenue, 2005

Duvall Trade Capture and Spending Analysis

- Analyzing household spending estimates provides an alternate method to estimating trade capture. This method suggests that local retailers are capturing the equivalent of 17% of trade area household spending on retail items, shown in **Exhibit 36**.
- The analysis also reveals that trade area household retail spending totals $251 million in excess of local retail sales. This analysis does not take into account spending that occurs locally from households located outside of the trade area. Therefore trade area households actually spend more than $251 million on items outside of Duvall.

Exhibit 36
Duvall Trade Capture and Trade Area Household Spending, 2004

		Citywide	Trade Area
Households 2004		1,992	5,568
2004 Household Spending Directly Related to Retail	Household Average Spending	Total Spending by All Households	
		Citywide	Trade Area
Restaurants and Bars	$6,665	$13,279,486	$37,109,728
Groceries	$8,508	$16,951,496	$47,371,216
Auto Purchases, Gas, Service	$13,555	$27,006,401	$75,469,802
All Other Retail (Clothing, Home Furnishings, Other)	$25,489	$50,783,807	$141,916,128
Total Retail Spending	$54,217	$108,021,190	$301,866,875
	Total Revenue for All Duvall Businesses (2004)	Local Revenues in Excess of Spending (Spending Occurring Elsewhere)	
Restaurants and Bars	$5,107,924	($8,171,562)	($32,001,804)
Groceries	$31,784,354	$14,832,858	($15,586,862)
Auto Purchases, Gas, Service	$2,572,652	($24,433,749)	($72,897,150)
All Other Retail (Clothing, Home Furnishings, Other)	$11,508,832	($39,274,975)	($130,407,296)
Total Retail Spending	$50,973,762	($57,047,428)	($250,893,112)
Trade Capture		Citywide	Trade Area
Restaurants and Bars		38%	14%
Groceries		188%	67%
Auto Purchases, Gas, Service		10%	3%
All Other Retail (Clothing, Home Furnishings, Other)		23%	8%
Total Retail Spending		47%	17%

Source: Claritas, Inc., Washington State Department of Revenue (2005)

Retail Absorption – Population Forecasts

- The trends and analysis presented earlier provide a benchmark for retail space absorption projections. A key determinant of future retail demand is the population growth in the study area. Recent growth in the City of Duvall and forecasts for the surrounding area and the region are presented in **Exhibit 37**.
- Duvall's recent growth has been far higher than forecasts for the area and for the region. This trend suggests using a forecasted growth rate above existing forecasts for the study area and the region as a whole. An annual forecasted growth rate of 1.5% to 2.5% would seem conservative and yet consistent with stakeholder interviews showing continued strong demand for housing in the area.

Exhibit 37
Population Trends and Forecasts for Duvall and the Region

OFM Estimates	2000	2005	Annual % Change
City of Duvall	**4,616**	**5,595**	**3.9%**
King County	1,737,034	1,808,300	0.8%
Snohomish County	605,986	655,800	1.6%
King & Snohomish County Combined	2,343,020	2,464,100	1.0%

PSRC Forecasts	2000	2030	Annual % Change
FAZ 6605 (Duvall)	**9,671**	**13,242**	**1.1%**
Snoqualmie River Valley	48,158	62,577	0.9%
King County	1,737,034	2,202,366	0.8%
Snohomish County	605,986	985,181	1.6%
King & Snohomish County Combined	2,343,020	3,187,547	1.0%

Note: Snoqualmie Valley includes FAZs 4706, 6505, 6506, 6605, 6606, 6910

Source: U.S. Census, 2005, Washington State Office of Financial Management, 2005 Puget Sound Regional Council, 2003

Retail Absorption – Population Projections

- The two methods of estimating trade capture presented in the previous section provide two foundations for projecting retail space absorption, presented in **Exhibit 38**. The analysis for both methods assumes, for discussion purposes, a continuation of the same trade capture percentages found earlier (in **Exhibit 35** for Method 1 and **Exhibit 36** for Method 2)
- Based on trade capture rates found from analyzing taxable retail sales, population growth of 1.5% in the trade area would drive demand for an additional 57,000 square feet of retail space by 2020. This relatively low amount would materialize only if the City maintained its low share of retail capture.
- A future increase in local trade capture is a possibility, assuming a "tipping point" phenomenon occurs where enough population triggers a disprorptionate increase in retail trade capture (not just a linear extrapolation of current market shares). New commercial growth in Redmond Ridge will challenge increases in market share, so assumptions of trade capture growth should be held in check. Modest increases in local retail trade capture would make for good planning nonetheless.

Exhibit 38
Retail Space Absorption Projections, Current Trade Capture Scenarios

Taxable Retail Sales-Based Projections (Method 1)

		Retail Segments			
		Restaurants and Bars	**Groceries**	**General Retail (Clothing, Home Furnishings, Other)**	**Total Retail Spending**
Population Within Study Area, 2004	16,100				
Population Growth of Trade Area (AAGR), 2004 - 2025	1.5%				
Population Within Study Area, 2025	22,010				
Retail Revenue (GBI) Per Capita, 2004		$1,298	$3,100	$6,913	$11,311
Duvall's Current Trade Capture, 2004 (for categories shown)		29%	75%	3%	25%
Increase in Dollars Spent in Duvall from Population Growth Alone		$2,200,014	$13,689,712	$1,096,416	$16,986,142
Dollars per s.f. of Retail Space		$275	$300	$350	$298
Total Increase in Retail Space Demand, Driven by Population Growth (s.f.)		**8,000**	**46,000**	**3,000**	**57,000**

Consumer Buying Power Spending-Based Projections (Method 2)

		Retail Segments			
		Restaurants and Bars	**Groceries**	**General Retail (Clothing, Home Furnishings, Other)**	**Total Retail Spending**
Total Households Within Study Area, 2004	5,568				
Population Growth of Trade Area (AAGR), 2004 - 2025	1.5%				
Total Households Within Study Area, 2025	7,611				
Total Spending Per Household in Study Area, 2004		$6,665	$8,508	$25,489	$40,662
Duvall's Current Trade Capture, 2004		14%	67%	8%	21%
Increase in Dollars Spent in Duvall from Population Growth Alone		$1,874,904	$11,666,696	$4,224,407	$17,766,007
Dollars per s.f. of Retail Space		$275	$300	$350	$306
Total Increase in Retail Space Demand, Driven by Population Growth (s.f.)		**7,000**	**39,000**	**12,000**	**58,000**

Source: Washington State Department of Revenue; Office of Financial Management; Claritas, Inc.; Urban Land Institute

Alternative Retail Absorption Projections

- Varying the population growth rate for the trade area along with the trade capture assumptions lead to varying amounts of retail space absorption, as shown in **Exhibit 39**.
- The low end absorption is consistent with the analysis shown in **Exhibit 38** (57,000 s.f.). The high end shows 268,600 s.f. of additional retail space, using the Consumer Buying Power method (Method 2), and assuming 2.5% annual population growth and a trade capture rate of 35%. (A growth rate of 2.5% would mean that the population of the trade area would increase to slightly more than 27,000 by 2020.)
- Existing retail activity is so low that the sensitivity analysis only considers changing conditions that result in increased retail activity.
- In addition to a more aggressive capture rate, the City should plan for additional retail absorption to come from services-oriented businesses that are not included in this analysis. Beauty salons, banks and quick-lube auto service stations are examples of service businesses found frequently in retail developments. Such businesses can locate within retail space, or on development pads on the parcel for more convenient access (the Bank of America in the Safeway lot, for example).
- Planning for 150,000 s.f. to 200,000 s.f. with all of these factors in mind appears within the City's long-term evolution, provided successful development and retail strategies take place and no further moratoria or City policies obstruct development that the market would otherwise support.

Exhibit 39
Alternative Retail Absorption Projections
(S.F. per Scenario)

Taxable Retail Sales (Method 1)

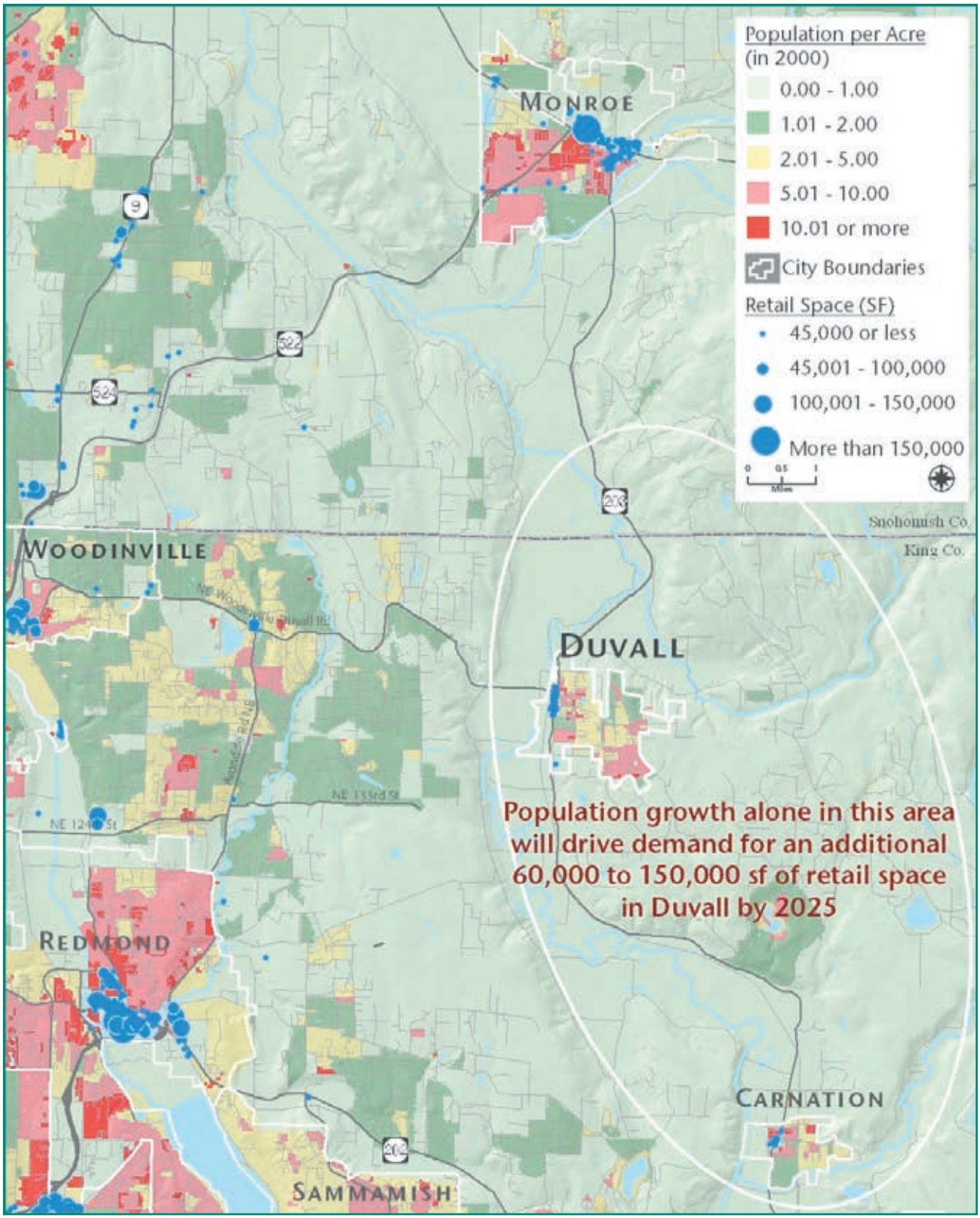
Pop. Growth	Trade Capture 25%	29%	35%
1.5%	**57,000**	85,600	135,300
2.0%	80,000	111,700	166,800
2.5%	105,300	140,500	201,500

Consumer Buying Power (Method 2)

Pop. Growth	Trade Capture 21%	25%	35%
1.5%	**58,000**	97,300	189,400
2.0%	81,400	125,000	227,100
2.5%	107,200	155,500	268,600

Source: Washington State Department of Revenue; Office of Financial Management; Claritas, Inc.; Urban Land Institute

Exhibit 40
Duvall Retail Trade Capture Area



Source: US Census Bureau, 2000, King and Snohomish County Assessor, 2003

Office and Industrial

Existing Forecasts and Historic Trends

- Existing employment and forecasts of employment for Duvall and the surrounding areas provide an indication of how regional and local economic growth might drive demand for vacant lands in the long-run. **Exhibit 41** shows the PSRC employment forecasts for their model's Forecasts Analysis Zone 6605 (FAZ 6605) and for the FAZs that compose the Snoqualmie Valley.
- The Exhibit shows constant growth forecasts of 0.9% for Duvall. The forecasts also suggest very rapid increases in FIRES (Finance, Insurance, Real Estate and Services) for the Snoqualmie Valley through 2010 growth (5.3% per year; 4,576 jobs over the 10-year period), falling off to growth rates of 0.7% and 0.9% thereafter. Much of this growth in FIRES is forecasted for the City of Snoqualmie.

Exhibit 41
PSRC Employment Forecasts for Duvall and the Snoqualmie Valley, 2000 - 2030

	Duvall (FAZ 6605)				Snoqualmie Valley FAZs			
	2000	2010	2020	2030	2000	2010	2020	2030
Total Employment								
Construction/Resources	690	756	825	903	2,449	4,122	4,430	4,866
Manufacturing	131	100	88	85	547	410	339	315
Wholesale, Transp., Comm. & Utilities	44	44	56	62	405	342	420	474
Retail	236	238	235	242	2,099	2,333	2,640	3,107
Finance, Insurance, Real Estate, Services	290	382	485	581	2,527	7,103	7,578	8,199
Government & Education	319	354	355	365	1,879	2,365	2,512	2,724
Total	1,710	1,874	2,044	2,238	9,906	16,675	17,919	19,685
10-Year Growth		164	169	194		6,769	1,243	1,767
Avg. Annual Growth Rate		0.9%	0.9%	0.9%		5.3%	0.7%	0.9%

Source: Puget Sound Regional Council, 2005
Note: WTCU is Wholesale Trade, Transportation, Communication and Utilities; FIRES is Finance, Insurance, Real Estate, Services

Economic Activity and Development Patterns

- Employment forecasts can be grouped by employment activity, or sector. These employment sectors are not land use codes and do not directly correlate to the type of development that can accommodate each sector. For example, retail businesses can occupy industrial spaces and manufacturing companies can sometimes occupy office space.
- Assumptions are required to correlate the employment sectors to development type (office and industrial development in this case). The percentages of employment in each sector assumed to go into offices and industrial buildings are shown in **Exhibit 41**. The assumptions are derived from studies conducted by the Puget Sound Regional Council and by Torto Wheaton.

Exhibit 42
Percentage of Employment Assigned to Industrial and Office Use

	Industrial	Office
Construction/Resources	30%	10%
Manufacturing	70%	10%
WTCU	50%	35%
FIRES	20%	10%
Retail	10%	40%
Gov/Ed	20%	20%

Source: Torto Wheaton, Puget Sound Regional Council, Berk & Associates

Note: WTCU is Wholesale Trade, Transportation, Communication and Utilities; FIRES is Finance, Insurance, Real Estate, Services

Office and Industrial Employment Forecasts

- Applying the assumptions in **Exhibit 42** to the employment forecasts yields office- and industrial-using employment forecasts presented in **Exhibit 43**. The PSRC forecasts and the assumed percentages suggest 450 office-using employees and 541 industrial-using employees working in Duvall by 2030.

Exhibit 43
Office and Industrial Using Employment Forecasts for Duvall and Snoqualmie Valley, 2000-2030

		Duvall (FAZ 6605)				Snoqualmie Valley FAZs			
	% of Total	2000	2010	2020	2030	2000	2010	2020	2030
Office-Using Employment									
Construction/Resources	10%	69	76	82	90	245	412	443	487
Manufacturing	10%	13	10	9	9	55	41	34	32
WTCU	35%	15	15	20	22	142	120	147	166
Retail	10%	24	24	24	24	210	233	264	311
FIRES	40%	116	153	194	232	1,011	2,841	3,031	3,280
Gov/Ed	20%	64	71	71	73	376	473	502	545
Total		301	348	399	450	2,038	4,120	4,421	4,819
10-Year Growth			48	51	51		2,083	301	398
Avg. Annual Growth Rate			1.5%	1.4%	1.2%		7.3%	0.7%	0.9%
Industrial-Using Employment									
Construction/Resources	30%	207	227	247	271	735	1,237	1,329	1,460
Manufacturing	70%	92	70	62	60	383	287	237	221
WTCU	50%	22	22	28	31	203	171	210	237
Retail	20%	47	48	47	48	420	467	528	621
FIRES	10%	29	38	49	58	253	710	758	820
Gov/Ed	20%	64	71	71	73	376	473	502	545
Total		461	475	503	541	2,368	3,345	3,564	3,904
10-Year Growth			15	28	37		976	220	339
Avg. Annual Growth Rate			0.3%	0.6%	0.7%		3.5%	0.6%	0.9%

Source: Puget Sound Regional Council; Torto Wheaton; Berk & Associates

Note: WTCU is Wholesale Trade, Transportation, Communication and Utilities; FIRES is Finance, Insurance, Real Estate, Services

Duvall and Snoqualmie Valley Office and Industrial Employment Forecasts

- **Exhibit 44** presents the totals of the office and industrial employment forecasts for Duvall relative to the Snoqualmie Valley forecasts. The PSRC forecasts show that Duvall's share of the Valley's office and industrial using employment will decline from 15% and 19% in 2000 to 9% and 14%, respectively, in 2030. The forecasts suggest that the Duvall FAZ will receive just 5% of Valley job growth in each category.
- Similar methods of evaluating historic job growth suggest office and industrial jobs grew by 5.6% per year from 1995 to 2003.
- Estimates of Office-Using Employment suggest annual growth rates of 6.3%;
- Industrial-Using Employment estimates suggest annual growth rates of 5.1%;
- Overall job growth in Duvall was 7.5% per year during this period – far higher than PSRC forecasts for Duvall's FAZ.

Exhibit 44
Duvall Office and Industrial Employment Forecasts
As a Percentage of Snoqualmie Valley, 2000-2030

				2000-2020	
	2000	2020	2030	Change	Annual % Chg.
City of Duvall					
Office-Based Jobs	301	399	450	98	1.4%
Industrial-Based Jobs	461	503	541	43	0.4%
Office & Industrial Jobs	762	903	991	141	0.9%
Snoqualmie Valley					
Office-Based Jobs	2,038	4,421	4,819	2,384	3.9%
Industrial-Based Jobs	2,368	3,564	3,904	1,196	2.1%
Office & Industrial Jobs	4,406	7,986	8,723	3,580	3.0%
Duvall's Share of Valley Jobs					
Office-Based Jobs	15%	9%	9%	4%	
Industrial-Based Jobs	19%	14%	14%	4%	
Office & Industrial Jobs	17%	11%	11%	4%	

Source: Puget Sound Regional Council; Torto Wheaton; Berk & Associates

Vacant Commercial Land Capacity

- The employment forecasts presented in the previous section provide important context for absorption projections. In addition to the forecasts, an understanding of the capacity of the vacant lands is required. The total vacant lands shown in **Exhibit 31** provide the parameters for discussing land capacity.
- One development scenario, chosen only for illustrative purposes, is presented in **Exhibit 45**. Assumptions of development square feet and the square feet per job are presented, to represent a build-out scenario (representing build-out of all vacant or redevelopment commercial land shown in **Exhibit 32**) expressed in terms of built space (assumed only for discussion purposes), floor-to-area ratios (derived) and employment (also derived). (For example, the total developed space in **Exhibit 45**, 1.2 million s.f., divided by the net land available from **Exhibit 31**, 3.4 million s.f. yields the FAR 0.35, as shown.)
- The configuration of retail, office and industrial development assumptions comes from the retail analysis above (150,000 s.f. represents a middle scenario within the sensitivity analysis presented in **Exhibit 39**), and a mix of office and industrial development chosen to yield FARs typical for Duvall and smaller cities on the periphery of the urbanized portion of the Puget Sound region.
- The jobs per square foot assumptions are conservative in nature; employment centers will typically include fewer s.f. per job than those assumed in the Exhibit.

Exhibit 45
Build-Out Scenario of Vacant Commercial Lands, 2005

		Zoning Designation		
		Vacant	**Redevelopable**	**Total**
		Development Square Footage		
Retail		125,000	25,000	150,000
Office		300,000	100,000	400,000
Industrial/Flex		350,000	300,000	650,000
Total Development		775,000	425,000	1,200,000
FAR				0.35
	Jobs/s.f.	Jobs		
Office	350	857	286	1,143
Industrial/Flex	750	467	400	867
Total Jobs		1,324	686	2,010

Source: Berk & Associates, City of Duvall Comprehensive Plan, 2004

Office and Industrial Absorption Scenarios

- The employment forecasts presented in **Exhibits 43** and **44**, along with the jobs per s.f. assumed in **Exhibit 45**, provide context for absorption projections. Four absorption scenarios are presented in **Exhibit 46** along with the associated employment forecast context.
- The **"PSRC Forecasts"** Scenario references the latest PSRC forecasts that show Duvall receiving 98 office-using jobs and 43 industrial-using jobs (see **Exhibit 44**), representing a combined total of 0.9% increase per year, or 4% of the Valley's employment growth assumed to be destined for offices or industrial space.
    - When combined with the 10 acres absorbed by retail (correlating to the 150,000 s.f. of retail assumed and shown in **Exhibit 45**), this scenario would absorb 14 acres of vacant or redevelopable land.
- The **"Current Share Scenario"** assumes that Duvall employment growth will grow at the same rate as the Snoqualmie Valley as a whole, and that the City's share of the Valley's future office and industrial employment will be the same as current. The scenario assumes that all of the job growth will be accommodated in new development on lands currently vacant.
    - This scenario includes 352 office jobs and 233 industrial jobs. When combined with the 10 acres absorbed by retail (correlating to the 150,000 s.f. of retail assumed and shown in **Exhibit 45**), this scenario would absorb 29 acres of vacant land.
    - This scenario assumes office and industrial jobs growing by 3.9% and 2.1% per year, respectively, or 2.9% per year combined.
- The **"Rapid Growth Scenario"** assumes Duvall office and industrial jobs would grow at roughly the same rate of such jobs from 1995 to 2003. The scenario assumes job growth of 6.5% of office-using employment and 4.3% of industrial-using employment for a combined employment growth of 5.2% per year.
    - This scenario would show Duvall receiving 31% of the Valley's office jobs and 50% of the Valley's industrial jobs.
    - Absorption would be 57 acres in total – 17 acres for office and 30 acres for industrial and 10 acres for retail (correlating to the 150,000 s.f. of retail assumed and shown in **Exhibit 45**).
- Finally, the **"Build-Out Scenario"** assumes that all of the development shown in **Exhibit 44** will be absorbed within 20 years. The scenario shows a total of 79 acres absorbed by 2025, with 26 acres dedicated to office use and 43 acres devoted to industrial and 10 acres for retail (correlating to the 150,000 s.f. of retail assumed and shown in **Exhibit 45**). The total 79 acres of development is equal to net developable land shown in **Exhibit 32**.
    - This scenario includes office and industrial jobs growing by 6.7% year – and taking 72% of the industrial jobs forecasted for the Snoqualmie Valley and 48% of the Valley's office jobs.

Exhibit 46
Office and Industrial Absorption Scenarios

	PSRC Forecasts	Current Share Scenario	Rapid Growth Scenario	Build-Out Scenario
Job-Growth per Scenario (Based on PSRC Forecasts)	**New Duvall Jobs Over 20 Years**			
Office Using Employment Growth	98	352	750	1,143
Industrial Using Employment Growth	43	233	600	867
Total Office and Industrial Jobs	141	585	1,350	2,010
	Average Annual Growth Rates			
Office Using Employment Growth	1.4%	3.9%	6.5%	8.2%
Industrial Using Employment Growth	0.4%	2.1%	4.3%	5.4%
Total Office and Industrial Jobs	0.9%	2.9%	5.2%	6.7%
% of Jobs Forecast for Snoqualmie Valley (PSRC Forecasts)	**Share of Snoqualmie Valley Jobs Forecasts**			
Office Using Employment Shares	4%	15%	31%	48%
Industrial Using Employment Shares	4%	19%	50%	72%
Total Office and Industrial Jobs	4%	16%	38%	56%
Total Area by Development Type	**New Development Over 20 Years (s.f.)**			
Retail (from Exhibit 45)	150,000	150,000	150,000	150,000
Office	34,500	123,200	262,500	400,000
Industrial	32,100	174,500	450,000	650,000
Total New Development	216,600	447,700	862,500	1,200,000
	Acres Absorbed Over 20 Years			
Acres of land absorbed by retail	10	10	10	10
Acres of land absorbed by office, per share scenario	2	8	17	26
Acres of land absorbed by industrial, per scenario	2	11	30	43
Total acres absorbed	14	29	57	79
	Excess Vacant and Redevelopable Land (Acres)			
Available land in excess of 20-year demand (acres, net)	65	49	22	0
Available land in excess of 20-year demand (acres, gross)	92	71	32	0

Source: Berk & Associates; City of Duvall Comprehensive Plan, 2004

Major Employer Scenario Considerations

- The above analysis of commercial and industrial demand is based on employment trends and forecasts, relying on PSRC forecasts for context, and incorporating alternate futures for Duvall. Another alternate future to consider is that of a major employer choosing to locate in Duvall.

- Successfully recruiting an existing major office or industrial employer would require overcoming significant disadvantages (discussed in the following section), but understanding the impacts to land capacity if it were to happen is important nonetheless.

- Sonicare, now owned by Philips, in Snoqualmie, provides an excellent example of an employer that has located in the Snoqualmie River Valley.

    - Sonicare is a major employer; the number of jobs at Snoqualmie alone is unknown; the Puget Sound Business Journal reports that the company has 480 employees in the region, including those at a distribution facility in Auburn.

    - Sonicare occupies a relatively new building the company designed and built itself. The building totals 173,900 s.f. and sits on an 11 acre parcel for an FAR of 0.36 – average to relatively dense for a suburban assembly facility.

    - For Duvall, this comparable employer profile suggests that an 11-acre parcel of land could accommodate a significant industrial employer locating in Duvall.

    - This would be somewhat of a “forecast buster” and would likely support the more aggressive market shares assumed for retail and other commercial development.

DUVALL'S COMMERCIAL AND INDUSTRIAL DEVELOPMENT MARKET FACTORS

Strengths

- Duvall is growing rapidly and is expected to grow much more rapidly beginning in late 2005 when the sewer moratorium is lifted.
- The City's image of a pleasant small town accessible to Redmond, Seattle and other urban areas in the region is a positive image that will attract attention.
- Duvall is well known for its relative housing affordability and as a good place to raise a family.
- The City's labor force is skilled with many connections to Microsoft.
- Duvall's residents express enthusiasm for more shopping and employment options within the City.
- The local development community is aware of opportunities in Duvall and generally appears ready to respond when the moratorium is lifted.

Challenges

- Duvall's moratorium has turned away the regional development community.
- Stiff competition surrounds Duvall: Redmond Ridge and Snoqualmie Ridge expansions have the attention of regional developers. Monroe's and Woodinville's economies are expanding and attracting development as well.
- Duvall's location within the Highway 202 and 203 corridor is challenging for major office and industrial activity:
    - Nearly all industrial businesses require movement of equipment or large volumes of product
    - Distribution networks and access to regional transportation facilities becomes the primary consideration for industrial location
    - Distribution activities best suited for Duvall would be revolve around companies that primarily serve other businesses and households within the north-south corridor spanning from Monroe to Snoqualmie /North Bend
    - Other cities rank higher for access to the major transportation facilities and commercial centers to the west within the Puget Sound region as follows:
        - Snoqualmie/North Bend favors access to I-90, I-405, Seattle and central King County
        - Woodinville favors access to SR 522, I-405, upper Eastside and North King County, SW Snohomish County
        - Monroe favors access to central Snohomish County, Everett, Lynnwood
    - Similar challenges to those cited above apply to firms who desire access to large labor pools. Other areas located near major regional transportation facilities will rank higher in terms of access to labor.

CONCLUSIONS AND OTHER CONSIDERATIONS

Retail

- The City's aggregate retail sales lag far behind the revenue retailers would otherwise generate if they simply sold the equivalent of what their resident households purchase (or if they matched per capita averages, given the City's population).
- The reasons for the retail shortfalls are well known locally: the City's residents primarily work in other parts of the region; shopping opportunities are abundant around all of their workplaces and driving to retail centers in Woodinville, Monroe, Issaquah and even Bellevue and Seattle is too convenient for local retailers to compete for local dollars.
- Commercial growth in Redmond Ridge and Monroe is sure to challenge local retail development further, as well as unforeseen development that may come to Woodinville, Snoqualmie or other centers.
- Still, an increasing market share in Duvall should be within local retailers reach with effective strategies and good developments. An absorption target of 150,000 s.f. to 200,000 s.f. over a 20-year period appears reasonable for planning purposes. Achieving those targets will require increasing market share (expressed in this report as trade capture) for local retailers.
- The City's retail environment appears to have reached a plateau. Retailers and developers seem to be waiting for a tipping point in population growth to be reached, at which point they will more comfortably risk new development to capture local spending.
- Accommodating more housing growth, in general, is among the more effective strategies the City can implement to attract more retail development in the long-run.

Office and Industrial

- As the City grows, more office and industrial space will be in demand. The question is, "How much more?"
- PSRC employment forecasts for the region suggest regional economic trends alone will not drive demand.
    - The growth forecast for the Snoqualmie Valley is substantially concentrated around Snoqualmie and in the FIRES sector.
    - Assuming a share of Valley employment growth consistent with the City's current share suggests an additional 123,200 s.f. of office and nearly 175,000 s.f. of industrial space to be demanded in the City by 2020.
    - This is based on growth rates somewhat slower than Duvall has experienced in the past few years.

- The source of demand for office and industrial space is most likely to come from local entrepreneurs or local residents moving their business to be close to home.
    - Flexible space–ranging from space like the City's Valley Tech Center to more up-scale versions offering store-front access and ample parking–cater to these businesses and entrepreneurial activity.
    - The City's Valley Tech Center has long been a successful property and is indicative of the type of tenants a commercial developer would likely locate.
- The City's comparative advantages do not appear to favor relocating an existing or growing office or industrial business to the City; growing employment centers surrounding the City offer better access to the region's key transportation facilities–a key determinant for intraregional location decisions.
- These factors suggest that continuing to focus efforts on making the City an excellent place to live and to accommodate household growth are among the better strategies for encouraging office and industrial growth in the long run.

Land Capacity

- The absorption scenarios and projections suggest the City has more than enough vacant land to accommodate new development in retail, office and industrial (and any combinations of commercial mixed-use).
- This analysis provides a good long-run, gross indication that the City's vacant land is more than enough to accommodate foreseeable commercial development. However, the analysis is not precise in either its gross findings nor in consideration of individual parcels.
- The analysis does conclude with confidence, however, that within a 20 to 30 year horizon, converting a significant portion of the vacant land currently zoned commercial and industrial to allow residential uses would not deter commercial or industrial development opportunities. Moreover, allowing additional households nearer to retailers would provide support for local retailers and incrementally strengthen the local economy.

COMMERCIAL DEVELOPMENT MARKET FACTORS

In addition to the analysis of the City's economic and market conditions, the City asked for a qualitative assessment of market factors in the City's developable areas, with a particular focus on the areas zoned for commercial, industrial or mixed-use. This section provides that assessment, drawing from the key findings in the Economic Development Profile, market analysis and stakeholder interviews.

The section is organized for discussion purposes according to the City's three primary areas for commercial development, referred to in this section as Old Town, the southern portion of town, and the Main Street Corridor. The latter area refers to the commercially zoned land along Main Street, spanning from Old Town to the land adjacent to Big Rock Road, the Safeway Development and the rest of the South UGAs.

Old Town

Infill and redevelopment, with retail, services, housing and civic uses, including open space, are the prime objectives for Old Town, as captured by the Downtown Sub-Area Plan. Old Town has the character, the town design and the mix of uses to serve as the true City Center for Duvall. As such, the mix of uses and services that all city centers desire will tend to look first for development opportunities in Old Town.

Currently demand is low from retailers and commercial businesses for space in Duvall. Merchants cite Bank of America's move from Old Town to the Safeway pad as a significant negative impact on Old Town vitality and shopping. No other services or shopping outlets currently bring in the daily and weekly activity necessary to spur Old Town growth. Attracting such anchors must be the highest priority. For an area as small as Old Town, relatively small businesses – such as a bank branch – can make a big difference in local activity.

Traffic access and circulation and compatibility with City policies will be among the more important considerations for Old Town development. Old Town appears to have ample in-fill and redevelopment opportunities. Much of the land is not used as intensely as possible. Surface parking lots and aging buildings provide plenty of land for land owners, developers and the City to work with to accommodate denser development in Old Town, which in turn would lead to a more thriving downtown for Duvall.

Housing

As is the case throughout Duvall, Old Town retail and restaurants require "more rooftops" (developer parlance for more housing units) conveniently located near Old Town retailers and restaurants. Old Town retailers currently rely heavily on out of town visitors patronizing their establishments.

Duvall residents "up on the hill", the locals' way of referring to the newer housing establishments in the eastern portions of the City, tend to drive past Old Town businesses to shopping, dining and workplaces in other cities. More residents within walking distance of Old Town would provide a more accessible local customer base for Old Town retailers.

Old Town has much potential for residential development. The hillside, the riverfront and the pedestrian-friendly design of the center provide key components attractive to housing development (multifamily, in particular). A lack of quality services is a clear deterrent, however.

Additional amenities, such as a park and playground, river access and better developed community spaces would help attract housing to Old Town.

Office

Office uses would in general fit well in any of the City's commercial areas, and given the City's need for more jobs and daytime population, newly occupied offices anywhere in the City's commercially zoned areas would be a benefit to the local economy.

The scale of any one office development might suggest a better fit in one location or another. Scattered offices for small businesses and service-oriented businesses would fit well in Old Town. Old Town is more pedestrian-friendly than other commercial areas in town. More offices in Old Town would support local restaurants and shopping in Old Town. Offices in Old Town would also support merchants in and around Safeway given the short drive-time and convenient parking. This easy access would allow Old Town workers plenty of convenient alternatives for mid-day shopping and dining.

The Southern Portion of Town

Retail

The Safeway-anchored development has established a major presence that will affect the types of tenants and development in the vicinity. Retail clustering thrives on anchors, and grocery stores are among the most typical anchors of retail concentrations.

Safeway's auto-oriented design, designed in typical fashion to suit grocery shopping, features a very large parking lot, with pad development offering additional retail, financial services and personal services. The lot appears to have capacity for additional pad development, suitable for quick-food restaurants or additional retail and services. Many of Safeway's other developments in the region feature gasoline stations within their parking lots, as well.

A new retail center adjacent to Safeway, across Big Rock Road might represent the City's most favorable chance to increase trade capture of the City's total retail activity. A retail development offering similar auto-oriented access and a complementary mix of retail and services would likely succeed. Developers of such centers would value highly the sites adjacent to the Safeway development.

The Safeway store's regional draw (see retail analysis for local food sales trade capture), provides customers that other retailers could attract. Retailers near Safeway would benefit from the visibility to Safeway's customers, even if Safeway shoppers did not shop at the other businesses during the same trip. Adding more retail and services to the immediate vicinity could provide synergies, thereby further increasing the local draw.

Currently, when residents in the Duvall trade area come to Safeway, there is little to attract them for further spending. Stores in Old Town and along Main Street between Safeway and Old Town, are not along the way to or from Safeway for most of the trade area. Additional retail development in the immediate vicinity of Safeway offers the best opportunity to capture additional retail activity from Safeway shoppers.

Multifamily

Multifamily housing in the south can help support local businesses. In Duvall's current conditions, retailers benefit from the addition of new housing, particularly higher-end housing. In Duvall's case, this suggests owner-occupied multifamily units would serve retail in the vicinity the best, but renter-occupied housing could be a plus, too.

Valley views might be achievable on sites east of Safeway, possibly attracting higher income households that would value the views. This would apply to renter- or owner-occupied units. Multifamily housing in the vicinity would help to attract additional retail of the type described in the previous section.

Office

Office could also fit nicely as part of an absorption strategy for mixed-use development along the Corridor or in the southern portion of town. Housing, retail and office can all work together to support each other for a developer's mixed-use strategy. From a development perspective, this type of strategy includes leased space that functions well for either retail or service-oriented office.

A larger, stand-alone office building would fit well in the south, if the demand exists for such a building. Developers would choose the vacant, larger parcels, to have more flexibility in planning for access and parking.

Industrial

The southern portion of town can also accommodate a mix of industrial and flex-tech space. The greatest visible demand for industrial uses in Duvall appears to be smaller spaces that can flexibly accommodate light assembly and production space for businesses which also might need retail frontage and parking, and/or office space for management or customer service. This type of flexible industrial space would work well along the Main Street Corridor, as well.

Distribution and heavier industrial space would fit better in larger parcels, generally away from residential and retail traffic circulation. The south may offer the largest developable parcels, but the area may already have too much residential and retail activity to accommodate the truck traffic required to support heavier industrial uses.

Several other locations would compete formidably with Duvall for regional distribution facilities. Industrial users desiring access to I-90 to the south would likely prefer sites south of Duvall to have quicker access to I-90. Businesses with distribution networks to the north or west, would prefer locations in Monroe, Woodinville or Redmond. If such a business would prefer Duvall, then a location north of Old Town would likely be more attractive, for easier access to Woodinville-Duvall Road or SR 203.

Moreover, the south end of town is likely the "wrong" side of town for heavy distribution uses. Trucks entering industrial centers in the south would either need to approach the area from the south or drive through the City from the northwest or north. None of these travel patterns would likely appeal to industrial users.

Main Street Corridor

With established centers in Old Town and at the Safeway, the land for development in between will take on a corridor activity pattern. Individual developments will require and foster their own internal circulation patterns, with access coming from major entryways on and off of Main Street.

Mixed-Use Centers

Copperhill Square offers an excellent example of a mixed-use development that fits well along the corridor – the City would do well to have Old Town and the southern portion of town connected by developments much like Copperhill Square. Copperhill Square represents an improvement over typical strip-commercial centers. The housing above and behind the commercial development, with access to the center, will create opportunities for high-quality tenants and access to services.

Office and Institutional

A larger, stand-alone office building, would fit well along the Corridor or in the southern portion of town. From a market perspective, developers would choose the vacant, larger parcels, to have more flexibility in planning for access and parking.

Recent discussions of a community/technical college locating in Duvall would be an excellent use for the Main Street Corridor as well. More jobs located in between retail centers in Old Town and in the south would provide daytime population and daytime shoppers that the City is missing badly right now (see the Economic Development Profile discussion on the City's jobs-housing balance).

Industrial/Business Park

The Corridor could also accommodate a mix of industrial and flex-tech space. A well designed industrial/business park that provides convenient access and parking could work well in the Corridor though large trucks would likely find the traffic along Main Street to be challenging for frequent entry to and egress from a business park. The smaller, flexible spaces described in the previous section would likely be the best-suited industrial space for the corridor.

Duvall Economic Development Strategic Action Plan
Additional Supporting Analysis and Documentation

This compilation contains the following pieces of supporting analysis and documentation that were created during the writing of the Duvall Economic Development Strategic Action Plan:

- Memorandum: Fiscal Implications of Land Use Alternatives
- Stakeholder Interview Summary
- Summary of July 5 2005 Meeting of the Duvall Cultural Planning Steering Committee
- Assessment of Key Economic Development Factors
- Written Feedback from October 29 2005 Public Open House
- Verbal Feedback from October 29 2005 Public Open House

MEMORANDUM

DATE: July 27, 2005 – updated

TO: Duvall Economic Development Committee

FROM: Brett Sheckler, Senior Associate, Berk & Associates

RE: **Fiscal Implications of Land Use Alternatives**

The following memorandum provides an assessment of the fiscal implications of alternative land uses for the City of Duvall. The goal of the memo is to inform City decisionmakers about implications for fiscal sustainability as they consider land use choices designed to foster economic development in the City.

Any use of land within City boundaries generates two counteracting fiscal forces:

1. It generates a stream of tax revenues, a share of which accrues to the City, principally from property tax, utility taxes, and retail sales tax; and

2. It generates demands for public services, including those typically provided by cities such as construction and maintenance of infrastructure, public safety services, parks construction and maintenance, recreation and community services, and a host of other City services that may be consumed less directly but are no less real.

From a city's perspective, every type of land use generates a unique mix of revenues and service costs. Inevitably, some land uses are net "winners" for the City (meaning that they generate more dollars in new revenues to the City than they do costs) and some are net "losers".

The inter-relationships between land uses and fiscal impacts are extremely complex, varying widely based on the place, time, and conditions surrounding the development in question. It is also important to pay attention to two related questions:

1. *What is cause and what is effect?*

2. *To what land use is a given revenue or cost ascribed?*

For a city like Normandy Park, which is in the center of a large metropolitan area and competes for a share of commercial uses with surrounding cities, one can argue that a new grocery store does bring with it new City costs and revenues. If the store is not built in Normandy Park, the same store could serve exactly the same market from a location in Burien (across the street).

For a more isolated city like Enumclaw, on the other hand, one could argue that the addition of another grocery store would do little, on its own, to generate additional revenues or costs for the City. While it is necessary that grocery stores exist in Enumclaw, the real driver behind the City's grocery store tax revenues is the number of households in the city and the surrounding area. If Enumclaw adds another 100 households to its ranks, it is safe to assume that those households will drive new revenues from taxable sales at grocery stores, drug stores, restaurants, and other retail and consumer-services categories.

On the continuum between cities in the urban center and isolated cities in rural areas, the City of Duvall probably falls closer to Enumclaw than it does to Normandy Park. In terms of land use categories, the one category for which Duvall most heavily competes at a regional level is housing. Moreover, most of the City's revenues derive from housing—either *directly*, (property and utility taxes on the housing itself), or *indirectly*, from taxes (retail sales and property and utility taxes from community retail, restaurants, or consumer-oriented services) generated by businesses that serve households in Duvall's catchment area.

Ultimately, when a city thinks about the fiscal implications of land uses, it is important to approach the questions from a strategic perspective. The city must recognize (1) potential paths for development, (2) the true opportunities to develop a mix of uses that are mutually supporting, and (3) the ways in which opportunities fit with the City's goals and vision for its future.

For the foreseeable future, residential development is going to be a principal *driver* of Duvall's commercial development. As a community where large portions of the population commute to other centers to work (and are exposed to more extensive retail options there) Duvall faces challenges when it comes to capturing residents' purchases. These challenges notwithstanding, however, the opportunity to capture residents' expenditures will drive a substantial portion of Duvall's commercial development in coming years.

For Duvall, the key fiscal strategy questions revolve around (1) How much *residential* development should the City pursue—to serve as the engine for commercial development? and (2) Given the finite pool of development opportunities that will emerge with Duvall's residential growth, should City decionmakers take actions to try to focus direct commercial development to areas where it will help the City achieve its vision?

The following sections of this memo examine more specifically the complex relationships between land uses and the fiscal implications associated with different mixes. The section immediately to follow provides a brief overview of fiscal challenges that Duvall currently faces. Subsequent sections then move on to provide brief examinations of fiscal considerations surrounding individual land-use types. The concluding section of this memo summarizes fiscal implications of potential development paths and the strategic considerations City decisionmakers should bear in mind when making land use decisions.

DUVALL'S FISCAL POSITION

Duvall, like many cities in Washington State, faces future fiscal challenges. At least three key factors will influence the City's fiscal position in years to come:

1. **Increasing costs of doing City business**: Throughout the region, personnel costs (the principal cost of providing city services) are growing at a rate that exceeds inflation. These costs are driven by (1) big annual increases in the costs of health care and (2) wage increases that exceed the rate of general inflation (driven by long-term increases in worker productivity in the private sector).

2. **Long-term erosion of the real (inflation-adjusted) value of the City's property tax levy authority**: With passage of I-747, absent continued public votes to increase a city's levy, the revenue a city is allowed to collect from property taxes cannot grow by more than 1% per year (excluding the effects of new construction). Due to compounding effects, given the gap between cost and revenue growth, the purchasing power of a city's existing property tax base could erode by 33% or more over a period of 10 years. Ultimately, if I-747 restrictions remain in place, most cities will be in a position of either (1) seeing their property tax revenues erode, in inflation-adjusted terms, or (2) regularly seeking voter approval for "levy lid lifts," like Duvall's 2004 Police and Park levy lift, to maintain the City's taxing authority.

3. **Voter-approved initiatives that eliminated revenue sources such as Motor Vehicle Excise Tax and Vehicle License Fee distributions**.

In 2003, the local tax base in Duvall generated roughly $440 per city resident in general fund revenues, a figure which puts Duvall near the mid-point in a ranking of cities in Washington State. Of that total, Duvall spent about $160 per resident (34% of the budget) on law enforcement services, which again, is about the median of what cities spend per-city-resident statewide.

Most of Duvall's general operating revenues come from three sources: (1) the City's local retail sales tax (0.85% of taxable sales), (2) utility taxes, and (3) property taxes. These three sources generated roughly 25% of the City's total general fund revenues each.

Within retail sales taxes, 38% of the sales taxes were generated by construction activity in the City in 2004, while 46% were generated within the categories of *retail*, *services*, or *communications* (the principal categories of sales tax revenues that are generated by resident purchases).[1] In all, purchases by the typical Duvall resident in 2004 probably generated between $30 and $35 in City sales tax revenues.[2]

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[1] Source: Washington State Department of Revenue, Quarterly Business Reports.

[2] This figure includes the Cities revenues from sales taxes on *personal, business, automotive,* and *other services*, from *transportation, communications, and utility services* (which, in cities like Duvall, typically reflect expenditures for phone services), and each of the major retail categories. In total, these categories generated roughly $240,000 in sales tax revenues for the City in 2004, or $46 per City resident. However, because the City benefits from purchases from residents who live outside City boundaries, we assume for discussion, here, that City residents were the source of between 65% and 90% of sales in the different categories.

FISCAL IMPLICATIONS OF SALES TAX STREAMLINING

In recent years, the Washington State Department of Revenue has engaged in a cooperative effort among states and private industries to create more uniform sales tax structures. This cooperative effort is referred to as the Streamlined Sales Tax Project and its mission is to simplify the rules surrounding the levying of sales taxes. The ultimate goal of the project is to pave the way for taxation of delivered goods (e.g. catalog and internet sales) whose sale originates out-of-state.

States that wish to follow the path developed by the Streamlined Sales Tax Project are altering their sales tax laws to be consistent with provisions of the Streamlined Sales and Use Tax Agreement (SSTA).

In 2003, the Washington State Legislature enacted Senate Bill 5783 (Chapter 168, Laws of 2003), thereby adopting several provisions of the SSTA. However, due to concerns voiced by affected jurisdictions, Senate Bill 5783 did not include key provisions that redefine the "sourcing" of delivered retail sales.

The "source" of a sale determines the *place of sale*, which in turn determines the jurisdiction to which the local portion of sales tax accrues for a given transaction.

Under current State law, the "source" of sale for most delivered goods is deemed to be the store or warehouse from which the delivery originates. Under the sourcing provisions of the SSTA, the "source" of most delivered goods would change to the point of delivery.

For example, under current law, a hot tub that is delivered to a house in Duvall from a facility in Woodinville will generate local sales taxes for the City of Woodinville, where the delivery originates. If enacted, the sourcing provisions of SSTA will change the "source" of that sale (and therefore the recipient of the local sales tax dollars) to the destination of the deliverer—the City of Duvall.

Adopting the sourcing provisions of SSTA will have little impact on state revenue. The State receives its portion of sales taxes regardless of whether the sale is deemed to take place in Woodinville or Duvall. The provisions will, however, result in significant shifts in the accrual of sales tax revenues among local jurisdictions. This is the reason many local jurisdictions originally objected to legislative passage of the SSTA sourcing provisions.

Changes in the State's sourcing rules have not yet been enacted. When they are enacted, most stakeholders believe that mitigation funds will be made available to soften the blow for cities that stand to see a drop in revenues. It remains to be seen how such mitigation will be provided. It also remains to be seen how far the mitigation payments will be carried into the future.

Current estimates developed by the Washington State Department of Revenue (DOR) predict that, in the short-term, Duvall will see little impact from changes in sourcing rules. In effect, the DOR model predicts that Duvall's losses from businesses that deliver goods outside the city will be offset by gains from households and businesses who purchase delivered goods.

In the long run, however, it is intriguing to consider how changes in buying patterns might affect City revenue streams. At a fundamental level, changes in sales tax sourcing (and future taxation of sales that

originate out of state) will change the fiscal implications of different land uses. On average, industrial uses will become less fiscally attractive (because their potential as sales tax sources will diminish). Simultaneously, as destinations for delivered goods, residential and office uses will become more fiscally attractive.

FISCAL IMPLICATIONS OF LAND USES

Following are brief discussions of the fiscal implications of eight land use categories. The first two categories—high-value retail and big box retail—are unlikely options for Duvall given market conditions. However, we include these uses to provide a complete picture of the range and nature of fiscal impacts of land uses.

High Value Retail

Duvall is not well positioned to compete for high-value retail uses. However, among all potential uses of a given property, high value retail generates the greatest fiscal benefit to a city. An auto dealership can generate city sales taxes of $100,000 to $500,000 or more. At the same time, because the value of each transaction is so high, an auto dealership generates this revenue with very little incremental demand for city services. To a lesser degree, other retailers of high value goods, including furniture, appliances, or home electronics all generate relatively high revenues, while attracting relatively few trips.

Another benefit of high value retailers is that they have the ability to attract customers from a very large area. Auto dealers in Puyallup, for example, attract customers from a large portion of the Puget Sound area, allowing the City of Puyallup to draw on a tax base that extends far outside its municipal boundaries. In the realm of furniture stores, Ikea performs in a similar manner for the City of Renton, drawing customers from across King County and beyond, generating as much as $1 million in City tax revenues (based on estimated average sales per square feet of $500 and more than 200,000 square feet of retail space).

Big Box and Regional Retail

Like auto dealerships and other high-value retailers, big box retailers like Costco, Wal-Mart, Target, Home Depot, or Lowes can generate anywhere from $100,000 to $500,000 or more in sales tax revenues for a city. The difference between the two categories is that big box retailers (1) generally attract greater numbers of trips and (2) generally draw on a slightly smaller trade area to attract their customers.

Like big box, regional and super-regional retail centers draw from a relatively large trade area and generate substantial sales tax revenues. Regional retail centers are generally a combination of a mall and one or more power centers, or an urban retail district. Such centers usually rely on categories like general merchandise stores, clothing and accessories, furniture, electronics, sporting goods, and office supplies.

Overall, big box and regional retail are very beneficial to a city's fiscal position, but they generate greater demand for city services like public safety and transportation infrastructure. For the typical city in Washington State, a single big box store might generate $300,000 in sales tax revenues – and create enough activity to demand one additional commissioned police officer on the city's police force.

Restaurant and Entertainment

By themselves, movie theaters, other entertainment venues, and destination restaurants can generate substantial revenues to a city. An added benefit of these categories of uses is that, in addition to generating revenues on their own, they also generate positive spillover effects.

Major shopping centers and traditional downtowns seek out restaurants, movie theaters, and performing arts venues as a way to attract a critical mass of activity. In many instances, people who travel to a commercial center to see a movie or a play will venture out for an entire evening, eating at a nearby restaurant and shopping at nearby stores. The more pleasant and seamless a district can make that experience, the better position that center is in to generate revenues.

From a public amenity perspective, the benefits of establishing a shopping/entertainment center are substantial. From a fiscal-balance perspective, the net benefits are substantial as well, but entertainment uses *do* generate certain demands for city services. High levels of evening activity often drives additional demand for increased law enforcement staffing. Also, depending on the configuration of the district, public investment in infrastructure and amenities may be necessary to make the district attractive to potential visitors.

The good news is that public investments that make an entertainment district attractive to visitors are often the same investments that help to create a venue and focus for *community* activity—a goal that most cities have identified as desirable in its own right.

Community and Neighborhood Retail and Consumer Services

From a fiscal-balance perspective, the bottom rung in the hierarchy of retail attractiveness falls to community retail and consumer service uses. This category includes grocery stores, drug stores, local restaurants, banks, auto-services, video stores, and various other retail and consumer services. Like big box and regional retail, community retail generates activity that drives demand for city services (our analysis suggest that, on average, one commissioned police officer is required for every $300,000 in retail sales tax to the city), but compared with the prospect of that activity going outside of the city, capturing the retail is a net fiscal benefit to the city.

For a city like Duvall, capturing residents' community retail purchases is important to maintaining fiscal sustainability, for two reasons:

1. **Direct revenue generation:** If Duvall retailers capture residents' purchases for categories like groceries, drug stores, convenience items, and restaurants, those purchases can generate roughly $50 per resident in City sales tax revenues per year. These revenues more than cover the incremental costs to the City of providing services. Currently, Duvall probably captures a little more than half of household's purchases for all of these categories (capturing perhaps $30 per resident in sales tax revenues).

2. **Foundational support for a viable commercial center**: Like many cities, Duvall would like to establish an attractive and vibrant downtown core. Such a commercial core offers city residents a central *place,* serving as the focal point for community engagement. As an attractive place that offers amenities and vibrancy, such a core *could* also help expand the City's reach to new

markets—further strengthening the City's fiscal position by attracting sales tax revenues from outside the city, or by capturing resident expenditures that had previously been lost. One potential source of demand for development of retail space in downtown Duvall will be the demand that new and existing residents drive for stores and restaurants.

In order to formulate a strategy, City decisionmakers need to grapple with two key questions:

1. **What opportunities for community retail can Duvall count on seeing?** The answer to this question is driven by the amount of new housing that is added to Duvall's core market area. The more housing, the greater the number of opportunities.

2. **Is it necessary and/or wise for the City to take action to try to focus development?** Recognizing that the pool of development opportunities will be limited as the City of Duvall builds out, is it necessary or wise for City decisionmakers to try to focus the development to take greatest advantage of these opportunities to achieve the City's vision?

Office

Because Duvall does not levy any substantial business or employee tax, office uses in the City will not match retail uses for revenue generation. A typical, higher-end office building might generate $80 per employee in City property tax and another $100 in utility taxes per year. If Washington State's sales tax sourcing rules were to change, then office uses will generate additional tax revenues from delivery of supplies, furniture and equipment. Depending on the nature of the office, these sales tax revenues from deliveries might equal an additional $20 or $30 per employee annually.

In addition to direct revenue, office employees typically make daytime expenditures for food, drink, and convenience purchases in nearby retail areas. Beyond generating sales tax revenues (perhaps $20 per year, per employee), the relatively dense pool of daytime population associated with office uses provides important support for local shops and restaurants. For many commercial districts, the key to a successful, active commercial center is the combination of daytime support from office workers with day and evening support from households.

Another benefit of office uses is that they generally drive only modest demand for services. Office uses generate relatively few vehicle trips, they generate very little in the way of demand for police services, and any demand they generate for parks facilities is likely to occur during mid-day periods when existing park capacity may be underutilized.

Industrial

Like office, industrial uses in Duvall would not generate business or employee taxes, but they do generate property and utility taxes. In addition, under existing sales tax sourcing rules, a small subset of industrial uses currently generates retail sales tax (associated with delivered goods whose delivery originates from the industrial site). With expected changes in sourcing rules, these sales tax revenues from industrial users will probably all but disappear.

The difference between industrial and office uses is that a typical industrial use generates less revenue per acre of land.

Industrial buildings cost less to construct (per square foot), and industrial uses typically require a lower ratio of building square footage to square footage of land (typically referred to as floor-area-ratio [FAR]). These two factors combined mean that the taxable value of an acre of industrial development may have taxable value equal to less than half that of an acre of office use (City property taxes of roughly $4,000 per acre for office uses versus roughly $1,700 per acre for industrial) .[3]

In terms of utility taxes, analysis that Berk & Associates has performed in the past suggest that, on average, office uses generate more utility taxes than do industrial uses. While there are certainly exceptions where industrial uses demand large amounts of electricity or natural gas, on average, office uses are more intensive in their use of electricity (to power lights, computers, etc.) and telephones, generating an estimated $124 per worker, compared with $94 per worker for industrial uses. Combining these figures with higher densities of workers per acre (more than 72 employees per acre for office versus 26 for typical industrial uses[4]), office uses generate $9,000 per acre in utility taxes compared with roughly $2,500 for industrial uses.

If one combines property taxes, utility taxes, and retail sales tax from local worker purchases and delivered goods (assuming expected changes in sales tax sourcing rules), we estimate that an acre of office use would generate roughly $16,000 in City revenues per year (at Duvall's levy rate of $1.60 per $1,000 assessed value) while a typical acre of industrial use would generate less than $5,000.

Another disadvantage of industrial uses in comparison with office, is that the lower density of workers in industrial settings provides more modest daytime expenditures to support nearby commercial centers.

The demands for service introduced by industrial uses can vary depending on the nature of the use and the general level of activity. Manufacturing and warehouse and distribution uses tend to put more stress on a city's road network. For police services, both industrial and office uses generate very little demand.

Ultimately, the evidence suggests that after changes in sales tax sourcing rules, industrial uses are likely to generate *somewhat* more in city revenues than they generate in costs. However, net fiscal benefits from industrial uses will not match those of office or retail uses.

Single Family Housing

For cities like Duvall, single family homeowners represent the vast majority of the city's constituents, and as a result, most of the cities' service costs stem from serving these residents. Typically, an urban city with high levels of commercial activity rely on excess revenues generated by taxes from high value housing (which generate high property taxes) and commercial uses to subsidize provision of services to households who live in lower value housing.

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[3] Assuming FARs for office and industrial of 0.5 and 0.3, respectively, building values of $100 per square foot for office and $60 per square foot for industrial, and land value of $8 per square foot for office versus $6 per square foot for industrial.

[4] Assuming an FAR of 0.5 for office and 300 square feet per employee, versus an FAR of 0.3 for industrial, with 500 square feet per employee.

Duvall currently has roughly 1,800 single family housing units within City boundaries. The median assessed value of these houses is $277,000, for the 2005 tax year. On average, houses built in Duvall in the City's first housing spurt, in the mid-80s, are smaller (less than 2,000 square feet) with lower assessed value (less than $250,000 in assessed value in 2005). Houses that have been built more recently are larger on average (approaching 2,500 square feet) and have average values between $300,000 and $350,000.

Revenue Impacts

In Duvall, the typical new house might be valued at $350,000, which would generate $560 in property taxes in 2005. The household also may directly generate approximately $200 per year in utility taxes, and perhaps $140 in per-capita allocations of state and county revenues. Combined, these three direct contributions from the new household amount to $900 per year.[5]

In addition to direct taxes, in a city like Duvall, one can argue that a large share of revenues that accrue to the City from commercial activities could really be attributed to households. Duvall's commercial activity is dominated by retail and services that serve households. Without those households, most of the businesses would not exist. If one assumes that the City will capture new households' expenditures in a manner consistent with its capture of current residents' expenditures, the new household would also indirectly contribute roughly $100 in sales tax revenues to the City.

In addition to existing revenue impacts, when rule changes for sales tax sourcing are enacted, households' purchases of delivered goods will bolster tax revenues Duvall receives from its residential areas (with "gains" to the City of perhaps $40 per household, depending on income and shopping patterns).

Combining direct and indirect revenues, one could expect that a typical new household in Duvall generates $1,000 or more annually in operating revenues for the City.

Cost of Service Impacts

- **Law and justice services:** The single largest cost for city governments are for law enforcement and justice services (police, court costs, and adult detention). In Duvall, in 2005, law and justice expenditures will approach $1.2 million (35% of the City's total general fund expenditures). Demand for law and justice services are driven by many variables, including the size and nature of the city's resident population, the extent and nature of commercial activity, the geographic size of the city, proximity to major thoroughfares, and the extent to which the city attracts visitors from beyond its boundaries. Based on statistical modeling of Duvall, we estimate that, on average, a

[5] Per capita allocations include state distributions of gas taxes, liquor taxes, liquor profits, and distributions among county jurisdictions of criminal justice sales taxes (estimated at $32 per resident for state distributions and $20 for criminal justice sales taxes distributed among King County jurisdictions). Assuming an average household size of 2.75, total revenue distributions from a single household from these sources exceeds $140.

new owner-occupied single family house in Duvall would introduce new *demands* for law and justice services that would cost the City roughly $100 per year.[6]

Another way to look at service costs for law and justice services is to use ratios of officers-per-thousand-residents as a metric to guide police staffing and expenditures. This approach to staffing has the benefit of simplicity, and works well when cities seek to make short-term adjustments to staffing levels. In the long-run, however, our experience working with other cities suggests that small-but-growing cities tend to revisit police staffing ratios as the city grows in population and as economies of scale in police services become evident.

If we assume that Duvall's policy will be to maintain staffing per thousand, and if we assume modest economies of scale, then a new single family household would introduce roughly $500 in law and justice service costs.[7]

If one accepts the larger $500 costs for law and justice services, and one estimates other City costs like parks, road maintenance, and general government by assuming a modest economy of scale, then the incremental costs of serving an additional household probably falls between $900 and $1,000 (including general fund and street fund costs).[8] If one uses a more modest incremental cost estimate for law enforcement, then the incremental cost of serving a new household is probably less than $800.

For Duvall, in a static model, we estimate that households living in a house valued at $300,000 or more ($110,000 per resident) cover their average cost of service, while those at some level below that do not. In fact, however, when Duvall looks to the future, this static assessment may be of limited value. From a strategic perspective, it may be the case that adding housing is the path that offers Duvall the greatest opportunity to improve its fiscal position and achieve its vision for the city.

As we noted previously, commercial activity in Duvall is driven by the City's households. In order to drive new development, Duvall needs to increase the number of households in its base market. As the City adds households, opportunities will emerge to add community retail, restaurants, and consumer services. If that pressure for development can be focused to support the City's vision of an attractive commercial center, then Duvall will have an opportunity to enhance its market position, perhaps attracting more dollars from outside City boundaries and/or capturing a larger share of new and existing residents' expenditures.

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[6] Berk & Associates police demand model is based on statistical analyses of 192 cities in Washington State. The analyses look at differences among cities in terms of basic characteristics like housing type and tenure, commercial activity, proximity to state highways, land area, and other characteristics and identify how each characteristic drives staffing levels.

[7] This is based on an assumption that the *incremental* cost for providing services is between 80% and 90% of the average cots. In effect, this means that we assume that 10% to 20% of the City's law and justice service costs are fixed costs that would not need to be increased with additional officer staffing.

[8] Assumes that the incremental cost of extending service to another household is based on current, average costs per resident multiplied by an elasticity of 0.8—a figure which reflects the average elasticity for cities statewide.

From this perspective, one could argue that the fiscal attractiveness of adding housing exceeds the direct fiscal impacts of the housing itself. This may be especially true if the housing is situated in areas where it will relate to and support the city's commercial areas.

Multifamily Housing

Much of the discussion of single family housing also applies to multifamily housing. However, from a decisionmaker's perspective, a few key characteristics distinguish multifamily housing:

- **Higher costs of police services:** Berk & Associates has analyzed experiences of hundreds of cities across Washington State and has found that, on average, the addition of multifamily housing tends to increase demand for police services more than the addition of an equivalent number of single family units. When we talk with police chiefs at different cities, they all agree that some forms of multifamily *do* generate higher demand for police services, but they suggest that not all multifamily housing is created equal. Most suggest that higher value multifamily tends to generate demand in a manner more similar to single family.[9]

  Other anecdotal evidence suggests that demand for police services depends on how the housing relates to the surrounding urban environment. For decades, city planners have noted the importance of "eyes on the street"—the notion that, in settings where a few stories of multifamily housing are strongly connected to the street, residents take a certain degree of ownership over what happens in and around their building, increasing safety and security.

- **Opportunities for support of commercial and civic centers:** For many commercial centers, the dense, close-in support of multifamily housing is a key component of the center's success. The close support of multifamily housing provides restaurants and retailers with a *guaranteed base of sales. Moreover, multifamily support also provides a foundational baseline of activity that* makes the center more attractive to residents in its broader market. In this sense, multifamily housing can often act as a *critical* ingredient to the success of the center.

In the end, the fiscal attractiveness of multifamily housing is heavily dependent on the *type* of multifamily in question and careful consideration of *how the housing relates* to Duvall's commercial centers. If the housing is relatively low value and does not actively support the City's commercial centers, then addition of new multifamily is likely to introduce a net drain to the City's fiscal structure. If multifamily is of higher value and/or is designed to provide support to the City's commercial centers, then it can be attractive, and perhaps even crucial, to the City's long-run fiscal sustainability.

[9] It is also worth noting that, statistically, renter-occupied single family housing tends to drive even higher demand for police services than does renter-occupied multifamily.

CONCLUSION

Ultimately, a city's strategy for attaining fiscal sustainability has to approach questions of governance and land use as a whole.

From a purely fiscal perspective, all cities would like to attract or retain an auto dealership, an Ikea, or a Costco. For the most part, however, whether or not a city gets such a fiscal boon depends in large part on the luck of geography and the availability of suitable sites.

For most cities, the key to achieving fiscal sustainability is (1) to have a realistic understanding of where the city stands (2) to provide development opportunities that will serve the city well, both fiscally and in terms of achieving the city's overall vision, and (3) to take advantage of the potential for supportive relationships between land uses.

A city is well served when it looks carefully at the role that each type of land use can play in supporting its vision. Most cities share the goal of creating a city center that can provide a sense of *place* for its residents and businesses. One way to strengthen such a center is to encourage development patterns that will generate mutual support among land uses. For Duvall, this means fostering conditions that will allow for non-resident-driven commercial and industrial development, recognizing the opportunities that housing growth will offer for driving new commercial development, and paying attention to how the City capitalizes on those opportunities.

For Duvall, the key fiscal strategy questions revolve around (1) How much *residential* development should the City pursue—to serve as the engine for commercial development? and (2) Given the finite pool of development opportunities that will emerge with Duvall's residential growth, should City decionmakers take actions to try to focus direct commercial development to areas where it will help the City achieve its vision (both in terms of geographic location within the City and in terms of market niches)?

Duvall Economic Development Strategic Action Plan
Stakeholder Interview Summary
July 27, 2005

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Overview of Stakeholder Interviews Conducted

This document summarizes the results of phone conversations conducted with 30 individual stakeholders and a cultural arts planning group in June and July 2005. A summary of responses organized by theme follows below.

Attachment A shows a complete list of individuals interviewed and Attachments B shows the interview questions posed to stakeholders. Each interview was conducted as a conversation, focusing on areas relevant to the particular stakeholder and using the interview questions as a guide.

Interview Responses

Thinking about economic development broadly, considering economic vitality, livability/quality of life, and community identity, what are Duvall's greatest strengths and assets?

Character of Community and Residents

- The people themselves: they are engaged and they care.
- There is extraordinary output and enthusiasm for the community.
- There is a real sense of community service. And we have a wealth of creative entrepreneurs.
- People are well-educated and well-to-do.
- We have a funky culture. This is something I really want to see preserved.
- We have a high level of activity in the arts and historical interests. I'd like to see these things publicized and flourish in the future.
- We're an interesting town, not a typical suburb. That's different than Redmond or Bellevue. We can attract some interesting niche businesses that might not do as well in a blander place.

Small Town Feel and High Quality of Life

- People move to Duvall for affordable housing and high quality of life. This is a desirable community to live in.
- Duvall has a small town sense of community. Living and doing business in Duvall, you really feel people take care of each other here.
- The inability to build out across the Valley creates a natural buffer around town.
- The rural atmosphere is very attractive for business and residents seeking that environment.
- Isolation and yet proximity. We have the Valley and Novelty Hill to separate us, yet we are so close to major shopping

Natural Beauty of the Area

- The natural beauty of the area attracts business, residents, and shoppers.
- Duvall has an abundance of parks and open space, including the Snoqualmie River trail, as well as numerous farms.
- The Snoqualmie Valley River Trail is a huge asset.
- The river is our top strength, and the beauty of the Valley.
- Our views of Mt. Rainier!

Affordable Land and Homes

- The cost of land is much cheaper than anywhere else.
- People did not move out to Duvall for prestige: a Duvall address is not prestigious. People came because it was their one opportunity to get a bigger house. They are leveraged to the max, without a lot of disposable income. They look for value in everything because they don't have the income. They have complaints about costs – water. They give the appearance they're loaded, but they're not. A lot of people drive economy cars.
- Yes, people are high leveraged in their mortgage but they have choices, not having to think every time they go to the grocery store. A lot of people are in that boat, not buying new cars, but not worried about things month to month.

Government Services

- Even though we're small, we've taken a proactive approach to not act like a small city.
- One thing the City is doing well is supplying parks – people used to go outside of town to find parks. This keeps a lot of people with families in town during the day.
- We have great schools and a great police force – all the makings of a great city.
- We have phenomenal planning staff. Public Works is also doing a good job.
- City staff with a high community involvement is a strength.
- We have good public safety with good police and fire departments and a healthy lifestyle.

Range of Retail Services

- We've had some great new additions to our retail services, including the wine store and the store that sells landscaping equipment. The Duvall feed store is doing well for gentleman farmers, catering to the people.
- It's a great town, with great retail services. We offer pretty much everything, with a broad spectrum of providers. We offer these broad services, but the problem is getting the local residents to change their shopping habits after they move to town.

What are the City's greatest challenges?

Managing Growth and Development

- We're in transition from a small town to a more modern government. Duvall is getting into the 21st Century. I don't think there's anything onerous per se, but people are getting used to how things typically run everywhere else.
- We've grown so big so fast, having been a tiny city not long ago. We're growing from 800 to 5,500 and experiencing some growing pains.
- As a business owner, I want to maintain the small town charm, don't want to turn into a sprawling town. It will be hard to keep nostalgic character, staying away from an urban feeling.
- Duvall's greatest challenge is resisting over-development. I don't see us developing into a Redmond, but I could see us growing on a smaller scale than Woodinville
- We need to retain Old Town the way at was while at same time coming into the 21st Century. We can be an old, rural town that is also modern. Balancing those things is will be a challenge to the town's established culture.
- It very important to develop in a sustainable way. History here is extractive development. I'd like to see future development done with sustainability in mind.

Geographic and Cultural Divisions

- We have a divided community both geographically (Old Town, Mid-Town, New Town) and in our population (new-comers and old timers).
- The demographics in town have changed. Of the 5,500 people who live in town, there are maybe 500 old timers. The others all live up on the hill. We came much later, have speedy lifestyles, commute to work – we're not as home-town oriented.
- As a relative new-comer, I've actually had people say, "You don't belong here." I've heard similar experiences from others.
- We need to get over this class warfare thing going on and unite to be successful as a town.
- I'd like to connect new and old as one commercial area. Some folks go up Big Rock Road and never come downtown. We need to educate about the importance of spending locally to keep local economy alive, sustainable.

Translating Local Wealth into Support of Local Businesses

- People want to live here but aren't accustomed to shopping here – we're a bedroom community.
- By definition women in the mom's group are fairly well off. They tell me they shop out of town for quality and selection for groceries, clothing, and restaurants.
- The hours of local shops are too limited for commuters who spend work hours out of town.
- Hours of operation are a real frustration. Duvall Drug closes at 3:00 or 4:00 on a Saturday. Here's a town where most of the people are gone all day long throughout the week. You need to have decent hours on the weekend. Instead of thinking about what hours are best for me as a business owner, think about what times are best for my customers. If I want my husband to pick up something on the way home, if they close at 6:00 it's impossible, if at 7:00 it's hard.
- General taste for goods has changed so much, and that changes the market. People want high-end, urban, kitschy stores. This changes what economic development means in Duvall.
- It's particularly hard for professionals in Duvall. There are people who will travel from Duvall to Bellevue to see a lawyer, but it doesn't happen the other way around. There is a perception about being out here in the middle of nowhere. This is related to the idea that people work and spend the majority of their time – and shopping – out of Duvall
- When traffic is bad, Redmond seems a lot farther away than it might otherwise. When you leave work in Bellevue, you do your shopping, and then drive home. This gives traffic a chance to die down. By the time you get to Duvall, you're tired and just want to get home!

This challenge will be compounded by retail development in Redmond Ridge and elsewhere.

- Redmond Ridge has 80 to 90 acres of commercial development up there. I don't see those people coming out here to shop. They'll work near Seattle and not come through here.
- Duvall faces competition from Kirkland, Redmond and Woodinville. You've also got 1,000,000 square feet of office in Redmond Ridge.
- It's a challenge to keep people in town to shop. Many can't wait for QFC to open on Novelty Hill because they feel Safeway and Family Grocer quality and selection is not up to par.
- I can't wait for the QFC to go in on Novelty Hill. A lot of people aren't happy with the Safeway. Not a lot of choices. Not a nice fish or meat section. Just like the Family Grocer, only bigger. People are looking for convenience. I go to Larry's Market in Redmond because I can get really nice meat that's all prepared. People are busy and they want convenience and selection.
- The problem is getting the local residents to change their shopping habits after they move to town. We are still close enough to Woodinville and Redmond – and everyone these days has a big-box mentality. People are too quick to get in the car and drive over the hill. Developments like Trilogy are going to make it worse.

- Redmond Ridge shows development is coming this way. Starbucks will go to Redmond Ridge first, and then on to Duvall. Small businesses will feel threatened. It's amazing to me: the small businesses rely on lack of competition, then once development starts to happen, they don't realize how to step it up to keep their customers and even gain more.

Old Town businesses in particular are described as not being market-responsive to wealthier Duvall residents.

- Business owners in the Old Town area all say Seattle people love to come here, but the Duvall people don't come here.
- Many Old Town business owners don't know what customer service is about – some are outright rude. If people have a choice of shopping out of town and getting what they need or shopping in town and getting a rude person, they're going to go out of town.
- Old Town businesses don't offer a feeling/environment that is welcoming. Also there's nothing there people want to buy – inventory. People want convenience, not specialty shops. A lot of people don't even know these businesses exist. Maybe we need an anchor – once Bank of America left Old Town has become a ghost town. We need a Third Place Books to draw Talus Ridge people down there.
- Smaller businesses may complain, but a lot of the businesses are shooting for the wrong customer base. The business climate is great for those targeting the right market.
- The town used to thrive on second hand antique shops, but things have changed. Now there are lots of young people with money – they want new, not antiques. Those kinds of stores aren't popular. You need to change with the market!
- They don't go to Old Town very often because of bad experiences in the past and they say "there's nothing there". If you've been in the shops twice, there's nothing more to go for.
- You don't market to an $85,000 population the same way you do to a less affluent population! The businesses in the downtown core sector are in the 1960s hippie mode. Those people with $85K income level were hippies once but they grew out of it.
- The best thing Old Town has to offer is the new wine shop that just went in. They're great. Maybe Old Town is nice when tourists drive through during the summer, have an ice cream, coffee, look through the junk shops… If they want Old Town to look like a cute town, they need to clean it up, make it more inviting, unified. It looks like a big garage sale down there.

Transportation Infrastructure

- Traffic will be a huge concern. We have to develop more arteries into the metro area.
- Traffic – as much as one truck a minute – is a huge problem for Old Town. It disrupts the environment, and ambience, causes damage to old buildings and creates a safety risk.
- Main Street rush hour traffic is a big challenge. People hesitate to pull over in heavy traffic. It creates a mindset in which people are on a mission to get somewhere and so won't pull over. They have a feeling if they get out of line they won't be able to get back in and get home
- With only one major roadway coming into town we're stuck as a bedroom community. The only economic development possibility is growing the service industry to serve residents, because industries that rely on good transportation won't be attracted to Duvall.

Maintaining a Vibrant Old Town; Maintaining Older Buildings

- We don't have a real vital downtown.
- Parts of downtown look great, while other parts look like the owner doesn't care.
- Maintenance of Old Town buildings is expensive: it is perhaps cheaper to tear down old buildings and rebuild than to maintain and renovate existing Old Town buildings. The design of Old Town buildings is a challenge and a limitation to what you can do with them: toilets, kitchens, parking, bar space. All are inefficient compared to new buildings.
- I dropped the rent from $1,500 to $1,200, but taxes are going up. I would need a low-interest loan to renovate the property. It's easier to destroy and rebuild, than to retain and renovate.
- It is very expensive to adapt Old Town buildings to high-end uses like a nice restaurant. Rent is now high, and would be too high with extensive renovation that would be required. Low-cost capital is needed, but because of the affluence of the local community, the City does not qualify for low-interest loans.

Tourism

- We're not really a tourist draw – we're not on people's radars.
- There's not enough for tourists to come here: no hotels, no wine.
- I hear about towns that want to be a tourist town, but wonder if that's really desirable. Many tourist towns have very small populations – it's almost all shops, with few residents. Leavenworth, La Conner are small towns, with small population. When you have a town with a residential base, you need goods and services that are appropriate during the off season. We can't just roll up our streets when summer tourists go away and not provide appropriate services for locals. We can't be a purely tourism-driven economy. Need to start with a focus on serving the local population, then think about extending to serve others. We've got people here who could spend a lot of money here, rather than going to Redmond or Woodinville.

Housing Affordability

- Duvall is a very desirable place to live. A lot of people want to move here, but a lot of people can't afford to live here.
- Seniors in town are concerned about affordable housing within walking distance of downtown. Seniors complain they are being taxed out of town.
- The City's hostile toward lower income populations. It's driven by the city council as renters don't vote and don't contribute. It's a challenge to provide housing to lower income workers or those on service incomes.
- The City discourages low income rental through its unmetered water and sewer fees. A low income stable renter living in a 500-600 square foot apartment has to pay same $91.67 per month as large house, essentially subsidizing the larger house. This is maybe twice or three times as much as a low-income resident might pay elsewhere.
- By the time they are adults, our kids won't be able to afford living here.

What are the City's greatest opportunities?

Capitalize on Duvall's Rural Character and Small Town Feel

- We like it here, its fairly quiet, you're not in an industrial park, a moment ago two eagles flew past. I think Duvall has a good thing going now.
- People come to Duvall to get out of the higher density on the Eastside. It's a better place to raise their kids and they like the small town feel. Woodinville, Redmond all have their services and retail. There's no need to compete: Duvall should just be a small town.
- The Sultan area has a light industrial feel that may be good for taxes, but Duvall should maintain its retail, restaurant, and recreation-geared retail.
- Duvall's greatest assets are its rural feeling, the small town feel. The agricultural base. All of those things are desirable attributes for Duvall.
- We have to preserve our views and character, including the view corridors as you come into town.
- Instead of denser developments, I'd like to see one-acre lots maintaining a sense of space and a rural feel. We need zoning that protects large lots.
- We have an opportunity to be different than Redmond or Woodinville. Both have more jobs than people, while we're more of a bedroom community with more people than jobs. We have the opportunity to create something different from Monroe, Woodinville. Make Duvall the place to go for X, whether that's nice dining, art galleries, or whatever – it won't be like any other place. Be a cool European village. Take advantage of being small; make being small a good thing.

Brand and Market Duvall

- There is an image for outsiders of the way it used to be years ago – they've never been back. Come out and see us now – we're not the Duvall you knew 20 years ago! With the right presentation it could become a hip place to come to.
- We now don't have any particular branding. We need a tourism director – that individual can do branding for the City. Draw people out for the weekend, building on our river and beaches – there has been no exposure about the beach. The trail is also not promoted.
- With Ocean Shores, Leavenworth, La Conner – you know what you're going to get. Duvall is not even on the radar screen, because we have not done a good job marketing the town.
- We're in a place in our development where we can be whatever we want – this in its own way can be a challenge. Too many options can make it hard to choose. If you try to be all things to all people, you'll be nothing to anyone. If there are lots of different messages/identities, the effect generally is you tell every group lots of different things – it creates confusion. We need to avoid message creep. Stick to a core cluster of messages. Once we pick it, we have to stick with it.
- In the creative economy, people can live wherever they want to. Those people go to places that are attractive to them. Duvall can be a place for them.

Ensure Quality Development Throughout Town

- Our biggest opportunity is the growth that is happening. There's an opportunity for us to manage that and how everything will look in the future. We need to continue with the UDR to determine how future growth is going to look.
- Duvall looks at itself as an upscale demographic, but the housing stock nearer to downtown that is coming in is cheap looking. If we're going to be developing the town to have a quality character, better guidelines need to be in place for the properties most visible when you drive through town.

Use Distinct Districts to their Best Advantage

Improve and then Leverage the Look and Feel of Old Town

- We need to carve out an identity for the Old Town area that caters to both Duvall residents and visitors. Duvall has the potential to be a chic place for both residents and visitors.
- Establish an Old Town cultural district. Add antique street lamps, make it strollable.
- The Arts Commission notion of a cultural district focuses on Old Town: character, coffee shops, historic buildings. The "cultural district" label is much more positive than "Old Town."
- Create a destination similar to La Conner, focusing on arts and farming, with lots of lodging and a pedestrian-friendly downtown.
- I would love to see Duvall look like Winthrop, Washington. We have so many quaint buildings, wouldn't it be cool to have boardwalks, or other amenities to create the old town feel?
- I would like to see a boardwalk, something similar to Country Village in Bothell or Gilman Village, which in the beginning really drew people to Issaquah.
- Develop destination restaurants in Old Town, which can be more of a draw than shopping.
- Take everything a step up: no plastic furniture, no umbrellas with beer signs on them. Create a pleasant environment in Old Town.
- Use empty lots for short-term opportunities: farmers market, parks, weekend businesses.
- Create an Old Town business association to establish standards and consistent hours and to collaborate on creating an attractive environment and focus on customer service.

Take Advantage of the Characteristics of New Town; Ensure Quality Development

- Whatever the City does, they should make it as simple and as welcoming as possible to get good development in New Town. They shouldn't impose restrictions on parking. There's a ton of leakage from Duvall, so parking requirements become even more of an important issue as they compete with these other places.
- Pedestrian-oriented retail is not the kind of commercial this wants to be: people need convenient parking, and shouldn't be forced to do something unnatural.
- New Town can offer service and retail opportunities for its residents. A Town Center concept is nice, but Duvall doesn't have the critical mass to pull it off.

Neighborhoods

- Clearly the commercial will be down around 203. They may also want some service-oriented retail in the neighborhoods. Look at Issaquah with good-sized grocery anchors on the plateau.

Allow More Housing to Fuel Demand for Services

- Bring people in first, and then business will come.
- I want to attract people to live here. When we talk about commerce, you also need to talk about residences as well – they go hand in hand.
- There aren't enough services, but the population must grow to create a market for more services.
- There is pent-up demand mostly for residential land, but commercial will follow.
- Our transportation problems will provide an opportunity. More expensive homes being built in the area builds a services market in Duvall because it is one of the natural places for people to go to avoid the transportation mess. Rural residents are reluctant to go back into metro areas.
- My feeling is that the City probably needs to get some critical mass in rooftops before they're going to experience much success in job-creation. We've seen this in Mill Creek. They were striving for jobs for the longest time. They didn't like being a bedroom community, but they were. You need that inertia and that base before you're going to really attract any sizable number of jobs. In the shorter run, I see the need for jobs that serve the populace out there – doctors offices, etc. – but if you look at the larger area, you're not going to see employers want to go in there.

Business Attraction

- There is an opportunity to get more retail businesses in town – this is our biggest need. We need more basics, so we don't have to go over the hill to Bellevue or Redmond, or up to Monroe. People need more options.
- We need to approach businesses with a marketing plan to dispel the myth of Duvall as a country bumpkin or trailer park haven.
- We need to know how to market our town – a business attraction strategy.

Develop Duvall's Cultural Arts

- Establish a weekly market (not a "farmers market") with artisans and farmers; partner with businesses to gain maximum benefit.
- We need to achieve a collaborative relationship among existing arts organizations.
- Hold weekly events on a summer stage.
- The challenge is to connect arts activity to local businesses. Coupons and promotions have been tried in the past with poor success.

Heritage Park

- Create the proposed Heritage Garden on Doherty Farm with some buffalo and old farming and logging equipment. We'd be the only area around with that sort of attraction. People like to go back and see what the pioneers did. Would draw people from Seattle who would stop at Old Town or Mid Town for a meal or to buy a quilt or something. It would be a tourist attraction and boost business.
- Heritage Park would give us a unique identity and make Old Town prosper. It would be as good or better than Snohomish, but with a different focus: antique logging and farming; early mechanized machinery with working demonstrations: plowing, blacksmith; cream separation, butter making; corn shelling. It would be a great destination for school trips and draw interregional tourism. We're getting reasonable encouragement from the City, but need to get a commitment from City. We're at a turning point now, because the items will disappear if we don't implement it now. Once they're gone, the opportunity is gone forever.
- It's now being held up because as a farm it's listed as open space. Most of the farm could stay that way. But where we put the heritage building, Duvall would have to take that designation off two acres and move it elsewhere – say to the Duvall Park, which can't develop anyways. We're having good conversations with the City, but they're moving too slowly! If they take off the open space designation we can move ahead. It wouldn't cost the City a dime.

Tourism

- Make Duvall a destination!
- Create more options for motor home parking. Create an RV disposal facility. Options include Taylor Landing, the Park and Ride, or perhaps at the Heritage Park.
- We have an amazing resource in terms of farming businesses. We could market this like Salt Spring Island, outside of Vancouver Island: a mix of hippies and yuppies. They made a map of the island, with every artisan, farmer, cottage industry is listed. Also like Camano Island. We could put something like this together and market to Redmond Ridge and other nearby communities. We need to leverage Remlinger Farms and blueberry picking – resources that already exist.

Active Recreation

- There are a lot of youth, families, and young parents in town. Most of our customers are early thirties to late forties. I can see a lot of foot traffic and there are a lot of strollers.
- The community has a great trail system and outdoor feel.
- There is an excellent market for horseback riding and other such industries. We could be a cowboy town, horse oriented.
- We can take better advantage of the Snoqualmie River Trail by creating more connections to Old Town. Now it only connects at McCormick Park and the Park and Ride. Perhaps an outdoor sculpture or art walk to lead people into town.

What businesses or industries are appropriate to target given the City's strengths and position in the regional economy?

General Comments

- We need to continue to build awareness of the importance of shopping locally. People shop elsewhere out of habit and because of a lack of awareness of the impacts of their choices; also because of convenience (hours and location).
- In order to have a business that works right now it has to be something people need. I don't see the specialty/gift shops being immediately successful. Staples, necessities are a better bet.
- Bring in something more unique and user-friendly than you find in the mall. More coffee houses and bookstores: things that appeal to the locals. Not three or four more Teriyaki restaurants!
- The city needs a ton more businesses here. The problem is that people don't live here, they sleep here. To shop and go elsewhere, they leave Duvall because there's nothing here. Would love to see a lot of new development here, from restaurants (nicer ones, in particular, bigger chains) to drugstores to shops. We need entertainment options. We have a lot of residents in the area, though they're hard to see because they're all hidden up on the hillside. We don't even have a Starbucks yet, while other towns this size have three.

Attract Businesses That Cater to the City's Wealthy Demographic

- Like minded businesses follow like minded businesses. We need to establish a critical mass of professional businesses – now the bulk of businesses are sub-professional. We need more options, selection, cleanliness, atmosphere. We've got upscale residents moving in – they like funky, but they want it to be high-end, quality, clean.
- Crush is a good example – a really nice place. That's the kind of business I'd like to see – yuppie but funky. Display is sparse, modern, interesting. A modern business. Whereas the yarn store or bead store or framing shop – the carpet is old and gross. Maybe not putting enough capital into.
- Higher income residents want home improvements shops. They work in their yards, so go to Coast to Coast for dinner, then go back home. They're homebodies, wanting to spend a lot on their homes, but there are no businesses that cater to that interest.
- There's big interest in a custom car shop. It's interesting to think about clusters of activities and interests that would interest this demographic. We need to understand that market.

Specific Retail Services Desired

Boutique Retail

- High-end boutique shops that have things people would be interested in.
- I think higher end retail would do well.
- More quality, independently owned gift shops.

Grocery

- More food stores are needed, especially organic and specialty foods
- I would like to see a Trader Joe's in New Town.
- It would be nice to have another drug store in town, a Trader Joe's, some specialty food stores.
- A natural health foods store.

Mixed Sentiments on Big Box Retail

- I'd hate to see big box, but on the other hand we don't have anything in town. We need something in town to keep people here.
- Not large scale retail like Wal-Mart because would take away from small town feel.
- I wouldn't want big-box retail.
- Something like Costco or Home Depot which is now going into Monroe. This is nicer development, not a strip mall.
- I would not want to see a Wal-Mart in Duvall, but a Fred Meyer would be great – something that has one-stop shopping.

Restaurants

- The population doesn't fly for restaurants, I'm not a fan of more food services, I don't think it's got a future for the next one to three years. We have enough. The ones that have tried for upper end restaurants haven't made it. High end restaurants, in a stand alone city like Duvall haven't made it.
- We need healthy dining options – there are not many options now.
- A good, nicer end steakhouse that you can bring your children to, maybe a Red Robin.
- I don't want to see a Red Robin, but options like the Maltby Café.
- More coffee shops! I would like to see some in all three parts of town.
- We need more ethnically diverse restaurants and more family-friendly establishments.
- A high-end restaurant, something like the Herb Farm that is agriculture-oriented.
- We don't have a critical mass of the kinds of businesses I'd like to see more of: artsy businesses, good restaurants. We don't have single good restaurant in my opinion with nice meals at a reasonable price. Price, quality and atmosphere, like Spazzos in Bellevue.

Lodging

- A hotel would be huge – it would take us a lot to get to a place where we could support a hotel. Even a B&B or inn would be great, so visitors could stay in town overnight
- We need a small inn or bed and breakfast. I would hate to see a Motel 8 or Comfort Inn and would prefer to see a small, privately owned inn.
- The Old Thayer House is falling apart. It used to be a B&B and it seems this could be a B&B or small lodging with an artist studio live and work space. We now have no lodging, and this would give artist more visibility, as well as create a draw to town.

Outdoors and Sports Shops

- A bike rental, outdoor equipment shop would be great. Gold Bar has something like that.
- An outdoor outfitter in Mid-Town would be great.

Clothing Stores

- I'd love to see some children's clothing stores and other stores for kids.

Entertainment

- Also a bowling alley or small movie theater which features children's movies. Again, keep it on a small town scale.

Art-Oriented Retail

- Arts can become in itself a draw – public art, kiosks, that sort of thing, but also higher end gallery type stores.
- The arts should be considered as an employment sector as well as an enhancement to a community's quality of life and image.
- I would love to see gallery space, but I have no idea if it's economically feasible.

Professional Offices

- A huge business sector is missing: doctor's offices, dental offices, eye care, massage. We have very few options. We need more primary care physicians. Evergreen can't keep up – it's swamped with new people moving in who want somewhere local. Another chiropractor would be nice.

More Industry and Employment Desired

- I'd like to see more high tech employment with a small foot print.
- More high-tech stuff, more interesting business: nothing too noisy or pollution intensive.
- I would like to see some industries come in here: smaller, cottage industries. Jerry's Iron Works in Duvall builds equipment for farmers. Now a multi-million dollar business, but doesn't take up much land. It's an asset because Duvall is somewhat restricted for business.
- The City needs more industry to get beyond taxing home-owners or there'll be serious problems.
- There's no space here to rent for jobs. City should do a PUD. Let it be known that we have this many acres available to develop so come do it. We would likely get an employment center.
- A business park up on the hill would be a nice option. The Duvall tech center is a good example of the type of space needed.
- A few of us had proposed that there should be more consideration of job availability within Duvall. They had a tract across from the high school that was in the City's expansion zone that was designated to be housing. We approached the school district to get their support for commercial development and talked to local neighbors. We wanted to develop a business park up there. Everyone thought that was a good idea. The proximity to high school was a plus, in their opinion.

The Housing Market

- In Monroe and Duvall, the culture and attitude is noticeably different. Monroe seeks affordability; Duvall is more upper management types, not looking for starter homes. We see a lot of established families, kids in first grade on up. Don't see a lot of the retirement crowd.
- They're looking for as big as they can get. A little while ago that was not the case. Now they're stretching every penny and want a 3,230 square foot house.
- Multi-family mixed-use development must compete on price with amenities: movies, dinner options, excitement. Absorption was slow enough in Duvall.

Prices

- You're now paying mid-$400,000s for housing in Duvall. Up from mid $300,000s just two years ago. The newest stuff built now is selling in the upper $200,000s.
- There's a pent-up supply of vacant land. There's a frenzy right now for it. There's vacant land, but it's a seller's market. Raw land is up to $8 to $10 per square foot, about twice what it was.

Strong Residential Demand

- Development applications will be allowed August1. It's like vultures waiting to pounce. Residential development will come in droves.
- The outlook is strong for residential development. It's more and more difficult to build in unincorporated King County. The median priced house in the Duvall ZIP code is $365,000.
- Home development is a good market for Duvall still. You're only eight to ten minutes beyond Redmond Ridge, so it's a logical place for it to go.
- We favor the eastside markets right now. The available land, relative to Eastside employers, is shrinking. Because we view them as stable employers, the geographic relationship to Duvall is a good one. Duvall is on the outer perimeter of the Eastside, which is a good solid market. We'd rather be there than further north or south in Snohomish or Pierce Counties.

Are there ways the City's arts sector could be grown? Are there ways to better capitalize on existing tourism related to the arts?

Promote Arts Duvall as an Interregional Tourism Draw

- We should tie tourism to our active arts community.
- Think of Ashland in Oregon – that whole city has built a destination point around Shakespeare. Who would have guessed such a thing would be possible?!
- We can develop some cultural tourism in concert with other cities like Monroe and North Bend. Duvall doesn't have the mass on its own, but with other valley cities we have a lot going on.

Some Contrary Views

- The arts play a part in interregional tourism, but perhaps not the big part some want it to play.
- There is conflict between what artists want and what the community wants.
- Some want us to become an arts center, others do not. It meant nothing to those on Talus Ridge, but I'd guess those in the older part of town would like it.
- Some of what folks here might call art is really junk. We need to appreciate the business side of art, as well as enjoyment of art for art's sake.
- Outside of public art, it has to be driven by the market. You can't create a market that isn't there. Sunny's shop is an example of a business that is well-established enough to draw people out.
- Arts might interest some in the community, but not me personally. We're still kind of a farm community, so I'm not sure how an art gallery would do.

Festivals and Community Events

- People in the Pacific Northwest are festival people. 400-500,000 people turn out to Folklife or Bumbershoot – why can't we do more than Duvall Daze in June? If we marketed more festivals in Duvall, it would attract people. Port Townsend draws tens of thousands. Can you imagine how many people would come to Duvall for a bluegrass festival the park overlooking the river?!
- Duvall Daze is good, but is limited, only drawing people from the Valley. Build on this. We should hold more festivals, really drawing people to town.
- As a family with small children with a father who comes home late at night it's hard for us to attend weeknight events. Duvall Daze and other events on the weekend are much easier.
- Events are great – wonderful for families. I think they should do it longer in the summer. Family events are great. What about a Taste of Duvall? Help bring people in, create economy.

Need for More Arts Infrastructure

- There are lots of artists live here, but there is not an organized, connected critical mass of artists. We need more places to exhibit, work, and perform – we're lacking venues. We need to define a potential cultural district and concentrate arts there.
- Create a community gathering space, in- or out-of-doors: a performance center, square, gallery, community arts center.
- I would like to see a theater, something like Issaquah's small theater.

Publicity is Needed

- Duvall arts aren't on the radar screen.
- Some art places can be viable commercial enterprises, and there is a role for the City to partner with them to help get the word out.
- I think the arts are an area to capitalize on, but it seems kind of hidden. Let's publicize it! We need a better publication about arts and what local businesses are doing. I read snippets in the Valley View but that's about it.

What supports exist to strengthen the City's workforce? What more should be done? What should the City's role be?

Many Businesses Successfully Hire Locally

- I have always hired locals and I think non-service businesses also can hire locally.
- I can absolutely find the people I need locally.

Affordable Housing

- I don't think a person that lives in Duvall could afford to work here. The little retail shops that we have couldn't pay enough to live here. The manufacturing shops are a different animal and may have a completely different opinion.
- We need more affordable housing to support a more diverse population. Now, the people who live here work – and therefore shop – elsewhere.

Training

- Nothing exists other than on-the-job training in some of the more professionally run businesses.
- The question becomes: what's the City's role? My philosophy is as little as possible. The City, like any other government, is inefficient. Government should do what it can in the realm it does best: public investments, infrastructures. The Chamber, Rotary, the Mom's club or others can better help with workforce training. Just because the City can do something, doesn't mean they should.

What supports exist to strengthen entrepreneurship and the success of new businesses? What more should be done? What should the City's role be?

- This sounds terrible, but I almost feel the solution is for some businesses to die a natural death. Some people are not qualified to run a successful business. Rather than focus on what's not working, I'd rather bring new businesses in that will do well. I'd like to not focus so much on dying businesses – what good is it going to do to try to educate someone who doesn't understand their shop needs to be clean? Let the market take its course.

Provide Customer Service Training and a Secret Shopper

- Old Town businesses are often described as not friendly. People lack the ability to handle customers. They need training, customer service orientation. Once or twice a year, the City or the Chamber should have trainings or a secret shopper to assess and evaluate businesses.
- It'd be great if a secret shopper could evaluate customer service in town.

How would you describe the business climate in the City, considering such factors as taxes, permitting, the regulatory environment and other City policies and practices?

Responsive City Staff

- The City has been great, very flexible. They have taken care of my needs.
- From my perspective as a non-business owner, I think we have very good staff willing to work with people on just about anything. There's a lot of give and take on a lot of issues, working towards a common ground. I can't say enough about the people in place now.
- I haven't heard any big beefs about how they're treated at the City, whether planning or City Hall or anywhere else.
- The City is absolutely responsive – does the best it can.
- Working with City staff is a mix of good and bad experiences, though it's better in the past couple of years. Four years ago, we ran into situation where people in the City thought of Duvall as a very small town, not sure where the growth was going. City employees felt caught between new development and old town feel. Now they seem to see how to make the City more business- and development-friendly, and still keep the charm and feel to parts of Duvall.

Taxes

- The B&O taxes are too high.
- The City tried to impose city B&O tax two years ago, which would have been wholly unfair. This was a huge disappointment to the business community – the City came out and decreed that this was going to happen with little input. It really got the ire up in the business community and there is still some resentment harbored.
- The City can't fix all of its problems on the back of small businesses

Permitting Costs are Perceived as High, the Process Onerous

- I understand permit fees are quite high in Duvall – completely outrageous. The cost is exorbitant and prohibitive to small business success.
- The permitting department is killing us – and they have too many people on staff.
- The City is very difficult to work with for a building permit. We spent over $45,000 in building permits to add-on to the building.
- I've heard that taxes and building permit costs are prohibitive, keeping businesses out, especially startups. Unless we do something, we will lose businesses to Snohomish County where land and business costs are cheaper.

A Call for Streamlined Process

- I'd like to see streamlined permitting for businesses doing renovations and incentives to encourage certain types of businesses.
- The business license permitting can be made better. We need to create a streamlined permitting process. I don't think it'd be inappropriate for the City to invest in self-help kiosks, on-line permitting, etc. Fill out your information, pay your fee – make it easy to set up your business and move on. Not just as an incentive, but for everyone.
- I've heard an awful lot how in the past it's been a lot about favoritism and making it as difficult as possible to get a permit. I think the new regulations will make things a lot easier. As far as permitting for business licenses, it really should be easier.
- I've heard from many that our permitting process is onerous. I believe streamlining of the permitting process is due with the moratorium lifting.

Impact Fees are Perceived by Some as High, Unreasonable and Inflexible

- Their impact fees are as high as anywhere, but that's going to become a fact of life. Impact fees are on the order of $20,000 per home, $7,500 for sewer, $4,500 for water, $5,500 to traffic.
- When they came up with my impact fees, the total was $250,000, equivalent to a quarter of the project costs. The numbers were illogical – I wasn't creating new business traffic, but relocating an existing business. In the end the total was $40,000. The costs need to be clear, transparent, rational, and the City needs to be up front about expectations.
- City Hall makes it expensive to develop there. I haven't studied their fees, but 1-2% of building costs must be channeled toward art. The City is looking for more than just building codes. They're looking to develop culture there at the expense of the landowner.

Development Requirements, Zoning are Perceived by Some as Overly Restrictive, Inflexible

- The City's parking requirements are too much. The code allows for a 50% reduction in Old Town, but you have to fight to get it. Handicap parking along 203 is just not possible.
- Developers may be told no initially, but the City is very, very willing to work with them to get a good product, rather than telling them no, try again. They say, this is what we're trying to get at, can you work towards this?
- The City needs to be more flexible and allow good things to happen for the benefit of downtown even if they could technically block something based on a narrow reading of the code. If they're not flexible, people will walk away.
- Keep Old Town as it's been developing. Give builders, renters, landlords some flexibility to strive for that mix of funky stuff down there!
- Zoning is way off – maybe has been changed. In the past they had to turn away many people because of the way Old Town was zoned and the way the Comp Plan was worded: eliminated car washes, dog grooming salons. This hurt Old Town a lot three to five years ago, thought maybe it's changed in more recent years. We needed to allow more variety – rules were strict.

Others Desire Stricter Codes and Code Enforcement

- I don't want to see more regulation, but I do want to see order!
- I would like to see color guidelines for all of town.
- We need more guidelines for higher quality, conformity and cohesiveness: a higher standard.
- Design and development regulations are meant to improve property values. Make design and development requirements that enhance the environment, making it a place that's attractive.
- I've not been negatively impacted by regulations. I'm pushing for more charming, in-character environment, so I'm not scared about sign code. I want a better sign code, more restrictive, better environment. As a service business, we don't need a-boards.
- A huge issue is the sign code. It looks like a flea market in town with all the a-boards.
- I would like to see the noise ordinance and parking restrictions enforced.
- There are regulations, but no code enforcement. I don't see City interest in enforcing rules.
- We need to have better code enforcement related to signs. A lot of people don't want to claim they live in Duvall because it looks kind of shlocky in places.
- Code enforcement is needed, especially in Old Town. You have property owners whose buildings have become dilapidated. The City should have some kind of code to guide renovations – color schemes, types of modulation, even a theme – certain angles, a look. Provide a theme to stick to so we get consistency of character.

Better Coordination and Communication Desired

- The last several years have been hard because of road construction that has impeded travel to town. Summer in particular, which is when people are more likely to come to town. More coordination of those efforts would have been nice.
- The City could be in better communication with businesses – a lot of time we don't have any idea of what's happening with things like road projects until it happens.

What are the City's key infrastructure needs?

Good Provision of Basic Infrastructure

- I have heard no complaints about access to basics: power, water, telecom.
- Power has improved dramatically – it very rarely goes out
- Duvall has good water supply and it also has a good well for emergency access.
- Infrastructure limitations haven't really been a factor for our business.

Parking in Old Town

- Parking is imperative – there's a real shortage now.
- Parking is a huge issue. Commuters come in and take up the available parking. The City doesn't enforce the two-hour parking rules, and the Park and Ride is in a bad place. Commuters park closer to the bus stop. Get the commuter parking out of there!
- When we first started looking at Old Town, it seemed like with SeaFirst down in Old Town that parking was a challenge. I don't think it's an issue anymore because both SeaFirst and the auto parts store both moved.

Old Town Street Improvements

- Side streets should have angle-in parking, then widen 203 to allow left turn lanes – it will be a challenge to implement this together with wider sidewalks and street bulbs to slow traffic. There's a tension between slowing traffic and maintaining or enhancing traffic flow to ease congestion.
- We need turn lanes in appropriate places.
- The City has improved sidewalks in several areas, and now planning on 275th. I think it's important to continue these upgrades to get people walking around the community. Especially with a stroller and small children, you need sidewalks to feel safe. It'd be great to have historic street lights.
- They're completing 145th to connect the hill to town – this will be very helpful.
- More curb bulbs that slow traffic. A treed median would also slow traffic.
- Wider sidewalks and putting utilities underground – this will make a huge difference visually.

By-Pass

- We should ask WSDOT to reroute traffic around town. Options include 1) reroute pass-through traffic; or 2) reroute truck traffic. Another option is to slow traffic as it passes through town.
- The majority of transportation goes to Snohomish County. I'm hoping for bypass using the West Valley Road. Fix that road up so it would hopefully carry the majority of traffic headed to Snohomish County. This would alleviative the need for a new bridge
- A bypass on other side of Valley would be a Catch-22. Diverting traffic out of a downtown can kill it – we saw it happen in Snohomish. I would love to see a truck route go that route, but not sure I would favor a true bypass.
- Duvall's biggest issue: once they lift the moratorium, eventually will have to deal with moving the number of people to the Eastside. Now the problem is Novelty Hill Road or the Duvall-Woodinville Road. Eventually the entire Valley from Monroe to North Bend will be the new 405.

Concerns about Impacts of Transportation Improvement Projects

- I don't think I'll survive another summer of torn up streets downtown. I know a number of other businesses that also might not make it.
- As long as they can maintain the integrity of sidewalks and downtown parking, I can accept some level of disruption for the longer-term good.
- Seaside has thousands of people on the streets, but sidewalks aren't as wide as what's being proposed. We need to preserve vertical parking, to allow more get more cars to park. Now, with wider streets, it's very easy and safe to get out of cars. I'm concerned that a narrower street would make it hazardous to get in and out of your car.
- There's talk of starting construction on a new bridge on the Woodinville-Duvall Road in 2019, but the City isn't talking about what the impacts will be. This will without question increase traffic in town: the additional capacity will draw more people. Old Town would likely be more heavily impacted because it's built right on the highway. Will those businesses survive?
- If we can implement the Main Street Project to redo infrastructure and redo Old Town with traffic revisions, streetlights, new sidewalks and get it completed with little disruption to businesses, that will really enhance the economics downtown. Our thought is do all the work at once, get it out of the way, impacting businesses only once.

Old Town Beautification

- We need more street trees, more treed medians.
- I would like to see more streetlights and trees.
- I'd like to see a treed median on 203 where the Duvall sign is – I'd like to see improvements where you enter into town.
- Flower baskets hanging from light posts – a small, inexpensive addition to Old Town's character. We could get the Garden Club to help maintain them. This will cater to the people moving here.
- Redmond has two one way streets – as much as I'd like to do that, I'm not sure it's possible. It would really add character. People want to go to a city with character – they want a nice place window shop, buy food.

Schools

- There are a large number of families who send their kids to private school or home-school them. In our subdivision, I know of at least three families that home-school, and numerous more send their kids to private school, largely due to the perceived quality of the local public schools. That is a huge impact on having people feel a part of the community.
- Our schools are having some issues, which is an important topic for Duvall given there are so many families with young people. Another big thing will be the new library. I'd love to see it go in either Old Town or Mid-Town.
- With more young families, the schools can be improved. People move because of schools.

Parks

- Duvall already has a number of parks – parks are there, taken care of for the foreseeable future. Only about half of the land down by the river has been utilized.
- McCormick Park is like a morgue – no one knows about it.
- We have a tremendous asset in McCormick Park. I don't see it being fully utilized. I'd like to see a dog park added to McCormick Park. I'm a dog owner, so I take my dog to Redmond – and when I'm in Redmond I spend money. If there were a well-planned dog park with access to the river, you'd draw people from Monroe, Carnation, Trilogy, and Redmond Ridge.
- I'd like to see a small outdoor sports facility with tennis courts and a climbing wall. This would draw people to town. Downtown Kirkland has a similar facility draws people from the region. No city in the Snoqualmie Valley has something like this.
- I'd like to see another park: the City should acquire land and put in another park. Parks are now at capacity, and as more people move in we'll need more parks.
- The City's parks are getting so much better! Central Park is great. Taylor Park has also been cleaned up. More parks like that – fenced so kids can't get out – would be great. Maybe clean up more by the river. I know there's a little park by the river with some swings. Family picnic spot.
- If the City owns the park by the river, then that park should be the only park in the City. For the Duvall area, financially, you'd want to have one really nice park. Don't do more parks. If another park is made, tie the park maintenance to the developer.

Other Infrastructure-Related Comments

- I don't want to see the City put sidewalks in the funky antique stores north of the north bridge. I'd like to see that area redeveloped and the developer put in sidewalks.
- We sell most houses to Microsoft employees or Microsoft-related businesses, so high-tech infrastructure is key.
- I'd like to see the undergrounding of power lines and waters systems. This will happen naturally when the area undergoes redevelopment.

Are there pieces of the City-Wide Visioning Plan or the Downtown Sub-Area Plan that you would like to see changed?

General Approval of Plans

- The Visioning Plan and work that went into Com Plan has set a pretty good stage for what we want Duvall to look like in the future. That plan is just now starting to be put in place. That's a huge asset – we're much ahead of other cities.
- I'm very happy with them – I think they're right on target.
- I have some disagreement with details, but that's minimal.
- I really support them. I saw all the public input that went into it. While I'm not a huge fan of absolutely everything in them, the public support is outstanding
- There are components I approve of. There are great features, especially in the Old Town area that could help drive more traffic. Things like plazas and nice development will increase the ambience and create more community space.

What do you see as the prospects for mixed use development in Duvall? How can this kind of development be encouraged?

Supportive of Mixed Use

- I think it's a great idea and would definitely support it if we can fill the space.
- It's a great idea and will bring vitality to area. I'd love more walking life with a mix of residences and shops.
- I like it. I like how Redmond feels over by City Hall and the theater. The challenge is to maintain view corridors and the entrance to McCormick Park.
- I've seen a trend in different cities towards residential condos over businesses. I would like to see that here in Duvall.
- I think it would be rather nice. In the old days, in Seattle or Redmond or wherever, proprietors who owned a shop would live above it. It would be carrying on that tradition!
- I support the idea because increased density will bring more traffic to local businesses.
- I think people who oppose mixed use development aren't being realistic to the history of rural areas, shop below, live above. Many old Duvall shops had owners living above their stores. I think it's a good thing, particularly if bus transit can be encouraged to main urban areas.

Not Supportive of Mixed Use Development

- Mixed use feels more urban than what I'd like to see in Duvall.
- We're not interested. We think single family residential neighborhoods are a better customer base for our business.

How can the relationship between "Old Town" and "New Town" – the area of newer development around Safeway – be best handled?

Focus on One Duvall

- I'd like to see the whole town be one continuous, blended town
- While we have an "Old Town," "Mid-Town" and "New Town", I'd like to see us talk about "Duvall." It just so happens that different parts of town are different. Those differences are fine and shouldn't divide us. This idea seems to get a positive response from everyone in town.
- They all have to work together because they're one town. If you take West Seattle or North Seattle, they're still Seattle and they work in unison. We are one city and should be treated as one, not broken into different pieces. We need to work as a unit for the common good.
- The Chamber could help promote citywide businesses: Old Town, Mid Town, and New Town. There are lots Old Town businesses on the Chamber, but many from near Safeway.
- Community arts – Sand Blast, Duvall Daze – have done a lot to bring community together. These events are much bigger and better than they used to be. Next year they're adding a fun run, drawing all types of interests. The City is doing a great job here. This helps people feel a part of the community, more than the utility mailing or appeals to have people shop locally. Bring people together informally: I live in Duvall, I identify with it – not just have a house here.

Create a Physical Connection

- I would prefer to see active development of Mid-Town to make the town more contiguous, so we feel we're part of one town instead of two different ends.
- There's a lack of connectivity: no sidewalks connecting these different parts of town.
- We need sidewalks on both sides of 203 connecting, along with street trees.

Allow them to be Different

- Old Town can't compete with Safeway – they're different animals. For Old Town, we should encourage arts crafts, antique, small eateries, quilt shops, and yard art – smaller, niche businesses. For New Town I see light industrial and office parks, perhaps a lumber yard. By specializing, we don't have to have competition between Old and New Town.
- There will always be a bit of a division. Old Town is extremely distinctive with historical buildings. It will always look differently, and should be treated differently: sidewalks, reducing traffic volumes/speed, making facades come up to the streets.
- Geographic divisions will always be there. Living up on the hill, we've only twice walked down to town: it's <u>such</u> an uphill!
- They are so different, it's almost nice to keep them different, linked visually signage or sidewalks, keep them separate.
- I'm not sure it should be addressed. Everyone says it is a huge divide and it is. We want to make everyone happy, and I'm not sure we can. We need to look at the traits and benefits of each area.
- They're two separate identities and should be kept separate with transportation and pedestrian connections.
- Enhance the attributes of each individual area.
- I think as we grow and start to develop more businesses, the businesses will be synergetic between old and new. There will be more variety in Old Town – mostly all antique shops, with some coffee houses and eateries. If we can incorporate some newer businesses and get people down there to hang out, that will help bridge the gap. Stoneride Development will also help, with multifamily dwellings and people that will see Old Town as their neighborhood.

What role would you like the City play in terms of economic development? What are the top two or three actions you would like to see the City take?

Miscellaneous Comments

- I'd like see a dispute ordinance so when there are business disputes, there is something in place: one business cannot harm another business.
- As we move forward, the adequacy of City staff to deal with what's probably going to be a substantial number of development proposals coming their way in the coming years. I think that the City's three-person staff may not be adequate.
- Taylor Park was great for bridging the town divide– people from all parts of town came together for that project. You had people from New Town working on an Old Town park. This is one way the City can help – encourage volunteering, create opportunities. Duval Daze was organized this year in a way to create an environment that was conducive to people getting involved.

Market Duvall

- The City can help with marketing the whole city.
- We need to market the beaches.
- McCormick Park area – how can we use it better to attract businesses, make it more user-friendly for businesses? The entire waterfront is really behind or under Old town – how can we make this more of a gateway – how can we better play up that strength? Make that the focal point of the City. Maybe signage, tourism promotion.
- Market the city as a whole: leverage state and regional campaigns, work with other cities in the corridor.
- It's now a great opportunity to establish the City with the moratorium lifting, the population growing and demographics changing. The Redmond Ridge population doesn't want to fight traffic going into the big city – they'd rather come to small town Duvall to shop if they could.
- Participate in a sub-regional cultural arts planning/promotion. Look at the Cultural Cascades model. Adopt a public art policy through the Arts Commission and leverage our arts.
- Lots of neighboring cities have the same elements in their logo: a tree, mountain, river. It doesn't look like Duvall, it's nothing special. For many visitors, the focal point is the bridge – the Easter Egg Bridge at the south end of town (even though not in City limits) is a unique landmark. Or a feature like Big Rock Road – two sequoia trees.

Help Old Town

- Consider an innovative tax program for Old Town using the open space model but adapting it to have a cultural focus.
- Look for grant monies to subsidize renovation and investment in Old Town. The median household income for Old Town is much less than for the City as a whole – perhaps by creating a cultural district in Old Town, or otherwise separating Old Town from the rest of the City, we might be eligible for grants.
- Contribute to the parking crisis in Old Town, perhaps using the space now used as the City's maintenance shed.
- Help keep the Library in Old Town – perhaps at the maintenance shed site or at the old gas station/mini mart across the bridge at the entrance of town.
- If they want to preserve Old Town's character, they need to invest City money, not relying on low-yield businesses that are already struggling.

Engage in Effective Partnerships

- The Chamber certainly has to have a voice and has to work hand in hand with City. In the past the two organizations have been adversarial. The Monroe Chamber has about 100 members and is very vital, while we have a hard time filling the room here in Duvall. We need a more vital Chamber which has compelling meetings making it worthwhile for people to attend. Perhaps some interaction with nearby Chambers would be useful for Chamber leadership.
- The City can play role partnering with the Chamber and local businesses. This is now on the upswing.
- The plan should have a balance between implementation items for business community and the City. If it's all on the City, businesses can blame the City. The business community has a responsibility as well. The Chamber seems to be playing a more active, visible role than in years past.
- I feel like we have pretty good coordination, but sharing information between City and Chamber can be improved. There's distrust among old timers on Chamber: "You can't trust anything the City says…"
- The City needs to really work with the Chamber. The City has never been that involved or even that supportive – City has played a regulatory role instead of an encouraging role. Support and leverage partner volunteer hours and dollars.
- The Historical Society – City relationship is important

Engage in Targeted Business Attraction

- The UDR includes adding a hearing examiner, which would free up City Council to go out and recruit new businesses – Council won't be recruiting and then voting. With a hearing examiner those duties will be separated and so the Council can go out and advocate for the City.
- How do you attract small businesses on front end, before town takes off? Chains do this, establishing leader stores in development markets.
- I'd like to see teams come out of this planning effort. I'd recommend forming tiger teams focusing on the recruitment of key businesses or industries by providing data, finding land, advertising. I'd see teams for tourism, recreation, lodging; restaurants; coffee shops; and retail.
- Recruit commercial and industrial development by being business-friendly.
- Recruit desired businesses that would address underserved markets.

Conduct a Spend Locally Campaign

- Implement a plan that drives business to town – even an education program to educate the community on the impacts of spending in or out of town.
- The City needs to work more in conjunction with Chamber or Rotary: perhaps an educational/outreach program. People don't understand the importance of shopping locally. The Mayor's letter recently did talk of the fiscal impact of shopping choices in town as opposed to out of town. Shopping out of town hurts businesses and the City – which then has to raise fees to compensate, hurting businesses.

Make Smart, Data-Driven Land Use Decisions

- One thing I'd like to see is community input to look at the UDR and land use map. We're hoping to put industrial uses in unannexed land in the south UGA by Safeway. Does it work there, or are we putting aside land for no purpose?
- The biggest thing we're looking for as Council is really good information about where our region is at, what the demographics are, what's our town is going to look like in the next 5-10 years. Help us put together a template, a visioning plan for economic development. With regard to land use, are we holding not enough or too much land for industrial uses. Mixed use development on that land could very attractive. It could be its own little community of residences and businesses – it could really change how people feel about our town.

Be Flexible and Business- and Development-Friendly

- Adjust code to be restoration-friendly. The most important thing is that code enforcement is flexible, allowing for redevelopment or restoration that would be consistent with the vision and desired outcome for Old Town, if not the letter of the law. Don't restrict investment by being too narrow, though be strict enough to preserve the character of Old Town.
- Create incentives to encourage desirable development: be flexible, expedite permitting, offer tax credits.
- Adjust zoning that is too restrictive (especially in Old Town) and may turn businesses away.
- Allow greater flexibility in building inspections and permitting in Old Town – the code allows for this flexibility, but it is not always granted by the inspector.
- Recognize the economics of running a small business. Recognize the economics of managing an old building.
- Reconsider the Sensitive Areas Ordinance – setbacks on small streams are too high.
- Duvall has a height restriction on buildings. As you go down the hill, there's the potential to add a story or two on top of the building and still not exceed Main Street building height. That would be a tremendous advantage from a developer's standpoint, especially for mixed use. Heights are 30' (I think), which is just two floors plus a gabled roof.
- Ease up the restrictions on home businesses; allow more businesses to operate out of home.
- Change the City's "no" to a "maybe" – create a culture of opportunities.

The Plan Itself

- Plans are plans. They amount to nothing if they're just shelved. There's got to be a mechanism for evaluation. My nightmare is that we'll invest in this plan and never look at it. We need priorities and action items, task lists and a timeline. With data to back it up. This is what has to happen, how, timeline, person to oversee it.
- I'd like to see you or city staff present results to the Chamber and the Planning Commission. I'd like to see results widely reported because people won't read a report. We could feature it in the Duvall News which goes out once a month with water bill – and in the Valley View.
- We need directions set for specific things we can do: what types of businesses should we be courting and how to resolve our identity. If not arts, then should it be family/river/parks?
- Keep the plan simple and make it happen!

ATTACHMENT A: STAKEHOLDERS INTERVIEWED

Council Members, Planning Commissioners and City Staff

1. Jeffrey Possinger, Mayor Pro Tem
2. Dianne Brudnicki, Councilmember
3. Carolyn Butler, Duvall Arts Commission
4. Gary Gill, Councilmember
5. Alana McCoy, City staff
6. Deborah Neal, Planning Commissioner
7. Heather Page, Councilmember
8. Greg Von Tobel, Councilmember

Chamber of Commerce

9. Ray Burhen, Landlord
10. Danny Edwards, Rotary President; Edwards Investments
11. Paula McDonald, Chamber President; P&G Speakeasy Café
12. Ward Roney, Roney Farm

Other Businesses

13. Mike Chapman, Property Owner
14. Joe Culver, Duvall Fitness
15. Greg Giuliani, Property owner
16. Annie Graham, Big Rock Farms
17. Pat Herd, Property Owner
18. Chris Hill, Duvall Church
19. Tom Loutsis, Coldwell Banker Bain Realty
20. Ken Sharp, Landlord Duvall Cafe
21. Kari VanderHouwen, Duvall Family Drugs
22. Greta Musland, State Vines
23. Larry Pentz, Pentz Design & Foundry

Developers

24. Diana Clay, Clay Associates
25. Greg Newhall, Newhall Jones
26. Ross Vonpver, Wally Trace, Trace & Associates
27. Ty Waude, Belmark Homes
28. Bruce Knowlton, CamWest

Civic and Cultural Groups

29. Cathy Porter, President of Mom's Club
30. Karen Swenson, Chair, Duvall Planning Commission
31. Members of the City's cultural planning group (15+ individuals)

ATTACHMENT B: INTERVIEW QUESTIONS

- Thinking about economic development broadly, considering economic vitality, livability/quality of life, and community identity, what are Duvall's greatest strengths and assets?
    - What are the City's greatest challenges?
    - What are the City's greatest opportunities?

- What are the key factors affecting your business in the next three to five years?
  OR What are key trends in the economy or in the political and social environment that will affect Duvall's economy in the next three to five years?

- What businesses or industries are appropriate to target given the City's strengths and position in the regional economy?

- Are there ways the City's arts sector could be grown? Are there ways to better capitalize on existing tourism related to the arts?

- What supports exist to strengthen the City's workforce?
    - What more should be done? What should the City's role be?

- What supports exist to strengthen entrepreneurship and the success of new businesses?
    - What more should be done? What should the City's role be?

- How would you describe the business climate in the City, considering such factors as taxes, permitting, the regulatory environment and other City policies and practices?

- For businesses: Who are your customers: Duvall residents, residents of the region around Duvall, or inter-regional tourists?

- What are the City's key infrastructure needs (water, power, telecommunications, roads, parks, schools)? Are limitations in any of these negatively impacting your business?

- For those familiar with these plans: Are there pieces of the City-Wide Visioning Plan or the Downtown Sub-Area Plan that you would like to see changed?

- What do you see as the prospects for mixed use development in Duvall? How can this kind of development be encouraged?

- How can the relationship between "Old Town" and "New Town" – the area of newer development around Safeway – be best handled?

- What role would you like the City play in terms of economic development?
    - What are the top two or three actions you would like to see the City take?

- Who else should we be talking to?

CITY OF DUVALL
CULTURAL PLANNING STEERING COMMITTEE
JULY 5, 2005

Meeting Summary

What are the City's key strengths?

- The river is a key asset
- Our location on 203 between Monroe and Carnation, close to Redmond This generates lots of pass-through traffic – an asset but also a challenge
- A diverse and interesting population
- New residents want the same things as those who have been here longer
- A small town feeling with a strong community
- Strong arts organizations and arts community
- Our rural nature and agricultural focus
- Family-owned organic farms, small-scale agriculture
- An intelligent, aware population
- Strong individual personalities – local characters
- An awareness of sustainability
- Physical and natural beauty
- Artists who work with children
- Awareness of our history and a strong Historic Society
- Increasing community dialogue
- Safety: good police and fire departments and a healthy lifestyle
- People with active lifestyles
- Duvall Daze – community festivals and art in the park
- City staff with a high community involvement
- Lots of volunteers
- Small, local businesses
- Not many absentee landlords

What are the City's key challenges?

- Many markets are currently underserved, with people shopping for these goods out of town. This represents both a challenge and an opportunity for business development.
  - Clothing
  - Furniture
  - Music
  - Bicycle/sports shops
  - Toys
  - Kitchen tools
  - Movie theater
  - Lodging, B&B
  - Automobiles
  - Food – especially organic and specialty foods
  - Restaurants – need more ethnic diversity and more family-friendly establishments
  - High-end restaurant, something like the Herb Farm that is agriculture-oriented
- Affordable housing to support a more diverse population. The people who live here work – and therefore shop – elsewhere
- The hours of local shops are too limited to tap into commuters who spend work hours out of town
- We have a divided community both geographically (Old Town, Mid-Town, New Town) and in our population (new-comers and old timers)
- There is competition between chains and existing businesses
- Traffic – as much as one truck a minute – through Old Town:
  - Disrupts the environment, ambience of Old Town
  - Causes damage to old buildings
  - Creates a safety risk
  - Ask WSDOT to reroute traffic around town. Options include 1) reroute pass-through traffic; or 2) reroute truck traffic. Another option is to slow traffic as it passes through town.
- Maintenance of Old Town buildings is expensive: it is perhaps cheaper to tear down old buildings and rebuild than to maintain and renovate existing Old Town buildings
  - The design of Old Town buildings is a challenge and a limitation to what you can do with them: toilets, kitchens, parking, bar space. All is inefficient compared to new buildings.
  - It is very expensive to adapt them to high-end uses (such as a destination restaurant described in Opportunities, below)
  - Rent is now high, and would be too high with extensive renovation that would be required
  - Low-cost capital is needed, but because of the affluence of the local community, the City does not qualify for low-interest loans
- The antiques business is gone – is disappearing everywhere, not just here
- Parking in Old Town is a real challenge
- Some rents are high
  - Northbend rents are reportedly higher
  - Safeway and Copperhill Square are equivalent to Bellevue or Redmond
  - Rents in Old Town are discounted
- Some consumers prefer the consistency and familiarity of chains and restaurants like the Chinese restaurant and Ixtapa, rather than the funk and charm of Old Town. To them it's not clean.

What are the City's key opportunities?

- The arts should be considered as an employment sector as well as an enhancement to a community's quality of life and image
- An anchor is needed in Old Town
- Consider an innovative tax program for Old Town – using the open space model but adapting it to have a cultural focus
- Need to continue to build awareness of the importance of shopping locally. People shop elsewhere out of habit and because of a lack of awareness of the impacts of their choices; also because of convenience (hours and location).
- How can we tap into the money that is in town while retaining the character of Old Town, not becoming strip malls and chain stores?
  - Need to preserve and leverage our rural heritage identity
  - Need to strengthen Old Town, locating strong niche businesses there
  - Draw on interregional tourism market by promoting our cultural heritage and agricultural destinations
- Attract more light industrial uses
- Create a destination similar to La Conner, focusing on arts and farming, with lots of lodging and a pedestrian-friendly downtown
- Take advantage of lots that are currently empty with short-term opportunities: farmers market, parks, weekend businesses
- Develop destination restaurants, which can be more of a draw than shopping
- Develop Duvall's cultural arts:
  - Establish a weekly market (not a "farmers market") with artisans and farmers; partner with businesses to gain maximum benefit
  - Establish an Old Town cultural district
  - Create the proposed Heritage Garden
  - Achieve a collaborative relationship among existing arts organizations
  - Create a community gathering space, in- or out-of-doors: a performance center, square, gallery, community arts center
  - Hold weekly events on a summer stage
  - The Heritage Park can help connect the town geographically and offers residents an opportunity to contribute
  - The challenge is to connect arts activity to local businesses. Coupons and promotions have been tried in the past with poor success.
- Create an Old Town business association:
  - Establish standard and consistent hours
  - Collaborate on creating an attractive environment
  - Focus on customer service
- Take better advantage of the Snoqualmie River Trail by creating more connections to Old Town. Now only connects at McCormick Park and the Park and Ride.
  - Perhaps an outdoor sculpture/art walk to lead people into town
- Create more options for motor home parking. Create an RV disposal facility.
  - At Taylor Landing? At the Park and Ride? At Heritage Park?

What would be ideal outcomes of the current economic development planning effort? What actions would you like to see the City take?

- Help address the economic challenges created by older buildings in Old Town
- Adjust code to be restoration-friendly. The most important thing is that code enforcement is flexible, allowing for redevelopment or restoration that would be consistent with the vision and desired outcome for Old Town, if not the letter of the law. Don't restrict investment by being too narrow, though be strict enough to preserve the character of Old Town.
- Create incentives to encourage desirable development: be flexible, expedite permitting, offer tax credits
- Adjust current zoning that is too restrictive (especially in Old Town) and may turn businesses away
- Allow greater flexibility in building inspections and permitting in Old Town – the code allows for this flexibility, but it is not always granted by the inspector
- Recognize the economics of running a small business. Recognize the economics of managing an old building.
- Look for grant monies to subsidize renovation and investment in Old Town. The median household income for Old Town is much less than for the City as a whole – perhaps by creating a cultural district in Old Town, or otherwise separating Old Town from the rest of the City, we might be eligible for grants.
- Contribute to parking in Old Town, perhaps using the space now used as the City's maintenance shed
- Help keep the Library in Old Town – perhaps at the maintenance shed site or at the old gas station/mini mart across the bridge at the entrance town
- Reconsider the Sensitive Areas Ordinance – setbacks on small streams are too high
- Recruit commercial and industrial development by being business-friendly
- Recruit desired businesses that would address underserved markets
- Adopt a public art policy through the Arts Commission
- Participate in a sub-regional cultural arts planning/promotion. Look at the Cultural Cascades model.
- Change "no" to "maybe" – create a culture of opportunities
- Invest City money in preserving Old Town, not relying on low-yield businesses that are already struggling
- Keep the plan simple and make it happen!

Upon review of the above summary notes, the Cultural Planning Steering Committee added the following five items as part of their response to the following questions: *What would be ideal outcomes of the current economic development planning effort? What actions would you like to see the City take?*

1. Pursue developing a Heritage Park Site next to Dougherty House as a North anchor to a 'Duvall Cultural Corridor;
2. Include plans for a "Duvall Community Arts Center" in the Old Town Cultural District development;
3. Look at possibilities of combing the Thayer Barn and Thayer House structures as possible South anchors for a 'Duvall Cultural Corridor;'
4. Concern that we tie all current planning projects(past and present),including the recently concluded "Duvall Visioning Plan," the Cultural Planning Project, and the Economic Development Plan, into a unified plan for action;
5. Address issues related to current/future traffic patterns and the way they do impact/will impact the development of the Duvall Cultural District in Old Town.

This input was delivered via an email sent on August 22, 2005, by Patrick Overton, the group's facilitator.

Duvall Economic Development Action Plan

Assessment of Key Economic Development Factors

BERK & ASSOCIATES

August 12, 2005

INTRODUCTION

This document synthesizes analysis supporting the creation of the *Duvall Economic Development Action Plan*. Key findings of the following documents are summarized here, together with discussion of implications for economic development strategies.

1. *Stakeholder Interview Summary*
2. *City of Duvall Economic Development Profile*
3. *Fiscal Implications of Land Use Alternatives*

The *Economic Development Action Plan* resulting from this process will guide City policies, actions and investments in the future, as well as collaborative efforts by partners. The analysis summarized on the following pages provides important understanding of the City's demographics, economics, real estate market, land supply and fiscal realities in the context of the larger region. This analysis will inform economic development strategies that are based on a realistic understanding of the environment.

Organization of this Document

The remainder of this Introduction summarizes other documents and plans that shape the planning context and briefly summarizes the City's fiscal position. The rest of the document then presents Key Findings and Strategic Implications and Key Questions for the following topics:

- Population & Demographics
- Livability
- Housing
- Commercial Development
- Land Supply & Land Use
- Tourism
- Image & Identity

Planning Context

The City entered a development moratorium in July 1999 due to a lack of sewer capacity. With construction of a state-of-the-art wastewater treatment plant expansion, this moratorium will be lifted on August 22, 2005.

During the six year moratorium, City Council, staff and residents planned for future growth. The forthcoming *Economic Development Action Plan* is the latest addition to this proactive process which has included creation of the following plans and documents:

- *City-Wide Visioning Plan* – adopted March 2003
- *Downtown Sub-Area Plan* – adopted February 2004
- *Comprehensive Plan* – adopted November 2004
- *Unified Development Regulations* (UDR) – adopted July 2005

These documents establish foundational policies that form the context for this economic development planning effort. They are briefly summarized on the following pages.

City-Wide Visioning Plan

The *City-Wide Visioning Plan* incorporated public outreach to "identify the desires of the citizens of Duvall regarding future growth, and provide a framework for guiding the development of the City for the next 20 years." The results of this visioning exercise informed development of the subsequent *Downtown Sub-Area Plan*, the City's revised *Comprehensive Plan*, and the newly adopted *Unified Development Regulations*.

The following Values were established in the *City-Wide Visioning Plan*:

- Retain Duvall's individual character and rural, small town feel
- Be a "complete community" with a full range of commercial services, production activities and residential neighborhoods
- Maintain a high quality of life and environmental health

Based on these Values, the following Goals were established:

- Preservation of Duvall's unique small town character
- Strong local economy and sound fiscal policy
- Enhanced sense of community
- Maintain a high quality of living

The Plan articulated recommendations for different parts of town, which are summarized below. Many of these recommendations have subsequently been incorporated in the *Downtown Sub-Area Plan*, the revised *Comprehensive Plan* and the *UDR*.

Land Use and Development

- Protect and enhance the Old Town core to ensure that the town retains its "heart"
- Locate activities that require larger development parcels and increased vehicular access in the undeveloped areas at the southwest section of town [since developed as Safeway and the surrounding commercial development]
- Locate a mix of smaller businesses and residences between Old Town and these larger developments to the south
- Create healthy neighborhoods, with a variety of housing types for different age groups and family sizes
- Review design and landscape standards or guidelines to ensure new development fits with the town's architectural character and rural setting

Street/Transportation Improvements

- Make SR-203/Main Street more business- and pedestrian-friendly and to minimize impacts from through traffic
- Establish new and enhanced roadways between Old Town and NE Big Rock Road to accommodate proposed land uses in the southwestern portion of the city
- Create new roadways connecting the upper residential neighborhoods to Old Town
- Make access and parking improvements in Old Town
- Connect neighborhoods with pedestrian and bicycle paths

Park and Trail Priorities

- Recognize McCormick Park as an invaluable community resource and regional attraction
- Make neighborhood parks a high-priority, particularly in upland residential neighborhoods.
- Upgrade Taylor Park, Lake Rasmussen, and the Big Rock Ball Fields

Downtown Sub-Area Plan

As preservation and enhancement of the Downtown was identified as the highest priority goal of the *City-Wide Visioning Plan*, the *Downtown Sub-Area Plan* was developed with the underlying strategic concept of "strengthen[ing] the areas surrounding the Main Street core and integrat[ing] them into a more cohesive unit."

The Plan's recommendations are summarized here:

Commercial Development

- Encourage new commercial development in Downtown that provides goods and services to Duvall residents and regional tourists
- Encourage designs that enhance Downtown's unique small town character

Residential Development

- Encourage new residential uses on upper floors in the business district and on sites adjacent to commercial areas to add vitality to Downtown and accommodate projected population increases

Circulation and Streetscape

- Strengthen the pedestrian environment on Main Street by installing traffic calming measures including wider sidewalks, curb extensions, and landscaping
- Expand the supply of available on-street parking to support local businesses and enhance pedestrian safety
- Provide circulation improvements in the northern part of Downtown to improve safety and connectivity
- Provide a framework of streetscape and circulation improvements that can be implemented as funding becomes available or in conjunction with new development

Community Design Features

- Encourage pedestrian-friendly redevelopment of key sites surrounding Old Town to add civic and economic vitality to Duvall
- The design of new development will build on Duvall's historic and informal small town character and take advantage of the community's unique landscape
- The development of small plazas and pedestrian-oriented spaces throughout the business district will contribute to the character and vitality of Downtown

Trails, Parks and Open Space

- Build on Downtown's trail, park and open space resources by enhancing the visibility and accessibility of these resources without compromising their aesthetic natural qualities.
- Improve access to McCormick Park and the Snoqualmie Valley Trail
- Extend the trail northward to access the Dougherty Farm and open space north of Downtown

Comprehensive Plan

The City updated its 1994 Comprehensive Plan in 2004, incorporating strategies, priorities and specific actions outlined in the *City-Wide Visioning Plan* and *Downtown Sub-Area Plan*. For example, with a few small exceptions, the land use recommendations in these plans were carried forward, laying the groundwork for more mixed-use development in Old Town.

The Economic Development Element of the Plan contains the following Goals, each supported by a number of policies:

- Goal ED – 1. Establish an economic climate that fosters business creation and retention and helps to maintain a reliable and consistent tax base for the city
- Goal ED – 2. The City should foster collaborative partnerships with community and economic development groups, such as the Chamber of Commerce, to coordinate desired economic goals
- Goal ED – 3. Encourage the revitalization of Old Town as the cultural, historical and economic center of Duvall
- Goal ED – 4. Strengthen existing commercial areas and encourage the development of new employment and light-industrial areas to promote jobs and business activity
- Goal ED – 5. Recognize that the surrounding natural environment is one of Duvall's most important assets in promoting economic vitality
- Goal ED – 6. Explore ways to provide variety of employment and educational training opportunities
- Goal ED – 7. Support regional economic strategies and coordinate with other cities and agencies to enhance economic growth and development

Unified Development Regulations

Adopted in July 2005, this new development code builds on earlier visions and plans, encouraging new pedestrian-oriented development along Main Street, new building design standards, as well as new residential design standards that give more flexibility and design options to homebuilders. The overall theme of the code is to encourage new development opportunities in Duvall while retaining the small-town and rural character that residents know today.

Other City Actions

In addition to formalizing the City's established vision in the *Comprehensive Plan* update and new *Unified Development Regulations*, the City has been engaged in other efforts to advance this vision.

- The City has been working closely with the King County Library System to encourage relocation of the library within Old Town.
- "Central Park" was built at 277th and 150th streets, Taylor Park has been renovated, and an additional baseball field added at Big Rock Field.
- Work has begun on the City's *Economic Development Action Plan*, providing an opportunity to assess the feasibility of the City's established vision given current economic, demographic fiscal and market realities and to establish strategies, priorities and action steps to guide City policies, actions and investments in the future

Duvall's Fiscal Position

Duvall, like many cities in Washington State, faces future fiscal challenges. At least three key factors will influence the City's fiscal position in years to come:

1. Increasing costs of doing City business. Personnel costs (the principal cost of providing City services) are growing at a rate that exceeds inflation. These costs are driven by (1) annual increases in the costs of health care and (2) labor market-wide wage increases that exceed the rate of general inflation (driven by long-term increases in worker productivity in the private sector).

2. Long-term erosion of the real (inflation-adjusted) value of the City's property tax levy authority. If I-747 restrictions remain in place, most cities will be in a position of either (1) seeing their property tax revenues erode, in inflation-adjusted terms, or (2) regularly seeking voter approval for "levy lid lifts" to maintain the City's taxing authority.

3. Voter-approved initiatives that eliminated revenue sources such as Motor Vehicle Excise Tax and Vehicle License Fee distributions.

Sales Tax Streamlining

In recent years, the Washington State Department of Revenue has engaged in a cooperative effort among states and private industries to create more uniform sales tax structures. This cooperative effort is referred to as the Streamlined Sales Tax Project and its mission is to simplify the rules surrounding the levying of sales taxes. The ultimate goal of the project is to pave the way for taxation of delivered goods (e.g. catalog and internet sales) whose sale originates out-of-state.

Current estimates developed by the Washington State Department of Revenue (DOR) predict that, in the short-term, Duvall will see little impact from changes in sourcing rules. In effect, the DOR model predicts that Duvall's losses from businesses that deliver goods outside the city will be offset by gains from households and businesses who purchase delivered goods.

(See the *Fiscal Implications of Land Use Alternatives* memo for a more thorough discussion of these topics.)

Key Findings

Duvall is growing rapidly

- Over the past 10-15 years, annual growth has been 4-5% (*Economic Development Profile*, Exhibit 1)
- Over the next 25 years, regional forecasts show growth slowing (*Profile*, Exhibits 5 and 6)

The City's population is young, with many families

- Many young families contribute to a larger average household size relative to peers and neighbors

The City's population is largely affluent

- The City has the highest median income among its peers and neighbors (*Profile*, Exhibit 14)
- Duvall has the lowest proportion of households earning less than $35,000 among peers and neighbors (*Profile*, Exhibit 15)
- Because of high number of families, per capita income is lower than some peers, suggesting less disposable income among households (*Profile*, Exhibit 16)

Three principle markets or audiences are described by stakeholders:

- "Old Timers" – residents who have lived in town or the surrounding area for many years
- "New Timers" – primarily wealthier residents who have moved into town or the surrounding area within the past 10 years
- Interregional tourists

Strategic Implications and Key Questions

Duvall is expected to grow more rapidly when the sewer moratorium is lifted, at least in the near term. New residents are likely to continue to be affluent families

Support a family-friendly environment

- This value has implications for strategies related to housing, commercial development, infrastructure investment, community-building events, and others

Tap into the town's demographic with an environment and services that cater to families and higher income households

- Take advantage of the characteristics of Old Town and the southern portion of town to offer a variety of appealing environments and retail options, including high end/boutique retail and standard brands
- With partners, provide business support with a customer service emphasis for existing businesses and encourage development of an Old Town business association to address issues of consistent hours and customer service

Consider Duvall's different audiences when developing strategies related to housing, commercial development, infrastructure investment and community character

Key Findings

The City's has an image as a pleasant small town with:

- A high quality of life
- A small town character
- A good environment to raise children
- Easy access to Redmond, Seattle and other urban areas in the region
- Affordable housing relative to neighboring cities
- Good public safety with valued police services
- A beautiful and accessible natural environment

Parks are highly valued and important to families

- Some stakeholders felt parks aren't adequately promoted: "McCormick Park is like a morgue - no one knows about it."

Transportation issues are seen as a principle challenge for the City, both in terms of livability and business climate

- Pass-through traffic is described as disruptive and dangerous, particularly in Old Town
- Parking is described as insufficient in Old Town
- Connections between neighborhoods and downtown commercial areas are described as deficient
- Access to the Snoqualmie River Trail and the river is described as difficult

Strategic Implications and Key Questions

Maintain Duvall's small town character, high quality of life and quality built and natural environment

- Use codes and design standards to ensure quality development and redevelopment
- With partners, invest in beautification, with streetlights, trees, flower baskets
- Investigate innovative options for enhancing Old Town's character and aesthetic through City investment, redevelopment incentives, or other options [additional research to be done]
- Hold City-wide events and celebrations
- Be a supportive partner for the school district

Make strategic public investments in parks and community spaces

- Establish community gathering spaces in Old Town
- Establish a strategy to best provide parks, either in neighborhoods or in central locations
- Evaluate opportunities for recreation facilities attractive to City and other Valley residents
- Take maximum advantage of the river, both as a community resource and as a tourism draw

Make strategic investments in transportation infrastructure

- How should tensions between desires to slow traffic and expedite traffic flow be addressed?
- How can construction impacts on businesses be mitigated?
- Is routing pass-through or truck traffic around town feasible? Is it desirable, or will it reduce demand for local services?

Key Findings

Housing - particularly higher value housing - is fiscally beneficial to the City

- Most of Duvall's revenues derive from housing, either directly (property and utility taxes) or indirectly (sales, property and utility taxes from community retail, restaurants or services which cater to local residents) (*Fiscal Implications Memo*)
- Single family housing with an assessed value greater than $350,000 is likely to be a net fiscal benefit to the City (*Fiscal Implications Memo*)

Multifamily housing is a relatively small share of Duvall's housing stock

- Duvall has the largest share of single family housing units and the smallest share of multifamily housing units among its peers and neighbors (*Profile*, Exhibit 17)

A large share of multifamily housing is owner-occupied

- Within multifamily housing, the percentage of units that are owner-occupied (34%) is relatively high compared with other cities and incorporated King County (26%) (*Profile*, Exhibit 19)

Strategic Implications and Key Questions

Encourage residential development that spurs desired commercial development and creates fiscal benefits for the City

- In evaluating new residential development, consider the availability of workforce housing, design quality, geographic proximity to commercial centers, and the indirect and direct fiscal benefits to the City net of incremental costs
- Some key questions related residential development serving as the engine for commercial development:
  - Should the City redesignate land from commercial/industrial to residential? If so, where and how much?
  - What type of housing should be encouraged?

Diversify Duvall's housing stock by encouraging the addition of multifamily units including renter- and owner-occupied units

- Ensure affordable housing options, both renter- and owner-occupied, are sufficient
- Evaluate the market for additional condominiums and appropriate City stance [additional research to be done]

Key Findings

Duvall is a bedroom community, with many residents employed outside of town

- Duvall's ratio of jobs to housing is lower than all peers and neighbors (*Profile*, Exhibit 20), with the largest share of Duvall residents (36%) working on the Eastside
- The largest share (44%) of people who work in Duvall are from the Duvall area (*Profile*, Exhibit 22)

Duvall employment is concentrated in small to mid-sized employers in Services, Retail and Education

- Duvall has a comparable distribution of jobs as its peers and the Region (*Profile*, Exhibits 23-24)
- The sectors with the greatest share of employment are Services (46%), Retail (16%) and Education (14%) (*Profile*, Exhibit 24)
- Of the large share of Service jobs in Duvall, 26% are in Accommodation and Food Services (*Profile*, Exhibits 25-26)
- Duvall has a large concentration of small to mid-sized employers (*Profile*, Exhibit 28)

Employment is forecasted to have low to moderate growth over the next 15 years

- From 2000 to 2020, average annual employment growth is projected to be 0.95% for Duvall (*Profile*, Exhibit 29) compared to 1.23% for the County and 1.33% for the Puget Sound Region

Strategic Implications and Key Questions

Encourage more transit connections to the Eastside

Support Duvall's existing small businesses and continue to attract new small businesses to town

- Preserve lower cost space through zoning, incentives and encouragement of flex-tech space
- With partners and other cities in the region, provide business support programs
- Solicit small business input and consider the impacts of City policies on small businesses

Attract new and retain existing employers

- Look for opportunities to attract office and industrial employers to Duvall (see related challenges discussed in the *Economic Development Profile*)
- Be proactive in retaining existing employers in town through a business outreach strategy

Key Findings

Data and stakeholders desrcribe underserved markets, but additional population is needed to drive commercial development

- The City's aggregate retail sales lag far behind the revenue retailers would otherwise generate if they sold the equivalent of what their resident households purchase (*Profile*, Exhibits 32-3) with the City's retailers capturing just 19% of the spending in the City's trade capture area (*Profile*, Exhibit 34)
  - City residents primarily work and shop outside town at easily accessible retail centers
  - Commercial growth in Redmond Ridge and Monroe, as well as unforeseen development in Woodinville, Snoqualmie, and other centers will challenge local retail development
- Population growth within Duvall's trade capture area will drive demand for an additional 60,000 to 150,000 s.f. of retail space by 2025 (*Profile*, Exhibit 39). With successful retail strategies increasing retailers' market share, a target of 150,000 s.f. to 200,000 s.f. (11-15 acres) over 20 years appears reasonable for planning purposes (*Profile*, Exhibit 38).
- Retailers and developers are waiting for population growth before investing in new projects

Duvall is not well-positioned for the fiscally best-performing retail categories

- Duvall is an unlikely market for the most fiscally beneficial retail categories: high value retail such as automobile sales or specialty big box and regional retail (*Fiscal Implications Memo*)
- More potential exists for restaurant and entertainment venues and community and neighborhood retail and consumer services. While these categories produce less direct fiscal benefits, they contribute to viable commercial centers and community vibrancy. (*Fiscal Implications Memo*)

Strategic Implications and Key Questions

Is a target of 150,000 s.f. to 200,000 s.f. of retail development over a 20-year period a reasonable planning assumption?

Increase the market share (trade capture) of local retailers

- Extend the trade capture area of local retailers by drawing residents in the surrounding areas (including Redmond Ridge) to Duvall to shop
- Grow the City's interregional tourism draw
- Encourage local residents to shop locally

Pursue retail and housing development which creates a vibrant areas of activity

- Concentrate housing and retail development, together with public infrastructure investments, in target locations

Diversify Duvall's retail mix

- Align retail attraction strategies with resident desires (*Stakeholder Summary*), resident demographics (*Economic Development Profile*), market realities (*Economic Development Profile*) and Duvall's art and active recreation strengths
  - Boutique shops, particularly in Old Town
  - Family-oriented restaurants
  - Grocery stores (will require population growth first)
  - Art- or culturally-oriented retailers
  - Outdoor-oriented retail
  - Entertainment venues

Key Findings

Office and industrial growth is likely to be driven by local entrepreneurs and residents

- PSRC employment forecasts suggest regional economic trends alone will not drive office and industrial demand
  - Assuming a share of Valley employment growth consistent with the City's current share suggests an additional 123,200 s.f. of office and nearly 175,000 s.f. of industrial space to be demanded in the City by 2020 (*Profile*, Exhibit 45)
- The source of demand for office and industrial space is most likely to come from local entrepreneurs or local residents moving their business to be close to home
  - Flexible space–from City's Valley Tech Center to more up-scale versions offering store-front access and ample parking–cater to these types of businesses
  - The City's Valley Tech Center is indicative of the type of tenants a commercial developer would likely locate
- The City's comparative advantages do not favor relocating an existing or growing office or industrial business to the City
  - Growing employment centers nearby offer better access to the region's key transportation facilities for easier delivery of supplies and finished goods as well as access to labor
- The location of a single large employer in Duvall would be a "forecast buster" and would likely support the more aggressive market shares assumed for retail and other commercial development

Strategic Implications and Key Questions

Encourage entrepreneurship

- Encourage the location of a community or technical college in town
- Work with local partners to provide entrepreneurial support
- Evaluate the costs and benefits of providing wireless Internet access in portions of town
- Encourage the development of more flexible tech space

Focus efforts on making the City an excellent place to live and to accommodating household growth to encourage office and industrial growth in the long run

Key Findings

The City has more than enough vacant land to accommodate new development in retail, office and industrial (and any combinations of commercial mixed-use)

- Absorption scenarios integrating retail, office and industrial projections describe significant excess land capacity (*Profile*, Exhibit 45)
- Within a 20 to 30 year horizon, converting a significant portion of the vacant land currently zoned commercial and industrial to allow residential uses would likely not deter commercial or industrial development opportunities
    - Allowing additional households nearer to retailers would provide support for local retailers and incrementally strengthen the local economy

The City is geographically divided

- According to one stakeholder, "We have a divided community both geographically and in our population, with new-comers and old timers."

Strategic Implications and Key Questions

Consider converting existing vacant commercial and industrial land to allow residential uses

- How much land should be converted to residential?
- Should the market determine which parcels?

Carefully direct the location and character of future retail development

- Given the finite pool of development opportunities that will emerge with Duvall's residential growth, should City decionmakers take actions to try to direct commercial development to areas where it will help the City achieve its vision? How real is the risk that such efforts may steer development outside the City entirely?
- What is the relationship between new development in the southern portion of town and Old Town? Which uses should be encouraged, which should be discouraged or not allowed, in order to support Old Town vitality?

Consider the well-being and cohesion of the entire City, developing strategies that don't place one district in competition with another

- Take best advantage of the distinct characteristics of different districts
- Work with partners to bridge geographic and cultural divides
- Encourage development along Main Street to bridge Old Town and the south end of town
- Enhance physical connections along SR-203, including pedestrian access when appropriate
- Sponsor community events which bring people together

Strategic Implications and Key Questions

The City's distinct districts can function well together, providing opportunity for a variety of uses

Old Town should continue to function as the City Center and as an interregional tourism destination

- Infill and redevelopment is desired, with retail, services, housing and civic uses, including open space
- Retail: focus on unique, boutique retail with appeal to both local residents and tourists. The cornerstones for commercial development in Old Town will be stores and restaurants that serve new and existing residents.
- Housing: more housing is needed, north of Old Town, on the hill, and in mixed-use development
- Small-scale office: scattered offices for small businesses and service-oriented businesses

The southern portion of town is better suited to convenient, accessible development

- Retail: consider fiscal benefits and ramifications for Old Town of pad development on the Safeway property and new development across Big Rock Road
- Housing: consider encouraging high-quality renter- and owner-occupied multifamily housing
- Office: consider mixed use development or larger, stand-alone office building if demand exists
- Industrial: consider larger industrial development if demand exists, otherwise focus on flexible industrial space for light assembly and production

The Main Street Corridor is well-suited for stand-alone developments

- Mixed use centers: encourage more development similar to Copperhill Square with residential and retail uses
- Office and industrial: allow larger, stand-alone office building if market demand exists or the location of a community/technical college
- Industrial/Business Park: allow an industrial or business park if demand exists; encourage flex-tech space

Stakeholder Comments on Development in the Southern Portion of Town

- "Pedestrian-oriented retail is not the kind of commercial this wants to be: people need convenient parking, and shouldn't be forced to do something unnatural."
- "New Town can offer service and retail opportunities for its residents. A Town Center concept is nice, but Duvall doesn't have the critical mass to pull it off."

Key Findings

Stakeholders see room for improvement in the City's business climate

- City Staff were described by stakeholders as responsive:
  - "There's a lot of give and take on a lot of issues, working towards a common ground. I can't say enough about the people in place now."
- Better coordination and communication is desired:
  - "The City could be in better communication with businesses – a lot of time we don't have any idea of what's happening with things like road projects until it happens."
- There are perceptions of high taxes; high permitting costs and an onerous permitting process; high and unreasonable impact fees; and inflexible development requirements and zoning:
  - "The B&O taxes are too high."
  - "The business license permitting can be made better. We need to create a streamlined permitting process."
  - "When they came up with my impact fees, the total was $250,000, equivalent to a quarter of the project costs. The numbers were illogical."
  - "The City needs to be more flexible and allow good things to happen for the benefit of downtown. If they're not flexible, people will walk away."
  - "Adjust code to be restoration-friendly. The most important thing is that code enforcement is flexible, allowing for redevelopment or restoration consistent with the vision and desired outcome for Old Town, if not the letter of the law."
- Stricter codes and code enforcement are desired:
  - "We need more guidelines for higher quality, conformity and cohesiveness: a higher standard."
  - "Code enforcement is needed, especially in Old Town."

Strategic Implications and Key Questions

Continue to assess the City's business climate

- Investigate and address legitimate concerns
- Proactively communicate to the business and development community to clarify misconceptions

Recognize the economic challenges facing Old Town business and property owners

- Allow flexibility in code enforcement and impact fee assessment to facilitate development or redevelopment projects which advance the established vision for a high-quality, mixed use environment in Old Town

Enhance business-City communications

- Continue to partner with the Chamber of Commerce
- Conduct business outreach to learn business concerns
- Communicate proactively with business owners about upcoming City decisions or actions

Key Findings

The City's character, location and natural assets present opportunities related to interregional tourism

- "We have an amazing resource in terms of farming businesses. We could market this like Salt Spring Island where they made a map of the island, listing every artisan, farmer, and cottage industry. We need to leverage Remlinger Farms and blueberry picking – resources that already exist."
- "Draw people out for the weekend, building on our river and beaches – there has been no exposure about the beach. The trail is also not promoted."
- "Heritage Park would give us a unique identity and make Old Town prosper. It would be a great destination for school trips and draw interregional tourism."
- "If we marketed more festivals in Duvall, it would attract people. Can you imagine how many people would come to Duvall for a bluegrass festival in the park overlooking the river?!"

Old Town vitality and attractiveness and the City's success at becoming more of a tourism destination are directly interrelated

- The character of Old Town is an attractive tourist destination with great potential
  - "Establish an Old Town cultural district. Add antique street lamps, make it strollable."
  - "Create a destination similar to La Conner, focusing on arts and farming, with lots of lodging and a pedestrian-friendly downtown."
- Given the shopping habits of many City residents, Old Town businesses will continue to rely on out-of-town visitors for much of their business

Strategic Implications and Key Questions

Market the City as a tourism destination related to its core strengths: arts and cultural heritage, agriculture, and active recreation and natural beauty

- Collaborate with other Valley cities to boost the sub-region's tourism draw
- Support artistic and cultural performances and events
- Evaluate opportunities to host more festivals

Link tourism promotion and Old Town

- Ensure Old Town development, redevelopment and beautification creates an attractive environment that invites tourists (and locals) out of their cars
- Encourage the establishment of a farmers market or artisans market in the Old Town area

Provide additional public amenities to facilitate tourism

- Evaluate public investment in arts or cultural arts facilities such as a stage or art and performance center
- Enhance signage and access for parks
- Create more options for motor home parking

Recruit overnight lodging options to the City

Key Findings

A cohesive City identity is currently lacking

- "With Ocean Shores, Leavenworth, La Conner – you know what you're going to get. Duvall is not even on the radar screen, because we have not done a good job marketing the town."
- "If there are lots of different messages/identities, the effect generally is you tell every group lots of different things – it creates confusion. We need to avoid message creep by sticking to a core cluster of messages."

There is a need to update outsiders' understanding of Duvall as a residential location, business location with attractive demographics, and as a tourism destination

- "There is an image for outsiders of the way it used to be years ago – they've never been back. Come out and see us now – we're not the Duvall you knew 20 years ago! With the right presentation it could become a hip place to come to."

There is an opportunity to proactively attract desired business and development

- "We need to approach businesses with a marketing plan to dispel the myth of Duvall as a country bumpkin or trailer park haven."
- "I'd recommend forming tiger teams focusing on the recruitment of key businesses or industries by providing data, finding land, advertising. I'd see teams for tourism, recreation, lodging; restaurants; coffee shops; and retail."

The City's tourism potential can be promoted

- See prior page.

Strategic Implications and Key Questions

Create a unified Duvall identity that is broad enough to appeal to different audiences: businesses, developers, tourists, and residents

Proactively market the City to desired residential development, businesses and industries

- Develop a strategy establishing target businesses and industries
- Draw from the *Economic Development Profile* to create marketing materials
- Invest City and partner resources in a marketing campaign

DUVALL ECONOMIC DEVELOPMENT
STRATEGIC ACTION PLAN
PUBLIC OPEN HOUSE

Cedarcrest High School Library
September 29, 2005

Summary of Written Comments

Goal I. Maximize the Potential of Duvall's Character and Quality of Life

A. What City investments or activities would be most effective at enhancing the atmosphere of Old Town, making it a truly unique and charming experience: a special place?

- Cleaning up Main Street – underground power, new sidewalks, public art, bike lane through town, attractive signs, no A-boards, creation of a cohesive look to connect all of Old Town, places to sit, easy access to points of interest (make them easy to find), updated light street lights and garbage cans.
- Canoe/kayak/bike rental place at the Depot building; recruitment of some good family restaurants that serve better food than the ones in Old Town
- Establish a Duvall Cultural corridor; establish a town square or community center
- Create a community center in old Library building. Make a place for Historical Society archives and collections. Give the heritage park a place & watch it help all of Duvall with visitors from all over.
- Relocate HWY 203 or at least require truck traffic to use West Snoq Valley Road
- A central theme. Maybe logging? The old steamboats? Antique lamppost lighting?
- Underground utilities, charming street lights, effective signage, deal with the Duvall Market area.
- Some type of gathering place. Whether that be a town center or a park. If it's a park, it ought to be well designed to act as a "summer stage" etc.
- It's already a special place, it just doesn't have the types of business that makes money!
- Possibly unique lighting, in old time wrought iron light posts.
- I would like to see some type of distinguishing marker at each end of town, and at 124th Ave near the round-about. (Perhaps even in the round-about?)

B. Please rank the following possible investments in priority order, with 1 as the most important.

_____ Town Square

_____ Community Center

_____ Conversion of the Public Works yard to parking and/or public space

Town Square	Community Center	Conversion of Public Works yard to parking and/or public space
3	1	2
1	3	2
1	2	3
	1	2
3	2	1
1	3	2
3	1	2
1	2	3
2	1	3
2	3	1
2	3	1

C. Would you like to see wireless Internet access in Old Town? Should the City play a role in this?

- Wireless internet would be great in Old Town. The City would probably need to play a role in providing this service…at least initially. With the library moving out of Old Town it would be lovely to have a public gathering space with wireless both indoors and out. By outdoors I mean some sort of covered garden space with tables and chairs.
- Yes. Not sure if City should play role.
- Yes.
- Haven't a clue
- Sure but it should not be free
- Not imperative, no.
- Yes, I'd like to see this – I think management of it should not be done by City, but possibly subsidization of this.
- Yes, but there needs to be a place to sit and use it. P&G has wireless internet along with tables and the ability to buy coffee, etc. If there is WIFI in Duvall it would need to be accompanied by the facilities for telecommuters to visit.
- Sure, why not. Need a place to put it.
- Don't need it.
- This seems to be big for some towns, but I don't feel it's necessary for Duvall to invest in. It's not a part of the town's history, and I don't see that it would enhance Duvall's character. Other's may feel strongly FOR this, but I don't think it's important. What's the point in developing the town's character, if people are just going to "Google" information about it online, rather that experience it first-hand?

D. What do you see as the greatest transportation-related challenges for Duvall? What solutions would you suggest?

- Rush hour traffic in and out of town is probably the biggest challenge. I'm not a commuter so I'm not as aware of the problems. For me the gravel trucks on Woodinville-Duvall Road are a big problem. The other thing would be making sure that the high volume of traffic going down Main Street doesn't speed.
- Lack of DIRECT bus service to Microsoft – so few people are willing to bus a result.
- Trucks through town Long-range solution: Freeway North Bend to Monroe/Sultan; Freeway extending 520 to Monroe/Sultan; Make traffic through Duvall so slow that trucks avoid it: stop lights; pedestrian crosswalks.
- Through traffic on 203. Get State DOT to create bypass – really try – no half-hearted bumbles. If a failure, turn away from the highway with business facing on 1st to East & Railroad Ave to West.
- Traffic , safety
- Too much traffic through downtown. Truck route to circumvent downtown.
- 203 traffic, possible truck by-pass
- Heavy traffic (and trucks) on Main Street. In order to have the cozy little town feel, we need to get the heavy traffic out of town. Even if it were only the trucks, it would make a big difference.
- The biggest tx problem is the back-up of cars & a need for parking. The park & ride is out of sight & out of use. Wait until we have 10,000 residence in 5 years!!
- Through traffic; re-route trucks
- I live in un-incorporated Duvall (Lake Margaret area)
- Once I drive into town, I'm able to walk to where I need to go relatively easily.
- I don't have any transportation related problems, except for perhaps more parking in Old Town.

E. Other comments/questions related to Goal I:

- A unique aspect of Duvall's character and quality of life is the lack of chain stores and fast food franchises. I really like living in a pocket of the world relatively free of corporate glare. It's an aspect of Duvall that we should think about preserving. Once the door is open to those sorts of enterprises they are here to stay…or even worse the empty shells of their failures.
- See typed response
- Much of "Old Town" looks dumpy

Goal II. Promote the Vitality of Duvall's Existing Businesses

A. What actions would be most important in enhancing Duvall's business climate, making it a town that is supportive of business?

- Ultimately you will never change the attitudes of people that prefer to shop at Costco and drink their coffee from Starbuck's. I think the emphasis should be shifted from trying to lure the already-strapped-dollar from people living here in the "bedroom community" sense.
- An independently owned and operated downtown would be alluring to the 50% of the population that is here for an original experience. Additionally, I believe this sort of town would draw educated visitors willing to drive into the country to enjoy a less mainstream experience. Art, events and rural

living are all experiences people are seeking today. One can shop at many a chain retail store long before ever arriving in Duvall and the same can be said for those commuting in and out of Duvall every day.

- Long story short support, nurture and grow independent businesses.
- Calendar of Valley events created in coordination with other Valley cities.
- A supportive City government that sympathizes with the difficulty of starting a business in Duvall and keeping it alive.
- Make a good climate without excessive penalties that turn businesses away. Don't be afraid of big stores – they pay the taxes.
- Map of what is here.
- The City should work closely with the Chamber of Commerce. Give tax break incentives to companies that would attract more consumer traffic downtown.
- Coming up with a cohesion between Old/Mid/New towns. Fight big box stores – they will kill old town.
- Create more housing. Businesses will follow housing.
- Developing new business that service people's needs, like the automotive shop & drug store, however these are new building in "Old Town". So how old is old town.
- We are now!
- Opening up more retail space would be good for future business to have a place to be. As for encouraging business, I'm not really sure. I've never owned a business, so what I think is attractive as a consumer may not be attractive to a business owner.

B. What can the City do to support existing businesses?

- Improve Main Street. Market Duvall. Promote tourism.
- I think this is mostly the Chamber's job. The Duvall businesses that are failing are doing so because their products and services are not adequately geared to Duvall residents.
- Duvall is a great place for business. However, the businesses need to be attractive, CLEAN, have adequate space for big groups of families, food that families and KIDS eat (burgers, pasta, salads, pizza) and run by cheerful people.
- Supportive City government image.
- Listen to business owner's plans and needs and don't hamper & impede them with excessive regulations and costs. Let good sized signs show shoppers what is there.
- Support them with the City's own purchases.
- Promote them to the surrounding residents.
- Possible grants/ loans for cosmetic updates.
- Help them organize for advertising purposes. Coordinate more local events to attract visitors.
- Listen to the business folks & find out their needs & support them.
- Very little – possibly parking.
- I don't know.

C. How could the shopping environment in Duvall be enhanced?

- Improve Main Street. Educate business owners in customer service and basic business skills. Attract unique businesses.
- Recruit businesses that meet the needs of Duvall residents. Businesses that people need to frequent often (weekly or more often), that are run professionally, are clean, organized and have cheerful owners. Recruit businesses that have a chance. The seafood store made no sense in a town of our size. The scrapbooking store didn't either. We don't have the population to support those businesses. We DO have the population to support well-run restaurants, shops like a Trader Joes, etc.
- Shops that provide materials currently purchased elsewhere.
- Keep wide parking spaces! Don't narrow driving lanes. These will keep people safe & interested in parking in old town. New businesses have parking lots. The old facades are attractive to larger city citizens – don't "fancy it up".
- Parking and traffic safety.
- Better parking and less traffic.
- Better signs – more parking – especially once Main Street project happens. Sidewalk maintenance/expansion to
- Less traffic on Main and more diverse shops.
- More choices – "Man does not live by antiques & collectables alone."
- This falls on the land owners to improve/upgrade to attract business.
- I think we have a good variety of stores, not as many as other towns, but we're not as large either. I would like to see even more variety, if the customer base can support it. Coming into town for me is a 15-20 min. drive. If I only need to stop at one store in Duvall, but can get everything else in another town, I typically just do my shopping in the other town to save time. More choices would help keep me in town more.
- D. What could be done to increase in-town spending by Duvall residents?
- Market Duvall with some sort of "shop locally" campaign. Realize that a small town shopping experience is never going to appeal to cash strapped families looking for the best deal. Provide niche shopping experiences that are attractive to the rest of the population. Go after the segment of the population that does have disposable income…teens, double incomes with no kids, retirees, etc…
- Bring in businesses that are geared to Duvall residents.
- Advertising locally.
- Have a weekly downtown event that each time promotes a type of business. Have old town businesses go together to market themselves.
- Marketing to residents east of 150th and Trilogy.
- Communicate with residents via direct mail. Educate to what is available. Hometown values would be the perfect vehicle for this.
- Advertisement of what is available in town. Maybe develop a shopping night for Holidays – get stores to stay open past 6pm so people can shop.
- Having a better selection of good and services would keep residents in Duvall.
- Furnish people's needs, 1st find out what they are – some people would not like a McDonald's & Hallmark but these are thriving business – Duvall get over being so particular – we're in the 21st Century believe it or not.
- This is a function of competition.
- See above

E. Other comments/questions related to Goal II:

- The Seattle area is known for an educated population that loves books, movies, coffee, quality food and is technically savvy. Why not court this population instead of looking towards the lowest common denominator? It's the difference between volume (which we may never have) and quality…which I've come to believe is the key to Duvall's success.
- Duvall needs a merchants association.

Goal III. Implement an Active Business Development and Recruitment Plan

A. What goods or services would you like better access to in town? What additional businesses would you like to see?

- A small, semi-luxurious movie theater. A general store or mercantile along the lines of the Vermont Country Store or City People's (minus the items that would conflict with True Value). A gathering place or coffee house with couches/chairs suitable for reading, small meetings and other group activities…perhaps to replace the library. A destination restaurant. Lodging. The proposed campus of the Lake Washington Technical College. Good Indian food. A venue for live theater and music sort of like Kirkland Performance Center but maybe on a smaller scale.
- Better restaurants. The restaurants in Duvall are mediocre to poor.
- Shoe store; toy & gift shop; paper products – office & home supplies; clothing; lumber store; car sales
- We need to figure out what that is?
- Home Depot style stores; movie theater; bowling alley.
- Music/video store - mom& pop; new book store
- Sporting goods; family restaurant (Red Robin style)
- All things that go with the 21st Century – a great museum
- An old time country store
- A news / magazine store (not another "book" store); Trader Joe's (or something similar); Lumber yard; A backpacking outfitter and camp gear supplier (not like REI, but smaller. Perhaps carrying a good selection of 'emergency supplies');A small one-screen theater

B. Please circle businesses you'd like to see locate in Duvall:

Providers of dairy goods	Restaurants: family-friendly and high-end	Cafés	Specialty grocers	Specialized & boutique retail	Outdoor-oriented retail	Sales kiosks for delivery of larger ticket items	Mid-scale office & industrial employers	Larger-scale retail	Entertainment venues
	X (high end)	X	X	X	X				X
YES	YES	YES	YES	May not be able to survive	YES	Huh?	MAYBE	NO	YES
				Women's clothing					
					X		X	X	
X			X						
X					X				X
					X		X		X small movie theater/art house; theater
					X		X	X	X
X	X		X	X	X				X
	X	X							
YES			YES		YES				YES

C. What actions would support entrepreneurship and new business development in Duvall?

- Improved Main Street. Emphasis on the arts. The ability to educated new, independent business before they randomly get started.
- Once a few new and thriving businesses come into Duvall, I think we'll see a "tipping point" where business recruitment will no longer be a problem. It would also be nice if some of the less-successful businesses went out of business. For example, if P&G, Jaspers, the entire building with the quilt store, and some other places were replaced with more viable businesses – that appealed to more residents – that would really help Old Town.
- I used to fell that we should help the businesses in Old Town and elsewhere that complain of poor business. I no longer think that. In thinking about it more, I think those businesses aren't properly geared to Duvall residents, and that they weight the city down.
- Financial support for new business ventures.
- Keep the zoning in for business; resist pressure for housing
- Duvall Merchants Association
- Expand downtown parking
- New business grants/loans to help in first year of business
- Tax incentives; more roof tops
- The City & people accepting new economic development
- Ease of permitting

- This is sort of a catch-22 in my opinion. If we had a good variety of stores and services that people supported, more business would be inclined to open up in Duvall. As it is, we don't have enough support for the businesses we have now.

Goal IV. Guide Future Residential Development to Provide Long-Term Benefits for the City

A. As new residential development comes to Duvall, what type of housing would you like to see? Where would you like to see it located? What character would you like to see it exhibit?

- Does anyone ever grow-up saying "I want to live in a housing development"? I'd like emphasis on smaller developments or developments that don't look like developments. I do not think the new development visible on the way into town represents anyone's dreams. It would be great to encourage the development of some Cottage Communities that are showing up in other areas of the state. So that even in higher density living areas there is still an emphasis on community and green space. I'd also like to see "green" builders encouraged to build out here. I think more eco-friendly neighborhoods are the wave of the future.
- As far as high density…condos and apartments cost about the same no matter where they are located. It may be a matter of making these options attractive or affordable or truly unique for people to choose Duvall.
- I think the demand that exists is for high-end housing in the price range of $350-$450K. We can talk about less expensive housing, but the majority of people moving to Redmond/Bellevue are coming for high tech and they want higher end housing.
- Again, my thinking is that Duvall should work to meet the market demand, rather than trying to get residents to like what's here and NOT working.
- As for character, I'd like to see developments that are cute, attractive, tree-lined, etc. This is also what sells.
- Senior housing, including continuing care facilities; Multi-family housing; Retail on street level, housing above.
- New mobile home park – the only really affordable and not tax supported subsidized housing. As parks continue to close (and over time they should change to surrounding zoning) there would be & place to move.
- Mixed use; Pockets of residential housing.
- More affordable housing; condo or town home style living mixed with business downtown.
- Less expensive single family home; I really don't like the "Rabbi & Warren" type developments.
- Duvall needs to diversify its housing types. We currently have an abundance of detached single family. Although we need to continue to develop more detached single family in all price ranges, we also need to allow for affordable housing (condos, apartments, cottage style dwellings) for the employees of the future commercial growth.
- Upscale New England style homes. By the Highway 203 business with homes, condos, apartments on top. Duvall doesn't have to worry about a strip mall, they don't have enough room. Business & houses should blend together. It could be located close to the river, people with boats could have docks.
- Single family and some apartments or condos.
- I'd like to see housing (of any sort) located towards either side of town, mostly on the North end. I'm not very particular in what type of housing is built, but I'd like to see something that doesn't look

'sterile' or generic. I don't think that several homes (or apartments, either) look that attractive in a community when they all look identical. If I had to choose a style, I would like to see something that represents a country look. (i.e. Cottage or "farm" looking)

Goal V. Maximize the City's Potential as an Interregional Tourism Destination

A. What strategies would be most effective in promoting Duvall's attractiveness as a tourism destination?

- Improved Main Street. Events. Unique experiences. Art. Lodging. Destination restaurant. Bicycle rentals. Knowing about the possible outdoor activities like the Snoqualmie Valley Trail. Linking Duvall with the rest of the Valley as a destination. Farmer's/Craft Market. Rural experience. Availability of local produce and flowers. Organic produce. More unique shops.
- And…perhaps more things catering to the motorcyclist who come through here on a regular basis.
- We need lodging! Can't be a tourist destination until that happens.
- Arts & heritage emphasis; Logging/farming heritage; funky old Duvall
- Antique farming & logging shows & collections draw many people & one is available to Duvall! Why aren't we trying to let it happen?!
- Duvall Merchants Association.
- Creating a city identity through branding.
- A cleanup of the look of town. I would like to play up the funky/hippie/farm qualities of the town.
- More and better events. There are more and more people getting into sporting and athletic events. We should host an annual bike race. Get some sponsors, and do it right. We should also consider a marathon, biathlon or triathlon, etc. These type of events attract a large number of people to the area for the better part of a day.
- We should also host a Harley rally. Get Eastside Harley to promote a rally from, and returning to Duvall. We always have a large number of bikes in town anyway, we might as well make an event of it.
- We should explore the opportunity of developing a soccer complex in the valley. It may not be in Duvall proper, but the effect would be the same. Being a dad with two kids in soccer, I travel around to different cities for tournaments. It is truly surprising how big it is. Hundreds of players and thousands of people attend these events. Having a field would mean getting that sort of attention several times a year.
- See attached statement. Also perhaps get a developer to put a stationary "Black Swan" River Boat on the river that would have hotel rooms – dinner – stage shows – possibly "gambling"?
- A united effort by the city and land owners to upgrade old town buildings
- Further development of the arts community would help, I think. More and varied shops for a greater diversity of goods. Emphasizing our "small community" atmosphere.
- One a side note: I would NOT want to see big box stores in Duvall (e.g. Wal-Mart, Target, etc..) I do not feel that they are what people identify with a small town, nor is it what people look for in a tourist destination. Not only that, but they require large amounts of retail space that takes away from possible future businesses and they drive the "little guys" out. Further diminishing the town's character and "uniqueness".

B. How can the greatest benefit be gained from tourists coming to Duvall? For example, how can they be connected to local businesses?

- Shopping. Dining. Renting outdoor equipment if available. Staying overnight if available. Providing goods and services unique to the area. Having destination arts events…galleries, theater, independent movies, music…
- Introduction to Duvall's arts & heritage culture, which will lead people to local businesses; Sandblast & Duvall Days attracts 1000s
- Marketing to people.
- Signage. Duvall info center.
- Themed festivals that the business community is behind; Greatest benefit: people outside of Duvall who will appreciate it more than the new residents on the hill.
- Divert traffic (trucks) off of 203 during events.
- The town has to become pro-growth & progressive
- They need a reason to come – something to attract them.
- A happy tourist will want to come back, but if there's nothing really interesting about the town, then it's just 'another town'. Kiosks throughout Duvall would be one way to link visitors with the history and the shops we have. Information flyers could also be a benefit. If visitors see that we have things to offer, and know how to find them, that would be a big step in the right direction.

Other comments/questions related to Goal V:

- Once there was a group who was designating special places from Snoqualmie to Duvall – making a map, having a taxi to lend to travelers. It suddenly ended. Do we want to do it again?
- Bring valley cities together for a common goal.
- Also have the city develop a country village type development own by the city, a visitor center – community center & different type of craft, artistic etc. stores. This would be space rented by the city of the city – rent & taxes, B&O, sales, etc.

Goal VI. Coordinate Economic Development Planning and Enhanced Communication

A. What would be the most effective body or collaboration of partners to continue to advance economic development in Duvall?

- The City probably needs to lead. The Chamber of Commerce needs to grow into it's role. Use the Depot for a Visitor Center and business resource center. Arrange for business classes to be offered in the area. Find a way to strengthen the bonds between business owners and put old animosities away…perhaps a therapist?
- The Chamber of Commerce. The City of Duvall needs to focus on City issues. The Chamber is responsible for business.
- A city development committee headed by a City ombudsman to whom business owners could come for help and advice.
- Chamber of Commerce could be; Rotary is popular now.
- Define what Duvall is? Duvall Merchants Association.
- Chamber of Commerce. (need paid staff to be effective) City liaison.
- Outdoors community; other Valley towns; artist community

- A growth action committee. Typically this would include the chamber of commerce, but it sounds like our chamber is not very active. The city should recruit leaders from our area with good vision to join this action committee. Duvall needs to grow to obtain the goals of the community. If we continue with stifled growth, we'll end up with a under-planned city. Growth should be encouraged…with some requirements for development to give back and participate in the shaping of the community.
- The City. For the city to seek out investors & developers for the purpose of economic development. Or the city invest in the cause. Be open minded!!
- Local citizen group – Chamber & City Planning Dept.
- I don't have an answer for this.

B. What image or messages would you want to convey in developing a logo and set of marketing messages for Duvall? Who would you want to communicate these messages to?

- That Duvall is more than just "the country"…up the sophistication level without forgetting the past. Promote the unique low commercial feel of the place. Let people know that almost everything that is available in any city is available here along with a totally unique experience. Make sure the arts play an important role. Look to attract people that have money to spend and want something different.
- Long before I lived here one of the coolest wedding gifts I received (and one that is on display in my home today) came from Gardens & Sunspaces.
- That is what I'd like to convey…somehow…
- The valley, the river.
- Messages/logo that emphasize Duvall's special character: logging/farming heritage, funky old Duvall; comfortable residential areas; parks; trails
- Farming – Historical farming & logging – are out. Need something new.
- Needs to be consistent and business friendly.
- Logo should be an extension of the city's identity, once that is developed need effective tagline.
- Old town charm with open possibilities for the future; Those New to Town/ those with entrepreneurial spirit.
- People in the surrounding area – King – Pierce – Snohomish etc.
- A country look like "Country Village" in Bothell
- Let's embrace our "small, farm-town" image. Seattle doesn't have any cows, but we do!
- Try advertising in one of the larger papers, especially for Duvall Days or Sandblast to draw attention to our town. People have heard of those events, but have they experienced it? Have they seen pictures of what has gone on? A picture article in a larger paper would go a lot farther than just a small paragraph or just by advertising in the Valley View.

Additional Comments

- Words I'd like to see pertaining to Duvall: Locally owned and operated. Unique. Sustainable. Green. Diverse. Upscale…without being exclusive. Eco-friendly. Independent. Original. Worth the drive. Rural. Accessible. Creative. Artistic.
- Very nice job on putting together the broad strokes. You presented very well.

STATEMENT

In order to attract tourists there must be a reason for them to come and something that would give them a reason to spend money. A first class American Restaurant might help. Summer Stock theater, advertisement on a regional level. Festivals are great but people don't spend money. When we had the B&B some of our guests were attending the Mediaeval Fair, some were business people and some just visitors who chose not to stay with family. Being small, we were often full, and it would have been nice to have places in the valley to refer people. Also more dinners choices. Maybe time for a motel or hotel.

"Old Town" has to get over the obsessive competition with "New Town" and realize we are "ONE TOWN". Businesses feed off of each other and the town needs everyday retail to accommodate need or business will go out of town and since people do not have incentive to stop for the necessities they won't take the time to go into the charming smaller shops to buy gifts and collectibles or eat. It's like "well if we are going to Redmond or Woodinville anyway, lets eat there". Old town should never be sacrificed, but we need to think of meeting peoples needs. Otherwise the money and taxes will drive right thru town, along with the people.

Since we were brought into the city and zoned commercial, we have had several developers interested in our property. However they go to the city of development guidance and best land use but come back with a limited land usage and not feasible for their development. These plans have included several first class stores.

Transportation in and out of the valley is a real problem and going to get worse, a lot worse. Duvall happens to be a focal point and equal distance from Duvall to the South Puget Sound, West Puget Sound, and North Puget Sound. The bus schedule was not compatible to all three areas. More buses should be put on the routes. It took the 311 for 11 years and all during that time the bus's never really meet. That is the 311 would try to meet the 340 going south and they were never given directions to meet. Going north to Everett was impossible. The round-about sure helps 124th traffic off of Hwy 203, but traffic back ups going into Redmond and Woodinville are still bad.

Thank You
William Losleben

DUVALL ECONOMIC DEVELOPMENT
STRATEGIC ACTION PLAN
PUBLIC OPEN HOUSE

Cedarcrest High School Library
September 29, 2005

Summary of Verbal Comments

Goal I. Maximize the Potential of Duvall's Character and Quality of Life

- Traffic that divides is an issue
- Parking an issue in OT
- Pave Riverside for additional parking, behind library
- Use PW yard as a parking lot
- OT – use alley as parking
- Overflow parking an issue for events
- Wireless internet access in OT along Main Street
- Need town square – central draw/parking
- Pedestrian trend
- No one uses park and ride, needs better access
- Theater, community center, town square, reuse library building
- Need anchor tenant in OT
- Wireless needed in OT, especially with library
- OT is heart of community
- Bicycle lane or pedestrian trails
- Duvall cultural corridor a positive – good for residents and visitors – destination
- Plenty of restaurants – limit number to 15
- Character neighborhoods, likes cul-de-sacs, no thru streets like Seattle
- Neighborhood more important than community
- Don't put neighborhood over community
- Enhance quality of Riverview S.D.
- Ask people why they don't use OT – what do they want, what will bring them there
- Town square with wireless
- Survey to businesses
- Wireless, have them connected
- What is our character?
- Plaques on OT buildings
- Viable economic community – retain some of old character
- Need specific identity to get tourists
- Like cultural corridor
- Use library as cultural center
- North end – duplexes, South end – Thayer house
- Not enough for kids to do
- Friday nights – nothing to do

- Put on a new face – old farmhouse facades
- Make a real farmer's market
- Usable and safe park and ride – no one uses it, need new one by bus stop
- Mutual support of Riverview S.D. – use Valley products/services (i.e. golf course, Trilogy vs. Carnation)
- Dangerous crossing road – truck every 7 seconds
- Parking is a problems
- Divert industrial traffic to other side of Valley
- Cultural corridor very important – build on arts/music, accentuate OT
- Rents in town very high – same as Bellevue
- Need character
- More public art
- More summer festivals
- Town center/cultural center
- Library/community center
- Preserve OT
- Thru traffic is a problem – bypass, state agrees
- Have business turn back on highways
- Slow down traffic – church/school traffic – 25 mph on Main
- Rebuild Railroad – use monorail funds
- Slowing traffic an issue
- Already slow
- Don't narrow lanes, too narrow now for trucks
- Don't narrow parking spaces and widen sidewalks
- Need more parking in OT to expect an increase in pedestrian access
- Designate crossing areas
- People don't want to park on Main Street
- Preserve OT and push feel down Main St facades
- Focus on OT parking for businesses
- Bad access to park and ride – need path
- Bike shop at corner of WD Rd
- Boat landing – use/make more usable
- Local artists/musicians/professors – ongoing guest lectures
- Music/summer arts festival
- Indoor facility needed
- Focus on what we have

Goal II. Promote the Vitality of Duvall's Existing Businesses

- Town gateways are not a "draw" (i.e. Duvall Market and Safeway)
- We need to encourage people to get to Old Town
- Duvall seems to be challenged – try it's own design standards and guidelines
- Need a theme – rural farm/country look, farm oriented
- Need wayfinding/signage
- Off-street/side street parking and signs needed
- Mailing with city map with local businesses
- Incentive to bring new businesses

- Hometown values magazine with local coupons and information
- Signage for businesses
- Grant program
- Holiday advertisement
- Chamber – group advertisement
- Advertise in neighboring cities, their papers (i.e. Redmond Ridge, Woodinville)
- Reroute trucks away from Main Street!
- Pedestrian friendly environment needed – no trucks
- Wireless internet throughout Old Town
- Car wash needed
- Mail a map, direct mailing
- Duvall merchant association – retail focus
- Establish a "valley" tour – North Bend, Duvall, Snoqualmie
- Trader Joes
- Send info to residents just outside of Duvall citylimits
- Slowing traffic down on Main Street
- More festivals
- Market to the right people (demographic) – young mothers, families
- Chamber needs more mailings
- Need advertising for all Duvall businesses!
- Businesses should stay open for events
- Progressive tree lighting to get people through town instead of a big lighting where people go home directly after
- Website – what's your favorite place downtown. Put that in the utility newsletter every month – spotlight businesses each month
- State Vines as a "wine bar" not only a retail shop
- Have a sitting park on Velma Hill's property south of Arcade Café
- Need tax incentives for businesses.

Goal III. Implement an Active Business Development and Recruitment Plan

- There's no person in the city to talk with. The City needs to establish a single point of contact.
- Have a liaison between merchants and City Hall.
- Create ombudsman position
- Another group should be established to assist the Chamber, the Chamber is ineffective the way it's set up know. Not enough business support.
- Rents are very high in Duvall, there should be tax incentives to assist small business owners so that we're not overrun with national chains.
- Need to encourage small entrepreneurs.
- A lot of products are made in Valley are sold in Seattle. You can't buy them anywhere near here. There's no place for artists or small businesses to sell their wares. Need to support local businesses.
- Individuals who sell items elsewhere (crafts, jellies, etc.) don't have any idea or know about where to sell their items in Duvall.
- We need clothing stores – does the clothing market know that Duvall needs a market.
- Encourage more businesses to offer dinner during special events.
- Small businesses are having trouble paying new rents – locals can't afford
- Need national chains to anchor commercial areas to retain other small businesses.

- We don't need or want large chains in Duvall.
- Accessibility of newer developments are key, Old Town is difficult to navigate and get into businesses.
- We need more choices for families (restaurants, cafes)
- The City needs to get the word out to citizens what's available in Duvall.
- Divert truck traffic! The ambiance of Main Street depends on it!
- No lodging in Duvall
- Can the City help encourage businesses to come to Duvall? They should come up with a plan.
- Hire part-time position to attract business/ work with Chamber.
- Need a nice burger joint, more than one option.
- Need to market Duvall as a destination city, most people on the plateau won't shop in Duvall.
- Need to maintain an Old Town feel.
- What happens to OT businesses when everything heads to new section of town?
- Need incentives for small businesses to survive – city council should appropriate money to OT
- There's nothing in Old Town to sustain businesses, need an attractor business to bring in people
- Are we confused about our identity? We are on the edge of losing our identity and becoming an "Anytown USA".
- Downtown can't be supported by local $'s, we need to be tourism oriented.
- Emphasize that we're not like any other place.
- Large businesses take up business market and retail spaces for other businesses.
- Need affordable housing in Duvall.
- Business owner association / merchant association needed to focus on businesses and our own market area.
- Need a liaison for financial assistance, marketing, start-up
- What can we do to encourage developers?
- Market Duvall as a tourism town.

Goal IV. Guide Future Residential Development to Provide Long-Term Benefits for the City

- Kingsgate – example of condo/apartments, affordable
- Most everyone is looking for single family housing if they can afford it
- If we try to sell different style of homes (i.e. Laur Vera), people want the "standard" home
- Mix of mulit- and single-family housing
- Need mixed-use, commercial and residential
- North UGA should be residential, South UGA should be commercial
- Affordable housing – not all in one area, mix of rent/own, not enough room in city for another mobile home park
- Different styles of housing with a development, not cookie cutter homes
- If we provide multi-family housing, they will come
- Need to provide multi-family housing, and make renters feel part of community
- Need senior housing
- Piecemeal development within current development area – will continue to infill, need to allow for controlled growth within unincorporated UGA
- South UGA – encourage Lake Washington Technical College branch campus, mixed-use, commercial with residential
- Apartments – multi-family housing, affordable housing historically were more prolific, now we need more

- Many mobile home parks are being forced out because in area of high growth: can City designate an area for future mobile home parks
- For affordable housing, it's more cost-effective to have multi-family high density than land-consuming mobile home parks, mobile homes don't last as long as stick-built homes
- Townhomes vs. single family detached on very small lots – BIG difference in cost, but people will always choose single family if they can afford it
- Middle-class subsidized housing (NY Times article)
- If build affordable condos/apts, they will sell like hotcakes, but developers will only build affordable units if forced to
- Most people move here for single family homes, not multi family housing.
- More market for townhouses, duplex, triplex
- Prohibitive to buy a single family home here
- Like townhomes, residential above commercial – would help downtown economy
- Only reason to go the multi family is cost of land/unit (e.g. Mill Creek, now new stuff is all multi family, want to keep multi family downtown, get density there)
- Desirable for variety of housing types
- Look at multi family from a design perspective
- Provide greater densities in developments affected by critical areas
- Old Town – need high density residential development
- New developments have looked good, church, new res. Subdivisions
- Subsidized, institutionalized affordable housing won't work
- Live/work is very attractive option
- Require a % of units to be affordable – include as part of a larger master plan
- Need multi family for affordable housing
- Housing for artists and affordable housing = live/work – developer who has a passion for this
- If can't afford homes, townhomes/condos are the option
- Why be in a condo in Duvall? Might as well be in an urban area. Same goes for large house on postage stamp lot, need more open space
- Only affordable housing now is mobile home park and apartments – very large group, no middle ground
- Need senior housing – cottage-style housing
- Need short-term housing (i.e. work for a particular job): 3 months to a year, extended stay, etc.
- Need for rental units, even subsidized
- If build variety of home styles, affordable to all levels
- Mixed use % residential per commercial space
- How can it be affordable with impact fees?
- Not enough availability of affordable housing (i.e. single mothers)
- Price of land has driven people out of Duvall
- Parks are needed near family homes, family-friendly
- Connective sidewalks, parks within neighborhoods
- Like having more single family in Duvall, more "family values"
- multi family in downtown core – pedestrians, transit
- Very homogeneous society right here in Duvall – need economic diversity, no where for young people to live
- Need jobs here as well – manufacturing, etc.
- Public art and landscaping important part of development – City may have to chip in to make low-income area look like cottage style housing – open space but single-family feel
- Require a percentage of development to be affordable

- City needs to stand up for those poor people w/o a voice, provide parks in poorer areas

Goal V. Maximize the City's Potential as an Interregional Tourism Destination

- Keep out primary-colored signs that are standards, make Duvall look unique
- Cultivate a non-corporate image
- Having lodging is essential
- Have the City promote a historic district
- Bring in a store for hiking/camping gear. People can buy stuff on the way to outdoor adventures. Duvall could recruit and outdoor equipment store
- Duvall is in competition with other tourist towns. All little places are doing what Duvall is trying to do. Duvall needs to do something unique (i.e. Heritage Park) Theme would be farming, agriculture, antique farm equipment. If we don't do this now, we won't have our antiques for this.
- Collaborate with other valley towns to put funds together. Create a "Snoqualmie Valley Festival".
- One person doesn't see a B&B in Duvall
- A farmers market won't bring people in to Duvall. There are farmers markets in other towns.
- Maps and signage are key
- A gateway at each end of the city is important. The Dougherty House could be an anchor
- Sporting events – better park system needed like Redmond's. Would be great to have a sports complex (outdoors). Create something like a bike race or other sporting festival. Lodging will limit us
- Bring in a RV park. We're losing people to Monroe
- Have sport event (bike race or run) that ends in a festival
- Host soccer events – create outdoor soccer complex
- Create heritage park adjacent to the Dougherty House. Get the Thayer Barn up and running. Create class rooms at the Barn. Incorporate the Barn into local events and trail activities. We need a landmark where there is activity all the time.
- Dairy Farms – we have them make and sell cheese. Create cheese tours and small fruits. Arrange tours around cheese and cordials
- Promote fruit wines for Duvall. Recruit wine bars with wine tastings
- Duvall needs to work better with other towns
- Place signs on Main Street that say "Main St" People don't know where the town is
- Create Chamber/info. center for tourists
- Bring in a kite flying festival. There may not be enough wind for this
- Let's build on what we have! We don't use the river. Recruit a restaurant on the river.
- Find a way to profit from the Harley Davidson bikers. Build on what we have
- We need a community center!
- Promote our bike trails
- Invite bands from other towns to play in Duvall
- Create a one-day bike classic that ends in Duvall. Close the roads for this, if possible
- A bike race could go on Kelly Road or Bruett Road
- Do more to promote the concerts in the park and restaurants here in Duvall
- Send out mailings for concerts in the park with $2 coupons for Duvall restaurants
- Duvall does not have adequate facilities for a major festival. This is not feasible. We have no large building.
- Recruit contest dancing at the old library
- Promote antique farming and logging park. Put it near the Dougherty House.

- Create a "living history" park. Make it similar to Old Sturbridge Village. Have kids come to Duvall for field trips.
- Recruit camping in Duvall. There is no camp site in Duvall. This is needed if we want to have a folklife festival.
- Create a 5K race or bike race that will bring people in. Make this part of Duvall Days.
- Old Town and the park needs to be tied together. There's a lot to see. Signage about the birds and beavers – viewing areas
- Promote biking out here! Recruit bike rental shop.
- Create signs for bikers. Create bike lanes.
- Put signs at car park to get people to park there for the trail.
- Riverside Ave. Must have better parking
- People won't invest in OT businesses because there is nowhere to park.
- Recruit gallery space
- Link eco-tourism in Valley
- Duvall needs to "brand" itself. We need an identity, a tag line, a symbol
- Duvall should focus on its brand – concentrate on that
- Festivals need to be marketed better outside of Duvall. However, parking is an issue
- Duvall does not have enough parking for a major festival
- Create theater space for small venues. Reuse the library for theater space. Create a public space in Duvall.
- Use the Depot Building. as a bike/kayak rental space
- Use Depot Building as info kiosk
- Have Depot Building rent bikes/canoes and hand out city info on tourism and restaurants
- Label the car park. People don't know it's there.
- Work on the farmers markets. Include arts and crafts and cheese from dairy farm
- Host the farmers market at the park & ride
- Create audio tour of Duvall similar to the one at Alcatraz in San Francisco.
- Build on what's here already
- Have Duvall points of interest like the Fremont troll. We need something like this.
- Bring in sidewalk dance steps and bring in attractive street lights.
- Bring in artsy manhole covers – something to make Duvall unique
- Create a community calendar for the whole Snoq. Valley, with restaurant listings, etc.
- Create one brochure for entire valley.
- Create something similar to "Cultural Cascades" in Seattle where they have partnered with Amtrak. Do something similar at the Valley scale.
- There is a desperate need for lodging! There is no where to stay. A B&B is needed.
- Create a B&B in the bldg. with the quilt store, or make it a hostel.
- Create gateways to Duvall. A nicer entryway is needed.
- Recruit tech. college or other school
- Cooking school/adventure school/outdoors school

Goal VI. Coordinate Economic Development Planning and Enhanced Communication

- Will city have an econ. dev staff person?
- City is looking at part-time staff for event coordination
- Want a community calendar
- How to get word out to advertise properties for rent
- Put together a valley-wide community calendar with map

- Bring in professional/agency for logo
- Logo is very important to represent Duvall – first thing they see
- Get rid of rifts between different organizations – City needs to work with all of them
- Duvall has major themes (hippy, logger, American, arts)
- Don't want big box stores
- Must agree what theme/focus Duvall will be
- Take ownership of logo
- Collaborate calendar with Valley cities
- Send consistent image to citizens
- Logo to make me proud of our City of Duvall
- Loves the cows and cow sign
- What can people do when they get here?
- Emphasize what use to be in town
- Bring back farming identity
- What is Duvall's identity – the river, farming?
- Logging – bring back the past
- Make it unique for people
- Emphasize cows as an attraction
- Farmers Market
- Bring back berry farms
- Won't go to website for info
- Wants to see it in mail or newspaper
- Kiosk is good idea, need info stand
- Make each kiosk different so people want to visit each
- Go out of town to bring people into town
- WHO ARE WE??
- Incorporate old buildings to promote history
- Chamber does not speak for all business
- Committee of stakeholders/business owners
- Residents to be best body to promote econ development
- A person that businesses can go to for help
- Invitation process those who promote the city
- Arts should be identified – all kinds, crafts, music
- We are unique because of river
- Agriculture we are that
- We used to be known of our unique way of doing things
- We are becoming a cookie cutter town
- What does Duvall want to be?
- People need to stay here
- Keep as small rural lifestyle – buy food from farms
- We used to be a farming community with hippies
- Old logos were full of things to look at
- The elderly people are not being hear in their ideas
- Steamboats don't exist anymore, farms are going away
- Focus on the river
- City needs to be responsible – don't change if 12 people yell and ignore 2 people
- Get people aware of what's happening in town, communicate outside of Redmond, etc.
- Need tourism director – City staff, eliminate volunteers

- Downtown has no theme
- No identity
- What is the centerpiece to town?
- There are two downtowns, the funky weird part and new town
- New town drives itself
- OT – City needs to step up with parking
- Advertise the Valley events – make it easy to find this info
- Website may not be used much
- It may be worth the money to hire someone to help with econ dev
- Want a community calendar
- Advertise outside Duvall to bring people in
- Pay for someone to focus on this as a full-time job to help with advertising, tourism, etc.