

# Appendix 6-D

Inclusive Community Analysis

# Inclusive Planning Assessment & Plans Review

## BACKGROUND

As part of the 2024 Comprehensive Plan Update and required to meet new Growth Management Act requirements around housing and addressing Racially Disparate Impacts to home ownership. In addition to GMA requirements, policies from the Puget Sound Regional Council (PSRC) Vision 2050 Plan, the regional regulating agency, requires cities look at equitable outcomes of policies, and this Inclusive Planning Assessment for the current 2015-2035 adopted Comprehensive Plan, attempts to respond to that. This initial assessment is intended to provide a foundation to assess how the existing Comprehensive Plan goals and policies could influence inclusivity and opportunities accessible for people that live, work, and visit Monroe.

Inclusivity varies by and within communities. Creating an inclusive planning framework that facilitates positive outcomes must address local issues and the broader community fabric. When positive outcomes and inclusiveness are present, physical well-being, emotional health, and personal opportunities are visible and accessible to everyone regardless of race, where residents are born and English proficiency, income, or ability. When absent, however, it is undeniably felt and seen. Identifying and measuring inclusivity must include both qualitative and quantitative analysis. Relying solely on quantitative metrics and data sets will not fully assess the current state of a community.

The methodology implemented for this analysis is the first step to understand Monroe and the drivers that influence decisions. As the overarching document that is intended to guide the City over a defined planning horizon, goals and policies of the Comprehensive Plan have a direct link to the outcomes for the community. This information will be a compass for the data analysis that will provide detailed insight on the groups or areas that may be most affected by land use, economic development, transportation, and infrastructure decisions.

This assessment includes preliminary findings of all comprehensive plan policies that have guided development and program decisions for Monroe since its adoption in 2015. This will assist the process with identifying the policies, actions, and regulations that may currently conflict with the City's adopted aspirational *Imagine Monroe* vision statement. The assumptions presented here will be checked against available data measures and with the community themselves through the engagement process.

## KEY FINDINGS

- Department responsibilities and collaboration for coordinated efforts should be identified by policy or performance measure or standardized into a process to ensure successful implementation for inclusive results-based outcomes across the Comprehensive Plan elements.
- Many policies do not provide clear direction on how actions or strategies will result in inclusive and equitable outcomes for all Monroe residents, businesses, and industries.
- Policies that speak to how locations, funding, and actions are prioritized are missing.

- Words such as “compatibility,” “reasonable,” and “safety” have different meanings based on an individual’s lived experiences. These words should have a common set of accepted definitions adopted by the City to clarify their meanings.

Additional discussions with the City or departments and divisions may be needed to provide direction on how the results can be incorporated into the update process or plan.

## PLANS REVIEW

The MIG team reviewed other city-wide plans that will be used in the update process.

## METHODOLOGY

MIG developed a methodology to assess how equity and inclusion has been incorporated into the current 2015-2035 Comprehensive Plan. Existing Comprehensive Plan goals and the policies were screened using the following questions:

1. Does the goal/policy represent all subgroups of the population and provide contextual information on how or if outcomes are shared by all residents, businesses, and geographies?
2. Does the goal/policy have the potential to intentionally or unintentionally disproportionately impact a community or group of people?
3. Does the goal/policy potentially impact access, health, and safety?
4. Does the goal/policy contain words or images that may be offensive and exclusionary?
5. Does the goal/policy make assumptions about a person’s upbringing, economic status, or education for them to partake, be seen and be heard?

For each of the goals and policies, MIG identified how well each goal and policy currently meets the Imagine Monroe aspirational vision. The goals and policies were assigned an outcome category that uses this as the foundation for the categorization. **The result of this analysis is included in Attachment A.**

- **Green** = Advancing community benefits and/or results-driven outcomes; achieves Imagine Monroe’s aspirational vision and does not contribute adversely to equitable outcomes or exclusion
- **Yellow** = Neutral / Status Quo; can help achieve Imagine Monroe’s aspirational vision but may not provide clear direction to address equitable outcomes
- **Orange** = Perpetuating Harm; can help achieve Imagine Monroe’s aspirational vision but contributes adversely to equitable outcomes and excludes one or more groups of people based on income, race or ethnicity, education, or ability

## Data Sources

MIG identified potential data sources that can be used to map, quantify, and overall support the response to the initial screening questions. These include data measures that are measurable, where available and appropriate.

## Recommendations for Next Steps

MIG identified potential next steps to address the assessment findings. MIG assumes that many of these recommendations will be completed as part of the Comprehensive Plan update process or be identified as future implementation measures with assigned responsibilities.

- **CC** = City conversations including one-on-one interview with Monroe staff and/or department
  - Have these policies and/or actions that support them been implemented? Have they been successful and what is defined as success for the implementing department or group?
  - What are the root causes that have been unintentionally or intentionally adopted by the City or the majority of the community that has led to inequitable and exclusive outcomes?
- **BA** = Data disaggregation as part of the Baseline Analysis
  - Who is absent from the conversation? Based on the data, who is still left behind?
- **LEC** = Conversations with those that have lived experiences
  - What has worked and what does not work?
  - What are the changes that are needed in the administration level that will inform/build those relationships with underrepresented communities?
  - Further discussion with staff is necessary to determine which community conversations should be included in the update process by the MIG team or by City Staff.

## PRELIMINARY ANALYSIS RESULTS

### Vision & Policy Framework

The vision, goals, and policies are based on five themes that emerged from the public engagement. These are:

- An appreciation for and desire to retain Monroe's **unique** feel and identity, managing growth in a way that keeps Monroe compact and walkable, with quiet residential areas.
- A desire for downtown to become a community "focal point," with vibrant commercial, entertainment, dining, housing, and cultural options.
- A desire to see the city's highway commercial district grow and become a more attractive place for residents and regional visitors to shop.
- A desire to grow the local economy, building on existing resources such as the hospital, light industry, and the Fairgrounds to add jobs and make it easier and more common for residents of Monroe to work in Monroe.
- An appreciation for the incredible potential the river and shoreline areas play in improving local recreational, economic, and tourist opportunities as well as helping boost the city's regional identity as a scenic, desirable place to live.

The vision, goals, and policies are the backbone of the Comprehensive Plan. Policies provides guidance on actions that will support the attainment of the Comprehensive Plan goals and prioritizes how the City makes investments in neighborhoods and services.

### Incorporating the New Vision in the 2044 Comprehensive Plan

The Imagine Monroe aspirational vision establishes a future outcome that should be supported through examples of how that is incorporated into the 2044 Comprehensive Plan. Amendments to the Comprehensive Plan should consider the following:

- Images should highlight the local characteristics and the diversity of the people, landscape and identity of Monroe.
- Words such as “character,” “small town,” and “attractive” assumes that everyone shares the same definitions and has access to the unique features and attractions in Monroe. However, for vulnerable and historically underrepresented communities, “for who?” is often a question that follows reading or seeing these words.

Generally, using demographics can provide the reader with some insight to the question “for whom?” Although a full summary to the public process is provided in the 2015 Comprehensive Plan Appendix A, there is more emphasis on the outcomes with little disaggregation of the demographics that helps a reader understand the level of representation involved in the process. Because the vision, goals, and policies are the result of the outreach, it should be clearly laid out what the demographics of the effort looked like to confirm that fair and equal representation of all groups regardless of income, race, and interest were sought and incorporated.

### Existing 2015 Policy Framework

The existing Policy Framework includes eight goals, described in Table 1, which also identifies equity considerations that should be incorporated into the baseline assessment and engagement activities. The steps identified in the considerations column are a sampling of how equity can be integrated into the baseline assessment and engagement to further understand performance measures and equitable outcomes.

**Table 1. Comprehensive Plan Inclusivity Assessment By Goal**

Comprehensive Plan Goal	Analysis	Considerations for Comp Plan Update
<p>Goal 1: Establish and maintain a safe, secure environment in Monroe for residents, businesses, and visitors</p>	<p>Although inclusive of the broader groups that visit, play, and work in Monroe, safety and security can have varied meanings for subgroups of women and people of color. This goal assumes that all individuals have the same definition of an environment that is safe and secure. Policies or implementation actions should consider how safety and security are perceived by separate groups and public services. Safe public facilities and infrastructure assumes investments have been equitably made for all communities. Establishing a set of definitions or understanding these perspectives should be considered as part of the planning process.</p>	<p><b>CC:</b> Define how funding decisions are made and how improvements are prioritized; Determine how the various departments define safety and security.</p> <p><b>BA:</b> With Staff, identify to the extent possible where infrastructure investments have been made since the adoption of the current Comprehensive Plan; What are the current levels of police and fire calls in neighborhoods.</p> <p><b>LEC:</b> A common definition of public safety and security; are the needs of the community as they relate to public health met.</p>

Comprehensive Plan Goal	Analysis	Considerations for Comp Plan Update
<p>Goal 2: Manage Monroe’s environment and natural resources, supporting the health, safety, welfare, recreational needs, and economic well-being of current and future generations</p>	<p>The location and landscape of Monroe strikes a balance between the built and natural environment. However, this does not mean that all that live and work in Monroe have the same access to amenities and facilities that support health, safety, welfare and recreational needs and economic well-being. This includes considering multimodal transportation options, providing safe routes to schools and food. Also, that they respond to cultural and local needs and interests.</p>	<p><b>CC:</b> What policies, programs, and actions have been implemented to meet this goal? Is there a method to track participation and what does that look like?</p> <p><b>BA:</b> Use the recently completed Parks, Recreation, and Open Space Plan analysis on level of service, and inventory and census data to further understand access and participation of natural areas, if possible.</p> <p><b>LEC:</b> Discuss the impact on the past policies and programs supporting this goal for vulnerable and historically underrepresented communities.</p>
<p>Goal 3: Grow as a regional center and destination, providing employment opportunities while sustaining a balanced, diverse, resilient economy for Monroe</p>	<p>This goal is limited to employment opportunities which is only a part of a balanced, diverse, and resilient economy. Opportunities for locally based and sourced business ventures, regional and local industry and business retention and recruitment are also part of a strong economy, especially when considering the proximity of Monroe to larger cities and access to highways.</p>	<p><b>CC:</b> Understand what the strength of relationships are with existing businesses and industries.</p> <p><b>BA:</b> With Staff, identify ways, if any, that the city or chamber uses to track the number of locally owned, minority or women-owned businesses.</p> <p><b>LEC:</b> Explore the diverse needs and interests of all groups with a focus on local, minority and women-owned businesses.</p>
<p>Goal 4: Provide for and appropriately locate the types, quality, and quantities of development in Monroe to assure land use compatibility, enhance neighborhood character, and facilitate the City’s long-term sustainability</p>	<p>"Compatibility" and "character" are vague and not always reflective of the diversity and cultural differences of historically underrepresented groups. Communities of color typically have different needs from non-communities of color and are heavily dependent on resources available to them. Not only should the types, quality, and quantities be appropriately and adequately provided, speaking to access and accessibility of places and development are also center to providing an inclusive and equitable community.</p>	<p><b>CC:</b> Understand specific community needs, strengths, and constraints, including but not limited to access to services, recreation, and amenities; existing relationships with community-based organizations</p> <p><b>BA:</b> With planning staff, identify areas that have seen recent investment.</p> <p><b>LEC:</b> Explore the diverse needs and interests of all groups with a focus on vulnerable and historically underrepresented communities and physical areas with unique cultural or historical.</p>

Comprehensive Plan Goal	Analysis	Considerations for Comp Plan Update
Goal 5: Provide for a wide range of housing types for all Monroe residents	This goal assumes that providing a range of housing types will ensure that units are affordable. Although the implementation actions and policies could support this, explicitly stating "affordable" housing could strengthen the goal from an equity perspective. Additionally, ensuring that housing types for all income levels and stages of life will work towards ensuring that everyone that lives in Monroe have access and opportunities to own and rent homes that does not increase their financial burden.	<p><b>CC:</b> Discuss the approval process and availability of incentive programs available for multifamily, middle, and affordable housing. Identify through scenario planning how improvement decisions are made for new development.</p> <p><b>BA:</b> Identify the location of land uses and areas that can support middle and affordable housing units considering things like access to transportation and services.</p>
Goal 6: Provide and promote both utility and transportation infrastructures that coincide with need, growth, and long-term objectives	Providing multimodal transportation options are critical for providing opportunities for inclusion and mobility of areas that may be disconnected from services and programs. Although implied, this goal assumes that access and infrastructure are equitably distributed.	<p><b>BA:</b> With staff, identify where recent utility and infrastructure improvements have taken place.</p> <p><b>LEC:</b> Understand how vulnerable and historically underrepresented communities move around and within Monroe.</p>
Goal 7: Provide parks and civic facilities, recreational opportunities, and arts and cultural activities on pace with need, growth, and long-term objectives	Creating a sense of place that is lively, safe, connected, that support a variety of choices is core to Monroe’s aspirational vision. Parks, recreation facilities, trails, and open spaces are present for everyone to enjoy and have the opportunity to promote a healthy and active lifestyle but seldom do communities use these facilities and opportunities in the same way. Historically underrepresented communities sometimes use parks and public spaces for larger family gatherings. Community members that do not have a car or access to a fitness facility may use trails and parks for exercise or as a safe route to work. events and culturally specific events can promote feelings or inclusiveness. By stating this in the goal, it ensures that policy direction and funding are prioritized and directed towards this effort. The update to the Parks, Recreation & Open Space Element should be consistent with the recently updated Parks, Recreation, Open Space Plan.	<p><b>CC:</b> Discuss tracking, promotions, and participation of parks, facilities, and opportunities related to this goal since the adoption of the Comprehensive Plan. Identify any data measures used to track promotions. Understand how or if the performance measures adopted through the recent Parks, Recreation, Open Space Plan have been evaluated.</p> <p><b>BA:</b> Level of Service for parks, trails, and facilities that are in proximity to higher concentrations of the population without vehicles.</p> <p><b>LEC:</b> Continue to explore the diverse needs and interests of all groups with a focus on the vulnerable and historically underrepresented communities.</p>
Goal 8: Establish downtown Monroe as a thriving commercial, civic, and residential area. A thriving downtown enhances the value and	Downtowns are typically where the community looks for progress, economic vitality, and cultural and artistic celebration and representation. They are often where people look to find the identity of a community. This goal highlights that sentiment. Policies that support this goal should be included in all of the elements in the Comprehensive Plan.	<p><b>CC:</b> Understand the economic health and vitality of Downtown Monroe.</p>

Comprehensive Plan Goal	Analysis	Considerations for Comp Plan Update
function of the entire City		

## Comprehensive Plan Elements

The 2015 Comprehensive Plan includes several elements that could have an impact on equity and inclusiveness. The following review identifies options and analysis to consider as part of this update process.

### Land Use Element

The Land Use Element provides the foundation for how land is utilized. This element details the geographic features that have shaped development, which includes rivers, farmlands, railroads, highways, and ridgeline, all of which have contributed to Monroe’s identity while also acting as barriers for some areas. Table 2 describes the existing land uses in the Monroe city limits.

**Table 2: Breakdown of Monroe Land Uses by Acreage**

Land Use	City (acres)	Percent of Total Land
-Detached Residential	1,450	47%
Attached Residential	92	3%
Mixed-Use	140	5%
Commercial	568	18%
Public Facilities	501	16%
Open Space	166	5%
Industrial	182	6%
Total	3,099 (est.)	

The current location of the City is sited on the historic lands of the Tulalip, Skykomish, and Stillaguamish (stuləgʷábš) Indigenous people. With nearby rivers and access to resources, the location has been the convergence of these tribes. However, the images in this Element and references seem to favor the current dominant demographic group.

The 2020 US Census Data identifies 20,209 people living in Monroe with the majority of residents being of European/Anglo descent. Approximately 24% identify as Hispanic/Latino, African American and Asian descent. Approximately 11% are foreign born and 18% speak a language other than English as home. According to the US Census, the population per square mile in 2010 was 2,862. This jumped to 3,231 in 2020. Because Monroe is not expected to expand its boundaries with this planning effort, the results of this growth will be a denser city.

### Housing and Land Use

Explored further in the Housing Element analysis, the Puget Sound Regional Council has identified the southeastern area of the City to be moderately at risk for existing residents to be priced out or



displaced. This should be considered in the planning process for this Element with the anticipated development pressures that come as families, individuals, and businesses are pushed out of larger cities.

A lack of affordable housing in the region could also affect population diversity in Monroe. Currently, the predominant housing types are detached dwelling units. Therefore, opportunities to accommodate growth and the needs of the community through attainable housing will need to be addressed, including the need to provide for different housing types such as duplexes, triplexes, quadplexes, townhomes, and cottage clusters or middle housing.

#### Possible Data Measures

- Land use
  - Location of affordable housing and of active/closed manufactured/mobile home communities (City provided, if available)
  - Where are the over/under representations of a subgroup (by race/ethnicity/income)
  - Proximity to high-income neighborhood
  - Buildable lands inventory
  - Available vacant and partially vacant lands against area median household income
- Parcels
  - GIS acres
  - Improvement to land value ratio, built year, and size
  - Dedicated areas that are held to preserve
- Other measures the City implements to invest beyond redevelopment
  - Proximity to core businesses, supermarket/grocery, pharmacy, restaurants, SNAP accepting stores

#### Land Use Comprehensive Plan Policies for Inclusive Planning Key Findings

- Images should be considered in reference to the broader community
- Identification and connections of areas that provide services (commercial, retail, health, etc.) should be prioritized for areas that do not have access.
- Surrounding existing uses and demographic data should be considered to ensure moderate- or low-income areas are not unfairly burdened by adverse impacts.
- Policies that speak to access and opportunities for local, minority, and women-owned businesses can be strengthened. Developing these with economic development policies could assist in ensuring opportunities are distributed equitably among the subgroups.
- For terms such as “compatibility,” “for whom” and “for what” should be clearly defined

#### Transportation Element

The Transportation Element serves three primary purposes:

1. Evaluates the existing transportation facilities and network;
2. Assesses vehicle volumes and usage of existing roadways; and
3. Projects future volumes of the facilities based on the land use scenarios that will be developed as part of the update process.

Regionally, Monroe is located at a vital juncture in the region with a highway system that connects many cities in the Puget Sound to eastern Washington. Monroe sits where US-2 and State Route (SR) - 522

meet, as well as the connection of SR-203 and US-2. Monroe is serviced by Community Transit (CT), the public transit agency, with east to west stops along US 2 and north to south stops along Kelsey Street. The stops are assumed to provide direct access to community services like the Monroe Library and the Boys & Girls Club. These routes also provide regional connections to Downtown Seattle, Everett, and Gold Bar.

Physically, US 2 also traverses through the middle of the city and separates the north part of the city from the south. The Transportation Element identified a lack of sidewalks for segments of the pedestrian network and disconnected bike lane facilities. Improved bicycle and pedestrian facilities, particularly in proximity to transit should be considered as part of this element for those that prefer not to use a vehicle or do not have access to one.

#### Possible Data Measures

- The 20-minute neighborhood with proximity and access to:
  - Childcare and Early Childhood Education
  - Community facilities
  - food
  - Health care and pharmacies
  - Financial services
  - Access to internet service
- Intersection density
- Presence of bike facilities (paths, lanes, and routes)
- Presence of sidewalks

#### Transportation Comprehensive Plan Policies for Inclusive Planning Key Findings

- There is a lack of guidance on how actions or projects are prioritized, and decisions are made by the implementing departments.
- Policy guidance on how to identify where improvements (such as calming and improving pedestrian safety approaches) are most needed to serve communities should be addressed which will establish success measures to determine success.
- Policies that consider reinvestment into existing transportation networks, systems and facilities are minimal. Streets are designed with subdivision or development applications as a condition of approval. Equal weight should be given, if not prioritized, to reinvesting in existing street improvements and corridors that connect areas to services that need them the most.
- Transportation networks, systems, and facilities can be contributors to environmental justice factors. Ensuring there is not an unfair burden on a subgroup should be addressed.

#### Economic Development Element

The Economic Development Element of the Comprehensive Plan typically assesses current industries and economic activity with a focus on retention or expansion of economic development and employment opportunities. The adopted Comprehensive Plan recognizes six themes. These themes focus on a thriving Downtown, a business-friendly environment, a strong tourism strategy and encouraging a walkable, accessible, and interconnected city. Discussions about women, minority, and locally owned businesses were absent in the Economic Development Strategy and corresponding Economic Development Element.

Currently, a little over half of the population are 16 and over (labor force) and while the median household income is \$88,683 (US Census Data, 2020), 7.5% of Monroe still lives in poverty. This stresses the need for a local economy that can be adapted to the growing labor force and is representative of the unique characteristics of Monroe.

As part of the Imagine Monroe project, participants vocalized a desire for places and opportunities to visit locally owned businesses and buy locally sourced products. Generally, a supportive environment for a thriving local economy includes land use, transportation, and infrastructure policies that support adequate opportunities at a scale that is appropriate for locally owned businesses to be sited within proximity to the consumer. Of the existing labor force, almost 65% are women, further underscoring the need for systems and networks that support women entrepreneurs. Additionally, Monroe continues to outpace the county and region with a higher percentage of Hispanic/Latino residents, emphasizing the need for local businesses that celebrate and are culturally relevant to the community.

#### Possible Data Measures

- Job density
- Employment in commute shed
- Wages
- Skilled and knowledge-based employment
- Minority and women-owned businesses
  - The number of women and minority owned businesses
  - Do the current policies and programs support emerging entrepreneurs and local services and products?

#### Economic Development Comprehensive Plan Policies for Inclusive Planning Key Findings

- "Public safety" and "quality of life" are perceptions based. Policies should provide guidance on how to measure them.
- Policies that prioritize a diverse, representative, and local economy would further support the aspirational vision of a thriving and locally owned and sourced economy.
- Consider investigating the linkage between educational achievement and economic development policies for subgroups and develop policies to support findings could result in a thriving locally based economy.
- Minority, women, and locally owned businesses often have different needs from larger businesses with resources. How to ensure these types of businesses are supported should be considered.

#### Housing Element

The current Housing Element examines the current inventory and demographic and statistics of the housing in Monroe. HB1220, amended the Growth Management Act to now require an equity lens be applied to the housing analysis that addresses the housing needs of all economic segments of the population, and looking at historically underrepresented communities and racially disparate impacts due to displacement.

The Puget Sound Regional Council (PSRC) identified 15 indicators to evaluate areas and people that were at higher risk of being displaced. Scores were assigned to each indicator and then summed for a composite index risk that resulted in a high, moderate, or low risk.

In Monroe, there are no “high” risk areas that a household, business or organization will be displaced from its community. However, two moderate risk areas have been identified. The two census tracts are bounded by SR-522 to the west, US-2 to the north, and Skykomish River to the east and south. These had a composite index risk scores in the 40% range.

To be consistent with HB1220 that requires cities to “plan for and accommodate housing affordable to all economic segments,” the Housing Element update will need to assess and plan for the missing middle housing types and -attached housing units. The Housing Element will also need to expand the analysis and disaggregate the data for subgroups in order to evaluate the similarities or differences in equity issues for different races and identify any populations that are most likely to experience racially disparate impacts, displacement, or exclusion in housing. Building upon information that was created by PRSC, the evaluation will need to look at the two census tracts in the southeastern area of the City for residents who are moderately at risk to being displaced and develop policies and strategies to address the possibility.

#### Possible Data Measures

- Direct measures (PRSC required)
  - Homeownership rates (by race/ethnicity)
  - Housing costs compared to Household Income (by race/ethnicity)
  - Housing cost burden
  - Rate of more than one occupant per room
  - Housing tenure (by race or ethnicity)
- Housing size
- City or county provided data:
  - Subsidized housing
  - Number of renovations or improvement permits issued (for residential units)
  - Number of land use applications for subdivisions, partitions, or attached dwelling units

#### Housing Comprehensive Plan Policies for Inclusive Planning Key Findings

- Consider multicultural and multi-generational or non-traditional family structures as part of the policy framework.
- Consider housing for all income levels and stages of life, including but not limited to middle housing (e.g., duplexes, triplexes, quadplexes, cottage clusters, and townhomes)
- Develop transportation and housing policies together to ensure adequate support for people that want to work and live in Monroe. Considering age demographics, this could focus on those entering the labor force.
- “Community image” and “compatibility” are perception based and should be clearly defined.

#### Parks, Recreation, & Open Space Element

Recently, the Monroe City Council adopted the 2022 Parks, Recreation, and Open Space (PROS) Plan to guide the planning, maintenance, operations, and development of Monroe’s park, recreation, and open space system. The Comprehensive Plan’s Parks, Recreation & Open Space Element is the summary of the findings, results, and recommendations of the PROS Plan. Because the management of the parks, recreation, and open space system intersects with land use, transportation, and infrastructure, those elements should be incorporate applicable findings and recommendations that would support a fully connected and integrated system. Monroe’s parks and attractions attract a large number of visitors

from the Everett-Seattle-Tacoma area, which can be captured to enhance the overall economic vitality of the community through alignment with economic development goals and policies that enhance the tourist experience.

A level of service analysis was conducted which decreased the 1-mile travel distance to ½ mile, or 10-minutes. This analysis indicated that the majority of neighborhoods are able to get to an existing or planned park within 10 minutes, with the exception of the northeast corner of the city. An infrastructure analysis on the availability of sidewalks and safe crossings would provide an understanding of if access to existing parks is feasible. An additional layer of analysis that compares the Level of Service with the socio-economic factors of neighborhoods would identify subgroups that may not feasibly be able to access existing facilities. This level of analysis would support results-based outcomes as development and resources are distributed and funding decisions are made.

#### Possible Data Measures

- Where possible, integrate the existing recent data measures from the PROS plan with other data measures for the land use, housing, economic development, and transportation or infrastructure elements.

#### Parks, Recreation, & Open Space Comprehensive Plan Policies for Inclusive Planning Key Findings

- “Safety” is a perception-based word that can vary with an individual’s lived experiences. Stating rules and regulations without a clear definition can allow an individual’s biases to color reactions.
- Policies that incorporate recreation, environmental education, etc. should also consider guidance to provide access for all community members.
- Costs of participation for low-income families can be a barrier to participation. Opportunities for more inclusive participation could be addressed.
- Policies that emphasize the uniqueness of neighborhoods in Monroe through public art , events, and programs would further highlight the City’s diverse interest, culture, and history.

#### Capital Facilities & Utilities Element

The Comprehensive Plan Capital Facilities & Utilities Element addresses all aspects of the sanitary sewer service, storm water management, water supply, solid waste disposal, wastewater treatment technologies, recycling facilities, and telecommunications facilities. The element guides future development and include estimates to support demand for services. It is also an opportunity to identify how services can be delivered in a measurable, needs-based way. The current element identifies plans for increasing consistency, timely, and well documented maintenance, and development. All these aspects can be looked at against how past and current decisions that guide the distribution of services and development to neighborhoods have been managed to understand how disinvestment may have impacted areas. Close coordination between the City, Snohomish County, and private providers to mitigate adverse impacts to communities and create a more inclusive framework when considering infrastructure investments may be something to explore in the update process.

#### Possible Data Measures

- The location of utilities lines and recent upgrades or planned improvements
- The number of residences that are delinquent in utility payments or enrolled in a region or state subsidized or incentive plan

- Where possible, integrate the existing recent data measures from the PROS plan with other data measures for the land use, housing, economic development, and transportation or infrastructure elements.

#### Facilities & Utilities Comprehensive Plan Policies for Inclusive Planning Key Findings

- Performance measures and how improvement and update projects are prioritized and funded is directly tied to equitable outcomes. Integrating these into policies can ensure consistency for how projects and improvements are determined.
- Reinvestment in existing areas, in addition to improvements from new development, should be emphasized to address deteriorating infrastructure or upgrades.
- Policies that overlap with capital facilities and utilities should incorporate language that considered access for all community members and be linked to Parks, Recreation, and Open Space and Shoreline and Natural Environment Elements.

#### Shorelines & Natural Environment

This element summarizes and implements the Shoreline Master Program (SMP). This also presents the opportunity to discuss how the natural environment and Monroe are connected in a way that reflects the City’s history, diversity, and culture, including those of Indigenous communities.

Climate change and global warming has drastically impacted the natural spaces and waters. Considerations for how these changes have or have not affected amendments to older (1993 and 2005) planning and protections efforts may be useful to consider long-term impact. The update process will need to address environmental justice factors such as flood protection, access, and air quality to ensure all groups in the community, including those that may not have access to resources or opportunities to ensure they are protected and supported in the recovery process. Additionally, specifying and defining key terms, such as restoration, protection, and enhancement would ensure a common language among all groups.

#### Possible Data Measures

- Integrating data measures from other elements and SMP would provide a contextual picture of how various areas of the City would be impacted by a natural disasters and climate change while considering environmental justice factors.

#### Shoreline & Natural Environment Comprehensive Plan Policies for Inclusive Planning Key Findings

- Policies that implement the Shoreline and Natural Environment Element protect the environment and human and animal life through state, federal, and regional regulations, and policies. Locally, regulations and policies that emphasize environmental justice and results-based outcomes that ensures that people with less resources are equally protected and are resilient.
- The protection of sensitive areas through the use of best practices for development, and requirements by the state and federal agencies advance community benefits and/or have results-driven outcomes that can be further strengthened by considering the demographics of the surrounding neighborhoods will work towards equitable outcomes. This improves the likelihood that decisions are not made at the expense of vulnerable and historically underrepresented groups.

- Policies that overlap with capital facilities and utilities and land use should incorporate language that considers access for all community members and be linked to Parks, Recreation, and Open Space, Land Use, and Capital Facilities and Utilities Elements.

## PLANS REVIEW

The following citywide plans were reviewed and will be incorporated into the 2044 Comprehensive Plan Update planning process.

**Imagine Monroe (2021):** The City adopted an aspirational vision that will guide the development of Monroe’s plans, policies, budgets, and operations. The aspirational vision imagines a welcoming, inclusive, connected, sustainable, locally economic thriving, and vibrant place for all. The aspirational vision provides a framework for all of Monroe’s plans and policies. As the guiding document for decision makers for the next 20 years, the values presented in the aspirational vision will be integrated into each element of the Comprehensive Plan.

**Parks, Recreation, and Open Space (PROS) Plan (2022):** The PROS plan is a long-range planning document that provide guidance for the management, operations, and development of the City’s park and recreation system. The plan will also guide investment decisions that identified specific park enhancement projects and a funding strategy. This plan directly supports the Parks, Recreation, and Open Space Element. The qualitative and quantitative findings, goals, and policies will be used to update the element. The plan will also be used to identify coordination points with other departments to support implementation of the policies.

**Housing Action Plan (2021):** The Housing Action Plan (HAP) outlines information, recommendations, and actions that the City could consider for encouraging and providing affordable and market rate housing for residents. The objectives presented in the plan are linked to the housing requirements under the Growth Management Act. This plan will be used when developing the Housing Element and informing the development of the Land Use and Transportation Elements and corresponding policies.

**2021 Buildable Lands Report (2021):** Required by the Growth Management Act, Snohomish County adopted the 2021 Buildable Lands Report for the County. The report evaluates if urban densities are being achieved within the Urban Growth Area for both city and county areas. The report defines growth targets for all cities within the County and aims to determine whether there are sufficient suitable lands to accommodate those growth targets. The Land Use Element will directly respond to the growth targets determined by the County. The report will also subsequently inform the Transportation, Economic Development, and Capital Facilities and Utilities Elements to ensure that policies support the City meeting the growth targets.

**City of Monroe’s Shoreline Master Program (SMP) (2019):** Required by the Growth Management Act and the Shoreline Management Act, the Shoreline Master Program establishes long-term planning goals and policies, specific development standards and use regulations, and permitting and administrative procedures for the shorelines that are within the City’s boundaries, the Type Stormwater Facility, wetlands, and the floodway areas identified on FEMA’s Preliminary Flood Insurance Rate Maps. This report will be updated as part of the update process, along with the 2005 Stream and Wetland Inventory Report, 2019 Shoreline Environmental Designations Map, and 2019 Shoreline Public Access Map. This



program and report will directly inform the Shorelines & Natural Environment Element and related elements.

**City of Monroe Economic Development Strategy (2015):** Concurrent with the planning process and development of the 2015-2035 Comprehensive Plan, the Economic Development Strategy focused on the existing conditions, industries, and growth trends for the economy. The strategy identified key strategic economic development themes that supported the comprehensive plan’s economic development goals and policies. As part of the comprehensive plan update process, the existing economic development element and strategy will be updated with a demographics and housing, economic and industry, and employment lands market analysis. Key themes will be synthesized and used to inform updated economic development goals and policies.

**Monroe Transportation Plan (2015):** This plan guides the community, City staff, and City officials to provide a safe, balanced, multimodal transportation network. As part of the planning process, the Transportation System Plan and subsequently the Transportation Element will be updated as part of the planning process. The update will include modeling and traffic analysis for the preferred land use scenario and make recommendations on improvement projects and programs.

**City of Monroe Infill, Multifamily and Mixed-Use Design Standards (2011):** Intending to support the goals of the 2015-2035 Comprehensive Plan, specifically, the Land Use and Housing Elements, the design guidelines “encourage the efficient use of developable land and provide direction to developers to implement the city’s design-related goals and objectives for infill, mixed use and multifamily development.” The standards will be used to understand the architectural and design trends in Monroe. It is expected that these standards will need to be reviewed and updated following the adoption of the 2024 Comprehensive Plan to ensure consistency and the values of Monroe are reflected.

**Downtown Master Plan (2008):** The Downtown Master Plan set a vision for what Downtown could be and how to invest in the area. The plan defined an investment framework considering public and private resources, guided changes to standards and regulations, and defined capital improvement projects for the downtown area. Due to the age of the document, the plan will need to reflect the goals and policies related to Downtown Monroe in the updated 2024 Comprehensive Plan, the Transportation Plan, and the Economic Development Strategy, which will be updated as part of the planning process.

**North Kelsey Area Development Plan (2007):** The North Kelsey Area Development Plan was the result of work started in 1992 and continued in 2001 for approximately 100 acres of land north of US 2. Resulting actions from the completion of the plan included the development and adoption of the plan and design guidelines for the area, and updates to the zoning map, municipal code and allowed uses in the area. Although outdated, the plan and subsequent amendments and guidelines will be used to inform the comprehensive plan elements. Table 3 identifies if the general themes covered in each of the plans related to equity.

## NEXT STEPS

The results from this preliminary analysis will be used to identify specific areas and analysis, where possible, and also identify future community discussions where qualitative analysis and outcomes are appropriate. This analysis could also inform future metrics for decision-making that incorporates



inclusion and results-based outcomes for city-led projects and programs, and provide a structure for how departments collaborate, if city administration and decision makers decide to do so.



# City of Monroe 2024 Comprehensive Plan

## Inclusive Planning Assessment: Comprehensive Plan Policies

The following table lists all the policies adopted to implement the eight goals from the 2015-2035 Monroe Comprehensive Plan. Each policy was reviewed against five initial screening questions and an outcome category was assigned. The outcome categories were assigned based on the available information and knowledge, and current conditions as they are presented at the time of analysis. Additional data and conversations will provide deeper knowledge of how existing policies contribute to equitable and inclusive outcomes. However, it is not recommended that green outcome categories be adopted as-is for the 2024 Comprehensive Plan. Instead, an equity lens should be applied in all policies to work towards equitable and inclusive outcomes.

### Initial Screening Questions

- Does the analysis undertaken in this Chapter represent all subgroups of the population and provide contextual information on how or if outcomes are shared by all residents, businesses, and areas?
- How might inequity or exclusion show up? For whom?
  - Does the goal/policy or could this goal/policy have the potential to intentionally or unintentionally disproportionately impact a community or group of people?
- Could there be unseen impacts to access, health, and safety?
- Are there words or images that may be offensive and exclusionary?
- Are there assumptions about a person's upbringing, economic status, or education for them to be partake, seen and heard in this chapter, goal, or policy?

### Outcome Category

- **Green** = Advancing community benefits and/or results-driven outcomes; achieves Imagine Monroe's aspirational vision and does not contribute adversely to equitable outcomes or exclusion
- **Yellow** = Neutral / Status Quo; can help achieve Imagine Monroe's aspirational vision but may not provide clear direction to address equitable outcomes
- **Orange** = Perpetuating Harm; can help achieve Imagine Monroe's aspirational vision but contributes adversely to equitable outcomes and excludes one or more groups of people based on income, race or ethnicity, education, or ability

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
Goal 1: Establish and maintain a safe, secure environment in Monroe for residents, businesses and visitors.								
<p>P.001 Enhance Street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.</p> <p><b>Reasoning:</b> Although the policy would provide access between two high volume areas across Highway 2, it is unclear if these street or pedestrian connections are critical to meet the needs of the historically underrepresented groups in Monroe. How this policy is implemented and prioritized against other capital improvement projects is what will determine how or if it generates equitable outcomes.</p>			◆				◆	
<p>P.002 Implement code enforcement programs and promote ongoing repair and maintenance of buildings.</p> <p><b>Reasoning:</b> While this policy can help achieve Monroe’s aspirational vision, it is unclear if this policy would support equitable outcomes. Cost-burdened households in Monroe are more likely to be occupied by Hispanic/Latino or persons of color. Generally, code enforcement is reliant on clear and objective standards in which the structure is reviewed against. Without which, there is a risk of implicit biases influencing a person’s decision. With staff training in implicit biases, providing promotional materials in multiple languages and ensuring it is equally distributed across the City, and ensuring standards are clear and objective would strengthen this policy and work towards equitable outcomes for all.</p>					◆		◆	◆
<p>P.003 Separate vehicle lanes from sidewalks through the use of landscape strips, stormwater management systems or on-street parking.</p>			◆				◆	◆
<p>P.004 Design Streets with scaled lighting along sidewalks and median strips.</p> <p><b>Reasoning:</b> Although, adding pedestrian scaled lighting along sidewalks and median strips would ensure a safe environment for those that have limited transportation options, how this policy is implemented could contribute adversely to equitable outcomes and exclude an area of the community that is most in need for safe connections. Generally, street improvements are tied to</p>			◆				◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
new development and without a clear decision-making framework that prioritizes equity in the City, there is little assurance that this type of improvement is equitably distributed across the city or prioritized in areas where there is a concentration of community members that rely on pedestrian or bicycle routes.								
P.005 Promote calming of traffic on non-arterial streets.  <b>Reasoning:</b> Similar to P.006, it is unclear if these projects would be prioritized equitably across the City or be mainly be prioritized in areas that are seeing new investments, which may or may not be in the more diverse areas of the City. This policy could be strengthened with clarifying the language or ensuring that the decision-making process is data-informed and applies an equity lens.			◆				◆	
P.006 Request that public transit providers construct passenger shelters at all bus stops.			◆				◆	
P.007 Promote features that facilitate safer crossings for pedestrians and bicyclists where need has been identified.			◆				◆	
P.008 Improve pedestrian safety and freight mobility at US 2 and Fryelands Boulevard.  <b>Reasoning:</b> This policy would support Monroe’s aspirational vision, but additional analysis is necessary to understand the possible direct and indirect impacts to historically underrepresented groups, and who would benefit the most from pedestrian improvements – are those that will benefit, the ones that need it the most? Or are there assurances that the results would be equally and equitably distributed?			◆	◆			◆	
P.009 - Promote building setbacks from significant slopes to maintain slope stability and reduce the need for engineered approaches.		◆					◆	◆
P.010 - Manage land use development to reduce downstream urban flooding.  <b>Reasoning:</b> The Skykomish River runs along the southeastern limits of Monroe. While reducing downtown urban flooding would achieve Monroe’s aspirational vision and support the health of the river and salmonids, interventions should be reviewed and analyzed using an equity lens to ensure that the historically underrepresented groups that live in the southeastern area of Monroe are not carrying an undue burden.		◆	◆				◆	◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.011 - Require special site plan review of proposed development in geological and flood hazard areas. Evaluate alternative development options where determined necessary.		◆		◆			◆	◆
P.012 - Review and update building and development codes on an ongoing basis, incorporating the best and latest standards for development in critical areas.  <b>Reasoning:</b> Similar to all other policies that require development standards to implement policies, they should be clear and objective to minimize the risk of implicit biases that may influence a person's perspective, if a development's impact to critical areas is challenged.		◆						◆
P.013 Review and update wellhead protection regulations to protect private wells, consistent with the requirements of the Washington Administrative Code and Growth Management Act.			◆				◆	◆
P.014 - Establish a maximum number of units that can be served by a single traffic outlet.  <b>Reasoning:</b> While this addresses traffic and evacuation, this is a barrier to housing construction as existing transportation infrastructure may not support new housing construction.		◆			◆			
P.015 Coordinate and develop level of service (LOS) standards consistent with other entities that provide police and fire services within the Monroe planning area.  <b>Reasoning:</b> Level Of Service letter assesses the relationship between traffic speed, volume, and density routes and prioritizes how well vehicles flow through an area, Ultimately, judging how pleasant or frustrating a person using a vehicle would find their journey. Using an LOS system assumes that vehicles are the primary mode of transportation for the community. To achieve equitable outcomes with LOS standards, this policy would need to be coupled with goals and policies that emphasize access to multi-modal transportation options and coordination with the police and fire service to incorporate other criteria that may better reflect the diversity of the community.			◆			◆	◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p>P.016 Maintain Park use rules and regulations that support public access and safety, environmental protection, and protection of park resources and assets.</p> <p><b>Reasoning:</b> Safety can be a perception that is informed by a person’s upbringing, physical abilities, and lived experiences. Using rules and regulations that are typically stated in an exclusionary way, could further alienate historically underrepresented groups. While this policy itself may not perpetuate inequitable outcomes, it can be strengthened by clarifying such terms as “access” – which may not mean accessible – and safety.</p>						◆		
<p>P.017 Include "Americans with Disabilities Act" compliant access in the design of all new public facilities. Modify existing facilities where readily achievable.</p>						◆		
<p>P.018 - Maintain parkland, facilities and open space areas in a manner that:</p> <ul style="list-style-type: none"> <li>• Preserves natural habitat</li> <li>• Promotes community pride</li> <li>• Exhibits cleanliness and security</li> <li>• Reduces or mitigates public liability</li> </ul> <p><b>Reasoning:</b> Similar to Policy P.016, this policy is subjective and can be influenced by a person’s individual perspective and lived experiences, thereby, unclear in how it addresses equitable outcomes. Clear definitions and understanding for words like pride and security, which implied safe, are critical to ensuring this policy does not exclude a group of people.</p>		◆		◆	◆	◆	◆	
<p>P.019 Develop and maintain an emergency response plan and other related policies to assure continued public safety and quality of life.</p> <p><b>Reasoning:</b> While an emergency response plan will aim to ensure provisions are quickly delivered to the community, support recovery, and ensure public facilities are running shortly after a major emergency, there should be policies and mechanisms in place that consider the existing inequities and inequality and plan for extra support for the most vulnerable in the community, such as youth and aging adults. Without understanding this the outcomes of this policy are unclear.</p>				◆			◆	◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.020 – Maintain eligibility for Federal Hazard Mitigation Grants.		◆					◆	◆
P.021 - Participate in the National Flood Insurance Program Community Rating System		◆						◆
P.022 Encourage BNSF to have trains pass each other in such a manner as to minimize the amount of time crossings are blocked in the City of Monroe.			◆	◆				
P.023 Prioritize code enforcement on drug houses, unsafe areas, and property maintenance.  <b>Reasoning:</b> The standards that code enforcement uses to evaluate properties and behaviors against should be clear and objective and supported with adequate staff training. Without which, the possibility that monitoring, and enforcement may be influenced by an individual’s unintentional implicit biases is high. This could lead to unintentional, or intentional adverse impacts to a person or group that do not share the same appearance, values, or culture as the enforcement officer.		◆						
P.024 Support Fire District in efforts to develop additional facilities that will enhance emergency services and public safety throughout the city, especially north of the BNSF railroad tracks.  <b>Reasoning:</b> While this policy itself advances community benefits, the implementation of this policy is what makes it unclear in how or if equitable outcomes are supported. Although the Fire District has an equal obligation to protect life and safety of all, additional targeted programs and actions that address the needs and care of the community’s most vulnerable groups would strengthen this policy and ensure not one group is unintentionally excluded.		◆	◆				◆	
P.025 Ensure that natural hazard mitigation planning considers the transportation system including the restoration of transportation systems in case of disaster.  <b>Reasoning:</b> A decision-making framework should be created using an equity lens to ensure that all areas of the city are accessible and restoration of transportation systems are not inequitably prioritized. Without this, the policy itself can help safeguard Monroe and ensure speedy recovery, but is unclear if it will result in equitable outcomes for all.			◆					

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
Goal 2: Manage Monroe’s environment and natural resources, supporting the health, safety, welfare, recreational needs and economic well-being of current and future generations.								
P.026 Minimize noise generated by transportation, construction and commerce near residential areas using current technology and engineering practices.			◆				◆	◆
P.027 Promote resource and energy-efficient housing design and construction methods.					◆			◆
P.028 Promote new commercial landscaping consist of native, evergreen species requiring minimal water and maintenance. Encourage similar residential practices.  <b>Reasoning:</b> While this policy will support the sustainable practices in Monroe, it will generally occur in areas that is expected to generate a return as assessed through the proforma process. Typically, these are newer residential areas or existing commercial areas. The use of “new” could widen the disparities within the community. This policy could be strengthened if this policy was expanded to existing areas and supported by beautifying and upgrade programs.						◆	◆	◆
P.029 Promote the retention of trees during public works projects, providing it does not impair project safety, structural integrity or design function.							◆	◆
P.030 Incentivize minimal site grading and minimal tree removal, providing it does not impair project safety, structural integrity or design function.							◆	◆
P.031 Promote alternative modes of transportation.  <b>Reasoning:</b> This policy itself advances community benefits and assumes that it does not contribute to inequitable outcomes. However, it is unclear on if the implementation of this policy will actually work to address existing inequitable outcomes. Decisions such as where multi-modal facilities are located and how they are prioritized could lead to historically underrepresented groups being excluded, widening the equity gaps in the city.			◆			◆	◆	◆



Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p>P.032 Coordinate transportation planning with regional trail network plans, enabling future connections to projects including the Centennial Trail and the Stevens Pass Greenway.</p> <p><b>Reasoning:</b> While this policy would allow those that do not have a personal vehicle or those that prefer to use alternative modes of transportation, the decision-making framework that implements and prioritizes these connections should use an equity lens. Otherwise, it is unclear if this policy will advance equitable outcomes.</p>		◆	◆	◆		◆	◆	◆
<p>P.033 Encourage street design that provides localized stormwater management, reducing the need for stormwater collection and remote treatment.</p> <p><b>Reasoning:</b> Stormwater management techniques are not only a way to efficiently and sustainably recharge groundwater and filter sediment from runoff but it can also contribute to beautifying streets and corridors. Although this policy itself would advance community benefits, it would be strengthened by adding language that incorporates equity considerations into the decision of where these street improvements are prioritized and ensure that different areas of the city are not disproportionately impacted.</p>			◆			◆	◆	◆
<p>P.034 Stimulate economic development and tourism through natural resource preservation and enhancement.</p> <p><b>Reasoning:</b> This policy by itself would help achieve Monroe’s aspirational vision and could be strengthened through additional language or actions that ensure that minority and women owned emerging and owned businesses can participate in programs and initiatives that support this policy. Without which, the policy is unclear on how or if it addresses equitable outcomes for all.</p>		◆		◆		◆	◆	◆
<p>P.035 Recognize, plan for and actively promote the Skykomish River and Woods Creek and associated shorelines as an important part of Monroe’s economic development strategy.</p>		◆		◆		◆		◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.036 Preserve open spaces through techniques such as conservation easements and density bonuses.		◆						
P.037 Protect the functions and values of all critical areas using best available science.							◆	◆
P.038 Maintain regulations and standards supporting Low-Impact Development watershed management techniques.		◆	◆				◆	◆
P.039 Promote site development and construction practices that minimize impact on natural systems.							◆	◆
P.040 Manage surface water areas for multiple use, to include: <ul style="list-style-type: none"> <li>• Flood and erosion control</li> <li>• Wildlife habitat</li> <li>• Open space</li> <li>• Recreation</li> <li>• Groundwater recharge functions</li> </ul>		◆				◆	◆	◆
P.041 Where appropriate, apply mitigation sequencing techniques in management of wetland areas.							◆	◆
P.042 Consider flood control strategies that preserve full function and do not negatively impact adjacent properties when evaluating development proposals.  <b>Reasoning:</b> Clear and objective standards that implement this policy would ensure no one neighborhood or area would be disproportionately impacted and carry an undue burden.		◆				◆	◆	◆
P.043 - Identify, inventory, classify and protect fish and wildlife habitats, providing special consideration to fish which migrate for spawning.		◆						◆
P.044 Identify and designate areas where a contiguous system would provide greater benefit than a series of isolated areas, including but not limited to: <ul style="list-style-type: none"> <li>• Open space corridors</li> <li>• Connecting environmentally sensitive areas</li> <li>• View-sheds</li> </ul>		◆				◆		◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<ul style="list-style-type: none"> <li>Recreational and wildlife corridors</li> </ul> <p><b>Reasoning:</b> This policy does not provide clear direction on how the benefits would be equitable distributed throughout the city.</p>								
P.045 Participate in regional efforts to recover species listed under the Endangered Species Act through activities including watershed planning and restoration.		◆				◆	◆	◆
P.046 Reduce ambient light during nighttime hours through the use of technology and building practices.		◆					◆	◆
P.047 Encourage utility providers to limit disturbance to land and vegetation within transmission corridors to measures necessary for facility safety and maintenance.							◆	◆
P.048 Encourage conservation of resources to delay the need for additional energy, water and other facilities.		◆					◆	◆
<p>P.049 Allow the incorporation of agricultural lands into City limits only when such incorporation supports:</p> <ul style="list-style-type: none"> <li>Land use needs and goals</li> <li>Parks and recreation policies</li> <li>Open space policies</li> </ul> <p><b>Reasoning:</b> This policy has the potential to perpetuate harm by excluding the needs of a group in the land use and decision-making process and removing land in the inventory that would support such things as food production. Clear and objective standards and processes that include a robust public engagement when these decisions are being considered would ensure, at a minimum, that agricultural landowners and workers are able to be a part of the process, and decision-makers are provided the best and most current information.</p>		◆				◆		
P.050 Develop a parks and open space system that provides for passive recreation, protects unique features, and defines and links city neighborhoods.		◆	◆			◆	◆	◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> While the intention of this policy supports Monroe’s aspirational vision, for this policy to be fair and just for all residents and ensure that benefits are equitably and equally distributed throughout the city, an equity-centered decision-making framework would need to be developed and implemented, otherwise this policy does not provide clear direction.</p>								
<p>P.051 Provide environmental education sponsored by the Parks Department or in partnership with other groups, organizations or institutions.</p> <p><b>Reasoning:</b> This policy could be strengthened by explicitly calling out multi-lingual translations of educational materials and groups that directly support Monroe’s historically underrepresented communities.</p>						◆		◆
<p>P.052 Develop procedures to acquire open space, conservation land, working with public agencies, private sector and conservation groups.</p>		◆				◆		◆
<p>P.053 Maintain parkland, facilities and open space areas in a manner that:</p> <ul style="list-style-type: none"> <li>• Preserves natural habitat</li> <li>• Promotes community pride</li> <li>• Exhibits cleanliness and security</li> <li>• Reduces or mitigates public liability</li> </ul> <p><b>Reasoning:</b> Like Policy P.016 and P.018, this policy is subjective and can be influenced by a person’s individual perspective and lived experiences, thereby, unclear in how it addresses equitable outcomes. Clear definitions and understanding for words like pride and security, which implied safety, are critical to ensuring this policy does not exclude a group of people.</p>		◆	◆		◆	◆	◆	◆
<p>P.054 Maintain and enhance access to shorelines, particularly the Skykomish River, Woods Creek, and Lake Tye.</p>		◆	◆	◆		◆		◆
<p>P.055 Improve physical access to the Skykomish River and Woods Creek from the downtown area.</p>		◆		◆		◆		◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.056 Maintain natural hydrological functions within ecosystems and watersheds and seek restoration opportunities identified in the Shoreline Master Program.								◆
P.057 Support renewable energy, alternative energy and water reclamation.					◆		◆	◆
Goal 3: Grow as a regional center and destination, providing employment opportunities while sustaining a balanced, diverse, resilient economy for Monroe								
P.058 Enhance street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.  <b>Reasoning:</b> Similar to Policy P.001, although the policy would provide access between two high volume areas across Highway 2, it is unclear if these street or pedestrian connections are critical to meet the needs of the historically underrepresented groups in Monroe. How this policy is implemented and prioritized against other capital improvement projects is what will determine how or if it generates equitable outcomes.			◆				◆	
P.059 Sustain and enhance the Highway 2/North Kelsey commercial area as a local and regional draw, enhancing its range of retail, service and housing options.  <b>Reasoning:</b> Similar to Policy P.088 and P.109, this policy could be strengthened by explicitly encouraging minority, women-owned, and independent businesses and services that meet the needs of historically underrepresented groups and are easily accessible to them.		◆	◆	◆	◆		◆	
P.060 Create gateway features marking entries into key areas of Monroe and improve overall wayfinding using creative signage and urban design solutions.			◆	◆		◆	◆	
P.061 Actively support the creation and ongoing success of business improvement organizations dedicated to downtown and other commercial areas.  <b>Reasoning:</b> While this policy itself would support Monroe’s aspirational vision, it could be strengthened by strategic actions that focus support on minority, women-owned and independent businesses to clarify how it supports equitable outcomes.				◆				

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p>P.062 Stimulate the long-term growth of Main Street between Kelsey and 179th Avenue as an important service area, and as a mixed-use extension of Downtown vitality.</p> <p><b>Reasoning:</b> This section of Main Street contains households that on average have a lower income, are more likely to be renter occupied, crowded, and are more likely to be occupied by Hispanic/Latino or persons of color compared to other areas of Monroe. Additional policy and program protections are necessary to ensure displacement does not occur.</p>		◆	◆	◆	◆		◆	
<p>P.063 Identify and promote the development of neighborhood commercial centers which serve and are compatible with surrounding residential areas, using location criteria and regulations.</p> <p><b>Reasoning:</b> Areas that have been historically marginalized often lack or have inadequate community resources such as neighborhood commercial centers. This policy can be revised to include an equitable focus.</p>		◆	◆	◆	◆		◆	
<p>P.064 Implement code enforcement programs and promote ongoing repair and maintenance of commercial and mixed-use buildings.</p> <p><b>Reasoning:</b> Cost-burdened households in Monroe are more likely to be occupied by Hispanic/Latino or persons of color. Similar to Policy P.023, the standards that code enforcement uses to evaluate properties and behaviors against should be clear and objective and supported with adequate staff training. Without which, the possibility that monitoring, and enforcement may be influenced by an individual's unintentional implicit biases is high. This could lead to unintentional, or intentional adverse impacts to a person or group that do not share the same appearance, values, or culture as the enforcement officer.</p>					◆		◆	
<p>P.065 Identify, preserve, and protect historic, cultural and archaeological resources.</p>		◆		◆				

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> While this policy protects important historic, cultural, and archaeological resources, the criteria for how these are defined are based on a perspective that is historically rooted in colonialism and western ideology. When considering what is historically and culturally significant, questions such as “whose history” or “whose culture” should be asked, otherwise there is a high risk of excluding groups that do not share the same beliefs or philosophy.</p>								
<p>P.066 Incorporate art features as part of public infrastructure projects in downtown, the North Kelsey area and in parks projects throughout the city.</p> <p><b>Reasoning:</b> While this policy would help achieve the intent of Monroe’s aspirational vision, explicitly calling out art features that are representative of Monroe’s diverse community would help clarify how this policy could support equitable outcomes.</p>				◆		◆	◆	
<p>P.067 Encourage preferential parking for carpools and vanpools.</p>			◆				◆	
<p>P.068 Ensure that the amount of land zoned for business and industrial use is adequate to meet policy objectives and employment forecasts.</p> <p><b>Reasoning:</b> While this may help the city meet the GMA employment targets, there is a risk of one group carrying an undue burden and does not address historic or systemic systems in place for environmental justice communities.</p>		◆		◆				
<p>P.069 Work with local businesses, business- development agencies, merchants, and residents to identify and address economic development objectives.</p> <p><b>Reasoning:</b> While this policy itself would help achieve Monroe’s aspirational vision, without explicitly stating the inclusion of minority, women-owned, and independent businesses there is a risk that the implementation may not be inclusive of all businesses.</p>				◆				
<p>P.070 Identify economic sectors within Monroe where opportunity to create additional jobs might exist, and implement strategies to attract such jobs.</p>				◆				

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> To provide clear guidance and ensure equitable outcomes, complementary policies and actions that emphasize the focus on providing opportunities that would result in a high-wage job for Monroe’s historically underserved groups.</p>								
<p>P.071 Seek opportunities to boost employment in Monroe in cooperation with but not limited to:</p> <ul style="list-style-type: none"> <li>• Everett Community College</li> <li>• Monroe School District</li> <li>• Washington State Department of Corrections</li> <li>• Education and training agencies</li> </ul>				◆			◆	
<p>P.072 Provide a supportive business environment in Monroe.</p> <p><b>Reasoning:</b> While this policy itself would help achieve Monroe’s aspirational vision, without explicitly stating the inclusion and emphasis of minority, women-owned, and independent businesses there is a risk that the implementation may not be inclusive of those businesses.</p>		◆		◆				
<p>P.073 Identify and promote recreational activities, uses, and opportunities that support local tourism and lodging.</p>		◆		◆				
<p>P.074 Promote installation of high-speed telecommunication lines, providing state-of-the-art services to Monroe.</p>				◆			◆	
<p>P.075 Stimulate economic development and tourism through natural resource preservation and enhancement.</p> <p><b>Reasoning:</b> Similar to Policy P.34, this policy by itself would help achieve Monroe’s aspirational vision and could be strengthened through additional language or actions that ensure that minority and women owned emerging and owned businesses can participate in programs and initiatives that support this policy. Without which, the policy is unclear on how or if it addresses equitable outcomes for all.</p>		◆		◆		◆	◆	◆



Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p>P.076 Promote redevelopment and infill along the west Main Street corridor, including higher-density residential and mixed-use development.</p> <p><b>Reasoning:</b> Main Street overall contains households that on average have a lower income, are more likely to be renter occupied, crowded, are more likely to be occupied by Hispanic/Latino or persons of color compared to other areas of Monroe, and are more likely to have three or more factors that have a risk of displacement. This policy can be revised to address displacement.</p>		◆		◆	◆		◆	
<p>P.077 Stimulate continued development of a health services district and commercial node along 179th Avenue, supporting health-related uses and serving nearby neighborhoods and industrial areas.</p> <p><b>Reasoning:</b></p>		◆		◆			◆	
<p>P.078 Allow home-based occupations and 'cottage industries' if compatible with neighborhoods and adjacent land uses.</p> <p><b>Reasoning:</b> Neighborhood compatibility is a vague and subject term and is often used by those with means and resources to prevent new development.</p>		◆		◆	◆			
<p>P.079 Evaluate potential alternative uses of First Air Field.</p> <p><b>Reasoning:</b> To support equitable outcomes, the evaluation should include alternative uses and programming that support a diverse and culturally rich demographic.</p>		◆		◆			◆	
<p>P.080 Explore opportunities with Snohomish County/ WSDOT to coordinate facility and transportation improvements, corridor beautification and development/redevelopment.</p>			◆	◆		◆	◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> This policy is categorized as neutral to addressing inequitable outcomes because the implementation of it is unclear. An equity-centered decision-making framework would ensure the implementation of this goal does not unfairly or unjustly place a burden on historically underserved communities (e.g. increasing the cost of improvements or development for a local, independent minority or women owned businesses).</p>								
P.081 Actively promote recreational activities as an important part of Monroe’s economic development strategy.		◆		◆		◆		◆
<p>P.082 Evaluate long-range plans for the Fairgrounds in conjunction with Snohomish County. Determine impact on City services and explore development opportunities that complement uses at the Fairgrounds, the Fryelands, and the health services district.</p> <p><b>Reasoning:</b> This policy could include an equity-lens when evaluating long-range plans and opportunities to complement adjacent services and areas.</p>		◆		◆			◆	
P.083 Coordinate the Capital Facilities element with economic development policies to help ensure appropriate facilities and services are provided to commercial and industrial lands.				◆			◆	
P.084 Make City licensing and permitting regulations and procedures coherent, fair and expedient.		◆		◆			◆	
P.085 Coordinate licensing and permitting procedures with inspections by other government agencies, if any, to eliminate duplication of efforts.		◆		◆			◆	
P.086 Consider using special assessment (local improvement districts), revenue and other self- supporting bonds and impact fees instead of tax-supported general obligation bonds.			◆	◆		◆	◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> Additional guidance is necessary to understand the impacts of assessment to low-income and other historically underrepresented groups to ensure they are priced-out and displaced.</p>								
<p>P.087 Promote the development of new regional draw/destination civic and cultural facilities in Downtown and along the Main Street corridor.</p> <p><b>Reasoning:</b> To support equitable outcomes, this policy should include language or strategic actions that is explicitly clear that cultural facilities reflect the diversity of the community and include complementary strategies that ensures programming is accessible.</p>		◆		◆		◆		
Goal 4: Provide for and appropriately locate the types, quality, and quantities of development in Monroe to assure land use compatibility, enhance neighborhood character, and facilitate the City’s long-term sustainability.								
<p>P.088 Sustain and enhance the Highway 2/North Kelsey commercial area as a local and regional draw, enhancing its range of retail, service and housing options.</p> <p><b>Reasoning:</b> Similar to Policy P.059 and P.109, this policy could be strengthened by explicitly encouraging minority, women-owned, and independent businesses and services that meet the needs of historically underrepresented groups and are easily accessible to them.</p>		◆	◆	◆	◆		◆	
<p>P.089 Stimulate the long-term growth of Main Street between Kelsey and 179th Avenue as an important service area, and as a mixed-use extension of Downtown vitality.</p> <p><b>Reasoning:</b> This section of Main Street contains households that on average have a lower income, are more likely to be renter occupied, crowded, and are more likely to be occupied by Hispanic/Latino or persons of color compared to other areas of Monroe. Additional policy and program protections are necessary to ensure displacement does not occur.</p>		◆	◆	◆	◆		◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.090 Consider alternative approaches to development, such as clustering or lot size policies that support overall density targets without undermining desired land use character.		◆			◆		◆	◆
P.091 Where possible, building heights for proposed structures should be compatible with surrounding development or City-adopted plans.  <b>Reasoning:</b> This policy will allow the City to meet growth targets. However, the policy also states that development needs to be compatible with the existing neighborhoods, which may or may not encourage higher density and intensity uses. The absence of explicit language leaves this policy open for interpretation and may be an argument to deny such development in areas that need it the most or is most appropriate.		◆						
P.092 Standardize the orientation of public, commercial and residential structures to the street, with front-yard setbacks minimized to help structures address and 'frame' rights-of-way where appropriate.		◆	◆				◆	
P.093 Support maintenance and revitalization of older housing to stabilize and beautify existing neighborhoods.  <b>Reasoning:</b> Homeowners and tenants can benefit from expanded funding for housing rehabilitation assistance. This policy could be further strengthened by developing dedicated local funding sources and staff administration as well as formalized partnerships with community-based organizations.					◆			
P.094 Require buffering where new commercial or industrial uses abut residential neighborhoods.		◆			◆	◆		
P.095 Identify and promote the development of neighborhood commercial centers which serve and are compatible with surrounding residential areas, using location criteria and regulations.		◆	◆	◆	◆		◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> In this context, “compatible with” is unspecific and vague and could lead to inconsistencies in where and how it applies. This policy can be revised to remove that phrase and instead rely on location criteria and regulations that address displacement and inequities to shops, food, and other services.</p>								
<p>P.096 Encourage the provision of higher density housing in close proximity to retail, health-care services, parks, and transportation routes.</p> <p><b>Reasoning:</b> Providing more housing near existing services and public facilities supports the goals of GMA. The City can also study and identify a suite of incentives for housing in these areas and streamline permitting for all housing, including higher density.</p>		◆	◆	◆	◆	◆	◆	
<p>P.097 Identify, preserve and protect historic, cultural and archaeological resources.</p> <p><b>Reasoning:</b> While this policy protects important historic, cultural, and archaeological resources, the criteria for how these are defined are based on a perspective that is historically rooted in colonialism and western ideology. When considering what is historically and culturally significant, questions such as “whose history” or “whose culture” should be asked, otherwise there is a high risk of excluding groups that do not share the same beliefs or philosophy.</p>		◆		◆				
<p>P.098 Ensure that the amount of land zoned for business and industrial use is adequate to meet policy objectives and employment forecasts.</p> <p><b>Reasoning:</b> While this may help the city meet the GMA employment targets, there is a risk of one group carrying an undue burden and does not address historic or systemic systems in place for environmental justice communities.</p>		◆		◆				
<p>P.099 Promote redevelopment and infill along the west Main Street corridor, including higher-density residential and mixed-use development.</p>		◆		◆	◆		◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> Main Street overall contains households that on average have a lower income, are more likely to be renter occupied, crowded, are more likely to be occupied by Hispanic/Latino or persons of color compared to other areas of Monroe, and are more likely to have three or more factors that have a risk of displacement. This policy can be revised to address displacement.</p>								
P.100 Stimulate continued development of a health services district and commercial node along 179th Avenue, supporting health-related uses and serving nearby neighborhoods and industrial areas.		◆		◆			◆	
<p>P.101 Avoid imposing excessive noise regulations in areas where higher noise levels are normal and necessary for essential activities, and do not create use conflicts or environmental problems.</p> <p><b>Reasoning:</b> This policy carries a risk of one group carrying an undue burden and does not address historic or systemic systems in place for environmental justice communities. The socio-economic demographic of adjacent neighborhoods should be evaluated with the implementation of this Policy.</p>		◆						
<p>P.102 Evaluate potential alternative uses of First Air Field.</p> <p><b>Reasoning:</b> To support equitable outcomes, the evaluation should include alternative uses and programming that support a diverse and culturally rich demographic.</p>		◆		◆			◆	
P.103 Promote resource and energy-efficient building design and construction methods.		◆					◆	◆
P.104 Review and update building and development codes on an ongoing basis, incorporating the best and latest standards for development in critical areas.		◆						◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p>P.105 Seek to expand proposed annexations where such expansions help implement policies regarding natural features or open spaces or would serve to make city boundaries more regular.</p> <p><b>Reasoning:</b> Additional analysis for how this policy is managed and implemented would clarify how or if this Policy would support equitable outcomes or not.</p>		◆						◆
<p>P.106 Require development proponents to mitigate service and utility impacts, ensuring that proportional costs are borne by new development rather than present residents and ratepayers, and that level of service standards are not degraded.</p>			◆			◆	◆	
<p>P.107 Develop and adopt new, or refine existing GMA- compliant impact fees as part of financing public facilities, balancing between impact fees and other sources of public funds.</p>						◆	◆	
<p>P.108 While First Airfield remains an airport, encourage economic development opportunities and aviation related uses adjacent to airports and promote the efficient mobility of goods and services region-wide consistent with the economic development chapter and the regional transportation strategy.</p>		◆	◆	◆				
<p>Goal 5: Provide for a wide range of housing types for all Monroe residents.</p>								
<p>P.109 Sustain and enhance the Highway 2/North Kelsey commercial area as a local and regional draw, enhancing its range of retail, service and housing options.</p> <p><b>Reasoning:</b> Similar to Policy P.059 and P.088, this policy could be strengthened by explicitly encouraging minority, women-owned, and independent businesses and services that meet the needs of historically underrepresented groups and are easily accessible to them.</p>		◆	◆	◆	◆		◆	
<p>P.110 Support maintenance and revitalization of older housing to beautify and help stabilize existing neighborhoods.</p>					◆			

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> Homeowners and tenants can benefit from expanded funding for housing rehabilitation assistance. This policy could be further strengthened by developing dedicated local funding sources and staff administration as well as formalized partnerships with community-based organizations.</p>								
<p>P.111 Encourage the provision of higher density housing in close proximity to retail, health-care services, parks and transportation routes.</p> <p><b>Reasoning:</b> Providing more housing near existing services and public facilities supports the goals of GMA. The City can also study and identify a suite of incentives for housing in these areas and streamline permitting for all housing, including higher density.</p>		◆	◆	◆	◆	◆	◆	
<p>P.112 Coordinate with non-profit agencies and other groups providing low to moderate-income housing.</p>					◆			
<p>P.113 Promote the development of affordable housing.</p>		◆			◆			
<p>P.114 Promote housing design and construction that enhances community image and fosters compatibility with surrounding development.</p> <p><b>Reasoning:</b> In this context, “community image” and “compatibility” are unspecific and vague and could lead to inconsistencies in where and how this policy applies. This policy may serve as a barrier to meeting GMA goals and housing needs. This policy and any implementing provisions could be revised to streamline housing design and construction through objective standards.</p>				◆				
<p>P.115 Promote redevelopment and infill along the west Main Street corridor, including higher-density residential and mixed-use development.</p> <p><b>Reasoning:</b> Main Street overall contains households that on average have a lower income, are more likely to be renter occupied, crowded, are more likely to be occupied by Hispanic/Latino or persons of color compared to other areas of Monroe, and are more likely to have three or more factors that have a risk of displacement. This policy can be revised to address displacement.</p>		◆		◆	◆		◆	



Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.116 Allow increased building heights and density within the Downtown and Al Borlin neighborhoods.		◆		◆	◆		◆	
P.117 Allow the development of Work/Live units within Mixed Use areas and Downtown.		◆		◆	◆			
P.118 Permit a variety of smaller-sized housing, including cottage housing, manufactured home parks, or other types where compatible with surrounding neighborhoods.  <b>Reasoning:</b> In this context, “compatible with” is unspecific and vague and could lead to inconsistencies in where and how it applies. If implemented with emphasis on compatibility this policy may serve as a barrier to meeting housing needs.					◆			
P.119 Encourage the development of housing for special needs populations that may include the following: <ul style="list-style-type: none"> <li>• integration of universal design standards to assist elderly and other special needs populations to stay in their homes;</li> <li>• coordination of housing and service providers in serving special needs populations; and</li> <li>• promoting the development of ongoing operations of supportive housing with appropriate services for people with special needs throughout the county and region.</li> </ul>				◆				
Goal 6: Provide and promote both utility and transportation infrastructures that coincide with need, growth, and long-term objectives.								
P.120 Seek investment in streetscape improvements, transportation infrastructure, and public facilities.		◆	◆	◆	◆	◆	◆	
P.121 Promote integration of parking facilities in the downtown area with pedestrian, bicycle and transit circulation.		◆	◆				◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p>P.122 Enhance street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.</p> <p><b>Reasoning:</b> Similar to Policy P.001 and P.058, although the policy would provide access between two high volume areas across Highway 2, it is unclear if these street or pedestrian connections are critical to meet the needs of the historically underrepresented groups in Monroe. How this policy is implemented and prioritized against other capital improvement projects is what will determine how or if it generates equitable outcomes.</p>			◆				◆	
P.123 Create gateway features marking entries into key areas of Monroe and improve overall wayfinding using creative signage and urban design solutions.			◆	◆		◆	◆	
P.124 Work with Snohomish County to manage development within the Rural Urban Transition Area (RUTA) to foster a more coordinated approach to the development of infrastructure.		◆	◆			◆	◆	◆
P.125 Coordinate with transit providers to establish public transit service in areas of higher density land use and mixed use development.		◆	◆		◆		◆	
<p>P.126 Integrate streetscape/art into street design to enhance community character and identity.</p> <p><b>Reasoning:</b> The use of the words “character” and “identity” may not support equitable outcomes. The city should consider clearly defining these terms to minimize the risk of implicit biases and unintentional excluding groups that are part of Monroe but are not represented in the majority.</p>		◆	◆		◆	◆	◆	◆
P.127 Require new utility lines be laid underground if possible (Exempt high-voltage transmission lines).							◆	
P.128 Design utility facilities with as little negative impact to surrounding aesthetic as possible.							◆	
P.129 Seek to improve the appearance of utility corridors through design and maintenance.							◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.130 Maintain level of service standards indicated in for highway and non-highway transportation facilities in Monroe. <b>Reasoning:</b>			◆			◆	◆	
P.131 Promote transportation system improvements that support efficient transport of goods and convenient access to businesses.			◆	◆			◆	
P.132 Promote land use patterns that facilitate multipurpose trips and reduce the quantity and length of trips by single-occupancy vehicles.		◆	◆				◆	◆
P.133 Promote standard-scale, grid-style street patterns except where constrained by critical areas.		◆	◆				◆	
P.134 Promote alternative modes of transportation by providing: <ul style="list-style-type: none"> <li>• sidewalks</li> <li>• walking and biking paths</li> <li>• interconnected street networks</li> <li>• Improved transit systems.</li> </ul> <b>Reasoning:</b>			◆	◆			◆	
P.135 Require new development to include site and building features that support alternative modes of transportation including: walking, bicycle, carpool and transit.		◆	◆	◆		◆	◆	
P.136 Develop a street system that encourages the use of local streets as the primary routes from one location in the city to another.			◆				◆	
P.137 Separate vehicle lanes from sidewalks through the use of landscape strips, stormwater management systems or on-street parking.			◆				◆	◆
P.138 Design Streets with scaled lighting along sidewalks and median strips.		◆	◆	◆				

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.139 Promote calming of traffic on non-arterial streets.			◆				◆	
P.140 Work with regional transportation agencies to address traffic mitigation and develop system improvement methodologies.  <b>Reasoning:</b>			◆				◆	
P.141 Develop compatible land use strategies and public education programs that encourage public transportation use in cooperation with surrounding communities.		◆					◆	◆
P.142 Request that public transit providers construct passenger shelters at all bus stops			◆				◆	
P.143 Promote features that facilitate safer crossings for pedestrians and bicyclists where need has been identified.			◆				◆	
P.144 Conserve unimproved public rights-of-way to assure availability for future transportation needs, including non-motorized routes connecting neighborhoods, employment, shopping, and transit centers.		◆	◆			◆	◆	
P.145 Implement Transportation System Management (TSM) improvements as an economical alternative to traditional capacity-increasing investments.  <b>Reasoning:</b> Without additional background, it is unclear if this policy would support equitable outcomes or perpetuate harm. This policy would support equitable outcomes if the improvements were assessed, prioritized, and implemented in areas that are most in need and the socio-economic impacts are analyzed as well.				◆			◆	◆
P.146 Review site plans with transit providers to foster compatibility with public transportation.			◆				◆	
P.147 Coordinate transportation planning with regional trail network plans, enabling future connections to projects including the Centennial Trail and the Stevens Pass Greenway.			◆	◆		◆		

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<b>Reasoning:</b> Similar to Policy P.032, this policy would allow those that do not have a personal vehicle or those that prefer to use alternative modes of transportation, the decision-making framework that implements and prioritizes these connections should use an equity lens. Otherwise, it is unclear if this policy will advance equitable outcomes.								
P.148 Design streets that control localized stormwater, reducing the need for stormwater collection and remote treatment.			◆			◆	◆	◆
P.149 Work with WSDOT to promote completion of the Phase 1 and 2 portion of the US 2 Bypass in the shortest time period possible.			◆	◆		◆	◆	
P.150 Explore opportunities with Snohomish County/ WSDOT to coordinate facility and transportation improvements, corridor beautification and development/redevelopment.  <b>Reasoning:</b> This policy is categorized as neutral to addressing inequitable outcomes because the implementation of it is unclear. An equity-centered decision-making framework would ensure the implementation of this goal does not unfairly or unjustly place a burden on historically underserved communities (e.g. increasing the cost of improvements or development for a local, independent minority or women owned businesses).			◆	◆		◆	◆	
P.151 Work with WSDOT and Snohomish County, to evaluate opportunities for the creation of a permanent trail along WSDOT-owned lands held for the proposed US 2 bypass.			◆	◆		◆	◆	
P.152 Encourage improved pedestrian connectivity between the Frylands industrial parks and residential areas to the south.			◆			◆	◆	
P.153 Work to improve US 2 access to the Frylands, ranging from lane configurations and signal timing to grade-separated crossings.			◆	◆			◆	
P.154 Establish a maximum number of units that can be served by a single traffic outlet.		◆			◆			

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> While this addresses traffic and evacuation, this is a barrier to housing construction as existing transportation infrastructure may not support new housing construction.</p>								
<p>P.156 Direct new development to those areas where adequate transportation facilities exist or will be provided as defined in City-adopted facilities plans.</p> <p><b>Reasoning:</b> Use of existing transportation facilities supports the goals of GMA and results in neighborhoods with transit services. At the same time, new or upgraded transportation facilities should be considered for areas that have been historically disinvested in.</p>		◆	◆		◆	◆	◆	
<p>P.157 In concert with adjacent jurisdictions and utility providers to help ensure the location of utility facilities is generally consistent with comprehensive plan goals and policies.</p>		◆					◆	
<p>P.158 Conduct a cost/benefit analysis when considering annexation.</p> <p><b>Reasoning:</b> This policy is unclear on whether it would support equitable outcomes. To be supportive, this policy can be revised to include an equitable focus and explicitly state that in addition to a monetary analysis, social benefits would be an assessment metric as well.</p>		◆	◆		◆	◆	◆	
<p>P.159 Coordinate and combine the construction of new utility lines and public infrastructure, minimizing disruption and helping reduce the cost of services.</p>			◆				◆	
<p>P.160 Locate and consolidate new utility systems into existing rights-of-way and easements whenever possible.</p>			◆				◆	
<p>P.161 Achieve and maintain a balance between capital facilities expenditures and funding capacities, adjusting income, adopted levels of service standards and land use projections as necessary.</p> <p><b>Reasoning:</b> While this policy itself does not perpetuate harm or is exclusionary, how it is implemented may not be equitable. Ensuring areas that have been historically under-invested in is</p>						◆		

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements							
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment	
prioritized for needed capital facilities projects would strengthen this policy and support equitable outcomes.									
<p>P.162 Capital projects that are not included in the six-year Capital Facilities Plan or which are potentially inconsistent with the Comprehensive Plan shall be evaluated prior to their inclusion into the City’s annual budget.</p> <p><b>Reasoning:</b> While this policy itself does not perpetuate harm or is exclusionary, how it is implemented may not be equitable. Ensuring areas that have been historically under-invested in is prioritized for needed capital facilities projects would strengthen this policy and support equitable outcomes.</p>			◆			◆	◆		
<p>P.163 Maintain at least a six-year Capital Facilities Plan to finance needed capital facilities as determined within projected funding capacities, clearly identifying sources of funding for such facilities. The plan should be reviewed annually prior to the city budget process.</p> <p><b>Reasoning:</b> While this policy itself does not perpetuate harm or is exclusionary, how it is implemented may not be equitable. Ensuring areas that have been historically under-invested in is prioritized for needed capital facilities projects would strengthen this policy and support equitable outcomes.</p>			◆				◆		
P.164 Meet periodically with utility providers, ensuring coordination of plans and projects.							◆		
P.165 Promote the growth of trails and trail networks within Monroe, facilitating in-town connectivity and ties to regional trail networks.		◆	◆	◆			◆	◆	
P.166 Encourage BNSF to have trains pass each other in such a manner as to minimize the amount of time crossings are blocked in the City of Monroe			◆						
P.167 Encourage the development of east/ west corridors.		◆	◆	◆	◆	◆	◆	◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> This policy could be strengthened to support equitable outcomes by explicitly stating “in all parts of Monroe” or ensuring the prioritization of development is consistent with those that need the connection the most. Additionally, corridor development can increase multi-modal transportation options. However, if implemented without regard to other housing needs, this policy may result in displacement.</p>								
P.168 Use inter-jurisdictional planning to identify goals, policies and development regulations that promote significant regional transportation linkages and multimodal connections between aviation facilities and employment centers.			◆	◆				
Goal 7: Provide parks and civic facilities, recreational opportunities, and arts and cultural activities on pace with need, growth and long-term objectives								
P.169 Promote investment in parks and civic facilities.		◆	◆	◆	◆	◆	◆	
P.170 Strive to provide an access point to the Skykomish greenbelt at the southern terminus of 179th Avenue.		◆	◆	◆	◆	◆	◆	
<p><b>Reasoning:</b> Although increasing neighborhood access to parks and open space furthers GMA goals. It is unclear if this policy, as written, will advance community benefits for all. While how this policy is implemented would address or not address equitable outcomes, additional language such as, “Strive to provide an access point to the Skykomish greenbelt at the southern terminus of 179th Avenue and ensure all neighborhoods can easily access the location regardless of where they live or work.” May strengthen the policy.</p>								
P.171 Identify and implement ways that use usable open space and parks to enhance community character and identity.		◆	◆		◆	◆	◆	



Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> The use of the words “character” and “identity” may not support equitable outcomes. The city should consider clearly defining these terms to minimize the risk of implicit biases and unintentional excluding groups that are part of Monroe but are not represented in the majority.</p>								
<p>P.172 Identify, preserve and protect historic, cultural and archaeological resources.</p> <p><b>Reasoning:</b> While this policy protects important historic, cultural, and archaeological resources, the criteria for how these are defined are based on a perspective that is historically rooted in colonialism and western ideology. When considering what is historically and culturally significant, questions such as “whose history” or “whose culture” should be asked, otherwise there is a high risk of excluding groups that do not share the same beliefs or philosophy.</p>		◆		◆				
<p>P.173 Incorporate art features as part of public infrastructure projects in downtown, the North Kelsey area and in parks projects throughout the city.</p> <p><b>Reasoning:</b> While this policy would help achieve the intent of Monroe’s aspirational vision, explicitly calling out art features that are representative of Monroe’s diverse community would help clarify how this policy could support equitable outcomes.</p>				◆		◆	◆	
<p>P.174 Promote the planting of native evergreen species that are low maintenance in parks and usable open space.</p>						◆	◆	◆
<p>P.175 Coordinate transportation planning with regional trail network plans, enabling future connections to projects including the Centennial Trail and the Stevens Pass Greenway.</p> <p><b>Reasoning:</b> Similar to Policy P.032 and P.147, this policy would allow those that do not have a personal vehicle or those that prefer to use alternative modes of transportation, the decision-making framework that implements and prioritizes these connections should use an equity lens. Otherwise, it is unclear if this policy will advance equitable outcomes.</p>			◆	◆		◆		

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.176 Identify and promote recreational activities, uses, and opportunities that support local tourism and lodging.		◆		◆				
P.177 Work with Snohomish County and WSDOT, exploring opportunities for corridor beautification.  <b>Reasoning:</b> This policy is categorized as neutral to addressing inequitable outcomes because the implementation of it is unclear. An equity-centered decision-making framework would ensure the implementation of this goal does not unfairly or unjustly place a burden on historically underserved communities (e.g. increasing the cost of improvements or development for a local, independent minority or women owned businesses).			◆	◆		◆	◆	
P.178 Work with WSDOT and Snohomish County, to evaluate opportunities for the creation of a permanent trail along WSDOT-owned lands held for the proposed US 2 bypass.			◆	◆		◆	◆	
P.179 Preserve usable open spaces through techniques such as conservation easements and density bonuses.		◆				◆		◆
P.180 Manage surface water areas for multiple uses, including flood and erosion control, wildlife habitat, usable open space, recreation and groundwater recharge functions.		◆				◆	◆	◆
P.181 Identify and designate open space corridors connecting environmentally sensitive areas, view-sheds, recreational and wildlife corridors, or other areas where a contiguous system would provide greater benefit than a series of isolated areas.		◆				◆	◆	◆
P.182 Prioritize the preservation and maintenance of existing facilities over the construction of new ones.			◆			◆	◆	
P.183 Allow the incorporation of agricultural lands into City limits only when such incorporation supports: <ul style="list-style-type: none"> <li>• Land use needs and goals</li> <li>• Parks and recreation policies</li> </ul>		◆				◆		◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<ul style="list-style-type: none"> <li>Open space policies</li> </ul> <p><b>Reasoning:</b> Similar to Policy P.049, this policy has the potential to perpetuate harm by excluding the needs of a group in the land use and decision-making process and removing land in the inventory that would support such things as food production. Clear and objective standards and processes that include a robust public engagement when these decisions are being considered would ensure, at a minimum, that agricultural landowners and workers are able to be a part of the process, and decision-makers are provided the best and most current information.</p>								
P.184 Encourage the shared use of community facilities such as parks, libraries, and schools.						◆	◆	
P.185 Develop a parks and usable open space system that provides for passive and active recreation, protects unique features, and defines and links city neighborhoods.		◆				◆	◆	◆
<p>P.186 Maintain Level of Service (LOS) standards indicated for provision of open space and parks features.</p> <p><b>Reasoning:</b> Although maintaining a level of service standard for open space and park features is widely accepted by the Parks and Recreation field and assures consistent and equally distributed access, equal does not necessarily mean equitable. For this policy to facilitate truly equitable outcomes, the unique and individual needs of communities, in particular those that are historically underrepresented, should also be assessed, otherwise the policy's direction is unclear on how or if it addresses equitable outcomes for all.</p>					◆			
<p>P.187 Maintain park use rules and regulations that support public access and safety, environmental protection, and protection of park resources and assets.</p> <p><b>Reasoning:</b> Similar to previous policies that use the word "safety" which can be subjective and informed by a person's upbringing, physical abilities, and lived experience, using rules and regulations that are typically stated in an exclusionary way, could further alienate historically underrepresented groups. While this policy itself may not perpetuate inequitable outcomes, it can</p>					◆			

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
be strengthened by clarifying such terms as “access” – which may not mean accessible – and safety.								
P.188 Offer recreation programs that utilize the unique resources and variety of facilities provided within Monroe’s park, recreation and usable open space system.					◆			
P.189 Offer recreation programs that are responsive to population demographics, cultural qualities and growth needs.						◆		
P.190 Offer recreation programs and services that are charged as appropriate to recover costs.  <b>Reasoning:</b> Charging participants “appropriately” can have different definitions based on the programing, operating costs, and target audience. Without explicitly encouraging subsidized costs for low-income residents, this policy has the risk of excluding one or more groups based on income.						◆		
P.191 Promote park design and development that is high quality, aesthetically pleasing and sensitive to the opportunities provided by the built and natural environment.						◆		◆
P.192 Work to ensure park design conforms to local ordinances and accepted state and national standards for public access, health, safety and welfare.  <b>Reasoning:</b> Similar to Policy P.016, safety can be a perception that is informed by a person’s upbringing, physical abilities, and lived experiences. Standardized park design should also be assessed against Monroe’s existing conditions to ensure they are not perpetuating harm and reenforcing inequitable outcomes.						◆		
P.193 Provide appropriate and responsive parks services through specific planning and through coordinated planning with other City of Monroe departments.		◆	◆	◆	◆	◆	◆	◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<b>Reasoning:</b> While this policy would help achieve Monroe’s aspirational vision, it is unclear how it would address the city’s current equitable outcomes. An equity-centered decision-making framework for how policies are implemented across departments would strengthen the policy.								
P.194 Provide appropriate and responsive parks services through coordinated planning with related agencies.  <b>Reasoning:</b> While this policy would help achieve Monroe’s aspirational vision, it would be strengthened by explicitly calling out agencies or community-based organizations that directly work with the historically underrepresented groups in the community to ensure their needs are met and addressed, meeting the intent of this policy.						◆		
P.195 Include "Americans with Disabilities Act" compliant access in the design of all new public facilities. Modify existing facilities where readily achievable.						◆		
P.196 Provide for the needs of special populations in park facility planning, design and program services to include but not limited to: <ul style="list-style-type: none"> <li>• Economically disadvantaged</li> <li>• Physically challenged</li> <li>• Developmentally disabled</li> </ul>				◆				
P.197 Develop joint recreation programs and participate in joint recreation services with school districts, law enforcement, social agencies other community groups and associations, and surrounding communities or neighborhoods within the local or sub-regional area.						◆		
P.198 Promote historical and cultural education through the preservation of historical sites, and through support for events that promote the historic and cultural heritage of the City of Monroe.				◆		◆		
P.199 Develop procedures to acquire open space, conservation land, working with public agencies, private sector and conservation groups.		◆				◆		◆
P.200 Maintain parkland, facilities and open space areas in a manner that:		◆		◆		◆	◆	◆

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<ul style="list-style-type: none"> <li>Preserves natural habitat</li> <li>Promotes community pride</li> <li>Exhibits cleanliness and security</li> <li>Reduces or mitigates public liability</li> </ul> <p><b>Reasoning:</b> Like Policy P.016, P.018, and P.053, this policy is subjective and can be influenced by a person’s individual perspective and lived experiences, thereby, unclear in how it addresses equitable outcomes. Clear definitions and understanding for words like pride and security, which implied safety, are critical to ensuring this policy does not exclude a group of people.</p>								
<p>P.201 Maintain a user fee schedule, identifying charges and monetary policies within public/private agreements that provide for maintenance and recreation services at reasonable costs to the public.</p> <p><b>Reasoning:</b> While this policy would support Monroe’s aspirational vision, there is a risk that historically underrepresented groups would be disproportionately impacted due to cost constraints. The be truly supportive of equitable outcomes, there should be language that clearly defines “reasonable costs” so low-income and other historically underrepresented groups have access and can afford to participate is critical. Without clear language in the supporting policies or actions, the risk that implementation of this goal would disproportionately impact underrepresented people is high.</p>						◆		
<p>P.202 Maintain an impact and service fee schedule to finance needed parks and recreation projects.</p>						◆	◆	
<p>P.203 Participate in federal and state loan and grant programs to take full advantage of park and recreation financial assistance.</p>						◆		
<p>P.204 Identify land available for exchange, purchase or long-term lease for parks, recreation or usable open space. Sources for such opportunities are:</p> <ul style="list-style-type: none"> <li>Derelict land</li> </ul>		◆				◆	◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<ul style="list-style-type: none"> <li>Easements</li> <li>Tax delinquent land</li> <li>Surplus roadway/highway</li> <li>Surplus railway rights-of-way</li> <li>Other land not presently in productive use</li> </ul> <p><b>Reasoning:</b> Although this goal supports the GMA requirements for open space and recreation, the source opportunities use of the term, “land not presently in productive use” is subjective and can be interpreted and influenced by implicit biases. The criteria and metrics on how these parcels are selected should include assessing the socio-economic value of the underutilized parcel to the larger community. Without that, it is unclear and has the potential to disproportionately impact historically underrepresented groups.</p>								
P.205 Where appropriate, encourage joint use of City-managed facilities in providing recreation services.						◆	◆	
P.206 Encourage joint-use of facilities, including county or state properties and properties belonging to private entities in providing recreation services.						◆		
P.207 Utilize school sites and buildings for recreation services, utilizing joint purchase and/or use agreements.						◆		
P.208 Promote the growth of trails and trail networks within Monroe, facilitating in-town connectivity and ties to regional trail networks.		◆	◆	◆		◆	◆	

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		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.209 Encourage the participation of schools, civic groups, churches, service clubs and youth organizations in trail cleanup and maintenance programs.						◆		
P.210 Conduct a demographics analysis and citizen/ user group recreation survey every three to five (3-5) years to establish park service needs.						◆		
P.211 Maintain and enhance access to shorelines particularly the Skykomish River, Woods Creek, and Lake Tye.		◆	◆	◆		◆	◆	◆
P.212 Improve physical access to the Skykomish River and Woods Creek from the downtown area.		◆		◆		◆	◆	◆
P.213 Improve Lake Tye and adjoining park facilities, including working with the County on trail and park improvements.		◆	◆	◆		◆	◆	
P.214 Promote the development of new civic and cultural facilities in Downtown and along the Main Street corridor.		◆		◆		◆		
Goal 8: Establish downtown Monroe as a thriving commercial, civic, and residential area								
P.215 Encourage new development and redevelopment in the downtown area, including related investment in streetscape improvements, transportation infrastructure and public facilities. <b>Reasoning:</b> Increasing investment in the downtown area furthers GMA goals. However, the downtown area overall contains households that on average have a lower income, are more likely to be renter occupied, crowded, are more likely to be occupied by Hispanic/Latino or persons of color compared to other areas of Monroe, and are more likely to have three or more factors that have a risk of displacement. This policy can be revised to address displacement.		◆	◆	◆	◆	◆	◆	
P.216 Promote integration of parking facilities in the downtown area with pedestrian, bicycle and transit circulation.		◆	◆				◆	
P.217 Prioritize the construction and maintenance of improvements commensurate with downtown's role as the focal point of the community.			◆	◆		◆	◆	
P.218 Enhance street and pedestrian connections between the Highway 2/North Kelsey commercial district and downtown.			◆				◆	



Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
<p><b>Reasoning:</b> Similar to Policy P.001, P.058, and P.122, although the policy would provide access between two high volume areas across Highway 2, it is unclear if these street or pedestrian connections are critical to meet the needs of the historically underrepresented groups in Monroe. How this policy is implemented and prioritized against other capital improvement projects is what will determine how or if it generates equitable outcomes.</p>								
P.219 Create gateway features marking entries into key areas of Monroe and improve overall wayfinding using creative signage and urban design solutions.			◆	◆		◆	◆	
P.220 Actively support the creation and ongoing success of business improvement organizations dedicated to downtown.				◆				
<p>P.221 Stimulate the long-term growth of Main Street between Kelsey and 179th Avenue as an important service area, and as a mixed-use extension of Downtown vitality.</p> <p><b>Reasoning:</b> This section of Main Street contains households that on average have a lower income, are more likely to be renter occupied, crowded, and are more likely to be occupied by Hispanic/Latino or persons of color compared to other areas of Monroe.</p>		◆	◆	◆	◆		◆	
P.222 Promote the location of off-street parking at the rear of such buildings.		◆	◆				◆	
<p>P.223 Promote the development of new regional draw/ destination civic and cultural facilities in Downtown and along the Main Street corridor.</p> <p><b>Reasoning:</b> To support equitable outcomes, this policy should include language or strategic actions that is explicitly clear that cultural facilities reflect the diversity of the community and include complementary strategies that ensures programming is accessible.</p>		◆		◆		◆		
P.224 Allow increased building heights and density within the Downtown and Al Borlin neighborhoods.		◆		◆			◆	

Comprehensive Plan Policies	Outcome Category	Intersection With Other Comprehensive Plan Elements						
		Land Use	Transportation	Economic Development	Housing	Parks, Rec, Open Space	Facilities & Utilities	Shorelines & Environment
P.225 Allow the development of Work/Live units within Mixed Use areas and Downtown.		◆		◆	◆			
P.226 Encourage retail, dining and entertainment uses on ground floor in Downtown, particularly along Main and Lewis streets.  <b>Reasoning:</b> Similar to Policy P.223, to support equitable outcomes, this policy should include language or strategic actions that supports local, independent minority and women-owned businesses.		◆		◆				
P.227 Require the use of appropriate lighting in downtown to deter crime.		◆						
P.228 Promote the development of a parking lot or parking structure downtown.		◆	◆	◆			◆	