

# Plan Implementation

## Introduction

The Implementation Chapter provides direction for carrying out the comprehensive plan's goals, policies and objectives.

Adoption of the Comprehensive Plan, including its twenty-year vision, is the initial step in achieving City and community objectives regarding land use, economic development, housing, transportation, capital facilities and infrastructure improvements, park enhancements, downtown revitalization, and natural assets. Subsequent steps and decisions are needed to implement the 20-year Vision.

In addition to tracking this plan's goals, policies and actions, plan implementation includes the following tools:

- *Development Regulations - The Growth Management Act (GMA) requires that land use regulations, such as zoning codes and subdivision codes, be consistent with and implement the comprehensive plan. Ensuring that development regulations are current and consistent with the plan and the future land use map is necessary for Monroe grow in concert with community objectives and vision*
- *Capital Facilities Plan (CFP) - This document, if updated and adopted to match plan objectives, will direct infrastructure investments in transportation, water and sewer*



**Figure 10.01** - The comprehensive plan begins with long-range vision, but demands commitment to ongoing implementation. (Image source: Studio Cascade, Inc.)

*facilities, parks and structural improvements to implement the plan*

- *The Annual Budget - This document allocates funding for the general operation and maintenance of city facilities, street repair, and other city services and programs. The budget decides which plan objectives will be achieved and how quickly.*

This chapter's implementation table (referenced from Chapter 2) identifies actions and cross-references them to relevant goals and policies included in Chapter 2. The implementation table also includes scoring for each action. The scoring reflects priorities from certain stakeholders at the time of this plan's adoption. The scoring of actions is not intended to obligate an action to take place sooner than other actions; rather, it provides context for the importance stakeholders placed on that action at the time the plan was adopted.

The Action Items Table should be reviewed annually as part of the development of the Planning Commission's annual work plan.

**Table 10.01 – Updating the Comprehensive Plan**

Type of change	Frequency	General criteria for change
Zoning code or zoning map changes not directly involving a comprehensive plan change	As needed	<ul style="list-style-type: none"> <li>Consistency with comprehensive plan policies</li> <li>Consistency with standards of Monroe Municipal Code</li> </ul>
Comprehensive plan specific map or text changes including subarea plans	Once a year, with exceptions as allowed under law	<ul style="list-style-type: none"> <li>Consistency with comprehensive plan policies</li> <li>Consistency with standards of Monroe Municipal Code</li> </ul>
Comprehensive plan changes to the capital facilities project list	Once a year, with exceptions as allowed under law	<ul style="list-style-type: none"> <li>Consistency with comprehensive plan policies</li> <li>Consistency with standards of Monroe Municipal Code</li> </ul>
Review and update the overall comprehensive plan for GMA consistency	Every seven years	<ul style="list-style-type: none"> <li>Consistency with GMA and Countywide Planning Policies</li> <li>Consistency with comprehensive plan policy direction</li> </ul>
Review and update of growth forecasts, land quantity, and Urban Growth Area boundaries	At least every ten years in coordination with Snohomish County	<ul style="list-style-type: none"> <li>Consistency with GMA and Countywide Planning Policies</li> <li>Consistent with countywide growth forecasts</li> <li>Consistency with comprehensive plan policy direction</li> </ul>

## Commitment to Implementation

Citizen volunteers, an appointed Advisory Committee, Planning Commission, Parks Board, staff, and elected officials devoted considerable time to shaping and crafting a common Vision for growth and development. A commitment to implementation acknowledges the contributions of everyone involved.

Implementing the Monroe Comprehensive Plan comes from the day-to-day commitment by elected and appointed officials, City staff members, and citizens. The comprehensive plan should be referenced in planning studies, code amendment decisions, budgeting decisions, and permit review. High visibility will help the plan successfully guide Monroe’s future growth.

## Continuous Planning Process, Implementation

This Comprehensive Plan must be reviewed on a regular basis to reflect changing community needs and values. Circumstances and community values will change as the City grows and evolves. To that end, Monroe’s comprehensive plan will require amendments to be kept current. Also,

over time certain adopted plan proposals may be found difficult to implement - and new issues and solutions will emerge. Amendments should be docketed and carefully considered as part of the annual plan amendment cycle and during future major plan updates.

## Major Updates of the Comprehensive Plan

The GMA mandates a major review of the comprehensive plan occur every eight years, with annual updates, if desired. This major 2015 update ensures that the plan is consistent and current with changes in the GMA.

Major plan updates can take the form of amendments to the existing Plan to comply with changes to the GMA or may take the form of a new comprehensive plan with new or substantially new goals, policies and implementation actions. The decision on which approach to take can be decided as the city moves closer to the next major update cycle.

## Annual Plan Amendment Process

Annual plan amendments provide an opportunity to address a variety of circumstances - such

as changed conditions - in future land use designations, implementation actions, new data (e.g. population, buildable lands), the economy and amendments to State law.

Identification of potential annual plan amendments should take place throughout the year by the Planning Commission and City staff. Citizens, property owners, community organizations and other governmental entities can also submit requests for plan amendments. Plan amendments are to be considered in a manner similar to the plan itself, including public hearings, citizen input and consideration of actions by both the Planning Commission and City Council.

## Capital Facilities Plan

The Six-Year Capital Facilities Plan (CFP) is a major plan implementation tool. Capital facilities include, as examples, parks and open space, roads, sewer, water, stormwater, and government buildings. The CFP programs capital improvement projects over a six year-period with estimated implementation dates, costs, and financing methods. The CFP is typically reviewed and updated annually.

The CFP's multi-year nature reflects that capital facilities improvements are not always implemented on an annual basis. Capital improvements, such as new streets, are often multi-year projects requiring multi-year commitments of financial resources.

The CFP also may assume receipt of outside grant resources; however, if grants are not received, projects may be delayed or removed. The CFP is therefore a planning document closely aligned with the city budget; but it does not guarantee that a project will be implemented.

The GMA's six-year CFP requirement reflects how capital improvements address the City's adopted level of service (LOS) standards for public facilities and services. By making capital improvements, the level of service is usually improved (e.g. purchasing more park land improves the level of service for parks facilities). The City should periodically review adopted level of service standards to prioritize capital projects needed to maintain desired service levels. When level of service levels cannot be maintained due to inadequate funding, adjustments to the plan



**Figure 10.02** - Monroe has a long history of shaping its future while sheparding existing resources. Today, the city is looking to further define its role in the regional economy, and the policies and actions in this plan will help Monroe get there in much the same fashion. (Image source: Studio Cascade, Inc.)

(e.g. land use assumptions) may need to be made.

## Reporting to the Planning Commission & City Council

As a part of its work plan, the Planning Commission should annually report to the City Council. Comprehensive plan implementation should be included in these annual reports. Significant progress and accomplishments during the past year should be recognized, as well as identification and recommendations for needed actions or programs to be developed and implemented in the coming year.

The Planning Commission's annual report on implementation of the comprehensive plan should be coordinated with the City's annual budget development process. In this way, the City Council will be informed of the Planning

Commission's recommendation on how an approved budget might best implement the plan.

## Implementation Responsibility

The responsibilities for monitoring the comprehensive plan goals, policies, and actions rest with the following groups:

- *Citizens - are responsible for bringing their desires and concerns to the City.. They should continue to be involved in implementation and maintenance of the comprehensive plan.*
- *City Council - should act upon budgeting, code amendments and policy decisions in accordance with the vision, goals, and policies of the plan. The City Council should also respond to changing needs and emerging issues within the city.*
- *Planning Commission - should use the comprehensive plan as a tool for decision making for growth, development and redevelopment to assure the projects, proposals and policies are in accordance with the plan. On a yearly basis, the Planning Commission should submit an annual report of its activities and achievements as well as recommendations for future planning initiatives.*

- *City Staff - should review development proposals and code amendments for consistency with plan objectives and the future land use map. Through advisory committees, public meetings, newsletters, citizen comments, media releases and public notices, the City can also inform and involve citizens about planning issues. Continuous engagement with the public will help identify the need for plan revisions. Methods and activities for public participation should be carefully chosen and designed to achieve early, meaningful, continuous and effective involvement.*

With a new comprehensive plan in place, Monroe has the necessary guidelines and recommended actions that will enable the City to successfully preserve its most valued qualities while growing and becoming an even better place to live, work and play.



Table 10.02 - Action Items Execution Table

Approximate time-frame (years)

Action / Program	Score*	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20	Department/ Agency
<p><b>A.001</b> - Prepare a citywide non-motorized connectivity study, identifying short and long-term projects and strategies to:</p> <ul style="list-style-type: none"> <li>▪ Create alternative routes, improve walkability and crossing conditions at US 2, SR 203, SR 522, and the BNSF rail line</li> <li>▪ Connect public and private trails</li> <li>▪ Make Monroe a safer and more welcoming place for non-motorized modes of travel.</li> </ul> <p>Implement based on the results of the study. Implements Policies: P.001, P.007, P.144, P.152, P.165</p>	2.7	■		■	■	■	■	■	■	■	▲	BNSF; CD; CM; PR; PW; WSDOT
<p><b>A.002</b> - Evaluate the design, phasing and cost options and implement a plan for improvements to freight and vehicular access from US 2 to business parks in the Frylands area. Implements Policies: P.008, P.153</p>	2.4		■									BNSF; CD; CM; PW; WSDOT
<p><b>A.003</b> - Design, program and implement a plan to beautify, optimize traffic flow and improve access at the intersection of US 2 and 179th Avenue. Implements Policy: P.140</p>	2.8	■										BNSF; CD; CM; EHM; ESF; PW; WSDOT
<p><b>A.004</b> - Support or sponsor community, club, or City cleanup events and rehabilitation programs for open space and shoreline areas. Implements Policy: P.209</p>	3.2		■	■	■	■	■	■	■	■	▲	CD; COC; CM; DOE; PR; PW; SC
<p><b>A.005</b> - Participate in the Snohomish River Salmon Recovery Forum, helping develop appropriate measures to protect and enhance fish habitat and implement strategies as outlined in the Salmon Conservation Plan. Implements Policies: P.045, P.180</p>	2.1	■	■	■	■	■	■	■	■	■	▲	CM; DOE; PR; PW; SC
<p><b>A.006</b> - Monitor reclamation activity at the Cadman Pit site for consistency with the adopted 1998 Master Program. Implements Policies: P.188, P.191</p>	2.4	■	■	■	■	■	■	■	■	■	▲	CM; PR; PW

Agency abbreviations: BNSF = Burlington Northern Santa Fe Railroad; CD = Community Development; CM = City of Monroe (council, manager, boards and commissions); COC = Chamber of Commerce; CT = Community Transit; DOE = Department of Ecology; EHM = Evergreen Health Monroe; ESF = Evergreen State Fairgrounds; FD = Fire District No. 3; PR = Parks & Recreation Department; PD = Police Department; PW = Public Works Department; SC = Snohomish County; SD = Monroe School District; WSDOT = Washington State Department of Transportation; PSRC = Puget Sound Regional Council

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Approximate time-frame (years)

Action / Program	Score*	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20	Department/ Agency
<p><b>A.007</b> - Prepare and present an annual report to the City Council regarding:</p> <ul style="list-style-type: none"> <li>Progress implementing comprehensive plan policies and programs</li> <li>Land consumption, development patterns and activities</li> <li>Available land inventory, by land use category</li> <li>Planned and recently implemented capital projects</li> <li>Capital facilities inventory, identified needs and finance plan</li> <li>Level-of-Service (LOS) reporting on City services</li> <li>City-wide employment to household ratios</li> <li>Conflicts between policies and code, identifying issues for resolution.</li> </ul> <p>Implements Policy: P.163</p>	3.0	■	■	■	■	■	■	■	■	■	■	CD; CM; FD; PD; PR; PW
<p><b>A.008</b> - Update and maintain development regulations, working to eliminate inconsistencies, conflicts and ambiguities, and aid timely permit processing.</p> <p>Implements Policies: P.084, P.085</p>	2.6	■	■	■	■	■	■	■	■	■	▲	CD; CM; FD; PR; PW
<p><b>A.009</b> - Update and maintain the City's Geographic Information System (GIS) data, including but not limited to:</p> <ul style="list-style-type: none"> <li>Existing data layers</li> <li>Drainage basin boundaries</li> <li>Critical aquifer recharge areas (per WAC)</li> <li>Stormwater infrastructure</li> <li>Wastewater infrastructure</li> <li>Utility corridor and facility information, coordinating with providers.</li> </ul> <p>Implements Policies: P.012, P.1037, P.104, P.157</p>	2.5	■	■	■	■	■	■	■	■	■	■	CD; CM; PW; SC
<p><b>A.010</b> - Create and implement a facilities and projects strategy for the Lake Tye area, collaborating with the County and other partners to optimize park uses and features, trails, wetlands and funding opportunities.</p> <p>Implements Policies: P.213</p>	3.2	■	■	■	■	■	■	■	■	■	■	CD; CM; DOE; PR; PW; SC

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Table 10.02 - Action Items Execution Table

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<p><b>A.011</b> - Initiate a planning process with EvergreenHealth Monroe and other business owners, property owners, and residents to identify zoning and other changes necessary to create a small-scale medical district, including a commercial node at 177th or 179th street. <i>Implements Policies: P.077, P.082, P.100</i></p>	2.8	■	■	■								CD; CM; EHM
<p><b>A.012</b> - Support the creation of business improvement areas to aid in promotion, maintenance, long-term planning, safety and ongoing success of City of Monroe businesses. <i>Implements Policies: P.061, P.069, P.220</i></p>	3.1	■	■	■	■	■	■	■	■	■	▲	CD; CM; COC; EHM
<p><b>A.013</b> - Prepare a long-range master plan for the Skykomish greenway, including park and shoreline areas from eastern City Limits to Tester Road / Sky Meadows Lane. Include funding options and opportunities for capital projects in the master plan. Evaluate and incorporate, as may be desirable, opportunities including:</p> <ul style="list-style-type: none"> <li>▪ Connections to downtown, the Main Street and 179th Avenue area and from 177th Avenue</li> <li>▪ Sub-area planning, re-visioning of Al Borlin Park</li> <li>▪ Improvements to Centennial Park</li> <li>▪ Features establishing access and an eastern "gateway" to the greenway</li> <li>▪ Potential clearings, improving access and opening views of the river</li> <li>▪ Put-ins and features on the south side of river</li> <li>▪ Park-specific and regional trail networks</li> </ul> <p><i>Implements Policies: P.032, P.035, P.054, P.170, P.212</i></p>	3.4				■							CD; CM; COC; DOE; PR; PW; SC
<p><b>A.014</b> - Research and evaluate benefits and viability of mechanisms to help fund, promote and maintain Monroe's shoreline areas. <i>Implements Policies: P.035, P.211</i></p>	2.4	■										CD; CM; COC; DOE; PR; SC

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Table 10.02 - Action Items Execution Table

Approximate time-frame (years)

Action / Program	Score*	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20	Department/ Agency
<p><b>A.015</b> - Incorporate Fairgrounds planning and operations with City land use, parks, economic development, transportation and capital facilities planning to include:</p> <ul style="list-style-type: none"> <li>▪ US 2 beautification</li> <li>▪ Fairgrounds facility improvements and operational funding</li> <li>▪ Potential tie-ins with nearby properties, land uses, and businesses</li> <li>▪ Sidewalk and safety improvements</li> </ul> <p>Implements Policies: P.080, P.082, P.177</p>	2.7		■	■		■			■			CD; CM; ESF; PR; PW; SC
<p><b>A.016</b> - Meet with Fairgrounds events coordinators, working to incorporate Fairgrounds events and associated activities into economic development.</p> <p>Implements Policy P.080</p>	2.7	■	■	■	■	■	■	■	■	■	▲	CM; COC; ESF; PR
<p><b>A.017</b> - Work with WSDOT, Snohomish County, and other interested groups and agencies to design and install a trail on the US 2 bypass.</p> <p>Implements Policies: P.151, P.165, P.175, P.178</p>	3.1	■										CD; CM; ESF; PR; SC; WSDOT
<p><b>A.018</b> - Develop a Main Street corridor plan from US 2 to Fryelands Boulevard to improve circulation, enhance pedestrian safety and facilitate land development.</p> <p>Implements Policies: P.062, P.076, P.087, P.214, P.221, P.223</p>	2.9		■									CD; CM; PW; SD
<p><b>A.019</b> - Prepare, adopt, and implement design standards that address Monroe's expectations regarding new development.</p> <p>Implements Policies: P.063, P.090, P.091, P.095</p>	3.2	■				■				■		CD; CM; FD; PD; PR; PW
<p><b>A.020</b> - Establish a maintenance service program that protects public facilities and ensures their intended functions.</p> <p>Implements Policies: P.129, P.155, P.182</p>	3.2		■	■	■	■	■	■	■	■	▲	CM; FD; PD; PR; PW

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Table 10.02 - Action Items Execution Table

Approximate time-frame (years)

Action / Program	Score*	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20	Department/ Agency
<p><b>A.021</b> - Implement measures supporting the maintenance and revitalization of neighborhoods including downtown, considering the following as well as other approaches:</p> <ul style="list-style-type: none"> <li>Active City outreach to neighborhoods to better understand needs and establish priorities</li> <li>Grant funding, including Community Development Block Grants (CDBG) addressing specific issues</li> <li>Establishment of an historic preservation program</li> <li>Creation of incentives for building renovation or adaptive reuse</li> </ul> <p>Implements Policies: P.090, P.095</p>	3.1											CD; CM; DOE
<p><b>A.022</b> - Implement the "civic facility" and plaza described in the 2008 Downtown Master Plan.</p> <p>Implements Policies: P.087, P.169, P.214</p>	3.1	■										CD; CM; PR; PW; SD
<p><b>A.023</b> - Work with Snohomish County and others, coordinating updates to the Natural Hazards Mitigation Plan (NHMP).</p> <p>Implements Policy: P.020</p>	2.9	■	■	■	■	■	■	■	■	■	▲	CM; DOE; FE; PW; SC
<p><b>A.024</b> - Update the Parks, Recreation, and Open Space Plan to retain grant eligibility.</p> <p>Implements Policies: P.050, P.169, P.171, P.185, P.193</p>	2.8			■			■				■	CM; PR

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