

GROWING TRANSIT COMMUNITIES: A CORRIDOR ACTION STRATEGY

INTRODUCTION: AN HISTORIC OPPORTUNITY

Adopted following a broad-based, collaborative planning process, VISION 2040 is the central Puget Sound regional plan for sustainable development. Regional voters have approved a series of high capacity light rail and transit projects that will serve the region's most densely populated and diverse communities. This represents a regional commitment of approximately \$15 billion (2008 dollars) in capital costs through the year 2025. Over the next 10 to 20 years, as many as 100 new transit stations will be constructed throughout all parts of the region in as many as 25 high capacity transit corridors. These investments present a generational opportunity to shape the region's urban form and ensure transportation improvements support sustainable development and foster vibrant, healthy neighborhoods for all. To maximize this opportunity, however, we must address five significant challenges:

1. **Engage Communities.** Experience implementing light rail through southeast Seattle has shown that without careful attention to equity and meaningful community engagement, growth and transportation investments can displace or adversely impact low-income, minority, and limited-English proficient residents.
2. **Policy into Action.** VISION 2040 expects local jurisdictions to plan for and permit a variety of housing types, but clear and effective mechanisms are needed to translate broad policy into regulations and programs that work.
3. **A Coordinated Vision.** Lessons learned from other metropolitan areas have shown that cities and towns along light rail corridors need a coordinating vision for station areas to connect jobs, affordable housing, and mobility, and to avoid interjurisdictional friction and missed opportunities.
4. **Leverage Investments.** Because of state budget deficits and local revenue shortfalls, local governments are drastically cutting planning resources at a time when it is critical to coordinate land uses and future growth to leverage and support significant regional transit investments is critical.
5. **Transform Public Perception.** Despite general public support for sustainable growth, residents, developers, and businesses may resist or even obstruct sustainable development because they often associate density with undesirable things, such as congestion, noise, pollution, crime, and sub-standard education.

In early 2010, 18 non-profit, environmental, social justice, development, and governmental organizations formed the Central Puget Sound Sustainable Communities Consortium ("Consortium") to address these challenges. Using HUD grant funding, the Consortium proposes to create and support:

1. **Regional Equity Network.** A regional network to promote equitable community planning and mobilize residents and community groups representing diverse populations to participate in local planning and decision-making.
2. **Affordable Housing Action Strategy.** An Affordable Housing Action Strategy that will test, recommend, and implement local policies and financial tools to encourage and facilitate a wide variety of housing choices along light rail corridors.
3. **Corridor Action Strategies.** Light-rail corridor task forces to craft corridor transit-oriented development compacts and Corridor Action Strategies to coordinate development, housing, jobs, and community amenities and work to attract transit-oriented development along the North, East, and South light rail corridors.
4. **Implementation Team.** A regional team to provide staff capacity and resources for VISION 2040 implementation. The team will be comprised of up to eight new staff members, directly supported by the committed and active involvement and resources of a wide variety of local jurisdictions, regional agencies, organizations, and businesses.
5. **Innovative Tools.** New tools and resources to bridge the gap from goals and policies to specific actions and steps. New technologies and analyses will assist local communities in planning, decision-making, and building local support for sustainable development. The Consortium proposes to test and refine these approaches with catalyst demonstration and case study projects in light rail corridor neighborhoods to serve as templates for sustainable development.

PART 1: NEED AND EXTENT OF PROBLEM

(Rating Factor 2)

A GREAT START: A REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

Washington State's central Puget Sound region is one of the principal metropolitan regions in the Pacific Northwest. It includes King, Kitsap, Pierce and Snohomish counties and 82 cities and towns, with a population of over 3.7 million in 2010. The 1,000-square-mile designated urban growth area represents approximately 16 percent of the region's 6,300 square miles. Diverse geographic features include urban, rural, and natural resource lands. Mountains, forests, lakes, and prairies provide significant topographic variety, ranging in elevation from sea level at Puget Sound to over 14,000 feet at Mount Rainier. A fast growing region, the central Puget Sound metropolitan area expects an additional 1.5 million residents in the next 30 years. See Ratings Form 2 for detailed regional data.

VISION 2040:¹

In April 2008, the central Puget Sound region adopted one of the most detailed and far-reaching sustainability strategies for an urban region in the United States. VISION 2040 is the long-range, integrated, environmental, land use, economic development, and transportation strategy for the four-county region. VISION 2040 was developed through a public scenario planning and evaluation process over a 3-½ year period. Under the state growth management planning framework², VISION 2040's policies guide the development of regional implementation plans, local comprehensive plans, and their implementing development regulations. This link between regional and local plans is critical. VISION 2040 contains a regional vision statement and overarching goals as a sustainable framework for each of six major categories of multicounty planning policies:

"Our vision for the future advances the ideals of our people, our prosperity, and our planet. As we work toward achieving the region's vision, we must protect the environment, support and create vibrant, livable, and healthy communities, offer economic opportunities for all, provide safe and efficient mobility, and use our resources wisely and efficiently. Land use, economic, and transportation decisions will be integrated in a manner that supports a healthy environment, addresses global climate change, achieves social equity, and is attentive to the needs of future generations.

Environment. The region will care for the natural environment by protecting and restoring natural systems, conserving habitat, improving water quality, reducing greenhouse gas emissions and air pollutants, and addressing potential climate change impacts. The region acknowledges that the health of all residents is connected to the health of the environment. Planning at all levels should consider the impacts of land use, development patterns, and transportation on the ecosystem.

Development Patterns. The region will focus growth within already urbanized areas to create walkable, compact, and transit-oriented communities that maintain unique local character. Centers will continue to be a focus of development. Rural and natural resource lands will continue to be permanent and vital parts of the region.

Housing. The region will preserve, improve, and expand its housing stock to provide a range of affordable, healthy, and safe housing choices to every resident. The region will continue to promote fair and equal access to housing for all people.

Economy. The region will have a prospering and sustainable regional economy by supporting businesses and job creation, investing in all people, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life.

Transportation. The region will have a safe, cleaner, integrated, sustainable, and highly efficient multimodal transportation system that supports the regional growth strategy, promotes economic and environmental vitality, and contributes to better public health.

¹ VISION 2040 - People, Prosperity, Planet. Puget Sound Regional Council, April 2008. <http://www.psrc.org/growth/vision2040>

² Washington State Growth Management Act, Revised Code of Washington 36.70A

Public Services. The region will support development with adequate public facilities and services in a coordinated, efficient, and cost-effective manner that supports local and regional growth planning objectives.”³

A numeric *Regional Growth Strategy* implemented by the policies advances an increasingly compact urban development pattern by allocating 93 percent of future population and employment growth to the region’s existing designated urban growth area, identifying 27 Regional Growth Centers to accommodate a significant proportion of that growth. These centers contain transit station areas that strategically link the region’s high capacity transit system and other multimodal transportation options, such as ferries, and express and local buses. Attracting equitable, transit oriented development to these station areas and designated centers is a critical objective of VISION 2040. See *Appendix A—VISION 2040 Regional Growth Strategy Map and Summary*.

VISION 2040 provides direction for two regional implementation plans. Adopted in May 2010, **Transportation 2040**—the region’s metropolitan transportation plan—supports VISION 2040 and provides a blueprint for enhanced personal mobility and greener transportation choices, congestion relief, improved safety, and coordinated planning for non-motorized, freight, ferries, and aviation systems. Adopted in 2005, the **Regional Economic Strategy** identifies detailed action initiatives to strengthen the region’s leading industry clusters and build the foundations of the region’s economy. The region’s economic strategy is directly aligned with implementing VISION 2040 objectives.

INTERAGENCY PARTNERSHIP LIVABILITY PRINCIPLES

The policies and provisions contained in VISION 2040 and its supporting plans directly address all of the issues contained in the Interagency Partnership’s Livability Principles.

- *Provide More Transportation Choices.* VISION 2040 includes regional policies and provisions that promote alternatives to driving alone, prioritizing investments in creating healthier and more walkable communities, and designing and operating transportation facilities that have fewer impacts on the environment and the communities in which they are located. VISION 2040 advances sustainable transportation—regional mobility that is clean, safe, and reliable. Mobility and access for individuals with special transportation needs is specifically identified.
- *Promote Equitable, Affordable Housing.* VISION 2040 policies call for providing a variety of housing choices and types for people of all ages, incomes, abilities, races, and ethnicities. VISION 2040’s cornerstone is its emphasis on development of vibrant, mixed-use centers where people can live, work, and play. Integrating affordable housing in mixed-use centers throughout the region contributes to achieving a jobs-housing balance that increases access to opportunity, lowers households’ combined cost of housing and transportation, and helps ensure that infrastructure investments enhance equity across the region.
- *Enhance Economic Competitiveness.* VISION 2040’s economic policies address business, people, and places. The region acknowledges the need to build and grow those industry clusters and foundations to contribute to the long-term sustainability of the region’s economy, including growing the region’s capacity to access existing and new markets. Providing educational opportunities that allow individuals to develop the skills needed to maintain family-wage jobs is critically important.
- *Support Existing Communities.* VISION 2040’s noteworthy numeric *Regional Growth Strategy* targets future population and employment growth to existing cities. The current designated urban growth boundary is retained, in a deliberate effort to curb sprawl and protect rural and resource lands from urban development. Existing cities will grow through redevelopment and infill, creating communities that are more compact, more diversified in their use of land, and more able to support transit and alternatives to driving alone.
- *Coordinate Policies and Leverage Investment.* Regional policies in VISION 2040 prioritize investments for transportation, other infrastructure, and economic development, in centers that are designated to support both population and employment growth. These policies encourage collaboration with governments at all levels, as well as with tribal governments in the region. There is also policy direction to explore both existing and new sources of

³ VISION 2040, p. xi

funding to identify ways in which local governments and other agencies in the region might leverage the financing needed for the infrastructure and services.

- *Value Communities and Neighborhoods.* VISION 2040 places priority on preserving and enhancing existing neighborhoods, as well as creating vibrant and sustainable compact urban communities that offer mobility, housing, and shopping choices that reduce the need for automobile travel. The strategy supports the transformation of key underutilized lands to higher density walkable neighborhoods that are safe and promote active living.

THE PROBLEM AND NEED: STEPPING UP TO IMPLEMENTATION CHALLENGES

Despite this strong sustainable development planning framework, the region is challenged to effectively implement many aspects of its vision. A fast growing region, the central Puget Sound metropolitan area expects an additional 1.5 million residents over the next 30 years. With nearly 90 separate jurisdictions with land use and transportation implementation authority, six different transit agencies, and a long, linear urban form constrained by geography, it has been challenging to effectively coordinate decision-making about growth, and identify immediate local priorities across jurisdictional lines. Consequently, there is work to do. Regional researchers and institutions agree: to create the sustainable, equitable communities envisioned in its plans, barriers to transit-oriented development and concentrated growth in regional transit station areas must be overcome.⁴

Gaps. While VISION 2040 is comprehensive in scope, implementation efforts could be strengthened in several areas—both locally and regionally—to improve outcomes. For instance, VISION 2040's housing element expects local jurisdictions to plan for and permit a variety of housing types to meet all residents' needs. However, the region has lacked clear, consistent, effective mechanisms to translate this broad policy into local regulations and programs that work. Many local jurisdictions have lacked technical assistance and other expertise to make sure that local land use codes and incentive programs do all that they can to advance regional objectives such as increasing the supply of housing for low and moderate income households throughout the region, particularly in close proximity to job centers.

While the region has made enormous commitments to providing new services and infrastructure to support a more sustainable development pattern, local resources to better understand and communicate the opportunities and challenges associated with growth—and in particular the implications it has for existing communities—have often been lacking. Planning and implementation has been uneven in the areas identified as Regional Growth Centers, and it has been a challenge to effectively coordinate the many jurisdictions, agencies, and stakeholders whose on-the-ground efforts are needed to implement the region's vision.

One result is a region that is increasingly unaffordable. The cost of housing in the central Puget Sound region has skyrocketed over the last decade, reaching a median price of \$375,855 in 2008, an over 90 percent increase compared to the median price of \$196,376 in 2000. Despite lower median sales prices of existing single-family homes for the first time in several years, housing affordability in the region remains a serious concern.⁵ The region lacks a coordinated fair housing and housing needs assessment to identify regional deficiencies and challenges across jurisdictional lines. Local jurisdictions require better tools to identify local and regional needs, as well as technical assistance to put the systems in place to ensure equitable development of affordable housing, particularly in transit oriented development in areas prioritized for future growth.

Community Impacts. The region is witnessing a fundamental shift in how development occurs and who is at the table making decisions. If residents, business owners, and other stakeholders are not organized, they can be negatively impacted by growth and change. Making coordinated transit and housing infrastructure investments in low-income and

⁴ See, *Transit-Oriented Communities: A Blueprint for Washington State*, Futurewise/GGLO/TCC, 2009: <http://futurewise.org/priorities/toc>; *From Barriers to Solutions and Best Practices: Urban Centers and TOD in Washington*, Quality Growth Alliance, 2009: <http://www.qualitygrowthalliance.org/?p=24>; *The Cascade Agenda*, Cascade Land Conservancy, 2005: <http://cascadeagenda.com/>; *Puget Sound Action Agenda*, Puget Sound Partnership, 2008: <http://www.psp.wa.gov/>

⁵ *Puget Sound Regional Competitiveness Indicators*, Prosperity Partnership, 2009: <http://www.prosperitypartnership.org/data/indicators/indicators2008-2009.pdf>

minority communities can provide needed opportunities, and benefit the entire region. If a range of equity strategies are not endorsed and implemented as investments are planned, such opportunities can be missed and residents and businesses displaced. The region is learning from current challenges associated with light rail investments made in the last several years in South Seattle, where several small, mostly immigrant businesses were displaced, and rapidly escalated land values have made it a challenge to develop affordable housing near station areas. With future light rail planned in several communities that have high minority and low-income populations, local evidence demonstrates the need to develop more tools and ensure coordinated planning and investments. Part of the coordination is helping to ensure existing communities actively participate in planning and decision-making. To achieve this meaningful engagement, communities must have the capacity to be organized and advocate for themselves. Investments in building community capacity will enhance the region's ability to provide opportunities in all communities.

Growth Patterns. Through plans, policies, and development regulations adopted under the state Growth Management Act, the region has made great strides in focusing more of its growth in already urbanized areas. Redevelopment and infill are occurring in both central cities and many suburban communities. Adopted growth policies assume that the part of the region's designated urban growth area will not have to expand over time. Since 2000, six of the region's 10 highest growth cities are located in the core of the urban growth area and contained Regional Growth Centers designated under VISION 2040.⁶ However, the same analysis of development patterns shows that growth in rural and more distant unincorporated urban areas has occurred at a higher rate than anticipated in local land use plans. If the region is not able to address these trends, valuable natural resources and landscapes may be lost.

Lower-income families have moved farther away from inner urban areas in search of cheaper housing, often moving them farther from job centers and increasing transportation costs, creating a growing disconnect between where the poor live and work.⁷ When transportation costs are factored in, the economic picture becomes more of a concern. A 2010 Neighborhood Technology Center analysis showed that, on average, the typical central Puget Sound area household paid 51 percent of its income to combined transportation and housing costs, stretching household budgets and leaving less for other critical needs, such as health care and education. The region needs tools and resources to help mitigate these growth trends, encourage more affordable housing development in jobs-rich parts of the region, and equitable redevelopment and reinvestment in areas lacking good jobs.

PSRC's housing data shows that approximately 34 percent of the region's new housing units permitted in the 2000-2008 period were located within ½-mile of the transit corridors in which the region's LINK light rail either currently operates or is planned for service. In 2000, approximately 56 percent of the region's jobs were located within ½-mile of these transit corridors. While the overall number of jobs in these areas in 2009 remained about the same, the regional percentage dropped to 54 percent—with the vast majority of new jobs locating elsewhere in the region, unrelated to these corridors. If the region is to be successful in implementing VISION 2040—particularly its goals for reducing vehicle miles traveled and associated emissions and greenhouse gases—greater percentages of both housing and jobs must be attracted to the region's high capacity transit corridors. Tools are needed to facilitate growth in proximity to our transit investments.

Environmental Impacts. The watersheds in the central Puget Sound basin are struggling in the face of growth. Many farm and forestland areas are being converted to residential and commercial development. For example, between 1991 and 2001, 190 square miles of forestland in the Puget Sound basin was converted to other uses, equaling 2.3 percent of remaining forests⁸. The conversion of rural lands, farms, and forests to residential and commercial uses increases impervious surface, flood plain volume, and polluted stormwater runoff into Puget Sound. Stormwater and emissions are now the largest contributors to pollution in Puget Sound.

⁶ Seattle, Renton, Everett, Bellevue, Tacoma, and Kent. See, *Population of Cities and Towns, Puget Sound Trends*, PSRC, September 2009: <http://www.psrc.org/assets/2782/d3sep09.pdf>. See also, "Development Patterns Shift Under Growth Management," *Puget Sound Trends No. D5*, April 2008: <http://www.psrc.org/assets/783/d5apr08.pdf>

⁷ *King County Benchmarks*, http://www.kingcounty.gov/exec/strategy/PerformMgmt/BenchmarkProgram/AffordableHousing/AH29_ExistingAffordable.aspx

⁸ Cascade Land Conservancy. This figure includes some losses in counties adjacent to the central Puget Sound region.

A portion of Pierce County was recently designated nonattainment to the fine particulate matter federal standard. The process for creating an attainment plan for the area is currently in progress, and strategies to reduce emissions from the transportation sector will be a key component. Based on previous years' data, the region will likely be designated nonattainment to the new federal ozone standard. Transportation will play an even greater role to reduce emissions and improve air quality. Successful, equitable transit-oriented development encourages local residents to use transit rather than contributing to increases in vehicle miles traveled (VMT) that escalate GHG emissions and result in poor air quality.

Leveraging Investments. With voter approval of two regional transit investment plans (*Sound Move* in 1996 and *ST2* in 2008), the central Puget Sound region has made a commitment to developing an extensive regional high capacity transit system. A hallmark of this system will be the development of three light rail corridors, East LINK, North LINK, and South LINK. These corridors will serve as a central spine and high capacity transit framework through the urban core of the region. Central purposes of this system will be to improve regional mobility and to reduce environmental impacts attributed to transportation. In 2008, there were 69,800,000 daily regional VMT in the region. While this represents a 36 percent increase in total VMT over the year 2000, per capita VMT dropped 14 percent from 25.8 vehicle miles per person in 2000 to 22.1 miles per person in 2008. Also in 2008, the state of Washington adopted VMT reduction benchmarks⁹. Increasing the share of trips made by transit, walking, or biking will help reduce regional VMT growth.

Five of the region's largest employers are distributed around the region: Joint Base Lewis-McChord in Pierce County, Microsoft, and the University of Washington in King County, and major Boeing facilities in both King and Snohomish counties. Current access to these jobs centers is primarily by car, adding to the housing/transportation cost burden for those who cannot afford to live close by.¹⁰ While the new transit system will provide improved access to good jobs and greater regional mobility, analysis has also shown that the existing and planned light rail alignments are correlated with neighborhoods with high concentrations of minority and low-income households and poverty. This offers both an opportunity for reinvestment and improved quality of life, and challenges to support for existing communities. See *Appendix B—Light Rail Corridors and Concentrations of Low-Income and Minority Households*.

While light rail development has been funded, the region lacks a coordinating vision for the unique local opportunities and conditions in different types of light rail station areas. The region must support robust participation of these neighborhoods surrounding light rail corridors to ensure they benefit from—and are not harmed by—these critical regional transportation investments.

Regional and Local Staff Capacity. The Washington State Growth Management Act requires counties and cities to periodically conduct a thorough review of their plans and regulations to respond to changes in land use and population growth. This mandatory "periodic update" was scheduled for 2011, but this has now been delayed to 2014 because of the state budget deficit. This, in combination with reduced local revenues due to the recession, has created significant financial difficulties for local planning programs, precisely at the time when local jurisdictions would otherwise be preparing to coordinate land uses and future growth to leverage and support the significant regional transit investments that will be made in the near future. Local and regional jurisdictions do not have the resources to adequately plan for and coordinate growth and change.

Public Understanding, Participation and Acceptance. Redevelopment—particularly when associated with increased density—can be met with public and political resistance. Public sentiment often reflects fear of density and mixed uses because of the negative connotations, such as congestion, noise, pollution, crime, and poor education. Conversely, redevelopment in existing urban areas can also provoke fears of disrupted community cohesion and economic displacement. In the central Puget Sound region, many communities remain uncertain about the benefits and costs that a regional light rail system will bring to their communities. Enhanced, direct outreach, and community stakeholder

⁹ RCW 47.01.441 – Reduce VMT per capita: 18% by 2020, 30% by 2035, 50% by 2050.

¹⁰ *Transportation 2040 Final Environmental Impact Statement*, PSRC, March 2010: <http://www.psrc.org/transportation/t2040/t2040-pubs/transportation-2040-final-environmental-impact-statement/>

involvement in decision-making is necessary to help neighborhoods understand how they can benefit from these essential regional investments, and better assure that places grow in ways consistent with community values.

PART 2: PROJECT APPROACH (Rating Factor 3)

This grant provides an opportunity to address some of the greatest barriers to implementing our regional plan and securing equitable outcomes. A significant goal of this grant proposal is to identify unique roles and opportunities associated with transit investment through the coordination and direct involvement of a wider array of stakeholders, both public and private. The tools and templates in this proposal will greatly improve the region's capacity to foster compact, equitable development where we want it, while providing affordable housing, reduced transportation costs, better environmental outcomes, and access to jobs for low-income households and communities of color in areas receiving major transit and housing investments. This proposal identifies a series of strategic tasks as part of a detailed execution plan to implement VISION 2040. A wide variety of regional stakeholders have expressed their support. See *Appendix C—Regional Letter of Support*. See pages 3-4 for a description of how VISION 2040 addresses the Interagency Partnership's six Livability Principles and pages 4-6 for a description of gaps in the regional plan for sustainable development.

OVERVIEW: GENERAL DESCRIPTION OF PROCESS TO DEVELOP DETAILED EXECUTION PLAN

While VISION 2040 identifies ambitious goals for sustainable development, the region has been challenged to effectively implement its many provisions. Using HUD grant funding, the Consortium proposes to assemble a Regional Sustainable Communities team to strengthen VISION 2040 and provide staff capacity and resources for its implementation. The team will be comprised of six to eight new staff members, supported by the committed and active involvement and resources of a wide variety of local jurisdictions, agencies, organizations, and businesses.

To implement VISION 2040, the team will focus on five activities: (1) working with existing community development organizations, public health departments and others to create a regional Equity Network that supports communities and organizations to become engaged in making decisions about equitable development, (2) crafting new regional and corridor transit-oriented development compacts and action strategies to coordinate across jurisdictions, sectors, and among stakeholders to ensure implementation of the region's adopted plan, (3) creating a regional affordable housing action strategy, (4) developing innovative tools, information and resources that can be broadly used throughout the region and the nation in efforts to analyze, visualize, explain, and implement sustainable development, and (5) providing resources and technical assistance to local jurisdictions in support of updates to local comprehensive plans, required by 2014. The team will:

- Engage a wide variety of stakeholders and citizens—including non-traditional partners
- Build strong partnerships in three LINK light rail transit corridors to attract long-term development and reinvestment
- Organize communities in LINK light rail corridors and provide funding for technical assistance as they engage in corridor and station area planning
- Document existing conditions in each corridor, providing data-based analyses
- Develop a regional Analysis of Impediments (AI) and Fair Housing Action Plan
- Develop several implementation tools to increase availability of affordable housing in corridors
- Create unique visions and roles for light rail station areas
- Invest in two catalytic demonstration projects to provide tangible examples and templates
- Support legal research to explore revisions in state statutes and local regulations
- Develop an innovative tool—"Decision Commons"—using data to help visualize, communicate, and analyze the benefits, costs, and implications of different development scenarios

The region's economic strategy is built around the premise that thriving centers, a healthy environment, and support for existing communities are primary components of both overall economic well-being and to fulfilling the goals of VISION 2040. Commitment to the development of three light rail corridors is a fundamental investment in the region's future. The significant share of growth that will be focused in designated centers along these corridors will advance a closer balance between jobs and housing, and encourage more compact development patterns. Development of light rail represents a regional commitment of approximately \$15 billion (2008 dollars) in capital costs through the year 2025. These investments are a generational opportunity to shape the region's urban form and better ensure transportation improvements truly benefit people. Over the next 10 to 20 years, as many as 100 new transit stations will be constructed throughout all parts of the region, associated with bus rapid transit, additional light rail, and streetcar projects in as many as 25 additional high capacity transit corridors. The Consortium intends to conduct future phases of the *Growing Transit Communities* project to apply lessons learned through the activities funded through this grant to other parts of the region.

PROJECT ELEMENTS, TASKS, AND SCHEDULE

The proposal's detailed execution plan is divided into five elements: Element A—Regional Equity Network; Element B—TOD Compacts and Corridor Action Strategies; Element C—Catalyst Projects; Element D—Innovative Tools and Analysis; Element E—Grant Administration and Support

ELEMENT A: Regional Equity Network

This grant presents a significant opportunity to advance social equity in the central Puget Sound region. Social equity means that all people, regardless of where they live, their race, background, or income, have access to affordable, quality housing and transportation options that meet their needs. Residents have access to good jobs, quality education, healthy food, safe neighborhoods, parks, services, and other resources that improve quality of life. Social equity includes low-income families and communities of color as active participants in creating equitable development strategies in order to benefit from growth through increased economic and social opportunities.

To seize this opportunity, a regional social equity network is created to link local, community-based organizations which have been working on a number of equity issues in their neighborhoods for years. These high capacity community development corporations and other nonprofits have strong records of accomplishment addressing affordable housing, land use, zoning, economic development, access to transportation, public safety, health, and education in their neighborhoods. While these organizations produce significant results on behalf of their local communities, their effectiveness can be limited by decisions made at higher levels and without their input. The value added through this program is to link these organizations across jurisdictions and in each county and better ensure that all are at the table developing transit oriented development (TOD) and light rail corridor action strategies that will benefit their existing low-income and minority communities. Their voices will be present at the table developing policies and strategies to link the local to the regional and better ensure equitable development.

Task A: Create a Regional Equity Network. Provide staff capacity to organize and support affected low-moderate income and communities of color in neighborhoods and communities associated with LINK light rail transit corridors. Provide funding for professional services and technical assistance to support identified stakeholders and groups as they engage in corridor and station area planning. Form and coordinate an Equity Network Steering Committee to help build the Equity Network.¹¹ The Committee will be comprised of stakeholders and community groups recruited from throughout the region with missions that include serving low-moderate income communities, communities of color and/or underserved communities. The role of the Equity Network will be to ensure that an equity framework is used in all aspects of the *Growing Transit Communities* program funded through this grant through interaction with other project committees, task forces and working groups, and through direct engagement with the public. The Equity Network Steering Committee will administer approximately 30 subgrants to non-profit organizations working in neighborhoods in transit corridors. These funds will support the development of policies and plans that address social equity concerns in

¹¹ Part 3 of this proposal describes the Equity Network Steering Committee in more detail.

existing communities. Funds will also support outreach and organizing in communities of color and/or diverse communities that are impacted by transportation investments so that they can effectively be involved in policy development and planning efforts. Subgrants will help facilitate linkages between community-based organizations and land use and transportation planning and decision-making.

- **Task A1:** Form and support a regional Equity Network. Identify and recruit stakeholders to participate on Central Puget Sound Sustainable Communities Consortium Steering Committees, Corridor Task Forces and Working Groups (*Winter-Spring 2011*)
- **Task A2:** Work with community groups in corridors and station areas to define equitable development needs. Build capacity of local community leaders to participate in Corridor Action Strategy processes. (*Winter-Spring 2011*)
- **Task A3:** Develop Request for Proposals (RFP) and evaluation criteria for equity sub-grants (annually) (*Spring 2011; Spring 2012*)
- **Task A4:** Conduct outreach to solicit responses to RFP (annually) (*Spring 2011; Spring 2012*)
- **Task A5:** Select sub-grant recipients from local community development corporations and other community based organizations to serve on project workgroups and committees, and to engage diverse communities throughout the region (annually) (*Summer 2011; Summer 2012*)
- **Task A6:** Develop training sessions for grantees to build capacity and understanding of land use and transportation planning and permitting processes. Create peer-learning opportunities and other knowledge-sharing opportunities (annually) (*Fall 2011; Fall 2012*)
- **Task A7:** Develop quarterly progress report to Oversight Committee (*Spring 2011 – Fall 2013*)
- **Task A8:** Develop draft and final evaluation reports on Equity Network outcomes, including sub-grants and participation in corridor compact efforts (*Summer 2013 – Fall 2013*)

Metrics and Results: Greater coordination of equity organizations through a new regional Equity Network; enhanced community involvement in station area and transit corridor planning and decision making; approximately 30 (10 per year) sub-grants awarded to community-based organizations; greater integration of public health and planning/development processes; and increased staff capacity and knowledge-transfer through cross-training and peer learning.

ELEMENT B: TOD COMPACTS AND TRANSIT CORRIDOR ACTION STRATEGIES

This element is organized around identifying and supporting detailed action strategies and equitable transit-oriented development “compacts” (agreements) in selected existing and planned high capacity transit corridors in the region. The purpose of these compacts will be to ensure that transportation agencies, local governments, neighborhoods, businesses, stakeholders, residents, public health agencies, and other decision-makers are taking the necessary steps to implement the region’s vision for sustainable development, and to increase the commitment to facilitating transit-oriented development associated with the high capacity transit. Compacts are expected to take a variety of forms based upon need, from informal agreements, memoranda of understanding, to resolutions enacted by local jurisdictions or agencies.

Task B.1 Regional TOD Vision. Convene a wide variety of stakeholders, interests, and decision-makers for a regional workshop/event. Clearly identify, present, and agree to common regional principles and policies regarding transit corridor planning and implementation. These principles will be drawn from adopted regional policies, what we have learned from monitoring progress in our region, as well as existing research, publications and guidance developed in this and other regions.¹² The purpose of the event will be to gain broad agreement and increase the visibility and commitment for transit-oriented development in high capacity transit corridors and station areas throughout the region. A second important

¹² Source examples: VISION 2040 (PSRC, 2008); Transportation 2040 (PSRC, 2010); Regional Economic Strategy (PSRC, 2005); VISION 2040 EIS (2008); Transportation 2040 EIS (2010); Transit Oriented Communities: A Blueprint for Washington State (Futurewise, Transportation Choices Coalition and GGLO, 2009); Urban Centers and Transit Oriented Development in Washington State (OGA, Wolfe, Symington, 2009); Creating Transit Oriented Communities in the Central Puget Sound Region: A Transit Oriented Development Workbook (PSRC, 1999)

outcome from the event will be to energize and kick off work in three high capacity transit corridors. The Oversight Committee will oversee this task.

- **Task B1.1:** Develop and compile equitable TOD principles (*Winter-Spring 2011*)
- **Task B1.2:** Conduct regional TOD compact kick-off workshop/event (*Spring 2011*)
- **Task B1.3:** Prepare summary report on outcomes. Present report to Committees / Corridor Task Forces (*Spring-Summer 2013*)
- **Task B1.4:** Conduct regional TOD compact closing workshop/event (*Fall 2013*)

Metrics and Results. Consolidated summary of equitable TOD principles; event with 250-400 participants; greater awareness of regional VISION and long-range growth and development strategies; enhanced perspective of benefits of regional approaches to growth management; better understanding by participants of equity implications of growth and development; general agreement on high-level TOD principles; creation of transit-oriented-development champions; and kick-off LINK light rail corridor TOD compacts and action strategies.

Task B.2. Corridor Action Strategies. The purpose of this task is to convene inter-jurisdictional, multi-stakeholder task forces for the three LINK light rail corridors to enhance coordinated decision-making. Task forces will analyze and review existing conditions, and identify unique opportunities and challenges. They will develop broad agreement on corridor action strategies as a basis for achieving the regional transit-oriented development (TOD) vision via corridor-specific guiding principles and approaches. Work will include data-based analyses of existing transit and demographic conditions in the corridors, and the development and transmittal of recommendations for how to accelerate the scope and scale of transit-oriented development. The work will identify regionally significant development opportunities and strategies for catalyzing high quality, equitable transit-oriented development in these areas. The grant will provide jurisdictions, transit agencies, and other stakeholders support in determining how best to use high capacity transit to link residential communities with regional employment centers, and support participating jurisdictions in adopting land use policies that encourage equitable TOD and the preservation and development of affordable housing and commercial space. Activities will result in the development of corridor-based compacts among affected jurisdictions, communities, agencies, and other stakeholders. Corridor compacts and strategies will create a common vision of the unique roles and opportunities at each of the station areas within the corridors, and identify specific issues, priorities, and potential projects.

The region's LINK light rail corridors are at different stages of planning and development. The overall South LINK corridor, for example, contains a portion of the rail system that has been operational since June 2009. The southern portion of the corridor, however, has not yet begun formal planning and can benefit significantly from lessons learned, such as the need to reach agreements with transit agencies so they acquire appropriately sized (re-developable) parcels that can be later acquired and developed for public benefit purposes (affordable housing or economic development). Similarly, the jurisdictions centrally involved in the East LINK Corridor (Mercer Island, Bellevue, and Redmond) have largely completed station area siting and route alignment planning processes, as well as extensive local planning efforts.¹³ However, more detailed implementation strategies are now necessary. Along the North LINK corridor, some construction is underway in Seattle; however, alignment planning and station area identification still needs to take place further north. Therefore, the specific activities in each corridor planning process under this task will differ according to local circumstances and planning stage. Generally, however, they will consider and address land use planning, environmental planning, transportation planning and affordable housing planning:

Land Use Planning	Environmental/Other Planning Issues	Transportation Planning
<ul style="list-style-type: none"> • Relationship to VISION 2040 Regional Growth Strategy 	<ul style="list-style-type: none"> • Development of detailed strategies to address 	<ul style="list-style-type: none"> • Coordination of transportation and transit agencies to ensure access,

¹³ See, e.g., *Bel-Red Corridor Plan*. http://www.ci.bellevue.wa.us/pdf/PCD/Bel-Red_Brochure_2.pdf

Land Use Planning

- Overview of development opportunities
- Appropriate densities, mix, distribution
- Potential for inclusionary and incentive zoning, transfer of development rights, etc.
- Preservation and rehabilitation strategies for affordable housing and commercial space
- Parking minimums/maximums
- Surplus public land disposition for public benefit
- Incentives to encourage detailed local station area planning, TOD code revisions, transfers of development rights, electric car charging stations, other best land use practices, etc.
- Other land use and zoning policies that promote equitable development and provide opportunities to low-income residents and communities of color, such as development fee waivers, property tax exemptions, public service provisions, etc.

Environmental/Other Planning Issues

- environmental issues in TOD areas, including air and water quality
- Tool box for green building and construction techniques, including: sustainable design practices, zero-emission building standards, energy saving principles, permeable pavement and other water management techniques
- Processes that allow for public-private partnerships for infrastructure to be planned, phased, and funded in TOD areas
- Identification of specific properties for use as affordable/workforce housing based on location criteria and general concepts/principles
- Alignment with priority conservation areas to ensure preservation of natural space & important ecological functions.
- Assess tools and needs for brownfield redevelopment

Transportation Planning

- choices, and intermodal connections
- Local community involvement in selecting station areas and route alignments that provide equity in connecting housing and job centers
- Detailed implementation plans for multimodal connectivity to light rail stations and other transit-oriented nodes
- Attention to transit service planning for enhanced job access, including for low-income communities
- Coordinated capital funding strategy around TOD areas along each corridor

Health Planning

- Seattle-King County and Tacoma-Pierce County Health Departments to provide technical assistance on integrating health and planning, for example, through health impact assessment training and/or provision of customized analysis of community health data.

Affordable Housing Planning Local governments play a vital role when it comes to housing and housing production, and a number of tools and strategies are available to local governments to encourage housing diversity and promote affordability. While communities have distinct needs, many tools can be applied in a manner that is tailored to local market conditions, community characteristics, and the vision for growth embodied in local comprehensive plans. In 2008-2009 the region launched a “Housing Innovations Program” (HIP) coordinated by PSRC and the Prosperity Partnership to pursue legislative efforts at the state level to create new tools and funding mechanisms to support and incentivize local affordable housing efforts and reduce the costs of housing.¹⁴ Supported by a Washington State Housing Finance Commission grant, the program formed a technical working group to investigate and endorse existing regulatory and incentive-based affordable housing tools and approaches that local governments can use to facilitate and stimulate affordable housing production. While legislative priorities and an array of regulatory approaches and tools were identified, the region has lacked resources to continue its work to provide local jurisdictions education and technical assistance to promote the use of existing affordable housing tools and best practices. The grant support builds on the work conducted under HIP, and provides technical assistance to local governments in efforts to enact regulations and incentives that promote the production and preservation of affordable housing in transit corridors and near job centers for workers at all wage levels. The region’s nonprofit, affordable housing development community will be actively involved in formulating policies and strategies.

This effort will also build upon the experience and capacity of Consortium partner ARCH (A Regional Coalition for Housing), an existing consortium of East King County cities and King County that has developed and administered

¹⁴The Prosperity Partnership is a regional coalition of over 300 government, business, labor and community organizations from King, Kitsap, Pierce, and Snohomish counties dedicated to developing and implementing a common economic strategy. Housing Innovation Program: <http://www.prosperitypartnership.org/foundation/housing/index.htm>

affordable housing programs for its members. A specialized staff position jointly supported by ARCH, and with oversight from the Coalition's Affordable Housing Steering Committee, will provide direct staff support to local jurisdictions throughout all of the transit corridors to develop local affordable housing incentive programs. This work will also include information sharing among participating jurisdictions and the Affordable Housing Steering Committee to develop efficient means to administer local programs. This task is highly interrelated with additional affordable housing tasks described in Element D. The East LINK, North LINK and South LINK Task Forces will oversee these tasks.

- **Task B2.1:** Identify Corridor Stakeholders & form Corridor Task Forces (*Winter-Spring 2011*)
- **Task B2.2:** Identify and gain agreement on common equitable TOD principles in each corridor (*Summer 2011*)
- **Task B2.3:** Develop Existing Conditions Corridor Reports (*Summer- Fall 2011*)
 - Refine *Ratings Factor Form 2* and other regional data: update demographics, land use, travel and other data in station areas and corridors
 - Conduct policy/regulatory audit: assess existing regulatory conditions regarding TOD and identify opportunities/challenges; equitable development/affordable housing
 - Assess existing and recommended regulations and incentives to support equitable development and affordable housing
 - Analyze environmental challenges/opportunities: assess implications for regional land conservation, community open space, air & water quality, brownfield redevelopment, etc.
- **Task B2.4:** Develop quarterly progress report to Oversight Committee (*Quarterly*)
- **Task B2.5:** Engage local communities, planning staff and local officials to create visions for unique roles and opportunities in station areas/corridors; Identify strategies, issues, priorities and catalyst projects unique to each corridor (*Fall – Winter 2011 - 2012*)
- **Task B2.6:** Work with local jurisdictions to secure local commitments to implement TOD vision via corridor-based compacts (*Winter – Spring 2012*)
- **Task B2.7:** Conduct general community outreach/education and build support for TOD visions and principles. (*Winter 2012 – Summer 2013*)
- **Task B2.8:** Provide technical assistance to local jurisdictions to identify modifications to local land use plans and local development regulations to facilitate and provide incentives for equitable TOD and affordable housing. Advance Housing Innovations Program work. Advance policy/regulatory revisions that execute compacts. Develop recommendations and guidance for local comprehensive plan updates, including progress in meeting housing goals, monitoring and reporting (*Summer 2011 – Fall 2013*)
- **Task B2.9:** Develop draft and final evaluation reports on outcomes, including Equity Network sub-grants and participation in corridor compact efforts (*Summer – Fall 2013*)

Metrics and Results: Quarterly and monthly meetings of corridor task forces; agreement on more specific equitable TOD principles; existing conditions reports for corridors; progress reports; broad community acceptance of unique visions and roles for corridor station areas; understanding of gaps and limitations in local development regulations; local commitments to regulatory and other changes to facilitate TOD; and corridor-based compacts; changes to local zoning codes and development regulations.

ELEMENT C: CATALYST DEMONSTRATION PROJECTS

Meeting the goals and objectives of VISION 2040 and the Partnership for Sustainable Communities requires a tremendous amount of commitment and creativity at the local level. Current economic and fiscal conditions have constrained the ability of local governments and their partners to develop and approve innovative projects. Demonstration projects can serve as tangible, proven models for how to effectively and efficiently achieve economic, housing, transportation, and environmental objectives simultaneously. Demonstration of new techniques and approaches can provide lessons for others, reduce risk, and catalyze additional beneficial development in specific neighborhoods. Grant

funds in this proposal will leverage local resources, and support detailed pre-development planning, environmental review, and policy changes to catalyze redevelopment in two high-priority, regionally significant multimodal transit hubs.

Task C1: Northgate TOD Catalyst Investment Strategy (North LINK Corridor). King County is uniquely positioned to implement a catalytic project of regional significance in Seattle's 500-acre Northgate Regional Growth Center, one of the 27 designated regional centers intended to accommodate a significant amount of growth. See *Appendix A—VISION 2040 Regional Growth Strategy Map and Summary*. The City of Seattle has adopted targets to accommodate approximately 86,000 housing units and 150,000 jobs citywide over the next 25 years. The City's success in attracting that growth to its six designated Regional Growth Centers will help ensure we meet VISION 2040 goals. The Northgate TOD Catalyst Investment Strategy will combine workforce TOD housing, enhanced multimodal access for regional transit users, and a range of pedestrian and bicycle improvements to fully integrate the site into the City's larger growth strategy for the transformation of Northgate into a full-fledged urban center. This will also directly support regionally adopted growth management plans that emphasize high-density, transit-supported mixed-use growth centers. See *Appendix D—Northgate Catalyst Investment Strategy Site*.

In partnership with the City of Seattle, Sound Transit, Seattle Housing Authority, North Seattle Community College (NSCC), and other key public agencies, King County Department of Transportation will lead pre-development and conceptual design work within the grant period. This window of opportunity is aligned with the critical path set by Sound Transit's Northgate Station design completion in the next two to three years, right-of-way acquisition, construction beginning in 2016, as well as the City's efforts to rezone the Northgate Regional Growth Center to higher densities in support of new light rail service. By seizing the opportunity to meet multiple Sustainable Communities objectives, the Northgate TOD Investment Strategy will address: the region's affordable housing needs (particularly in this higher-priced north Seattle submarket); a commitment to integrated neighborhood-scale development; improved environmental performance (e.g., improved Thornton Creek water quality); and dramatic mobility improvements and regional accessibility benefitting the transit-dependent community college population (NSCC) and retail/service workers in the Northgate area. King County is working with Public Health Seattle-King County to explore the potential to employ Health Impact Assessment (HIA) methodologies to assess potential TOD impacts (e.g., safe, healthy and affordable housing, safe and accessible pedestrian linkages, noise and air quality) on public health outcomes.

Future development at Northgate is likely to include over 500 units of housing. Based on recent surveys of the residents of the adjacent Thornton Place development—which has over 150 rental units and 150 for sale units—many of the residents increase their use of public transportation and reduce car ownership. At Thornton Place, over 20% of the residents do not own a car and use of a public transportation pass has increased from 16% to nearly 80%. The residents of the new development will reduce their vehicle operating and ownership costs, and reduce congestion externalities and accidents risks. Taken together these cost savings (discounted to present value) are in excess of \$5 million. The estimated public investment from this grant application is \$1 million; making the cost benefit ratio 5:1.

The Northgate TOD Catalyst Investment Strategy will build on the full range of experience that each partner brings to the project, and will leverage key resources to deliver a model for successful and innovative TOD in the Puget Sound region. The Northgate Working Group will oversee this task.

- **Task C1.1: Northgate Transit Center TOD Site Pre-Development (*Spring 2011 – Spring 2013*)**
 - Site Development Master Plan
 - Legislative Rezone support to City
 - Supplemental Environmental Impact Statement
 - Geotechnical Investigation
 - Coordinate with Equity Network tasks to conduct community engagement/outreach
 - Shared Parking/Interim and Replacement Plan
 - Workforce Housing Market Study

- **Task C1.2: I-5 Pedestrian Crossing** (*Spring 2011 – Spring 2013*)
 - Conceptual Pre-design
 - Site /geotechnical investigation
 - Interagency coordination
- **Task C1.3: Multimodal Station Access** (*Spring 2011 – Spring 2013*)
 - Pedestrian/Bike access and conceptual design

Metrics and Results: Multiphase Development Master Plan; Supplemental Environmental Impact Statement; area rezoning for greater mixed use and density; geotechnical and housing market analyses; and pedestrian crossing and bicycle-pedestrian access conceptual pre-design.

Task C2: Tacoma Downtown-South Catalyst Investment Strategy (South LINK Corridor). If the region is to meet VISION 2040's resource protection, climate change, smart growth, and sustainability goals, the City of Tacoma, as one of the region's metropolitan cities, must support approximately 8 percent of the region's total population and employment growth between 2000 and 2040. Much of this growth can be accommodated in a revitalized downtown Tacoma, which has targets for an additional 60,000 jobs and 70,000 people by 2030. The adjacent Hilltop neighborhood has one of the highest concentrations of poverty in the region. The Tacoma Dome multimodal transportation station offers both significant potential for redevelopment and job creation, as well as an access point to the region's largest job centers. See *Appendix A—VISION 2040 Regional Growth Strategy Map and Summary*.

This proposal facilitates this revitalization by undertaking a unique demonstration sub-area planning project under a 2010 Washington State law that: (1) authorizes area-wide identification of potential environmental impacts accompanied by a system that provides for proportional, substantive mitigation for adverse environmental impacts; (2) mandates expanded public participation for the area-wide planning and eliminates project-by-project environmental appeals; (3) mandates that the sub-area plan act affirmatively to avoid displacement or fragmentation of business, existing residents, or cultural groups; and, (4) requires innovative approaches to achieve the state's statutory goal of reducing greenhouse gas (GHG) emissions to 1990 levels by 2020. It is important to note that Washington State law extends environmental review to the built environment, societal issues, and greenhouse gas reduction goals and to substantive as well as procedural issues.

This \$650,000 project will pre-approve a minimum of 30 million square feet of new floor space in the 500-acre south half of downtown adjacent to existing light and commuter rail lines; these figures will rise to \$1 billion and 60 million square feet, respectively, and include light rail and streetcar extensions, if a separate City application for a HUD challenge grant is approved to address the north half of downtown. See *Appendix E—Tacoma Downtown-South Catalyst Investment Strategy Site*. This up-front expenditure is estimated to save \$5.8 million in separate project-by-project environmental reviews, attract new regional investment incited by improved permit processing times (for large projects reduced from years to weeks) and provide a model approach to streamlining and facilitating major TOD redevelopments in existing metropolitan centers. It is estimated that for every 10,000 new jobs added to downtown Tacoma over the next 10-15 years, approximately half will result in shorter commutes from nearby neighborhoods. These shorter commutes result in cost savings associated with less vehicle operations and emissions, less congestion externalities and accident risks. Taken together these cost savings (discounted to present values) are in excess of \$20 million. The estimated public investment from this grant application is \$650,000, making the cost benefit ratio 30:1.

- **Task C2.1:** RFP preparation; Environmental Consultant Selection (*Spring 2011*)
- **Task C2.2:** Conduct public meetings to establish the scope of Environmental Impact Statement (EIS) (*Spring 2011*)
- **Task C2.3:** Conduct environmental analysis of site. Identify mitigation measures and zoning changes. Circulate Draft EIS for public comment and public hearing. (*Fall-Winter 2011*)
- **Task C2.4:** Final EIS Public Hearing/Adoption of Mitigation Standards/Zoning Changes (*Winter 2011-12*)

Metrics and Results: Catalyst project Draft and Final Environmental Impact Statements; identified mitigation measures and zoning changes; enhanced public participation and role in decision making; protection/enhancement of existing communities; reduced vehicle miles traveled; reduced emissions; reduced greenhouse gases; reduced permit processing times; and increased permitting and investment in the downtown Tacoma neighborhood.

ELEMENT D: INNOVATIVE TOOLS AND ANALYSIS

The Consortium recognizes that enhanced analysis and tools are necessary to build capacity in the region to facilitate both planning and implementation of VISION 2040. Four tasks are proposed: (1) creating a Regional Analysis of Impediments (AI) and Fair Housing Action Plan for the central Puget Sound region, (2) creating new regional TOD financing tools, including a property acquisition fund for affordable housing and a tax increment financing alternative, (3) advancing a strategy for public surplus and underutilized lands, and (4) developing an innovative growth visualization and analysis tool—"Decision Commons."

An additional component of the affordable housing action strategy is providing direct technical support to jurisdictions to explore and establish incentive programs for affordable housing. This work will integrate into the broader transit corridor planning work, and is described in more detail above in Task B2—Corridor Action Strategy.

Task D1. Regional Analysis of Impediments and Fair Housing Action Strategy. The central Puget Sound region has a strong history of proactively planning for fair housing. Several local housing authorities and jurisdictions have worked together with a variety of community stakeholders to secure HOPE VI funds to revitalize substandard public housing stock, and replace it with high quality, healthy, and sustainable public and subsidized housing in mixed income communities with market rate housing. Puget Sound also has an extensive network of nonprofit housing developers and community development organizations that have developed much of the high quality, affordable housing in the region. Local agencies have coordinated over the years to provide training, workshops, and other educational forums and materials to educate members of the public and key players in the housing market, such as housing providers, service providers, lenders, and real estate professionals. These key players and stakeholders are organized as membership-based affordable housing consortia in King, Pierce, and Snohomish counties. Cities on King County's east side, with the support of the county, formed a very innovative, award-winning coalition of local governments—A Regional Coalition for Housing (ARCH)—to collectively plan for and provide funding for the development of affordable housing opportunities. This collaboration has greatly improved the distribution of affordable housing across King County, and while we still have much further to go, this work has given the region a good base to build upon.

This task will extend that coordination to Snohomish and Pierce counties, and create a Regional Analysis of Impediments (AI) and Fair Housing Action Plan for the region. The analysis and plan will be developed to coordinate affordable housing and fair housing planning and guide development along the transportation corridors identified in this application that avoids patterns of segregation and advances fair housing opportunities. The AI and Fair Housing Action Plan will outline the strategies necessary to ensure that major investments in housing, transportation, employment, infrastructure (e.g., stormwater and water treatment), and education are aligned with fair housing goals to develop diverse, healthy, and sustainable communities with access to opportunity for all residents of the region. Task D1 will be overseen jointly by the Equity Network Steering Committee and the Affordable Housing Steering Committee.

- **Task D1.1:** Develop RFP; Select consultant to produce "regional opportunity map"¹⁵ (*Spring – Summer 2011*)
- **Task D1.2:** Review and analyze state and local laws and codes for provisions that may impact / create barriers to affordable housing and fair housing choice and access. Support affordable and fair housing legislation. (*Fall-Winter 2011-12*)

¹⁵ Based on "The Geography of Opportunity: Mapping to Promote Equitable Community Development and Fair Housing in King County, WA" by Kirwan Institute, April 2010: <http://kirwaninstitute.org/research/projects/king-county-wa-opportunity-mapping/index.php>

- **Task D1.3:** Review and analyze available data for evidence of discriminatory conduct and disparate treatment in rental housing and home lending that are barriers to fair housing choice; identify which classes are most affected (*Fall-Winter 2011-12*)
- **Task D1.4:** Conduct focus groups and key stakeholder interviews across region about barriers to fair housing choice, including agencies serving low income communities, protected classes, and communities seeking to increase diversity. (*Winter 2012*)
- **Task D1.5:** Create draft report and present to Steering Committees, Oversight Committee (*Spring-Summer 2012*)
- **Task D1.6:** Conduct trainings, workshops, create regionally coordinated educational, affirmative marketing, fair lending/credit materials; ensure regional multi-partner educational projects are mission driven to affirmatively promote diversity and equal opportunity. (*Summer-Fall 2012*)
- **Task D1.7:** Work with jurisdictions through TOD Corridor Compacts to take affirmative steps to guide development of inclusive and diverse communities along key corridors (*Summer-Fall 2012*)
- **Task D1.8:** Assess mobility and dispersion of tenant-based Section 8 vouchers and potential policy changes public housing authorities can make. (*Fall 2012-Winter 2013*)

Metrics and Results. Regional AI and Fair Housing Action Plan developed to coordinate fair housing planning in metropolitan area and to guide development along the transportation corridors that avoids patterns of segregation and advances fair housing opportunities; regionally coordinated trainings, workshops, educational materials, affirmative marketing and fair lending/credit materials; regional multi-partner educational projects affirmatively promote diversity, fair housing and equal opportunity; TOD compact commitments to take affirmative steps to guide the development of inclusive and diverse communities; affirmative steps include setting target performance goals for housing affordability; and removal of barriers to fair housing choice through legislative action and other advocacy.

Task D2. Transit-Oriented Development Affordable Housing Funding and Finance. This task provides the groundwork for the development and capitalization of a regional fund for TOD affordable housing. The purpose of the regional fund is to acquire property for affordable housing prior to increases in property value resulting from transit investments. This strategy is intended to ensure that affordable housing is integrated into TOD through new development or preserving/rehabilitating existing affordable housing to create opportunities for current low-income residents who would be at risk of displacement without these investments. Recognizing the importance of equitable TOD and providing low-cost financing, the fund will allow affordable housing developers to bridge the time between current recession-driven acquisition opportunities and future available financing. The regional fund is intended to be opportunity-driven, allowing affordable housing developers to bring projects to the fund as properties become available. The initial focus will be to set up program systems and create necessary relationships for the effective implementation of a TOD acquisition fund. It is envisioned that municipalities will only be eligible to apply for funds from the Regional TOD Property Acquisition Fund if they have adopted the land use policies identified in the TOD Compacts.

In Washington, the effectiveness of Tax Increment Financing (TIF) is very limited compared to the rest of the U.S.¹⁶ This task will provide staff resources to explore and create a more effective TIF alternative using other revenue sources to finance equitable development. Task D2 will be overseen by the Affordable Housing Steering Committee.

- **Task D2.1:** Research and document structure, legal authority, requirements and procedures of proposed Regional TOD Property Acquisition Fund for Affordable Housing. Identify potential sources of capital for fund. (*Spring 2011*)

¹⁶ Tax Increment Financing (TIF) is a tool used by local governments in 49 states to revive blighted areas and promote economic development. Tax Increment Financing has been seen as a useful tool to finance the public infrastructure necessary to attract private development to priority areas. Washington's original tax increment financing statute—passed in 1982—was ruled unconstitutional in 1995 by the State Supreme Court. Since then Washington passed another form of TIF, but it has been found to be so limited that it is viewed as unworkable. Cities and other proponents of TIF continue to craft revised legislation to broaden TIF authority and make it a more viable financing tool.

- **Task D2.2:** Work with jurisdictions in each county and potential funders to establish a coordinated funding process targeting affordable housing development in identified TOD areas associated with LINK light rail corridors. Assist fund manager to begin securing public and private funds for the regional acquisition fund and identifying local match funds (*Spring 2011*)
- **Task D2.3:** Develop an RFP for a regional TOD property acquisition fund manager; select a fund manager (*Fall 2011*)
- **Task D2.4:** Work with funders and other parties to develop an oversight process. Identify oversight committee with representatives from funders and jurisdictions (*Fall 2011-Winter 2012*)
- **Task D2.5:** Work with infrastructure (transportation, other) funders to establish criteria that prioritize projects supporting affordable housing projects in TOD areas (*Fall-Winter 2011-12*)
- **Task D2.6:** Establish tools to hold properties on interim basis if needed. (*Fall-Winter 2011-12*)
- **Task D2.7:** Review effectiveness of Washington's local infrastructure financing tool (LIFT) legislation passed in 2006 and its four pilot projects. Document findings. (*Spring 2011*)
- **Task D2.8:** Explore and document TIF alternative options (with legislators, community stakeholders, jurisdictions) for affordable housing and economic development. Explore feasibility of revenues needed to support projects in transit corridors. Determine financial and political feasibility of alternatives and draft recommendations for legislative options to create TIF alternative (*Summer-Fall 2011*)

Metrics and Results: Documentation of structure and needs of regional TOD property acquisition fund; identification of local, regional, national funding sources; selection of a regional fund manager; oversight process for regional fund; input into regional and county infrastructure selection criteria updates; documentation of LIFT legislation review findings; and documentation of TIF alternative proposal; recommendations for legislative strategy for TIF alternative.

Task D3: Public Surplus and Underutilized Land Strategy. Sound Transit and other local transit providers will be undertaking significant capital development programs in the region over the next two decades. As land is acquired for rights-of-way, station development, staging, and other needs, opportunities exist to consolidate or acquire land in a manner that would facilitate its later redevelopment. Similarly, other public development projects result in land acquisition and disposition. However, legal, policy, and institutional barriers may exist that prevent the easy transfer of surplus land for other public purposes, particularly for development of affordable housing. Early efforts to remove regulatory barriers to access to transit-oriented sites have analyzed existing policies, but additional resources are needed to expand this work. This task focuses on developing strategies, policies, and mechanisms to prioritize access to public surplus and underutilized properties for development of affordable housing near transportation investments. Task D3 will be overseen by the Affordable Housing Steering Committee.

- **Task D3.1:** Identify and document legal and system barriers to providing public surplus land as a priority and/or at a discount for affordable housing and develop strategies to make the necessary changes to overcome these obstacles. (*Summer 2011*)
- **Task D3.2:** Work with transit agencies and jurisdictions to develop model policies addressing activities that require land acquisition for transit stations, rights-of-way, and maintenance facilities. Policies should address opportunities for acquisition of sufficient land for TOD development. (*Summer –Fall 2011*)
- **Task D3.3:** Research and map prime areas for developing or preserving affordable housing within station areas and transit corridors. Evaluate locations for best opportunities for affordable TOD and connect to needs identified by Fair Housing AI. (*Summer –Fall 2011*)
- **Task D3.4:** Document findings and recommendations in draft and final reports. (*Winter-Spring 2012*)

Metrics and Results: Documentation of legal and system barriers to surplus land disposition; model policies and procedures for disposition of surplus property; adoption/incorporation of recommended policies and procedures; identification and mapping of affordable housing sites associated with station areas and transit corridors, and other affordable TOD sites.

Task D4. Decision Commons Analysis Tool Test Case Demonstration. The Decision Commons “Test Case Demonstration” will develop innovative new Planning Support System computer simulation and analysis tools to enable more efficient implementation of transit-oriented development within the region. The Test Case Demonstration funded by this grant will focus on station area development within the 900-acre Bel-Red/Overlake Area, a subarea of the East LINK light rail corridor. Significant inter-jurisdictional coordination and local station area planning has already occurred in the Bel-Red Corridor making this area an ideal Test Case Demonstration. Working with the cities of Bellevue and Redmond, PSRC, and Sound Transit, the Runstad Center at the University of Washington will develop and test a tool that incorporates two parallel aspects of public development decision-making: (1) the ability for the public and local decision-makers to understand both the visual and planning aspects of development scenarios—this will be particularly helpful for communicating complex development concepts to communities unfamiliar with planning, and individuals with limited English proficiency and (2) the use of neutral, independent analysis in support of local decision-making, applicable to a broad range of jurisdictions grappling with the complexities of public and private development proposals in response to increased accessibility of public transit. Decision Commons software will address and incorporate a wide range of land use, environmental, social equity, transportation, economic, and municipal revenue concerns. The Test Case Demonstration will provide a road-map for leveraging next-generation data and software to accelerate the implementation of TOD principles. Currently available Planning Support System packages can be expensive, proprietary, cumbersome to use or inaccessible to jurisdictions with fewer resources. Development of Decision Commons will advance the state of the art of such systems by:

- Assembling working groups of end users and experts in the planning and software fields to guide refinement of effective decision making tools
- Refining the ability to communicate complex land-use and policy issues in more intuitive and effective ways applicable at nearly all phases of the implementation process
- Developing real-time visualization tools to allow a wide range of users to navigate among and interact with future implementation scenarios
- Comparing alternative scenarios using a broad set of metrics and indicators, including *Transportation* (modal split, transit potential, walkability); *Ecosystem Health* (tree canopy, streams, wetlands, habitat contiguity); *Climate Change* (VMT and greenhouse gas connections); *Social Equity* (empower participation and accommodation of all citizens; diversity and number of housing units/commercial space); *Public Health* (air pollution, walkability); *Development* (capacity, real estate *pro forma* analysis); *Economic Impact* (job creation, jurisdiction cost/benefits).

The test case will address multiple development scales, ranging from transit system to corridor to station area to land parcel, and measure connections across these scales. The ultimate goal of the test case is to demonstrate ways of implementing sustainable growth more efficiently, effectively, and with wider and more solid consensus of all affected individuals and organizations.

- **Task D4.1:** Engage communities to ensure accurate shaping of scenarios, refinement of questions to be posed for analysis, and identification of outcomes useful to local policy makers and the public (*Spring 2011 – Spring 2012*)
- **Task D4.2:** Develop protocols to connect existing planning support systems and visualization technology in a seamless, effective, and user friendly input and output format (*Spring 2011 – Fall 2012*)
- **Task D4.3:** Staff training for technical and decision implementation effectiveness (*Fall 2011 – Spring 2012*)
- **Task D4.4:** Demonstration planning and implementation including preparation of local jurisdiction staff for public demonstrations. Document feedback from trial runs. (*Spring 2011 – Winter 2011-2012*)
- **Task D4.5:** Document system protocols, test case decision-making techniques and experience with applying Decision Commons tools (*Fall 2012 – Spring 2013*)
- **Task D4.6:** Make dedicated equipment purchases and provision of dedicated space to support development of Decision Commons tools (*Spring 2011 – Summer 2011*)

Metrics and Results: Test desired scenarios, questions, and outcomes; document protocols for connecting planning support systems and visualization technology; provide local staff experience with applying Decision Commons in public settings; document decision-making techniques, outcomes, and results; provide dedicated staff, equipment, and space for implementing use Decision Commons as a public decision-making tool.

ELEMENT E: GRANT ADMINISTRATION

PSRC will administer the contract and subcontract with Consortium partners and consultants providing professional services. PSRC will coordinate the hiring of project staff. PSRC will coordinate and monitor the contract, including the documentation of performance measures per *Part 5. Achieving Results and Program Evaluation* – see page 25. Administration will include quarterly meetings with HUD Office of Sustainable Housing and Communities staff; annual status reports; and meetings with project partners.

- **Task E1:** Develop final organizational and operating structure: Consortium Agreement, Project Partners MOUs, HUD Cooperative Agreement (*Fall 2010*)
- **Task E2:** Develop final work program (*Fall 2010*)
- **Task E3:** Recruit and hire project staff (*Winter 2011*)
- **Task E4:** Manage subcontracts (*Ongoing*)
- **Task E5:** Complete quarterly reimbursement requests (*Quarterly*)
- **Task E6:** Convene quarterly Oversight Committee meetings (*Quarterly*)
- **Task E7:** Meet with HUD OSHC staff (*Quarterly*)
- **Task E8:** Write annual/final performance reports (*Fall 2011; Fall 2012; Fall 2013*)

Metrics and Results: Execution of Collaborative Agreement with HUD, Consortium Agreement and any necessary Memoranda of Understanding with project partners; final budget and work program; successful hire of project staff; quarterly reimbursement request; approximately 11 Oversight Committee meetings; quarterly meetings with HUD OSHC staff; two annual reports; and one final performance report.

GOVERNANCE, MANAGEMENT, INFORMATION SHARING

The Consortium represents a highly diverse coalition of partners. As the regional planning agency and Metropolitan Planning Organization, PSRC is governed by boards of elected officials from the region's counties and cities, with proportional representation by population. Business, community, environmental, Tribes, and other interests are also represented on PSRC advisory boards and committees. The Consortium was designed to augment PSRC's membership, and bring together additional members with diverse perspectives and expertise in the planning and execution of equitable, transit-oriented development. Co-applicants of this proposal include:

- **Academic partners** represent both one of the nation's largest research universities (University of Washington), and one the region's most respected community colleges (North Seattle Community College).
- **A Regional Coalition for Housing (ARCH)** is a unique partnership of King County and eastside cities that has been nationally recognized (Fannie Mae Innovations in American Government Award in Affordable Housing, HUD Secretary's Opportunity and Empowerment Award) for its success in bringing member jurisdictions together to provide affordable housing opportunities in a high cost market area.
- **The Cascade Land Conservancy** has wide experience in advocating and applying cutting-edge approaches to environmental protection and resource conservation.
- The Consortium's **city, county, and agency partners** all have experience in local land use and transportation planning, public outreach, project entitlement and implementation.
- The **Community Development Collaborative** has deep and respected skills in organizing diverse neighborhoods for change, with a mission of building and supporting the region's most culturally rich, income diverse, and threatened places. These eight community based organizations have collectively 200 years of experience, have built

3,555 rental and homeownership units for low- and moderate-income households, 400,000 square feet of commercial space, and over 300,000 square feet of community space, resulting in \$646 million of investments in their neighborhoods.

- **Impact Capital** knows how to make strategic investments in community development that transform distressed communities and neighborhoods into healthy ones. Impact Capital brings the perspective of financing affordable, mixed use and commercial developments that meet community and economic goals.
- **Seattle Housing Authority**, developer of the award-winning High Point, New Holly and Rainier Vista HOPE VI projects, and the **King County Housing Authority**, manager of one of the largest low income and workforce housing portfolios in the region, bring the perspectives of non-profit, affordable housing developers.
- The active involvement of **Public Health Seattle-King County** and the **Tacoma Pierce County Health Department** will help to reintegrate the critical issue of public health into regional planning and development.
- The **Urban Land Institute's** mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI –Seattle District Council can bring both a national perspective, as well the ability to facilitate the involvement of the local private sector real estate development community.

Collectively, the Consortium has the capacity and experience to carry out the activities proposed in this grant proposal, which, along with work by other regional partners, will help make VISION 2040 a reality. *Part 3* of this proposal contains a more detailed description of the formal structure and decision-making mechanisms of the Consortium, and the roles each member will play in executing the work in this proposal.

Traditionally Underrepresented Groups. A foundational component of the proposed work is to form and staff a regional Equity Network charged with actively including diverse and traditionally underrepresented populations who can directly contribute to decision making and implementing strategies in VISION 2040. See Element A in this section of the proposal. These communities will be directly represented on the project's administrative committees, task forces and working groups, and sub-grants will be made to community organizations to ensure they have an active opportunity to be part of the work. It is anticipated that sub-grants will be made to existing community-based groups to fund activities such as: community workshops to identify needs and strategies for shaping the future of neighborhoods; community organizing to help build the capacity of residents and businesses for public policy advocacy and engagement; training and leadership development to enhance knowledge and skills to voice local perspectives and shape communities; and opinion surveys for hard-to-reach community members.

Data Management. Project staff will share information with partners and the general public. Project staff will prepare meeting summaries for distribution to participants and stakeholders. Meeting summaries will be distributed with subsequent agendas. Project staff will create and maintain a project website linked through www.psrc.org, where meeting dates, times, locations, agendas, summaries and relevant materials will be posted for review and download. Staff will maintain email distribution lists for general communication among jurisdictions and stakeholders, and notification of meetings, events, or availability of data or other products for review. Information and communications about the project will be available for distribution in Consortium member publications and regular distribution channels. Staff will make regular informational presentations to PSRC's standing boards and committees, as well as to partner boards, committees, events, or staff as relevant. Staff will publish regular updates and summaries of work in PSRC's quarterly newsletter *Regional VIEW* (more than 10,000 subscribers), as well as in PSRC's semimonthly online email newsletters *At Work* (1,299 subscribers), the *Prosperity Partnership Update* (4,397 subscribers), and *PSRC Funding News* (1,525 subscribers). Publications and any other relevant products will be available for distribution and public review through the PSRC Information Center. Project staff will create and maintain discrete data directories for project files on PSRC and other partner computer networks. Staff will also investigate communication through social media, such as Facebook.

Lessons learned through the project will be directly incorporated into updates of VISION 2040, Transportation 2040, and the Regional Economic Strategy. Findings and recommendations will also inform the updates of local comprehensive plans and development regulations, required by 2014. Under Washington State's growth management, these

comprehensive plans guide the development of local capital improvement programs and local funding decisions. The region's policies and plans also guide the development of competitive transportation project grant selection processes conducted by PSRC and the region's counties.

PROJECT IMPLEMENTATION SCHEDULE

Start and end dates for individual tasks are included following each set of task descriptions presented on pp. 9-19.

VISION 2040 Links to Desired Outcomes. VISION 2040 identifies direct links to steps for resolving many of the specific challenges identified in *Factor 2* of the NOFA. VISION 2040 includes more than 60 specific actions and implementation steps for each section of multicounty planning policies. The actions are organized according to level of responsibility for implementation. The regional level includes actions for which PSRC is primarily responsible. Other actions are identified for counties, cities, and other stakeholders. Each action includes a brief statement describing the action in general terms, its timeframe, and products. Many of these actions relate directly to existing or future conditions described in *Part 1* of this proposal, and identified in *Factor 2* of the NOFA. Work performed through this grant will identify additional specific actions to address desired outcomes.

Measures for assessing how the region is meeting the goals and provisions of the policies are included in VISION 2040's *Implementation* section (Part IV of the VISION 2040 document). The purpose of these measures is to track whether actions are occurring and whether the region is achieving desired results. This information will assist policymakers as they assess policies and actions over time. Many of these measures directly relate to the challenges identified in *Factor 2* of the NOFA, including: supply and distribution of both ownership and rental housing units at all income levels; share of growth within the designated urban growth area, development densities, and size of urban growth area; share of growth in centers and transit station areas; travel mode splits, travel times, total and per capita vehicle miles traveled; number of jobs and real wages per worker by employment/industry category, and unemployment rates at the subarea level; educational opportunities for all the region's residents; body mass index by sex and race, and other measures. PSRC is currently in the process of convening a technical advisory group to evaluate additional measures for use in monitoring efforts that will build on and refine the measures contained in VISION 2040.

BUDGET NARRATIVE AND JUSTIFICATION

The total cost of the program is **\$8,596,000**. The total HUD portion of the grant is **\$4,999,699**, with total eligible leverage and match of **\$3,596,301 (72%)** from the Consortium Partners. The budget table below provides additional detail on specific cost amounts. Funding estimates are based on considerable partner experience conducting projects involving committees and working groups, developing technical reports, and project delivery through technical consultants. Consortium members believe the amounts requested are sufficient to accomplish the tasks in this proposal. See *HUD 424 CBW Detailed Budget Worksheet* and accompanying *Budget Narrative* for the overall project, as well as budgets for three Consortium partners who will receive more than 10% of the funds requested in this grant. Also see *Ratings Factor Form 4* and *Appendix F—Representative Letters of Commitment* for information about leveraged resources and representative partner commitments.

Detailed Description of Budget			
Analysis of Total Estimated Costs		Estimated Cost	Percent of Total
1	Personnel (Direct Labor)	\$ 3,503,791.21	41%
2	Fringe Benefits	\$ 1,027,670.34	12%
3	Travel	\$ 5,350.00	0%
4	Equipment	\$ -	0%
5	Supplies and Materials	\$ 11,550.00	0%
6	Consultants	\$ 2,053,325.00	24%
7	Contracts and Sub-Grants	\$ 650,000.00	8%
8	Construction	\$ -	0%
9	Other Direct Costs	\$ 18,725.00	0%
10	Indirect Costs	\$ 1,325,588.47	15%
Total:		\$ 8,596,000.02	100%
HUD Share:		\$ 4,999,699.41	
Match: (as percentage of HUD Share)		\$ 3,596,301.07	72%

Capacity Building and Knowledge Sharing. The Consortium's work is designed to increase the capacity and expertise of both member organizations and the general public. Members will become more familiar with best practices for various components of the work, as well as with the different priorities and techniques of other disciplines. Participants will gain a better understanding of how the regional plan adopted under Washington's growth management system is implemented through regional plans, local comprehensive plans, and local permitting and approvals. A wide variety of non-traditional partners will gain experience with regional policies, and also with regional planning and policy development processes. As described on page 20, the project will employ an array of data management and information sharing and dissemination techniques to educate partners, participants, and the general public about the project and its outcomes. The Consortium anticipates conducting approximately 100 open public meetings during the project timeframe, with between two and six large public events. In addition to the more than a dozen co-applicants, the direct participation of more than 25 of the region's cities and dozens of community development organizations is anticipated. Approximately 30 sub-grants will be made to local, community-based organizations to engage their communities. If each grant involves contact with between 100-150 individuals, as many as 6,000 individuals will gain new or enhanced knowledge, understanding, and familiarity with regional growth and development processes and decisions that can affect their communities. As part of program evaluation, the Consortium and PSRC will continue to track a variety of implementation and performance measures, including issued development permits related to the region's transit corridors to determine whether these parcels are accommodating a greater share of the region's growth. As is the current practice, PSRC makes these data available free of charge to its members and the general public for review and analysis. Section 5 below contains additional descriptions of performance measures.

Expand Cross-Cutting Policy Knowledge. The Consortium plans to develop, distribute, and publish approximately 20 separate reports documenting existing conditions, research, analysis, policy analysis, and findings. These will be made available to all project participants, all PSRC member jurisdictions and agencies, and to a wide variety of other organizations through Consortium member distribution. While the immediate focus will be on the three LINK light rail transit corridors in the central Puget Sound region, the technical assistance, information clearinghouse, and public outreach materials will be easily transferable to other transit corridors, cities and towns, counties, and other jurisdictions throughout the state and nation. PSRC is widely recognized in the region for its outreach and information transferring abilities. The elements of the project plan include all of the necessary aspects to accomplish sharing information that is generated—publishing materials on websites, distributing outreach materials, holding workshops, speaking at conferences and trainings, and providing direct technical assistance. The development of Decision Commons will bring a unique new tool for use in sharing, analyzing, and understanding the implications of policy. The work and lessons learned in the central Puget Sound region will have applicability and transferability to other urban regions in the U.S.

PART 3: CAPACITY AND ORGANIZATIONAL EXPERIENCE (Rating Factor 1)

CENTRAL PUGET SOUND SUSTAINABLE COMMUNITIES CONSORTIUM

The Central Puget Sound Sustainable Communities Consortium will address the challenges of implementing VISION 2040. The Consortium represents a broad cross-section of key stakeholders, viewpoints, and diverse populations. Together, the Consortium will collaborate to bring other partners—units of state and county government, cities, community groups, non-profit groups, employers, and landowners—into the regional program. In addition to the Consortium co-applicants, twenty-four cities and organizations have already expressed strong support and their willingness to participate in the work outlined in this proposal. See *Appendix C—Regional Support Letter*, and *Appendix F—Representative Letters of Commitment*. Please note that the second letter in *Appendix F* is a joint letter from multiple partners. Additional members will be asked to become formal members of the Consortium as the work progresses.

The list below identifies the 18 Consortium members who are co-applicants of this proposal, and the dates of their letters of commitment:

- A Regional Coalition for Housing (ARCH) (8/10/10)
- City of Bellevue (8/19/10)
- Cascade Land Conservancy (CLC) (8/18/10)
- Community Development Collaborative/Impact Capital Equity Partnership (8/17/10)
- City of Everett (8/10/10)
- King County (8/19/10)
- King County Housing Authority (8/17/10)
- North Seattle Community College (8/18/10)
- Public Health—Seattle & King County (8/12/10)
- Puget Sound Regional Council, PSRC (8/17/10)
- City of Redmond (8/16/10)
- City of Seattle (8/19/10)
- Seattle Housing Authority (8/10/10)
- City of Tacoma (8/17/10)
- Tacoma-Pierce County Health Department (8/12/10)
- UW—Runstad Center (8/19/10)
- ULI—Seattle District Council (8/17/10)

CONSORTIUM ORGANIZATION

The Central Puget Sound Sustainable Communities Consortium has four primary policy and implementation entities for oversight, collaboration, and decision-making. See *Appendix G—Consortium Organization* for an illustration of the Consortium's organizational and decision making framework, committee membership, and member responsibilities.

1. **Oversight Committee.** An Oversight Committee comprised of Consortium members provides high-level oversight. PSRC chairs the Oversight Committee. Members will select a vice chair by consensus. Oversight Committee members will set and approve project goals, shape, and sustain the vision for the project, provide leadership, and work to create additional resources if necessary. The Committee will meet at least quarterly to receive information from Steering Committees, Task Forces and Working Groups about progress on project tasks and to provide high-level guidance and decision-making for the project. Members will be responsible for participating in all meetings and providing project oversight. As the project is implemented, other members will be recruited to represent additional regional interests and stakeholders, and admitted to the Consortium upon the consensus of the Oversight Committee members.
2. **Steering Committees.** Two Steering Committees will provide guidance and oversight for elements of the proposal, fostering and ensuring equitable development and public engagement, and for developing Innovative Tools and Resources. Chairs and members of the committees are identified on the organizational chart. Vice chairs will be chosen by consensus of the committee members.

The **Equity Network Steering Committee** is responsible for ensuring that a broad range of equity issues is a core foundation of the entire project. This includes the work of the other Committees and Task Forces. The Committee develops criteria and selects sub-grant recipients, and oversees staff and funds associated with Equity Network

tasks. The Equity Partnership (CDC/Impact Capital) will chair the Committee. Members include stakeholders and community groups from King, Kitsap, Snohomish and Pierce counties with missions that include serving low-moderate income communities, communities of color and/or underserved communities associated with the three LINK light rail transit corridors. Members will be recruited from throughout the region.

The **Affordable Housing Steering Committee** will have public and private, and nonprofit housing developers, affordable housing advocates, local government, and public health agencies from all parts of the region. The Steering Committee will select a chair and vice chair by consensus. As work progresses, additional jurisdictions and stakeholders will be invited and encouraged to participate in the Committee. Members will be responsible for overseeing staff conducting the affordable housing research and legislative tasks.

- 3. Task Forces.** Three Transit Corridor Task Forces will be formed, one for each light rail transit corridor: North LINK, East LINK and South LINK. Each task force will consist of elected and/or appointed officials representing, at a minimum, jurisdictions with direct land use, transportation, or other regulatory authority in the corridors. In addition, members will include employers and landowners, private and nonprofit stakeholders, and additional participants identified by the Equity Network. Each task force will select a chair and vice chair. As the work progresses, additional jurisdictions and stakeholders will be invited and encouraged to participate. The task forces will be responsible for developing broad consensus about the unique circumstances, challenges, and opportunities each corridor faces. Inter-jurisdictional coordination and planning will establish a platform for "Transit-oriented Development Compacts" and other action strategies that individual jurisdictions and other stakeholders will pursue over time.
- 4. Working Groups.** Project leads associated with the Northgate and Tacoma Downtown-South catalyst investment strategies, and with the Decision Commons project will convene ad hoc workgroups regularly. King County will chair the Northgate working group; the City of Tacoma will chair the Tacoma Downtown-South working group; and the UW-Runstad Center will chair the Decision Commons working group. These working groups will coordinate various partners in these project elements and conduct specified tasks. As appropriate, working group members will include representatives identified by the Equity Network, public health departments, public, private, non-profit entities, and other stakeholders responsible for implementing elements of catalyst projects. Members will be responsible for providing oversight and guidance of catalyst demonstration projects and decision tool development.

Decision-making. Decisions made by the Oversight Committee, Steering Committees, Task Forces, and Working Groups should reflect consensus of Consortium partners and members. For decision-making on the Oversight Committee, each Consortium member will designate one voting member. Consortium members agree that if it is successful in receiving an award through this grant program, a formal consortium agreement providing detailed procedures for achieving consensus and resolving any disputes will be prepared and executed within 120 days of notice of the award.

Transfer of Funds. Generally, any endeavor involving the transfer of funds will follow normal procurement or other appropriate processes and will be effected in writing by representatives of the organizations involved. The formal consortium agreement will specify procedures for the transfer of funds.

Implementation. Oversight of the Consortium will be the responsibility of the Oversight Committee chair with assistance from a vice chair. The chair and vice chair will be informed of specific Consortium activities, oversee the operating budget and management, inform Consortium representatives of all matters of common interest, and schedule, and organize Consortium meetings. Steering Committee, Task Force, and Working Group chairs will manage the specific initiatives funded under the grant, and will be responsible for scheduling and organizing meetings, outlining necessary budgetary and staff resources, managing committee activities, and presenting quarterly progress reports to the Oversight Committee.

Resource Commitment. Each Consortium member has committed resources to accomplish the mission, goals, objectives, and tasks funded by the Sustainable Communities Regional Planning Grant. This includes, as appropriate to the Consortium partner, funding, participating in meetings of the Consortium, committing staff or in-kind resources to advance specific tasks and projects, and ensuring effective communication and cooperation among partner organizations. Consortium partners are committed to working in a coordinated way to help execute the project work plan. See *Appendix F—Representative Letters of Commitment* for two letters from Consortium co-applicants illustrating the breadth of the partnership and the extent of local commitments to the project. Please note that the second letter in *Appendix F* is a joint letter from multiple partners. Additional letters of commitment, dated as indicated on page 23, are available upon request.

ORGANIZATIONAL CAPACITY AND QUALIFICATION

As described on pages 19-20, the Central Puget Sound Sustainability Consortium represents a broad cross-section of key stakeholders, viewpoints, and diverse populations, and has wide experience, resources, and capacity to successfully implement the activities in this proposal in a timely manner. See *Ratings Factor Form 1, Ratings Factor Form 4, and Appendix H—Organizational Capacity* for more detailed descriptions of Consortium members and the qualifications of key project personnel.

Part 4: LEVERAGING RESOURCES (Rating Factor 4)

The *Growing Transit Communities* project total budget is \$8,596,000. The Consortium has identified \$3,596,301 in local commitments to dedicate resources for this proposal from a variety of community, private sector, non-profit, and federal resources, which, in combination with HUD program resources, will ensure the project's success. Documentation in *Ratings Factor Form 4* and *Appendices F and G* demonstrate that the Central Puget Sound Sustainable Communities Consortium has committed significant local and other resources—including federal—equivalent to 72% of the funds requested from HUD to implement this proposal.

Part 5: ACHIEVING RESULTS & PROGRAM EVALUATION (Rating Factor 5)

The proposed work program targets long-term outcomes to advance important sustainability policy areas in local and regional plans. These outcomes are highlighted in the *Ratings Factor Form 5*. The proposal provides needed resources to jurisdictions and other organizations to ensure that they have the technical assistance and financial capacity to confront these issues in a high growth urban region. Some strategies contribute specifically to the implementation of the Regional Plan for Sustainable Development (VISION 2040) with significant local commitments to revise policies and regulations. Other activities help to develop partnerships to better coordinate planning to facilitate the growth of more sustainable and healthier communities.

The proposal sets up programs and activities that explicitly support the growth of more equitable transit-oriented communities along the region's developing high capacity transit system. All of the programs will be guided by and integrated with a new model for engaging traditionally underrepresented communities by developing new partnerships between planners/decision-makers and community development organizations with more expertise in engaging communities of color and communities with concentrated levels of poverty. This network of organizations ensures that these proposals concentrate on improving jobs access to underserved communities, reducing combined transportation and housing costs, and improving alignments between transportation and land use decisions as well as economic and workforce development.

Each task description in *Part 2* of this application (see pp. 9-9) identifies specific expected results, outcomes, deliverables and benefits associated with that task. *Ratings Factor Form 5* identifies measures, outcomes and benchmarks for the project time frame and beyond.