

Regional Centers Framework Update – Draft Board Proposal

The Puget Sound Regional Council's Growth Management Policy Board is seeking public input on the draft centers framework proposal. The public comment period will run from **Tuesday, October 10, 2017 through Wednesday, November 8, 2017 at 5 pm.**

The draft centers framework proposal that follows describes potential updates to plans, policies, and procedures to support different scales of mixed use and industrial centers in the region. The draft proposal includes minimum criteria and expectations for regionally-designated mixed use and industrial centers, recommends a role of military installations in the regional plan, and provides guidance for designation of countywide centers in King, Pierce, Snohomish and Kitsap counties.

The Growth Management Policy Board will review comments on the draft proposal prior to making a recommendation to PSRC's Executive Board. The draft centers framework proposal is available for review on [the project webpage](#), along with other project resources.

How to Comment:

E-mail: CentersComment@psrc.org

U.S. Mail: ATTN: Centers Framework Comment, PSRC, 1011 Western Avenue, Suite 500, Seattle, WA 98104-1035

In Person: Growth Management Policy Board meeting, 10:00 a.m. on November 2 at PSRC, 1011 Western Ave, Suite 500, in Seattle.

Fax: ATTN: Centers Framework Comment, 206-587-4825

Key Review Questions

In addition to general review of the draft proposal, Growth Management Policy Board continues to weigh policy options and is particularly interested in feedback on specific policy areas:

Subarea Planning. The draft proposal includes a timeline for all existing regional centers to have some type of adopted subarea plan by 2020. Center plans would need to be consistent with the updated planning expectations by the next Growth Management Act periodic update (prior to PSRC monitoring check-in in 2025). **Is the planning timeline reasonable and appropriate?**

Redesignation Standards. For existing regional centers that may not meet the draft minimum standards, the draft proposal requires the jurisdiction to demonstrate reasonable progress on planning and development of their center. These include:


- Adopted subarea plan consistent with center criteria,
- Completed market study,
- Availability of transit service (not required for manufacturing/industrial centers), and
- Recent capital investments by the local government in the center and commitment to appropriate infrastructure in the jurisdiction's capital improvement program to support planned growth

Are the criteria appropriate? Too subjective? If so, how could it be more objective? Not robust enough? Do you have any additional suggestions?

Countywide Density Criteria. The draft proposal includes minimum criteria for countywide organizations to designate countywide centers. Among other criteria, countywide growth centers would need to have a minimum of 10 activity units per acre. Activity units are the combined population and employment for a given area. **Is the minimum density standard for countywide centers too low, too high, just right, or necessary to include?**

The countywide industrial centers currently don't provide minimum expectations for a minimum number of jobs or acres of industrial land. **Should there be a minimum number of jobs and acres? If so, what should be the minimum acre and employment thresholds for countywide industrial centers?**

Mix of Uses in Regional and Countywide Growth Centers. The current policy calls for centers to plan for a mix of uses, but doesn't set a specific minimum. **Should the centers framework establish a minimum mix of planned uses for growth centers?**

These topics are called out in the document with a  symbol.

Regional Centers Framework – DRAFT Proposal
October 10, 2017 version

Contents

Purpose and Background.....	2
Regional Centers Designation Procedures	3
Regional Growth Centers Eligibility and Criteria	4
Manufacturing/Industrial Centers Eligibility and Criteria	6
Regional Center Redesignation Standards	7
Countywide Centers.....	8
Local Centers and Other Types of Centers	9
Military Installations	10
Planning Requirements	10
Regional Support.....	11
Performance Measures	11
Implementation.....	12

Purpose and Background

Purpose

Centers are the hallmark of VISION 2040 and the Regional Growth Strategy. They guide regional growth allocations, advance local planning, inform transit service planning, and represent priority areas for PSRC's federal transportation funding.

In 2015, the Growth Management Policy Board adopted a scope of work to review the existing centers framework. The regional centers have been integral to regional planning for over 20 years, and this update represented an opportunity to reassess the system in place today and opportunities to recognize other places that are serving important roles in the region. The Regional Centers Framework outlines a revised structure and criteria for regional and countywide centers and direction to update policies and procedures to update to the regional centers framework.

This update will:

- Clearly define the types of central places—both larger and smaller—within the region that are the focus of growth, planning, and investment.
- Establish criteria and planning expectations that ensure centers are developing as thriving and connected communities with sufficient market potential to accommodate new jobs and residents.
- Provide for consistent designation of centers at the regional and countywide levels across the region.
- Address requirements for new centers and redesignation of existing regional centers.

As important focal points for investment and development, regional centers represent a crucial opportunity to support equitable access to affordable housing, services, health, quality transit service, and employment, as well as to build on the community assets currently present within centers.

In the project scope of work, the Growth Management Policy Board adopted the following guiding principles for the project:

- *Support the Growth Management Act and VISION 2040.*
- *Focus growth consistent with the Regional Growth Strategy.*
- *Recognize and support different types and roles of regional and subregional centers.*
- *Provide common procedures across the region.*
- *Guide strategic use of limited regional investments.*
- *Inform future planning updates at regional, countywide, and local levels.*

PSRC convened a joint board session in 2016 that identified several project objectives:

Growth: Centers attract robust population and employment growth—a significant and growing share of the region's overall growth.

Mobility: Centers provide diverse mobility choices so that people who live and work in centers have alternatives to driving alone.

Environment: Centers improve environmental sustainability by diverting growth away from rural and resource lands, habitat, and other critical areas, and towards urban areas with existing infrastructure.

Social Equity and Opportunity: Centers offer high access to opportunity, including affordable housing choices and access to jobs, to a diverse population.

Economic Development: Centers help the region maintain a competitive economic edge by offering employers locations that are well connected to a regional transportation network, and are attractive and accessible to workers.

Public Health: Centers create safe, clean, livable, complete and healthy communities that promote physical, mental, and social well-being.

The Regional Centers Framework Update project included significant outreach and committee and board discussions. The process was informed by staff-level Technical Advisory Group and Stakeholder Working Group, joint board sessions, county-level workshops, and ongoing outreach to local governments. A staff-level Stakeholder Working Group met from June 2016 through January 2017 and identified recommendations and alternatives for PSRC's boards to consider. Their final report informed deliberation by the Growth Management Policy Board in 2017.

Regional Centers Designation Procedures

The **Designation Procedures for New Centers** contains detailed requirements for designation and review of regional growth centers and manufacturing/industrial centers. The procedures are adopted by the Executive Board.

PSRC will update the **Designation Process for New Centers** to incorporate the following procedural changes:

- When designating new regional centers, the PSRC boards will also consider:
 - Distribution of centers throughout the region and whether new center locations would be advantageous for overall regional growth objectives. Centers should be distributed in rational places, consistent with the regional vision, and in areas that do not place additional development pressure on rural and resource lands.
 - The overall number of centers in the region.
- Application and review of new regional centers will be limited to major regional growth plan updates (VISION 2040 and its successor plans) and every five years, following the results of performance monitoring.
- Employment and/or activity thresholds for new regional centers will be reviewed and potentially updated when the regional growth plan is updated to account for overall growth in centers over time. Center designations should remain relatively stable over the long term, but will allow centers to change into new types when they have achieved higher levels of activity and other criteria.

Regional Growth Centers Eligibility and Criteria

Regional growth centers are locations of more compact, pedestrian-oriented development with a mix of housing, jobs, retail, services, and other destinations. The region’s plans identify centers as areas that should receive a significant share of the region’s population and employment growth compared with other parts of the urban area, while providing improved access and mobility—especially for walking, biking, and transit.

Eligibility Criteria for Regional Growth Centers

The minimum eligibility requirements for new centers ensure consistency in centers designation and ensure that new regional growth centers meet the intent of VISION 2040 while allowing for flexibility. The **Designation Procedures for New Centers** will be updated to identify additional supporting documentation:

- **Local commitment.** Evidence center is a local priority and sponsor city/county has sustained commitment over time to local investments in creating a walkable, livable center.
- **Planning.** Completion of a center plan (subarea plan, plan element or functional equivalent that provides detailed planning or analysis) that meets regional guidance in advance of designation. Environmental review that demonstrates center area is appropriate for dense development.
 - Assessment of housing need, including displacement risk, as well as documentation of tools, programs, or commitment to provide housing choices affordable to a full range of incomes and strategies to further fair housing
- **Jurisdiction and Location.** Regional growth centers should be located within a city, with few exceptions. LINK light rail stations in unincorporated urban areas (including those funded through the Sound Transit 3 ballot measure) may be eligible for center designation at any scale, provided they are affiliated for annexation or planned for incorporation. Other unincorporated urban areas may be eligible for countywide center status, provided they are affiliated for annexation or planned for incorporation.
- **Existing Conditions.** Existing infrastructure and utilities sufficient to support new center growth, a mix of both existing housing and employment, justification of size and shape (recommend centers to be nodal with a generally round or square shape), and pedestrian infrastructure, amenities, and a street pattern that supports walkability

Designation Criteria for Regional Growth Centers

The Regional Centers Framework Update defines two distinct types of regional growth centers with tailored minimum criteria as described in this section. The criteria are expanded to include discussion of appropriate size, minimum transit service, market potential, and regional role. The center types will be used to inform future growth planning.

Regional Growth Centers	
<p>Urban Growth Center</p> <p>These centers have an important regional role, with dense existing jobs and housing, high-quality transit service, and planning for significant growth. These centers may represent areas where major investments – such as high-capacity transit – offer new opportunities for growth.</p>	<p>Metro Growth Center</p> <p>These centers have a primary regional role – they have dense existing jobs and housing, high-quality transit service, and are planning for significant growth. They will continue to serve as major transit hubs for the region. These centers also provide regional services, and serve as major civic and cultural centers.</p>
<p>Urban Growth Center Criteria</p> <p>Center must meet each the following criteria:</p> <ul style="list-style-type: none"> ○ Existing density. 18 activity units per acre minimum ○ Planned target density. 45 activity units per acre minimum ○ Size. 200 acres minimum - 640 acres maximum (may be larger if served by an internal, high capacity transit system) ○ Transit. Existing or planned¹ fixed route bus, regional bus, Bus Rapid Transit, or other frequent and all-day bus service. May substitute high-capacity transit mode for fixed route bus. Service quality is defined as either frequent (< 15-minute headways) and all-day (operates at least 16 hours per day on weekdays) –or- high capacity ○ Market potential. Evidence of future market potential to support planning target ○ Role. Evidence of regional role <ul style="list-style-type: none"> ● Clear regional role for center (serves as important destination for the county) ● Jurisdiction is planning to accommodate significant residential and employment growth under Regional Growth Strategy 	<p>Metro Growth Center Criteria</p> <p>Center must meet each the following criteria:</p> <ul style="list-style-type: none"> ○ Existing density. 30 activity units per acre minimum ○ Planned target density. 85 activity units per acre minimum ○ Size. 320 acres minimum - 640 acres maximum (may be larger if served by an internal, high capacity transit system) ○ Transit. Existing or planned light rail, commuter rail, ferry, or other high capacity transit with similar service quality as light rail. Service quality is defined as either frequent (< 15-minute headways) and all-day (operates at least 18 hours per day on weekdays) –or- high capacity (e.g., ferry, commuter rail, regional bus, Bus Rapid Transit). Evidence the area serves as major transit hub and has high quality/high capacity existing or planned service. ○ Market potential. Evidence of future market potential to support planning target ○ Role. Evidence of regional role: <ul style="list-style-type: none"> ● Clear regional role for center (for example, city center of metropolitan cities, other large and fast growing centers; important regional destination) ● Jurisdiction is planning to accommodate significant residential and employment growth under Regional Growth Strategy

¹ “Planned” transit means funded projects or projects identified in the constrained portion of Transportation 2040. The Transportation 2040 constrained project list incorporates projects in transit agency long-range plans where funding is reasonably expected during the 2040 planning horizon.

Manufacturing/Industrial Centers Eligibility and Criteria

Manufacturing/industrial centers preserve lands for family-wage jobs in basic industries and trade and provide areas where that employment may grow in the future. VISION 2040 calls for the recognition and preservation of existing centers of intensive manufacturing and industrial activity and the provision of infrastructure and services necessary to support these areas. These centers are important employment locations that serve both current and long-term regional economic objectives.

Eligibility Criteria for Regional Manufacturing/Industrial Centers

Minimum eligibility requirements ensure consistency in centers designation and ensure that new regional growth centers meet the intent of VISION 2040 while allowing for flexibility. The **Designation Procedures for New Centers** should be updated to identify additional supporting documentation:

Local commitment. Evidence center is a local priority had city/county has sustained commitment over time to local investments in infrastructure and transportation. Demonstrated commitment to protecting and preserving industrial uses, incentives to encourage industrial uses in the center, and established partnerships with relevant parties to ensure success of manufacturing/industrial center

Planning. Completion of a center plan (subarea plan, plan element or functional equivalent) that meets regional guidance in advance of designation. Environmental review that the area is appropriate for development

Location. Manufacturing/industrial centers should be located within a city with few exceptions.

Existing Conditions. Adequate infrastructure and utilities to support growth, access to relevant transportation infrastructure, documentation of economic impact, and justification of size and shape of manufacturing/industrial center

Designation Criteria for Regional Manufacturing/Industrial Centers

The Regional Centers Framework Update identifies two distinct pathways to designate manufacturing/industrial centers. Minimum eligibility for regional designation is described in this section. The criteria are expanded to include discussion of appropriate employment type, core industrial zoning, industrial preservation strategies, and regional role. The center pathways may be used to inform future growth planning.

Manufacturing/Industrial Centers	
<p>These centers are highly active industrial areas with significant existing jobs, core industrial activity, evidence of long-term demand, and regional role. They have a legacy of industrial employment and represent important long-term industrial areas, such as deep-water ports and major manufacturing. The intent of this designation is to, at a minimum, preserve existing industrial jobs and land use and to continue to grow industrial employment in these centers where possible.</p>	<p>These regional clusters of industrial lands have significant value to the region and potential for future job growth. These large areas of industrial land serve the region with international employers, industrial infrastructure, concentrations of industrial jobs, and evidence of long-term potential. The intent of this designation is to continue growth of industrial employment and preserve the region’s industrial land base for long-term growth and retention.</p>
<p>Center must meet each the following criteria:</p> <ul style="list-style-type: none"> • Existing jobs: 10,000 minimum • Planned jobs: 20,000 minimum • Minimum 50% industrial employment • Access to transit or defined transportation demand management strategies in place • Presence of irreplaceable industrial infrastructure ² • At least 75% of land area zoned for core industrial uses ³ • Industrial retention strategies in place • Regional role 	<p>Center must meet each the following criteria:</p> <ul style="list-style-type: none"> • Minimum size of 2,000 acres • Existing jobs: 4,000 minimum • Planned jobs: 10,000 minimum • Access to transit or defined transportation demand management strategies in place • At least 75% of land area zoned for core industrial uses • Industrial retention strategies in place • Regional role

Regional Center Redesignation Standards

To establish a regionally-consistent system, all regional centers will be reviewed based on the revised criteria.

- The first evaluation of existing centers will occur in 2018-2020 as part of the VISION 2040 update. PSRC staff will work with cities and counties to identify the applicable center types and whether all the criteria are already met or could be met.
- ○ A first monitoring review period, scheduled for 2025, will follow the next major comprehensive plan periodic update. At that time, jurisdictions that do not meet adopted minimum activity requirements must demonstrate progress planning for and investing in the center, including:

² Industrial-related infrastructure that would be irreplaceable elsewhere, such as working maritime port facilities, air and rail freight facilities.

³ Zoning designations dominated by traditional industrial land uses such as manufacturing, transportation, warehousing and freight terminals. Core industrial does not include zoning that permits both industrial and commercial uses together.

- Adopted subarea plan,
 - Completed market study,
 - Availability of transit service (not required for manufacturing/industrial centers), and
 - Recent capital investments by the local government in the center and commitment to appropriate infrastructure in the jurisdiction’s capital improvement program to support planned growth
- The board will maintain flexibility in evaluating existing centers to consider when centers are very close to the existing conditions criteria, to account from economic recessions, progress and growth, local investments or the lack of investments, and regional importance of a particular area.
 - Criteria related to physical improvements should be included in center plans, but may need to be addressed over the long-term, such as developing a complete walkable street network.
 - ○ Cities and counties will have some form of center plan (subarea plan or similar) already in place by the time of the VISION 2040 update (2020), recognizing that the adopted plan may not be fully consistent with the new criteria. At the latest, cities and counties would be required to meet the updated planning requirements for regional centers by the next major comprehensive plan periodic update in 2023/2024.

Countywide Centers

The countywide planning policies include criteria and processes for countywide centers, though the approach currently varies significantly by county. Through the Centers Framework Update, designation of countywide is delegated to a countywide process using consistent regional standards.

The checklist below represents basic standards expected for countywide centers in each county. Depending on county circumstance and priorities, countywide planning policies may include other numeric criteria (such as planning requirements or mix of uses) or additional standards within this overall framework. Countywide center designations will be reviewed by an established timeframe and process set by the countywide planning body.

Countywide Centers	
Countywide Growth Center	Countywide Industrial Center
<p>Center must meet each the following criteria:</p> <p>Demonstration that the center is a local planning and investment priority:</p> <ul style="list-style-type: none"> ○ Identified as a countywide center in a local comprehensive plan; subarea plan recommended ○ Clear evidence that area is a local priority for investment, such as planning efforts or infrastructure 	<p>Center must meet each the following criteria:</p> <p>Demonstration that the center is a local planning and investment priority:</p> <ul style="list-style-type: none"> ○ Identified as a countywide center in a local comprehensive plan; subarea plan recommended ○ Clear evidence that area is a local priority for investment, such as planning efforts, or infrastructure

Countywide Centers	
Countywide Growth Center	Countywide Industrial Center
<p>(cont.)</p> <p>The center is a location for compact, mixed-use development; including:</p> <ul style="list-style-type: none"> ○ A minimum existing activity unit density of 10 activity units per acre ○ Planning and zoning for a mix of uses, including residential ○ Capacity and planning for additional growth <p>The center supports multi-modal transportation, including:</p> <ul style="list-style-type: none"> ○ Transit service ○ Pedestrian infrastructure and amenities ○ Street pattern that supports walkability ○ Bicycle infrastructure and amenities ○ Compact, walkable size of one-quarter mile squared (160 acres), up to half-mile transit walkshed (500 acres) 	<p>(cont.)</p> <p>The center supports industrial sector employment:</p> <ul style="list-style-type: none"> ○ Minimum existing jobs and/or acres of industrial land ○ Defined transportation demand management strategies in place ○ At least 75% of land area zoned for core industrial uses ○ Industrial retention strategies in place ○ Capacity and planning for additional growth ○ Important county role and concentration of industrial land or jobs with evidence of long-term demand

Local Centers and Other Types of Centers

VISION 2040 calls for central places in all jurisdictions to support a centers-based approach to development in the region. These places range from neighborhood centers to active crossroads in communities of all sizes. These centers play an important role in the region and help define our community character, provide local gathering places, serve as community hubs, and are often appropriate places for additional growth and focal points for services.

The Regional Centers Framework recognizes the importance of these places, but does not envision a regional or county designation for all types of local centers. The designation criteria outlined in this document may provide a path to regional or county designation for locations that continue to grow and change over time.

Per program eligibility requirements, rural centers that participate in PSRC’s Rural Town Centers and Corridors funding competition are located in either a freestanding city or town that is outside the region’s contiguous urban growth area or a county’s unincorporated rural area. These centers are designated through a local planning process, not through the Regional Centers Framework process.

Military Installations

Military installations are a vital part of the region, home to thousands of personnel and jobs and a major contributor to the region’s economy. PSRC recognizes the relationship between regional growth patterns and military installations, and recognizes the importance of military employment and personnel all aspects of regional planning.

Designation Criteria for Types of Military Installations

PSRC’s Executive Board will identify *Major Military Installations* in the update to VISION 2040, subject to adoption of the plan by the General Assembly. Major installations are defined as installations with more than 5,000 enlisted and service personnel. As of 2017, four installations met the minimum size criteria: Joint Base Lewis-McChord in Pierce County, Naval Base Kitsap–Bangor and Naval Base Kitsap–Bremerton in Kitsap County, and Naval Station Everett in Snohomish County.

This recognition in the regional plan advances active collaboration between military installations, neighboring jurisdictions, and the region. The region recognizes military installations are major employers, associated with congestion, and that regional designation can help work to alleviate impacts.

Through this recognition, regional expectations include:

- Ongoing coordination between the military installation, countywide planning forum, and neighboring jurisdictions regarding planned growth, regional impacts, and implementation of multimodal transportation options
- Support for multimodal commute planning and mode split goals for installation
- Complete a Joint Land Use Study or similar coordinated planning effort

Smaller military installations may continue to be recognized by countywide planning forums as a type of countywide center or equivalent. The minimum size criteria for countywide center designation will be as specified by RCW 36.70a.530 and identify “federal military installation[s], other than a reserve center, that employs one hundred or more full-time personnel.” As of 2017, five installations met the minimum criteria: Naval Base Kitsap Keyport, Seattle Coast Guard Station, Naval Base Kitsap Jackson Park, Camp Murray, and Naval Base Everett – Smokey Point Support Complex.

Planning Requirements

PSRC’s Plan Review Manual contains guidance and requirements for comprehensive plan certification, including center subarea plans. The **Regional Center Plans Checklist** in the **PSRC’s Plan Review Manual** addresses planning expectations for center subarea plans. PSRC will work with the Regional Staff Committee to update the Plan Review Manual to amend requirements and provide best practices, with consideration for local variability.

The **Regional Growth Center Plan Checklist** will be updated to address the following topics:

- Affordable housing, including housing targets, needs assessment, affordable housing goals, and strategies to encourage new housing production with long-term affordability
- Displacement risk analysis and strategies to prevent or mitigate displacement

- Transit access, including transit service, transit-dependent populations, and safe and connected pedestrian and bicycle networks
- Equitable community engagement
- Access to opportunity, including employment and education opportunities and neighborhood quality of life
- Environmental justice impacts
- Specific transportation planning investments, programs, and resources identified.
- Availability of public services, like K-12 education, to meet needs of households with children.

The **Regional Manufacturing/Industrial Center Plan checklist** will be updated to address the following topics:

- Equitable community engagement
- Access to opportunity, including employment and education opportunities
- Environmental justice impacts
- Expectations around core industrial uses, residential encroachment, and commercial and office uses that do not support manufacturing/industrial function
- Clearly articulated long-term commitment to protect and preserve manufacturing/industrial land uses and businesses in the center
- Specific transportation planning investments, programs, and resources identified

Regional Support

Funding to Support Centers

Staff will research and identify other potential funding sources or programs to support development in centers. This may include housing in regional growth centers, economic development, other capital funds, additional state resources, marketing, and other strategies. PSRC should collaborate with other agencies and funders to identify additional funding sources for designated centers. PSRC will also explore funding for centers planning and technical assistance.

Regional Center Types

The Regional Centers Framework does not establish a distinction between different types of regional centers for the purpose of PSRC's funding framework.

Performance Measures

In the VISION 2040 update, PSRC will develop performance measures for centers as a whole to evaluate success of the overall framework. Metrics may include overall growth goals or mode split goals for centers, level of local or regional investment, or other measures as appropriate, such as housing affordability, mix of uses, and health and equity.

PSRC will continue to conduct ongoing monitoring of performance measures for individual centers. This may include progress towards growth targets and mode split goals, tracking implementation actions, or tracking other measures consistent with the designation requirements.

- PSRC will publish a centers performance monitoring summary every five years in order to stay on top of regional trends in centers development.
- PSRC will review centers for performance as part of the monitoring review and prior to regional plan update years, and consider possible changes or reclassification if the local jurisdiction is not taking steps to plan and support growth in center to meet targets or goals.

Implementation

Procedures and Planning Expectations. The board directs staff to prepare updates to the **Designation Procedures for New Centers, Regional Center Plans Checklist**, and develop **administrative procedures** for existing centers.

Plan Updates. The board directs staff to identify issues for VISION 2040 update:

- Identification of military installations a regional geography
- Preservation of industrial land, both within designated manufacturing/industrial centers and in other industrial areas in the region
- Growth goals for regional centers

Countywide Planning Policies. The board requests updates to the countywide planning policies in each county to implement countywide centers and achieve consistency with the regional framework.

PSRC Work Plan. The board directs staff to develop an implementation work plan and schedule to engage with PSRC membership and other stakeholders as appropriate on additional analysis, research, and guidance. The work plan should incorporate the following tasks to support ongoing work on regional and countywide centers:

- **Performance measures.** Develop framework to track performance and outcomes over time. This may include assessment of demographic characteristics, housing affordability, employment, amenities, and access to opportunity.
- **Update growth planning guidance.** Update the guidance paper on center targets to discuss changes to growth expectations for centers and the mix of employment and residential activity envisioned in regional growth centers.
- **Social equity**
 - Complete additional analysis and research on displacement and displacement risk in centers.
 - Provide additional resources and best practices addressing equitable community engagement, including opportunities for local planning staff and policy-makers to learn about tools that have been successfully used by cities and counties in the region.
 - Research and recommend a best practice approach to a comprehensive equity impact review tool to address social equity through policies and implementation decisions for centers throughout the region.
- **Tribal land & centers.** Complete additional review and consultation with tribes on the role of tribal lands in the centers framework.

- **Funding opportunities.** Research other funding opportunities and opportunities to leverage existing designations. Collaborate with other agencies and funders to identify additional funding sources to designated centers. Explore funding for centers planning and technical assistance.
- **Projects supporting centers.** Review and develop policy guidance on types of projects that support development in centers and corridors connecting centers.
- **Number and distribution of centers.** Research guidelines to manage the number and distribution of centers, factoring in projected growth, jurisdictional size, location within the county, competition for market share, and allocation of limited regional resources.

DRAFT