

RESOLUTION NO. 38281

1 A RESOLUTION relating to community and economic development; authorizing
2 the coordination of efforts to complete the Growing Transit Communities
grant project with the Puget Sound Regional Council.

3 WHEREAS the Puget Sound Regional Council ("PSRC") is a
4 Metropolitan Planning Organization, under federal law 23 USC 134, and a
5 Regional Transportation Planning Organization, under state law RCW 47.80,
6 and

7
8 WHEREAS the PSRC previously received a \$5 million grant from the
9 federal Department of Housing and Urban Development ("HUD") to undertake a
10 regional planning project focused on encouraging further transit-orientated
11 development in the Central Puget Sound region, and

12 WHEREAS, after presentment of the project by the PSRC staff to the
13 City Council, Resolution No. 38227 was adopted on March 29, 2011, formally
14 agreeing to participate in this project and enabling the City to receive and
15 expend a sub-award of \$500,000 for the Tacoma Dome/Brewery District Sub-
16 Area Plan/Environmental Impact Statement project ("Project"), and

17
18 WHEREAS the proposed Resolution will authorize coordinating efforts to
19 successfully complete the Project and,

20 WHEREAS the proposed Resolution will also identify the City Manager
21 as the lead representative who is authorized to sign a Memorandum of
22 Understanding ("MOU") on behalf of the City, which MOU will set forth the
23 organizational arrangements, such as committee structure, that will be used for
24 collaborative efforts among Puget Sound jurisdictions, and
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WHEREAS completion of this work is anticipated to improve the City's competitive position for private capital investment and federal transportation and infrastructure funding; Now, Therefore,

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TACOMA:

That the proper officers of the City are authorized to execute a Memorandum of Understanding with the Puget Sound Regional Council, said document to be substantially in the form of the proposed agreement on file in the office of the City Clerk.

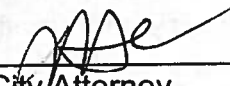
Adopted JUN 21 2011

Mayor

Attest:

City Clerk

Approved as to form:



Deputy City Attorney

**GROWING TRANSIT COMMUNITIES
MEMORANDUM OF UNDERSTANDING
FOR THE
CENTRAL PUGET SOUND REGION**

SECTION 1: PURPOSE

This Memorandum of Understanding (MOU) serves as the "Consortium Agreement" (hereinafter Consortium Agreement) required by the terms of the Cooperative Agreement executed between the U.S. Department of Housing and Urban Development Office of Sustainable Housing and Communities and the Puget Sound Regional Council (Cooperative Agreement WARIP0040-10, Effective April 1, 2011; hereinafter Cooperative Agreement). The purpose of this MOU is to provide a mutual understanding in support of the signatory governments, agencies, and organizations (hereinafter Consortium) that will be working in cooperation to execute the *Growing Transit Communities* program, which is intended to develop detailed strategies for the implementation of VISION 2040, the central Puget Sound region's long range plan for sustainable development. The MOU signatories are hereinafter referred to as the Partners.

SECTION 2: FLOW DOWN PROVISIONS

The Cooperative Agreement is the primary funding source contract for the *Growing Transit Communities* program (hereinafter Program). This MOU serves as the structure to organize and execute the Program by the Consortium. In addition to the specific Terms and Conditions of this MOU, there is an Agreement flow down to the Partners as defined in the Cooperative Agreement Terms and Conditions.

If any Partner contracts or subawards funds with a person or entity to perform work under the Cooperative Agreement, that Partner shall include in the contract or subaward agreement such provisions as may be necessary to ensure that all contractors and subgrantees comply with the requirements of the grant and reporting provisions as set forth in the terms and conditions of the Cooperative Agreement or as established by HUD and the Office of Management and Budget. All Partners are required to obtain a DUNS numbers (or update its existing DUNS record), and register with the Central Contractor Registration (CCR; www.ccr.gov) no later than 120 days after execution of that specific agreement.

SECTION 3: BACKGROUND AND FEDERAL POLICY

In August 2010, the Puget Sound Regional Council (PSRC, the central Puget Sound region's Metropolitan Planning Organization) submitted a grant application to the U.S. Department of Housing and Urban Development (HUD) under the Sustainable Communities Regional Planning Grant Program on behalf of a consortium of eligible Partners (called the Consortium). The application was successful, and the region received \$4,999,700 to embark on a three-year process to develop detailed implementation strategies for VISION 2040—an integrated regional plan that articulates a long-range vision for sustainable growth that federal housing, transportation, and other federal investments can support.

The Sustainable Communities Regional Planning Grant Program is a signature implementation action of the Federal Partnership for Sustainable Communities, an ongoing effort underway by the Department of Housing and Urban Development (HUD), the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Transportation (DOT) to help improve access to affordable housing, provide more transportation options, and lower transportation costs while protecting the environment in communities nationwide. A set of guiding "livability principles" and a federal interagency partnership agreement is intended to guide their efforts in coordinating federal housing, transportation, and other infrastructure investments designed to protect the environment, promote equitable development, and help to address the challenges of climate change.

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The three federal agencies have made a commitment to use the integrated regional plans or visions that regions adopt to guide their planning and funding decision-making. Funding to metropolitan regions would generally be directed towards programs and projects identified as supporting a region's plan for sustainable development aimed at increasing transportation choices, reducing combined housing and transportation costs, improving the quality of life in all communities, and improving the natural and built environments.

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 three-and-a-half-year period. Under the state growth management planning framework, 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.

VISION 2040, p. xi

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 (water and land), 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.

SECTION 4: PRINCIPLES, TASKS, AND DESIRED OUTCOMES

Consistent with and in addition to federal policy, statutes, executive orders, and supplemental agency policies and guidance, in implementing the Growing Transit Communities program the Partners commit to follow the common set of six Livability Principles embraced by the Federal Partnership for Sustainable Communities:

1. Provide more transportation choices.
2. Promote equitable, affordable housing.
3. Enhance economic competitiveness.
4. Support existing communities.
5. Coordinate and leverage federal policies and investment.
6. Value communities and neighborhoods.

In pursuit of these principles, the purpose of the *Growing Transit Communities* program is to address some of the greatest barriers to implementing VISION 2040. Unique roles and opportunities associated with transit investments will be identified through the coordination and direct involvement of a wider array of stakeholders, both public and private. Tools and templates will be developed and implemented to improve the region's capacity to foster compact, equitable development in high capacity transit station areas, 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.

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A significant goal of the program is to identify unique development, community, and other opportunities associated with the expansion of the Sound Transit LINK light rail system through a lens of regional program corridors.

Program corridors are geographically defined north to the City of Everett in Snohomish County, east to the City of Redmond in King County, and south to the City of Tacoma in Pierce County. Stakeholders in the Program Corridors include: jurisdictions; transportation agencies; and community, environmental, educational, philanthropic, financial, and business groups that may be affected by the activities related to the *Growing Transit Communities* work. Ongoing broad representation and participation of these affected stakeholders is a foundational element of the *Growing Transit Communities* program.

Tasks

Tasks to be conducted under the *Growing Transit Communities* program are in five core activities (for full description of Program activities, refer to Attachment B: Work Plan):

1. **Regional Equity Network.** Developing and supporting 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.** Creating 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 in and along Program corridors. This will include a regional Analysis of Impediments and Fair Housing Strategy.
3. **Corridor Action Strategies.** Convening and supporting corridor-focused task forces to craft local agreements and Corridor Action Strategies to attract transit-oriented development along the North, East, and South Program corridors. Work will include establishing goals for station areas and adjacent communities, and for coordination of development, housing, jobs, and community amenities.
4. **Innovative Tools.** Developing 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. Tasks in the *Growing Transit Communities* program will test and refine these approaches with catalyst demonstration and case study projects in Program corridor neighborhoods to serve as visible templates for sustainable development.
5. **Technical Assistance.** Providing direct technical support to jurisdictions and to non-profit organizations to explore and establish incentive programs for affordable housing. Technical assistance will support local jurisdiction updates to local comprehensive plans, required by 2015 or 2016 in the central Puget Sound region.

Desired Outcomes

Over time, successful implementation of project tasks is expected to produce the following outcomes:

- Increased participation and decision-making in developing and implementing a long range vision for the region by populations traditionally marginalized in public planning processes
- Reduced social, land, economic disparities for low-income and communities of color
- Increased proportion of low- and very-low-income households within convenient transit commute of major employers, other job opportunities
- Decrease in combined housing and transportation costs per household
- Increased use of compact development as a tool for regional planning to accommodate population and employment growth

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- Increase in share of development on underutilized infill development sites that encourage revitalization, while minimizing displacement in neighborhoods with significant disadvantaged populations
- Additional tools and resources to develop affordable housing associated with Transit-Oriented Development (TOD) and transit station areas/corridors
- Creation of shared elements in regional transportation, housing, water, and air quality plans tied to local comprehensive land use plans
- Decrease in per capita Vehicle Miles Traveled (VMT) and transportation-related emissions for the region

SECTION 5: PARTNERS AND NOTIFICATION

The *Growing Transit Communities* Consortium is formed by the following parties, recognizing that additional parties may join in the future. As governmental entities, private sector organizations, non-profit, academic or research institutions, philanthropic and community organizations, and intermediary agencies, each Consortium Partner represents a relevant stakeholder interest; individuals are not eligible for membership in the Consortium. The Partners acknowledge that additional organizations and members of the general public will likely participate in Consortium-led activities, even if they are not formal Consortium Partners. Any official notifications among the Partners to this MOU that would substantially affect the terms or conditions of this MOU shall be directed to the responsible executives of the other parties noted below:

Puget Sound Regional Council (PSRC) (Lead Agency) Name: Title: Address: E-mail: Phone:	A Regional Coalition for Housing (ARCH) Name: Title: Address: E-mail: Phone:	City of Bellevue Name: Title: Address: E-mail: Phone:
Cascade Land Conservancy (CLC) Name: Title: Address: E-mail: Phone:	Community Development Collaborative (Equity Partnership) Name: Title: Address: E-mail: Phone:	City of Everett Name: Title: Address: E-mail: Phone:
Housing Development Consortium Seattle-King County (HDC) Name: Title: Address: E-mail: Phone:	Housing Development Consortium of Everett and Snohomish County Name: Title: Address: E-mail: Phone:	Impact Capital (Equity Partnership) Name: Title: Address: E-mail: Phone:
King County Name: Title: Address: E-mail: Phone:	King County Housing Authority (KCHA) Name: Title: Address: E-mail: Phone:	King County Housing and Community Development Program Name: Title: Address: E-mail: Phone:

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North Seattle Community College (NSCC) Name: Title: Address: E-mail: Phone:	Pierce County Name: Title: Address: E-mail: Phone:	Pierce County Housing Authority (PCHA) Name: Title: Address: E-mail: Phone:
Public Health—Seattle & King County (PHSKC) Name: Title: Address: E-mail: Phone:	Quality Growth Alliance Name: Title: Address: E-mail: Phone:	City of Redmond Name: Title: Address: E-mail: Phone:
City of Seattle Name: Title: Address: E-mail: Phone:	Seattle Housing Authority (SHA) Name: Title: Address: E-mail: Phone:	Snohomish County Name: Title: Address: E-mail: Phone:
Snohomish County Housing Authority Name: Title: Address: E-mail: Phone:	Sound Transit Name: Title: Address: E-mail: Phone:	City of Tacoma Name: Title: Address: E-mail: Phone:
Tacoma Housing Authority (THA) Name: Title: Address: E-mail: Phone:	Tacoma-Pierce County Health Department (TPCHD) Name: Title: Address: E-mail: Phone:	Tacoma-Pierce County Affordable Housing Consortium (TPCAHC) Name: Title: Address: E-mail: Phone:
University of Washington—Runstad Center for Real Estate Studies (UW Runstad Center) Name: Title: Address: E-mail: Phone:	Urban Land Institute—Seattle District Council (ULI Seattle) Name: Title: Address: E-mail: Phone:	



SECTION 6: ORGANIZATIONAL ROLES AND RESPONSIBILITIES

PSRC will act as the lead agency to implement the *Growing Transit Communities* program and to administer Cooperative Agreement WARIP0042-10, entered into with the U.S. Department of Housing and Urban Development (HUD) and effective as of February 1, 2011. PSRC assumes administrative and fiduciary responsibility to ensure that the Consortium's work, as described in the approved work program (Attachment B), is carried out in compliance with all HUD requirements.

The Partners agree to cooperate, consult, and coordinate with each other as follows:

Each Partner has committed to active participation in the implementation of the *Growing Transit Communities* work plan. The Consortium is organized into a decision-making and advisory structure of one overall project Oversight Committee, two issue-specific steering committees, three geography-focused task forces, and three demonstration project working groups (Consortium Structure). See detailed description of the Consortium Structure in *Attachment A. Growing Transit Communities Consortium Structure*.

The commitment level of Consortium Partners will depend on the resources and size of each—which range from small non-profits to large universities and county governments. Specific roles and responsibilities of Consortium Partners are described in *Attachment A*. At a minimum, each Consortium Partner will send a representative to the meetings of either the Oversight Committee or one of the issue steering committees, task forces, or working groups. The Consortium structure also articulates decision-making authority of major components of the Program and spells out specific structures for governance, subcommittees, and working groups. The organizational charts included in *Attachment A* identify the interrelationships of these bodies and specifically how the committees, task forces, and working groups will influence Program decision-making as outlined in the section below, entitled "Joinability."

The Oversight Committee will be responsible for appointing members to the East, North and South Corridor Task Forces upon nomination of Consortium Partners. The Oversight Committee will also be responsible for approving eligible new consortium partners throughout the implementation of the *Growing Transit Communities* program, consistent with Guidelines for Consortium Membership that will be approved by the Oversight Committee, striving to maintain reasonably balanced and diverse stakeholder interests and perspectives.

Specific information about engagement of the community, timetables for completion of tasks, roles of each Partner, and a schedule of anticipated work flow are detailed in *Attachment B. Growing Transit Communities Work Program*. This document also spells out which organizations are providing staff support and provides details about the tiers of participation.

SECTION 7: JOINABILITY

It is expected that there will be interested parties not currently included in the Consortium that will either request inclusion, or that will be identified by the Consortium and asked to participate. The degree to which an interested party will be able to engage in the process will be evaluated on a case by case basis. When a potential interested party is identified, the Consortium Oversight Committee will strive to determine the best fit for them. Options for inclusion range from accepting written input on specific Program elements, to being included on a task force or workgroup, to being named a member of the Oversight Committee.

Every effort shall be made by Program staff to recruit and include eligible groups and interested parties that have not historically been represented in regional planning efforts. Whether they be minority populations, special interest groups, or underrepresented interests, membership in the Consortium is and will remain flexible enough to enable participation and inclusion of such groups.

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SECTION 8: REVIEW AND ASSESSMENT

Each signatory to this MOU will be held accountable for the work that it has agreed to perform. Program deliverables and methods of assessment are described in *Attachment B, Growing Transit Communities Work Program*. Consortium Partners who receive grant funds to perform specific tasks will be held to a higher level of accountability through generally accepted accounting practices such as invoicing, reporting, and auditing, as specified in individual sub-agreements executed with PSRC, the lead agency for the program. Under separate sub-agreements are the details by which a respective Consortium Partner will fulfill its obligations.

SECTION 9: DECISION-MAKING PROTOCOLS

The *Growing Transit Communities* program will be guided by Federal Partnership for Sustainable Communities' six Livability principles: Provide More Transportation Choices; Promote Equitable, Affordable Housing; Enhance Economic Competitiveness; Support Existing Communities; Coordinate Policies and Leverage Investment; and Value Communities and Neighborhoods.

Decisions related to this project shall be made by the Oversight Committee, Steering Committees, Task Forces and Working Groups (hereinafter Committees) formed to conduct and oversee the work of the *Growing Transit Communities* program.

The purpose of these Committees will be to provide oversight and guidance as project tasks progress, and where applicable to develop specific recommendations (a) to local jurisdictions, agencies, private entities, etc. and (b) to PSRC for consideration for amending regional policy or plans or (c) for incorporation into legislative agendas, as appropriate.

Program recommendations and related documents will be generated by issue-specific Committees and then presented to the Oversight Committee for final action.

The *Growing Transit Communities* Consortium and each of its Committees will operate by consensus of its members. Consensus is defined as general agreement of the members present. The Committee will seek to identify all sides of key issues and give appropriate advance notice when action items will be on the agenda. The Chair and Co-chair will determine the method by which consensus will be reached and, if appropriate, may ask for a vote to determine if consensus has been achieved. The Chair and Co-chair are tasked with ensuring that any consensus or recommendations are a result of broad representation and that a quorum of at least 51% of the members are present when actions on key milestones or decision points are undertaken.

If a Committee takes a vote but fails to reach consensus, Program staff will report areas of agreement and/or disagreement to the Oversight Committee for its consideration and for resolution. Disagreements will not be presented by Program staff in terms of the members for or against, but rather as objectively as possible in terms of the nature and perspectives of the issues to clearly and fairly state all points of view.

Ground Rules for Committees. All Committees will be expected to follow a set of meeting norms and guidelines that will be distributed to the elected or appointed chairperson of that Committee and approved by its members. These norms will outline governance structure and a decision-making process that strives for consensus, but gives practical solutions for moving forward if consensus cannot be achieved.

SECTION 10: DISPUTE RESOLUTION

In the event that the Oversight Committee fails to reach consensus, the matter will be referred to the Puget Sound Regional Council Executive Board for resolution according to decision-making procedures adopted in its Interlocal Agreement and Bylaws.¹

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¹ Refer sections six through nine: <http://www.psrc.org/assets/562/bylaws.pdf>

SECTION 11: PROGRAMMING, BUDGETING, FUNDING, AND REIMBURSEMENT

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. Separate, specific sub-agreements between PSRC and implementing organizations will specify procedures for the transfer of funds. In these individual sub-agreements are the mutually agreed upon roles, responsibilities, deliverables, and completion schedule for the respective implementing agency and PSRC, as described in Attachment B.

There is not a financial requirement to be a Consortium Partner, and during the effective period it is expected that the Consortium will add new members based on equity and broad stakeholder representation goals.

- a. Elements of the program that involve the transfer of funds will follow normal procurement or other appropriate processes and will be affected in writing by representatives of the organizations involved.
- b. This MOU is neither a fiscal nor a funds obligation document. Any transfer of funds between Partners will take place through existing authorities and procedures.
- c. This MOU in no way restricts the signatories from participating in similar activities or arrangements with other entities or agencies.
- d. As indicated by Consortium Partner commitments, PSRC will enter into separate, specific sub-agreements detailing financial contributions, responsibilities, and staffing levels.
- e. Commitments of Partners. In developing the *Growing Transit Communities* program, Consortium Partners submitted letters of commitment of local staff time and other resources as leverage and match to the grant funds provided by the Department of Housing and Urban Development. Attachment A, Section I contains a summary of these local commitments.

SECTION 12: COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS

Consortium members shall each comply with all applicable local, state, and federal laws and regulations. Nothing in this MOU alters, or seeks to alter, the existing statutory authority of any Partner under state or federal law. If any of the provisions of this MOU are held to be illegal, invalid or unenforceable, the remaining provisions shall remain in full force and effect.

SECTION 13: COPYRIGHTS

In accordance with the Cooperative Agreement Terms and Conditions, HUD reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use for Federal government purposes: (a) the copyright in any work developed under this award, sub-award, or contract awarded under this grant; and (b) any rights of copyright to which a Partner or sub-grantee or a contractor purchases ownership with award funds.

SECTION 14: OTHER LAWS AND MATTERS

This MOU is for internal management purposes of the Partners involved. It shall not be construed to provide a private right or cause of action for or by any person or entity. This MOU in no way restricts the Partners from participating in any activity with other public or private agencies, organizations or individuals.

The Partners mutually recognize and acknowledge that MOU implementation will be subject to financial, technical, and other mission-related considerations. It is not intended to create any rights, benefits, or trust

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responsibilities, either substantive or procedural, in any person not a signatory to this MOU, nor is it enforceable in law by anyone other than the Partners.

Collaboration under this MOU will be in accordance with applicable statutes and regulations governing the respective Partners. Nothing in this MOU is intended to affect existing obligations or other agreements of the Partners.

SECTION 15: ACCOUNTABILITY

Each Partner to this MOU will be held accountable for the work that they have agreed to perform. Partners who receive grant funds to perform specific tasks will be held to a higher level of accountability through generally accepted accounting practices such as invoicing, reporting, and auditing, and which may be specified in separate sub-agreements. Failure to comply with the commitments agreed to by a respective partner as part of the MOU may result in PSRC, as the lead agency, taking actions appropriate to the matter at hand. Actions by PSRC may include, but are not limited to: requiring that the Partner work collaboratively with PSRC to understand non-compliance issues and determining corrective steps; suspending the ability to incur costs or draw funds; and/or suspending or terminating the Partner.

SECTION 16: TERMS AND EFFECTIVE PERIOD

This MOU will become effective upon signature by any two Partners, and will take effect as to any additional Partner immediately following that Partner's signature. This MOU will remain in effect until January 31, 2014. The provisions of the MOU will be reviewed periodically, as appropriate, and amended or supplemented as may be mutually agreed upon.

SECTION 17: MODIFICATIONS AND AMENDMENTS

This MOU can be modified or amended through mutual written agreement among the Partners.

SECTION 18: WITHDRAWAL

Any Partner that is in compliance with the terms and conditions of this MOU may withdraw from the Consortium upon written notice to the other Partners specified in Section 4 Partners and Notification. Such notice shall state the effective date of withdrawal, explain the rationale for the declaration of the intent to withdraw from the Consortium, and shall confirm that such withdrawal is supported through action of the withdrawing Party in the same manner as the original MOU was approved. The Consortium and the Committees shall continue to exist, and this MOU shall remain in effect as between the remaining Partner, following the withdrawal.

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AGREEMENT:

Whereas, a final *Growing Transit Communities* Work Program (*Attachment B*) has been prepared and approved by the U.S. Department of Housing and Urban Development Office of Sustainable Housing and Communities; and

Whereas, the program will be managed by the Puget Sound Regional Council, in cooperation with the MOU Partners; and

Whereas, the Puget Sound Regional Council (PSRC) is an existing decision-making body comprised of elected officials from jurisdictions in King, Kitsap, Pierce and Snohomish counties through an Interlocal Agreement specifically for the purpose of regional planning and coordination, and

Whereas, the *Growing Transit Communities* Oversight Committee has been established to act as a decision-making body in order to ensure that the approved Work Program is implemented with the full participation of Consortium Partners, and with active input from under-represented groups; and

Whereas, a description of Partners and their roles in the project has been developed to clarify the structure and administration of the *Growing Transit Communities* program (*Attachment A*); and

Whereas, the signatories agree to the best of their abilities and within the limits of their resources to work cooperatively on the project; and

Whereas, any eligible private sector organization, non-profit, academic or research institution, philanthropic partner, community organization, governmental entity, or intermediary agency that bears responsibility for, or has an interest in, the sustainable development and redevelopment of the central Puget Sound region may apply to become a *Growing Transit Communities* Consortium partner and signatory to this MOU.

Now, Therefore, this MOU is established to create a framework for coordinating efforts related to successfully completing the work funded under the *Growing Transit Communities* Sustainable Communities Regional Planning grant.

SIGNATORIES:

The undersigned individuals hereby execute this MOU on behalf of their respective agencies. This MOU may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

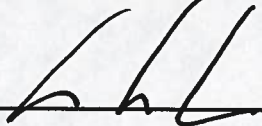
The original signature pages are on file at the Puget Sound Regional Council: 1011 Western Avenue, Suite 500, Seattle, WA 98104-1035, Phone: (206) 464-7090.

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Resolution No. 38281 – 6/21/2011 – Authorizing the coordination of efforts to complete the Growing Transit Communities grant project with the Puget Sound Regional Council.

IN WITNESS WHEREOF the parties have executed this Agreement as of the day and year first above written.

CITY OF TACOMA




Eric Anderson
City Manager

See Next Page


Various Agencies



Ryan Petty, Director
Community and Economic Development Department

PH 

Robert K. Biles, Director
Finance Department



Debbie Dahlstrom, Risk Manager

Approved as to form and legality:



Jeff Capell, Deputy City Attorney

Attest:

 7-18-11
Doris Sorum, City Clerk

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Bob Drewel
Signature

6/2/11
Date

Bob Drewel, Executive Director
Puget Sound Regional Council

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Attachment A

Central Puget Sound Growing Transit Communities Consortium Agreement Memorandum of Understanding

Consortium Organization and Governance Structure

SECTION 1: BACKGROUND

In pursuit of the Federal Partnership for Sustainable Communities six Livability principles, the purpose of the *Growing Transit Communities* program is to address some of the greatest barriers to implementing VISION 2040, the central Puget Sound region's long-range plan for sustainable development. The Consortium represents a broad cross-section of key stakeholders, viewpoints, and diverse populations. Together, the Consortium will collaborate to bring other partners—including units of state and county government, cities, community groups, non-profit groups, employers, and landowners—into the regional program. In addition to the founding members of the Consortium (Partners) who joined in applying for the Sustainable Communities Regional Planning grant, additional cities and organizations have already expressed strong support and their willingness to participate in the work of the *Growing Transit Communities* program. As the program is implemented, additional members will be asked to become formal members of the Consortium.

The Consortium represents a highly diverse coalition. 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.

SECTION 2: CONSORTIUM PARTNERS

Consortium Partners have committed to participate in the implementation of the *Growing Transit Communities* program (Program). Each Consortium Partner has committed resources or participation 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. These partners are listed in Section 5 of the *Growing Transit Communities* Consortium Agreement Memorandum of Understanding.

With support from the U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant Program, PSRC will serve as the lead agency to coordinate an innovative new regional partnership joining cities, housing authorities, counties, public health agencies, affordable housing advocates, educational institutions and development interests. As described above in Section 1, it is planned that during the Program's effective period the Consortium will add new members based on its commitment to ensuring there is broad stakeholder representation.

PSRC will act as the lead agency to implement the *Growing Transit Communities* program and to administer Cooperative Agreement WARIP0042-10, entered into with the U.S. Department of Housing and Urban Development (HUD) and effective as of February 1, 2011. PSRC assumes administrative and

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fiduciary responsibility to ensure that the Consortium's work, as described in the approved work program (Attachment B), is carried out in compliance with all HUD requirements.

As part of the grant application, Consortium members identified local commitments to dedicate resources from a variety of public, community, private sector, and non-profit sources, which, in combination are the leveraged resources for the *Growing Transit Communities* program. These commitments are listed below.

- **Puget Sound Regional Council (PSRC), Chair.** PSRC has committed 2.5 FTEs per year of existing staff as match to support the Program, a personnel contribution of approximately \$1,378,390 over the course of the grant performance period. Commitment letter dated August 19, 2010.
- **A Regional Coalition for Housing (ARCH).** ARCH has committed 0.4 FTEs of existing staff as match to support the program, a personnel contribution of approximately \$120,000 over the course of the grant performance period. Commitment letter dated August 10, 2010.
- **City of Bellevue.** Bellevue has committed 0.5 FTEs of existing staff as match to support the program, a personnel contribution of approximately \$180,000 over the course of the grant performance period. Commitment letter dated August 19, 2010.
- **Cascade Land Conservancy (CLC).** CLC has committed 0.2 FTEs of existing staff as match to support the program, a personnel contribution of \$50,830 over the course of the grant performance period. Commitment letter dated August 18, 2010.
- **Community Development Collaborative/Impact Capital Equity Partnership (Equity Partnership).** The Equity Partnership has committed existing staff and in-kind resources equivalent to approximately \$550,000 to support the program over the course of the grant performance period. Commitment letter dated August 17, 2010.
- **City of Everett.** Everett has committed 0.2 FTEs of existing staff as match to support the program, a personnel contribution of approximately \$82,500 over the course of the grant performance period. Commitment letter dated August 10, 2010.
- **King County.** King County committed a personnel contribution of approximately \$341,000 over the course of the grant performance period. At the time of application, King County committed \$265,000 local leverage, after the grant was awarded, King County identified an additional \$76,000 in Housing and Community Development Program staff resources to support Affordable Housing related tasks. Commitment letter dated August 19, 2010.
- **North Seattle Community College (NSCC).** NSCC has committed 90 hours of existing staff as match to support the program, a personnel contribution of approximately \$10,000 over the course of the grant performance period. Commitment letter dated August 18, 2010.
- **City of Redmond.** Redmond has committed 0.25 FTEs of existing staff as match to support the program, a personnel contribution of approximately \$93,000 over the course of the grant performance period. Commitment letter dated August 16, 2010.
- **City of Seattle.** Seattle has committed 0.3 FTEs of existing staff as match to support the program, a personnel contribution of approximately \$150,000 over the course of the grant performance period. Commitment letter dated August 19, 2010.
- **Seattle Housing Authority (SHA).** SHA has committed a personnel contribution of approximately \$75,000 over the course of the grant performance period. Commitment letter dated August 10, 2010.

- **City of Tacoma.** Tacoma has committed a personnel contribution of approximately \$150,000 over the course of the grant performance period. Commitment letter dated August 17, 2010.
- **University of Washington—Runstad Center for Real Estate Studies (UW Runstad Center).** The UW Runstad Center has committed a cash and personnel contribution of approximately \$183,350 over the course of the grant performance period. Commitment letter dated August 19, 2010.
- **Urban Land Institute—Seattle District Council (ULI Seattle).** ULI Seattle has committed 0.35 FTEs of existing staff as match to support the program, a personnel contribution of approximately \$210,000 over the course of the grant performance period. Commitment letter dated August 17, 2010.

Collectively, the Consortium has the capacity and experience to carry out the activities proposed in this grant program, which, along with work by other regional partners, will help make VISION 2040 a reality. Consortium partners are committed to working in a coordinated way to help execute the project work plan.

The Consortium partners will operate with differing responsibilities according to the entity, its mission for involvement, and ways in which it is able to participate. In other sections of this Attachment, specific Consortium partner commitments are listed, and where relevant, separate specific sub-agreements between the partner and PSRC detailing financial contributions, responsibilities, and staffing levels will be executed. There is not a financial requirement to be a Consortium partner, and during the effective period it is expected that the Consortium will add new members based on equity and broad stakeholder representations goals (see below).

Traditionally Underrepresented Groups

A foundational component of the Program is to form and staff a regional Equity Network charged with actively including diverse and traditionally underrepresented populations who can directly contribute to ongoing decision-making and implementing strategies in VISION 2040. See Element A in the Work Program description (*Growing Transit Communities Consortium Agreement Memorandum of Understanding Attachment B*). 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.

Resulting from a competitive process that the Oversight Committee will approve, financial sub-grants will be awarded 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.

SECTION 3 CONSORTIUM ORGANIZATIONS

The *Growing Transit Communities Consortium* has six primary policy and guidance entities for oversight, collaboration, and decision-making. In addition, Consortium partners will lead three working groups to implement demonstration projects and tool development funded by the *Growing Transit Communities* program. There is a provision for general participation in the grant-funded activities without signing the MOU; however, this does not provide formal participation in committees or task forces.

FIGURE 1

Central Puget Sound Growing Transit Communities Consortium — Organizational Framework

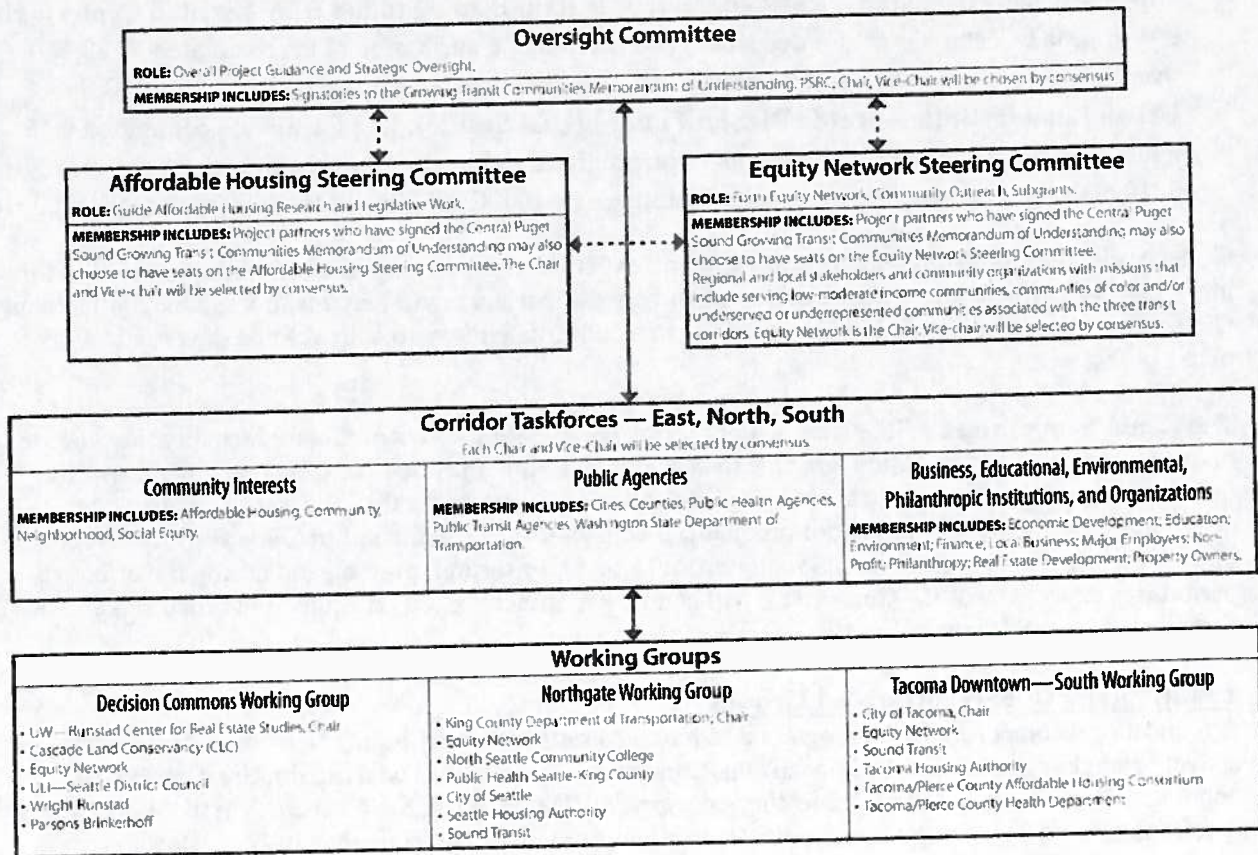


Figure 1: *Central Puget Sound Region Growing Transit Communities Consortium—Organizational Framework* illustrates the Program’s organizational and decision making framework, as well as its committee relationships, responsibilities, and membership.

Each Consortium Partner will, at a minimum, send a representative to the meetings of either the Oversight Committee or one of the issue-focused steering committees, Corridor Task Forces, or working groups (collectively, Committee). Each Consortium Partner also will designate an alternate who may participate when the primary representative to that Committee is not available.

Leadership, participation, guidelines and norms, meeting frequency, outcomes, and other matters related to the operations of each committee and task force will be drafted and agreed to at the onset of each entity’s work.

3.A. Oversight Committee

An Oversight Committee of executive level representatives of Consortium members will provide high-level strategic oversight for the entire project. PSRC will chair the Oversight Committee. Project partners who have signed the Growing Transit Communities Consortium Agreement Memorandum of Understanding (MOU) for the Central Puget Sound Region will have a seat on the Oversight Committee.

Members will select a vice chair by consensus. Consensus is defined as general agreement of the members present. 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.

If necessary, the Oversight Committee may constitute an Executive Committee to address specific matters in a timely manner. The Chairpersons of the Oversight Committee, the Affordable Housing and Equity Network Steering Committees, and the Program Corridor task forces will comprise the Executive Committee.

Role: 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 Oversight Committee will approve the subgrants process and the recommended list for awards. 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 general management of the program, inform Consortium representatives of all matters of common interest, and schedule, and organize Consortium meetings.

Consortium members have the option of also participating on the Steering Committees, task forces and Working Groups as described below. These groups and associated program staff will manage and oversee 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 periodic progress reports to the Oversight Committee.

Membership: Initial members of the Oversight Committee are all signatories to the *Growing Transit Communities Consortium Agreement Memorandum of Understanding*.

Support: *Growing Transit Communities* staff leads, with support from Consortium Partner staff as needed. Chairpersons of the two Steering Committees and the three task forces will attend the Oversight Committee meetings, and the Working Group leads will provide briefings at key project milestones.

Meeting Schedule: The Committee will meet as determined by its chair and vice chair 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.

Two Steering Committees comprised of senior level representatives of Consortium members will provide guidance and oversight for topic-specific elements of the proposal, fostering and ensuring equitable development and public engagement, and for developing Innovative Tools and Resources.

3.B. Equity Network Steering Committee

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 will develop criteria and recommend to the Oversight Committee sub-grant recipients, and oversee staff and funds associated with Equity Network tasks.

Role: Equity Network Steering Committee members will be responsible for overseeing tasks described in Element A of the *Growing Transit Communities* work program. See Consortium Agreement Memorandum of Understanding *Attachment B*.

Key Products: Regional Equity Network; Needs assessment; Request for Proposals (RFP) and community subgrant criteria; approximately 30 subgrants awarded through a competitive process that is approved by the Oversight Committee; Grantee trainings/learning opportunities; Final Report.

Membership: Project partners who have signed the Central Puget Sound Growing Transit Communities Consortium Agreement Memorandum of Understanding may also choose to have seats on the Equity Network Steering 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 or underrepresented communities associated with the three LINK light rail transit corridors.

Members of the Community Development Collaborative/Impact Capital Equity Partnership (Equity Partnership) will have seats on the Equity Network Steering Committee. The Community Development Collaborative is a consortium of the following community-based organizations: CADA, Capitol Hill Housing, Delridge Neighborhood Development Association, HomeSight, InterIm CDA, SCIDPDA, SEED, and White Center CDA.

The Equity Partnership (CDC/Impact Capital) will chair the Committee, and a vice chair will be chosen by consensus of the committee members, who will be recruited from throughout the region.

The participation of additional stakeholders in the work of the committee will be actively encouraged. However, for efficient committee management, formal seats for decision making will be restricted to members who have signed the Consortium Agreement. Upon execution of the MOU, initial members of this Steering Committee will be:

- Equity Network, Chair
- Cascade Land Conservancy (CLC)
- Housing Consortium of Everett and Snohomish County
- Housing Development Consortium Seattle-King County
- King County Housing and Community Development Program
- Public Health—Seattle and King County
- Puget Sound Regional Council
- Tacoma-Pierce County Health Department
- Tacoma-Pierce County Affordable Housing Consortium

Support: The *Equity Network Manager* housed at Impact Capital, a Consortium partner, will act as staff lead, with support from other *Growing Transit Communities* and Consortium Partner staff as needed.

Meeting Schedule: The Committee will meet as determined by its chair and vice chair 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.

3.C. Affordable Housing Steering Committee

The Affordable Housing Steering Committee will have public, private, and nonprofit housing developers, affordable housing advocates, local government, community development organizations and public health agencies from all parts of the region.

Role: Members will be responsible for overseeing staff conducting the affordable housing research and legislative tasks, contained in Elements B and D of the *Growing Transit Communities* work program. See Consortium Agreement Memorandum of Understanding *Attachment B*.

Key Products: Analysis of Impediments Report; trainings/workshops/regionally coordinated educational and marketing materials for fair housing; Housing dispersion assessment and recommendations; documentation of TOD Affordable Housing Fund findings and recommendations; Documentation and implementation of fund management oversight process; recommendations for competitive infrastructure funding processes; Assessment of LIFT legislation and Tax Increment Financing (TIF) alternatives; and Surplus Lands Policy report.

Membership: Project partners who have signed the Central Puget Sound Growing Transit Communities Consortium Agreement Memorandum of Understanding may also choose to have seats on the Affordable Housing Steering Committee. 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.

However, for efficient committee management, formal seats for decision making will be restricted to members who have signed the Consortium Agreement. Upon execution of the MOU, initial members of this Steering Committee will be:

- A Regional Coalition for Housing (ARCH)
- Capitol Hill Housing
- Enterprise Community Partners
- Equity Network
- Everett Housing Authority
- HomeSight
- Housing Consortium of Everett and Snohomish County
- Housing Development Consortium Seattle-King County
- Housing Resources Group
- Impact Capital
- King County Housing and Community Development Program
- Pierce County Housing Authority
- Seattle Housing Authority
- Snohomish County Housing Authority
- Sound Transit
- City of Tacoma
- Tacoma Housing Authority
- Tacoma-Pierce County Affordable Housing Consortium
- UW—Runstad Center for Real Estate Studies
- ULI—Seattle District Council

Support: *Growing Transit Communities* Senior Planner—Housing staff, with support from Consortium Partner staff as needed.

Meeting Schedule: The Committee will meet as determined by its chair and vice chair 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.

3.D. Corridor Task Forces

Three Transit Corridor Task Forces will be formed, one for each light rail transit investment corridor: North, East, and South. Intersecting and adjacent local “Core”¹ (e.g., high frequency, Bus Rapid Transit) transit investments will be included in task force efforts where appropriate.

Each Task Force will consist of representatives from, 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 Affordable Housing and Equity Network Steering Committees. The structure of the Corridor Task Forces will adhere to the Program’s goals of broad and diverse representation and ongoing joinability; however, since the Program corridors are different, may cover many miles, and go through different counties and cities, there needs to be specific corridor discretion for task force composition. 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. As appropriate, focus groups, technical subcommittees, and caucuses may be convened.

Role: The Task Forces will be responsible for developing broad consensus about the unique circumstances, challenges, and opportunities each corridor faces. Task Forces will make recommendations for specific Corridor Action Strategies. Inter-jurisdictional coordination and planning will establish a platform for “Transit-oriented Development Compacts” and other action strategies for concurrence by the Oversight Committee and action by the Puget Sound Regional Council, individual jurisdictions, and other stakeholders. Task Force members will be responsible for overseeing work contained in Element B of the *Growing Transit Communities* work program. See Consortium Agreement Memorandum of Understanding *Attachment B*. Where and when appropriate, Corridor Task Forces will provide recommendations on consultant-led efforts within the corridors that are funded through the grant.

Key Products: Equitable TOD principles reports; corridor existing conditions (development/regulatory) reports; Corridor Visions, findings and recommendations for Corridor Station Areas; community workshops and trainings; TOD compacts.

Membership: Members of the Corridor Task Forces will be appointed by vote of the Oversight Committee upon the nomination of Consortium partners and *Growing Transit Communities* program staff, with the assistance of the Affordable Housing and Equity Network Steering Committees.

Program corridors are geographically defined north to the City of Everett in Snohomish County, east to the City of Redmond in King County, and south to the City of Tacoma in Pierce County. Jurisdictions; transportation agencies; community, environmental, educational, philanthropic, financial, and business groups that may be affected by the activities related to the *Growing Transit Communities* work are included as stakeholders in the Program Corridors. Broad, open and ongoing inclusion for affected stakeholders is a foundational element of the Program and every effort will be made to fulfill this promise.

¹ Core transit service as defined in Transportation 2040.

Recognizing that a “one size fits all” approach for Task Force composition may not help to achieve the Program’s broad and deep representation goals, each corridor Task Force will generally have seats for the interests listed below, but may structure the Task Forces according to specific Corridor characteristics, demographics, and phase of development. Furthermore, the Task Force may focus its membership around station areas, if appropriate. The participation of additional stakeholders in the work of the committee will be actively encouraged. However, for efficient work program management, formal seats for decision-making will be reserved for Task Force members appointed by the Oversight Committee.

Task Force Composition:

Community Interests

Affordable Housing (representation—which agencies, number of seats—identified with *assistance of Affordable Housing Steering Committee* and local jurisdictions)

Community—Regional (1 seat)

Neighborhood—Local (1 seat)

Social Equity (representation—which agencies, number of seats— identified with *assistance of Equity Network Steering Committee* and local jurisdictions)

Public Agencies

City (1 seat for each affected city)

County (1 seat for each affected each county)

Public Health Agency (1 seat for each affected agency)

Public Transit Agency (1 seat each)

Washington State Department of Transportation (1 seat)

Business, Educational, Environmental, Philanthropic Institutions

Economic Development (1 seat)

Educational Institution (1 seat each)

Environment (2 seats—1 regional, 1 local, if appropriate)

Financial Institution (1 seat)

Local Business (1 seat)

Major Employer (1 seat)

Non-Profit Organization (2 seats—1 regional or national, 1 local, if appropriate)

Philanthropic Institution (1 seat)

Property Owners (1 seat)

Real Estate Development (2 seats—1 regional, 1 local, if appropriate)

Support: *Growing Transit Community* Senior Planner—Transit Communities staff, with support from Consortium Partner staff as needed.

Meeting Schedule: The Task Force will meet as determined by the Chair and Vice-chair 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.

3.E. Working Groups

Consortium partner project leads for the Northgate and Tacoma Downtown-South catalyst investment strategies, and for the Decision Commons project, will regularly convene ad hoc Working Groups. The Working Groups have specific tasks related to the individual projects, which are funded through the *Growing*

Transit Communities program. This work is contracted through separate sub-agreements with the respective implementing partner and PSRC.

Role. 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.

Membership: In addition to community stakeholders and representatives identified by the Equity Network, initial members of these Task Forces are:

Decision Commons Working Group. The University of Washington-Runstad Center for Real Estate Studies will chair the Decision Commons working group. The Working Group will be responsible for overseeing work contained in Element D4 of the *Growing Transit Communities* work program. See Consortium Agreement Memorandum of Understanding *Attachment B*.

- UW—Runstad Center for Real Estate Studies, Chair
- Cascade Land Conservancy (CLC)
- Equity Network
- ULI—Seattle District Council
- Wright Runstad
- Parsons Brinkerhoff

Support: University of Washington—Runstad Center for Real Estate Studies staff, with support from Consortium Partner staff as needed.

Key Products: Documentation and Detailed Work Plan for recommended protocols to connect Planning Support Software and visualization technology.

Meeting Schedule: The Working Group will meet as determined by its chair and vice chair to make project decisions and to share information about progress made on tasks. The Working Group chair and or staff will report regularly to the *Growing Transit Communities* Oversight Committee, Steering Committees, and the appropriate associated Corridor Task Force about progress on project tasks.

Northgate Working Group. King County will chair the Northgate working group. The Working Group will be responsible for overseeing work contained in Element C1 of the *Growing Transit Communities* work program. See Consortium Agreement Memorandum of Understanding *Attachment B*.

- King County Department of Transportation, Chair
- Equity Network
- North Seattle Community College
- Public Health Seattle-King County
- City of Seattle
- Seattle Housing Authority
- Sound Transit

Support: King County Department of Transportation staff; City of Seattle Department of Planning and Development staff, with support from Consortium Partner staff as needed.

Key Products: Urban Design Framework memorandum; Memorandum on existing conditions and policy framework; Memorandum on key TOD concepts; Recommended Development Concept; Rezone Analysis and Recommendations; Neighborhood housing and retail/commercial market analyses; Traffic study; Supplemental Environmental Impact Statement; Health Impact Analysis report; Design options for station and integrated bus/rail facility; geotechnical findings and specifications; Preferred Pedestrian Bridge design.

Meeting Schedule: The Working Group will meet as determined by its chair and vice chair to make project decisions and to share information about progress made on tasks. The Working Group chair and or staff will report regularly to the *Growing Transit Communities* Oversight Committee, Steering Committees, and the appropriate associated Corridor Task Force about progress on project tasks.

Tacoma Downtown South Working Group. The City of Tacoma will chair the Tacoma Downtown-South working group. The Working Group will be responsible for overseeing work contained in Element C2 of the *Growing Transit Communities* work program. See Consortium Agreement Memorandum of Understanding Attachment B.

- City of Tacoma, Chair
- Allen Renaissance Tacoma
- Equity Network
- Sound Transit
- Tacoma Housing Authority
- Tacoma/Pierce County Affordable Housing Consortium
- Tacoma/Pierce County Health Department

Support: City of Tacoma staff, with support from Consortium Partner staff as needed.

Key Products: Existing Conditions report; Goals and Policies framework; Subarea Plan and Programmatic EIS.

Meeting Schedule: The Working Group will meet as determined by its chair and vice chair to make project decisions and to share information about progress made on tasks. The Working Group chair and or staff will report regularly to the *Growing Transit Communities* Oversight Committee, Steering Committees, and the appropriate associated Corridor Task Force about progress on project tasks.

ORIGINAL

Attachment B

Central Puget Sound Growing Transit Communities Consortium Agreement Memorandum of Understanding

Work Plan

SECTION 1: BACKGROUND

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.

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 three-and-a-half-year period. Under the state growth management planning framework², VISION 2040's policies guide the development of regional implementation plans, local comprehensive plans, and implementation of 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.

¹ VISION 2040 - People, Prosperity, Planet. Puget Sound Regional Council, April 2008. <http://www.psrc.org/growth/vison2040>

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

ORIGINAL

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.

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.

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 for Sustainable Communities 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

³ VISION 2040, p. xi

ORIGINAL

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

- *Value Communities and Neighborhoods.* VISION 2040 places priority on preserving and enhancing existing neighborhoods, as well as creating vibrant, sustainable and 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

SECTION 2: PROJECT WORK PLAN

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.

OVERVIEW: GENERAL DESCRIPTION OF PROCESS TO DEVELOP DETAILED EXECUTION PLAN

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 approximately six to seven new staff members, supported by the committed and active involvement and resources of a wide variety of local jurisdictions, agencies, organizations, and businesses.

Tasks to be conducted under the *Growing Transit Communities* program will include five core activities:

1. **Regional Equity Network.** Developing and supporting 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.** Creating 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.** Convening and supporting corridor task forces to craft local agreements and Corridor Action Strategies to attract transit-oriented development along the North, East, and South light rail investment corridors. Work will include establishing goals for station areas and adjacent

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/>

communities, and for coordination of development, housing, jobs, and community amenities. Intersecting and adjacent local core (e.g., high frequency, Bus Rapid Transit) transit investments will be included as appropriate.

4. **Innovative Tools.** Developing 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. Tasks in the *Growing Transit Communities* program will test and refine these approaches with catalyst demonstration and case study projects in light rail corridor neighborhoods to serve as visible templates for sustainable development.
5. **Technical Assistance.** Providing direct technical support to jurisdictions and to non-profit organizations to explore and establish incentive programs for affordable housing. Technical assistance will support local jurisdiction updates to local comprehensive plans, required by 2014.

The *Growing Transit Communities* team will:

- Engage a wide variety of stakeholders and citizens—including non-traditional partners
- Build strong partnerships in three light rail transit corridors to attract long-term development and reinvestment
- Organize communities in 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.

In July 2004, the central Puget Sound region formed the Prosperity Partnership—a coalition of government, business, labor and community organizations from King, Kitsap, Pierce, and Snohomish counties dedicated to developing and implementing a common economic strategy. The goal of the Partnership is two-fold: long-term economic prosperity for the central Puget Sound region and jobs for the region's residents.

Since its launch, the Prosperity Partnership has grown to include over 300 organizations. These partners recognize that the region's economic health is at risk. In the emerging global economy, many of the world's most prominent companies can be headquartered anywhere on the globe. Businesses will locate where there is a high quality of life, good schools, efficient transportation, affordable housing, and supportive government policies. The central Puget Sound region has the building blocks to create a strong, globally oriented and sustainable economic agenda that contributes to local prosperity without deteriorating the resources and the quality of life on which our economic growth depends.

One of the core functions of the Prosperity Partnership is to develop and implement a strategy to grow our economy and ensure long-term prosperity for the region's residents. The current Regional Economic Strategy -- which focuses the region's economic development efforts on seven clusters and six economic foundations -- was based on a 2005 comprehensive analysis of the region's economy and competitive advantages. With the dynamism of both the regional

ORIGINAL

and national economy -- and the significant changes due to the current economic downturn -- the time is right to re-examine the regional economy and develop a new strategy for future growth.

The Prosperity Partnership has begun a "zero-base" review of regional economic data to find out where the region's economy and its leading industry clusters stand in relation to the national average. Analysis of this data, along with outreach to the broad network of regional stakeholders, will be carefully coordinated with and integrated into work to implement the *Growing Transit Communities* program.

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.

SECTION 3: PROJECTS ELEMENTS, TASKS, AND SCHEDULE

The *Growing Transit Communities* detailed work 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 program 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 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 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. 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 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 (*May-June 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. (*June-November 2011*)
- **Task A3:** Release Request for Proposals (RFP); finalize evaluation criteria for equity sub-grants (annually) (*September 2011; September 2012*)
- **Task A4:** Conduct outreach to solicit responses to RFP (annually) (*September-October 2011; September-October 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) (*October 2011; October 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) (*December 2011; December 2012*)
- **Task A7:** Develop quarterly progress report to Oversight Committee (*Quarterly*)
- **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 (15 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 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.⁵ 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

⁵ 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 (QGA, Wolfe, Symington, 2009); Creating Transit Oriented Communities in the Central Puget Sound Region: A Transit Oriented Development Workbook (PSRC, 1999)

throughout the region. A second important 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 (*May-August 2011*)
- **Task B1.2:** Conduct regional TOD compact kick-off workshop/event (*September 2011*)
- **Task B1.3:** Prepare summary report on outcomes. Present report to Committees / Corridor Task Forces (December 2011)
- **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 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 Sound Transit light rail investment 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 light rail investment corridors are at different stages of planning and development. Intersecting and adjacent local "Core"⁶ (e.g., high frequency, Bus Rapid Transit) transit investments will be included, where appropriate. The overall South 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 Corridor (Mercer Island, Bellevue, and Redmond) have largely completed station area siting and route alignment planning processes, as well as extensive local planning efforts.⁷ However, more detailed implementation strategies are now necessary. Along the North 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

- Relationship to VISION 2040 Regional

Environmental/Other Planning Issues

- Development of detailed strategies to

Transportation Planning

- Coordination of transportation and

⁶ Core transit service as defined in Transportation 2040.

⁷ See, e.g., *Bel-Red Corridor Plan*: http://www.ci.bellevue.wa.us/pdf/PCD/Bel-Red_Brochure_2.pdf

ORIGINAL

Land Use Planning

- Growth Strategy
- 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

- address 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

- transit agencies to ensure access, 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- 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.⁸ 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 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, North, and South Task Forces will oversee these tasks.

⁸The 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. <http://www.prosperitypartnership.org>

- **Task B2.1:** Identify Corridor Stakeholders and form Corridor Task Forces (*June-August 2011*)
- **Task B2.2:** Identify and gain agreement on common equitable TOD principles in each corridor (*December 2011*)
- **Task B2.3:** Develop Existing Conditions Corridor Reports (*July 2011 – February 2012*)
 - 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 and 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 (*December 2011 – August 2012*)
- **Task B2.6:** Work with local jurisdictions to secure local commitments to implement TOD vision via corridor-based compacts (*April-December 2012*)
- **Task B2.7:** Conduct general community outreach/education and build support for TOD visions and principles. (*December 2012 – September 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 (*May 2011 – September 2013*)
- **Task B2.9:** Develop draft and final evaluation reports on outcomes, including Equity Network sub-grants and participation in corridor compact efforts (*September-December 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 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. 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,

ORIGINAL

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.

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)**
 - C1.1.1 Determine Study Area. *May 2011*
 - C1.1.2 Map Existing Conditions. *June 2011*
 - C1.1.3 Review Current Policy Direction. *June 2011*
 - C1.1.4 Develop TOD Approach. *October 2011*
 - C1.1.4b SEIS Support. *November 2011 – March 2012*
 - C1.1.5 Prepare Development and Design Concepts. *April – June 2012.*
 - C1.1.6 City Legislation. *July – September 2012*
 - C1.1.7 Property Analysis of Gross and Net Development Area. *May 2011 - July 2011*
 - C1.1.8 Housing Analysis: Affordable and Market Rate. *March 2011 - February 2013*
 - C1.1.9 Analysis: Retail and Commercial Space. *March 2011 - May 2011*
 - C1.1.10 Traffic Study. *March 2011 - June 2011*
 - C1.1.11 Phasing Plan. *March 2011 - June 2011*
 - C1.1.12 Parking Replacement/Management Plan. *March 2011 - May 2011*
 - C1.1.13 Financial Analysis/Public Fund Sources. *March 2011 - April 2011*
 - C1.1.14 Private Equity Analysis. *March 2011 - April 2011*
 - C1.1.15 Prepare Final Plan. *June - August 2012*
 - C1.1.16 Additional Site Pre-Development to follow. *March 2012 - February 2013*
 - C1.1.17 Health Impact Assessment. *February 2011 to March 2012*

ORIGINAL

- **Task C1.2: I-5 Pedestrian Crossing (Spring 2011 – Winter 2013)**
 - C1.2.1 Station Design (Integrated Bus/Rail Facility). *March 2011 - April 2011*
 - C1.2.2 WSDOT I-5 Pedestrian Bridge Parameters. *March 2011*
 - C1.2.3 Conceptual Design Renderings and Agency Review. *March 2011 - May 2011*
 - C1.2.4 Community Review Process. *May 2011 - July 2011*
 - C1.2.5 Additional Multimodal Station Access Work to Follow. *March 2012 - February 2013*
- **Task C1.3: Grant Administration/Project and Program Management (Spring 2011 – Winter 2013)**
 - C1.3.1 Project/Program Coordination. *February 2011 - February 2013*
 - C1.3.2 Transfer of Development Rights. *February 2011 - February 2013*
 - C1.3.3 King County Executive Office Oversight. *February 2011 - February 2013*

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 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.

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 approximately \$650,000 project will pre-approve a minimum of 30 million square feet of new floor space in the 500-acre south half of the Tacoma Downtown Regional Growth Center adjacent to existing light and commuter rail lines; these figures could rise to \$1 million and 60 million square feet, respectively, and include light rail and streetcar extensions, if the City could secure additional funding to conduct similar work in the north half of the Tacoma Downtown Regional Growth Center. The up-front expenditure provided through the *Growing Transit Communities* program funded by this grant 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 reduced vehicle operations and emissions, less congestion externalities and fewer 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 (*June 2011*)
- **Task C2.2:** Conduct public meetings to establish the scope of Environmental Impact Statement (EIS) (*October 2011*)

ORIGINAL

- **Task C2.3.1:** Develop existing conditions report, including: • Land use – inventory data, development trends, land tenure, soil and groundwater contamination, and other characteristics based on available information; Applicable plans, policies and regulations; Housing; Economic Development; Infrastructure systems and capacity – transportation, public services, utilities; Archeological and cultural resources; Natural systems, including aquifers and shoreline areas; Parks, open spaces, and cultural/historic resources of significance (December 2011)
- **Task C2.3.2:** Preliminary draft Goals and Policies framework for the sub-area plan. For the purpose of this Scope of Services, topics to be addressed are assumed to include (1) Vision, (2) Land Use, (3) Housing, (4) Transportation (5) Economic Development, (6) Open Space, (7) Natural Systems, (8) Infrastructure, (9) TDR, (10) Aesthetics and design, and (11) Environmental mitigation measures and systems. (March 2012)
- **Task C2.3.1:** Develop draft sub-area plan, land use categories, and land use map for future action and adoption by the City of Tacoma. The draft plan will include up front environmental review under SEPA, environmental impacts and potential mitigations, planning and design of capital facilities, and planning for infrastructure and neighborhood amenities to support the increased density associated with the neighborhood being a priority TDR receiving area. (September 2012)
- **Task C2.4:** Final Subarea Plan, EIS Public Hearing/Adoption of Mitigation Standards/Zoning Changes (June 2013)

Metrics and Results: Catalyst project subarea plan, 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.

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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”⁹ (*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*)
- **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

⁹ 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>

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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.¹⁰ 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. (*October 2011*)
- **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 light rail corridors. Assist fund manager to begin securing public and private funds for the regional acquisition fund and identifying local match funds (*November 2011 - May 2012*)
- **Task D2.3:** Develop an RFP for a regional TOD property acquisition fund manager; select a fund manager (*February 2012*)
- **Task D2.4:** Work with funders and other parties to develop an oversight process. Identify oversight committee with representatives from funders and jurisdictions (*February - June 2012*)
- **Task D2.5:** Work with infrastructure (transportation, other) funders to establish criteria that prioritize projects supporting affordable housing projects in TOD areas (*November 2011-February 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. (*September - December 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 (*November 2011 - March 2012*)

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. (*April - September 2012*)

¹⁰ 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 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. (*November 2011 – February 2012*)
- **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. (*July 2011 – February 2012*)
- **Task D3.4:** Document findings and recommendations in draft and final reports. (*December 2012 – March 2013*)

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 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*)

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- **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:** Demonstration planning and implementation including preparation of local jurisdiction staff for public demonstrations. Document feedback from trial runs. (*Spring 2011 – Winter 2011-2012*)
- **Task D4.4:** Document system protocols, test case decision-making techniques and experience with applying Decision Commons tools (*Fall 2012 – Spring 2013*)
- **Task D4.5:** 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. Administration will include periodic meetings with HUD Office of Sustainable Housing and Communities staff; bi-annual status reports; and meetings with project partners.

- **Task E1:** Develop final organizational and operating structure: Consortium Agreement, Project Partners MOUs, HUD Cooperative Agreement (*Spring 2011*)
- **Task E2:** Develop final work program (*Winter 2010*)
- **Task E3:** Recruit and hire project staff (*Spring 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 (*As Needed*)
- **Task E8:** Write annual/final performance reports (*Winter 2011; Winter 2012; Winter 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.

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