

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

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| AGENDA TITLE: | Growing Transit Communities – Consortium Agreement | | |
| DEPARTMENT: | Planning and Community Development | | |
| PRESENTED BY: | Rachael Markle, Director | | |
| ACTION: | <input type="checkbox"/> Ordinance | <input type="checkbox"/> Resolution | <input checked="" type="checkbox"/> Motion |
| | <input type="checkbox"/> Discussion | <input type="checkbox"/> Public Hearing | |

PROBLEM/ISSUE STATEMENT:

Sara Schott Nikolic of the Puget Sound Regional Council (PSRC) will be present this evening to make a presentation on the Growing Transit Communities (GTC) Task Force.

Staff from Shoreline’s Planning and Community Development and Public Works Departments are currently involved in the GTC Task Force. GTC is a Housing and Urban Development (HUD) funded project to coordinate Central Puget Sound communities to make the most of new light rail service, bus rapid transit and other transit investments with the goal of creating jobs, services, and affordable housing closer to the transit.

PSRC would like all participating cities and counties to join the GTC Consortium through formal signing of the Memorandum of Understanding (Attachments A). Project partners who have signed the MOU will have a seat on the Oversight Committee by one of their elected officials. 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 B. The level of participation on various subcommittees would be up to the City. Shoreline staff currently participating at the task force level would support the city official who serves on the Oversight Committee, if Shoreline were to join the GTC Consortium.

GTC Consortium members have more authority in directing research and recommending implementation strategies to meet Vision 2040, but they have no authority to require jurisdictions, including Sound Transit, to implement strategies. The list of current consortium members is listed in Attachment A. Current members primarily include counties, large cities, colleges, and various housing and growth agencies.

RESOURCE/FINANCIAL IMPACT:

Financial resources are requested but not required. Council and staff time to participate at the consortium level is a commitment through January 2014.

RECOMMENDATION

Staff recommends the Council agree to join the consortium if there is a Council representative willing to minimally meet the time commitment of participating in meetings of the consortium. Shoreline will benefit by cooperating with other adjoining jurisdictions and partners from housing, transportation, and equitable community specialists to create tools and strategies to better plan for Shoreline's future with regional light rail service. There is no deadline in which to join.

Approved By: City Manager *JU* City Attorney ____

INTRODUCTION

Staff from Shoreline's Planning and Community Development and Public Works Departments are currently involved in the GTC Task Force. GTC is a Housing and Urban Development (HUD) funded project to coordinate Central Puget Sound communities to make the most of new light rail service, bus rapid transit and other transit investments with the goal of creating jobs, services, and affordable housing closer to the transit.

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BACKGROUND

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 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 - the Central Puget Sound region's long-range plan for sustainable development. The consortium represents a 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. As the program makes implementation recommendations, additional members will be asked to become formal members of the consortium.

DISCUSSION

Becoming a Consortium Partner has tremendous benefits to Shoreline. As we plan ahead for two light rail stations, having access to a variety of resources will aid us in station area planning and ultimately fulfilling our vision-Vision 2029. We play a key role in supporting the region's access to transit and partnering with other cities and counties will help us more comprehensively meet these regional goals. Sharing information, tools, and technical assistance is also an important benefit of becoming a Consortium Partner. The following are some of the tasks and desired outcomes for the Consortium:

Tasks

Tasks to be conducted under the *Growing Transit Communities* program are in 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 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;
- 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; and
- Decrease in per capita Vehicle Miles Traveled (VMT) and transportation-related emissions for the region.

Consortium

PSRC is governed by boards of elected officials from the region's counties and cities, with Shoreline as a member. 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 implementation of equitable, transit-oriented development.

Consortium partners have committed to participate in the implementation of the GTC program. Each partner has committed resources or participation to accomplish the mission, goals, objectives, and tasks funded by the HUD planning grant. This can include 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 GTC Consortium Agreement Memorandum of Understanding (Attachment A).

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 B.

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.

The Oversight Committee will be responsible for appointing members to the East, North and South Corridor Task Forces upon nomination of Consortium Partners. 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.

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

RESOURCE/FINANCIAL IMPACT

Financial resources are requested but not required. Council and staff time to participate at the consortium level is a commitment through January 2014.

RECOMMENDATION

Staff recommends the Council agree to join the consortium if there is a council representative willing to minimally meet the time commitment of participating in meetings of the consortium. Shoreline will benefit by cooperating with other adjoining jurisdictions and partners from housing, transportation, and equitable community specialists to create tools and strategies to better plan for Shoreline's future with regional light rail service. There is no deadline in which to join.

ATTACHMENTS

Attachment A –Growing Transit Communities Memorandum of Understanding for the
Central Puget Sound Region
Attachment B – Consortium Structure

**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 WARIP0042-10, Effective February 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.

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.

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

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- Increased use of compact development as a tool for regional planning to accommodate population and employment growth

- 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:

| | | |
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| Puget Sound Regional Council (PSRC) (Lead Agency) Bob Drewel, Executive Director | A Regional Coalition for Housing (ARCH) Arthur Sullivan, Program Manager | City of Bellevue |
| Capitol Hill Housing Christopher Persons, CEO | Forterra/Cascade Land Conservancy Theresa Macaluso, Executive Vice President/COO | CDC Collaborative/ Equity Partnership Heyward Watson, Executive Director Impact Capital |
| CDC Collaborative/ Equity Partnership Tony To, Executive Director HomeSight | Community Transit Joyce Eleanor, CEO | Enterprise Community Partners M.A. Leonard, Vice President and Impact Market Leader |
| City of Everett Ray Stephanson, Mayor | Futurewise April Putney, Co-Director | Housing Authority of Snohomish County Bob Davis, Executive Director |
| Housing Development Consortium of Everett and Snohomish County June Robinson, Executive Director | Housing Development Consortium Seattle-King County Harry Hoffman, Executive Director | Housing Resources Group/Bellwether Housing Sarah R. Lewontin, Executive Director |
| King County Dow Constantine, County Executive | King County Housing Authority Stephen J. Norman, Executive Director | City of Mountlake Terrace John J. Caulfield, City Manager |

| | | |
|--|---|---|
| North Seattle Community College | Pierce County Pat McCarthy, County Executive | Pierce County Housing Authority |
| Public Health—Seattle & King County Dr. David Fleming, Director and Health Officer | Puget Sound SAGE David West, Executive Director | Quality Growth Alliance John Hempelmann, Chairperson |
| Refugee and Immigrant Services Northwest Van Dinh Kuno, Executive Director | City of Redmond John Marchione, Mayor | City of Seattle Mike McGinn, Mayor |
| Seattle Housing Authority Thomas Tierney, Executive Director | Seattle Transit Blog Adam Parast, Associate Editor | Snohomish County—Human Services Peter B. Camp, Executive Director |
| Sound Transit | City of Tacoma Eric Anderson, City Manager | Tacoma Housing Authority Michael Mirra, Executive Director |
| Tacoma-Pierce County Affordable Housing Consortium Connie Brown, Executive Director | Tacoma-Pierce County Health Department Dr. Anthony L-T Chen, Director | University of Washington Lynne Chronister, Asst. Vice Provost for Research & Director of Sponsored Programs |
| Urban Land Institute—Seattle District Council (ULI-Seattle) Patrick Phillips, CEO | Washington Low Income Housing Alliance Rachel Myers, Executive Director | Washington State Department of Commerce Karen J. Larkin, Assistant Director |

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.

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

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.

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

- 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 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 5 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.

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.

Signature
Name, Title
Organization

Date

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

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

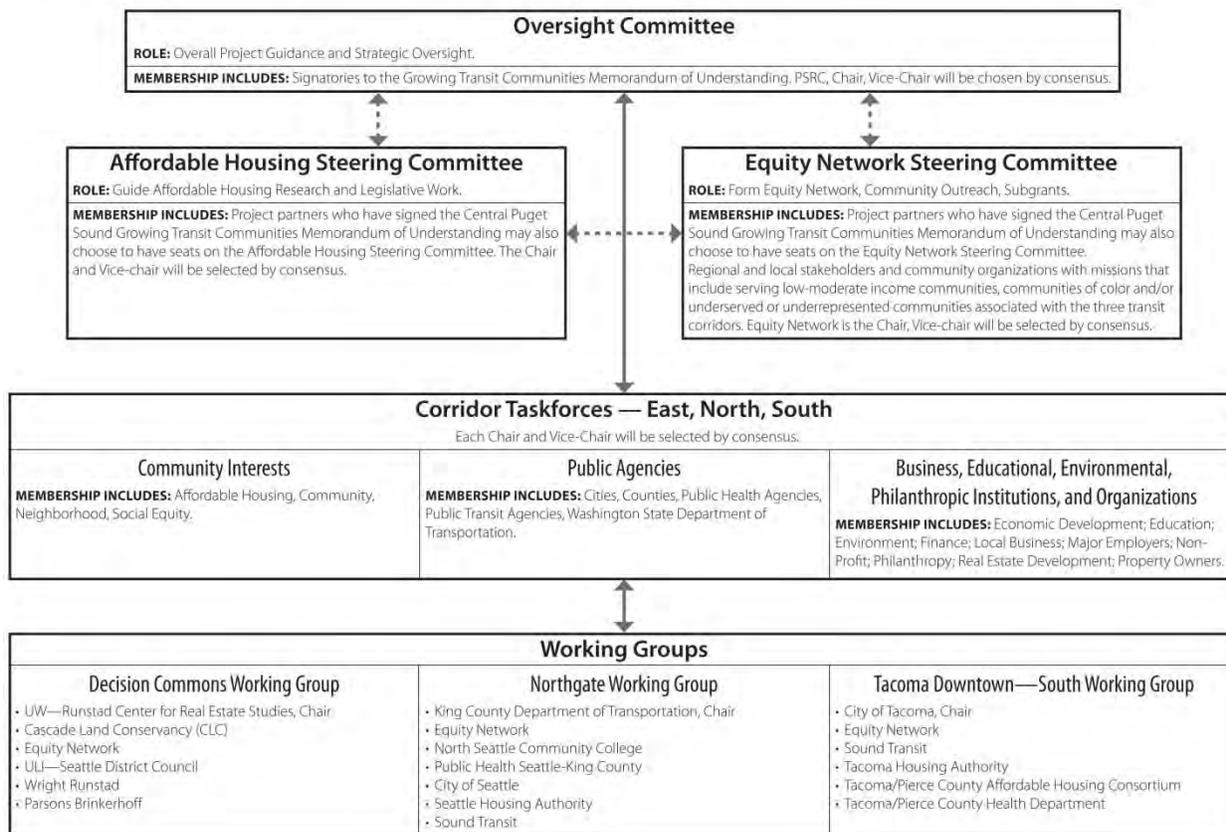


Figure 1: *Central Puget Sound Region Growing Transit Communities Consortium—Organizational Framework* illustrates the Program’s organizational and decision making framework, as well as its committee relationships, responsibilities, and membership.

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.

FIGURE 1

Central Puget Sound Growing Transit Communities Consortium — Organizational Framework

