

## NARRATIVE

### Proposal for: Capitol-Martin Corridor and Neighborhood District Plan

#### 1. Rating Factor 1 — Purpose and Outcomes.

##### a. Purpose and Alignment with Livability Principles:

Thurston County is located in western Washington at the southern end of Puget Sound and home to the state Capital in Olympia. With a population of 252,264, we are the fastest growing county in the Puget Sound region and third fastest growing county in the state. Over the next 30 years, we expect to add 170,000 people. As a result of this growth, we will build over 40 percent of the single family homes, 53 percent of the multifamily units, and 40 percent of the space needed for employees in 2040 between now and then. This presents both tremendous opportunities and challenges to our community.

Concentrating anticipated growth in our urban areas will increase transportation choices such as walking, bicycling, and transit – and shorten our commutes. It will make our urban centers more vibrant and full of activity, and offer more variety in housing and job choices, destinations, and activities. Concentrating growth along our existing transit corridors will support our community’s investment in transit – and could lead to more frequent service – which could make transit a more viable option for travel.

Yet, there are challenges to achieving concentrated growth in our urban areas. In the early 1990s, our region identified “Strategy Corridors” – places where we encouraged higher density growth and mix of uses. Central to this was the old state highway linking Portland, Oregon to Seattle, Washington and running through the city centers of Tumwater, Olympia, and Lacey (Capitol-Martin Corridor). Over the last 10 years, we have seen very little building activity along this key corridor: just 5.5 percent of our multifamily housing activity (212 units); 0.5 percent of our single family homes (77 homes); and 8.3 percent of our commercial activity. Many storefronts are empty. We have fared slightly better for commercial activity in our city centers, capturing 34 percent of commercial building activity – mainly to support state government employment. However, we have struggled to attract housing – capturing just 4.5 percent of the County’s multifamily market. We need a focused plan to revitalize our urban corridors.

**Project Objective:** To revitalize the key urban corridor in Thurston County, promoting livability and sustainability while avoiding residential and small business displacement. This project will bring a transformational change to this critical corridor, and serve as a model for small to mid-sized communities struggling to redevelop auto-oriented commercial strip corridors.

##### Why Us? Why Now? Why Here?

- Community highly engaged in the broader Sustainable Communities Planning program
- Highly collaborative environment; strong political support
- Three Cities committed to working together
- The State Capital, with state legislators pledging to explore state policy remedies
- Decades of experience developing and successfully implementing coordinated plans
- Strong technical skills, modeling expertise, and grant and fiscal management
- Established benchmarks, evaluation and monitoring of growth management
- Extensive staff/policymaker training in public process and developing informed consent
- Award winning tools and strategies for public engagement
- Momentum building on the work of the Urban Corridors Task Force

**Project Details:** Our growth plans call for attracting transit supportive, compact growth to our urban corridors and centers. In 2009, our region created an Urban Corridors Task Force of citizens, business representatives, and policy makers to examine how to make this happen. In 2011, we determined the needs for a three-tiered approach, one that results in 1) a coordinated vision, 2) location-specific District plans, and 3) finely detailed implementation strategies. This proposed project emerged as a regional priority from discussions with policy makers, planning commissioners, and local staff:

- (1) **Develop a Vision for the Corridor** that all three cities, the transit agency, and the community will embrace, support, and work collectively to achieve. Include in the visioning process both the short and long term visions for all modes of travel, including walking, bicycling, automobiles, freight, and transit. Identify outstanding right-of-way needs and street and trail connections. Focus on transit-supportive infill and corridor redevelopment, and the regulatory and financial tools to make it happen. Identify opportunities for future transit stations. Explore increased frequency of transit service and high capacity options in conjunction with more urbanized land use patterns. The vision will reflect best practices, innovative techniques, and lessons learned, and will increase the capacity for regional decision making and collaboration. Day-to-day decisions often erode long-range visions. This component will directly identify and address barriers that inadvertently pit local against regional benefits when making decisions, and articulate meaningful long-range performance measures to better guide day-to-day decision-making.

**Develop Focused Plans for Three Neighborhood Districts** along the corridor with good opportunity for infill and redevelopment, while addressing equity and opportunity for existing businesses and residents. Each District presents unique challenges, opportunities and regulatory environments. Plan development will include coordinated approaches to addressing challenges, while respecting the unique identity of each District. District Plans will fit into the framework of adopted Local Comprehensive Plans and the Regional Transportation Plan, the overall Vision for the Corridor (identified in 1), and market conditions. Each Plan will include: 1) Public Outreach / Community Visioning; 2) Targeted Public Outreach; 3) Community Profile (demographics, housing affordability, businesses, and retail sales, and relationships between jobs, shopping, transportation, and housing); 4) Existing Conditions Inventory including land uses, buildings (age and condition), streets, sidewalks, bus stops, trails, transit stations, utilities, stormwater, and other infrastructure; 5) Multi-modal Transportation Access and Circulation; 6) Opportunity Areas (infill and redevelopment sites using site pro-forma analysis, regulatory changes, public investments, public-private partnerships); 7) Small Business and Residential Retention Strategies; and 8) Implementation Strategies. We chose the following Districts for focused planning:

*Brewery District (City of Tumwater):* In the 1950s, Interstate 5 (I-5) construction bisected Tumwater's historic downtown. The 2003 closing of the Olympia Brewery left a large, brownfield with many vacant but historic structures highly visible from I-5. The adjacent commercial core never recovered, languishing while freeway-oriented retail development occurred to the south. This District presents unique opportunities for both commercial revitalization and residential infill and redevelopment. A well developed sense of place, historical character, access to the Deschutes River and Tumwater Falls, connected streets, fairly large residential lots, essential neighborhood businesses, and location along the main transit corridor with an integral transit center make this a focus area.

*Headwaters District (City of Olympia):* This District lies parallel to I-5, near Olympia’s downtown and the regional hospital – one of our largest employment centers. It contains a large concentration of low-income residents in mobile home parks, apartments, and residential hotels and scattered single family residences. This District is the only stretch of the corridor without sidewalks or updated street frontage. The extensive wetland systems – headwaters of Indian and Woodard Creeks – present both challenges and open space opportunities for infill development. Intercity Transit’s administrative and maintenance facility lies within the District. Planned expansion and improvements to this property could serve as a model for other redevelopment. The District Plan intends to improve access to jobs, services, parks, recreation and other opportunities for the existing residents, and help revitalize the area by attracting new residents and businesses. Frequent transit service, proximity to the hospital, potential for increased street connectivity, and public/non-profit ownership of large areas of land make this District ripe for significant redevelopment.

*Woodland District (City of Lacey):* One of the County’s major employment centers, this District is in the heart of Lacey, adjacent to St. Martin’s University, the library and City Hall. Huntamer Park, with music, outdoor movies, and a summer farmer’s market anchors the District, which also includes numerous retail and service opportunities to support corridor residents, including groceries, discount shopping, medical services, and dialysis centers. Recent relocation and consolidation of state agencies to Olympia and Tumwater resulted in many vacant office buildings. Separated from the Martin Way corridor by I-5, the District connects to the corridor and regional destinations by regular transit service to the Lacey transit center, surface streets, a bicycle-pedestrian overpass and regional trail system. We envision a mixed use District with affordable residential, office, retail, services, and parks supported by multi-modal streets and pedestrian walkways. Providing affordable housing to support military personnel stationed at Joint Base Lewis McChord (JBLM), and the development of amenities, services and activities that cater to University students, military personnel, the Panorama Retirement Community, and other corridor residents are key Plan elements.

- (2) **Prepare “Smart Code” Zoning and Design Standards** for the Brewery and Woodland Districts as examples for the entire corridor. We will develop code to encourage transit-oriented mixed-use form. These form based zoning techniques will address the relationship between building facades and the public realm, the form and mass of buildings in relation to each other, and the scale and types of streets and blocks as an alternative to conventional zoning. We will identify and incorporate *Fair Housing Principles* into zoning code and design standards for all zoning districts within the identified Districts. The State Department of Commerce and Planning Association of Washington will also document *Best Practices* on Infill Development into a *Short Course* on Local Planning.

**Sustainable Communities Planning Grant:** We are fortunate to be a recipient of a Sustainable Communities Planning Grant. This Capitol-Martin Corridor project leverages that key Federal Government investment. As we create our Regional Plan for Sustainable Development (RPSD), this Corridor/District project will allow us to place greater focus on our key transit corridor.

**Other Leveraged Activity:** The City of Tumwater and TRPC are partners in a Capitol Boulevard Corridor Study to revitalize the corridor segment that lies between the Tumwater Town Center and the Brewery District. The City identified this area and the Brewery District as foci in their economic development strategy. We are currently developing a Corridor Plan scheduled for completion in 2012. The Brewery District Plan will address the remainder of the corridor within Tumwater’s city limits.

**Use of Best Practices:** Our region understands that the use of best practices and innovative solutions will result in our vision for more livable and sustainable Districts along our major transit Corridor. As part of our project, we will convene a work group to explore those practices and ideas to ensure we use the latest research from around the country.

**Data Driven Analysis:** The close alignment of this project and our Regional Plan for Sustainable Development work supplies a wide variety of scenario building tools to help create our vision for the corridor and the three Districts. TRPC is the regional data clearing house with in-house scenario building capacity.

#### Alignment with the Livability Principles:

This project aligns with the development of the RPSD and *the Livability Principles* developed by the Partnership for Sustainable Communities.

*Provide More Transportation Choices.* Consistent with the regional vision, one of the main goals of this project is to promote infill and redevelopment of Districts along our main transit routes. Intercity Transit provides 15-minute transit service along these corridors. Increasing corridor activity will support more frequent and efficient service, with longer service hours. Concentrating high quality and well designed residential and commercial growth within these Districts will also make walking and bicycling more viable. Enhancing the streetscape and eliminating missing links in the biking and walking network will improve access for these modes. Evaluating street connectivity will illustrate the potential to provide more multi-modal route options. In the longer term vision, this is our region's most viable corridor for high capacity (bus rapid transit or light rail) options – proven tools in spurring commercial and residential development. Portions of the corridor are also served by rail lines linking to the Seattle and Tacoma areas, potentially providing opportunity sites for commuter rail stations or park and ride lots.

*Promote equitable, affordable housing.* Data from Center for Neighborhood Technology shows that people who live in or around Thurston County's corridors and urban centers save an average of \$3,000 to \$4,000 in transportation costs per year, in addition to having lower housing costs. We designed this project to attract housing along our key transit corridor and urban centers – location efficient choices for our residents and a component of the overall housing market that we are struggling to attract. Our District Plans will include incentives and innovative zoning techniques to promote equitable and affordable housing and identify specific opportunity sites. This approach will identify a few short term opportunities for affordable housing, and – over the longer term – achieve a cohesive vision for each District.

*Enhance Economic Competitiveness.* Our Economic Development Council (EDC) reports that an increasing number of businesses consider transit service availability when deciding where to locate. Enhancing transportation choices and creating active, vibrant neighborhoods will improve both our long and short term economic competitiveness. The EDC will develop a small business retention plan as part of the project.

*Support Existing Communities.* We will invest Federal funding to enhance some of our community's oldest neighborhoods. Two of the Districts chosen for targeted planning were bisected with the 1950s construction of the federal interstate system. One District is the old downtown of Tumwater located around the historic Olympia Brewery. Another District surrounds St. Martin's University, established in 1896, 70 years before the incorporation of the City of Lacey. These Districts are our urban core. In the short term, we will invest in areas that have not traditionally received the attention of our planning efforts and in the long term, we will revitalize our essential urban corridor.

*Coordinate Policies and Leverage Investment.* Our project will coordinate the goals and policies for this multi-jurisdictional corridor to ensure that we achieve the region's overall vision. We will also identify any state or federal barriers to infill and redevelopment in building code, financing, or other areas – and enlist the assistance of policymakers in remedying these barriers. This will have the short term effect of raising community interest in investing in this corridor – and the long term effect of identifying best practices and building regional stewards. We will also coordinate planning efforts with nearby JBLM.

Troops returning from overseas, redeployment of troops from other parts of the country to JBLM, and military retirees remaining in the area contribute to the influx of military personnel into our community. This presents unique opportunities and challenges in our planning process.

*Value Communities and Neighborhoods.* Our project enhances opportunity in some of the oldest communities in our urban area that are in need of revitalization. With the exception of a few pockets of affluence, this corridor and Olympia’s downtown have a per capita income well below the county average. Some of our lowest income neighborhoods are along the corridor. One of the areas we propose for a District Plan lacks even basic transportation infrastructure such as sidewalks along the major arterial. But these neighborhood Districts present our greatest opportunity to build housing that is within walking distance or a short transit ride to grocery stores, our major hospital, our drop-in medical clinics, dialysis centers and affordable places to shop – including major retail chains. The long term housing plus transportation costs of people moving to this corridor will also be lower than the county-average, as there will be less need for automobile ownership.

## b. Clarity of Outcomes:

- (1) **Increased participation and decision-making in planning for underrepresented populations:** Developing District Plans for three Districts along our essential urban corridor requires active involvement of the residents, employees, and land and business owners in these neighborhoods. Unlike more cohesive neighborhoods with neighborhood associations, these close-in corridor areas do not have a sense of community and do not typically participate in planning processes. The targeted development of District Plans for the neighborhoods will lead to direct outreach (door-to-door visits to businesses; direct mailings to residents; meetings in apartment complexes) with increased participation of populations traditionally marginalized in public planning processes. We intend to receive comment or input from at least five percent of the directly affected population during the planning process. We will monitor this *measurable outcome* of participants involved in the planning process.
- (2) **Impact on affordability and accessibility:** Regionally, we have struggled to attract housing to our urban corridors. This project focuses effort at both revitalizing our key corridor Districts and attracting housing to these areas to build pleasant vibrant neighborhoods. Twenty-eight percent of our county’s population is in low or very low income households. In the urban corridors – this number rises to 41 percent – and as much as 61 percent in some neighborhoods. Our project will seek options for affordable housing within our corridor Districts, and also attract market rate housing to lower the disparity between income groups in these neighborhoods. All of the Districts are within a 30-minute transit commute of our region’s key employment centers, resulting in location-efficient housing. The *measurable outcome* will be an increase in the number of new housing units permitted in the corridor Districts, measured over the next 20 years. We will set a goal based on pro-forma assessments of the capacity of the Districts to attract additional housing.
- (3) **Economic development, including infill development or recycled parcels of land:** The Capitol-Martin Way commercial corridor is one of the key redevelopment opportunities in our region. The land to building value (or improvement value) of commercial (but non-government) parcels along the urban corridor is low – just 1.7 compared to 2.3 county-wide and in the urban centers. Therefore, these parcels are more likely to redevelop than other commercial areas. In terms of jobs, overall 30 percent of the county’s commercial and government sector employment is located in the urban centers and an additional 20 percent is in the corridors between centers. However, many empty storefronts line the corridor. Some parts are visually unattractive, run down, and lacking basic supportive infrastructure such as sidewalks. In the past 10 years, only 8 percent of the County’s new commercial square footage was built in the corridors. This project will use innovative tools to

revitalize and re-energize the commercial employment of this key urban corridor to make it attractive to local business investments. Through scenario building and pro-forma analysis, local communities will set realistic goals for redevelopment. *The measurable outcome* will be an increased building to land value ratio, and/or acres of land of commercial infill or redevelopment, over the next 20 years.

**c. Implementation:**

This locally-supported project concept results directly from the work of TRPC’s Urban Corridors Task Force. The Task Force consists of policy makers, citizens, and members of the business community, and has developed relationships with key stakeholders in our development community. We also regularly brief city councils and the County Commission on the Urban Corridors Task Force’s efforts. The District Plans and overall vision for the Corridor will be developed with informed input from the neighborhoods. All of these factors will lead to the implementation of strategies and steps to revitalize the corridor identified in the planning process.

**2. Rating Factor 2 — Work Plan and HUD Policy Priorities.**

**a. Work Plan:**

(1) *Proposed Activities.* The proposed activities support our key objective of revitalizing the key urban corridor in Thurston County, while promoting livability and sustainability, and avoiding residential and small business displacement. They also support HUD’s policy priorities, and focus on leveraging our planning project to build community capacity and further access to equity and opportunity in our region. Our commitment to identifying success stories and best practices will enhance planning in our state.

| Proposed Activity   | Objective   | Public Outreach and Participation Activities  |
|---|---|---|
| 1. Project Management and Reporting   | Effective management of federal funds; coordination with funding agencies and project partners  |   |
| 2. Project Coordination and Capacity Building   |   |   |
| 2.1. Project Coordination   | Monthly staff coordination meetings; quarterly peer to peer exchange meetings; policy maker meetings will lead to increased coordination among jurisdictions, and achieve efficiencies in efforts | Open public meetings  |
| 2.2. Public Participation Plan  | Develop a plan to effectively engage the public, including deepening participation and decision-making power of populations traditionally marginalized in the planning process.                   | Public input will be sought on draft Public Participation Plan                        |
| 2.3. Capacity Building; Regional Stewardship Training; Staff Training                 | Develop Regional Stewards or leaders committed to the long-term well being of the community and corridor in particular; build capacity within jurisdictions                                       | Participation in Regional Stewardship training by Policy Makers and Community Leaders |
| 3. Corridor Plan  |   |   |
| 3.1. Corridor Vision, Goals, and Policies   | Develop a long term corridor vision with associated policies and goals. Identify the sense of place associated with the corridor community  | Input at policy maker meetings; two public design workshops; targeted public outreach |
| 3.2. Small business retention and outreach  | Develop a small business retention strategy to avoid small business displacement  | Direct outreach through interviews and targeted questions                             |
| 3.3. Residential Retention and outreach   | Develop a residential retention strategy to avoid affordable residential housing displacement   | Direct outreach   |
| 4. Focused District Plans: Please see Appendix for further details on District Plans. |   |   |

| Proposed Activity   | Objective   | Public Outreach and Participation Activities                    |
|---|---|---|
| 4.1. Capitol Boulevard Corridor Plan (Leveraged Activity)             | Focused effort in the southern portion of the corridor to revitalize the business environment and identify opportunities for housing, infill, and redevelopment.                                      | Three public meetings; stakeholder committee; targeted outreach |
| 4.2. Brewery District Plan  | Revitalize the neighborhood and take advantage of the historic core of Tumwater   | Three public meetings; stakeholder committee; targeted outreach |
| 4.3. Headwaters District Plan   | Revitalize this segment of the corridor by identifying infrastructure needs and expediting development  | Three public meetings; targeted outreach                        |
| 4.4. Woodland District Plan   | Increase access to this opportunity area, and identify strategies for infill, redevelopment, and housing  | Three public meetings; stakeholder committee; targeted outreach |
| 5. Update to Regulations  |   |   |
| 5.1. Incorporate Fair Housing Principles into development regulations | Address Recommendation V in the Analysis to Impediments to Fair Share Housing Choice in Thurston County   | Targeted outreach   |
| 5.2. Develop "Smart Code" for Brewery District                        | Develop new zoning and design standards to achieve walkable, transit-oriented mixed uses  | Stakeholder committee; targeted outreach                        |
| 5.3. Develop "Smart Code" for Woodland District                       | Develop new zoning and design standards to achieve walkable, transit-oriented mixed uses  | Targeted outreach   |
| 6. Implementation and Best Practices                                  |   |   |
| 6.1. Share Best Practices   | Increase capacity for planning within the three cities and County staff by sharing best practices; document in a <u>Short Course on Planning for Infill Development</u> (further details in Appendix) | Volunteers assist with development of short course              |
| 6.2. Amend Local and Regional Plans                                   | Institute regulatory changes as appropriate to reflect planning studies.  | Planning Commission and City Council Public Processes           |
| 6.3. Next Steps – Implementation Strategy                             | Develop next steps and implementation strategies to ensure full implementation of plans.  | Public Comment  |
| 6.4. Develop monitoring benchmarks and research briefs                | Develop a system to monitor success of the plans; issue research briefs to expand cross-cutting policy knowledge.   | Public input at TRPC meetings                                   |
| 6.5. Public Policy Maker Wrap-Up Forum                                | Share lessons learned, best practices, and empower policy makers for next steps and implementation  | Public outreach   |

**(2) Public Participation Plan.**

We will develop a Public Participation Plan for the entire project, with these guiding principles:

- Public participation is necessary for planning
  - Public involvement leads to better decisions and a more thoughtful community plan. It will help local planners identify community needs, and more accurately reflect the public’s values and knowledge.
  - Plans should lead to implementation. Broad public participation and public knowledge and support of the resulting plans will lead to a greater likelihood of implementation.
- Public participation should be meaningful to the public
  - The public will be able to influence the plans. The plans will affect their lives and properties, and they deserve opportunities to become involved.
  - Equal opportunity and active participation. All members of the public should be provided with equal involvement opportunity. This should enable the public to become more active in governance, potentially leading to the local community taking responsibility for their neighborhoods.

Public Engagement for this project will involve the following:

- Door-to-door and telephone direct outreach for small businesses within the corridor
- Involvement of property owners

- Direct mailings to the residents with questionnaires and meeting invitations
- Ride the bus and hand out questionnaires and meeting invitations
- Public meetings held within or close by each District Neighborhood
- Additional targeted outreach to landlords/tenants in Housing Authority programs
- Additional targeted outreach to manufactured home parks, residential hotels within Districts
- Emails to employees in major employment centers
- Outreach to college students and elders located within the corridor
- Outreach to people with limited English proficiency
- Outreach to low income job seekers through Intercity Transit's Village Vans program
- Outreach to Joint Base Lewis-McChord military community
- Outreach and involvement of the development community (finance & building industry)
- Identification of and outreach to key stakeholders
- Focus groups and/or steering committees for each District Plan
- Use of existing websites, newsletters, and partner outreach
- Project website
- Social marketing
- Media outreach
- Direct opportunities for the public to engage with policy makers at public meetings
- Business advisory council

(3) *Schedule.*

| Milestones   | Schedule             | Evaluation Metric or Result           |
|--|----------------------|---------------------------------------|
| <i>1. Project Management and Reporting</i>           |                      |                                       |
| Cooperative Agreement Signed                         | March 2012           | Signed Agreement with HUD             |
| Project Work Plan and Logic Model                    | End of May 2012      | Approved by HUD                       |
| Sub-Grantee Contracts signed                         | April to July 2012   | Signed Agreement                      |
| Reporting  | July & Jan each year | Report submitted to HUD               |
| <i>2. Project Coordination and Capacity Building</i> |                      |                                       |
| Project Coordination                                 | Ongoing              | Regular meetings                      |
| Public Participation Plan                            | June 2012            | Plan completed                        |
| Regional Stewardship                                 | July 2012-July 2013  | Training sessions held                |
| Staff/Planning Commission Training                   | 2012-2014            | People trained                        |
| <i>3. Corridor Plan</i>                              |                      |                                       |
| Corridor Vision, Goals, Policies                     | 2012-2013            | Regional Trans. Plan amended          |
| Small Business Retention and Outreach                | 2012-2013            | Strategy developed                    |
| Residential Retention and Outreach                   | 2012-2013            | Strategy developed                    |
| <i>4. District Plans</i>                             |                      |                                       |
| Capitol Boulevard Corridor Plan                      | Current - Dec 2012   | City Council Acceptance               |
| Woodland District Plan                               | May 2012-Dec 2012    | City Council Acceptance               |
| Brewery District Plan                                | May 2012-Mar 2013    | City Council Acceptance               |
| Headwaters District Plan                             | Jan 2013-Dec 2013    | City Council Acceptance               |
| <i>5. Update to Regulations</i>                      |                      |                                       |
| Fair housing principles                              | Jan 2013-Dec 2013    | Regulations amended                   |
| Woodland and Brewery Districts                       | Jan 2013-Dec 2013    | Regulations amended                   |
| <i>6. Implementation and Best Practices</i>          |                      |                                       |
| Share Best Practices                                 | Ongoing to Dec 2014  | Meetings held; Short course developed |
| Amend Regional Transportation Plan                   | Dec 2013             | Plan amended                          |
| Develop Monitoring Benchmarks                        | Sept 2012-Dec 2013   | Benchmarks published                  |
| Expand cross-cutting policy knowledge                | Ongoing to Dec 2014  | Research briefs published             |
| Public Policy-maker Forum                            | October 2013         | Forum held                            |

**(4) Other Work Plan Elements:****(i) Responsible Entity.**

| Proposed Activity  | Responsible Entity                                  | Signing Authority  |
|--|---|--------------------|
| 1. Project Management and Reporting  | TRPC  | TRPC               |
| 2. Project Coordination and Capacity Building                                      | TRPC  |                    |
| 3. Corridor Plan   | TRPC  | TRPC               |
| 3.1. Small Business Retention and Outreach   | Economic Development Council                        |                    |
| 3.2. Residential Retention   | Housing Authority and TRPC                          |                    |
| 4. Focused District Plans  | Local Jurisdictions                                 | City Councils (CC) |
| 4.1. Capitol Boulevard Corridor Plan   | City of Tumwater                                    | Tumwater CC        |
| 4.2. Brewery District Plan   | City of Tumwater                                    | Tumwater CC        |
| 4.3. Headwaters District Plan  | City of Olympia                                     | Olympia CC         |
| 4.4. Woodland District Plan  | City of Lacey                                       | Lacey CC           |
| 5. Update to Regulations   |   |                    |
| 5.1. Identify and Incorporate Fair Housing Principles into development regulations | Cities of Lacey, Olympia and Tumwater               | City Councils      |
| 5.2. Develop "Smart Code" for Brewery District                                     | City of Tumwater                                    | Tumwater CC        |
| 5.3. Develop "Smart Code" for Woodland District                                    | City of Lacey                                       | Lacey CC           |
| 6. Implementation and Best Practices   |   |                    |
| 6.1. Share Best Practices  | TRPC  |                    |
| 6.1.1. Develop Short Course on Planning  | Department of Commerce & Planning Association of WA |                    |
| 6.2. Amend Local and Regional Plans  |   |                    |
| 6.2.1. Amend Regional Transportation Plan  | TRPC  | TRPC               |
| 6.2.2. Amend local plans and regulations   | Lacey, Olympia and Tumwater                         | City Councils      |
| 6.3. Implementation Strategy   | TRPC and Cities                                     |                    |
| 6.4. Develop Monitoring Benchmarks   | TRPC  | TRPC               |
| 6.5. Expand cross-cutting policy knowledge   | TRPC  | TRPC               |
| 6.6. Public Policy-maker Forum   | TRPC  |                    |

**(ii) Evaluation Methods:** The most tangible project evaluation will be the adoption of the Corridor Goals and Policies, District Plans, Capital Improvement Plans, and updated Zoning and Design Standards. The effectiveness of our public process and outreach and capacity building efforts in Regional Stewardship will be reflected in the willingness of our local policy makers to adopt the updated plans. We will also directly measure number of participants and report on comments received and training sessions held. Over the longer term, we will set benchmarks and indicators to monitor and evaluate the implementation of updated policies and regulations. We will publish this every five years as part of TRPC's base program.

**(iii) Anticipated Obstacles:** The two largest obstacles in developing Corridor and District Plans and updating Zoning Code and Regulations are community and political support. We often encounter community opposition to new government regulations for businesses or development projects that increase residential density. We plan to develop community support for the goals, policies, and strategies in the District Plans by involving the community in the entire process. We will develop plans that enhance the existing characteristics of the neighborhoods, are sensitive to both residential and business displacement, and place a strong focus on design. By building community support and involvement while developing the plans, we believe that the political support to adopt the plans will follow.

(iv) **Affirmatively Furthering Fair Housing.** The Analysis of Impediments to Fair Housing Choice for Thurston County (Analysis) identified the following impediment: ***Impediment IV:*** Municipal actions to proscribe land use and enforce health and safety codes can have fair housing implications by failing to incorporate fair housing provisions, like reasonable accommodations, into land use practices. The proposed project will **help overcome this identified impediment to fair housing choice** by implementing Recommendation V in the Analysis: *Actively incorporate fair housing principles into land use planning by considering establishing reasonable accommodations mechanisms and policies similar to those contained in Chapter 18.53 of the City of Tumwater’s Zoning Code.* In addition, this project will promote racially, ethnically, and socioeconomically diverse communities by identifying opportunities for a full range of housing choices within each District.

#### d. HUD Policy Priorities:

##### (1) Capacity Building and Knowledge Sharing:

###### (a) Increase the skills and technical expertise of partner organizations:

- TRPC will coordinate “Regional Stewardship: A Commitment to Place” training for local policymakers and key stakeholders.
- TRPC will host HUD and other Federal Partner Webinar Training at TRPC facilities, followed by local round-table discussions. Partners will also encourage “at home” training with recorded webinars for planning commission members.

Anticipated outcomes:     40 leaders or future leaders trained in Regional Stewardship  
   100 or more local individual staff and planning commission  
   members trained through webinars

###### (b) Share Knowledge Among Partners:

- Thurston Regional Planning Council Meetings: 4 briefings/discussions
- RPSD Task Force Briefings to ensure plans are developed consistently with Task Force goals: 4 briefings/discussions
- Transportation Policy Board: 3 briefings/discussions
- Structured peer exchange meetings throughout the duration of the three year project: 9 peer exchange meetings
- Four partner dialogue/coordination meetings – including all partners and consultant teams brought in to assist with the project: 4 partner/coordination meetings

##### (2) Expand Cross-Cutting Policy Knowledge:

We will expand cross-cutting policy knowledge in two ways:

- The TRPC researchers will collect and analyze parcel-level data (building permits, land and building values) and report outcomes of this effort in the *Regional Benchmarks for Thurston County – Tracking Growth Management Policy Implementation Report*. We will present this report to the Regional Planning Council, post it on the TRPC website, and disseminate it to local planning organizations and libraries in a paper format.
- State Department of Commerce Researchers and Planning Association of Washington Volunteers will develop a “Short Course on Planning for Infill Development” and present it to local jurisdictions using best practices and lessons learned developed during the project. Commerce will create a video program and provide on-line access to the Short Course.

Outcomes: Three Benchmarks and Indicators added to the Regional Benchmarks Report  
 Short Course on Planning for Infill Development

### 3. Rating Factor 3 — Budget:

#### a. Sources and Uses of Funds/Budget:

The project budget is presented on form HUD-424-CBW. TRPC will hire all consultants through a competitive process and manage their work and contracts. No partners (sub-grantees) will receive more than 10 percent of the total budget.

b. **Percent of funds committed** to activities that specifically deepen the engagement, participation, and governance of populations underrepresented in planning processes **is 8.8%** of the total request for HUD funding. This budget item represents staff time and direct expenses (mailing and printing) for targeted outreach to underrepresented populations, including: door-to-door direct outreach for small businesses; direct mailings with questionnaires and meeting invitations; targeted outreach to landlords and tenants involved in Housing Authority of Thurston County programs; targeted outreach to manufactured home parks and residential hotels within Districts; outreach to employees in major employment centers and small businesses, college students and seniors, and people with limited English proficiency. General public outreach such as public meetings and workshops represents an **additional 8 percent** of the total request for HUD funding. Further details are found in the table below:

| Outreach Budget (subset of total budget) | Targeted Outreach | General Outreach |
|--|-------------------|------------------|
| TRPC Staff Time                          | 28,000            | 52,000           |
| Partner Staff Time                       | 29,800            | in-kind match    |
| Postage and Mailing Services             | 9,450             | 9,450            |
| <b>Total</b>                             | <b>67,250</b>     | <b>61,450</b>    |
| <i>Percent of HUD Grant Request</i>      | <b>8.8%</b>       | <b>8.0%</b>      |

c. **Use of Funds by Project Activity.** The following table shows the distribution of funds allocated to the project activities identified in Rating Factor 2 – Work Plan.

| Proposed Activity                             | Grant Request  | Match/Leverage |
|---|----------------|----------------|
| 1. Project Management and Reporting           | 41,045         | -              |
| 2. Project Coordination and Capacity Building | 61,310         | 47,632         |
| 3. Corridor Plan                              | 59,164         | 46,968         |
| 4. Focused District Plans                     | 349,715        | 326,552        |
| 5. Update to Regulations                      | 191,421        | 32,000         |
| 6. Implementation and Best Practices          | 61,307         | 8,236          |
| <b>Total</b>                                  | <b>763,962</b> | <b>461,388</b> |

#### 4. Rating Factor 4 — Additional Leveraging and Collaboration:

##### a. Additional Leveraging:

Supporting letters of commitment are in the Appendix.

|  |              |
|--|--------------|
| Total Project Budget                     | \$ 1,225,350 |
| HUD Component                            | \$ 763,962   |
| Documented Match and Leveraged Resources | \$ 461,388   |
| Match Percent                            | 60.4%        |

|  |                                   |          |
|--|-----------------------------------|----------|
| Per Capita Income lower than Area Average – <b>YES</b><br><i>Source: Census 2005-2009 ACS Block Group Income Data.</i> | Per Capita Income of Project Area |          |
|  | (Corridor Districts):             | \$24,612 |
|  | Per Capita Area Income            |          |
|  | (Thurston County):                | \$29,385 |
|  | Difference:                       | \$-4,773 |

##### **Strong Relationship to the Region’s Sustainable Communities Planning Grant: YES.**

TRPC will coordinate this project with our region’s development of a Regional Plan for Sustainable Development (RPSD) and leverage the investment that the federal government is making in our community. Our RPSD develops a vision for our entire community and identifies the steps needed to get there. This project focuses on the corridor within our region that has the best potential for reducing the combined transportation plus housing costs for residents. Redevelopment and infill along the corridor requires special tools and strategies due to the higher costs associated with redevelopment, financing, and detail of design necessary for acceptance by existing neighbors. It also requires a detailed level of effort, focus, and implementation beyond the scope of the development of the RPSD.

##### b. Collaboration:

This collaborative project is a partnership of 12 organizations:

- The Regional/Metropolitan Planning Organization – Thurston Regional Planning Council (TRPC)
- State Legislature – local Representatives and Senator
- Local Municipalities
  - City of Lacey
  - City of Olympia
  - City of Tumwater
  - Thurston County
- Local Transit Agency – Intercity Transit
- Housing Authority of Thurston County
- Thurston County Economic Development Council
- Thurston County Chamber of Commerce
- Planning Association of Washington
- State Department of Commerce

## 5. Rating Factor 5 – Capacity:

### a. Previous Project Experience:

The partners involved in this project have a strong history of collaborative planning, and are all currently involved in the development of the Regional Plan for Sustainable Development. This project is expected to be complete in 2013.

The Thurston Region has a long history of joint planning for land use and transportation issues, developing joint plans (each jurisdiction with the County) for the unincorporated urban areas. Each jurisdiction has also developed and adopted a Comprehensive Plan. The Thurston Regional Planning Council, working collaboratively with the jurisdictions, has developed and adopted the Regional Transportation Plans periodically for many decades. The Thurston Regional Planning Council issues regular policy and research briefs.

The City of Olympia and TRPC have teamed together for four successful corridor studies that all led to implementation through the Olympia City Council: The West Bay Drive Corridor Study; Boulevard Road Corridor Study; Harrison Avenue Corridor Study, and the Capitol Corridor Study. Together, these projects reflect approximately \$300,000 in planning funds and implementation action. The two agencies have also collaborated on land use and transportation studies including the Growth and Transportation Efficiency Center Feasibility Study, the North Downtown Planning Area Study, and the East Downtown Development Plan.

The City of Tumwater and TRPC teamed together for the Community Visioning for the former Olympia Brewery Study. We anticipate Tumwater City Council acceptance of this effort in October 2011. We will then develop an implementation strategy. The former Olympia Brewery sits at the center of one of the three District Neighborhoods proposed for additional planning work in this proposal

### b. Experience in Outreach Efforts to Underserved Populations

The Housing Authority has been very engaged in planning, problem solving and championing the need for affordable housing. Over the years, this engagement often involved assuring that whenever possible, people did not lose their housing, or if they must, that people got re-housed with as little disruption as possible. Some examples include:

- A private property owner offered up a duplex for \$1 if the buyer could move the units to another location. A Housing Authority Commissioner bought the house for a \$1 and donated it to a local non-profit and orchestrated its move to its current location. The duplex now provides transitional housing for homeless single women.
- During a takeover of a park in the state's capitol by people who were homeless, the Housing Authority partnered in an effort to assess the needs of those who camped in the park, worked with local and state government to locate resources, and triaged the campers into housing resources.
- When a fairly large apartment community was deemed unsafe to live in due to severe black mold, the Housing Authority played a key role on a taskforce set up to triage the 40 plus families into other housing.

In addition to these higher profile examples of housing retention and outreach work, the Housing Authority of Thurston County management and staff work every day to prevent the loss of housing, to share information about affordable housing resources, and to promote the creation of new affordable housing to meet the growing need in Thurston County.

Intercity Transit operates the Village Vans program, a free service for low-income job seekers in Olympia, Lacey, and Tumwater. The program supplies work-related transportation services and

provides driver training and job skill building. Village Vans gives participants the opportunity to help themselves by helping others and gain the skills that help build a career.

### c. List of Designated Staff

Brief descriptions of key personnel qualifications can be found in the Appendix.

| Staff Member  | Organization                                    | Role   |
|---|---|--|
| Jared Burbidge<br>Assistant Director                        | TRPC  | Contracts and Project Administration   |
| Veena Tabbutt<br>Senior Planner                             | TRPC  | Project Management and Reporting; TRPC lead planning staff; Procure and manage consultants. Research, data and policy development. |
| Karen Parkhurst<br>Senior Planner                           | TRPC  | Coordination of Public Outreach; Legislative liaison.  |
| Thera Black<br>Senior Planner                               | TRPC  | Development of Corridor Vision, Goals, and policies.   |
| Rick Walk<br>Community Development<br>Director              | City of Lacey                                   | City of Lacey Lead Planning Staff<br>Lead on Development of Woodland District Neighborhood Plan                                    |
| Tim Smith<br>Planning Manager                               | City of Tumwater                                | City of Tumwater Lead Planning Staff<br>Lead on Development of Brewery District Neighborhood Plan                                  |
| Todd Stamm<br>Planning Manager                              | City of Olympia                                 | City of Olympia Lead Planning Staff<br>Lead on Development of Hospital District Neighborhood Plan                                  |
| Sophie Stimson<br>Senior Planner                            | City of Olympia                                 | City of Olympia Lead Multimodal Transportation Staff   |
| Anna Schlecht<br>Housing Program Manager                    | City of Olympia                                 | Housing Specialist - City of Olympia Housing Program   |
| Renee Sunde<br>Marketing & Business Development<br>Director | Thurston County Economic<br>Development Council | Small Business Retention Strategy and Outreach   |
| Theresa Slusher<br>Housing Services Division Manager        | Housing Authority of<br>Thurston County         | Residential Outreach and Retention   |
| Dennis Bloom<br>Planning Manager                            | Intercity Transit                               | Transit Service Planning (short and long range)  |
| Janet Rogerson<br>Senior Planner                            | State Department of<br>Commerce                 | Lead on Developing a Short Course on Planning for Infill Development   |

### d. Applicant's History Managing Federal Funds:

For the 2010-11 calendar years, TRPC is managing over \$5.5 million dollars in state and federal grant funds. Sources include Federal Transit Administration, Federal Highway Administration, U.S. Department of Energy, U.S. Department of Housing and Urban Development, and state departments of Ecology and Transportation (FTA 5311, JARC, STP, Enhancements, CMAQ) and state Rural Mobility. The agency successfully passed annual grant site visits and state and federal audits (FHWA Desk Audit and Circular A-133 Single Audit) with no findings in its over forty-year history.

## 6. Preferred Sustainability Status:

This project has been certified as receiving Preferred Sustainability Status. Certification (HUD2995) is attached.