

**PROPOSAL FOR: REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT
SPOKANE, WA
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT: DOCKET NO. FR-5500-N-03
Spokane Metropolitan Statistical Area - : City of Spokane, WA
Medium-sized region – Population
LEAD APPLICANT: CITY OF SPOKANE
CATEGORY 1 APPLICATION**

Rating Factor Narrative Response

1. Rating Factor 1: Capacity of the Applicant and Relevant Organizational Experience

a. Organizational Capacity and Qualifications

Over the last two decades, local cities have adopted plans and policies that moved the Greater Spokane Area toward sustainability. Individually, we have worked to help address the problems we have identified. For example, the average resident of Spokane County spends more than 45 percent of his or her income on housing and transportation. That is unsustainable. Together we can do more. Developing a Spokane Regional Plan for Sustainable Development will provide a clear and integrated regional vision and implementation plan that pulls all of the individual plans and efforts together. We will involve a broad range of policy makers and members of the public so people will understand all the issues and contribute to the overall goal of sustainability through their own individual decisions.

The Spokane area is positioned to undertake this project because:

- Policy makers and non-profits are strongly committed to working together
- State, regional and local policies and plans are supportive of such an effort
- Our Metropolitan Planning Organization (MPO), the Spokane Regional Transportation Council, has vast experience with regional planning and consensus building
- We have strong technical skills, modeling expertise and grant and fiscal management capabilities
- Our state and local legislators actively support regional planning efforts
- We already have regional and statewide commitments to achieve climate change goals

The Spokane Regional Sustainability Planning Consortium is organized and managed by the local Metropolitan Planning Organization (MPO), the Spokane Regional Transportation Council (SRTC).

The City of Spokane is the lead agency for administrative purposes in developing the Spokane Regional Plan for Sustainable Development (SRPSD). The Spokane Regional Transportation Council (SRTC) is the Metropolitan Planning Organization (MPO) for Spokane County and will manage the Consortium.

We will develop the Spokane Regional Planning Consortium with an organizational structure in place to facilitate development of a Regional Sustainable Community Plan. The partner consortium will operate as a policy and decision making body, with each partner represented by one member. Partners have committed to a collaborative process, fully engaging in the project activities and using the findings to inform local policy and plan updates. The Consortium will convene expert panels comprised of local education, business and community leaders to explore various development strategies and to make policy recommendations, as appropriate. Additional specialized panels will be created as needs arise. The Consortium will also conduct outreach to a broad range of community members, using their input to help shape the plan.

The Spokane SRPSD Consortium will include one representative from each member organization, with a substantial subset of expertise. The Consortium will engage a broad range of community members, in particular those communities that are underserved, in an effort to define and redefine community values, Spokane's most intrinsic and treasured characteristic. The SRPSD Consortium will also identify policies that are misaligned at the federal, state and local levels to improve the ability to leverage funding and engage a panel of economic, education and health experts to find out how to improve economic competitiveness, educational opportunities, and public health, with social equity in the forefront. A transportation panel involving land use and housing experts will evaluate options to improve the access to and use of transit and other alternative modes of transportation using scenario planning tools. Panels of experts in various areas will address major risk factors and barriers that prevent communities from being sustainable and inequities that divide our population. These challenges include housing, school locations, state and local food systems and other social equity issues.

The SRTC will collaborate with the City of Spokane to allocate resources for the planning process. Goal setting for the Sustainability Planning exercise will be achieved during the first six meetings, using this application narrative as a guide. The Regional Sustainability Planning process will ultimately lead to the adoption by the Consortium and the SRTC Board of a 20-year vision with implementation steps and performance targets for each jurisdiction.

The project focus is on Spokane City and County, located in Eastern Washington, the largest metropolitan area between Seattle, Washington and Minneapolis, MN. It is the hub of the Inland Northwest and has traditionally served as the banking, transportation, and warehousing center for Eastern Washington, Northern Idaho, and Western Montana.

Spokane has a history of innovation and ingenuity. The City of Spokane in 1974 organized and held the first world's fair with a theme focused on the environment. Working in a collaborative manner with public and private entities and multiple jurisdictions at the local, state, national and international level, the City reclaimed railroad yards from previous eras and transformed them into an international setting for the promotion and exposition of the environment and the importance of its preservation and enhancement. Spokane and the region benefited from those efforts with a world class 100 acre park in the middle of downtown Spokane bordering the magnificent Spokane River and its falls. The City also purchased additional surplus rail property to help create a new University District and a mixed use sustainable development near the Spokane River known as Kendall Yards. The City of Spokane and its many local partners have undertaken the expansion of its local entertainment and sports facilities by building the Spokane Veterans Memorial Arena and vastly expanded convention facilities through the creation of the regional Spokane Public Facilities District to manage and operate these community assets.

Consortium Member Organization

The Spokane Regional Transportation Council (SRTC) will manage the Sustainability Planning process and is responsible for ensuring that transportation expenditures are based on a continuing, cooperative and comprehensive planning process. SRTC encourages coordination and collaboration between urban planning and transportation departments in the City of Spokane, City of Spokane Valley, Spokane County, the Washington State Department of Transportation and small cities and towns in order to assure cohesive connectivity and sustainable environmental, housing and infrastructure development throughout Spokane County, SRTC's service area. Additionally, for decades, the Spokane Region has been a leader in growth management planning.

The Letters of Commitment from Partners (Supporting Documentation) document Proof of Commitment to work together for grant implementation and long-range sustainability planning. Letters of support are also included.

Consortium Members

1. City of Spokane (principal City in the Spokane metro area (Lead Applicant)
2. City of Spokane Valley (second largest city)
3. City of Millwood
4. County of Spokane
5. Spokane Low Income Housing Consortium
6. Habitat for Humanity
7. Spokane Housing Authority
8. Washington State Department of Transportation
9. SRTC: Spokane Regional Transportation Council (MPO)
10. Spokane Regional Health District
11. Spokane Tribe HUD Preferred Sustainability Status Community (STOI) support
12. Eastern Washington University
13. Greater Spokane Incorporated (regional chamber of commerce)
14. Good Roads Association (a non-profit transportation advocacy group)
15. University of Idaho

Letters of Support

1. Avista Utilities
2. State of Washington Department of Ecology
3. Maria Cantwell, United States Senator
4. Patty Murray, United States Senator
5. Cathy McMorris-Rodgers, United States Representative

Demonstration of Regional Planning by Consortium Members

Experience Developing Regional Transportation Plans: This effort to develop a SRPSD is timely as it builds upon the recently-completed Transportation Vision Project, a year-long transportation study. The resulting document, the *Spokane Unified Regional Transportation Vision and Implementation Strategy* details and makes recommendations on sustainable transportation, land use, economics and environment recommendations (www.spokanetransportationvision.com). The Vision project was lead by SRTC and completed in June 2011. Over a thousand residents and stakeholders participated during the visioning process through different input opportunities. Many of the future policies, programs and projects recommended in the plan are direct related to livability concepts.

As basic needs such as jobs, education and health care become less plentiful residents have diminishing opportunities to participate in their regional economy. Smart growth expands opportunities by expanding transportation connections to jobs and steering economic development toward existing communities.

SRTC produces a 20 year financially constrained regional transportation plan, developed by regional policy makers, the community and local and regional staff and provides an overall analysis of how transportation will work in the region. This Metropolitan Transportation Plan is updated every four years. SRTC also created regional plans in the areas of Commute Trip Reduction, Pedestrians and Bicycle travel.

Spokane County has developed a Regional Trails Plan. This master plan is the product of the commitment and partnership among local and statewide trail advocates, and county, state and federal

government agencies. Partners relied, over the course of a two-year effort, on involvement and support from the public and businesses.

Experience Developing Regional Housing Plans: The Spokane Region has led collaborative efforts to respond to issues surrounding homelessness, involving non-profits, local government and faith-based communities. In 2005 the legislative bodies of both City and County governments adopted “The Road Home”, a single 10 year homeless plan that consolidates several independent plans to one. This plan was updated in 2008 and is constantly being reviewed as homeless demographics dictate. Planning goals seek to ensure the long-term availability of affordable housing for our area’s citizens. Spokane County and the City of Spokane Valley established a 20-member Regional Affordable Housing Task Force in May, 2008. The group is comprised of twenty key representatives from the non-profit, for profit and local government sector. Also, an observer from the local HUD office is included. The task force identified the shortage of affordable housing as a problem that impacts not only homeless persons or those with special needs but also individuals and families who live and work throughout Spokane County. It identifies efforts undertaken by local governments and other non-governmental organizations to solve the housing problem. However, more must be done and a continued Regional effort must be established to address future housing issues. Social equity is promoted by human-scale neighborhoods that offer a range of housing options, a mix of uses, and access to a variety of jobs. The SRPSD will explore how such neighborhoods may be encouraged by an equitable distribution of tax revenues between the core city, inner suburbs, and rapidly developing outer suburbs to prevent disinvestment in neighborhoods and improve livability and safety.

Experience Developing Infrastructure Plans: Each jurisdiction must annually update its six-year capital facilities plan to direct local government investment. Planning under the Growth Management Act (GMA) framework ensures that the county and cities plan collaboratively for expansion, taking into account wastewaters, storm water, water infrastructure and transportation to urban growth areas as they develop and reach urban densities.

Experience Developing Economic Plans: The Spokane Regional Comprehensive Economic Development Strategy (CEDS) contains a number of strategies for the region to pursue to continue the development of the regional economy, encouraging a diverse local economy that provides a wide range of employment opportunities and builds local assets.

Experience in Regional Land Use Planning: The Sustainable Communities Initiative arrives at the same time Spokane County will enter Washington State’s Growth Management Act’s (GMA) required 10-year evaluation of urban growth areas and the related policies, land use designations, regulations or boundaries that define them. Spokane County is expected to grow by more than 150,000 people between now and 2031. The Spokane County Metro Urban Growth Area is projected to receive two-thirds of this increase. The Spokane Regional RSP offers a unique opportunity to support the analysis of housing, water, land use allocation, transportation, environmental, and equity needs through 2031 and provide guidance for a regional approach.

A Regional Planning Technical Advisory Committee (PTAC) comprised of planning staff from each jurisdiction and Spokane Regional Transportation Council (SRTC) gathers and studies data region-wide. The PTAC is the technical advisory Board to the Growth Management Act Board comprised of elected officials.

Experience in Regional Health Planning: The Spokane Regional Health District (SRHD) implemented a Physical Activity & Nutrition program that works with community coalitions, elected officials, citizen groups, and other organizations to change policies and the environment. The goal is to make it easier for people to be physically active and have access to healthy foods. Their work includes educating policy makers, mobilizing the community, and proposing best practices that connect the

physical environment (streets, sidewalks, paths, location of food outlets, etc.) with health, particularly obesity, diabetes, and heart disease. SRHD lead the effort to develop a Region-wide Pedestrian Plan to improve walking for physical activity opportunities as well as transportation opportunities.

Experience Evaluating and Monitoring Progress (Policies, ordinances, etc.) The City of Spokane and Spokane County have been entitlement recipients of federal Community Development Block Grant, HOME, McKinney-Vento, Federal Highway Administration, and Department of Commerce allocations and grants for about three decades. Each of these jurisdictions has experienced and knowledgeable staff members who have established and maintained quality evaluation and monitoring processes in the implementation of their respective federal allocations. And, both the City of Spokane and Spokane County underwent annual audits by the Washington State Auditors Office and monitoring reviews by the federal Department of Housing and Urban Development agency staff.

b. Capability of Qualifications of Key Personnel

Kevin Wallace

Executive Director, Spokane Regional Transportation Council

Mr. Wallace joined SRTC as the Executive Director in September 2011 and brings over 19 years of transportation planning experience to the organization. Prior to SRTC, Kevin served as the Transit Program Manager with the Maricopa Association of Governments in Phoenix, Arizona, where he managed numerous regional planning studies, including a Sustainable Transportation and Land Use Integration Study. Kevin's other previous work experience includes serving as the Deputy Transportation Director for the City of Mesa, AZ, the Transportation Planning Manager for the City of Vancouver, WA, and the Assistant Transportation Director with the Rogue Valley Council of Governments in Central Point, OR.

Eve Nelson

Senior Transportation Planner, Spokane Regional Transportation Council

Ms. Nelson possesses 16 years of regional transportation planning expertise at SRTC and 4 years of environmental planning in the Aerospace industry. She has managed and coordinated numerous regional transportation plans including SmartRoutes, a plan to double walking and biking in Spokane, Metropolitan Transportation Plan updates and Spokane's High Capacity Transportation Plan, among others. She was also a contributing author on the State Implementation Plan to improve Air Quality in Spokane. Eve emphasizes access to multi-modal transportation, public outreach, stakeholder communication and the involvement of public health in her planning efforts.

Staci Lehman

Public Education/Information Coordinator

Ms. Lehman manages the public outreach component of transportation planning for SRTC. Her duties include writing news releases, planning and staffing public meetings, developing and updating websites, disseminating information through social media sources, and managing the distribution of information to the public and other agencies through multiple other sources. Staci has been involved with multiple transportation studies and projects at SRTC, including serving as the Project Manager for the Transportation Vision Project completed in 2010-2011. She has nine years of public outreach experience. Staci has worked with many consortium members in the past, having served as the Public Information Coordinator for the City of Spokane Public Works Department and serving as Marketing Manager for a non-profit housing program.

Mike Adolfae

Community Development

For the past 20 plus years, Mr. Adolfae has led the City's Community Development Department, responsible for the HUD Consolidated Community Development and Housing Plan, involving housing, neighborhood development, park projects, streets, and sidewalks. The Consolidated Planning process incorporates citizen participation in the determination of needs and priorities and serves as the Fair Housing Plan for the City. Mike oversees the implementation of the plan to achieve regional affordable housing and homeless solutions.

Robin Toth

VP, Business Development, Greater Spokane Incorporated

Robin Toth has been with Greater Spokane Incorporated (GSI) since January 2005, serving now as the Vice President of Business Development for the Economic Development department. In this role, Robin's primary responsibilities are to manage recruitment, retention and expansion activities. In addition, her activities include working with municipal partners in the development of capacity-building projects and to help drive growth in regional industry clusters such as aerospace, clean technology and health sciences. Several of the projects Robin has led have won national and international awards and media attention. Prior to joining GSI, Robin assisted in leading the City of Spokane's economic development efforts, and was a marketing and communications professional for World Wide Packets, Packet Engines and Itron, Inc. Robin has a degree in Transportation from Mt. San Antonio College in Walnut, CA, and attended Eastern Washington University's International Marketing program. Robin is a board member of the Washington Economic Development Association, Inland Northwest Economic Alliance, the Aerospace Futures Alliance, the Inland Northwest Aerospace Consortium and the Washington Clean Technology Alliance.

Kyle Unland

Director for the Health Promotion Division at the Spokane Regional Health District

Mr. Unland guides activities to prevent chronic disease and injuries. Prior to joining the Health District, Kyle managed the Nutrition, Physical Activity, and Obesity Prevention Section at the Washington State Department of Health. Kyle has over 20 years of experience working at the community level managing public health programs and at the state level directing programs and developing key political partnerships. Kyle possesses a unique understanding of the methodology needed to develop Healthy Communities. Kyle spent numerous years as the Policy Director for the Washington State Dietetic Association and the Washington Association for Local WIC Agencies. He is on the advisory board for the Center of Excellence in Training and Research Translation at the University of North Carolina and the Center for Public Health Nutrition at the University of Washington. Kyle is a Registered Dietitian and provides leadership to help increase access to healthier foods, physical activity opportunities, and decrease injuries in communities within Spokane County and across the State of Washington.

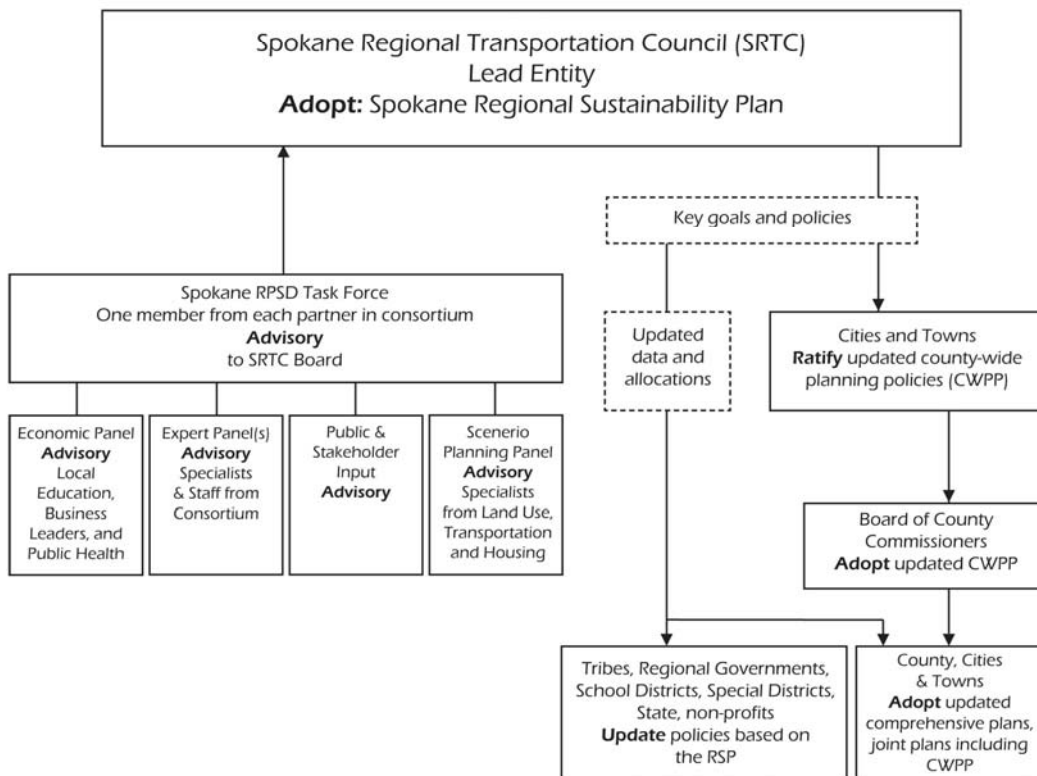
c. Capacity to Address Economic and Social Disparities

Social equity implies fair access to livelihood, education, and resources, full participation in the political and cultural life of the community, and self-determination in meeting fundamental needs. The Spokane SRPSD Consortium will have the capacity to address local economic and social disparities because the membership of the consortium is intentionally designed as broad-based, in order to assure a comprehensive approach to conducting regional planning. This will include analysis, planning, community engagement, leadership development, and strategy development to deal with economic and social disparities. The members of the consortium particularly suited to addressing these matters are:

- The Spokane Low-Income Housing Consortium is a membership association that promotes the availability of affordable housing in the Greater Spokane area in the belief that communities are stronger and healthier when everyone has a place to call home. Consortium members have developed over 3,200 affordable rental homes and created over 2,000 homeownership opportunities for individuals and families of low-income.
- Habitat for Humanity-Spokane brings the community together to build decent, affordable homes for people in need. Habitat achieves its mission in partnership with volunteers, donors, and families. Since 1987, Habitat-Spokane has built 190 homes, providing affordable homeownership as an option for very low income families.
- The Spokane Housing Authority was created in 1971 by the City of Spokane. SHA serves Spokane, Lincoln, Pend Orielle, Stevens, and Whitman counties and annually provides housing assistance to over 5,000 families of low income through a combination of tenant-based rental assistance, SHA-owned apartment communities, and scattered-site housing.

The Spokane Sustainable Communities Consortium fully embraces the need to attack economic and social disparities in building a regional sustainable communities plan. Only by doing so will the effort have credibility to advance justice and social equity.

Organizational Chart for Regional Plan for Sustainable Development (RPSD)



2. Rating Factor 2: Narrative Statement of Need

In Rating Factor 2, we provide data and information that clearly describes the need for this planning project in our communities. Poverty rates in core Spokane neighborhoods remain distressingly high. Deteriorating housing stock in the east, west and northeast sections of the community are primarily

populated by low-income renters, with a disproportionate number of minority occupants. Clearly, the community's long-range sustainability plan must address these issues of social and economic equity to ensure that a fair share of benefits accrue to those populations most in need.

Housing and Homeless Population Gaps

The major jurisdictions of Spokane County have adopted and HUD-approved Consolidated Community Development and Housing Plans, which augment the Housing Sections of the Comprehensive Plans of those jurisdictions. The Consolidated Plans, adopted in 2010 to provide guidance for a five year period, include extensive analysis of existing services, housing needs by household type, and gaps in the provision of affordable housing and housing for the homeless.

The Spokane County Consolidated Plan (which covers all jurisdictions outside the City of Spokane) and the City of Spokane Consolidated Plan both state that thousands of households in a variety of household types, "have housing problems" based on available data, and would qualify for housing assistance if available. Both plans also list "barriers to affordable housing." The Spokane County Consolidated Plan lists five major types of barriers to affordable housing:

- 1) Federal resources and policies
- 2) The gap between housing cost and income
- 3) Local development regulations
- 4) NIMBY (Not In My Backyard) opposition, and
- 5) Fair housing issues

In 2008, a Regional Affordable Housing Task Force was formed to investigate opportunities to increase the amount of affordable housing throughout Spokane County. Representatives of Spokane County, the City of Spokane, City of Spokane Valley, City of Cheney, and City of Liberty Lake served on that task force, along with representatives of agencies serving the entire county. The final report was presented to area elected officials throughout 2009, and an Implementation Committee continued work into 2010.

The Regional Affordable Housing Task Force identified five work items that need to be addressed:

- 1) Improve methods of identifying affordable housing needs of different groups.
- 2) Maximize the use of current housing resources.
- 3) Explore the creation of new local housing resources and other funding options.
- 4) Establish regional affordable housing goals and an implementation strategy.
- 5) Establish a Public Education Program on affordable housing.

Each of the work items will require sustained effort over a period of time, and could benefit from regional planning to be accomplished under a Sustainable Communities Regional Planning Grant.

Another regional undertaking was the creation and update (in 2008) of a 10 Year Plan to End Homelessness, accompanied by Spokane Regional Continuum of Care Action Steps developed by the Spokane Homeless Coalition, a collaborative effort including more than 50 organizations and individuals representing for-profit and non-profit agencies, city, county, state and federal governmental departments, educational institutions, health providers, interested citizens and the media.

The work of the various organizations, including data provided through the Homeless Management Information System (HMIS) resulted in the identification of sheltered and unsheltered homeless individuals by various household types and subpopulations representing the entire county. This data is presented in HUD Table 1A, contained in both Consolidated Plans.

Gaps in the provision of prevention services, supportive services, outreach, case management, emergency shelter, transitional housing, permanent supportive housing, and a variety of other areas of need are detailed on pages 111-115 of the City of Spokane Consolidated Plan.

Fair Housing Analysis of Impediments studies have recently been updated by both the City of Spokane and Spokane County (for all the other jurisdictions). A number of Impediments were identified in both studies.

Economic Issues and Gaps:

The Spokane Regional Comprehensive Economic Development Strategy (CEDS – as updated through 2010) has identified assets and areas of opportunity to grow the local economy. Assets include:

Environment

- Diverse land uses ranging from urban centers to local food production to wild and scenic recreation - all in close proximity
- A river running through the heart of downtown Spokane and the region that brings power, beauty, and clean drinking water through its interconnection with our unique sole-source aquifer

Economy

- Health care, higher education, and government sectors as stabilizers in changing times
- Supportive networks and services for entrepreneurs and innovators willing to take a chance on an idea
- Opportunities to link all sectors and modes of transportation for movement of people and goods in and through the region

Community

- Commitment to collaborative approaches that leverage the distinctive strengths of each partner and create a whole greater than the sum of its parts
- Belief in the power of education to align with and support the needs of business and society to improve opportunity and outcomes for everyone by educating and retaining our workforce
- Dedication to the cultivation of an inclusive community spirit that welcomes people bringing all varieties of the human experience to build our region together

Challenges related to the local economy include:

- Distance from markets
- Lack of certain higher education opportunities
- An undertrained workforce in certain high tech fields
- Generally low wage scales in most sectors of the local economy
- Difficulty in retaining many graduates of the area's universities due to lack of employment opportunities
- Limitations on venture and startup capital
- Noncompetitive business environment due to state tax structure, labor rules, and lack of certain development and business retention incentives
- Lower levels of racial and ethnic diversity than many competing metro areas
- A general lack of understanding (or consensus upon) of the importance of vibrant, cutting-edge arts and cultural opportunities in attracting and retaining high-performing companies and individuals
- Development and building codes and regulations that limit reuse of the many older and historic commercial buildings in the region
- Limited capacity of local government to build and maintain infrastructure and amenities

Transportation Planning

The Spokane Region has many assets which provide a solid foundation for a diverse transportation system in that our community is family-friendly and relatively affordable, with short trips to destinations and an excellent system of parks and outdoor activities. The Region is committed to a well-maintained regional transportation system that will provide a high level of service across both urban and rural areas with a variety of sustainable transportation choices and connectivity that advance accessibility and reliability for all users in the *Spokane Unified Regional Transportation Vision and Implementation Strategy (2011)*. This Vision Plan reflects the needs and desires of a broad community of partners and over 1,000 residents and stakeholders. In support of the Vision Plan, a variety of other plans demonstrate community value of a mix of transportation choices to a variety of users, including special needs populations. The plans include: the Spokane Metropolitan Transportation Plan (2007); Connect Spokane, A Comprehensive Plan for Public Transportation (2010); Spokane Regional Commute Trip Reduction Plan (2008); Spokane Regional Pedestrian Plan (2009); and the Spokane Regional Bicycle Plan (2008).

Transportation Assets: Due to its central location, the Inland Northwest is perfectly positioned to be a key hub for competitive commerce in the northern hemisphere. The Inland Pacific Hub (IPH) project seeks to transform the Inland Northwest into a commerce hub linked to the global economy.

Due to our proximity to nature, we have a 37 mile trail system that borders the beautiful Spokane River and goes through urban neighborhoods. The trail provides numerous opportunities for active transportation and recreation. Local and regional agencies have developed a SmartRoutes project which prioritizes \$50 million in active transportation plans and programs to increase active transportation opportunities beyond the spine of the trail system. Fixed transit route service is available throughout the region. The service includes 40 routes that connect Downtown with various destinations including the Airport and outlying communities, universities and medical centers.

The commitment manifests in:

- Numerous policies that reinforce and require coordinated transportation and land use decision-making and evaluation
- Providing affordable and convenient housing where transportation choices exist for a range of incomes, and where the provision of new transportation infrastructure is needed
- Build infrastructure and other related programs that can support a wide range of occupations, businesses, industries and services that are essential to economic growth
- Integrate multi-modal transportation and safety evaluations into the transportation funding and priority process to support public health through active transportation for all users while reducing transportation costs per household, vehicle miles travelled, fuel consumption and tailpipe emissions
- Programs and services like Commute Trip Reduction, countywide bicycle and pedestrian education campaigns, mobility and access for people with special needs, Rural/Tribal transportation

Transportation Gaps

These factors contribute to the success of the region by reducing the overall mode trips by car, while increasing those by transit, bike and walking (Data Points 3.2). Despite the progress we must do more to meet regional objectives including:

- Institute regional and local Complete Streets policies to focus on serving populations that have significant transportation challenges;
- Determine current economic strengths and what will the selected commerce sectors of growth need from a transportation infrastructure to thrive and create jobs;

- Conduct scenario planning around transit plans to fortify land use plans to improve housing opportunities near transit access and bring down household transportation costs, thereby stimulating residential and commercial construction;
- Establish benchmarks that evaluate the effectiveness of land use changes and transportation investments;
- Improve investments in stormwater system improvements to reduce environmental impacts from flooding and impacts to drinking water; and
- Work closely with local and regional stakeholders to gain unified support for various plans and projects.

Water Gaps

Water is a critical factor in regional planning distinguished by, and will be complicated by, the sole source aquifer that lies beneath the bi-state area and interacts with the Spokane River. The Spokane-Rathdrum Prairie Aquifer has been studied over the years, most recently in a comprehensive bi-state effort that sought to map the extent and flow of water and to quantify the resource and threats to water quality. Increasing urbanization along the I-90 corridor from the city of Coeur d'Alene, ID westward through Spokane and Airway Heights, with attendant land usage and lack of controls on water withdrawal comprise the highest amount of risk. The region's water purveyors have collaborated to tabulate water usage demand and trends over time, to develop wellhead protection ordinances, and to strengthen aquifer protection regulations region-wide (Washington GMA requirement).

Watershed and land use planning intersect. The watershed planning process is hindered by:

- Determination of appropriated water virtually meaningless without adjudication
- State funding insufficient for level of technical information needed for water management (basin-wide basis and hydro geological study)
- Lack definition of sustainability
- Defining legal access to water (Adjudications and Municipal Water Bill impacts and permit exempt well legislation)
- Consensus based process; plans just make recommendations
- The river and aquifer are connected; withdrawals from aquifer impact river flows especially during late summer
- Significant amount of unused water rights
- West Plains Aquifers are experiencing declining ground water levels
- Little Spokane River flows have not met in stream flow set in 1976 in 21 of the last 33 years;
- Surface water rights issued after in stream flow rule curtailed

Idaho recently completed the Coordinated Aquifer Management Planning (CAMP), yet Idaho continues to issue water rights and adjudication has begun. CAMP seeks to communicate with Washington to resolve resource issues such as an interstate compact and litigation in the Supreme Court of the United States.

The Department of Ecology funded a 2010 Spokane County Water Demand Forecast Model. The charge was deceptively simple: determine how much we have, determine what we need, prioritize and manage so that needs do not exceed supply. Already noted, though, water resources in the region are complex systems and water demand is made of many uses – domestic, agriculture, industrial, power generation, and in-stream uses. In addition, demand is dependent on many factors – economic, social, political, and climate effects on water supply. When it comes to priorities, management, and the intersection of water resource and land use, not everyone agrees on what's important. The demand on

the Spokane Rathdrum Prairie Aquifer, in billions of gallons, is expected to increase from 53.86 billion gallons in 2010 to 71.87 billion gallons in 2040, a 33% increase in demand. (Source: Spokane County).

There is a lack of region-wide consensus to manage the expansion of urbanizing land and accompanying water usage which results in the accumulation of information rather than actual preservation of the water resource. Degradation of water quality in the Spokane River from storm water runoff and surface discharge has required jurisdictions to address Total Maximum Daily Load (TMDL) under the National Pollutant Discharge Elimination System (NPDES) in a more coordinated manner, with oversight by state and federal government and costly future water infrastructure burdens. Prevention of runoff contamination through such methods as low-impact development design standards and other “green water infrastructure” throughout the region has yet to be evaluated and incorporated into capital plans.

The land use and water resource prongs are the two greatest areas of need for regional planning, cascading into impacts on transportation, environment, and equity. In 2010, progress was made in coordinating street standards, connectivity, and some development regulations. This was accomplished through an iterative regional collaborative process, with funding by Washington State and some incorporated areas in Spokane County. The process acknowledged cultural differences between largely rural county government and urban centers, mounting fiscal pressures, and increasing conflict, but managed to move forward in areas of common concern.

Health Gaps:

In the Spokane Region, healthy living is valued by communities but barriers have made it difficult for many adults and children to achieve the US Dietary and Physical Activity Recommendations. Less than one in four children meet the daily recommended physical activity and nutrition guidelines and only 25% of adults eat the recommended level of fruits and vegetables and are replacing those foods with higher calorie less nutrient dense options. As a result, populations in the Spokane Region are suffering the consequences of a sedentary/unhealthy lifestyle, which includes obesity, diabetes, heart disease, and related cancers. Currently, over 60% of the adults in Spokane County are overweight and obese. Heart disease and cancer are the leading cause of death for adults. Barriers to physical activity in the region are many and consist of having limited access to safe places to be active, such as a parks, streets, or playgrounds. Not having safe routes to school continues as road blocks for parents in allowing their children to walk or bike. Numerous bike/automobile collisions happen every month in Spokane.

Recently a Washington State Department of Transportation grant funded the Spokane Regional Health District (SRHD) to launch an educational campaign focused on increasing the awareness of bicyclist, pedestrian, and motorist safety. This campaign has been warmly received by the communities in Spokane County and builds upon past efforts to create safe and active neighborhoods. Many areas in Spokane have been designated as food “deserts” meaning people in those communities have no access to grocery stores within a mile radius of where they live. People need access to affordable and healthy foods which can be produced in their region. Local farms can boost the economy and reduce the cost and impact of greenhouse gases by reducing distribution and processing efforts. Spokane’s Access to Healthy Foods Coalition is working to address barriers with county and city comprehensive plans and helping to develop community gardens in residential areas. Addressing the key issues that lead to the health inequities will need to be a major part of our work to create sustainable communities. By addressing environmental, policy, and community barriers our neighborhoods can be transformed into healthy living zones that are sustainable, safe, reduce the need for fossil fuels, and decrease green house gases.

3. Rating Factor 3: Soundness of Approach

a. Category 1 Applications:

(1) General Description of Proposed Regional Plan for Sustainable Development

The consortium will engage in a broad based community visioning and planning exercise to develop a 20-year Spokane Regional Plan for Sustainable Development (SRPSD). The planning process will build upon the extensive amount of collaborative planning work that has occurred in the Spokane region over the past several decades, in particular since the adoption of the Washington Growth Management Act (GMA) in 1990. The Act requires periodic review and analysis of land availability and associated services such as water and transportation needs to accommodate 20 years of population growth.

While the planning work to date has been very good, and will provide a solid foundation for developing the RPSD, more work is needed to: 1) develop a more holistic regional vision that is sustainable over time; 2) eliminate barriers and conflicts to implementation between planning focus areas (e.g., between transportation and housing plans); and 3) address the unique needs, challenges, and opportunities that exist within our urban, suburban, and rural areas. Developing an RPSD for the Spokane region will provide the resources necessary to meet these challenges.

The consortium will craft a RPSD that is tailored to the funding criteria and the unique needs of the Spokane region, including the following:

Regional vision: The consortium and other supporters will develop and fine-tune a regional vision through a multi-pronged approach involving elected, civic and business leaders; technical stakeholders and members of the public. This will be done through outreach, education, and extensive feedback. The final vision will include policies and criteria that guide future decision-making processes.

Balanced choices: The attraction to Spokane for many people is the variety of choices it offers. While you can get to a river, lake or rural area from most places in Spokane within 15 minutes, there is also an urban core that offers acclaimed dining, theater experiences and an array of art and entertainment choices. In between you have suburban areas with various levels of affordable housing and neighborhood centers offering necessary services. While many young people are opting to live downtown for accessibility purposes, there are still those who prefer to raise families in the suburbs for the large yards and neighborhood feel. Still others are utilizing the outlying areas for hobby farms or the utility of large lots. This variety of lifestyle options is a fact of life for area residents and needs to be acknowledged in planning efforts to provide affordable housing and transportation, clean water, and health and other services to all.

Future housing and development: A regional housing plan will be developed that promotes fair and affordable housing for all. This plan will be incorporated into the regional planning process and eventually into area comprehensive plans.

Employment and education centers: The University District just east of downtown includes academic programs offered through Washington State University, Eastern Washington University, Gonzaga University, Whitworth University, and the Community Colleges of Spokane. Downtown Spokane is the employment center for government, financial, real estate, insurance, health care, and technical services, with a significant retail presence throughout. However, most manufacturing, warehousing and heavy industry are located several miles east in Spokane Valley.

Land Transportation: Transportation choices will be the focus of the SRPSD as we determine how to improve the operation of our high performance transit network and associated active transportation options to and from transit. The transit network offers varying services from the core of downtown to

outlying communities. Also examined will be options for reducing vehicle miles of travel to meet applicable climate change regulations.

Water infrastructure: The SRPSD will address water infrastructure by more closely integrating water and land use planning. This will be done through identifying barriers and strategies to providing water infrastructure to the entire region while at the same time identifying ways to fund urban infrastructure investments that encourage redevelopment.

Public health: Consortium members will work closely with health professionals, school district employees, environmental agencies and others to consider health affects in the planning process for the community. This will include increased pedestrian and bicycling facilities, improved safety measures for children riding or walking to school, and additional recreation opportunities that promote health.

Environment: As a community located over a sole source aquifer, protecting water quality will be addressed. In particular, how will the community improve investments in the storm water system to reduce environmental impacts from flooding and impacts to drinking water? Also, with a past record of air quality violations, we will focus on maintaining the current standards for priority pollutants. In particular we will address tailpipe emissions which are the largest contributor to mobile source emissions.

(a) Advancing Sustainable Development in the Region

The following describes a flow of information up to the Regional SRTC Policy Board for approval followed by inclusion into Countywide Planning Polices and local comprehensive plans. The Spokane RPSD will specifically evaluate many of the already developed regional housing, transportation, economic plans and environmental plans mentioned in Rating Factor 1, through the lens of sustainability. Many of these plans focus on one particular sector of the community or are narrowly focused. A sustainability plan will be accomplished by drawing from these plans, identifying barriers within the single purpose plans by using a cross cutting approach. This will be done in coordination and collaboration with expert panels, consortium members, and a diverse range of individuals from the region who may have not been traditionally involved. The needs, recommendations and strategies from this process will be summarized in a Plan by the Spokane Regional Sustainability Plan Task Force. The Task Force will recommend the SRPSD to the SRTC Board for review and approval.

Pending SRTC Board approval, efforts will be made to implement the recommendations into the Spokane Countywide Planning Policies (CWPP). Furthermore, under the Growth Management Act, the local jurisdictions in Spokane are periodically required to update their comprehensive plans. It is during these Comprehensive Plan update periods that recommendations and strategies from the RPSD will be incorporated into local plans.

(b) Scenario Planning: The consortium will engage a broad based cross section of the community to evaluate alternatives and to help align existing county and city housing and economic comprehensive plans, transit service plans, and the regional Metropolitan Transportation Plan (MTP). Alternative development scenarios will be evaluated along the Spokane Transit Authority's (STA's) High Performance Transit Network Plan to identify opportunities to improve access to employment centers and community services, reduce reliance on the single occupant vehicle, and reduce future vehicle miles traveled and greenhouse gas emissions. From the community scenario planning exercise, the consortium will identify opportunities to align existing plans, improve on the execution of growth management plans, and identify indicators to monitor progress over time. Specific scenario planning tools will include the following:

Existing Regional Models: Alternatives will be evaluated using several existing regional models, including the regional travel demand model (VISSUM and MOVES).

Land Use Scenario Planning Tools: Tools will be developed to facilitate the development and evaluation of alternative land use scenarios along the region's identified High Performance Transit Network. Existing GIS-based data and tools at SRTC will be used in conjunction with a land use scenario planning and visualization tool such as I-PLACE³S or CommunityViz (included in the project budget as a consultant activity).

Experience:

SRTC Staff has extensive experience using various transportation demand models (i.e., VISSUM, EMME2) and air quality models (i.e., Mobile 6.2, MOVES). As per the Growth Management Act (1990), SRTC is required to use scenario planning as a tool to evaluate the various transportation and land use scenarios to determine concurrency.

(c) Incorporating the Six Livability Principles

Providing more transportation choices:

The Plan will look at rural, suburban and urban transportation choices in the Spokane Region, with a focus on strengthening land use surrounding transit corridors that are supportive of transit operations and access to transit corridors. This will improve access to housing and jobs, improve congestion, reduce emissions, reduce household transportation costs and conserve fuel. The Spokane Region is strongly committed to offering transportation choices and improving access to transit on major corridors and at employment centers. Transit service began in Spokane in 1883 with horse drawn trolleys. Since that time the Spokane Transit Authority has seen ridership grow to 11.5 million annual boardings. For almost twenty years, area jurisdictions have been promoting an increase in transportation choices and will continue to do so through the SRPSD.

Promote equitable, affordable housing:

The Plan will focus on decreasing the total cost of housing by increasing integration with transportation systems, employment and services as well decreasing energy requirements. The major jurisdictions of Spokane County have adopted and HUD-approved Consolidated Community Development and Housing Plans, which augment the Housing Sections of the Comprehensive Plans of those jurisdictions. The Consolidated Plans, adopted in 2010 to provide guidance for a five year period, include extensive analysis of existing services, housing needs by household type, and gaps in the provision of affordable housing and housing for the homeless. The Spokane County Consolidated Plan (which covers all jurisdictions outside the City of Spokane) and the City of Spokane Consolidated Plan both state that thousands of households, in a variety of household types, "have housing problems" based on available data, and would qualify for housing assistance if it was available. Both plans also list "barriers to affordable housing."

Enhance economic competitiveness:

The Plan will focus on a regional economic development approach that will integrate land use and transportation planning to address building the physical infrastructure and other related programs that can support a wide range of occupations, businesses, industries and services that are essential to the regions' economic success. This plan will improve access to employment centers and expand travel options, reduce surface parking demand and reduce travel-related costs for workers.

Support existing communities:

The Plan will review policies and funding opportunities to support existing communities. The SRPSD will utilize the **Health Impact Assessment (HIA)** tool to evaluate the health impacts of policies. For those communities that are within high capacity transit service area, transit-oriented development will

be evaluated in scenario planning. The regional sustainability effort will examine our investment strategy and realign it to offer balanced healthy choices throughout our diverse communities.

Coordinate policies and leverage investments:

The Plan will identify where policies are barriers to leverage investments. Also, by aligning the single purpose plans we will improve the ability to leverage funds throughout sectors.

Value communities and neighborhoods:

Encourage transportation choices and appealing streetscapes to promote neighborhood values and local businesses, particularly in centers and corridors where affordable and convenient housing development is located. An extensive outreach effort will be undertaken to reflect the values of the communities and neighborhoods in question.

(d) Responding to Rating Factor 2:

The consortium will focus on developing the SRPSD to address the concerns, issues, and needs identified in Rating Factor 2. Specifically, the consortium believes that the SRPSD will help achieve two important objectives for the region: 1) to identify and recommend strategies to address conflicts among existing plans, policies, and programs; and 2) to focus on the coordinated execution of a comprehensive sustainability vision for the region by identifying and removing barriers to implementation.

(e) Leveraging Critical Regional Economic Assets

The Plan will develop regional policies to help prioritize investment for transportation, housing, economic growth and public health. These policies will be developed with collaboration among government entities as well as with community members. The policies will undergo an HIA.

(f) Building Inclusive Communities:

The Plan will take significant efforts to include members of underserved communities, races and age differences, as their opinions are critical to sustainable planning. In particular the housing policy framework will focus on inclusive communities. Strong, vibrant neighborhoods provide a diverse mix of housing options. The SRPSD will incorporate strategies to ensure that existing residents can stay as neighborhood markets revive and distressed neighborhoods are stabilized. The objectives are to (1) protect tenants and rental housing; (2) stabilize and improve neighborhoods; (3) promote community and resident ownership; (4) leverage market activity; (5) generate capital; and (6) expand the affordable housing stock.

(2) Process to Develop a Regional Plan for Sustainable Development

(a) Engaging a Broad Cross Section of Local Communities: As seen with the recent SRTC Transportation Vision Project, there is a strong commitment in the region to ensuring high participation and broad based community involvement in regional planning activities. The consortium will continue to expand on this momentum by including community members that are typically not engaged in the regional dialogue, but will also ensure participation by key stakeholders and advocacy groups. The SRHD will coordinate education and training in advocacy to underserved communities to improve their ability to provide critical input into the RPSD into the future. In order to engage a broad cross-section of local community members in active participation in plan development, we will hold public meetings at area schools and community centers, working with staff to reach low income and minority families. The project will utilize planning students and faculty from Eastern Washington University to carry out a grass roots campaign of contacting members of the public face to face. The Spokane SRPSD will host regional forums for policy makers, elected officials and community and

civic leaders. We will staff booths at area community events and venues to reach a variety of area residents, and use newsletters and local media such as daily/alternative newspapers and radio, including media outlets that target minority or ethnic groups. The project will employ social networking such as Facebook and Twitter, and other emerging communications tools, and post regular updates to the project website. We will also get on agendas for meetings of area social service agencies and special interest groups, including those involving minority/low income and traditionally underserved citizens. The project will co-host workshops/public meetings with other jurisdictions and convene focus groups on specialized topic areas.

To ensure an inclusive process, the public involvement team will:

- Employ culturally appropriate input and engagement processes
- Publicize the availability of translator services and other special accommodations at public meetings
- Use existing programs and agencies, such as the Housing Authority and Coalition of Responsible Disabled to engage people with low incomes and disabilities
- Identify contacts who can help provide access into difficult-to-reach population groups
- Utilize the City of Spokane's 'Language Bank,' a program of employee volunteers who speak languages other than English who are willing to translate when called upon.
- Use creative tools to engage and educate the public such as scenario planning, modeling, impact assessments, maps, charts, illustrations, photographs, websites, power point presentations, artist renderings, videos and animation to engage the public in active decision-making

(b) Assessing Existing Conditions and Projecting Trends:

The consortium will have many resources available to them to establish existing conditions for analysis. SRTC obtains population data from the Census and employment information from the Washington State Employment Security Department (ESD). In future year analysis, projections from the State Office of Financial Management (OFM) are used to establish the out-year population. For future year employment numbers, SRTC applies a growth rate of 1.11% per year to the base year employment (a portion of employment growth numbers are then hand placed in locations anticipated for significant growth).

For regional transportation analyses, this data is imported into a VISUM travel demand model. In addition to the population and employment data, roadways and intersections that make up the regional transportation network are included in the model. The model can be used for regional, sub area, and corridor level analyses of proposed projects and alternatives analyses. SRTC migrated to VISUM in 2005; prior to that time, EMME/2 and T-Model platforms were used.

(c) Description of the Data: The following forms of data will be utilized in plan development:

- Background research: literature review, interviews, and assembly of best practice materials
- U. S. Census: for over 30 years, SRTC has conducted analyses of various Census data, serving as the regional clearinghouse for Census products. The Census provides one of the best sources of demographic, economic, and certain housing affordability data
- Homeless Counts: data is produced through the Homeless Management Information System
- Comprehensive Housing Affordability Strategy (CHAS) Data Tables: a series of data sets developed through collaboration between the U.S. Census Bureau and HUD based on the 1990 and 2000 U.S. Census. The data provides information to help jurisdictions identify and address housing needs of low-and-moderate income households.
- Geographic Information System (GIS) data and mapping: SRTC serves as the regional clearinghouse for this data

- **Buildable Lands:** The Buildable Lands data set is a comprehensive database of development trends including residential and commercial building permits, residential subdivisions, planned development projects, land use, zoning, parks, schools, fire stations, and other public facilities (updated annually, and maintained at the tax-parcel level)
- **Commute Trip surveys:** As the region's commute trip reduction coordinator, every two years, SRTC conducts travel behavior surveys at all major worksites in the region
- **Economic model and associated data layers** to better understand local industries
- **Local Health Department Data:** Spokane Regional Health District information on prevalence of preventable diseases
- **The Real Estate Report for Spokane, Kootenai and Bonner Counties** – updated every six months by the Spokane-Kootenai Real Estate Research Committee
- **Spokane Community Indicators Project** – continuously updated as data becomes available

(d) **Engagement Activities:** An extensive outreach strategy will be developed to gauge items/concepts the public feels should be included in a Regional Plan for Sustainable Development. The SRHD will oversee education and training in advocacy of underserved populations. This plan will utilize students to oversee a grass roots outreach efforts to traditionally underserved populations, in addition to the larger general public population. It will also consider the hiring of a consultant team to develop an interactive game or planning tool to be used by members of the public to provide input in a fun and informative manner. The benefits of building relationships with community include more than organizational sustainability; it is also about the ability to reflect the needs of the community and to remain accountable to them. The Consortium will tap into the community for expertise and power. Acknowledging this wisdom and community knowledge will complement technical information and data from external sources to solve sustainability problems and to achieve higher results.

(e) **Strategy to Address Barriers to Sustainability:** The consortium's basic strategy to address barriers to sustainability includes four general components: 1) to engage a broad based network of community interests throughout the planning process to ensure that community needs and barriers are fully understood; 2) to conduct a thorough review of existing local, state, and federal plans, policies, and programs to identify institutional barriers; 3) to complete a meaningful evaluation of alternative scenarios to define community supported options for a more sustainable future; and 4) to focus community and research findings into a comprehensive execution strategy for the region. Specific steps included in the consortium's strategy include the following:

(f) **Residential and Small Business Displacement:** In some instances, public activities such as redevelopment efforts or public facility expansion or improvement can result in a physical displacement of residential and business locations. All too often when this occurs in Spokane affordable housing is lost. Care should be taken to avoid unwarranted displacement. In determining the costs and benefits of the action causing displacement, the loss of taxes and should be looked at as costs. When the benefits of public actions justify dislocation, the City should seek to assist the displaced business or homeowner in obtaining a suitable alternative site in the city. In rare cases, it may well be appropriate to use public funds and redevelopment power to create a relocation site within the city for displaced firms.

(g) **Achieving Regional Consensus:** SRTC provides the forum in Spokane County for regional discussions on a wide range of transportation topics. For over 40 years, SRTC has brought diverse community interests together to discuss and recommend solutions to complex regional transportation issues. For example, the Transportation Vision Project recently took an in-depth look at local issues, using the expertise of a Vision Process Team. The team was made up of thirteen members, spanning an array of interests and employment areas, from higher education to the self-employed to elected

officials and everyday citizens. The Inland Pacific Hub project currently underway utilizes Executive and Advisory Committees with members representing many fields, including airports, freight movement, job development, manufacturing, lumber products, and energy, to name a few.

(h) Engaging Public Agencies: The consortium will engage several state agencies in the planning process, including the Washington State Department of Transportation (WSDOT) and the Department of Ecology (DOE). Various local cities and agencies will participate as outlined in the Consortium Members List, including a major utility provider in the Region, Avista Utilities. The Spokane Regional Health District will provide the public health perspectives and data. **The Spokane Tribe is engaged and has committed their two bonus points as a HUD Preferred Sustainability Status Community (STOI). See Appendix.**

(i) Implementing the Regional Vision: The regional vision established through the SRPSD will be implemented in several ways. The vision will help inform the future update of the region's Countywide Planning Policies, which will in turn be ratified by the region's cities and towns. Cities and towns will then incorporate the RPSD vision into their respective comprehensive plans and capital facility plans. The SRPSD vision will also be adopted by SRTC and subsequently incorporated into the Metropolitan Transportation Plan (MTP), which guides regional transportation investments and priorities.

(j) Establishing and Tracking Metrics: Metrics are the measures and targets by which the Spokane Regional Sustainability Consortium will assure compliance with the strategic objectives set forth in this application. The principal role of metrics is to establish targets and indicators of performance by which the satisfactory conduct of planning and support processes can be measured and improved. Such measures will fall in three principal areas:

Environmental domain: the managerial, structural and cultural ability and competence of the Consortium to absorb, apply and review processes in order to achieve strategic goals.

Technology and Infrastructure domain: the communications, technology, and application capabilities on which the Consortium's process are built.

Process domain: the working methods, procedures and systems by which the Consortium's required outputs are delivered and strategic outcomes achieved. This is the domain in which most direct benefit is delivered.

(3) Governance and Management

(a) Consortium Structure: The organizational chart in Rating Factor 1 outlines the structure of the consortium. Members of the consortium who leverage resources have representation.

(b) Consortium Member Roles

The City of Spokane will serve as the Lead Applicant and will be responsible for grant and financial management. The City will also be an active participant on the consortium. The City will develop a formal agreement with the Spokane Regional Transportation Council to serve as the process and planning lead for the project. As such, SRTC will be responsible for coordinating the consortium, developing and implementing a memorandum of understanding between the consortium partners, managing the overall planning process, conducting the research and planning work, and engaging the public. As outlined in the detailed budget proposal, this work will be accomplished through a combination of SRTC staff and consultants. The Spokane Transit Authority (STA) will be an active consortium member, and will play a key role in the land use scenario planning work around its High Performance Transit Network. The Spokane Regional Health District will play a key role in outreach to coalitions and individuals within low-income and minority communities and assisting in the Health

Impact Assessment of policies. Eastern Washington University will have a key role in developing a grass roots approach to engaging the community.

(c) Partner Commitments and Strategy for Incorporating Additional Partners: Consortium members including municipalities, nonprofits, and public and tribal entities have all signed letters of commitment and will be fully engaged through the consortium and their participation at SRTC. During the three-year planning process, if it is determined that there is a gap in awareness or knowledge of a particular issue or planning need, the Consortium will seek out and invite additional members as appropriate.

(d) Budget Resources for Diverse Participation: Resources needed to ensure diverse participation takes place would include funding to hire either a consultant team or additional outreach staff and possibly student interns. The consultant team would be used among other things to develop an interactive way for the public to provide feedback while the students/interns would be utilized in a grass roots outreach campaign. These needs are reflected on the budget worksheet included in the grant application packet.

(e) Data Management Plan The Data Management plan for the Sustainability Planning project will delineate a description of the information to be gathered and the nature and scale of the data that will be generated or collected. A survey of existing data relevant to the planning project will be performed by SRTC staff as to whether and how existing data will be integrated into the project. Data formats will be primarily electronic, while hard copies may be made available at planning meetings. All data and information generated by the process will be maintained, and made available upon request. All data will be stored and backed up on the SRTC secure server, and paper documents will be maintained in secure files to preserve access. Potential secondary users could include public venues, researchers, media, and the general public. Data management will also satisfy legal and relevant funder requirements for management, reporting and data sharing. SRTC will also institute procedures for ensuring data quality control during the project.

(f) SRPSD Implementation: The final approval of the SRPSD will be brought forward to the SRTC multi-jurisdiction Policy Board. We will measure our progress by adopting the RSPD at the MPO level and follow through with adoption into CWPP. Updates to the Local Comprehensive Plans and the Long Range Transportation Plan will be consistent with the CWPP.

The Plan must establish fiscal sustainability, a long-lasting balance between accessible revenue streams and the costs of providing foundational public services and investments. The first of these components is an initiative to promote the overall fiscal sustainability of the Spokane Metro region. The effort will focus on a fiscal review that identifies the region's long-running efforts to advance, develop and maintain coordinated fiscal strategies among the principle municipal service providers. The review will outline strategies that are designed to strengthen each jurisdiction's position with respect to the long-lasting balance. The second component is focused on developing a fiscal implementation strategy for the plan itself. In concrete terms, this second component may:

- Identify (and potentially negotiate) the specific structure of envisioned service and investment initiatives, to the extent such initiatives exist;
- Address specific revenue streams necessary to fund these initiatives;
- Ensure that any specific funding, service, and/or investment initiatives work in concert with the communities' broader fiscal sustainability strategy;
- Explore and negotiate opportunities to achieve service efficiencies that may help offset newly-envisioned investments of community resources; and
- Explore and negotiate opportunities for multi-jurisdictional coordination/cooperation to make more effective all of the above efforts and the broader plan itself.

(4) Project Implementation Schedule

(a) Timeline: SRTC will be the lead in ensuring the Project Implementation Schedule is met. Metrics to track progress will include the start and end dates are met for Memorandum of Agreements, citizen participation, Advocacy Training for Underserved and Minority Communities, Consortium Meetings, completion of Health Impact Assessments (HIAs), Scenario Planning, Fiscal Review and Fiscal Strategy Development and Final Plan Adoption.

PROJECT IMPLEMENTATION SCHEDULE

Task	Quarter	2012				2013				2014				
		1	2	3	4	1	2	3	4	1	2	3	4	
Project Management														
Develop MOU between Consortium Members		x												
Monthly Consortium Meeting		x	x	x	x	x	x	x	x	x	x	x	x	x
Report to HUD		x	x	x	x	x	x	x	x	x	x	x	x	x
Consortium Coordination														
Economic Panel Meetings				x			x		x					
Monthly Expert Panel Meetings		x	x	x	x	x	x	x	x	x	x	x	x	x
Public & Stakeholder Input		x	x	x	x	x	x	x	x	x	x	x	x	x
Scenario Planning Panel						x	x	x	x	x	x	x	x	x
Health Impact Assessments					x	x	x	x	x					
Fiscal Review			x	x	x	x								
Fiscal Strategy Development							x	x	x	x				
Outreach, Education, & Public Input														
Public Meetings		x	x	x	x	x	x	x	x	x	x	x	x	x
Training for Marginalized and Minority Communities		x	x	x	x		x		x				x	
University Student Grassroots Efforts				x			x			x				
Ongoing Outreach		x	x	x	x	x	x	x	x	x	x	x	x	x
Interactive game/tool/software						x	x	x						
Research, Data Support, Modeling & Metrics														
Policy barriers & solutions research		x	x	x	x									
Familiarization with game/interactive tool software/program				x	x	x	x							
Housing data projections			x			x					x			
GIS data layers					x	x	x	x	x					
Scenario modeling						x	x	x	x					
Develop Evaluation Criteria/monitoring process							x	x	x	x				
Plan Development														
Review existing plans & policies		x	x	x	x									
ID barriers and potential solutions to them		x	x	x	x									
Develop project list						x	x	x	x					

Develop funding strategies	x	x	x	x		
Develop draft plans and implementation strategies			x	x	x	x
Develop interlocal agreements			x	x		
Develop draft RPSD and adopt				x	x	x
Update Countywide Planning Policies					x	x
Update Comprehensive Plans					x	x

(b) Mechanisms to Advance Economic Opportunity: The Spokane Regional Sustainability Planning Consortium is cognizant that sustainability planning should include programs and policies that improve the economic security of working families by promoting savings and asset development, helping the hard-to-serve find entry-level employment, and promoting career development among low-wage workers by helping them stay in the labor market and advance into better jobs. As the economic environment continues to worsen, it becomes an even greater challenge for people at the low end of the income and asset scale to find and keep jobs and escape poverty. The community and economic partners in this project will insure that economic opportunity is a continuing topic of discussion during the three-year comprehensive planning process. Our goal is to build inter-jurisdictional and cross-sector partnerships that plan for future sustainability of the region and a shared vision that will continue beyond the grant period through the implementation of future projects. Fund development will be an integral feature of the planning process to identify grants and other resources to support identified needs and projects that require additional support and follow-through.

(c) Budget Proposal:

The total cost of the program is \$2,724,059. The total HUD portion of the grant is \$2,000,000, with total eligible leverage and match of \$724,059 from the Consortium Partners. The budget table below provides additional detail on specific cost estimates for each program element. Our cost estimates and anticipated expenditures were developed through an iterative process among Consortium Partners, who have considerable experience in conducting similar projects involving community outreach, stakeholder coordination, preparing technical documents, policy analysis, and managing consultants. The Consortium Partners believe the amount requested is adequate to accomplish the tasks identified in this proposal. Please refer to HUD424 CBW Detailed Budget Worksheet for specific budget details, and the accompanying Detailed Budget Worksheet for the Spokane Regional Transportation Council (SRTC), who will receive more than 10% of the funds requested in this grant.

Also see Ratings Factor Form 4 and Appendix F—Representative Letters of Commitment for information about leveraged resources and representative partner commitments.

(d) HUD’s Departmental Policy Priorities

(1) Capacity Building and Knowledge Sharing

(a) Increase the skills and technical expertise of partner organizations: The Spokane SCRPG will host regional forums for policy makers, elected officials and community and civic leaders. The skills, knowledge base, and technical expertise of partner organizations will increase. The Consortium and staff will work to expand the identification of successful models to other regional communities in Kootenai County, ID, and Northeast Washington through data-sharing arrangements. This will require knowledge sharing, capacity building, data collection, and analysis.

(b) Share knowledge among partners: Information and best practices that are developed or identified occur during the planning process will be shared among partners within the consortium. The Spokane SCRPG will employ social networking and other emerging communications tools, and post regular updates to the project website. We will meet with area social service agency partners, citizens groups, and special interest groups, including those involving minority/low income and traditionally

underserved residents. The project will co-host workshops/public meetings with other jurisdictions and convene focus groups on specialized topic areas. We will staff booths at area community events and venues to reach a variety of area residents, and use newsletters and local media such as daily/alternative newspapers and radio, including media outlets that target minority or ethnic groups.

(2) Expand Cross-Cutting Policy Knowledge

We understand that the transfer of technical information serves, cumulatively, over time, a diffuse function. Research and analysis tends to creep into policy deliberations by setting the stage and providing a context for policy choice. We also acknowledge that the adoption and implementation of policy entails more than analysis. Policy making is also an organizational and political process. To have a direct impact on policy we encourage Consortium members, who have very diverse backgrounds and expertise, to assume a more active committed role of advocacy. The SCRPG planning process encourages open discussion to achieve meaningful planning results.

(a) Household level data: The Spokane SCRPG will engage the services of the Washington State University Real Estate Research Department to help us to understand historical housing trends, current conditions, and future expectations and analyses for the Spokane MSA.

(b) Parcel level data: SRTC will obtain parcel level data from the City and County Planning and Zoning departments. These agencies assemble and analyze aggregate zoning and housing data as part of the Comprehensive and Consolidated planning process. Technical Consortium staff will use this data to support the three-year sustainability planning process in conjunction with multivariate analysis of housing, zoning, transportation, and environmental challenges, needs, and opportunities. The Spokane Regional Sustainability Planning Consortium will produce a series of white papers on the aggregate data and will distribute this information to the Consortium and to other interested parties, including State and Federal lawmakers.

4. Rating Factor 4: Match, Leveraging Resources, and Program Integration

The match and resource leverage data are contained in the appropriate section of Rating Factor 4.

The Spokane Regional Sustainability Planning Consortium will integrate activities supported by HUD, including the Community Development Block Grant program, HOME Investment Partnerships, the Housing Trust Fund, Shelter Plus Care, the Emergency Shelter Grants Program, the Supportive Housing Program, Continuum of Care Program, the Section 8 Moderate Rehabilitation Single Room Occupancy Program, the Brownfields Economic Development Initiative, Economic Development Initiatives (EDI) Grants, the Self-Help Homeownership Opportunity Program, Capacity Building Programs for Community Development and Affordable Housing, and Housing Opportunities for Persons With AIDS. Spokane is also active in Comprehensive Economic Development Planning.

The planning principles of the Spokane Regional Sustainability Planning Consortium are also in conformance with the goals and objectives of the Washington State Governor's Executive Order 05-01 and Executive Order 09-05, Washington's Leadership on Climate Change. The incorporation of sustainability principles at the State level seeks to increase awareness of environmental, social, and economic sustainability and creates an institutional culture of sustainability. E.O. 05-01 educates for environmentally, socially, and economically responsible citizenship and fosters sustainability literacy. The State of Washington goals are to practice institutional ecology, develop interdisciplinary collaborations; and involve all stakeholders. Environmental management system principles will be implemented through the State and State-funded institutions operations and facilities, and are to be used to plan, design, construct, and operate State and State-funded facilities. The E.O., signed by then Governor Gary Locke, provides a framework to monitor progress and continual improvement to meet environmental regulations and is utilized to meet sustainability and pollution prevention goals.

In 2009, Governor Chris Gregoire directed state agencies to take actions to reduce climate-changing greenhouse gas emissions, to increase transportation and fuel-conservation options for Washington residents, and protect our state's water supplies and vulnerable coastal areas. The Spokane Regional Sustainability planning process will also incorporate Executive Order 09-05, Washington's Leadership on Climate Change, which directs state agencies to work with six other Western states and four Canadian provinces in the Western Climate Initiative to develop a regional emissions reduction program design. The E.O. requires larger regional transportation councils to develop regional transportation plans that will increase transit options, and seeks to advise the federal government and Washington's congressional delegation on designing a national program that reflects state priorities. The State will work with companies that emit 25,000 metric tons or more each year to develop emission reduction strategies, and work with businesses and interested stakeholders to develop recommendations on emission benchmarks by industry to make sure 2020 reduction targets are met. The E.O. requires collaboration with Natural Resources to develop an offset program and other financial incentives for the forestry and the forest products industry. The State will evaluate a low-carbon fuel standard or alternative requirements to reduce carbon emissions from the transportation sector; and join with WSDOT, other West Coast states and the private sector to make alternative fuels, including electricity for plug-in vehicles, available along the West Coast highway and adjoining metropolitan centers. Finally, the E.O. seeks to reduce greenhouse gas emissions, and address the impacts of climate change, including rising sea levels and the risks to water supplies.

5. Rating Factor 5: Achieving Results and Program Evaluation

Program evaluation will play an important role in ensuring that the Spokane Regional Sustainability Planning Consortium planning process will be closely linked to planning goals. We seek to achieve equitable outcomes for all participants and for the region at-large. Reporting of data will be transparent for accountability and feedback to help motivate, inform, and reinforce positive change. The SRSPD evaluation process will include representatives from a cross section of the community, including social service and equity groups. The evaluation process will be continuous throughout the project. Data collection and reporting will be performed monthly. Focusing on process will allow the evaluation to inform decisions about ongoing strategy and approach. Evaluations need to prioritize real-time learning and the community's capacity to understand and use data. The framework for the SRSPD will achieve the expected mandatory outcomes and more. Advocacy training for underserved populations and minority communities with added grassroots outreach efforts with the assistance of university students will ensure increased participation in decision making from traditionally marginalized populations. Plan alignment, barrier and strategy research will ensure the SRSPD is deeply aligned locally, statewide and federally. Adoption of the SRSPD into CWPP and local comprehensive Plans will ensure follow-through. The economic, housing, land use, transportation and health partnership surrounding the Scenario Planning project examining high performance transit corridors will lead to increases in residential and commercial construction and revitalization. This will create affordable housing, lower household cost of transportation, reduce VMT and emissions by more transit use, and provide low and very low income households better access to transit. The Health Impact Assessments will lead us to solid policies that ensure our neighborhoods have access to schools, clean water, healthy environments, access to fresh food and good jobs. Housing will be more affordable and located where active transportation can be utilized. The Fiscal Review process and Fiscal Strategy development will ensure that the funding streams and costs to provide and maintain the sustainability process is balanced.