

# Regional Plan for Sustainable Development

## Creating Complete Communities

Complete Communities are mixed-use, compact and walkable centers of activity. They welcome people from diverse backgrounds and incomes by providing a variety of places to live, including affordable housing, and convenient access to good jobs, multi-modal transportation options, educational and social services, recreation and entertainment, green space, and healthy local food. Complete Communities concentrate growth in order to reduce auto-dependency, air pollution and greenhouse gas emissions, and improve water quality. Recognizing the diversity of the National Capital Region, each Complete Community will vary slightly, but as a transcending theme, all Complete Communities are ideal places for growing up, and for growing old.

**National Capital Region**

**Sustainable Development Consortium**

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U.S. Department of Housing & Urban Development

Sustainable Communities Regional Planning Grant

Category 2 Funding

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**Copy of existing regional vision: *Region Forward: A Comprehensive Guide For Regional Planning and Measuring Progress in the 21<sup>st</sup> Century* (January 13, 2010)**

## Application Abstract



The Metropolitan Washington Council of Governments (MWCOG), on behalf of the National Capital Region Sustainability Consortium and representing a large metropolitan region, is applying for \$5 million in Category 2 grant funding from the HUD Sustainable Communities Planning Grant Program to produce a Regional Plan for Sustainable Development (RPSD). The RPSD will identify regional centers, corridors, and preservation areas throughout the region. The RPSD will define, embrace and promote the concept of Complete Communities for regionally identified centers, and build on a recently adopted vision, *Region Forward*, which outlines broad goals and targets for an accessible, livable, prosperous, and sustainable National Capital Region. Finally the RPSD will prioritize regional infrastructure investment and actions in housing, transportation, and the environment by government, business and civic interests, and thus, serve as an action-oriented guide for regional and local plans as well as new, competitive federal grants from HUD, DOT and EPA.

This planning process will identify current and future regional centers and determine specific elements such as affordable housing, transit, or green infrastructure needed to transform centers into Complete Communities. The Complete Community concept is an evolution of COG's regional activity centers, which were defined by employment forecasts. Complete Communities will be characterized as mixed-use, compact and walkable centers of activity. They welcome people from diverse backgrounds and incomes by providing a variety of places to work and live, including affordable housing, and convenient access to good jobs, multi-modal transportation options, educational and social services, recreation and entertainment, green space, and healthy local food. Complete Communities concentrate growth in order to reduce auto dependency, air pollution and greenhouse gas emissions, and improve water quality. Recognizing the diversity of region, each Complete Community will be different, but as a transcending theme, all Complete Communities are ideal places for growing up, and growing old.

Complete Communities will provide a vivid and aspirational description of the centers prioritizing scarce public and private sector investment and seek ways to leverage and maximize that investment. Informed by a robust planning process, Complete Communities will be strategically located, planned and developed to reduce economic disparities, affirmatively further fair housing, and bring prosperity to diverse areas of the region. Each Complete Community will meet livability goals by supporting affordable housing, job creation, active lifestyles, sustainable development, and transportation access. Each will be planned and developed in a way that supports and advances the economic competitiveness of the entire region and values the existing community context. Local communities will be encouraged to think regionally and act locally by adopting a tailored approach to implementing RPSD. This will be accomplished through extensive public outreach – particularly to racial/ethnic minorities, as well as multigenerational and disabled households and communities – that facilitates alliances between regional and local interests.

The Complete Communities approach recognizes that where you live often defines how you live. In the *State of Metropolitan America*, the Brookings Institute characterizes the National Capital Region as a Next Frontier Region: one that exceeds national averages for population growth, diversity, and educational attainment while attracting immigrants, families and educated workers from other regions. The price of this success has been increased inequality among communities, with disadvantaged neighborhoods clustering geographically throughout the region and experiencing fewer educational and job opportunities. This disparity between neighborhoods is not limited to educational, wage, and economic conditions such as employment. Many of these same neighborhoods also contain deficiencies in transit access, affordable and HUD-subsidized housing, public health and access to fresh food. These deficiencies impact socioeconomic advancement, health, the environment, quality of life and mobility for many families in the region. The goal of the RPSD is to ensure that Complete Communities are fostered in regional centers across the region.



In many ways, the timing of this grant could not be better. This year, the MWCOG Board of Directors and all 21 MWCOG local jurisdictions approved *Region Forward: A Comprehensive Guide for Regional Planning*, marking a historic first-step for the National Capital Region. It reflects shared regional goals, identifies targets to measure regional progress, and demonstrates benefits that occur when neighboring jurisdictions work together. However, the plan identifies critical next steps that must be addressed in order to implement the vision and goals. *Region Forward's* broad consensus lacks many specifics, such as prioritizing where and how future infrastructure investments can be made in a way that serves the region's goals for housing, environment, quality of life, and transportation. This next level of integrated planning and prioritization is necessary to guide regional leaders and stakeholders to make decisions that will promote a more inclusive and sustainable future.

The National Capital Region's RPSD will include extensive outreach and public involvement, integrated data analysis, scenario building, development of an implementation toolbox, and major regional policy actions, in order to address the region's growing challenges. The proposed work program will include the following actions:

- Extensive and inclusive public involvement including capacity building and grassroots outreach to engage non-traditional stakeholders in advancing long-term regional priorities to implement the plan outcomes;
- Assessment of local, state and partner agency plans and data sources – such as the forthcoming Census 2010 data – to provide an integrated picture of baseline conditions for transportation, land use, housing, environment, health, the economy and other related areas;
- Scenario planning using visualization tools to identify activity centers that create Complete Communities with jobs, affordable housing, accessible transit connections, walkable streets, recreation opportunities, and access to healthy foods that are sensitive to local context and linked to surrounding areas;
- Creation of an implementation toolbox prioritizing housing, environmental and transportation needs, including common elements needed in regional centers to create Complete Communities, and the development of a series of “big ideas” to move the region toward implementing the RPSD that achieves the goals of *Region Forward*; and
- Fully integrate *Region Forward* into the work of MWCOG, TPB, local governments and partner agencies such as the Washington Metropolitan Area Transit Authority (WMATA), community development agencies, local housing authorities, and state departments of transportation

MWCOG and the National Capital Region Sustainable Development Consortium will create and launch a more effective network of civic and community engagement around sustainability, not by creating a new organization, but by better focusing existing groups, stakeholders and partners around regional sustainability priorities, linking them through improved use of grassroots community development campaigns, social media and other technological, community engagement, and communication tools. This effort will also embrace the participation and strategies of grassroots community development organizations to engage and connect area populations that have too often been left out of regional planning and sustainability discussions. The broader, inclusive network developed through the regional planning process will keep people engaged in long-term regional housing, transportation, and environmental priorities necessary to enhance the region's quality of life for all residents.

## Rating Factors Response



### 1. CAPACITY OF THE APPLICANT AND RELEVANT ORGANIZATIONAL EXPERIENCE

#### (a) Organizational Capacity and Qualifications

MWCOG is the regional council of more than 250 local, state and federal elected officials representing 21 local governments in the region. MWCOG's mission is to enhance the quality of life and competitive advantages of the region in the global economy by providing a forum for consensus building and policy-making; implementing intergovernmental policies, plans, and programs; and supporting the region as an expert information resource. MWCOG is the administrative agent for the National Capital Region Transportation Planning Board (TPB), the region's metropolitan planning organization (MPO). For the purposes of this application, "region" or "National Capital Region" is defined by the TPB's boundaries (Appendix B). These boundaries comprise a region that is 828,485 urbanized acres, with a total urbanized population of 4,377,935. MWCOG also hosts a wide-range of inter-jurisdictional, multi-sector planning activities and groups that provide strong capacity to partner with HUD and other federal agencies.

MWCOG, in its capacity as the regional council has the proven ability in preparing and implementing multi-sector planning efforts and will serve as lead applicant for the National Capital Region Sustainable Development Consortium. MWCOG's organizational chart is shown in Appendix A. MWCOG has served as the lead agency for multiple regional federal grants, including multi-million dollar awards from the Departments of Health and Human Services, Housing and Urban Development, and Transportation, as well as from the Environmental Protection Agency. MWCOG has the proven ability to handle a variety of grant-funded tasks, from coordinating a regional Section 8 mobility program, to implementing a regional substance abuse program to purchasing and deploying handicapped accessible taxicabs. The organization has state-of-the-art financial management systems and an audit committee that regularly monitors the tracking and use of funds. MWCOG Board's Budget and Finance Committee oversees these activities in addition to the organization's annual budget process. MWCOG has received clean audits since its inception in 1957. Examples of MWCOG's experience preparing and implementing regional housing, transportation and related infrastructure plans include:

- **Regional Planning** – In January 2010, MWCOG, through its Greater Washington 2050 Initiative released *Region Forward*, the region's first comprehensive vision framework. Endorsed by each of its 21 local member jurisdictions, *Region Forward* creates a coordinated approach for identifying, tackling and measuring regional issues by addressing the accessibility, sustainability, prosperity and livability of communities throughout the region.
- **Affordable Housing** – MWCOG has extensive capacity and expertise in affordable, HUD-subsidized, and mixed-income housing data analysis and policy development. MWCOG recently released the *Affordable Housing Goals for the National Capital Region*, which recommends the specific amount of affordable, inclusive housing local jurisdictions should annually create or preserve. In 2008, MWCOG hosted the region's first foreclosure summit, highlighting the impact of foreclosures and prompted local elected officials, nonprofits and others to develop a comprehensive, expedited approach to mitigating losses.
- **Transportation** – In addition to performing federally required planning activities as the region's MPO, the TPB on an ongoing basis analyzes alternative transportation and land-use scenarios that examine the impacts of focused growth in regional activity centers and increased transit capacity and tolling. As part of this planning effort, in 2006-2007 TPB staff conducted more than 40 scenario-building public workshops. The TPB also has a Transportation/Land-Use Connections (TLC) Program that since 2007 has funded nearly 40 community-level planning studies. In 2007, the TPB became the designated recipient for grants under the FTA's JARC and New Freedom programs.

- **Climate Change** – In November 2008, the MWCOG Board adopted the *National Capital Region Climate Change Report*, which was shaped by area leaders working together at MWCOG. It proposes significant greenhouse gas reduction goals for the region. The report's short-term goal is for a reduction of regional greenhouse gas emissions that is 10 percent under a business as usual scenario by 2012. The mid-term goal is for a reduction of 20 percent below the 2005 levels by 2020, and the long-term goal is for a reduction of 80 percent below the 2005 levels by 2050.
- **Health** – In 2009 MWCOG collaborated with the Health Working Group of Washington Regional Association Grantmakers to create *Community Health Status Indicators for Metropolitan Washington: An In-Depth Look*. This study examined the health of the region's population in the context of the leading health indicators being used by the federal and state governments to measure progress in achieving the "Healthy People 2010" objectives.

Recognizing the need for broad and inclusive stakeholder engagement along with the value of outside expertise and perspectives, MWCOG has built a strong multi-sector, multi-jurisdictional Consortium to assist in the development and implementation of the RPSD. These include community development and fair housing organizations, local and state government officials and staff, universities and research institutions, business groups, and advocacy and regional interest groups whose input will help guide MWCOG and its partners in designing the most inclusive, Complete Communities possible. Additional groups who target specific constituencies will be added to the Consortium throughout the regional planning process. A full list of Consortium Members can be found in Appendix C.

**Project owners** will receive grant funds and be responsible for administering and implementing specific tasks in accordance with the grant provisions. Project owners have registered their support for this application; understand the obligation this role confers upon them; and will cooperate to carry out the activities to be supported by this grant. Identified project owners are:

- American Planning Association (APA)
- Urban Institute (UI)
- University of Maryland National Center for Smart Growth (UMD)
- Urban Land Institute–Washington (ULI)
- George Mason University Center for Regional Analysis (GMU)
- The Chesapeake Center for Public Leadership
- Common Health ACTION's Institute for Public Health Innovation
- DC Environmental Health Collaborative/Department of Health Policy at the George Washington University of Public Health and Services (GWU's Dept. of Health Policy)

**Other partners** will play an important role in the development and success of the RPSD and have also registered their support for this application. These partners differ from project owners in that they will provide necessary public engagement and outreach capacity, but will not own or implement a specific project. The partners represent a broad range of grassroots, community based organizations, business and economic development groups, universities and research institutions, philanthropic organizations, and government officials and staff who all specifically target vulnerable and underserved populations.

One such partner is the National Capital Planning Commission (NCPC), the federal government's central planning agency for the National Capital Region. NCPC will coordinate federal participation in the RPSD overall, including hosting forums and workshops promoting federal and local stakeholder discussions. In partnership with MWCOG and other federal agencies, NCPC will conduct workshops to coordinate complete community planning with regional federal facilities and federal location policies, to develop coordinated, sustainable approaches to shared regional and federal priorities at major federal employment centers, particularly BRAC-impacted sites, such as Marine Corps Base at Quantico, Fort Belvoir, and Andrews Air Force Base.

## **Consortium Composition, Responsibilities and Capacity**

Members of the Consortium were selected based on their previous work on the Greater Washington 2050 Coalition that developed *Region Forward*, their ability to represent diverse groups and interests, and their ability to implement the RPSD recommendations. The Consortium will be responsible for guiding the RPSD from start to finish. As illustrated in Appendix A, Project Director Paul DesJardin will direct and coordinate the regional planning effort. Project Manager John Mataya will manage the daily activities of program managers and project owners. The program managers serve as specific issue-area experts who will manage the daily activities of project consultants and support staff.

The Consortium's eight project owners will be grant recipients responsible for implementing specific tasks. APA will be involved throughout the process and conduct a multi-day implementation workshop with national experts to work with local stakeholders and consider creative approaches to addressing regional priorities and Complete Communities. UI will conduct the program's affordable housing baseline analysis, create its affordable and subsidized housing database, and analyze the region's fair housing impediments. UI is known for its Neighborhood Info DC program that prepares and analyzes data for local governments to help them design and implement inclusive communities. UMD will develop the Consortium's scenarios. UMD is known throughout the region for its scenario planning and analysis. ULI will host leadership institutes on sustainable planning for the region's planning professionals. ULI Washington reached over 4,500 participants in a variety of institutes, events and workshops. GMU will conduct baseline analyses and forecasts. Over the last three years, GMU has prepared several economic, demographic and housing forecasts, trends and analysis reports. The Chesapeake Center for Public Leadership will host sustainability trainings for the region's elected officials. The Center has facilitated numerous discussions of elected officials within the last few years including a work plan development meeting for MWCOG's Washington Area Housing Partnership. Common Health Action/Institute for Public Health Innovation will conduct a regional health assessment and has created HIAs for other entities including local governments. GWU's Office of Public Health and Services will conduct a regional fresh food access study similar to previous local studies. A common element shared by and woven into each project owners' plan is the promotion of diversity, accessibility and opportunity through regional planning.

Resources are allocated to each project owner and consultant based upon project scope and associated costs, detailed in the application's budget. Mr. Mataya and each project manager have set specific goals for support staff, project owners and consultants to meet per the grant work plan (Appendix E). Disputes shall be settled by specific issue area project managers, Mr. Mataya or Mr. DesJardin, in that order.

## **MWCOG's Composition, Responsibilities and Capacity**

**MWCOG's Board of Directors** is responsible for MWCOG's overall policies, functions, and funds. The Board takes action on recommendations that address current and emerging multi-jurisdictional problems. The MWCOG Board will provide periodic guidance and formally adopt the RPSD.

**The TPB** is the federally designated MPO for the region, and serves as the regional forum for transportation planning. With participation from the District of Columbia and state departments of transportation (DOTs) and the region's local governments, the TPB prepares intermediate and long-range transportation plans and programs. The TPB will be responsible for the transportation components of the RPSD, and integrating the transportation planning recommendations.

### **(b) Capability and Qualifications of Key Personnel**

The Consortium's management and staffing structure is comprised of housing, land use, transportation, environmental, economic, and infrastructure planning professionals as well as research, analysis, visualization, and public engagement experts.

**Paul DesJardin**, the Director of MWCOG’s Department of Community Planning and Services (CPS), has a master’s degree in Urban and Regional Planning and more than 25 years of regional planning experience (15 years in a supervisory capacity) and will serve as the Consortium’s project director. In addition to managing the DCPS staffing and budgeting, Mr. DesJardin is responsible for directing the Department’s technical and policy work in regional planning; land use/transportation and TOD-related studies; regional economic analysis and demographic forecasting; affordable housing; and foster care/child welfare. Mr. DesJardin and DCPS are lead policy and technical staff to several key MWCOG regional committees including the Metropolitan Development Policy Committee, Planning Directors Technical Advisory Committee, Housing Directors Advisory Committee, the Washington Area Housing Partnership, and the Capital Area Foreclosure Network. Since 1992, Mr. DesJardin has led MWCOG’s Cooperative Forecasting program, the growth projections that are the basis for the TPB technical work program, and worked to ensure the land use and transportation compliance required under federal legislation (ISTEA, CAA, TEA-21, SAFETEA-LU). Mr. DesJardin led the development of the first two MWCOG/TPB Regional Activity Centers maps, the regional land use, transportation, and air quality study of the impacts of the 2005 Base Realignment and Closure (BRAC) recommendations, and the preparation of MWCOG’s “Smart Growth Begins at the Local Level” video. Most recently, Mr. DesJardin was project manager for the Greater Washington 2050 Initiative, the two year effort that produced *Region Forward*.

**John Mataya**, AICP, LEED AP, has a master’s degree in Urban and Regional Planning with seven years of regional planning and nonprofit program management experience. He will serve as the Consortium’s day-to-day program manager. Mr. Mataya is familiar with the task of promoting Complete Communities from his previous work as a senior community planner in Prince George’s County, Maryland and in Madison, Wisconsin. In those positions, he conducted technical analysis and public outreach for a variety of area and comprehensive plans. While at MWCOG, Mr. Mataya played an instrumental role in the development of *Region Forward*, which he helped to conceive and implement, as well as serving as the lead writer of the plan’s final document. In addition to his work on *Region Forward*, Mr. Mataya is responsible for a variety of program budget and regional planning contract arrangements with MWCOG partners and consultants. He is well-versed in technical and theoretical aspects of planning, as well as the policy and interpersonal challenges that are required in facilitating coordination among MWCOG’s members, taskforces and stakeholders. Much of his work has focused on improving operations, decreasing turnaround times, streamlining work processes, and facilitating a cooperative working environment to effectively execute regional planning project tasks.

**The names and qualifications of other key staff members are provided in Appendix A along with an organizational chart, biographies of each key staff professional, and a summary table of the position and qualifications of key staff members.** MWCOG’s key staff are experienced in regional and local long-range planning related to smart growth, affordable and subsidized housing planning, transportation, and transit oriented development; economic analysis; data analysis and forecasting; real estate development; budget development and analysis; spatial mapping; impact analysis; and monitoring the programmatic and financial performance of transportation program and partners. MWCOG staff members have expertise in energy, water, and air-quality infrastructure planning, and environmental planning issues including tree canopy loss, mitigating urban heat islands, and supporting implementation of advanced energy systems. They develop regional recommendations for addressing social equity issues including social determinants of health disparities; promoting regional green building codes; linking green affordable housing to green jobs and public education; managing regional water and watershed quality; and environmental management programs for local governments and utilities.

In addition to MWCOG staff, the grant will fund **contracting with national experts** to carry out work program tasks to complete the RPSD. It is MWCOG’s policy to provide the maximum amount of competition through use of competitive bids and proposals without regard to the dollar value of consultant contracts. This policy is enforced with a process that creates detailed statements of work, advertises opportunities for at least 30



days, obtains necessary MWCOG executive staff approval of funding levels and awards contracts within 120 days. MWCOG's Contracts Manager, will review and approve each consultant contract to ensure compliance with all local, state and federal laws. The Contracts Manager has more than 20 years of contracts management experience. This fiscal year alone, MWCOG has successfully executed 138 consultant contracts totaling \$3,558,297. Each of these contracts was executed within 120 days.

## 2. NEED AND EXTENT OF THE PROBLEM

The National Capital Region is facing a variety of inequity challenges illustrated in the maps and graphics in Appendix B. These issues and challenges include the following:

**Economic Opportunity and Housing Costs:** In spite of being one of the most affluent metropolitan areas in the nation, major socioeconomic disparities exist. These disparities are found throughout the region, sometimes in communities located just a short distance from each other. For instance, the average median household income for 2005-2007 was almost twice as high in Loudoun County (\$104,612) as in the District of Columbia (\$52,187). During the same period, per capita income ranged from \$29,789 in Prince George's County to \$53,981 in Arlington County. Furthermore, the provision of affordable, mixed income and subsidized housing is a challenge for the region because housing costs are among the highest in the country. The average sales price of a home in the region is \$331,600 compared to the national average of \$176,900, and between 1990 and 2008, median regional rental prices have increased by 81 percent. Region-wide, nearly half of all households spend more than 45 percent of their household income on housing, which exceeds HUD's 30 percent threshold. These high housing costs compound the economic burdens already faced by vulnerable populations, particularly children and the elderly. (Source: *Community Health Status Indicators for Metropolitan Washington: An In-Depth Look 2009*).

The region is host to the nation's capital and the seat of the federal government. As the largest employer, landholder and driver of one-third of the region's economy, the federal government's activities have enormous impacts on the region's development – and a high-performing region ensures that federal operations in the nation's capital run smoothly and efficiently. The federal presence brings significant benefits; however, in recent years, the significant number of installations that are growing or decommissioning as a result of the Base Realignment and Closure (BRAC); new security needs; and significant federal development projects highlight the need to work with federal stakeholders in the region to comprehensively address impacts, and identify innovative ways for the federal presence to support community and regional economic development goals. The RPSD will seek to engage the federal government as an important member of our region.

**Transportation Access:** Current development patterns do not promote an affordable or equitable jobs-housing balance or transportation options in the region. Affordable housing options do not match the location of job centers within the region. This has led to increased driving and commuting times, particularly for the region's lower and middle income residents. For example, while more than 93,000 jobs are provided in Tyson's Corner, the area only has approximately 10,100 housing units within two miles, and only, 314 of these units are subsidized. Congestion throughout the region continues to be a problem as well. More than 80 percent of the region's trips are made by car. According to the *Urban Mobility 2009* report by the Texas Transportation Institute, the National Capital Region was ranked second in Annual Delay by Traveler (62 hours), and between 1990 and 2008, the region's number of vehicle miles traveled increased by 53.5 percent. In addition to growing congestion on roads, the Metrorail system is showing signs of age, recently increased fares which burdens lower income residents, and requires critical infrastructure investment. WMATA is experiencing vehicle, escalator, system equipment, infrastructure, and safety communication problems in the midst of contracting budgets and increased ridership. These problems threaten the long-term viability and accessibility (for lower income residents) of our region's primary transit infrastructure.

**Environmental Quality:** The National Capital Region is losing 16,000 to 28,000 acres to development each year. Between 1990 and 2000, the region's population increased by 14.9 percent and its urbanized area increased 17.5 percent. Despite many successful examples of infill development, the region's outer suburbs continue to grow much faster than the central city and inner-ring suburbs. Such sprawl leads to increased urbanization of land and the loss of open space and agriculture. The consequences of the expanding regional growth pattern include an energy intensive lifestyle that tends to threaten the global climate, degrade air and water quality and places high demands on available water resources. Climate change is leading to warmer temperatures in the Chesapeake Bay, impacting weather patterns, and threatening the environment. Addressing these challenges will require the region to find new ways to prioritize green infrastructure, create compact communities, encourage alternative energy sources and transportation options, and manage watersheds.

**Healthy Communities and Fresh Food Access:** The provision of health and access to food also varies around the region. The specific data points for 7.1 Prevalence of Preventable Disease found on the Rating Factor Form 2 were not available. In 2009, MWCOG completed a community health status report, which found that more than half of the region fared poorly on seven health indicators (prenatal care, breast cancer death rates, homicide, birth weight, infant mortality) when compared to peer counties across the country. The report also found large disparities between the region's jurisdictions. For example, life expectancy in the District of Columbia is 72 years (below the national average of 76.5), while it is 80.9 years in Fairfax County and 81.3 years in Montgomery County. Fresh food access is of concern in the region as many residents are transit dependent and do not live close to a grocery store. Region-wide, less than 1 percent of households without a car live within a mile of a grocery store. Additionally, only 2.44 percent of all low-income people live within a mile of a grocery store.

As this data shows, the National Capital Region includes areas with jobs that lack transit connections and affordable and inclusive housing or areas with transit connections that lack jobs and critical services. These issues will inform the development and execution of the RPSD, which will address these challenges by creating Complete Communities in strategic locations across the region. The RPSD will promote Complete Communities that include affordable and accessible housing, economic opportunity and high-quality jobs, transportation options, safe streets, needed services including fresh foods, recreation, and green infrastructure to meet livability and sustainability goals.

### **3. SOUNDNESS OF APPROACH**

MWCOG, on behalf of the National Capital Region Sustainability Consortium, representing a large metropolitan area is applying for \$5 million in Category 2 grant funding from the HUD Sustainable Communities Planning Grant Program. The grant will be used to produce RPSD that will identify regional centers, corridors, and preservation areas, and prioritize regional infrastructure investment and actions in housing, transportation, and the environment. This regional plan will complement and help guide local, state, regional and federal investment, as well as investment and actions by business and civic interests. The primary focus of the RPSD will be to follow the next steps of *Region Forward* to transform regional centers into Complete Communities that incorporate the six federal Livability Principles. Complete Communities will be characterized as mixed-use, compact and walkable centers of activity. They welcome people from diverse backgrounds and incomes by providing a variety of places to work and live, including affordable housing, and convenient access to good jobs, multi-modal transportation options, educational and social services, recreation and entertainment, green space, and healthy local food. Complete Communities concentrate growth in order to reduce auto dependency, air pollution and greenhouse gas emissions, and improve water quality. Recognizing the diversity of region, each Complete Community will be different, but as a transcending theme, all Complete Communities are ideal places for growing up, and growing old.

The Complete Communities and regional supporting infrastructure will be designed to balance regional growth,

affirmatively further fair housing, and position these local places for strategic local, state, and federal investment that will meet local needs and enhance the economic competitiveness of the region. This section of the application describes the existing regional plan; its next steps or gaps; and the process, approach, and work program the RPSD will undertake to address these next steps or gaps. The work program and schedule are illustrated in the Process Flow Chart in Appendix D and the Schedule Graphic in Appendix E.

## **b. (1) General Description of the Existing Regional Plan for Sustainable Development**

### **(a) Region Forward: MWCOG's Comprehensive Guide for Regional Planning**

In January 2010, the MWCOG Board of Directors approved *Region Forward*, a comprehensive guide for regional planning developed by the Greater Washington 2050 Coalition of public, private, and civic leaders. *Region Forward* is a historic first step toward creating an implementable, comprehensive regional plan for the National Capital Region that meets the six Livability Principles. It reflects shared regional goals, helps measure regional progress, and demonstrates benefits that occur when neighboring jurisdictions work together. However, the plan has several critical gaps that must be addressed in order to fully implement its vision and goals. **A copy of *Region Forward* is included with this application.** Major elements of the plan include:

**Regional Activity Centers** – Promoting regional activity centers is an essential method for reaching the inter-related goals of *Region Forward*. Activity centers are intended to be focal points for future development and nodes for multimodal transportation linkages. As currently identified through MWCOG's planning process, regional activity centers are determined by local comprehensive plans and approved zoning. They are largely based on employment concentrations and to a lesser extent on the need to proactively further local and HUD fair housing goals or other equitable transit, environmental or cultural activities.

**Goals, Targets and Indicators** – Grouped according to four categories (accessibility, sustainability, prosperity and livability), the goals of *Region Forward* comprise a regional vision that combines physical development aspirations with social and economic goals. In addition to providing an overall framework, *Region Forward* includes a set of targets and indicators to regularly measure regional progress toward the goals in the *Greater Washington 2050 Compact*. As an example, *Region Forward* states the by 2020, the region's housing and transportation costs within regional activity centers will not exceed 45 percent of area median income. In most cases the targets are specific, measurable milestones based on available data that can be used to determine whether a goal has been achieved.

**Outreach and Public Involvement** - As part of *Region Forward*, the Greater Washington 2050 Coalition spearheaded two focused public outreach initiatives to inform its work: (1) *The Greater Washington 2050 Scenario Thinking Workshop*, which convened a diverse group of over 100 leaders that identified common actions, including development near transit, a green economy, affordable housing, and high-quality education and health care, and (2) *Priorities for a Growing Region*, a survey that asked thousands of area residents about present-day issues and future concerns. The survey revealed that people identify with the larger region and expect leaders to address more problems at the regional level.

**Greater Washington 2050 Compact** – As of July 2010, all 21 MWCOG local jurisdictions have endorsed the Greater Washington 2050 Compact and pledged to use their best efforts to advance the goals in *Region Forward*. The Compact has also been endorsed by regional business groups, foundations, smart growth advocacy, and nonprofit groups in the region.

### **(b) Region Forward's Next Steps/Gaps and How They Will Be Addressed**

*Region Forward's* vision is broad, and must be refined to include specific, actionable recommendations for creating a sustainable region. MWCOG hopes to use the \$5 million grant award from HUD to address next steps or gaps identified in *Region Forward* to develop a RPSD providing practical guidance for decision-makers working toward a

sustainable future. Listed below are the region's next steps or gaps to advance *Region Forward*. A description of how each next step or gap will be addressed by the RPSD work program is outlined below.

**Strategic identification and promotion of Complete Communities** – MWCOG's current Regional Activity Centers are based on forecasted employment clusters. This employment-orientation creates a disjointed map by not identifying centers particularly along key Metrorail corridors and in areas with higher concentrations of poverty, where few jobs and opportunities exist. Through scenario planning and public involvement, the RPSD will proactively identify regional centers where they are needed most, and will examine what missing or existing elements, such as affordable and accessible housing, are needed to transform centers into Complete Communities.

**Public engagement, including outreach to non-traditional stakeholders, to help identify regional priorities and build support for implementation** – *Region Forward* included limited public involvement activities to broadly engage the public and build support for solutions. MWCOG will employ a grassroots outreach campaign that empowers owners and operators of subsidized housing, localities, community development and social justice advocacy organizations to inform, educate and engage their constituencies about the regional planning effort. More "traditional" mediums such as media ads, technology and visualization tools will also be used along with new innovative approaches to communicate and connect with low-income and minority communities.

**Identification of infrastructure priorities and detailed, strategic information for regional partners on implementation** – *Region Forward's* goals and targets did not prioritize infrastructure projects and other improvements. Moreover, *Region Forward* did not provide MWCOG's partners with detailed information on implementation options. The RPSD will identify regional priorities that are geographically specific and clearly linked to the viability of the regional centers, corridors and preservation areas. The planning process will identify projects that are "application-ready" for future federal, regional or state grant opportunities. The RPSD will also provide a toolbox of strategies to help area governments, businesses, nonprofits and residents achieve regional goals and create Complete Communities.

**Further integration of planning and programming activities throughout the region** – Although all of MWCOG's members support *Region Forward*, extensive work is needed to fully integrate the plan into the work of MWCOG, TPB, local governments, and partner agencies. The RPSD will use a variety of methods to integrate the recommendations through formalized adoption by partners, and incorporation into administrative processes. Examples include identifying how other plans can specifically support Complete Communities and priorities in the RPSD, such the TPB's constrained long range plan or local consolidated housing plans.

**Assessment of existing data and development of new methods for tracking progress** – *Region Forward* did not include a baseline assessment. The proposed RPSD will incorporate a robust analysis of current and forecasted conditions including forthcoming 2010 Census data to form a baseline. The RPSD will also facilitate the development of actionable recommendations for achieving sustainability, and will implement several techniques to track the region's progress toward meeting these sustainability goals. An example of needed analysis is the creation of a baseline for the specific locations of assisted housing to better understand regional distribution in order to advance local and HUD fair housing efforts.

### **(c) *Region Forward* and the Federal Livability Principles**

*Region Forward's* goals comprehensively address the six Livability Principles in ways that promote the nexus of land use, transportation, housing, economic development and environment, specifically:

**Promote equitable, affordable housing** – *Region Forward* includes goals to make the production, preservation and distribution of affordable housing a priority throughout the region; provide a variety of housing types and choices in diverse, vibrant, safe, healthy, and sustainable neighborhoods that are affordable to persons at all income



levels; and prioritize the production, preservation, and distribution of private market and assisted housing throughout the region.

**Provide more transportation choices** – *Region Forward* includes goals for creating transit oriented, mixed-use communities; maximizing connectivity and walkability; providing housing variety and affordable housing with excellent transportation access; and providing a broad range of public and private transportation choices for the region maximizing accessibility and affordability to everyone and minimizing the reliance upon single-occupancy use of automobiles.

**Enhance economic competitiveness** – *Region Forward* includes goals for a diversified, stable, and competitive economy, with a wide range of employment opportunities and a focus on sustainable economic development; minimizing economic disparities and enhancing the prosperity of each jurisdiction and the region as a whole through balanced growth and access to high-quality jobs for everyone; providing greater access to the best education at all levels; and making the region a preeminent knowledge hub.

**Support existing communities** – *Region Forward* includes goals for the enhancement of established neighborhoods of differing densities with compact, walkable infill development; the rehabilitation and retention of historic sites and districts, and preservation of open space, wildlife preserves, farmland and environmental resource land in rural areas; and a variety of housing types and choices in diverse, vibrant, safe, healthy and sustainable neighborhoods affordable to persons at all income levels.

**Coordinate policies and leverage investment** – The *Greater Washington 2050 Compact*, included in *Region Forward*, has been signed by all of MWCOG’s 21 local governments in the region pledges to work cooperatively toward meeting the goals of *Region Forward*, and use these goals as a guiding tool for decision-making and priorities.

**Value communities and neighborhoods** – *Region Forward* includes goals for healthy communities with greater access to quality health care and a focus on wellness and prevention; access and delivery of quality social services to all residents; safe communities for residents and visitors; and the enhancement of established neighborhoods of differing densities with compact, walkable infill development.

#### **(d) Leveraging Assets to Advance Sustainability**

Turning regional centers into Complete Communities will help the region leverage critical economic assets while advancing sustainability goals.

**Metrorail and Transportation Infrastructure Asset** – The regional Metrorail transit system is a prime economic asset that can be leveraged through additional regional planning and development in regional centers because it enables connectivity within and between centers and the larger region. Planning for more compact, transit-oriented development patterns focused in regional centers will help leverage the Metro transit system’s economic assets.

**Federal Employment Sites** – Building on *Region Forward*, the RPSD will address federal job sites as part of the Complete Communities and corridors planning. Areas with increased federal employment will be examined for necessary transit and pedestrian infrastructure, affordable housing, and services needed to create Complete Communities. Areas with decommissioned federal sites will be planned for redevelopment as Complete Communities that support goals for sustainability and livability.

The region's high concentration of federal facilities, procurement activities and diverse operations are critical, unique economic and community assets. With major federal employment hubs anchoring many of the region’s centers, the RPSD will identify how adjacent communities and federal facilities can advance shared goals, including

multimodal transportation options, access to services, workforce development connections, and housing opportunities. A particular focus will be at BRAC-impacted sites or other federal sites experiencing significant growth or loss of employment, such as the new Department of Homeland Security headquarters. These strategies will support and reinforce the goals of the federal Executive Order 13514 by encouraging federal development to locate in regionally-identified Centers and Corridors.

**ARRA Investments** – In 2009 and 2010, the National Capital Region was awarded more than \$800 million in transportation and other funding through the federal stimulus bill. The award included nearly \$60 million in DOT TIGER funding to the TPB for improvements to a regional network of priority bus corridors, and a transit center. The infrastructure provided by these grant projects represents a key economic asset that will be leveraged through additional planning and investment the RPSD identified centers and corridors.

**HUD, State and Local Government Affordable Housing Investments** – The National Capital Region (NCR) is home to thousands of local and federal government assisted units. As such, the RPSD will identify opportunities to renew and expand the use of the region’s Section 8 Contracts, Low Income Housing Tax Credit (LIHTC) and Home Investment Partnerships (HOME) projects in and around qualified opportunity areas.

## **b. (2) Process to Improve the Existing Regional Plan or Vision**

### **(a) Engaging a broad cross section of local communities**

The regional Consortium will guide the development of the RPSD through an extensive outreach and public involvement process that informs all elements of the work program. It will engage and connect residents and stakeholders meaningfully in the development and implementation of the RPSD early and throughout the process. Particular focus will be on engaging the current owners, managers, developers, residents, and neighbors of existing affordable housing, including HUD assisted stock, while also specifically accommodating the region’s limited English speakers, persons with disabilities and the elderly. Other specific public engagement strategies are presented throughout the work program, schedule and budget of the RPSD.

The multi-sector multi-jurisdictional Consortium has been assembled because of the expertise of its members in advocacy and outreach, and their desire to create a more sustainable, livable and prosperous region through regional planning and collective action. The Consortium is built upon the foundation of the Greater Washington 2050 Coalition, whose 34 members included broad representation of local governments, businesses, community organizations, educational institutions, partner agencies and advocacy groups. Additional groups targeting specific constituencies will be added throughout the regional planning period. A full list of the individuals and groups that comprise the Consortium can be found in Appendix C.

### **(b) Addressing *Region Forward*’s Next Steps/Gaps to Create a Regional Plan**

The next steps or gaps in *Region Forward*, are identified above in Section 3b(1)(b) of this application, will be addressed through the RPSD. The proposed work plan, including phases, tasks, timeframe, and overall relationship to MWCOG’s strategy are shown in the Process Flow Chart in Appendix D and the Schedule Graphic in Appendix E. This planning effort will be strategically rooted in a robust and intensive public engagement effort complemented by significant technical analysis. Because public engagement is a central component of this proposal, it is included as an element within several planning phases. Each phase and the associated work program tasks are discussed below:

#### **PHASE 1: Capacity Building and Stakeholder Engagement**

*Deliverables: Formulation of Consortium, identification of partner constituencies, and cultivation of regional leadership*

##### **Task 1.1: Operationalize the Consortium**

(Responsible parties: MWCOG)

As a first task, MWCOG will operationalize the Consortium already established through the development of this application. The Consortium's membership will incorporate partnerships with a variety of local organizations, and will include jurisdictions and interests represented in MWCOG's internal committee structure. In addition to guiding the RPSD from start to finish, the Consortium, build capacity among existing stakeholders and work with these leaders to educate citizens, community development professionals, and elected officials about the complexities of regional planning.

### **Task 1.2: Establish regional leadership and capacity building**

(Responsible parties: ULI, Chesapeake Center for Public Leadership, and APA)

ULI's Center for Regional Leadership and the Chesapeake Center for Public Leadership will offer structured leadership training courses for citizens, planners, and elected officials, and other business or federal stakeholders. Simultaneously, the Consortium will lead several informal and interactive workshops across the region to get feedback from community leaders on the RPSD and enable them to apply new skills. APA will provide access as necessary to national experts to educate stakeholders on regional issues and creative regional strategies.

### **Task 1.3: Develop outreach strategy for the public, and non-traditional stakeholders**

(Responsible parties: MWCOG staff; public involvement consultant; consortium partners)

MWCOG will establish a grassroots campaign strategy outlining methods for broader participation of the region's residents. This strategy will identify ways in which the Consortium's community development, advocacy and government partners will galvanize their constituencies to participate in the regional planning effort. Particular focus will be made to engage the current owners, managers, developers, residents, and neighbors of existing affordable housing, including HUD assisted housing stock. The strategy will show how the participation of diverse constituencies can be included by, for example providing free transportation to workshops and providing free food and childcare. Similar accommodations will also be made for the region's elderly, limited English speaking and disabled populations. More traditional accommodations like translation services, documents and ads in various languages and partnering with multi-ethnic media outlets will also be described in the outreach strategy.

## **PHASE 2: Baseline Assessment**

*Deliverables: Complete cross-disciplinary baseline assessment for region*

### **Task 2.1: Assessment of existing/emergent plans and data sources for land use, housing, transportation, environment, health, climate change, water resources, green infrastructure and economic development.**

(Responsible parties: MWCOG staff; GWU; CommonHealth ACTION's Institute for Public Health Innovation; other partners)

MWCOG, in conjunction with its partners, will conduct an assessment of local, regional and federal plans and data sources, including land use, transportation, housing, economic development, environment and health. The goal for this phase is to break down traditional silos between subject areas and integrate local, regional, state and federal resources to create efficiencies and to holistically address challenges.

### **Task 2.2: Transportation and land use analysis**

(Responsible parties: MWCOG staff)

Staff will develop a transportation and land-use baseline analysis using the TPB's travel demand forecasting tools to understand performance of the current system and anticipated future trends. Staff will also synthesize information on the TPB's past scenario planning activities and will develop an inventory of unfunded transportation priority projects.

### **Task 2.3: Housing analysis**

(Responsible parties: MWCOG staff; GMU; Urban Institute; other partners)

Forecasts of housing needs will be mapped in relationship to the region's transit, employment, service, recreation and education centers. Housing data, including the location and status of the HUD and other federally and locally assisted affordable housing stock and low income residents, also will be mapped and analyzed to determine current and future demand for this housing. Build-out estimates will be calculated, and the latest analysis of impediments to fair housing choice reports will be reviewed and the region's commitment to affirmatively furthering fair housing will be assessed.

#### **Task 2.4: Environmental, climate change, and green infrastructure assessment**

(Responsible parties: MWCOG staff; potential award from EPA's Smart Growth Technical Assistance Program or other consultant support; other partners)

Project staff will conduct assessments of energy, green infrastructure, sea-level rise, heat-island impacts and water resources. Staff will also conduct a comprehensive update of the region's green infrastructure inventory, including its function to enhance air and water quality, to form a basis for defining the elements of the Complete Communities related to preserved open space, agriculture, parks and forests. These assessments will include mapping and analysis to inform the development of Complete Communities.

#### **Task 2.5: Regional economic analysis**

(Responsible parties: MWCOG staff; NCPC; consultant support; other partners)

The RPSD's regional economic analyses will focus on land recycling and key components that are critical for economic growth, job creation and Complete Communities: well-connected, well-served job centers, housing options that allow workers to live in proximity to their jobs, healthy neighborhoods with cultural and recreational amenities, and a well-educated workforce. The work will identify assets and critical gaps related and connections between local educational institutions and emerging industries such as defense, life-sciences, the creative economy, cyber-security, and federal government with a focus on improving a regional job/housing balance to reduce commutes.

#### **Task 2.6: Regional health assessment and fresh-food access study**

(Responsible parties: MWCOG staff; GWU's Dept. of Health Policy; CommonHealth ACTION's Institute for Public Health Innovation; other partners)

Staff and project partners will conduct a regional baseline assessment of health, at the community level, using various data sources and a GIS mapping tool. Staff will work to detail access to fresh foods through the mapping of various grocery stores and farmers markets to determine the number of these stores and markets that accept federal assistance nutrition programs. In addition, an assessment will identify areas with poor food access and how they relate to issues such as transportation access, affordable housing, environmental and health determinants.

#### **Task 2.7: Intergovernmental Coordination**

(Responsible parties: MWCOG staff; NCPC; other partners)

In partnership with other federal agencies and with MWCOG, NCPC will conduct workshops to coordinate Complete Community planning with regional federal facilities and federal location policies. The workshops will be designed to develop coordinated, sustainable approaches to shared regional and federal priorities at major federal employment centers, particularly BRAC-impacted sites and new federal development.

### **PHASE 3: Scenario planning for Complete Communities**

*Deliverables: Identify regional Complete Communities and Preservation Areas.*

#### **Task 3.1: Develop interactive scenario-based visualization tools to identify regional priorities**

(Responsible parties: MWCOG staff; UMD; consultant support)

Building on MWCOG's existing regional activity centers and on the data obtained in Phase 2, this task will develop



a visualization tool to help the public prioritize where regional centers, corridors and preservation areas should be located. In addition, the tool will further foster preliminary discussion about the types of improvements that will be needed to help centers evolve into Complete Communities (More specific discussion about creating Complete Communities will be the focus of a second round of outreach under Task 5.1). This visualization tool will allow the public to construct their own scenarios with instant feedback showing short-and long-term tradeoffs related to equity, population growth, cost of living, health, housing and job growth, transportation, climate impacts and the environment. The visualization tool used in the scenario workshops will be adapted into an online tool for the project website and partner agencies to allow additional opportunities for interactive participation.

### **Task 3.2: Advertise and outreach to the public, including non-traditional stakeholders**

(Responsible parties: Consortium, Local Government Staff; MWCOG staff, consultant support)

Implementing the outreach strategy mentioned in Task 1.3 above, the Consortium will also use a variety of traditional and innovative methods to reach a wide cross-section of community leaders and the general public. Special efforts will be made to communicate with the owners, managers, developers, residents and neighbors of existing private market and assisted housing, including community development and public housing agencies, to make certain that their operations, views, plans and intentions are included in the development of Complete Communities. Staff will also prepare press releases and media advisories; create and distribute quarterly email newsletters; use social media, social networking, and blogs to provide information and monitor opinions; and advertise the planning effort and the town hall meetings in local media including bilingual daily and weekly newspapers, metro stations and bus shelters, and multiethnic/lingual public radio. More innovative approaches will also be used, such as QR codes (data-based graphics that that can be downloaded to smart phones) placed in printed materials and transit ads. Through this multifaceted approach, the Consortium will engage a wide range of citizenry.

### **Task 3.3: Hold first round of scenario planning workshops: *Invent Your Region***

(Responsible parties: MWCOG staff; consultant support; Consortium partners)

The Consortium will host 16 workshops across the region with the goal of building on the region's existing centers work to identify where new regional centers, corridors, and preservation areas should be located and what types of new or existing environmental, housing, and transportation infrastructure are necessary to support this growth. These workshops will provide background information on *Region Forward* findings and goals, present interactive baseline trends and other scenarios, and engage participants in an *Invent Your Region* exercise to meet the goals stated above. Each workshop will be attended by approximately 100 or more participants, and will ensure inclusion of community leadership who will be conduits for additional outreach. The events will occur in accessible community gathering places and will offer childcare, transportation and language translation provided.

## **PHASE 4: Preferred Growth Scenario**

*Deliverable: Development of Preferred Growth Scenario featuring regional centers, corridors, and preservation areas.*

### **Task 4.1: Analyze feedback and findings in Phase 3**

(Responsible parties: MWCOG staff; consultant support; other partners)

The feedback and information gathered through the first round of public involvement workshops will be analyzed and integrated in the preferred growth scenario. This collective information will be reviewed and vetted by several entities, including local governments, MWCOG's technical committees and regional leadership groups in order to solicit the maximum amount of feedback.

### **Task 4.2: Develop a preferred regional growth scenario**

(Responsible parties: MWCOG staff; consultant support; other partners)

Under the direction of the Consortium, staff will develop the final regional preferred scenario that identifies regional centers, corridors and preservation areas. This step will investigate the impact of the preferred scenario

on the existing and future supply and demand of affordable housing for persons of all income levels, and transportation and environmental infrastructure. This process will begin to visualize the overall impacts of future growth and identify priority projects such as key housing, transportation and environmental infrastructure in corridors supporting regional centers and the region's preservation areas.

#### **Task 4.3: Advertising and outreach to broader public and non-traditional stakeholders**

(Responsible parties: MWCOG staff; public involvement consultant; Consortium partners)

This task will repeat the efforts outlined in tasks 1.3 and 3.2 to engage citizens and stakeholders in the next round of public engagement. Additionally, the project website, blog and connections to social media will be updated to include interactive maps and data on the preferred growth scenario.

### **PHASE 5: Identify Priorities for Implementation of Complete Communities**

*Deliverable: Identify key priority elements necessary to make regional centers into Complete Communities and focused regional implementation strategies.*

#### **Task 5.1: Second round of center-oriented scenario workshops: Complete Your Community**

(Responsible parties: MWCOG staff; Local Government Staff; consultant support; other partners)

The Consortium will host a second round of 16 regional workshops focused on asking residents to apply *Region Forward's* goals and targets to regional centers and identify missing elements for respective centers to make them Complete Communities. This exercise will fundamentally recognize that Complete Communities will vary from one place to the next. Certainly, a Complete Community in the urban core will look and feel different than one in an outer suburb. Therefore, the workshops will engage residents in how the region's common goals can shape their individual localities in order to create Complete Communities reflecting local needs. Within this broad conversation, identified gaps may be different in each place. For example, communities may highlight the need for better transit, while others discuss improved stormwater treatment, affordable housing or jobs. In many locations, participants will address whether increased land-use densities, designed to suit their local context, might be appropriate. The agenda will include a presentation of the preferred growth scenario and *Region Forward's* goals and targets. Feedback from these workshops will be designed to inform a regional gap analysis to identify missing elements in centers to make them Complete Communities.

#### **Task 5.2: Assessment of National Best Practices to Support RPSD and Complete Communities**

(Responsible parties: MWCOG staff; APA; ULI; Sustainability Consortium; Local Governments; other partners)

ULI will develop focused market-oriented implementation options for a limited number of Complete Communities of varying typologies throughout the region. Also the TPB's Transportation/Land-Use Connections Planning Grant program could be leveraged to provide a focused approach for a limited number of regionally identified centers to transform them into Complete Communities. Additionally, APA will host a multi-day workshop drawing on national experts to consider applying creative implementation strategies such as legal, financial or other regulatory tools to implement the RPSD and support Complete Communities, preservation areas, and key regional housing, environmental and transportation infrastructure. This workshop will result in a focused and limited set of "big ideas" crucial to plan implementation.

#### **Task 5.3: Develop implementation tools, strategies, and recommendations**

(Responsible parties: MWCOG staff; other partners)

Staff will prepare a final strategy toolbox for Complete Communities, supporting regional infrastructure and preservation areas identified through the scenario process. This toolbox will include missing elements and recommendations common to many of the region's centers in order to make them Complete Communities and meet *Region Forward's* vision. The toolbox will populate the common needs for centers in areas of housing, transportation and the environment to create focused strategies based on these common needs. This will be utilized to pursue future grant opportunities for regional needs. The toolbox will also address regional corridors,

and preservation areas with a prioritized list of infrastructure projects and major regional actions identified in the scenario process and the APA workshop that support the RPSD. This collective information will be reviewed and vetted by several entities, including local governments, MWCOG's technical committees, the region's sustainability consortium and other regional leadership groups in order to solicit the maximum amount of feedback.

This toolbox will take MWCOG's regional centers to the next level by:

- Enhancing existing centers where gaps exist in transportation, housing, employment, infrastructure, economy, health or environment;
- Proactively identifying new centers that are strategically located and planned to take advantage of existing transit infrastructure to reduce economic disparities and bring prosperity to diverse areas of the region;
- Addressing how development of Complete Communities link to surrounding areas and help preserve the desired characteristics of those areas including established neighborhoods, agricultural lands, and natural areas;
- Developing Complete Community typologies to include gradations of urban, suburban and rural centers that vary by context, state administrative structure, and local conditions; and
- Developing regional priorities and local support for implementing the Livability Principles in Complete Communities.

## **PHASE 6: Develop a *Regional Plan for Sustainable Development***

*Deliverable: Finalize RPSD, solidify stakeholder endorsement, and release RPSD*

### **Task 6.1: Prepare *Regional Plan for Sustainable Development***

(Responsible parties: MWCOG staff; other partners)

Staff will prepare an executable RPSD that includes all of the elements from the earlier phases. The RPSD will integrate planning elements and analysis; exhibit a comprehensive implementation strategy and map for regional centers, corridors and preservation areas; document the public involvement process; and provide targets, indicators and benchmarks for monitoring progress toward creating Complete Communities throughout the region.

### **Task 6.2: Endorsement of *Regional Plan for Sustainable Development***

(Responsible parties: MWCOG Board, TPB, WMATA, State DOTs, local governments and housing authorities)

Building on the success of *Region Forward's Greater Washington 2050 Compact*, this task will involve obtaining endorsement of the RPSD's recommendations by MWCOG, WMATA and other regional agencies and constituent local governments. Outreach and presentations to local governments, partner agencies, and interest groups will be a critical component of this step.

### **Task 6.3: Integration of RPSD recommendations**

(Responsible parties: MWCOG staff; other partners)

Consortium members will integrate the RPSD into a wide variety of local, regional, state and partner agency planning, monitoring and decision-making processes, including the Consolidated and public housing authority plans. Members will take specific actions to move toward implementation, including incorporating RPSD recommendations into the TPB's long-range transportation planning activities, consolidated housing plans, and regional economic development strategies. Existing MWCOG programs will also incorporate and seek to further the goals and recommendations of the RPSD. For example, the TPB's Transportation/Land-Use Connections (TLC) Program will consider the RPSD's recommendations regarding Complete Communities in selecting local technical assistance projects.

### **Task 6.4: Formal release of *Regional Plan for Sustainable Development***

(Responsible parties: MWCOG staff; other partners)

As a culmination of this effort, and to continue the momentum of public involvement, the publication of the RPSD will include a formal release event. This will involve encouraging the Consortium's community development, advocacy and government partners to invite their constituencies to participate in the event to publically express their support for the regional plan.

### **Task 6.5: Monitoring and evaluation**

(Responsible parties: MWCOG staff; UMD; other partners)

This task will use targets and indicators developed as part of *Region Forward* toward implementing the actions of the RPSD using data sources developed through Phases 2 and 4. This task also will include a checklist of changes on the project website to exhibit progress, in real time, on achieving sustainability as a continuation of public involvement.

### **(c) How existing conditions, plans and policies will inform the RPSD**

As evidenced throughout this application, MWCOG conducts regular and extensive analysis of existing and forecasted conditions. Many challenges underlie this grant proposal, including the pressures of growth, economic disparities, aging infrastructure and environmental issues. However, there are also some documented promising opportunities. The region has a positive track record of promoting regional activity centers and a history of successful transit-oriented development. MWCOG's technical analysis, including past scenario studies, demonstrates that promoting regional activity centers can make the future more sustainable by providing wider access to opportunities and reducing reliance on driving.

The RPSD will build upon these policies and experiences by promoting the development of Complete Communities that will be vibrant economic hubs providing a range of housing, employment and transportation options. These Complete Communities will increase economic opportunity by reducing disparities. Currently, the distances between affordable housing and prosperous job centers has led to increased driving and commute times. Low-income communities also experience disproportionate health impacts from lingering environmental issues, food deserts where fresh produce and healthy food is not available, unsafe streets, and a lack of recreational opportunities that discourage physical activity.

Promoting Complete Communities will also reduce our reliance on driving. Data from the TPB's recently completed *2007/2008 Regional Household Travel Survey* show that although a relatively high percentage of commuters use public transportation, 74 percent still drive to work alone. Auto-dependency cannot be tackled through transportation infrastructure investment alone; this challenge also requires coordinated land use, housing, economic development and environmental planning to create Complete Communities with a balance of jobs and housing, walkable streets, diverse housing options, and services for residents' daily needs.

Building a stronger region requires addressing entrenched economic and social problems by supporting communities that are prosperous, healthy, and safe. The region has taken important first steps toward addressing these challenges by creating *Region Forward* and adopting the *Greater Washington 2050 Compact*. However, additional resources are necessary to move the plan into action. This must be done at the regional level with local leaders and the public working cooperatively on common issues that transcend jurisdictional boundaries. The RPSD will address interrelated challenges, prioritize actions, and create efficiencies by coordinating scarce resources.

### **(d) Specific steps required to move the plan into action.**

Once the RPSD is completed, the Consortium will move the plan into action by incorporating the implementation recommendations into the daily work of MWCOG and the TPB as well as local governments, state agencies, and partner agencies such as water and wastewater utilities, WMATA, and other non-profit interest groups. For example, implementation actions may include formal adoption by local governments of new zoning, building, and energy codes; affordable, inclusionary and fair housing measures expanded through zoning and local consolidated



housing plans; and financing and development policies.

At the regional level, this may include energy and water quality and conservation measures in cooperation with utilities, TPB prioritization of transportation investments, land use protections for critical habitats and agricultural areas, and regional economic development initiatives. The goal will be to use the public involvement process to educate residents and support local, state and regional efforts to take the necessary political actions to move the plan into action. The wide reach of the RPSD's public input and outreach activities will ensure that the plan's recommendations are created with broad public support.

In the National Capital Region, this task will prove to be particularly challenging due to the region's diverse interests and complicated jurisdictional and administrative structures. Policies in the region are shaped not only by local governments, the business community and interest groups, but also by two separate state governments and the District of Columbia. Despite these challenges, the support for *Region Forward* and the *Greater Washington 2050 Compact* represents a new commitment to advance regional collaboration. This grant provides an unprecedented opportunity for diverse stakeholders in the National Capital Region to make *Region Forward* a reality.

### **(e) Catalytic projects that will result from the regional plan**

The RPSD will be designed to identify priorities to transform the region's centers into Complete Communities. The establishment of such priorities, which will be as close to "application-ready" as possible, will position the region and its localities to more effectively compete for capital funding. An example of the type of catalytic project that could be prioritized in the RPSD is the regional priority bus network that was awarded stimulus funding earlier this year as part of the MWCOG/TPB TIGER I application. The TPB received nearly \$60 million for improvements to a regional network of bus corridors and a transit center in one of the region's most economically challenged areas with some of the highest rates of reliance on bus service.

Catalytic projects will certainly need to address the affordable housing challenge. For example, a sustainable transit-oriented development (TOD) affordable housing fund could be established to preserve and develop housing units in Complete Communities in order to make these places more accessible to mixed-income households. The region's affordable housing fund could leverage the partnerships developed in the planning process to finance green-designed, low-and moderate-income units in Complete Communities helping to create jobs while furthering green construction practices. The region could also leverage its expanded use of Section 8 Contracts and LIHTC and HOME financing. Clear identification of green affordable housing priorities in Complete Communities could position the region to receive greater funding from philanthropic groups and the federal government. Such efforts would ensure the fund's units remain affordable and stem the displacement of current low-and moderate-income households residing in and near regional centers identified for Complete Communities.

Catalytic outcomes could also include improvements in inter-jurisdictional cooperation, such as improved coordination between the siting policies for local and federal facilities in regional centers to support regional infrastructure and workforce development priorities. Catalytic outcomes could also include newly identified funding strategies to support infrastructure like the Metrorail system, new light rail systems, affordable housing programs, the Anacostia watershed, the Chesapeake Bay, new bike, pedestrian and stormwater infrastructure enhancement programs.

## **b. (3) Governance and Management**

### **(a) Consortium Composition and Selection of Members**

The members of the Consortium were selected based on their ability to represent broad regional interests and perspectives, their ability to carry out the RPSD recommendations, and their outreach to diverse and traditionally underrepresented populations. A full list of Consortium members can be found in Appendix C.

The Consortium's composition meets and exceeds HUD's requirements that this application include the region's central city (District of Columbia), the largest jurisdiction (Fairfax County), other jurisdictions comprising half of the region's population (the application includes MWCOG's entire jurisdictional base), the regional planning agency and MPO (MWCOG and the TPB), and a nonprofit organization, foundation, or educational institution. The District of Columbia's Housing Authority – the region's largest public housing authority – is also a consortium member. The Consortium will engage and partner with the region's other housing and redevelopment authorities within 120 days of the grant award.

The Consortium includes each of MWCOG's 21 member jurisdictions which are: the District of Columbia; from Maryland: Frederick, Montgomery, and Prince George's Counties, the Cities of Bowie, College Park, Frederick, Gaithersburg, Greenbelt, Rockville and Takoma Park and the Town of Bladensburg; from Virginia: the Cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park and the Counties of Arlington, Fairfax, Loudoun and Prince William. The Consortium also includes members of the TPB which includes the 21-member jurisdictions plus the St. Charles Urbanized Area and the following entities: the three state transportation planning agencies (DDOT, MDOT and VDOT), WMATA, the Federal Highway Administration, Federal Transit Administration, Metropolitan Washington Airports Authority, NCPC, and the National Parks Service.

Additionally, understanding the need for broad stakeholder engagement, MWCOG has assembled the following regional organizations whose vision and goals for a more sustainable region complement our own: local government departmental staff, community based organizations (Latino Economic Development Corporation), institutes of higher education (The University of Maryland), nonprofits (The Urban Institute), advocacy (Equal Rights Centers) and philanthropic organizations (such as the Community Foundation). Consortium members were selected because of their work with underserved populations like the elderly, racial/ethnic minorities, those for whom English is a second language, and the disabled. Consortium partners have registered their support for this RPSD, as documented in letters of support found in the appendix. Underpinning these letters is TPB resolution R2-2011 approving the submission of this application and MWCOG Board Resolution R41-10.A which serves as the required statement of intent to participate by MWCOG's 21 member jurisdictions.

### **(b) Roles of the Consortium Members in Implementation**

Each member of the Consortium will play an important role in executing the implementation of the RPSD. Examples include the following:

**Local Governments, partner agencies and housing authorities** will be responsible for implementing most of the RPSD's recommendations. The Complete Communities approach will be built around the idea: *"think regionally and act locally."* Therefore, local governments will carry out many of the recommendations through changes in local zoning and land use laws, and regulations that remove barriers to sustainable development for housing, economic development, transportation and related water, sewer and other environmental quality issues, and will play an important role in outreach by involving local constituencies in regional issues. **The MWCOG Board** will incorporate the RPSD into all aspects of its work at the regional level. The RPSD will shape regional policies and decisions in ways that enforce the six Livability Principles. **The TPB** will use the RPSD to prioritize transportation infrastructure investments and coordinate actions at the regional level in sustainable ways that provide more transportation choices.

**Private entities and business interests** will use the RPSD as a guide for investment and economic decisions that enhance regional economic competitiveness. This will include public-private partnerships focused on infrastructure, employment and housing, workforce development and education, and improving the general economy. **Non-profits, interest groups, foundations, and educational institutions** will play a critical role in outreach and education on regional issues related to sustainability and livability. They will help implement

the plan at the neighborhood level by creating an active, educated and involved citizenry that works toward creating Complete Communities across the region.

### **(c) Structure/Governance of the Consortium**

As discussed under Rating Factor 1, MWCOG and the TPB's existing boards and committees represent the Consortium members and will assist with providing the structure, organization, and guidance for the proposed planning process. **This management structure is shown in the organizational chart in Appendix A.** The structure includes the following main entities:

**National Capital Region Sustainability Consortium** will guide the development of the RPSD through an extensive outreach and public involvement process that informs all elements of the work program from beginning to end. It will engage residents and stakeholders substantively and meaningfully in the development and implementation of the RPSD early and throughout the process. The multi-sector, multi-jurisdictional Consortium has been assembled because of their expertise in advocacy and outreach, to specific and underserved constituencies and their desire to create a more sustainable, livable and prosperous region through regional planning and collective action. The Consortium is built upon the foundation of the Greater Washington 2050 Coalition whose 34 members included broad representation of local governments, businesses, community organizations, educational institutions, partner agencies and advocacy groups. A full list of the individuals and groups that compose the Consortium can be found in Appendix C. Recognizing the most critical element of implementation is ensuring an active and engaged citizenry, the Consortium will take steps to include underserved populations from such processes, while accommodating limited English speakers, persons with disabilities and the elderly. The specific steps the Consortium will undertake to engage the community through outreach are presented throughout the work program, schedule and budget of the RPSD.

**MWCOG's Board of Directors** is responsible for its overall policies, functions, and funds. **The TPB** is the federally designated MPO for the region, and serves as the regional forum for transportation planning. **The Metropolitan Development Policy Committee (MDPC)** provides general oversight and approval of the data analysis conducted and reviewed by the technical committees and consultants. MDPC advises the MWCOG Board on coordinating and integrating planning policies for land use, transportation and the environment. Annually, MDPC produces reports and forecasts on regional population and economic growth including the *Economic Trends* and *Commercial Construction Indicators* reports. It was also instrumental in the development and implementation of the Greater Washington 2050 Initiative. **Other MWCOG Committees** include a wide-range of inter-jurisdictional, multi-sector planning activities and groups that provide strong capacity to partner with HUD and other federal agencies. MWCOG's other policy and technical committees relevant to this grant are: Planning and Housing Directors Committee, Metropolitan Washington Air Quality Committee, Climate Energy and Environment Policy Committee, Chesapeake Bay and Water Resources Policy Committee, TPB Technical Committee, TPB Citizens Advisory Committee, Cooperative Forecasting Subcommittee, and the Blue Plains (wastewater) Technical Committee.

**MWCOG**, as the lead applicant, will coordinate and manage the overall administration of the Sustainable Communities program. It will take responsibility for the allocation and tracking of grant monies in support of the different program-eligible activities described under Section 3. MWCOG will sign contracts with each Consortium member that delineate performance and reporting requirements, payment schedules, and recapture provisions for non-performance. MWCOG will collect appropriate programmatic and financial data from the participating Consortium members. It will also measure progress for each program element in order to determine the regional planning activity impacts of the Sustainable Communities program.

### **(d) Data Management Plan and Information Sharing**

The data management plan for the Sustainable Communities initiative will be administrated by the Data Manager. Data relating to economic, demographic, land-use, housing, transportation, and other key areas will be collected periodically by MWCOG and its research partners. For example, MWCOG will need to collect different demographic sources like the forthcoming 2010 Census data to identify the region’s activity centers. The Data Manager will work closely with Consortium members and others, especially its research and analysis partners, to ensure a sound approach to collecting and managing the data. Quarterly meetings may be convened with our research partners to discuss issues relating to data needs and collection. The data will undergo a rigorous validation process to ensure its accuracy including comparisons to other data sources and best practices. In order to promote transparency, all non-proprietary data will be provided to Consortium members and will also be made available to the general public via posting on the Consortium’s website. Additionally, a data FAQ will be posted to encourage interaction between the Consortium members and partners and with the general public. Special arrangements may be needed to ensure confidentiality and protection of intellectual property.

### **(e) Ensuring Implementation**

MWCOG will ensure the completion of the RPSD through the local match and leveraged resources of the Consortium members. These commitments include cash and in-kind contributions of staff and other resources by MWCOG on behalf of its member jurisdictions. The TPB as the MPO will provide similar cash and in-kind resources to ensure the completion and subsequent implementation of the plan recommendations. Other Consortium partners will have varying levels of responsibility and participation as detailed below.

**Project owners** will be recipients of grant funds and will be responsible for administering these funds and implementing the projects in accordance with the grant provisions. Project owners have registered their support for this application; understand the obligation this role confers upon them; and will cooperate at all levels carrying out the activities to be supported by the Sustainable Communities grant. Identified project owners are:

- American Planning Association (APA)
- Urban Institute (UI)
- University of Maryland National Center for Smart Growth (UMD)
- Urban Land Institute–Washington (ULI)
- George Mason University Center for Regional Analysis (GMU)
- The Chesapeake Center for Public Leadership
- Common Health ACTION’s Institute for Public Health Innovation
- DC Environmental Health Collaborative/Department of Health Policy at the George Washington University of Public Health and Services (GWU’s Dept. of Health)

**Other partners** play an important role in the development and success of the RPSD and have also registered their support for this application. Though these partners will not own or implement a specific project, they will provide much needed public engagement and outreach capacity. The partners represent a broad range of government officials and staff, civic and community-based organizations, universities, philanthropic organizations, business and economic development groups, with a specific emphasis on targeting hard-to-reach and underserved populations. A full list of partners is provided in Appendix C.

### **b. (4) Project Completion/Implementation Schedule**

The RPSD work program is a three-year process that will begin soon after funding is awarded. The schedule graphic in Appendix E shows the start and end dates for each for each of the tasks outlined in the work program. The timing and relationship for each of the phases, including project milestones are further illustrated in the work program process flow chart in Appendix B. Each of the regional planning issues that the Consortium will address as part of the RPSD, the long-term outcome desired, and the anticipated 6-, 12-, and 24-month milestones and measures of progress are shown in the attached **Rating Factor 5 Form**. The six major phases and associated tasks of the project are:



- **Phase 1: Capacity Building and Stakeholder Engagement (months 1-12)** Operationalize consortium; Establish regional leadership and capacity building; Develop outreach strategy for the broad public and non-traditional stakeholders
- **Phase 2: Baseline Assessment (months 1-12)** Assessment of plans and data sources; Transportation and land use analysis; Housing analysis; Environmental, climate change and green infrastructure assessment; Regional economic analysis; Regional health assessment and fresh-food access study; intergovernmental coordination
- **Phase 3: Scenario Planning for Complete Communities (months 13-18)** Develop visualization tools to identify regional priorities; Develop interactive scenario-based tools for public involvement; Create web application for visualization and scenario tool; Advertising and outreach to public and non-traditional stakeholders; *Invent Your Region* scenario planning workshops
- **Phase 4: Preferred Growth Scenario (months 19-24)** Analyze data; Develop preferred growth scenario; Advertising and outreach to public and non-traditional stakeholders
- **Phase 5: Identify Priorities for Implementation (months 25-30)**  
*Complete Your Community* public workshops; Develop implementation tools, methods and recommendations in RPSD
- **Phase 6: Integrate Regional Plan into Process (months 31-36)** Endorsement of RPSD; Integration of plan recommendations; Formal release of RPSD; Monitoring and evaluation

### c. Applications Budget Proposal

The budget proposal for the proposed work program, including thorough estimation of all applicable costs (direct, indirect and administrative) is presented in detail in the attached Form HUD -424-CBW in accordance with requirements listed in the NOFA, and summarized in the table below.

MWCOG fringe benefit and indirect costs are allocated to each project based on certain allocation rates. Separate rates are determined for management and administrative personnel costs, fringe benefits, leave and indirect non-personnel costs. MWCOG has an Indirect Cost Allocation Plan on file with the U.S. Department of Health and Human Services. MWCOG’s management and administration fees include Executive Office oversight; MWCOG Board engagement; accounting, finance, and auditing; legal services; contract administration; public affairs; and personnel.

<b>MWCOG Regional Plan for Sustainable Development Summary of Proposed Budget</b>	
<b>REVENUE</b>	
Regional Planning Grant	\$5,000,000
Leveraged Resources	
MWCOG	\$655,000
Project Owners	\$765,819
Partners	\$770,302
<b>TOTAL</b>	<b>\$7,191,121</b>
<b>EXPENSES</b>	
MWCOG	\$2,049,459
Project Owners	\$2,171,360
Consultants	\$2,200,000
Partners	\$770,302
<b>TOTAL</b>	<b>\$7,191,121</b>

### d. HUD’s Departmental Policy Priorities

#### (1) Capacity building and knowledge sharing

The identified Consortium includes state and local partners, universities, and a variety of mission-based organizations that will work in tandem to foster the broad public engagement strategy to develop the RPSD. Through continuous community engagement, scenario workshops, improved use of social media and other technology, and regular stakeholder meetings, MWCOG will build capacity and share knowledge by focusing stakeholders and the public alike around a common vision. In turn, stakeholders and the public will have the continued opportunity to directly participate in decision-making that influences the planning process for the region. MWCOG will also build its own capacity through the strengthening of its technical committees, expertise gained in facilitating regional outreach efforts, and the shared work programs, priorities, and policy of its many

divisions.

**(a) Increase skills and technical expertise of partner organizations**

MWCOG will use several methods to achieve an increase in the skills and technical expertise of partner organizations: (1) Quarterly Regional Consortium meetings (12 over three years) will provide a forum for exchange of ideas through focused discussion, formal presentations and status reports; (2) Two series of public workshops (totaling 32 workshops over one year) will enable Consortium members an opportunity to participate in the regional visualization process. With each workshop serving as host to 100 or more participants, a minimum of 3,200 public stakeholders will receive technical training on regional planning, visualization, and scenario analysis; (3) The ULI Center for Regional Leadership will hold a nine-month, eight-session, training course that will enable approximately 80 stakeholders to learn and understand multi-disciplinary planning concepts; (4) The Chesapeake Center for Public Leadership will organize between four and six Leadership Institutes for up to 25 elected officials, resulting in training approximately 150 regional leaders on the importance of thinking regionally while acting locally; and (5) The provision of information on this effort will include online and print media that will be widely available to stakeholders and members of the public, including traditionally marginalized populations. The anticipated output of making this information widely available will be a significant volume of easily accessible information that can be used for training and/or general information purposes.

**(b) Share knowledge amongst partners**

Knowledge sharing amongst partners will be a coordinated effort to ensure effective cross-programmatic results. Methods to ensure effective knowledge management will include quarterly Consortium meetings (12 over three years), a regularly updated website that will track the progress of this effort over the three-year grant period, as well as the implementation of the RPSD and interaction of key personnel at monthly meetings of the 12 advisory committees that exist within the structure of MWCOG (totaling 268 hours of meeting time over three years).

**(2) Expand cross-cutting policy knowledge**

*Region Forward* provides specific regional goals and targets tied to indicators to measure progress. This type of outcome-oriented tracking will continue as a means to measure regional actions and policy success. A number of universities, national planning and housing associations, and a think tank are included in the Consortium as a means to bring expertise to the project and facilitate alliances that will support future academic and peer-reviewed research focused on the RPSD and its outcomes. Additionally, UMD in Task 6.5 will build a website focused on regional indicators to measure plan outcomes over time. Building on *Region Forward* and the RPSD, a comprehensive biannual report will be completed in partnership with an outside agency and regional stakeholders as part of the Consortium. The report will be presented to community groups, foundations, business associations, TPB, and the MWCOG Board, policy and technical committees to understand if local or regional policy adjustments are necessary.

**4. MATCHING AND LEVERAGING RESOURCES**

This application is the result of five months of regional collaboration and cooperation among numerous stakeholders who understand that this grant presents an extraordinary opportunity to advance and implement our shared goals, thereby enhancing the sustainability, accessibility, prosperity, and livability of our communities. The consortium's partners and project owners will provide critical expertise throughout the various phases of our approach, specifically serving as ambassadors to their respective constituencies and ensuring optimal support.

MWCOG and TPB's membership provided their intent to support this regional planning effort upon receipt of this grant through passage of board resolutions. MWCOG staff has committed to reprogram budgeted funds from FY2011 and subsequent MWCOG work programs in planning, housing, transportation and environmental planning to support the grant, for a total MWCOG leveraged match of \$655,000.

The Project Owners and Partners have also registered their support for this RPSD, which is documented in a sample letters of support found in Appendix F. Remaining letters are available upon request. Local government staff in-kind contribution is calculated based on anticipated hours of participation (in monthly technical committee meetings, quarterly consortium meetings and scenario workshops) multiplied by an average hourly salary (\$50 / hour) over three years. Based on this formula, the local government Partners will provide \$340,200 in leveraged match. Other Project Partners have pledged support in the amount of \$430,102, and Project Owners have pledged \$765,819.

MWCOG’s proposed RPSD’s focus on Complete Communities strategically complements many of our local government Challenge Grant applications, such as: Arlington County, Virginia’s Columbia Pike initiative; Montgomery County, Maryland’s East County Science Center/White Oak master planning project; Frederick, Maryland’s Corridor Connections for East Frederick; Prince George’s County, Maryland’s Metrorail Green Line TOD improvements, and the District of Columbia’s proposed work to enhance the DHS Headquarters at St. Elizabeth’s Hospital.

As documented in these resolutions, letters, and the table, these commitments total more than \$2,191,000 in matching/leveraged resources to support this grant request, for a leveraged match-to-grant funds ratio of 44 percent. These funds include leveraged federal resources totaling \$179,500 including \$29,500 from the National Capital Planning Commission and \$150,000 from the region’s MPO, the TPB.

<b>MWCOG National Capital Region Planning Grant Leveraged Match</b>		
<b>MWCOG Grant Request</b>	\$5,000,000	
<b>Leveraged Resources</b>		
MWCOG	\$655,000	
Local government staff	\$340,200	
Other Partners	\$430,102	
Project Owners	\$765,819	
<b>Total Leveraged</b>	\$2,191,121	(44%)

## 5. ACHIEVING RESULTS AND PROGRAM EVALUATION

*Region Forward*, MWCOG’s comprehensive regional planning guide, took important first steps toward establishing benchmark standards with targets and indicators to assess performance. The RPSD will take these targets and indicators to the next level by creating actionable recommendations to create Complete Communities. The process of developing the RPSD will integrate existing data and incorporate extensive public outreach that is coupled with technical analysis. Through this process, the mandatory outcomes identified by HUD will be achieved as follows:

### a. Mandatory Outcomes for Creation of a Regional Plan for Sustainable Development

**Creation of regional transportation, housing, water, air quality plans tied to local comprehensive plans and capital investment plans** – This effort will assess local, regional and federal plans and data sources pertaining to land use, transportation, housing, economic development, environment and health. The goal is to break down traditional silos between subject areas and integrate local, regional, state and federal planning and resources to create efficiencies and holistically address challenges identified in Rating Factor 2. As an example, the plan’s affordable and fair housing analysis and stakeholder feedback can inform the proper location and distribution of the region’s market and assisted housing units to further local and HUD fair housing goals.

**Aligned federal planning and investment resources that mirror the local and regional strategies** – The RPSD will integrate the implementation recommendations into all aspects of local, state, and regional agency planning, monitoring and decision-making processes. During Phase 6, Consortium members including MWCOG,

the TPB, WMATA, other regional agencies and local governments will endorse the RPSD recommendations and work to incorporate the Livability Principles into the region’s long-range transportation planning activities, consolidated housing plans, and economic development strategies. As much as possible, “application-ready” initiatives will be identified for potential federal funding opportunities.

**Increased public participation in decision-making** – The process of creating the RPSD’s is centered around a robust public engagement strategy that seeks to include representative constituencies from around the region, including traditionally marginalized citizens. Aspects of this engagement strategy include a grassroots outreach campaign targeting non-traditional stakeholders; the provision of childcare and transportation for meetings; regional leadership and capacity building; walking tours and other small group activities; and approximately 32 hands-on public scenario workshops. This engagement process will build support for addressing issues at the regional level as the RPSD is developed, as well as set priorities for Complete Communities that embody the Livability Principles.

**Reduced social and economic disparities** – To meet challenges posed by the social and economic disparities in the region, the RPSD will define, embrace and promote the concept of Complete Communities that are located strategically throughout the region. These Complete Communities will meet livability goals by (1) addressing existing gaps such as affordable housing, job creation, access to transportation, sustainable development, and access to healthy food and other services, and (2) creating recommendations to close these gaps. The success of the Complete Communities will be measured by how they reduce economic disparities, bring prosperity to diverse areas of the region, and support and value the existing community context over time.

**Decrease VMT and transportation-related emissions** – The RPSD will build on the success of the region’s nationally known examples of transit-oriented development with implementation strategies to increase alternatives to driving between and within Complete Communities. Specific focus will be given connectivity challenges that relate to this planning effort. A coordinated, multi-sectoral approach will be designed to achieve reductions in auto trips, trip lengths and vehicle emissions over a defined time period.

**Decreased overall combined housing and transportation costs per household** – The RPSD will target bringing affordable housing and jobs closer together in Complete Communities so that commute times and overall congestion can decrease throughout the region. Complete Communities will also provide enhanced opportunities for mixed-use development that reduce transportation costs so that residents can be less auto-dependent and have access to a variety of healthy and affordable options like walking, bicycling and using transit. Progress will be measured with housing targets with weighted measures, such as proximity to transit, to inform where employment, housing, and transportation investment should occur.

**Increase in share of residential and commercial construction on underutilized infill development sites that encourage revitalization while minimizing displacement** – The region’s planning process will examine infill development for Complete Communities and formulate strategies to facilitate local development through incentives and regulatory changes. The Complete Communities approach will be measured by the increased share of residential and commercial construction on underutilized infill development sites that encourage revitalization and minimize displacement over a defined period of time.

**Increased proportion of low- and very low-income households within a 30-minute transit commute of major employment centers** – The Complete Communities approach will address the growing concern that housing near the region’s Metro stations is increasingly unaffordable. Planning analysis and outreach will ask whether these concerns are, in part, a result of inadequate housing supply in regional centers, both overall and in particular for people of modest incomes. Accordingly, the plan’s development will address whether increases in density, designed to suit the local context, would be appropriate. The RPSD will also seek to identify

and fill missing transit links for disadvantaged communities, as well as plan for job sites to be located closer to affordable housing options. Additionally, the RPSD will develop tools to address the region's affordable housing needs by housing typology, household size, cost and proximity to employment centers in ways that increase the proportion of low- and very low-income households within a 30-minute transit commute of major employment centers.

#### **b. Additional Supplementary Outcomes**

In addition to the outcomes required by HUD, a variety of additional outcomes will result from the creation of the RPSD:

**More equitable distribution of housing that is affordable to all income levels** – One of the main challenges facing the National Capital Region is the provision of affordable housing. Because housing prices are high, people of all income levels struggle to find affordable housing options throughout the region. The RPSD will target this challenge directly by focusing on Complete Communities that are strategically located and prioritize the provision of affordable housing near transit, and near jobs. Through this cross-cutting approach to planning, the RPSD will provide opportunities for a more equitable distribution of affordable housing for all income levels.

**Increase use of compact development as a tool for regional planning** – Compact development is a well-practiced planning technique for the National Capital Region, and the RPSD will continue in this tradition. Its primary focus is to enhance and create numerous Complete Communities that are each characterized by context-specific, mixed-use, compact development with consideration of increased levels of density appropriate to the context of a given community. This strategy uses the concepts of compact development, such as co-locating affordable housing near transit, providing multi-modal transportation options, and enabling easy access to food and health services to create a region that encompasses many interconnected centers of activity.

**Access to Food and other Services** – The RPSD includes the development of a regional health assessment and fresh-food access study. The assessments will build on regional health assessment information compiled to-date and examine the region's progress in achieving a variety of community health indicators for lower- and moderate-income households such as increased physical activity, access to healthy food, access to healthy housing and proximity to community health amenities over a defined period of time. The RPSD will also focus on establishing Complete Communities by engaging the public to identify gaps to mixed-use, compact development. Access to grocery stores and farm markets is a critical element of this gap analysis, and the development of Complete Communities will see an increase in access to healthy, locally available food.

**Increase proportion of the local population adequately prepared to participate in the core economic growth sectors of the region** – Regional economic analysis conducted during the planning process will build on *Region Forward's* goals by tracking, improving and measuring access to vocational training and graduation rates for opportunities within the region's activity centers. The analysis will compile, compare and link employer and industry needs data with the educational training needs of the region's workforce. The RPSD will identify targets and measure the region's success in meeting these workforce development goals over a defined period of time.

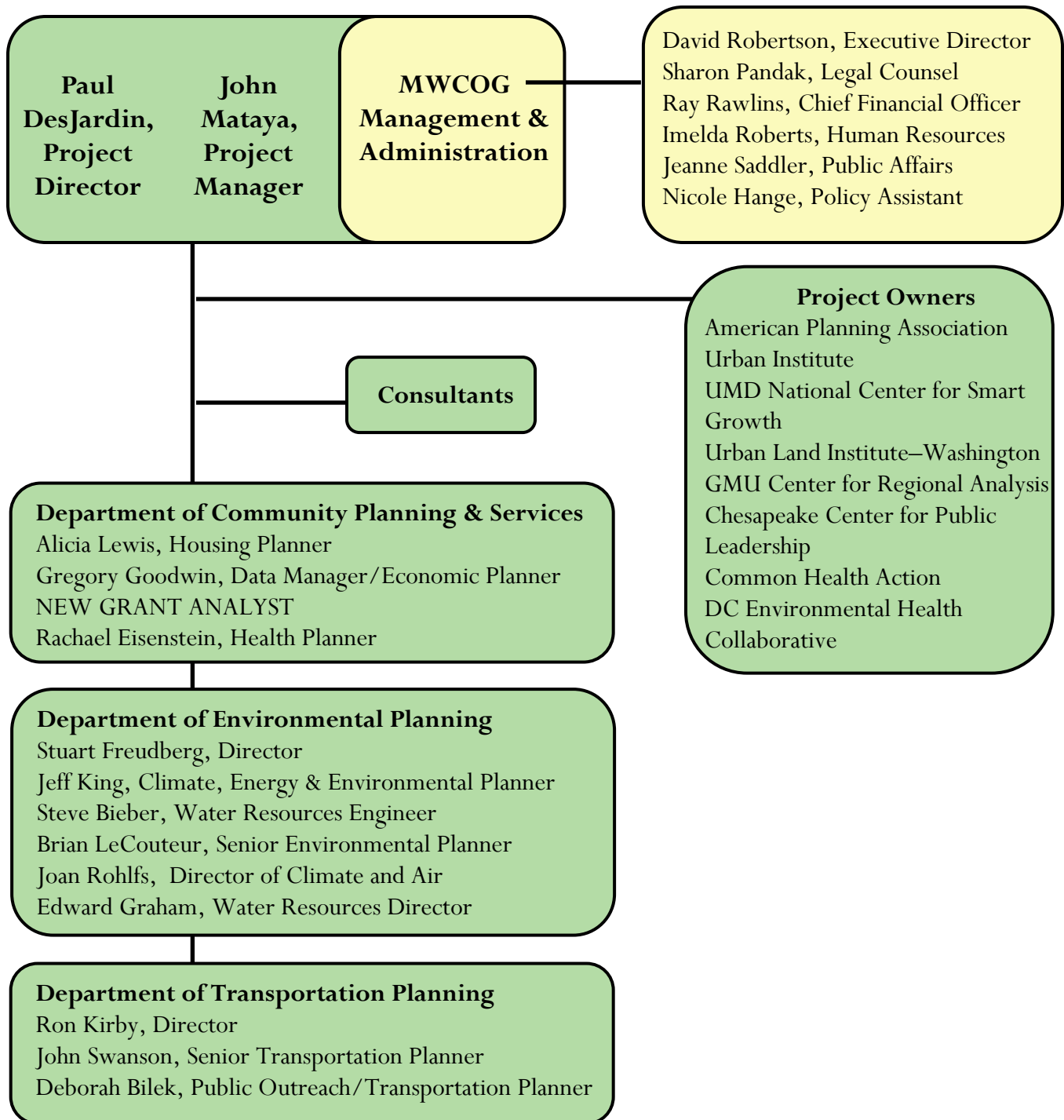
**Environmental Enhancement** – The RPSD will also address those adverse environmental effects of traditional growth patterns that result in loss of open space, loss of agriculture and excessive consumption of energy. Through developing the RPSD, the National Capital region will promote Complete Communities that rectify these problems by giving a high priority to green infrastructure, including preservation of open space and agriculture; focus on energy efficient development patterns and protection of local watersheds. As a result, the environmental impact from Complete Communities will be far less detrimental than the traditional growth pattern that the National Capital Region has faced in the past.



# Appendices

## Appendix A: Organizational Chart, Staff Qualifications, and Key Staff Biographies

*Regional Plan for Sustainable Development Management and Organizational Structure*



## MWCOG Staff Qualifications Chart

NAME	POSITION	EXPER.	ROLE	RESPONSIBILITY
Paul DesJardin	Director of Community Planning	25 years	Project Director	Direct and coordinate regional planning effort
Ron Kirby	Director of Transportation Planning	35 years	Direct transportation planning effort	Manage transportation planning effort
Stuart Freudberg	Director of Environmental Programs	30 years	Direct environmental effort	Manage environmental planning effort
Joan Rolfs	Director of Air & Climate Programs	20+ years	Direct environmental planning effort	Manage environmental planning effort
Edward Graham	Water Resources Director	35 years	Direct water program planning effort	Manage water program planning effort
John Mataya, AICP, LEED AP	Regional Planner	7 years	Project Manager	Manage and coordinate daily regional planning activities
Deborah Kerson Bilek	Transportation Planner	5 years	Public Involvement Coordinator	Manage public involvement effort
Alicia Lewis	Housing Planner	10 years	Housing Program Manager	Manage housing program activities
John Swanson	Senior Transportation Planner	15 years	Transportation Program Manager	Manage daily transportation planning activities
Jeffery King	Senior Environmental Planner	20 years	Air Quality and Climate Change Manager	Manage air and climate change planning activities
Steven Beiber	Water Resources Technical Manager	20+ years	Water Quality Program Manager	Manage water quality planning activities
Greg Goodwin	Regional Planner	15 years	Data Manager	Manage data collection, analysis and sharing
Rachel Eisenstein	Health Planner	8 years	Healthy Communities Program	Manage daily health program
Brian LeCouteur	Senior Environmental Planner	20 years	Green Infrastructure	Manage green infrastructure planning
NEW	GRANT ANALYST	5+ years	Project Coordination	Monitor contractors, accounting, and project schedule

## Key Staff Biographies

### METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS

**Paul DesJardin**, Director of Community Planning and Services

Mr. DesJardin will serve as the regional planning grant's full-time project director. Since 1992, Mr. DesJardin has led COG's Cooperative Forecasting program, the growth projections that are the basis for the TPB technical work program, and worked to ensure the land use-transportation compliance required under federal legislation (ISTEA, CAA, TEA-21, SAFETEA-LU). Mr. DesJardin led the development of the first 2 MWCOG/TPB Regional Activity Centers maps, the regional land use, transportation, and air quality study of the impacts of the 2005 Base Realignment and Closure (BRAC) recommendations, and the preparation of COG's "Smart Growth Begins at the Local Level" video. Most recently, Mr. DesJardin was project manager for the Greater Washington 2050 Initiative, the 2-year effort that culminated in the preparation of *Region Forward*.

**John Mataya**, Regional Planner

Mr. Mataya will serve as the regional planning grant's full-time program manager. He will coordinate the activities of MWCOG's multidisciplinary staff working on various elements of the regional sustainable development plan and take the lead in maintaining and strengthening relationships with Consortium members as well as public and private sector partners. He will also network with other sustainable community grantees to learn from their endeavors. John has seven years of experience coordinating long-range planning projects related regional growth and development. Such projects include coordinating workshops and managing the planning process for MWCOG's Greater Washington 2050 initiative and working with stakeholders to draft *Region Forward*. John's previous experience includes implementing the Smart Growth Comprehensive Planning Law for counties and cities in Wisconsin and completing transit-oriented development plans and planning studies for communities in Maryland. John maintains professional accreditation with the American Institute of Certified Planners (AICP). He is also a Leadership in Energy and Environmental Design, Accredited Professional (LEED, AP). John received a B.A. from Drake University and a M.S. in Urban and Regional Planning from the University of Wisconsin-Madison.

### URBAN INSTITUTE

**Peter Tatian**, Senior Research Associate

Mr. Tatian studies national and local housing policy, with a focus on affordable housing and subprime lending. He has led NeighborhoodInfo DC for the past five years and has extensive experience in data analysis, research methods, and project management. He is a key staffer in the Urban Institute's National Neighborhood Indicator's Partnership. Mr. Tatian led the research team for the first State of Washington, D.C.'s Neighborhood report in 2008. He has provided technical support and guidance to neighborhood indicator projects in San Antonio, Des Moines, and Battle Creek, Michigan, and wrote Indispensable Information, a basic guidebook in the development and use of data systems. Mr. Tatian also is co-director of the Institute's Neighborhood Change Data Base (NCDB) project, which developed comparable tract-level decennial census data from 1970 – 2000. He has a B.S. in Mathematics from the Massachusetts Institute of Technology.

### GEORGE MASON UNIVERSITY

**John McClain**, Senior Fellow and Deputy Director, Center for Regional Analysis

John is a senior professional with over 25 years of experience analyzing the Washington region. For fifteen years he was at the Metropolitan Washington Council of Governments where he directed the planning and policy programs and economic and demographic forecasting programs for the Washington region. He helped establish and for several years directed the Cooperative Forecasting Program, which provided official forecasts for metropolitan and local planning programs in the region. Following this work with the public sector, John was a senior executive at the Greater Washington Board of Trade, where he directed policy and research programs for the region's business community. He helped establish and directed The Potomac Conference, a process of convening the region's public and private sector leadership to address regional issues. He created the "State of Potomac" presentation and other

economic research and analytical materials regarding the size and changing nature of the regional economy. Following his work at the Board of Trade, John directed economic and real estate research for the Northeast region of the U.S. for a major international commercial real estate company. John received a BS in Civil Engineering from Duke University and a Masters of Regional Planning from the University of North Carolina at Chapel Hill. He is a former member of the Board of Directors of the American Planning Association, the National Capital Region Technology Investor Conference, and the Arlington County Planning Commission.

### **UNIVERSITY OF MARYLAND**

**Gerrit-Jan Knaap**, Executive Director, National Center for Smart Growth and Research

Mr. Knaap is Professor of Urban Studies and Planning and Executive Director of the National Center for Smart Growth Research and Education at the University of Maryland. Mr. Knaap's research areas include the economics and politics of land use planning, the efficacy of economic development instruments, and the impacts of environmental policy. On these subjects, Knaap has published over 50 articles in journals that include the *Journal of the American Planning Association*, the *Journal of Urban Economics*, *Land Economics*, *Regional Science and Urban Economics*, *Policy Analysis and Management*; and *State and Local Government Review*. He received the Chester Rapkin award for the best paper published in Volume 10 of the *Journal of Planning Education and Research*, with Greg Lindsey he received the 1998 best of ACSP award, and in 2007 he received the Outstanding Planner Award from the Maryland Chapter of the American Planning Association. Mr. Knaap serves on the State of Maryland's Smart Growth Subcabinet, the Task Force on the Future of Growth and Development in Maryland, and the Science and Technical Advisory Committee to the Chesapeake Bay Commission. He earned his B.S. from Willamette University, his M.S. and Ph.D. from the University of Oregon, and received post-doctoral training at the University of Wisconsin-Madison, all in economics.

### **CHESAPEAKE CENTER FOR PUBLIC LEADERSHIP**

**Peter Shapiro**, Founder/Director

Mr. Shapiro is the Founder and Director of the Chesapeake Center for Public Leadership in Washington, D.C. and former Director of the James MacGregor Burns Academy of Leadership's Rawlings Center for Public Leadership at the University of Maryland. He is a coach/consultant on leadership programs at IMD (Lausanne, Switzerland) and INSEAD (Fontainebleau, France) business schools. Also, he is a member of the board of the A.K. Rice Institute for the Study of Social Systems (AKRI USA) and former President of the Washington Baltimore Center for the Study of Group Relations. Mr. Shapiro served six years in public office as an elected member of the Prince George's County (Maryland) Council, including 2 years as Council Chair. During his tenure on the Council, he served on the Board of Directors of the Metropolitan Washington Council of Governments (COG), chaired the COG Transportation Planning Board and the Chesapeake Bay Policy Committee and served as vice-chair of the Metropolitan Washington Air Quality Committee.

### **GEORGE WASHINGTON UNIVERSITY OF PUBLIC HEALTH AND SERVICES**

**Dr. Janet Phoenix**, Co-Principal Investigator

Janet is an Assistant Research Professor in the Department of Environmental and Occupational Health at George Washington University School of Public Health and Health Services. She is Executive Director of a national non-profit organization, the Coalition for Environmentally Safe Communities, providing technical assistance to communities at high risk for environmental disease. Dr. Phoenix managed a community based participatory research project in the District of Columbia using faith based organizations in partnership with local health and environmental governmental agencies. She has developed trainings on environmental health for hard to reach audiences such as low income and/or low literacy individuals. Dr. Phoenix has also designed national Spanish language media campaigns. She was the recipient of a 2008 Health Policy Fellowship from the Robert Wood Johnson Foundation and has served on two federal advisory committees, the Center for Disease Control and Prevention's Lead

Poisoning Advisory Committee and the Environmental Protection Agency's Children's Health Protection Advisory Committee.

### **INSTITUTE FOR PUBLIC HEALTH INNOVATION**

**Michael Rhein**, Senior Vice President

For nearly 20 years, Michael has worked on the local, regional and national levels to improve public health and social justice, with a particular focus on reducing health disparities and strengthening community health services, systems and public policy. Mr. Rhein's work has included advising, supporting and partnering with government, foundations and corporate funders; designing and directing national grant-making initiatives; providing technical assistance to community-based organizations; creating and facilitating group learning experiences; coalition building; public policy advocacy; program evaluation and organizational development. Mr. Rhein joined Common-Health ACTION and the Institute for Public Health Innovation, after serving as Vice President of Programs with the National AIDS Fund (NAF). From 1996 - 2001, Michael managed grantmaking and technical assistance activities for the W.K. Kellogg Foundation's National Program Office of the *Turning Point: Collaborating for a New Century in Public Health* initiative. Turning Point was an unprecedented private sector investment in community health that included 41 diverse local sites and 22 states engaged in strategic planning and collaborative action to create more responsive public health systems. Mr. Rhein holds a Master's degree in Public Administration from the University of Southern California.

### **AMERICAN PLANNING ASSOCIATION**

**Jeffrey L. Soule, FAICP**, Director of Outreach and International Programs

Mr. Soule has been a director with the American Planning Association since April 1996. In his current role as Director of Outreach and International Programs, he manages Government Affairs, Public Information and Policy for the APA's 43,000 members. He has expanded partnerships with other organizations and improved legislative services to APA's chapters. Mr. Soule has held a number of planning and policy positions in government and the non-profit sector, with particular expertise in rural economic development: Senior Planner for the Tug Hill Commission in Watertown, New York providing technical assistance to 39 towns and 14 villages in a rural four-county region, Policy Coordinator for the US Department of Agriculture, in Washington, DC, where he directed a three-year small town revitalization program in cooperation with the National Main Street Center of the National Trust for Historic Preservation; Program Administrator/Director, National Endowment for the Arts Design Program, developing and implementing initiatives including the Mayor's Institute on City Design and "Your Town: Designing its Future", Director of the Center for Rural Pennsylvania, developing research and demonstration projects, providing technical assistance, and advising state and federal officials on policy matters. He pioneered series of community vision workshops, which led to a broad acceptance of locally-based approach to planning highlighted by citizen involvement and manageable implementation strategies. Mr. Soule has written and lectured extensively on urban design, rural development, historic preservation and heritage area planning.

### **URBAN LAND INSTITUTE (ULI) WASHINGTON**

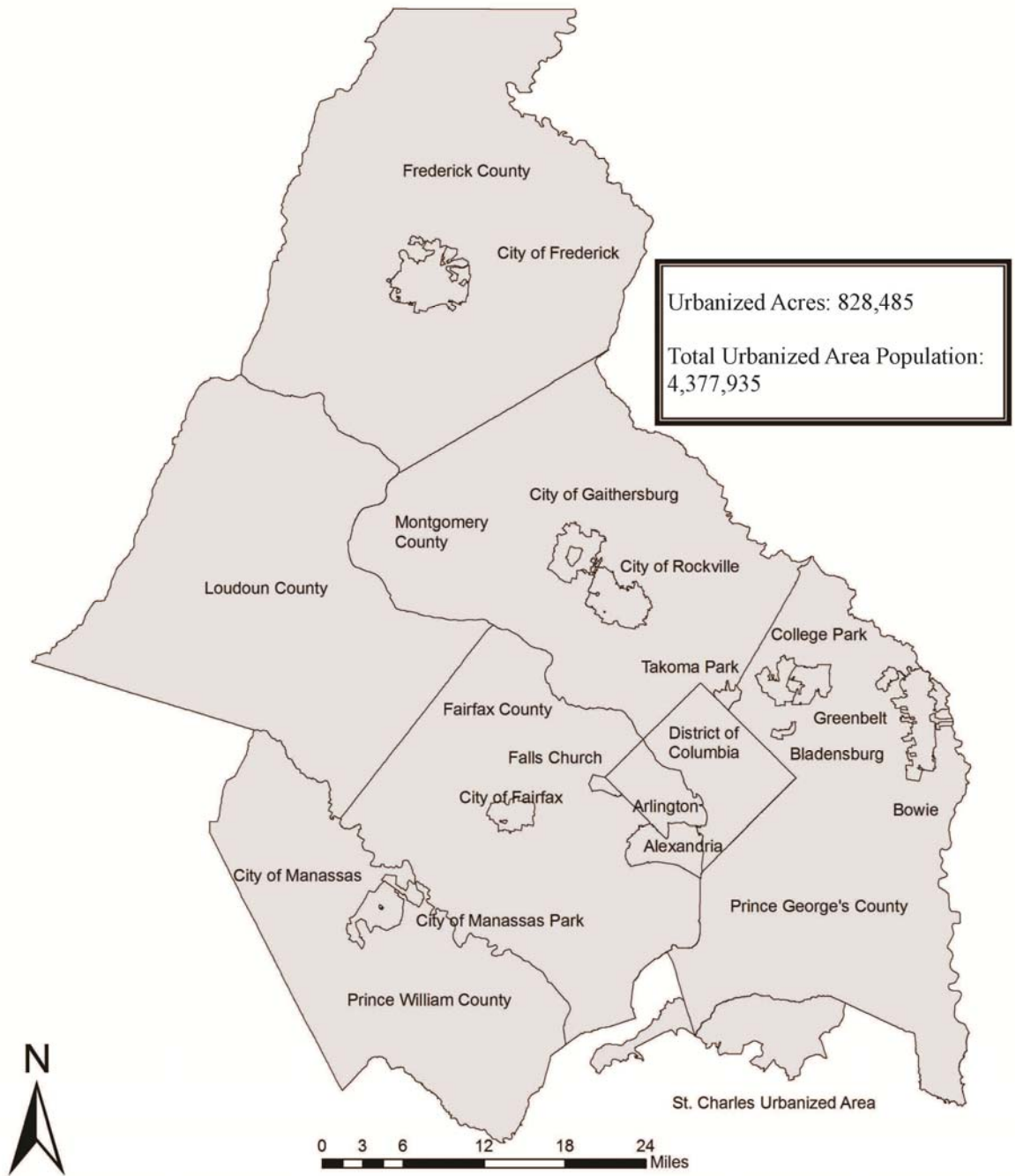
**Lisa Rother**, Executive Director

Since 2007, Ms. Rother has been the Executive Director of ULI Washington, a district council of the Urban Land Institute that encompasses Washington, D.C. suburban Maryland and northern Virginia. ULI's mission is to provide leadership in the sustainable use of land, and district council programming helps its multidisciplinary membership share best practices, build consensus, and advance solutions to land use and real estate problems in the region. Prior to coming to ULI Washington, she was Planning Manager for the Montgomery County Executive where she was the liaison between the Executive Branch, the County Council, and the Montgomery County Planning Board. She previously served as a master and land use planner for the City of Rockville, Maryland in a variety of roles from site plan review to MPDU program coordinator to Chief of Planning. Ms. Rother holds a B.A. in Urban Design from the New York University and an M.A. in Urban Planning and Environmental Design from the University of Virginia.



## Appendix B: Supporting Data and Maps

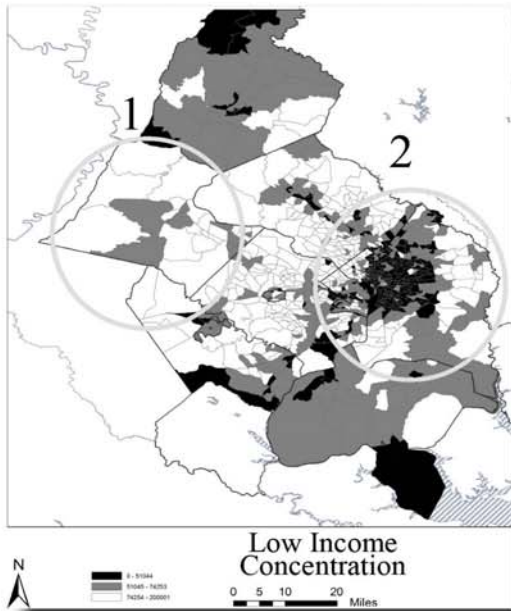
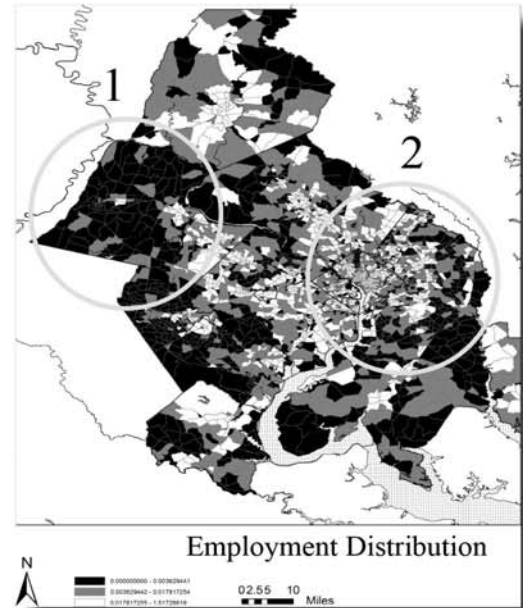
### The National Capital Region Transportation Planning Board Boundaries



# New Growth and New Challenges

## Employment Distribution

Recently, the Brookings Institution undertook a study of metropolitan America which classifies metropolitan areas as one of seven categories. The Washington region is classified as a “Next Frontier” defined by fast growth, high educational attainment rates, and high income inequality.

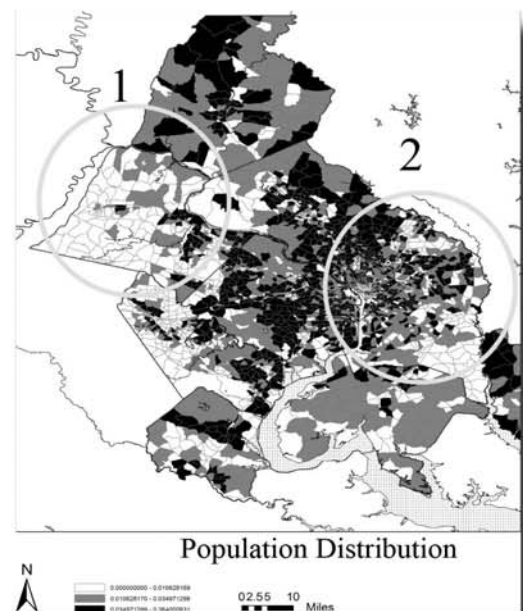


## Low Income Population

Zone two has a high concentration of low income residents and a low concentration of employment compared to zone one. A majority of the region’s job growth over the past decade has been in high skill fields. The Metropolitan America 2010 report notes that metro areas like Washington are more likely to attract skilled outsiders to fill new high skill jobs thus exacerbating the existing regional inequities.

## Population Distribution

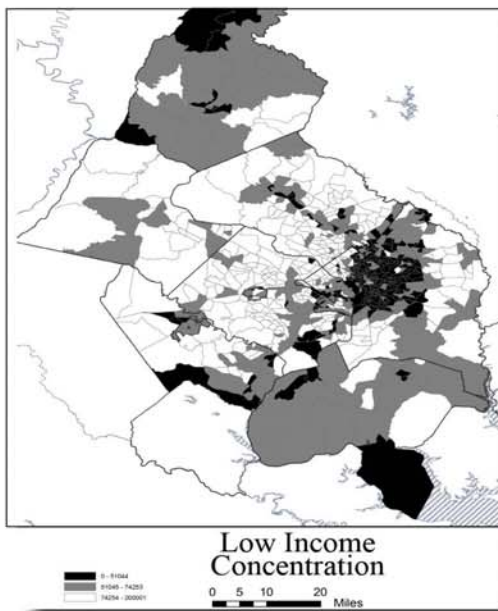
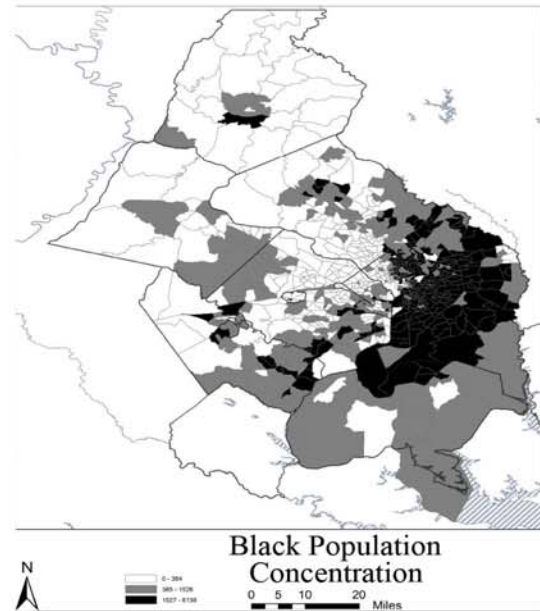
The combination of the metropolitan Washington region’s disproportionate employment and income distribution are only two of many inequities that can develop in rapidly growing metropolitan areas. This map indicates that regional population is concentrated in the areas struggling the most with the contemporary economy. These new growth patterns have increasingly impeded disadvantaged populations throughout the region by limiting their access to good jobs.



# New Growth and New Challenges

## Minority Population

Skill and income stratification are important for a strong and balanced economy. However, Washington's divisions reflect concentrated disparities that produce large disadvantaged pockets that too easily blend into the broader region's prosperity. Black as well as other minority populations are disproportionately concentrated in eastern parts of the metropolitan Washington region clearly demonstrating fundamental inequity.

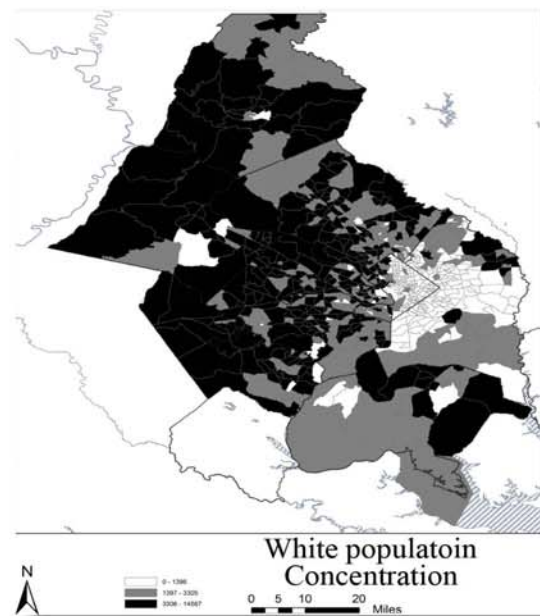


## Low Income Population

Median income is often dramatically lower in census tracts where the majority population is not white. Census Tracts fitting this description also demonstrate low levels of educational attainment and job creation amplifying the disparities between eastern and western communities.

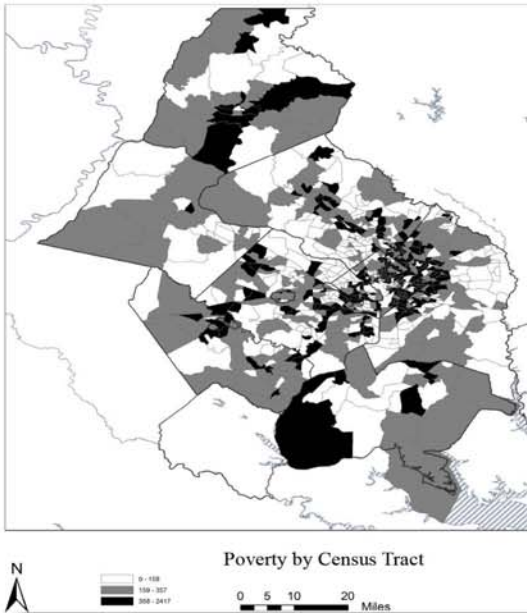
## White Population

White populations are concentrated to the north and west of Washington. The areas with the highest white populations also coincide with the highest educational attainment and job growth. These areas also demonstrate low levels of poverty and higher than average household incomes.





# New Growth and New Challenges

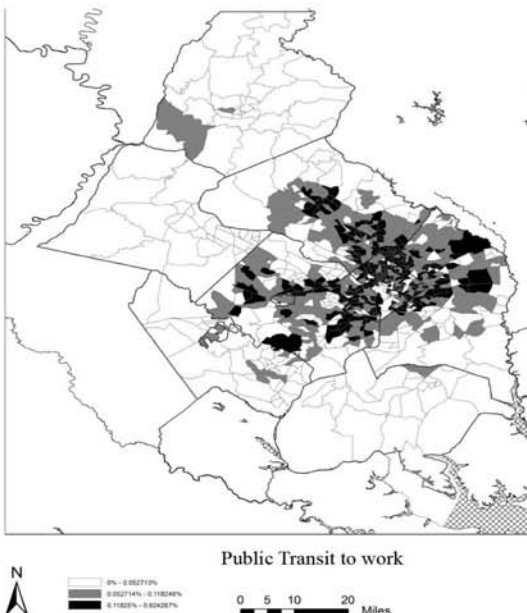
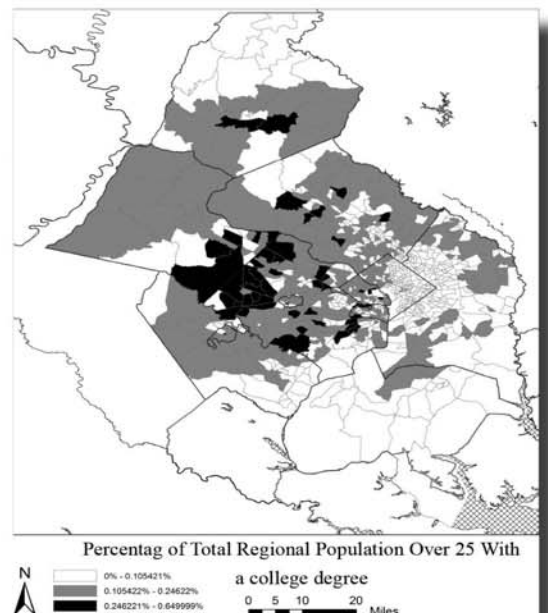


## Poverty

In general the metropolitan Washington region has been very prosperous. However, as this map of poverty concentration demonstrates prosperity has not been equally attainable.

## Education

This map clearly depicts unequal educational attainment distribution throughout the region, despite a long standing legacy as a national leader of educational attainment. The communities with lower educational attainment have dramatically less access to the new jobs created in the rapidly growing economy.



## Transportation

Public transportation is most commonly used in Census tracts which demonstrate high levels of poverty. On the contrary the census tracts with the largest percent of the region's employment are often those with the lowest public transportation ridership and access. This creates significant barriers to employment for disadvantaged populations.

## Appendix C: Full List of Consortium Members

### National Capital Region Sustainability Consortium

Required Applicants including the lead applicant, the metropolitan planning organization, principal city, jurisdiction with the largest population, additional local governments representing 100 percent of the region's population, and nonprofits, foundations, and educational institutions are listed in this order below.

**Lead Applicant:** Metropolitan Washington Council of Governments

**The Region's Metropolitan Planning Organization:** The National Capital Region Transportation Planning Board (TPB)

**The Principal City or Central Jurisdiction:** The District of Columbia

**The Region's Largest Jurisdiction:** Fairfax County

*Note: Local governments in the consortium include all of MWCOG and TPB members. Member jurisdictions are listed below and shown in the map in Appendix B and TPB member agencies are also listed below. 100 percent of the region's local governments are participating as part of the consortium, exceeding HUD's requirements that the Consortium represent no less than 50 percent of the population residing in the region.*

#### Local Governments

District of Columbia (Principal Central City)

*Maryland:*

Frederick County

Montgomery County

Prince George's County

City of Bowie

City of College Park

City of Frederick

City of Gaithersburg

City of Greenbelt

City of Rockville

City of Takoma Park

St. Charles Urbanized Area

Town of Bladensburg

*Virginia:*

Arlington County

Fairfax County (Largest Population)

Loudoun County

Prince William County

City of Alexandria

City of Fairfax

City of Falls Church

City of Manassas

City of Manassas Park

#### Local and State Government Agencies

Maryland Department of Transportation

Maryland Department of Planning

Virginia Department of Transportation

Alexandria Sanitation Authority

District of Columbia Housing Authority

District of Columbia Department of Transportation

Washington Suburban Sanitation Commission

#### Foundations/Community Based/Philanthropic

Prince Charitable Trusts

Capitol Business Solutions

Community Foundation for the National Capital Region

Washington Regional Association of Grantmakers

#### Educational/University/Research Institutes

*American Planning Association*

*DC Environmental Health Collaborative*

*George Mason University*

*Institute for Public Health Innovation*

*University of Maryland*

*Urban Institute*

#### Advocacy/Public Engagement

Chesapeake Center for Public Leadership

Coalition for Smarter Growth

Equal Rights Center

EMBARQ

National Low Income Housing Coalition

Sierra Club

Washington Smart Growth Alliance

#### Economic Development/Business Groups

Greater Washington Board of Trade

Latino Economic Development Corporation

#### Regional Entities

Nonprofit Roundtable of Greater Washington

Northern Virginia Regional Commission

*Urban Land Institute – Washington*

Washington Metropolitan Transportation Authority

Metropolitan Washington Airports Authority

#### Federal

Federal Highway Administration

Federal Transit Authority

National Capital Planning Commission

*\*Italicized members are also project owners*



## Appendix D: Process Flow Chart

	Public Engagement	Technical Analysis	
Year 1	<b>Phase 1: Capacity Building and Stakeholder Engagement</b> <ul style="list-style-type: none"> <li>• Meetings with technical committees and consortium</li> <li>• Advertising, outreach, website development</li> <li>• Building regional leadership</li> </ul>	<b>Phase 2: Baseline Assessment</b> <ul style="list-style-type: none"> <li>• Data integration and analysis across subject areas (transportation, housing, environment, economy, health)</li> </ul>	Year 1
	<b>Phase 3: Scenario Planning for Sustainable Centers and Corridors (First half of Year 2)</b>		
Year 2	<b>Round 1 Public Workshops (16): “Invent Your Region”</b>  <b>Present:</b> <ul style="list-style-type: none"> <li>• Background: <i>Region Forward</i> and Baseline Assumptions</li> <li>• Current Activity Center locations</li> </ul> <b>Exercise:</b> <ul style="list-style-type: none"> <li>• Develop new locations for future regional centers, corridors, and preservation areas</li> </ul>	<b>Develop Baseline Scenario</b> through integrated analysis using visualization tool to display future impacts on: <ul style="list-style-type: none"> <li>• Land use</li> <li>• Transportation</li> <li>• Housing</li> <li>• Environment/Climate/Water</li> <li>• Economy</li> </ul> <b>Develop Visualization and Technological Tools</b> for Scenario Workshops	Year 2
	<b>Phase 4: Develop a Preferred Growth Scenario (Second half of Year 2)</b>		
	<ul style="list-style-type: none"> <li>• Regional leadership group vet draft preferred concepts</li> <li>• On-the-ground evaluation of a sampling of centers</li> </ul>	<ul style="list-style-type: none"> <li>• Map preferred regional centers, corridors and preservation areas</li> <li>• Analyze feedback and test preferred growth scenario, make refinements if necessary</li> </ul>	
Year 3	<b>Phase 5: Identify Priorities for Implementation (end of Year 2, throughout Year 3)</b>		Year 3
	<b>Round 2 Public Workshops (16): “Complete Your Community”</b>  <b>Present:</b> <ul style="list-style-type: none"> <li>• Findings relating to Center typologies</li> <li>• Preferred growth scenario with regional centers, corridors and preservation areas.</li> <li>• Examples of centers/complete communities</li> </ul> <b>Exercise:</b> <ul style="list-style-type: none"> <li>• Apply <i>Region Forward</i> to identify missing elements in centers to Create Complete Communities</li> <li>• Recommend typologies for centers based on context</li> </ul>	<b>Develop Implementation Tools and Methods:</b> <ul style="list-style-type: none"> <li>• Toolbox of implementation strategies</li> <li>• Prioritizing projects and common missing elements in regional centers to create Complete Communities</li> <li>• Assessments of national best practices and generate focused set of “big ideas”</li> <li>• In-depth summary of limited number of centers</li> </ul> <b>Develop Implementation Recommendations:</b> <ul style="list-style-type: none"> <li>• Prioritized list of projects and identified elements necessary to transform centers into Complete Communities</li> <li>• Prioritized local/regional policy recommendations</li> </ul>	
	<b>Phase 6: Develop Regional Plan (Year 3)</b>		
<b>Stakeholder and Public Outreach:</b> <ul style="list-style-type: none"> <li>• Presentations of results to jurisdictions, stakeholders and partners</li> <li>• Action steps by consortium members and partners including COG, TPB, WMATA, local governments, partner agencies, interest groups</li> <li>• Release of the Plan</li> </ul>	<b>Prepare and Launch Regional Plan for Sustainable Development</b> that includes: <ul style="list-style-type: none"> <li>• Integrated technical analysis</li> <li>• Preferred Sustainable Centers and Corridors Map</li> <li>• Prioritized projects and</li> <li>• Implementation recommendations, benchmarks outcomes</li> <li>• Process Assessment</li> <li>• Monitor and Evaluation</li> </ul>		

# Appendix E: Project Schedule

Regional Plan for Sustainable Development	Year One				Year Two				Year Three			
	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall
<b>Phase 1: Capacity Building and Stakeholder Engagement</b>												
Task 1.1 Operationalize consortium												
Task 1.2 Establish regional leadership and capacity building												
Task 1.3 Develop outreach strategy for public and non-traditional stakeholders												
<b>Phase 2: Baseline Assessment</b>												
Task 2.1 Assessment of plans and data sources												
Task 2.2 Transportation and land use analysis												
Task 2.3 Housing Analysis												
Task 2.4 Environmental, climate change and green infrastructure assessment												
Task 2.5 Regional economic analysis												
Task 2.6 Regional health assessment and fresh-food access study												
Task 2.7 Intergovernmental Coordination												
<b>Phase 3: Scenario Planning for Sustainable Centers and Corridors</b>												
Task 3.1 Development of interactive scenario-based visualization tools to identify regional priorities												
Task 3.2 Advertise and Outreach to public, including non-traditional stakeholders												
Task 3.3 Hold first round of scenario planning workshops: "Invent Your Region"												
<b>Phase 4: Preferred Growth Scenario</b>												
Task 4.1 Analyze feedback and findings from Phase 3												
Task 4.2 Develop preferred growth scenario												
Task 4.3 Advertising and outreach to public and non-traditional stakeholders												
<b>Phase 5: Identify Priorities for Implementation</b>												
Task 5.1 Hold second round of scenario planning workshops: "Complete Your Community"												
Task 5.2 Assessment of national best practices												
Task 5.3 Develop implementation tools, methods and recommendations												
<b>Task 6: Develop Regional Plan for Sustainable Development</b>												
Task 6.1 Prepare Regional Plan for Sustainable Development												
Task 6.2 Endorsement of Regional Plan for Sustainable Development												
Task 6.3 Integration of plan recommendations												
Task 6.4 Formal Release of RPSD												
Task 6.5 Monitoring and Evaluation												

## Appendix F: Commitment Letters

### (1) MWCOG Support Resolution

Adopted July 14, 2010

#### RESOLUTION APPROVING COG STATEMENT OF INTENT TO PARTICIPATE IN HUD'S SUSTAINABLE COMMUNITITES REGIONAL PLANNIG GRANT

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) is an independent, nonprofit association comprised of the local governments of the National Capital Region, and COG also acts as the administrative agent of the National Capital Region Transportation Planning Board, the metropolitan planning organization (MPO) of the National Capital Region; and

**WHEREAS**, in January 2008, COG established the Greater Washington 2050 Coalition, a public-private advisory panel, consisting of local government officials, representatives of the Region's business and environmental sectors, and members of the public representing numerous and diverse civic interests, to help shape the Region, and the Coalition sought to leverage existing regional and local vision plans and reach regional agreement on local actions that can help achieve common regional goals; and

**WHEREAS**, on January 13, 2010, the COG Board approved the Coalition's final report, *Region Forward – A Comprehensive Guide for Regional Planning and Measuring Progress in the 21<sup>st</sup> Century*, which includes nine regional goals in four themes of accessibility, sustainability, prosperity, and livability; and establishes regional performance targets and indicators to measure required progress toward goals; and

**WHEREAS**, the COG Board recommended that its member local governments execute a voluntary regional compact incorporating these regional goals, and commit to consider regional implications in their local decisions and actions; and each of COG's 21 member local governments have endorsed the voluntary *Greater Washington 2050 Compact* and, within the jurisdiction's legal, financial, and political limitations, committed to follow the principles and goals therein in its decisions and actions; and

**WHEREAS**, COG desires to apply for the HUD Fiscal Year 2010 Sustainable Communities Regional Planning Grant Program in order to implement the *Region Forward* Report and take other actions required by the program and the Livability Principles set forth in the HUD Docket No. FR-5396-N-03 Notice of Funding Availability in order to achieve sustainable outcomes for the National Capital Region.

#### NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS THAT:

1. Local governments, through participation and membership in COG, pledge our intent to participate in the Sustainable Communities Regional Planning Grant Program and will work with COG to secure individually signed memorandum of understanding agreements, or the like, within 120 days should grant funding be awarded.
2. The COG Board commits COG to be lead applicant for purposes of the HUD Fiscal Year 2010 Sustainable Communities Regional Planning Grant Program on behalf of its local government members.
3. As lead applicant, COG will have the administrative responsibility for ensuring that the COG consortium's program is carried out in compliance with all HUD requirements.
4. COG will execute a formal consortium agreement no later than 120 days after the effective start date of the grant agreement, which agreement shall describe each member's specific activities under the Program, including timetables for completion.
5. As lead applicant, COG will enter into memoranda of understanding with any partners receiving funding from the grant to ensure delivery of the required activities.
6. The Executive Director is hereby authorized to sign the grant and other documents required by HUD in furtherance of this statement of intent.

## (2) TPB Support Resolution

Adopted July 21, 2010

### RESOLUTION APPROVING THE NATIONAL CAPITAL REGION TRANSPORTATION PLANNING BOARD'S (TPB) PARTICIPATION IN THE SUBMISSION OF SUSTAINABLE COMMUNITIES REGIONAL PLANNING GRANT APPLICATION TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

**WHEREAS**, the National Capital Region Transportation Planning Board (TPB), which is the metropolitan planning organization (MPO) for the Washington Region, has the responsibility under the provisions of the Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU) of 2005 for developing and carrying out a continuing, cooperative and comprehensive transportation planning process for the Washington Metropolitan Area; and

**WHEREAS**, on June 23 the U.S. Department of Housing and Urban Development (HUD) published the final notice of funding availability for a Sustainable Communities Regional Planning Grant Program which makes available up to \$5 million over 36 months for large metropolitan areas, like the National Capital Region, to help complete a Regional Plan for Sustainable Development; and

**WHEREAS**, the application requires the formation of a multi-jurisdictional consortium including the regional planning organization, metropolitan planning organization, local jurisdictions representing at least 50 percent of the metropolitan area population, and at least one non-profit or educational institution to administer the Regional Plan for Sustainable Development, and the consortium must provide 20 percent of the requested funding amount in leveraged resources; and

**WHEREAS**, the Metropolitan Washington Council of Governments (COG) is well positioned to compete for the grant funding with its *Region Forward: A Comprehensive Guide for Regional Planning*, which to-date has received the endorsement of all of COG's 21 local jurisdictions as well as several community based organizations; and

**WHEREAS**, COG is proposing to implement *Region Forward* through a Plan that creates complete communities that emulate successful transit-oriented developments in the region; and

**WHEREAS**, the Plan will serve as a guide for local, state and regional policies and investments that will integrate existing or emergent land use plans. Integrated Plan elements will include:

- a regional housing plan that addresses the full range of existing and projected housing need that are affordable to all ranges of family income,
- a regional transportation plan that addresses the development of transportation networks tied to sustainable centers and corridors,
- water infrastructure planning to ensure that investments in drinking water, wastewater, and storm water systems support the sustainability of the community over the long-term,
- environmental planning that includes environmental review systems to evaluate the impacts of various decisions,
- a plan for economic development that stimulates the regional economy and creates jobs, and
- a comprehensive climate change impacts assessment to guide regional planning and implementation strategies.

**WHEREAS**, funding in the TPB's Unified Planning Work Program (UPWP) is eligible as a component of the leveraged resources required for the grant application; and

**WHEREAS**, the grant will be in the form of a cooperative agreement with HUD and the period of performance cannot exceed 36 months; and

**WHEREAS**, on July 14, 2010, the COG Board of Directors adopted Resolution R41-10 authorizing the COG Executive Director to submit a Sustainable Communities Regional Planning Grant application to HUD; and

**WHEREAS**, if the grant is approved by HUD, the cooperative agreement will require an amendment to the TPB's FY 2011 UPWP and will need to be incorporated into the FY 2012 and 2013 UPWPs;

### NOW, THEREFORE BE IT RESOLVED THAT THE NATIONAL CAPITAL REGION TRANSPORTATION PLANNING BOARD approves:

- The TPB's participation as an applicant in the consortium for the Metropolitan Washington Council of Governments' submission of a Sustainable Communities Regional Planning Grant Application to HUD by the due



- date of August 23; and
- Up to \$150,000 in funding from the TPB's Unified Planning Work Programs over the 36 month grant period as leveraged resources for the Regional Planning Grant Application.

### (3) Letter of Support from National Low Income Housing Coalition

August 12, 2010

Mr. Kwame Brown  
Chair, Board of Directors  
Metropolitan Washington Council of Governments  
777 North Capitol Street, NE Suite 300  
Washington, DC 20002

Dear Chairman Brown:

I am writing to express the National Low Income Housing Coalition's commitment to partner with the Metropolitan Washington Council of Government's (COG) in its application to create a Regional Plan for Sustainable Development (Plan). The Plan will be funded under the joint U.S. Department of Housing and Urban Development's competitive Sustainable Communities Regional Planning Grant Program.

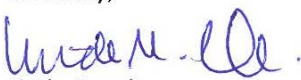
COG is proposing to develop a Plan that would create complete communities, building on its *Region Forward: a Comprehensive Guide for Regional Planning*. The National Low Income Housing Coalition is dedicated solely to achieving socially just public policy that assures people with the lowest incomes in the United States have affordable and decent homes. NLIHC worked closely with COG in developing this framework and is committed to supporting its implementation in furtherance of our goals and vision for the National Capital Region.

With these grant funds, the Region will seek to implement a number of regional goals identified in *Region Forward*, with an emphasis on communicating priorities to diverse groups of residents, creating a framework for what defines a "Complete Community", and establishing a network of citizens and stakeholders engaged in building sustainable centers. The Complete Communities approach recognizes that where you live defines how you live. Access to fresh food, public transit, education, affordable housing, jobs, and recreation differ dramatically by community and neighborhood. With the region's population projected to increase at a rapid pace over the next 20 years, we can and must grow better.

COG's proposal to lead a consortium to conduct this work was approved by the COG Board of Directors on July 14, 2010 and the Transportation Planning Board (the region's Metropolitan Planning organization) on July 21, 2010. We are pleased to join the consortium and be a part of this very important step toward shaping a more sustainable, accessible, prosperous and livable region.

As a member of the consortium, NLIHC commits to provide an estimated \$4255 of in-kind staff time over three years, detailed in the appended chart. The staff time will be spent attending COG meetings and local scenario planning workshops and providing guidance on the proposed plan. A formal consortium agreement will be executed no later than 120 days after the effective start date of the grant agreement.

Sincerely,



Linda Couch  
Senior Vice President for Policy

cc: David Robertson, COG Executive Director