

# Organizational Structure

## Coalition Members

- Local and State Govt - Policy Making
- Local Govt. - Service
- Federal Govt. - Service
- Business
- Nonprofit/Advocacy
- Research
- Philanthropic
- Community-Based

## Delegates

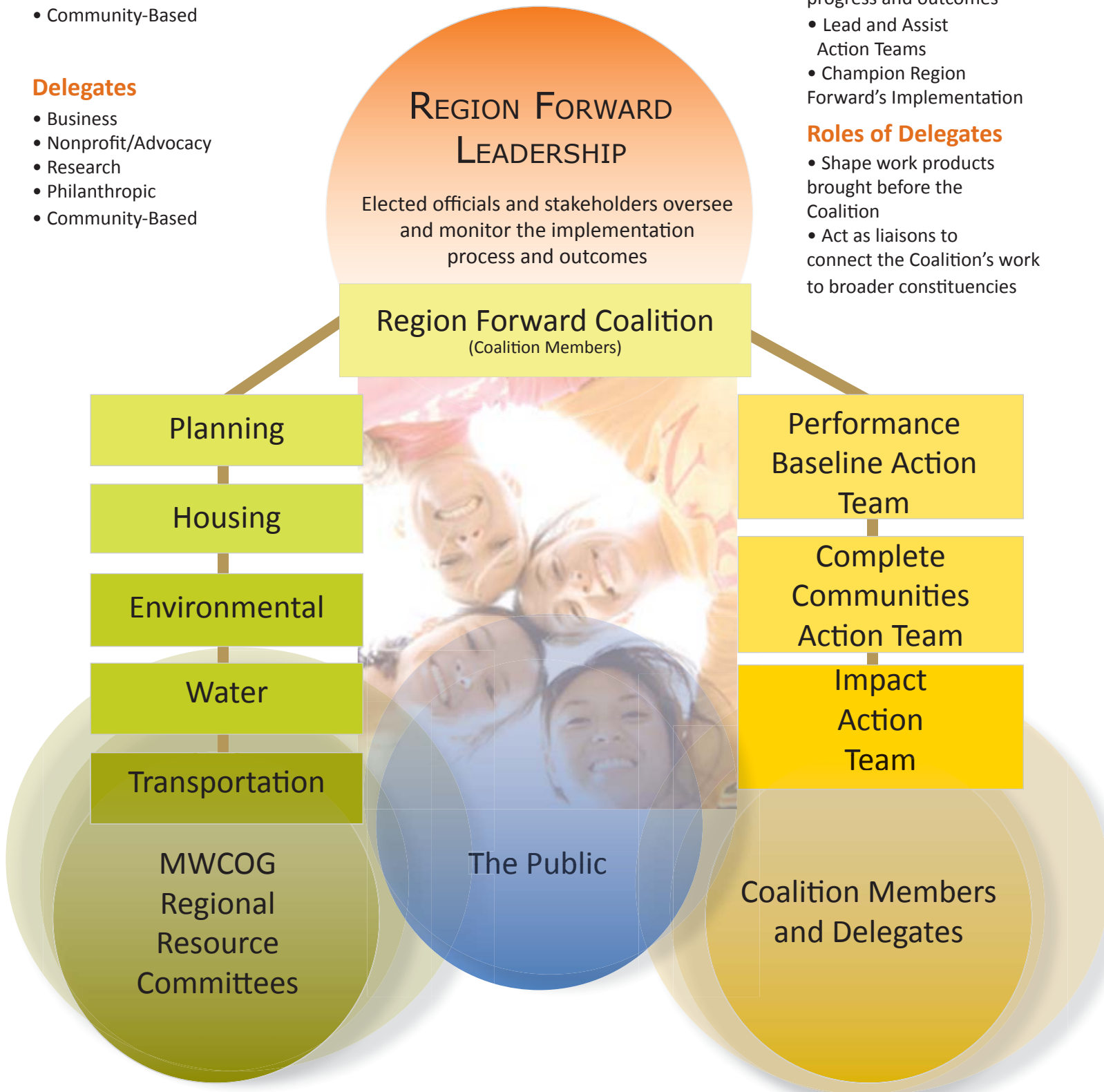
- Business
- Nonprofit/Advocacy
- Research
- Philanthropic
- Community-Based

## Roles of Coalition Members

- Oversee and monitor work program
- Act as diplomats of the Coalition to key constituencies and the broader public
- Advise COG Board on progress and outcomes
- Lead and Assist Action Teams
- Champion Region Forward's Implementation

## Roles of Delegates

- Shape work products brought before the Coalition
- Act as liaisons to connect the Coalition's work to broader constituencies



# ESTABLISHMENT OF THE NEW REGION FORWARD COALITION

## Purpose

The purpose of the new Regional Forward Coalition is to oversee the next steps recommended in *Region Forward* and advise the COG Board on future regional planning and implementation activities.

The new Region Forward Coalition will provide new cross-cutting regional policy capacity when advising the COG Board on future *Region Forward* projects and initiatives. The Coalition will include members from public, private and nonprofit sectors which all have a role in helping the Region meet its goals outlined in *Region Forward*. Over the last two years COG has brought together several multijurisdictional and multi-sector coalitions to advise the COG Board on climate and energy policy and initiatives, develop *Region Forward* with goals and measurable targets, and prepare a regional application to HUD for prioritizing regional transportation, housing, and environmental infrastructure investments based on *Region Forward*. This new Coalition will build on existing public and private sector partnerships that created *Region Forward* and serve to unite disparate stakeholders needed to advance *Region Forward's* targets and goals. The Coalition's membership includes key government actors necessary to implement *Region Forward's* vision; and the inclusion of diverse stakeholder members is designed to build long-term capacity supporting *Region Forward* implementation projects and initiatives.

Creating this new Region Forward Coalition as a replacement for the Metropolitan Development Policy Committee (MDPC) is consistent with COG Board Resolution R9-10 that adopted *Region Forward* on January 13, 2010 and the COG Board *Region Forward* work plan adopted on November 19, 2010.

## Primary Goal

- 1) **Develop a multi-jurisdictional and multi-sector coalition focused on building partnerships to implement *Region Forward* and transform Regional Activity Centers into Complete Communities. A primary mission of the new Coalition will be to improve regional coordination of land-use, housing, environmental, transportation planning and development decisions.**

This Coalition will oversee how *Region Forward* is implemented and provide long-range regional planning recommendations to the COG Board of Directors. Coalition members will have the opportunity to participate in a variety of ways, including technical assistance, financial and in-kind contributions, capacity building, community outreach and education. The Coalition will serve to unite disparate and allied regional initiatives to coordinate specific actions that can be undertaken to implement *Region Forward* in Complete Communities.

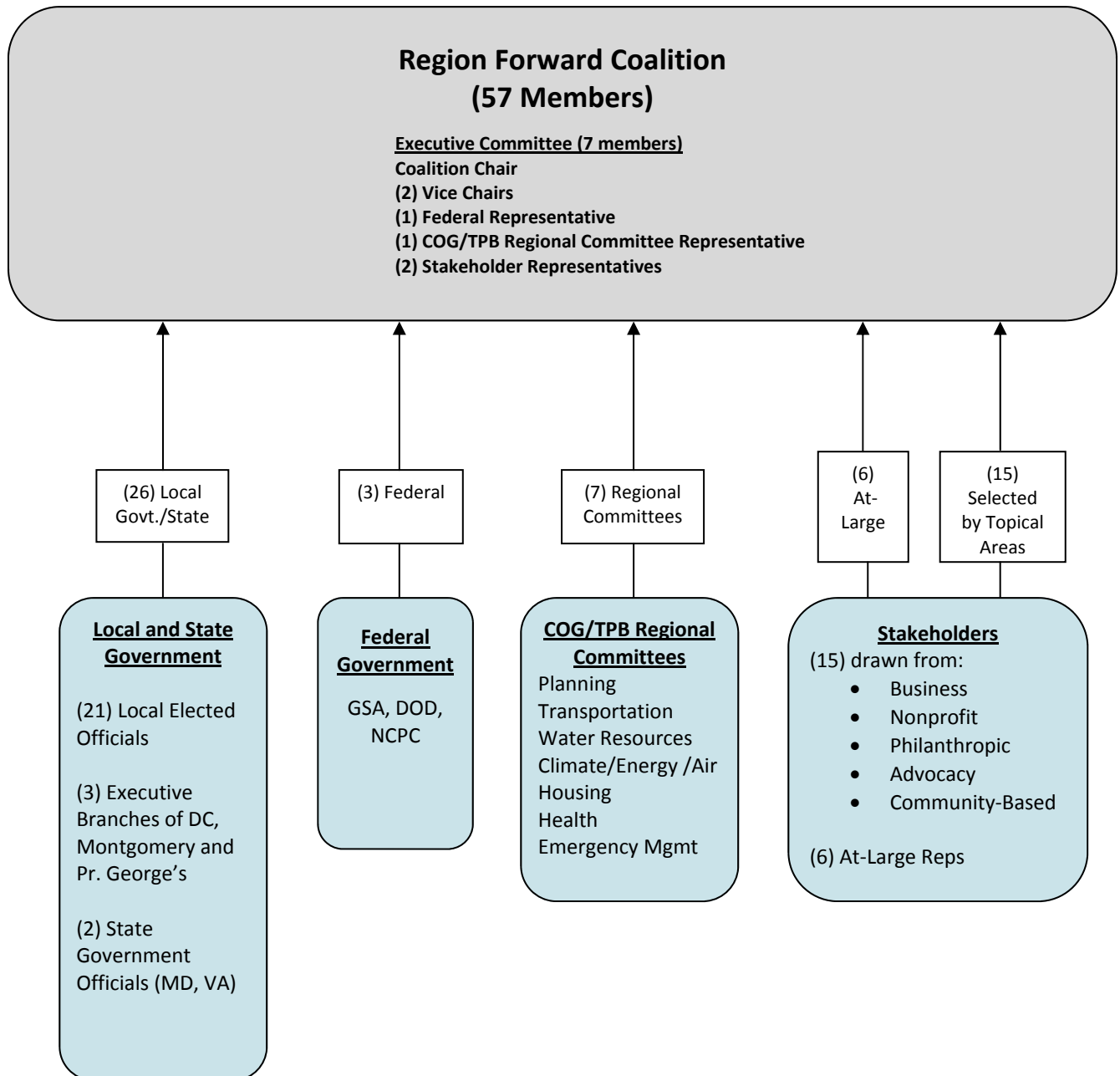
The Region Forward Coalition will include local elected officials, state and federal agency representative, business organizations, nonprofit groups, philanthropic organizations, advocacy and community-based representatives. The Coalition will be open to a wide variety of organizations and have broad-based membership. The Coalition's broad-based membership will provide an opportunity for improved capacity building and multi-sector partnerships supporting the implementation of *Region Forward*.

## Primary Responsibilities

- 1) Oversee the *Region Forward* performance Baseline analysis and future regional progress reports
- 2) Create Complete Communities / Regional Activity Centers update
- 3) Create clear strategies and initiatives to support the transformation of regional centers into Complete Communities

- 4) Oversee public engagement activities such as scenario thinking workshops or a regional attitudinal survey in conjunction with regional progress reports
- 5) As appropriate, apply for regional funding opportunities to support the implementation of *Region Forward*
- 6) Provide comments to the COG Board regarding Cooperative Forecasts

## Potential Membership Composition



# **Regional Action Plan to Implement *Region Forward* and Develop Priorities for Complete Communities**

## **Purpose**

This *Region Forward* work plan provides a series of integral next steps COG will undertake to implement *Region Forward* and guide the transformation of regional centers into Complete Communities.

## **Background**

### **HUD Sustainable Communities Regional Planning Grant**

For the first time, the HUD Sustainable Communities Regional Planning Grant process galvanized local governments and multi-stakeholder groups to identify a clear regional process for implementing *Region Forward*. At the heart of this proposal, the region and its stakeholder groups sought to create a Regional Plan for Sustainable Development by embracing and promoting Complete Communities for regionally identified centers and prioritizing regional infrastructure investments and actions for housing, transportation and the environment. In the absence of a \$5 million grant from HUD, this action plan proposes to create a strategic regional plan through a series of integral projects necessary to implement *Region Forward* and guide the transformation of regional centers into Complete Communities.

### ***Region Forward***

In 2010 the COG Board of Directors and all 21 of COG's member jurisdictions approved and endorsed the region's first comprehensive vision framework, *Region Forward: A Comprehensive Guide for Regional Planning*, marking a historic first-step for the National Capital Region. *Region Forward's* vision reflects shared regional goals, identifies targets to measure regional progress, and includes a compact for addressing common regional goals. The regional vision identifies critical next steps that will require a new approach to regional planning and prioritization. The first next step includes completing a baseline analysis for the metrics and indicators used as part of *Region Forward's* targets and indicators to help the region measure progress toward its regional goals. Additional next steps include launching a *Region Forward* website, updating MWCOC's Regional Activity Centers, preparing a focused strategy toolbox to prioritize specific local and regional actions to implement *Region Forward* and publishing progress reports in combination with a public survey to understand progress towards regional goals.

## Future Regional Planning and the Federal Government

HUD has indicated applicant regions will be scored for Preferred Sustainability Status, and thus qualify for benefits such as additional capacity building resources and potential points for future funding opportunities managed by federal agencies such as HUD, DOT, and EPA. HUD has indicated that a second competitive round of funding for regional planning grants will be available in the future; however, as of the date of this publication, appropriations have not been approved by Congress.

## Region Forward's Chronological Implementation Projects

The next steps listed below each have an integral role for implementing a strategic regional planning process around *Region Forward*.

Plan Timeline	2010		2011												2012				
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
RF 1 Create Regional Sustainability Coalition		→																	
RF 2 Launch Media and Outreach Campaign		→																	
RF 3 Performance Analysis			→																
RF 4 Create Complete Communities							→												
RF 5 Complete Communities Implementation Program(s)										→									

### Region Forward Project 1:

#### Create New Regional Sustainability Coalition

Timeframe: November 2010 – March 2011

Budget: \$35,000

#### Primary Goals:

- 1) Create partnerships to implement *Region Forward* and develop a regional sustainability coalition comprised of multijurisdictional and multi-sector stakeholders to transform regional activity centers into Complete Communities
- 2) Enhance future comprehensive regional planning coordination and performance monitoring
- 3) Improve regional coordination of land-use, housing, environmental, transportation, and equitable development planning and decisions

COG Staff will reengage stakeholders that helped shape *Region Forward* and the HUD Sustainable Communities Regional Planning Grant to create new partnerships that advance the implementation

of *Region Forward*. The HUD Sustainable Communities Regional Planning grant process engaged new and existing regional stakeholders committed to completing a number of implementation projects associated with *Region Forward*. COG Staff will continue to work with many of these stakeholders and examine which projects can still be completed and supported through alternative resources. COG Staff proposes to expand cross-cutting regional policy capacity and coordination to advise the COG Board on future *Region Forward* implementation projects and initiatives. This new regional sustainability coalition will be shaped through the reorganization of the Metropolitan Development Policy Committee (MDPC) with the purpose to improve regional coordination of housing, land use, transportation, environmental, and economic issues at the regional level and create a multijurisdictional and multi-sector coalition to undertake future comprehensive regional planning and implementation initiatives recommended in *Region Forward*.

This project is consistent with COG Board Resolution R9-10 recommending enhancing the advisory capacity of MDPC by creating multi-sector and multijurisdictional partnerships to implement *Region Forward*.

COG staff recommends examining best practices locally and in other regions to create a successful multi-sector and multijurisdictional coalition to implement and oversee future integrated regional planning activities. This work would take three or four months and COG staff would submit recommendations to the COG Board in February 2011 for an enhanced coalition charged with overseeing the implementation of *Region Forward* and developing recommendations for guiding the transformation of Regional Activity Centers into Complete Communities. This new sustainability coalition will be supported through supporting subcommittees such as the Planning Directors Technical Advisory Committee and the Housing Directors Advisory Committee.

## ***Region Forward* Project 2: Launch Media and Outreach Campaign**

**Timeframe: November 2010 – Ongoing**

**Budget: \$ 100,000**

### **Primary Goals:**

- 1) Generate public awareness and support for *Region Forward***
- 2) Mobilize broader participation in the implementation of *Region Forward* and create long-term capacity for guiding the transformation of regional centers into Complete Communities**

### **Public Awareness**

Generating public awareness and support for *Region Forward* is one of our most important tasks for sustaining momentum towards achieving our regional vision. To achieve this goal, COG is officially launching a new web site, [www.RegionForward.org](http://www.RegionForward.org) on November 10<sup>th</sup>. The website is being promoted through advertising, contests, and outreach campaigns to target audiences, including

young adults and students. COG will support both efforts with the use of social media outlets and traditional media.

During November and early December 2010, COG will advertise the web site by using strategically placed ads in Metrorail stations, along with print ads and coverage on radio and TV talk shows. A raffle for an iPad is expected to attract interest in the site, along with a series of guest bloggers and the opportunity for residents to submit their own creative pieces – such as poster art, poetry or “raps” – that promote *Region Forward*. These outreach efforts will continue on a regular basis as an integral part of a strategic regional planning process to implement *Region Forward* and guide the transformation of regional centers into Complete Communities.

### **Public Engagement**

Regional partners, COG and a new sustainability coalition will launch a more effective network of civic and community engagement around sustainability by refocusing existing groups, stakeholders, and partners around the implementation of *Region Forward*. This network will engage residents and community groups by creating new forums for public participation that inform regional policies designed to guide the transformation of regional centers into Complete Communities. This public engagement will occur during the process of either defining Complete Communities or examining action strategies to support Complete Communities.

## ***Region Forward Project 3: Region Forward Performance Analysis***

**Timeframe: November 2010 – May 2011**

**Budget: \$ 175,000**

### **Primary Goals:**

- 1) Conduct a comprehensive regional performance analysis to measure periodic progress towards the regional goals and targets adopted in *Region Forward***
- 2) Capitalize on partnership opportunities to conduct additional assessment work that could include climate change, stormwater, human health, access to food and affordable housing**

COG and regional partners will prepare a performance analysis which will examine the metrics for *Region Forward's* targets and indicators. This analysis will serve as the first comprehensive regional performance assessment demonstrating how close our region is to meeting our common goals and targets adopted in *Region Forward*. This analysis will serve as a basis for measuring progress when these metrics and indicators are evaluated comprehensively every 2-3 years.

In COG's grant proposal for the HUD Sustainable Communities Regional Planning Grant, staff proposed including additional analysis work in the areas of health, climate, the environment, and green infrastructure. At this time COG staff will examine additional opportunities for analysis work that could potentially include climate change, stormwater, human health, access to food, and affordable housing. At the time of this publication, only one of these additional analysis projects has

secured funding. This includes the climate change analysis work awarded to COG through a technical assistance grant by the Environmental Protection Agency (EPA) Smart Growth Office.

On October 21, 2010 EPA announced that the metropolitan Washington region is one of eight regions nationwide that will receive technical assistance from the agency to promote sustainability growth and development issues. COG's winning submission was largely based on *Region Forward* and the *National Capital Region Climate Change Report*.

EPA will assist COG and its members integrate climate change adaptation in local and regional planning by 1) assessing climate change risks to the region, 2) identifying smart growth strategies that will improve the region's capacity to adapt to climate change, and 3) facilitating the sharing of those strategies among local decision-makers.

Health, Food access and affordable housing are also key new metrics for assessing quality of life and establishing benchmarks for measuring local and regional progress towards creating Complete Communities. Major programmatic research in this area includes a detailed analysis of the region's affordable housing stock, a regional health indicators baseline assessment, and a green infrastructure inventory.

## ***Region Forward* Project 4: Complete Communities Identification and Prioritization**

**Timeframe: April 2011 – April/May 2012**

**Budget: \$200,000**

### **Primary Goals:**

- 1) Define new or existing regional centers for targeted growth using a broader set of attributes such as quality of life and economic advancement opportunities, environmental infrastructure, transportation and housing choices**
- 2) Leverage existing investments by positioning these centers for competitive funding opportunities**

Based on the Complete Communities concept incorporated into the HUD Regional Planning Grant, the planning process to update the Regional Activity Centers update will focus on a broader set of attributes that make places more sustainable and complete. This process will seek to take COG's Regional Activity Centers to the next level by beginning to prioritize local needs in regional centers that contribute to a regional issue. The process will identify current and future regional centers and determine specific elements such as affordable housing, transit, or green infrastructure needed to transform regional centers into Complete Communities.

The Complete Communities concept is an evolution of COG's Regional Activity Centers, which were defined mostly by employment forecasts. Complete Communities will be characterized as mixed-use, compact and walkable centers of activity. They will 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, clean water and air, recreation and entertainment, green space, and healthy local food.

Complete Communities will concentrate growth in order to mitigate greenhouse gas emissions, air pollution, auto dependency, and reduce household expenses on transportation and energy bills. Recognizing the diversity of the region, each Complete Community will be different, but as a transcending theme, all Complete Communities are ideal places for growing up, and growing old.

#### **Major Milestones Currently under Consideration for Updating MWCOG Regional Centers**

- Examine Regional Centers Best Practices from other regions, including how centers are defined and implementation programs supporting regional centers.

#### **Complete Communities Definition**

- Define Potential Goals for using our Regional Activity Centers
- Examine *Region Forward's* Goals and Targets to understand how to apply them to define RACs and support RAC
- Examine locally adopted centers in Comprehensive Plans
- Develop new criteria and/or a menu of options for designating RAC/Complete Communities
- Examine Center Geographies

#### **Complete Communities Prioritization**

- Examine Existing or Missing Center Attributes needed to Enhance/Transform Centers into Complete Communities
- Identify Common Missing Elements in Centers Across the Region to Define Shared Regional Priorities
- Examine how regional programs can support local and regional growth policies in regionally identified centers

### ***Region Forward* Project 5:**

#### **Complete Communities Implementation Actions and Programs**

**Timeframe:** January 2012 – Winter/Spring 2012

**Budget:** \$75,000

**Primary Goals:**

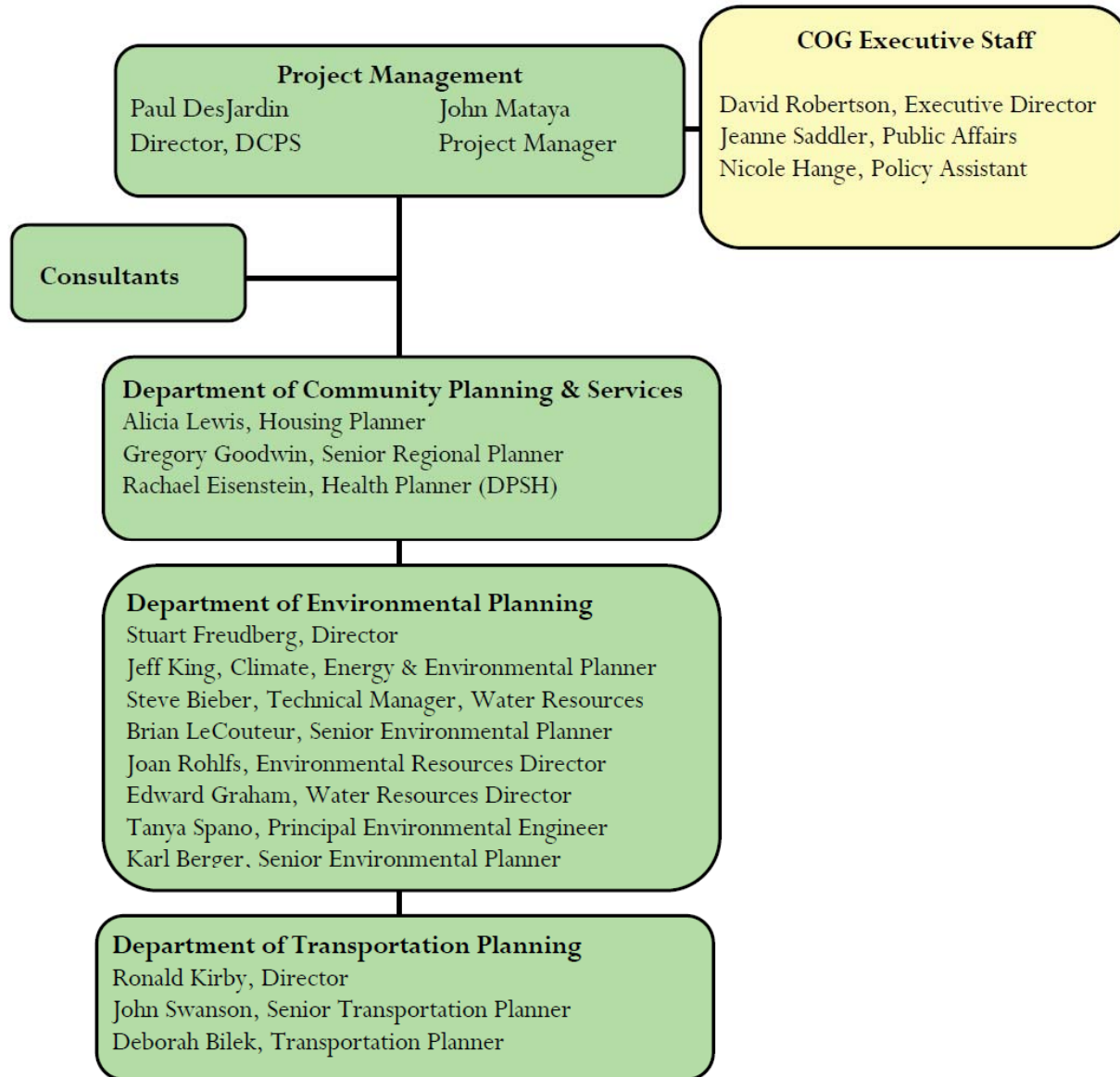
- 1) Prepare a strategy toolbox for transforming regional centers into Complete Communities**
- 2) Identify programs such as the Transportation/Land-Use Connection (TLC) Program or transit-oriented affordable housing programs that support local efforts to transform regional centers into Complete Communities**

Prepare a strategy toolbox and identify programs to support the transformation of regional centers into Complete Communities. The strategies and programs identified to support Complete Communities will be geared towards local governments, nonprofits, businesses, and other regional stakeholders to ensure maximum regional collaboration. This toolbox will include missing elements

and recommendations common in 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. These strategies will be reviewed and vetted by several entities, including local governments, COG's technical and policy committees, region's new sustainability coalition and other regional leadership groups in order to solicit the maximum amount of feedback.

## Region Forward Project Staffing

This proposed work program builds on the COG-wide interdepartmental / interdisciplinary staffing proposed in the HUD Sustainable Communities Regional Planning Grant application. The graphic below highlights the key staff from each COG department as well as their program areas of expertise in supporting *Region Forward* / Complete Communities implementation.



**BYLAWS  
REGION FORWARD COALITION  
March 29, 2011**

**ARTICLE I – NAME**

The name of this Committee is the REGION FORWARD COALITION (the Coalition) of the Metropolitan Washington Council of Governments (COG).

**ARTICLE II – AUTHORITY**

A. **Source:** The authority of the Coalition is derived from the COG Bylaws and Rules of Procedure, which authorize the COG Board of Directors (Board) to establish such Committees as it deems necessary to exercise its responsibilities. Specific authority was delegated in a Charter Resolution of the COG Board (R8-2011), January 12, 2011, when it created the Coalition.

B. **Principal Policy Adviser;** The Coalition is the principal policy adviser to the Board on comprehensive long-range regional planning and implementation activities, and the Coalition shall submit to the Board for its review and approval all major policies, plans, agreements, and programs within its jurisdiction. This Coalition will replace the Metropolitan Development Policy Committee.

**ARTICLE III – PURPOSE AND MISSION**

A. **Overall:** The Coalition's purpose and mission shall be to develop and maintain, in accordance with Article II, all policies, plans, agreements, and programs, other than those specifically assigned to other units within COG, concerning comprehensive long-range regional planning and implementation.

B. **Subject Areas:** The Coalition's subject areas of responsibility shall include all elements of the *Region Forward* report and work program, outreach and associated goals and targets.

1. The Coalition shall oversee annual work programs and budgets for these program areas.
2. The Coalition shall be responsible for developing and presenting to the COG Board regular comments on the Cooperative Forecasts, performance monitoring reports, regional visioning work, policy statements, recommendations, and proposals relevant to its purpose and mission.
3. The Coalition shall facilitate implementation of *Region Forward: A Comprehensive Guide to Regional Planning and Measuring Progress in the 21<sup>st</sup> Century* and shall, from time to time, advise the Board on the success of the Report's goals and targets and the need for modification, if any.
4. The Coalition shall at all times strive to ensure a balanced work program that includes all of the diverse issues under its authority and maintains the focus of its mission.

**ARTICLE IV -- MEMBERSHIP**

A. **Voting Members:** The Coalition shall be composed of the following voting members and member category (category):

1. An elected official serving on each the legislative bodies of COG participating Jurisdictions;
2. A representative of the Executive Branch of the District of Columbia, and the Counties of Montgomery and Prince George's;
3. State government representatives (one each) from Maryland and Virginia.

4. Three (3) senior or executive representatives of the Federal Government to include the National Capital Planning Commission, the Department of Defense, the General Services Administration.
5. A representative of the Transportation Planning Board Technical Committee, the Planning Directors Technical Advisory Committee, the Water Resources Committee, the Climate, Energy or Air Technical Committee, Housing Directors Advisory Committee, Emergency Managers, and Health Officers designated by these committees
6. Up to 15 stakeholder representatives drawn from business organizations, nonprofit groups, philanthropic organizations, and advocacy and community-based representatives. Stakeholders shall be identified to insure broad-based participation that supports the mission of the Coalition.
7. Six (6) at-large representatives may be appointed to represent duplicate or unforeseen interests of importance to Region Forward implementation.

**B. Executive Committee:** The Executive Committee will work with the Coalition's Chair and Vice Chairs to set the agenda for the overall Coalition. The Executive Committee will include the Coalition's Chair, two (2) Vice Chairs, one representative of member category 4 and 5) and two (2) representatives from member categories 6 or 7.

**C. Designation of Members:** Members of member categories 1 and 2 are to be appointed annually by the government agency they represent. Members of category 3 are appointed biannually by the Governor or his designee. Members of member category 4 are appointed biannually by the Coalition Chair. Members of member category 5 are designated annually by the technical committee. Members of member categories 6 and 7 are appointed biannually by the members of categories 1 and 2 in consultation with COG's Executive Director.

**D. Alternates to Voting Members:** Members of member categories 1, 2, 3, 4, and 5 may have alternates also appointed by the governmental unit, agency, organization and/or committee they represent. The Coalition Chair may designate alternates to members of categories 6 and 7, with the concurrence of members in those respective categories as decided by a majority vote. Except for elected executives, alternates to local elected officials to the degree practicable should be other elected officials.

## ARTICLE V – OFFICERS

### A. Selection:

1. **Chair and Vice Chairs:** The Chair and two Vice-Chairs of the Coalition shall be appointed annually by the COG Board Chair, giving reasonable deference to representation among the District of Columbia, Maryland, Virginia, and other stakeholders. The Vice Chairs shall represent different stakeholder groups or elected officials from a different state from that of the Chair.

2. **Other Officers:** The Coalition may select other officers for duties and functions not inconsistent with this resolution.

3. **Reappointment:** Officers shall be eligible for reappointment.

**B. Vacancy:** If a vacancy occurs in the office of Chair or Vice Chair, his or her successor shall be appointed by the Chair of the COG Board.

**C. Duties:** The Coalition Chair shall preside at all meetings and shall perform such other duties that the Bylaws or the Coalition from time to time shall assign. One of the Vice Chairs shall act to discharge the duties of the Chair, in the absence of or inability of the Chair to act.

**D. Participation:** Officers shall attend a minimum of three (3) meetings each calendar year. Should a Chair or Vice Chair fail to attend the required number of meetings, the Coalition may seek their removal from office.

**E. Removal:** Removal of a Chair or Vice Chair shall be pursuant to the following procedures:

- 1) with the approval of the majority of those voting members of the Coalition present and voting, a proposal to remove a Chair or Vice Chair shall be recorded in the minutes;
- 2) a special written notice setting forth such proposal shall be provided to every member of the Coalition at least 10 days before the next regular meeting;
- 3) the proposal to remove a Chair or Vice Chair shall be acted upon at the next regular meeting following the meeting at which it was proposed;
- 4) a majority vote of the voting members of the Coalition shall be required for a recommendation to the COG Board Chair for the removal of the Coalition Chair or Vice Chair and his or her replacement by the COG Board Chair.

#### **ARTICLE VI – QUORUM AND VOTING**

**A. Quorum:** One third of the voting members or their alternates shall constitute a quorum of the Coalition.

**B. Voting:** When a quorum of the Coalition is present at any meeting, the vote of the majority of the Coalition members (or their officially designated alternates) present and voting shall decide any question brought before the Coalition. However, two-thirds of local government officials present and voting must affirmatively support any matter concerning work program, Bylaw amendment, advocacy statement, or recommendation to the COG Board of Directors.

#### **ARTICLE VII -- SUPPORT**

**Teams:** The Coalition may have standing Teams (subcommittees) to assist in the development of regional policies, plans, agreements, and programs. Teams shall be deemed subordinate to the Coalition and may invite representation from governmental units or regional stakeholders relevant to their charge or functional interests. With the approval of the COG Board, the Coalition may establish such Teams as it deems necessary to carry out its business, consistent with the goals and resources specified in the COG annual budget. Members of such Teams shall generally consist of agency staff or other key regional stakeholders and shall be appointed by the governmental units, Coalition and/or other interests invited to participate. The Chair of each Subcommittee shall be appointed by the Coalition Chair.

#### **ARTICLE VIII -- AMENDMENT**

These Bylaws may be amended pursuant to the following procedures:

- a) with the approval of the majority of those voting members of the Coalition present and voting, a proposal to amend the Bylaws introduced at any regular meeting of the Coalition, shall be recorded in the minutes;
- b) a special written notice setting forth such proposal shall be mailed to every member of the Coalition at least 10 days before the next regular meeting;
- c) the amendment shall be acted upon at the next regular meeting following the meeting at which it was proposed;
- d) should the amendment receive a majority vote of the voting members of the Coalition, it shall be referred to the COG Board for consideration;
- e) if approved by the COG Board, the amendment shall be immediately effective.

## **ARTICLE IX – MEETINGS; PROCEDURE**

**A. Meetings:** The Coalition shall meet at a frequency necessary for the conduct of its business, generally on the second Wednesday of the months of June, July, September, October, November, January, February, April, March, and May, or at other times as the Coalition may determine.

**B. Procedure:** Except as provided otherwise by these Bylaws, the COG Board Rules of Procedure, such other standing rules as the Coalition may determine, and *Roberts Rules of Order, Revised*, shall be the parliamentary authority for the conduct of meetings of the Coalition. Meetings shall be open, except upon order of the Chair or by majority vote of members present.

**C. Minutes or Summaries:** COG staff shall prepare draft meeting summaries for adoption by the Coalition at the next available meeting time subsequent to the meeting for which the summary was prepared. The Coalition shall review and revise the meeting summaries as necessary so that, upon adoption, they shall constitute the official Coalition record of actions and other deliberations.