

A Conceptual Everett Equitable Development Initiative Framework

Prepared by the Everett Station District Alliance for Housing Hope

June 2021

Puget Sound cities, including the City of Everett, are at a critical moment. Over the past decade, residential land values have increased rapidly, and real wages have been stagnant for decades. This has put extreme pressure on low income and middle income households who face rising rents and a reduced ability to own homes. This is on a backdrop of centuries of racism in housing, transportation, banking, and education that have led to a generational wealth gap that makes upward social mobility difficult for people of color. Amidst this, the existing built environment establishes structural challenges for addressing climate change, improving job opportunities, and supporting health and well-being. With nearly 1.5 million more people expected to live in the Central Puget Sound region by 2044 (87,000 in Everett by 2050), this is a critical time for taking action to create more equitable, sustainable, affordable, and prosperous communities.

Over the past year, the Everett Station District Alliance (ESDA) assisted Housing Hope in its Convergence at Everett Station Study by engaging community stakeholders in how to catalyze equitable, sustainable, and prosperous development near Everett Station on properties owned by the City of Everett.¹ As part of the stakeholder engagement, ESDA convened a “Committee for a Just and Equitable Community” that established statements, principles, and strategies for equitable development.² In addition, ESDA provided educational stewardship to a University of Washington (UW) studio class during the spring of 2021 that analyzed equitable development best practices, equitable development initiatives funded by the J.P. Morgan Chase Foundation in cities across America, and city, county, and regional equitable development policies.³ The UW class also made recommendations for how the City of Everett, Housing Hope, and ESDA could pursue equitable development.

This report, “A Conceptual Everett Equitable Development Initiative Framework,” is a synthesis document based on the engagement and analyses conducted over the past year which also makes key recommendations for how the City of Everett can advance equity in shaping the future of the city for all people.

¹ “Convergence: Everett Station Area TOD Study,” Housing Hope (May 2021), <https://www.everettstationdistrict.com/convergence-study>.

² See Appendix A, “Convergence Study Equity Principles and Strategies” (Jan. 2021).

³ See Appendix B, “Everett Station District Equitable Development Study,” UW Studio Class (Spring 2021).

Table of Contents

Summary of Recommendations	3
Definitions	4
Background on Legal & Policy Framework	5
Community Collaboratives for Equitable Development	6
Recommendations	13
1. Center equity in comprehensive plan	13
2. Adopt best practices for equitable community engagement and for reviewing policies, programs, and capital investments	16
3. Establish new financial institutions and tools	20
4. Co-create place-based neighborhood collaborative efforts for equitable transit-oriented development	23
Priority Actions	27
Appendices	28

Summary of Recommendations

1. Center equity in comprehensive plan

In 2022, the City of Everett will begin a major update to its comprehensive plan, with the update due by June 30, 2023. The major update must be consistent with VISION 2050 multi-county planning policies adopted in 2020 and with the Snohomish County countywide planning policies that are being adopted this year. Given the focus of equity and transit-oriented development within VISION 2050 and the GTC, equity will need to be a central focus of this update.

2. Adopt best practices for equitable community engagement and for reviewing policies, programs, and capital investments

Achieving equitable outcomes is more likely to occur if affected and historically marginalized communities are meaningfully engaged in decision-making. In addition, the City must use its own capacity to conduct meaningful analysis on the potential positive and negative impacts of its actions. Cities and counties in the Central Puget Sound region have been leaders on community engagement processes, racial and social justice impact analyses, opportunity mapping, and displacement risk mapping. The City of Everett should implement these strategies.

3. Establish new financial institutions and tools

Equitable development will require new investments in order to fund affordable housing and social services, affordable transportation options, and parks and open spaces. Three principle funding strategies have been identified which will require the City of Everett's leadership and action to implement: a community development financial institution; a housing benefit district, tax increment financing, and/or housing levy; and a business improvement area. In addition, the City of Everett should proactively seek joint development for its surplus and underutilized properties in the regional growth center and high-capacity transit neighborhoods.

4. Co-create place-based neighborhood collaborative efforts for equitable transit-oriented development.

Creating complete communities that are equitable, sustainable, and prosperous require intentionality, dedication, and broad engagement in co-creation. We look to equitable development community collaboratives across America and by the City of Seattle to recommend a format for community collaboratives here in Everett.

Definitions

From VISION 2050

Equity: *All people can attain the resources and opportunities that improve their quality of life and enable them to reach full potential. Those affected by poverty, communities of color, and historically marginalized communities are engaged in decision-making processes, planning, and policy making.*

Equitable Development: *Public and private investments, programs, and policies in neighborhoods to meet the needs of marginalized populations and to reduce disparities, providing access to quality education, living wage employment, healthy environment, affordable housing and transportation.⁴*

From the Growing Transit Communities Strategy

Equitable transit communities *are mixed-use, transit-served neighborhoods that provide housing and transportation choices and greater social and economic opportunity for current and future residents. Although generally defined by a half-mile walking distance around high-capacity transit stations, they exist within the context of larger neighborhoods with existing residents and businesses.*

These communities promote local community and economic development by providing housing types at a range of densities and affordability levels, commercial and retail spaces, community services, and other amenities that are integrated into safe, walkable neighborhoods.

Successful equitable transit communities are created through inclusive planning and decision-making processes, resulting in development outcomes that accommodate future residential and employment growth, increase opportunity and mobility for existing communities, and enhance public health for socially and economically diverse populations.⁵

From the City of Seattle's Equitable Development Initiative

Equitable development *means public and private investments, programs, and policies in neighborhoods that take into account past history and current conditions to meet the needs of marginalized populations and to reduce disparities so that quality of life outcomes such as access to quality education, living wage employment, healthy environment, affordable housing and transportation, are equitably distributed for the people currently living and working here, as well as for new people moving in.⁶*

⁴ "Glossary of Terms," VISION 2050, page 161, <https://www.psrc.org/sites/default/files/vision-2050-plan.pdf>.

⁵ "Growing Transit Communities Strategy," PSRC (Oct. 2013), page 5, <https://www.psrc.org/sites/default/files/gtcstrategy.pdf>.

⁶ "What is Equitable Development?" City of Seattle, <https://www.seattle.gov/opcd/ongoing-initiatives/equitable-development-initiative#background> (last accessed July 29, 2021).

Background on Legal & Policy Framework

The City of Everett's Comprehensive Plan is the defining framework for how our city will grow and meet the needs of its residents. Although the plan focuses on considering elements of creating an equitable community such as addressing climate change and addressing housing needs, the plan does not address creating a more equitable city for people of color, low income, or other disadvantaged groups directly. In fact, the plan's focus on equity is more about ensuring that affordable housing projects do not impact any one geographic area more than another, and for pushing for shelter and affordable housing to be built in other cities and not Everett.⁷

More recently, Mayor Cassie Franklin has pushed to center equity in her administration's work. Mayor Franklin has issued the following relative directives:

- Community engagement & inclusion (Jan. 2018)⁸
- Community planning & economic development (Feb. 2018)⁹
- Building unity, addressing racism and promoting equity of all (Sept. 2020)¹⁰
- Affordable housing for all (Nov. 2020)¹¹

The City of Everett is also currently developing a new Housing Action Strategy, and will soon begin a major update of its comprehensive plan, due to be completed by June 30, 2023.

The comprehensive plan update is legally required to be consistent with the multi-county planning policies enumerated in VISION 2050, which was adopted by the General Assembly of the Puget Sound Regional Council (PSRC) in November 2020, and must be consistent with the county-wide planning policies currently being updated by Snohomish County Tomorrow, an interjurisdictional body for Snohomish County.

VISION 2050 was greatly influenced by the Growing Transit Communities Strategy (GTC),¹² which was adopted by the PSRC General Assembly in October 2013. The GTC laid out a framework for encouraging equitable growth for the region near existing and future high capacity transit stations. VISION 2050 specifically calls for cities to implement the policies and actions identified in the GTC.¹³

The GTC provided a toolkit of strategies and actions that fell into four groupings: foundation strategies, strategies to attract housing and employment growth, strategies to provide affordable housing choices, and strategies to increase access to opportunity. Under these strategies, specific recommended actions for cities were provided, including:¹⁴

⁷ See Everett Comprehensive Plan Housing Policies 4.8.3, Objective 4.9, and V.A.13.

⁸ <https://everettwa.gov/1796/Community-Engagement>

⁹ https://everettwa.gov/DocumentCenter/View/13061/Mayoral-Directive-2018-02_Economic-Development

¹⁰ <https://everettwa.gov/DocumentCenter/View/26252/Mayoral-Directive-Equity-FINAL>

¹¹ https://everettwa.gov/DocumentCenter/View/26802/2020-03-Housing_Final

¹² "Growing Transit Communities Strategy," PSRC (Oct. 2013), <https://www.psrc.org/sites/default/files/gtcstrategy.pdf>.

¹³ VISION 2050, DP-Action-3, <https://www.psrc.org/sites/default/files/vision-2050-plan.pdf>.

¹⁴ For a more complete list of all the recommended actions from the GTC, see Appendix D.

- **1.11** Continue to strengthen local partnerships, policies, programs, and plans to support thriving and equitable transit communities.
- **2.9** Identify opportunities for public-private partnerships that further equitable TOD, using tools such as development agreements, transportation benefit districts, and community renewal.
- **3.6** Continue to develop and apply equitable community engagement strategies as part of local comprehensive and station area planning and other decision-making affecting transit communities.
- **4.4** Support community-based organizations through actions such as: convening community organizations, providing information about plans and projects in station areas, and offering staff support, meeting facilities, or funding for community organizations.
- **5.10** Evaluate social equity impacts when considering new or updated policies and programs.
- **6.11** Adopt station area plans and/or policies for all high capacity transit communities which are expected to attract significant new population or employment growth.
- **7.12** Identify city or county owned sites with potential for joint development and land assembly for TOD projects.
- **11.10** Based on the findings of the housing needs assessment, and consistent with Countywide Planning Policies, adopt quantitative and qualitative affordable housing goals for lower income households at various income levels, including 0%-30% of AMI, 30%-50% of AMI and 50%-80% of AMI and a strategy to achieve goals as the transit community grows.
- **19.7** Involve community members in developing a profile of community assets and needs around transit stations.
- **22.7** Invest in facilities that increase connectivity and safety within transit communities, especially to transit stops and destinations frequented by communities of color, low-income residents, seniors, children, and people with disabilities.
- **22.8** Invest in programs that encourage residents of communities with limited access to opportunity to use non-motorized travel alternatives, such as bicycling programs, neighborhood walking maps, and safe routes to school efforts.

VISION 2050, which was a major update to the previous regional plan called “VISION 2040,” says “[it] is the shared regional plan for moving toward a sustainable and more equitable future,” and that “clean air, health, life expectancy, and access to jobs and good education can vary dramatically by neighborhood. VISION 2050 works to rectify the inequities of the past, especially for communities of color and people with low incomes.”¹⁵

Without a doubt, compared with the previous regional plan, equity is a core principle to VISION 2050. This is implemented through the multi-county planning policies; for example:

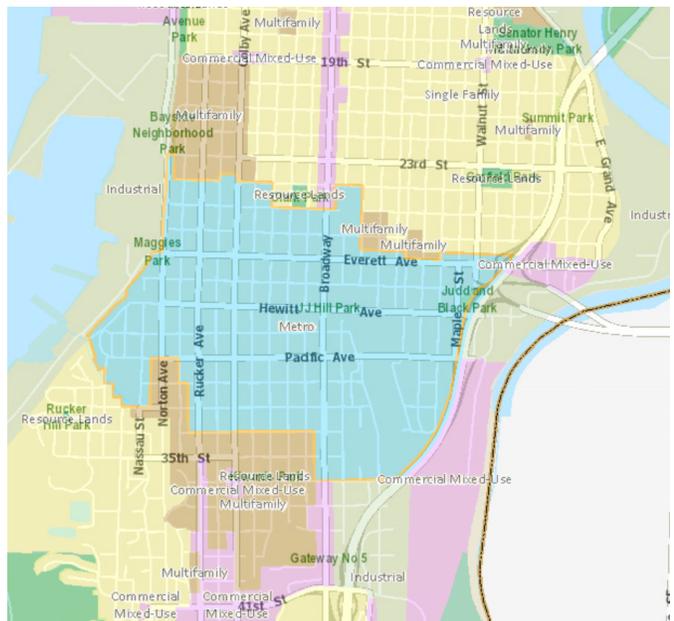
- **MPP-RC-2** Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.

¹⁵ *Id.*, page 2.

- **MPP-H-5** Promote homeownership opportunities for low-income, moderate-income, and middle-income families and individuals while recognizing historic inequities in access to homeownership opportunities for communities of color.
- **MPP-EC-13** Promote equity and access to opportunity in economic development policies and programs. Expand employment opportunity to improve the region’s shared economic future.
- **MPP-PS-2** Promote affordability and equitable access of public services to all communities, especially the historically underserved. Prioritize investments to address disparities.
- **MPP-PS-29** Site or expand regional capital facilities in a manner that (1) reduces adverse social, environmental, and economic impacts on the host community, especially on historically marginalized communities, (2) equitably balances the location of new facilities away from disproportionately burdened communities, and (3) addresses regional planning objectives.

The core strategy to ensure future residents across the region live in areas of high transportation mobility and high social mobility is prioritizing where future housing and jobs to be near affordable transit. VISION 2050’s Regional Growth Strategy has a goal for 65 percent of population growth and 75 percent of employment growth to occur within regional growth centers and high-capacity transit station areas, such as Downtown Everett and the Everett Station District neighborhoods.¹⁶ Because not all cities have regional growth centers or high-capacity transit, cities with designated centers and high-capacity transit must actively plan for an even higher level of residential and employment growth in their centers and within a half-mile of transit stations.

In addition to the equity strategies identified in the GTC and established by the new multi-county planning policies, VISION 2050 also established a process for creating a new Regional Equity Strategy. The regional committee that will co-create the Regional Equity Strategy is just forming now, and will eventually lead to a document that will influence the city comprehensive plan updates in 2023, and will inform the creation of new equity-focused multi-county planning policies to be included in the next update of VISION 2050.



Map shows the City of Everett’s “Metropolitan Area,” which is approximately the area of the designated regional growth center.

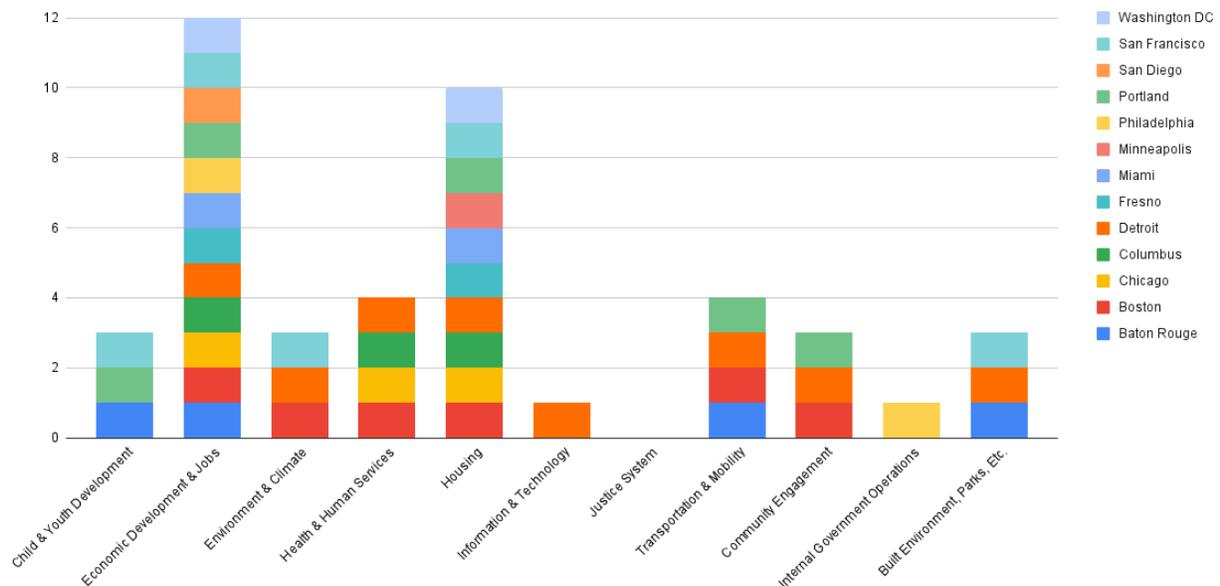
¹⁶ *Id.*, MPP-RGS-8.

Community Collaboratives for Equitable Development

As part of its Advancing Cities Initiative, the J.P. Morgan Chase Foundation has funded community collaboratives to advance equitable development in cities across America. The UW studio class reviewed collaboratives funded in 14 cities. We have compiled the class’s summaries of these into a single spreadsheet to compare their areas of focus to understand the areas of highest importance, as determined by the stakeholders in those communities for equitable development.¹⁷ The collaboratives were from Baton Rouge, Boston, Chicago, Columbus OH, Detroit, Fresno, Miami, Minneapolis, New Orleans, Philadelphia, Portland OR, San Diego, San Francisco, and Washington DC.

For cross-reference purposes, the spreadsheet also includes equitable development best practices identified by the organization PolicyLink; equity policies and strategies within VISION 2050, Snohomish County, King County, Everett, Seattle, and Sound Transit; and the strategies identified by the Committee to Created a Just & Equitable Community that was established as part of the Convergence at Everett Station Study.

Each of the community collaboratives funded by the J.P. Morgan Chase Foundation were partnerships between government, for profit corporations, community-based nonprofit organizations, and community development financial institutions (CDFIs). Based on our analysis, the top focus areas for these collaboratives were on encouraging economic development and job creation for disadvantaged populations, and addressing housing availability and affordability.



¹⁷ “Matrix of Equitable Development Collaboratives,” <https://docs.google.com/spreadsheets/d/1i79HBh-qI8x7U0GCUCrQABFPzf9t8u6I3j9qaNm5N-Q/edit?usp=sharing> (Google Sheet format).

UW Studio Class Recommendations: Strategies

Based on its analysis of the community collaboratives funded by the J.P. Morgan Chase Foundation and the needs of the Everett Station District neighborhood, the UW studio class made the following recommendations as they apply to the neighborhood:¹⁸

Overall:

- Foster robust and inclusive community engagement throughout all project/program phases
- Create opportunities for input and foster agency within disenfranchised groups
- Create and measure quantifiable goals and monitoring strategies for each project/program pursued, and adjust program elements depending on the results attained
- Establish indicators and measure accountability of implementation

Housing:

- Promote community involvement, ownership, and control by supporting the establishment of community land trusts and giving priority to the sale of surplus public land to community organizations
- Support unhoused populations by providing stable shelter and access to transitional housing and avoiding measures that penalize homelessness, including anti-homeless architecture. Consider using vacant surplus lots to allow space for encampments and homelessness relief programs to occur side-by-side, providing a stable location for on-site services and shelter to develop
- Track displacement risks through relevant social and economic indicators

Transportation:

- Promote a complete streets standard for design - strengthening multimodal connections, physically making the streets safer, reducing feelings of vulnerability, and supporting community self-identification
- Reinforce options for first mile/last mile transportation - such as strengthening active transit corridors, public bike and scooter systems, and ride sharing
- Support policies that improve breadth and frequency of connections to the station and surrounding neighborhoods
- Reduce barriers to public transportation by creating and promoting specific programs for transportation disadvantaged people, such as improving access to reduced fare programs and decriminalizing fare evasion
- Advocate for disincentives to driving automobiles that fund and support multimodal opportunities
- Promote ride sharing and other methods for transitioning from an automotive dependent city

¹⁸ See Appendix B, "Everett Station District Equitable Development Study," UW Studio Class (Spring 2021).

Social:

- Attract and site a business incubator in the Station District
- Increase access to capital for small businesses and women and minority owned businesses
- Promote equitable access to parks and recreation, with a special focus on Everett's Parks, Recreation, and Open Space Plan update
- Increase fresh food access in the Station District

Best Practices from the PolicyLink Equitable Development Toolkit

PolicyLink is a national research and action institute advancing racial and economic equity. The organization has established two relevant best practices toolkits: the All-In Cities and Equitable Development toolkits. In addition, PolicyLink has established a Policing Toolkit that offers 15 criminal justice policy recommendations.

The All-In Cities Toolkit includes six policy areas to advance racial inclusion and equitable growth: Good jobs, Economic security, Homegrown talent, Healthy neighborhoods, Housing / anti-displacement, Democracy and justice.¹⁹

The Equitable Development Toolkit is older but still relevant, providing 27 tools to reverse patterns of segregation and disinvestment, prevent displacement, and promote equitable revitalization across four subject areas of Affordable housing, Economic opportunity, Health equity and place, and Land use and environment.²⁰

Convergence Study Equity Strategies

As part of the Convergence at Everett Station Study, ESDA convened community stakeholders to establish equity principles, strategies, and actions. The broad categorical strategies identified included:²¹

- Center community
- Design for all
- Create equitable housing abundance and affordability
- Provide affordable, equitable, and convenient transportation options
- Support a just and equitable economy
- Cultivate safe and healthy environments
- Promote environmental justice
- Preserve, sustain, and utilize local assets

Under each strategy are several actions to implement the strategy and a list of the ultimate desired outcomes.

¹⁹ "All-In Cities Policy Toolkit," PolicyLink, <https://allincities.org/toolkit>.

²⁰ "Equitable Development Toolkit," PolicyLink, <https://edtk.policylink.org/equity-tools/equitable-development-toolkit/all-tools>.

²¹ See Appendix A, "Convergence Study Equity Principles and Strategies" (Jan. 2021).

City of Seattle Equitable Development Initiative

Locally, we can look to the City of Seattle for a robust equitable development initiative that was recently implemented. While their overall program is not a community collaborative in and of itself, many of the projects it funds include neighborhood-focused community collaboratives.

The Seattle Equitable Development Framework also builds on PSRC's policies and is structured into two primary objectives with underlying strategies.²²

1. Strong Communities and People
 - a. Advance economic opportunity
 - b. Prevent residential, commercial and community displacement
 - c. Build on local cultural assets
 - d. Promote transportation mobility and connectivity
2. Great Places with Equitable Access
 - a. Develop healthy and safe neighborhoods
 - b. Equitable access to all neighborhoods

To prioritize where the community development and planning initiatives should be pursued in the city, Seattle has set clear criteria based on data about existing disparities by mapping priority populations, displacement risk, and access to opportunity.

New organizational structures have been established across departments to share goals, set priorities, and recommend shared investment strategies in identified priority areas. Leading this effort is a mayoral-level "capital cabinet" for high-level decision-making and strategic planning. Members of the capital cabinet include a deputy mayor and several department directors, staffed by the city's budget office and planning department.

Within the budget office and planning department, an "Implementation Team" has been established for operational coordination of city investment strategies. The implementation team's conversations and decisions are informed by open conversation with the city's Race and Social Equity Leadership Task Force, a coalition of leaders from communities who have borne the burdens of racial inequity and from neighborhoods experiencing active displacement. The implementation team is staffed by the city's RSJI staff, who are City staff within each department who are assigned with the responsibility of reviewing proposed policies and projects using the City's Racial Equity Toolkit.

Each city department is also responsible for integrating the equity goals and criteria from the Equitable Development Framework and the mapping of priority populations, displacement risk, and access to opportunity into their decision-making, especially as it relates to departmental investment strategies for transportation, affordable housing, parks, and other capital investments.

Finally, the planning department establishes equitable development indicators for ongoing monitoring and accountability.

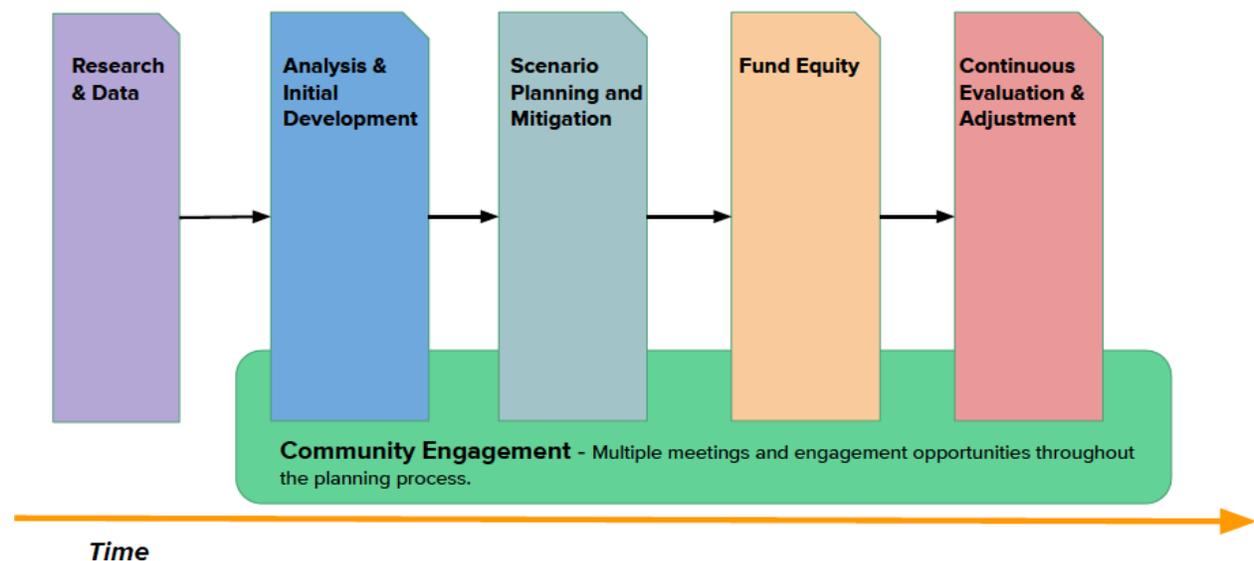
²² "Equitable Development Implementation Plan," City of Seattle (Apr. 2016), <https://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/EquitableDevelopmentInitiative/EDIImpPlan042916final.pdf>

In addition to ensuring all departments are considering equity in their capital decisions, Seattle has also established an Equitable Development Initiative Fund that invests directly in community-based projects. These investments have included affordable housing, community centers, and social service spaces for people of color, immigrants, native peoples, and LGBTQ+ communities.²³

UW Studio Class Recommendations: Process & Implementation

In addition to strategy recommendations, the UW studio class also recommended a framework for “planning with an equity lens.”²⁴ In short, the UW class suggested the following process framework for implementation of the strategies:

- Research and Data - Identify equity disparities concerning the project
- Community Engagement - Engage early with the community to verify assumptions about important stakeholders, communities of concern, and equity indicators
- Analysis and Initial Development
- Scenario Planning and Mitigation
- Fund Equity
- Continuous Evaluation and Adjustment



²³ Equitable Development Initiative Projects, City of Seattle, <https://www.seattle.gov/opcd/ongoing-initiatives/equitable-development-initiative#projects>.

²⁴ See Appendix B, “Everett Station District Equitable Development Study,” UW Studio Class (Spring 2021), pages 34-45.

Recommendations

Based on the review of regional and local policies, examples and best practices of community collaboratives across America and in the region, the UW studio study, and the Convergence Study's equity principles and strategies, we recommend that the City of Everett pursue the following actions to advance equitable development:

1. Center equity in comprehensive plan
2. Adopt best practices for equitable community engagement and for reviewing policies, programs, and capital investments
3. Co-create place-based neighborhood collaborative efforts for equitable transit-oriented development

We recommend that the City of Everett do each comprehensively, considering issues of:

- Community engagement and involvement
- Housing abundance and affordability
- Transportation, mobility, and accessibility
- Job opportunity, living wages, and business development
- Information and technology access
- Parks, open space, and placemaking
- Access to healthy food.
- Strengthening local assets
- Health and human services
- Child and youth development
- Environmental justice
- Policing and criminal justice
- Government accountability
- Democratic access and participation

Each of these actions should be viewed through the lens of creating a more equitable city for people who have been historically disadvantaged and for the 87,000 more residents and 89,000 more workers expected to call Everett home by the year 2050.

1. Center equity in comprehensive plan

In 2022, the City of Everett will begin a major update to its comprehensive plan, with the update due by June 30, 2023. The major update must be consistent with the VISION 2050 multi-county planning policies adopted in 2020 and with the Snohomish County countywide planning policies that are being adopted this year. Given the focus of equity and transit-oriented development within VISION 2050 and the GTC, equity will need to be a central focus of this update.

For example, here are possible policy additions to the comprehensive plan that would implement VISION 2050 and the GTC:

1. Clearly articulating the need to address inequities of the past, especially for communities of color, people with low incomes, and historically underserved communities.²⁵
2. Create a clear policy and plan for facilitating greater than 65% of residential growth and 75% of employment growth to occur within the regional growth center of Metro Everett (Downtown Everett and Everett Station District), a half-mile of future light rail stations such as Everett Station and Evergreen Way/Casino Road, and a quarter-mile of *Swift* bus rapid transit stations.²⁶ [*Note: Because not all cities in the region have high-capacity transit or regional growth centers, the City of Everett will need to set a proportionately higher target percentage than the percentages set regionally by VISION 2050.*]
3. Mitigate risk of high displacement of people of low income and communities of color by prioritizing areas without high risk of residential displacement for residential growth.²⁷
4. Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities.²⁸
5. Establish equity and access to opportunity as a guiding framework for the City's economic development program.²⁹
6. Establish a proactive policy for developing surplus and underperforming city-owned properties to be developed for transit-oriented development, including affordable housing, social services, and community spaces.³⁰
7. State that all residents of the city, regardless of race, social, or economic status, should have clean air, clean water, and other elements of a healthy community.³¹
8. Reduce impacts to vulnerable populations and areas that have been disproportionately affected by noise, air pollution, or other environmental impacts.³²
9. Prioritize historically underserved communities for parks, trails, and open space improvements and investments.³³

²⁵ *E.g., see VISION 2050, page 5.*

²⁶ Implements VISION 2050 MPP-RGS-8.

²⁷ Implements VISION 2050 MPP-RGS-7, DP-23, & H-12.

²⁸ Implements VISION 2050 MPP-RC-2.

²⁹ Implements VISION 2050 MPP-EC-13.

³⁰ Implements GTC Actions 7.11, 7.12, & 10.9.

³¹ Implements VISION 2050 MPP-En-4

³² Implements VISION 2050 MPP-En-8

³³ Implements VISION 2050 MPP-En-15

10. Prioritize climate actions that will mitigate impacts to vulnerable communities that have been, and are likely to be, disproportionately affected by climate change.³⁴
11. Address existing health disparities and improve health outcomes in all communities.³⁵
12. Identify potential physical, economic, and cultural displacement of low-income households and marginalized populations that may result from planning, public investments, private redevelopment, and market pressure.³⁶
13. Adopt the transportation engineering approach of achieving zero traffic fatalities and serious injuries through street designs that calms traffic, commonly referred to as “Vision Zero.” Traffic collisions disproportionately impact people of low income, communities of low income, and the elderly.³⁷
14. Prioritize transportation projects that will enhance affordable transportation options in communities of low income and historically underinvested in.³⁸

In addition to looking to VISION 2050 and the GTC for centering equity in the comprehensive plan, the city should also look to PolicyLink’s All-In Cities and Equitable Development toolkits, the equity principles and strategies identified by the Convergence Study’s Committee to Create a Just and Equitable Community, and additional community priorities lifted up through community engagement. Such community engagement should follow best practices, which are addressed in the next recommendation.

³⁴ Implements VISION 2050 MPP-CC-6 & CC-8.

³⁵ Implements VISION 2050 MPP-DP-18.

³⁶ Implements VISION 2050 MPP-H-12.

³⁷ Implements VISION 2050 MPP-T-4.

³⁸ Implements VISION 2050 MPP-T-9.

2. Adopt best practices for equitable community engagement and for reviewing policies, programs, and capital investments

Achieving equitable outcomes is more likely to occur if affected and historically marginalized communities are meaningfully engaged in city decision-making. In addition, the City must use its own capacity to conduct meaningful analysis on the potential positive and negative impacts of its actions. Cities in the Central Puget Sound region have been leaders on community engagement processes, racial and social justice impact analyses, opportunity mapping, and displacement risk mapping. The City of Everett should implement these strategies.

Best Practices for Meaningful Equitable Engagement

The Local and Regional Government Alliance on Race & Equity (GARE), states that meaningful equitable engagement requires local community participation and leadership in decision-making such that it reflects the diversity of voices.³⁹ Engagement should include targeted strategies to engage historically marginalized communities, seek to build cultural competence and responsiveness among all stakeholders, and structure planning processes to be clear, accessible and engaging.

There is no “one size fits all” approach to equitable engagement. A chart showing a continuum of community engagement strategies is provided in Appendix E.

What is essential is an intentional approach toward engagement. The City of Seattle and King County provide models for establishing engagement processes. Seattle’s “Inclusive Outreach and Public Engagement Guide” provides its city staff with a worksheet for establishing an outreach program for individual city projects that need public involvement.⁴⁰ Likewise, King County’s “Equity Impact Review Process” establishes similar steps for community engagement.⁴¹

Based on these best practices, the following framework for equitable engagement is recommended:

1. **Step 1:** Scope and identify who will potentially benefit and hurt by the project.
 - a. **Pre-Planning:**
 - i. Review the matrix of inclusive engagement strategies to understand the spectrum of actions that better center communities within the project development.
 - ii. Identify project team members and other city staff, including the city equity manager, that should be consulted in the project’s development.
 - iii. Collect data for the project’s adjacent neighborhoods regarding mapping and indices for priority populations, displacement risk, and opportunity access.

³⁹ GARE, “Equitable Development as a Tool to Advance Racial Equity” (2016), page 6.

⁴⁰ Seattle Office of Civil Rights, “Inclusive Outreach & Public Engagement Guide” (Oct. 2009), <https://www.seattle.gov/Documents/Departments/Neighborhoods/PPatch/Inclusive-Outreach-and-Public-Engagement-Guide.pdf>.

⁴¹ King County, “The Equity Impact Review Checklist” (Mar. 2016.), https://kingcounty.gov/~media/elected/executive/equity-social-justice/2016/The_Equity_Impact_Review_checklist_Mar2016.ashx.

- b. **Scope of Work:** Determine the timeline, expected budget for the project, and opportunities for additional funding and project expansion in order to set clear expectations for project stakeholders.
 - c. **Roles:** Describe the objectives of involving the public in the process and the degree to which public influence is possible.
 - d. **Identify Stakeholders:** Based on the neighborhood's priority populations, previous outreach work on past projects, and discussions with city staff with relationships in the community, identify the key stakeholders in a neighborhood, especially stakeholders who may benefit or be harmed by the project. The stakeholder groups should include those from the general public, racial/ethnic groups, nonprofit advocacy and service organizations, other public agencies, the private sector, decision-makers, city departments, and other public agencies.
 - e. **Check-In #1:** Project lead must check-in with departmental leadership, communications staff, and other departmental staff for advice for the initial assessment of scope, roles, and stakeholders.
 - f. **Resources:** If the affected neighborhood is an area of low opportunity with a high percentage of a priority population, then the project team should designate increased resources to community engagement strategies.
2. **Step 2: Community Centered Design**
- a. **Assessment:** Engage with community stakeholders to determine their priorities and concerns, their expectations, their resources, and what relationships they have with others. Engagement level for assessment should be based on the context of the project and the stakeholders, using a range of strategies such as one-on-one meetings, presentations and workshops at CBOs' meetings, and project community advisory committees. When working with the community stakeholders, the project lead should:
 - i. Describe how the City's goals for access to opportunities will be addressed
 - ii. Use quantitative data to describe how the proposed course of action will affect known disparities.
 - iii. Identify potential unintended equity-related outcomes of the action.
 - b. **Public Engagement Plan:** Engage with community stakeholders to develop a public engagement plan. The project lead should actively brainstorm with stakeholders public involvement tools and activities that are appropriate for the project timeline and budget and value and utilize the community's resources. Following the stakeholder input, the project lead should draft the public engagement plan.
 - i. **Staffing & Organization**
 - 1. Determine whether an advisory group or community partnership is needed.
 - 2. Describe the resources and staffing necessary to carrying out the public involvement activities, including staff responsibilities and roles, community responsibilities and roles, and funding needs for communications, events, and consultant services.
 - ii. **Communications & Timeline**

1. Determine the basic communications strategy and goals, including the key messages for the project, the strategy for communicating with the media, and what the translation and interpretation needs of the project are.
 2. Develop a timeline and month-by-month calendar of the public involvement schedule.
 3. Determine and describe the necessary reporting mechanisms/products, including any media/communications pieces, progress reports, final reports, formal recommendations, briefings and presentations for decision-making bodies.
- iii. Priority populations
1. Describe how priority populations and key stakeholders will be engaged in the process in a manner that values and respects their resources.
- c. **Check-in #2:** Project lead must report assessment findings and public engagement plan to the city equity manager and departmental leadership for review and approval.
3. **Step 3: Public Engagement & Project Development Process**
- a. Implement the public engagement process.
 - b. In early stage project planning, develop several potential alternatives for the public and stakeholders to provide input on. For each alternative, describe how it might affect community priorities and concerns, who might be disproportionately burdened or benefited, and how equity conditions might improve or worsen. Alternatives should be prioritized based on equitable outcomes and reconciled with functional and fiscal policy drivers.
 - c. Throughout public engagement and project development, check-in with stakeholders to hear what their concerns are and what changes they want and what they want left unchanged.
 - d. **Check-in #3:** Project lead must report the project alternatives analysis to community stakeholders, the city equity manager, and departmental leadership.
4. **Step 4: Final Project Selection & Implementation**
- a. The project lead must report the final plan/design to the community stakeholders, along with justifications for the project design decisions.
 - b. If the project could have second or third phases with additional funding, a community work group and fundraising plan should be put in place for the potential future phases.
5. **Step 5: Reporting and On-Going Learning**
- a. A final project report should be filed with the director's office of the Department of Community, Planning & Economic Development, and within a centralized location for future project managers across all city departments to reference. The final project report should include:

- i. The initial equity assessment, including the data and mapping for priority populations and opportunity access, as well as the identified potential beneficial and harmful impacts of the project.
 - ii. The initial public engagement plan developed with the community stakeholders.
 - iii. The stakeholders engaged in the community, and their expressed interests and concerns.
 - iv. A final assessment by the stakeholders on how well the city engaged them in the process and their overall feeling regarding the final product.
 - v. A final assessment by the project lead about the challenges, successes, and lessons learned during the project.
- b. **Final Check-in:** After project close-out, the project team and city equity manager should meet one last time to discuss lessons learned from the project and how to implement those lessons in future projects.

Best Practices for Agency Decision-making

The recommended framework for equitable engagement provides a clear process both for community engagement and for decision-making. However, to be successfully implemented, the framework requires additional data analysis, policy adoption, and institutional structures.

1. Mapping Priority Populations, Access to Opportunity, and Risk of Displacement

Both as a policy matter to prioritize areas of the city for increased investment and to ensure community engagement activities in those areas are successful, it is important to map priority populations (e.g., people of color, low-income, and other historically underserved communities), map access to opportunities (e.g., jobs, schools, parks, social services, etc.), and risk of displacement (e.g., areas with high rental rates and under pressure of rapid development). An additional layer may be to identify priority areas for transit-oriented development based on VISION 2050's framework. These maps can then be used to create composite indices to prioritize communities for investment and anti-displacement strategies.

The Puget Sound Regional Council has created opportunity and displacement risk maps for the entire region.⁴² As these maps are at the census tract level, the City of Everett should refine its maps to the census block or block group levels. The City may also wish to consider additional factors in determining access to opportunity and displacement risk. The City of Seattle provides an excellent model for creating these maps and indices, and using them in their planning work and capital investment decisions.⁴³ Another resource is the National Equity Atlas produced by PolicyLink.⁴⁴

⁴² "Opportunity Mapping," PSRC, <https://www.psrc.org/opportunity-mapping>; and "Displacement Risk Mapping," PSRC, <https://www.psrc.org/displacement-risk-mapping>.

⁴³ "Growth and Equity Analyzing Impacts on Displacement and Opportunity Related to Seattle's Growth Strategy," Seattle Office of Planning & Community Development (May 2016), <https://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/SeattlesComprehensivePlan/FinalGrowthandEquityAnalysis.pdf>

⁴⁴ National Equity Atlas, PolicyLink, <https://nationalequityatlas.org>.

2. Institutionalizing Equitable Engagement and Decision-Making

Equitable engagement and decision-making must be operationalized. In developing engagement plans for public projects and in reviewing departmental decisions, it is critical that the city establish internal accountability, transparency, and institutional knowledge. Key elements should include:

- Establishing an equity leadership team composed of the mayor's office, department heads, and the equity manager, whose sole focus is to advance equity, especially in capital investment and policy development.
- Identifying someone within each department division who is tasked with ensuring the division is meeting the City's policies for equity.
- Reporting all community engagement plans to a centralized, high-level staff member.
- Maintaining a database of the community engagement plans and post-project summaries that all future staff members can access for future engagement planning.

3. Establish new financial institutions and tools

Equitable development will require new investments in order to fund affordable housing and social services, affordable transportation options, and parks and open spaces. Four principle funding strategies have been identified which will require the City of Everett's leadership and action to implement.

Community Development Financial Institution

A Community Development Financial Institution (CDFI) is a specialized community-based financial institution with a primary mission to promote economic development by providing financial products to people and communities underserved by traditional financial institutions, especially in low income communities.

There are six types of CDFIs: community development banks, community development loan funds, community development credit unions, microenterprise funds, community development corporations-based lenders and investors, and community development venture funds. CDFIs can help finance business and microenterprises, home improvements and purchases, residential and commercial real estate development, affordable housing, and financial access and literacy.

In Washington State, existing CDFIs include Craft3, HomeSight, Impact Capital, the Seattle Economic Development Association, and Enterprise Community Partners, as well as several others. With an Everett-focused CDFI, it would be easier to address homelessness, build affordable housing, and support minority-owned businesses in our communities.

The establishment of an Everett-based CDFI was recommended by the UW studio class report⁴⁵ and by an Urban Land Institute report.⁴⁶ PolicyLink has also identified CDFIs as an important tool for

⁴⁵ See Appendix B, "Everett Station District Equitable Development Study," UW Studio Class (Spring 2021).

⁴⁶ "Everett Station District: Technical Assistance Panel Report," ULI Northwest (Mar. 2021), page 27, https://78878e4c-d10d-4ed0-a485-912355cb9388.filesusr.com/ugd/0c51b9_d5366cc966dd4387ac238af90de9f082.pdf.

equitable development.⁴⁷ Additionally, core to all successful equitable development community collaboratives funded by the J.P. Morgan Chase Foundation included partnerships with CDFIs.

The City of Everett administration should be supportive by leading or participating in a community leadership group that would seek to establish an Everett-specific CDFI.

Housing Benefit District, TIF, Housing Levy

With VISION 2050 calling for more than 65 percent of new residents and 75 percent of new workers to call Downtown Everett, Everett Station District, and other areas adjacent to high-capacity transit home, the City of Everett will need to take a proactive approach to fund the streetscape, parks, and other necessary to make these places accessible and desirable to live and work.

In the fall of 2020, a UW studio class analyzed the effect of a hypothetical \$30 million public investment strategy in transit-oriented development in the Everett Station District.⁴⁸ The study team compared a no intervention scenario versus the \$30 million investment in real estate for affordable housing where the land is sold “at-cost,” returning the \$30 million for potential reinvestment. The study found that the investment strategy would create 5,783 more housing units than would be built under the no intervention scenario. A majority of the additional units would be workforce housing (80% AMI). The study did not adequately analyze the potential catalytic effect for more market rate housing, so the potential could be even greater.

This study shows that a public investment strategy can make a meaningful difference for facilitating increased housing near Everett Station. However, the funding must first be available.

The City of Everett should take a leadership role in establishing one or multiple of the following funding sources, both in getting state legislation adopted where needed or in approving it locally:

- **Housing Benefit District.** The organization Sound Communities⁴⁹ pursued legislation in the 2021 legislative session to allow cities to establish “housing benefit districts,” which would establish taxing and bonding authority for investment in affordable housing and capital infrastructure neighborhoods near high-capacity transit.⁵⁰ The bill did not pass in the 2021 session, but the legislature did fund continued expiration of the concept.
- **Tax Increment Financing (TIF).** During the 2021 session, the Washington State Legislature approved TIF.⁵¹ TIF allows for allocating a portion of property taxes to finance public improvements in designated areas, usually by issuing bonds. To repay bondholders, the local government is permitted to draw upon regular property tax revenue from increases in assessed value inside a special district surrounding the site of the public improvements.

⁴⁷ “Equitable Development Toolkit: Resident-Owned CDFIs,” PolicyLink (Feb. 2002), <https://edtk.policylink.org/sites/default/files/resident-owned-cdfis.pdf>.

⁴⁸ See Appendix C: James Stanton, Peter van Overbeek, & Jude Zhu, “Sound Communities: Everett TOD Housing Study,” UW Studio Class (Nov 2020).

⁴⁹ Sound Communities, <https://soundcommunitiesps.org>.

⁵⁰ House Bill 1128, Washington State Legislature, 2021-22 session, <https://app.leg.wa.gov/billsummary?BillNumber=1128&Initiative=false&Year=2021>.

⁵¹ House Bill 1189, Washington State Legislature, 2021-22 session, <https://app.leg.wa.gov/billsummary?BillNumber=1189&Year=2021&Initiative=false>.

This new tool would be especially helpful for making streetscape and park improvements within areas prioritized for transit-oriented development.

- **Housing Levy.** Snohomish County does not have a countywide housing levy to fund affordable housing. With more than 673 unsheltered people and another 459 people without permanent housing as of the Point-in-Time Count in 2020, the county has a significant need for addressing homelessness in addition to affordable housing for the income spectrum up to 80% AMI.⁵² If adopted by voters, the Housing Levy dollars should be prioritized to housing projects within a half-mile of light rail stations and a quarter-mile of *Swift* and *Stride* bus rapid transit to further the policies of VISION 2050.

Each of the above funding strategies are specifically supported by VISION 2050 and the GTC policies.⁵³

Financial Sustainability for Lead Organizations of Community Collaboratives

For the community collaboratives discussed in the next recommendation to be successful, the lead local neighborhood organization must be financially sustainable. Different models can exist for how the organization can be funded, including grants, donations, and fee-for-services.

One model is the establishment of a business improvement area (BIA). Formed with the consent of a majority of the property interests of a defined area, an assessed fee based on property value and size is assessed on property owners and the funding is spent according to a workplan approved by the ratepayers for their benefit. The City of Everett has established a BIA for Downtown Everett, which funds the Downtown Everett Association.

A similar model has been pursued by the Everett Station District Alliance, and would provide critical funding to ensure the organization is financially sustainable to meaningfully lead a community collaborative effort for equitable development around Everett Station.

Surplus Lands Policy for Equitable Development

The City of Everett is a major landowner throughout the City, and especially in the neighborhoods of Downtown Everett, the Everett Station District, and along Casino Road. The GTC specifically calls for cities to align surplus land disposition with regional TOD objectives and to identify sites with potential for joint development and land assembly for TOD projects.⁵⁴ VISION 2050 calls for more than 65% residential and 75% employment growth in the regional growth center and near high-capacity transit. Given the high amount of underutilized city-owned properties in key neighborhoods, the City should establish a proactive policy for entering into joint development of many of its properties.

⁵² “Point-in-Time Homeless Count - 2021,” Snohomish County (Jan. 8, 2021), <https://snohomishcountywa.gov/DocumentCenter/View/78568/Point-in-Time-Homeless-Count-for-2021>

⁵³ GTC Actions 12.6, 13.3, 13.4, 13.5, 15.5, & 15.6.

⁵⁴ GTC Actions 7.11, 7.12, & 10.9.

4. Co-create place-based neighborhood collaborative efforts for equitable transit-oriented development

Creating complete communities that are equitable, sustainable, and prosperous require intentionality, dedication, and broad engagement in co-creation. Community collaboratives are the highest level of community engagement that a city can facilitate and participate in. In addition, the community collaborative model for equitable development is manifestly core to the GTC and VISION 2050 policies.⁵⁵

We look to equitable development community collaboratives across America and by the City of Seattle to recommend a format for community collaboratives here in Everett.⁵⁶

What is a community collaborative for equitable development?

Community collaboratives for equitable development are place-based partnerships between a lead community-based organization and government agencies, private sector institutions, and nonprofit social service and advocacy organizations. Community collaboratives seek to authentically engage residents and workers of a neighborhood to create and implement action plans that will improve the neighborhood across multiple issues, including housing, transportation, open space, etc. The collaborative is a way for community and government to co-create and implement a shared vision through shared decision-making on key decisions, such as community engagement, policy development, capital investments, and other strategic decisions.

Prioritizing Locations for Community Collaboratives in Everett

VISION 2050 targets Everett to grow by 87,000 residents by 2050 and prioritizes more than 65% of future residential growth and 75% of future employment growth to occur within Everett's regional growth center of the Metro Everett area (Downtown Everett and Everett Station District), within a half-mile of light rail stations, and within a quarter-mile of *Swift* bus rapid transit stations. With light rail stations planned for the Everett Station District and for Evergreen Way & Casino Road, it's clear that community collaboratives are most important for:

- Downtown Everett
- Everett Station District
- Evergreen Way & Casino Road

Each of these areas have unique characteristics and stakeholders.

Downtown Everett is the historic business district of the city with a solid street grid and a substantial mix of residential and commercial land uses. The future light rail station will be on its southeastern edge, and the *Swift* Blue line runs along its southern boundary. The Downtown

⁵⁵ GTC Actions 19.7 & 19.8.

⁵⁶ In addition to the community collaboratives funded by the J.P. Morgan Chase Foundation, we also look to the Seattle Equitable Development Initiative, the Crescent Collaborative for the Yesler Terrace neighborhood, the Duwamish River Cleanup Coalition, and the GTC Regional Equity Network.

Everett Association, funded by a BIA and a parking management contract, is financially sustainable and a respected institution for leading a collaborative effort about the neighborhood's future.

The Everett Station District is the home to the county's transit center and the future northern terminus of the light rail system. The neighborhood is dominated by large, auto-dominated blocks, with a wide variety of land uses, including a significant number of industrial and related commercial businesses, storage facilities and distribution warehouses, hotels, medical centers, and city properties. There are currently few multi-family residential buildings, although three have been completed in the last year and another is in permitting. Since 2017, the Everett Station District Alliance has led several efforts to bring business, property, and other community stakeholders together to work toward a shared vision for how the neighborhood can grow gracefully. The organization is a stand-alone 501(c)(3) and continues to seek the establishment of a BIA for sustainable long-term operational funding.

A future light rail station is planned at the intersection Evergreen Way and Casino, although the exact location is still to be determined. The neighborhood to the west of the future transit station along Casino Road is one of the densest, most low income, and most diverse neighborhoods of Snohomish County. The apartment complexes are owned privately, which means there may be a high risk of future displacement. Since 2017, the organization Connect Casino Road has provided social services to the neighborhood residents and is actively engaging in conversations about the neighborhood's future. The organization does not have stand-alone 501(c)(3) status and is officially considered a program of the Community Foundation of Snohomish County.

Structure for Community Collaboratives

The structure for each community collaborative will be necessarily unique to each particular neighborhood and its stakeholders. The following is a broad outline for how each could be structured.

Lead Organization

Each community collaborative should have a lead community-based organization that facilitates meetings, helps set agendas, and generally staffs and guides the effort.

Lead City Staff

The city should identify one staffer who will be a lead governmental partner to the collaborative. The staffer should have decision-making authority for the city and be able to speak for the city, such as the mayor, deputy mayor, economic development director, or the director of the Department of Community, Planning & Economic Development.

Community Collaborative Leadership Circle

Each collaborative should include representatives of priority stakeholders within each neighborhood and key city staff. The Leadership Circle should operate with a consensus-building approach toward making strategic decisions. The group size should be between 12 and 20 people. Special attention should be made to ensure a diversity of backgrounds, including those from historically marginalized populations, are well-represented. Members may include:

- Executive director and board president of the lead community-based organization
- City deputy mayor
- City equity manager
- City economic development director
- City director of community planning & economic development
- City director of the planning division
- Everett Transit director
- Sound Transit North Corridor government relations manager
- Social service agency and/or affordable housing directors
- Director of an organization representing the interests of people of color, English as a second language, or people with disabilities.
- Financial institution chief executive officer
- Medical center government relations director
- Public health district staff member
- Higher education leader
- Labor union representative
- A community foundation staff member
- Large and small property owners
- Faith leader

Neighborhood residents, employees, businesses, and the public

Authentic engagement is crucial to the success of a community collaborative. Community members, especially people of color, of low income, and historically marginalized, should be actively and meaningfully engaged through community meetings and forums, in-person surveys, and other direct communication. They should be able to help influence and shape the destiny of the neighborhood.

Joint Collaborative

The Leadership Circles of the three collaboratives should regularly communicate with one another to keep apprised of each other's priorities and work plans. At least twice per year, the three Leadership Circles should meet in person to check-in and to coordinate on issues of shared importance.

Actions

Equity Analysis, Existing Conditions, and Needs Assessment

As a first action of the Community Collaborative, an equity analysis should be conducted for the neighborhood, including understanding the existing resources and inequities in the neighborhood and identifying potential needs and opportunities.

While ultimately to be written by a staff member, whether it's a staff member of the community-based organization or the City, the Leadership Circle and neighborhood residents, workers, and businesses should be actively engaged in providing input into the document.

The City can provide important data, such as priority population identification, opportunity mapping, and displacement risk assessments. Existing documents, such as the City’s Metro Everett Plan and comprehensive plan, Everett Station District Alliance’s Future Concepts Report, and Connect Casino Road’s Community Report Data Center,⁵⁷ can be a starting point for this work.

Equitable Development Vision and Strategic Plan

The next step is to establish a shared vision and agreed upon set of strategies to accomplish the vision. The vision and strategies should be comprehensive, addressing such issues as: community engagement and involvement; housing abundance and affordability; transportation, mobility, and accessibility; job opportunity, living wages, and business development; information and technology access; parks, open space, and placemaking; food access; strengthening local assets; health and human services; childhood and youth development; environmental justice; policing and criminal justice; government accountability; and democratic access and participation.

Existing documents, such as Housing Hope’s Convergence Study, the UW Studio Class’s recommendations in the “Everett Station District: Equitable Development Study” report, and the equity principles and strategies established by the Committee to Create a Just & Equitable Community as part of the Convergence Study, should serve as a starting place for setting a vision and strategic plan for the Everett Station District.

Community Engagement Plan

The Leadership Circle should establish a community engagement plan for engaging the broader community on an ongoing basis. The responsibilities for community engagement should be shared among the collaborative’s partners, and resourced to ensure the engagement is meaningful, including by the City. The engagement plan should follow the best practices as outlined in the prior recommendations of this report.

Accountability

The community collaboratives should publish an annual report of progress made toward their vision and strategic plan over the past year. The collaboratives could provide an annual briefing to the city council.

⁵⁷ “Community Report,” Connect Casino Road, <https://www.connectcasinoroad.org/data-center>.

Priority Actions

While specific actions should follow from an equitable development strategic plan established by each community collaborative, there are a few high priority actions that should be pursued as the collaboratives are established:

- Update the city comprehensive plan to center equity.
- Establish internal city processes for equitable community engagement by using racial equity toolkits and by establishing internal equity teams.
- Establish a CDFI
- Establish housing benefit districts or similar funding tools for equitable development.
- Establish sustainable funding for lead community-based organizations in each area prioritized for a community collaborative.
- Proactively seek joint development opportunities for surplus and underutilized lands in the regional growth center and in high-capacity transit neighborhoods.

Appendices

- A. Convergence Study Equity Principles & Strategies
- B. UW Studio Class Report:
“Everett Station District Equitable Development Study” (Spring 2021)
- C. UW Studio Class Report:
““Sound Communities: Everett TOD Housing Study” (Nov. 2021)
- D. Selected Recommended Actions for Local Governments from the Growing Transit Communities Strategy
- E. Continuum of Community Engagement

Appendix A

Convergence Study Equity Principles & Strategies

Convergence at Everett Station Statements and Principles for Equity and Inclusion

Existing Conditions

For the Everett Station District neighborhood to become an exceptional community to live, work, and play, and a model for how to support human health resilience and how natural systems can flourish in an urban context, we must ensure that all people have access to the basic needs required to do so. These basic needs include affordable housing, healthcare, transportation access, childcare, and healthy food options.

Currently, 17.7% of households live below the federal poverty line — 15.7% of White and Asian households and 21.5% of the remaining households. Within the Everett Station District's census tract, more than 50% of residents live below 200% of the federal poverty line, failing to meet basic needs.

At the city's current rate of growth, nearly 23,000 housing units will need to be built by 2035 to accommodate every additional person in Everett, of which 12,796 will need to be for households with incomes less than 80% AMI. The need for more housing will only increase if the city is to meet the region's population target for Everett of 87,000 new residents by 2050.

If the neighborhood is to be a vital economic engine, a major transit hub, and a home for businesses and residents, steps must be taken to reduce existing burdens. At a minimum, residents should not have to choose between paying rent/mortgage versus basic needs.

With the introduction of this project, we are presented with a **unique opportunity to address these inequities and to build the neighborhood from the ground up** — ensuring that resources and programs are thoroughly distributed so that residents can begin to create generational wealth and power.

Land Acknowledgement

We acknowledge that our conversations reside over occupied Coast Salish land, particularly the Stillaguamish, Tulalip, and affiliated tribes and peoples. We acknowledge and respect tribal sovereignty, recognizing the time-honored relationship between tribal and indigenous people to their traditional lands. We decry the forced removal and displacement of tribal communities and their families from their ancestral lands by colonizers. We seek to learn more about the history of these traditional lands, where tribal and indigenous people sustain their relationship to the land, indigenous languages, and ceremonies. We are committed to listening, learning, and lifting indigenous voices. We honor the Stillaguamish, Tulalip, and affiliated tribes and peoples for their strength in preserving their native language and their resiliency in enduring past hardships while educating non-tribal communities in ways of reconciliation toward peace.

Racial Injustice

We take a stand against the institutional, interpersonal, and structural racism that afflicts our country. America's history of racial injustice began with the occupation and theft of native lands and successive efforts to eliminate native culture and ways of life, and the enslavement and continued chattel slavery of indigenous people, African Americans, and others. The injustices continued with the expulsion of Chinese immigrants and the internment of Japanese Americans, the deportation of Hispanic Americans, intimidation and violence, targeted law enforcement practices against people of color, voter disenfranchisement, Islamophobia and religious intolerance, ethnic and racial covenants, redlining, restrictive zoning, segregation in affordable housing, predatory lending, neighborhood clearances for highway expansion to suburbs, and underinvestment in affordable public transportation. These injustices and many others, in concert over many generations, led to historic traumas and extreme health, wealth, and social hierarchy inequities between White and Black, Indigenous, and other People of Color communities. Equity and inclusion are at the forefront of our principles to counter the racist acts and impacts of the past and to build a just and equitable community now and in the future.

Principles

Our efforts aim to transform ideas of equity in community planning, policy development, and resource allocation. The compounding effects of historic social injustices are challenges we must address together, particularly with those facing poverty, communities of colors, and all other historically marginalized populations. As an allied community, we can begin to create generational power and wealth — a future where everyone's contribution matters and people can take ownership of what they make.

The following interconnected principles serve as a transformational framework for how the Convergence Study focus groups and committees shall operate and the policies and programs they will recommend.

Equity Principles:

- **Center Community:** Actively engage the local community in decision-making, planning, and policy-making to ensure those who have been historically marginalized, including people with disabilities, indigenous populations, and communities of color, etc. are central to decision-making
- **Design for All:** Following principles of Universal Design, design engagement processes and the built environment for people of all ages, abilities, and languages so that they may fully participate in the community and safely and easily access jobs, shopping, and services.
- **Create Equitable Housing Abundance and Affordability:** Proactively build enough housing for people of all incomes to meet the region's and City's needs, with prioritization of building housing near light rail. Prevent discrimination in housing opportunities, especially for people of color, immigrants, and households with low income. Provide a range of unit sizes and of rental and ownership opportunities and to support families and generational wealth creation.

- **Provide Affordable, Equitable, and Convenient Transportation Options:** Ensure all households have access to conveniently and safely walk, bike, and ride transit from their homes to destinations of work, school, shops, and other services.
- **Support a Just and Equitable Economy:** Support the building of generational wealth for those who have been the most economically disadvantaged by providing career pathways through education and training, supporting existing and incubating new minority-owned businesses, and supporting new community-based business models.
- **Cultivate Safe and Healthy Environments:** Create or renovate accessible open spaces and recreational facilities, such as schools, parks, healthcare, libraries, and fresh food opportunities, to promote community health.
- **Promote Environmental Justice:** Address environmental health disparities for underserved communities by creating sustainable development and attaining resources to alleviate environmental health risks.
- **Preserve, Sustain, and Utilize Local Assets:** Support arts and cultural programs to address the needs of diverse populations that can strengthen and preserve existing cultural landscapes. Acknowledging indigenous voices and recognizing the history of this land and how it ties into the lives of the people past and present are crucial in doing so.

Convergence Study

Equity Strategy Actions & Outcomes

- **Center Community**
 - Actions
 - Regularly work with local stakeholders and community partners to identify community assets, needs, and opportunities
 - Work closely with grassroots agencies and similar organizations serving disadvantaged communities (especially low-income, people of color, indigenous, immigrants/refugees, etc.)
 - Outcomes
 - Increase capacity for participation of all community members and raising their voices
 - Create collaborative partnerships that fos

- **Design for All**
 - a. Actions
 - i. Include ability rights community throughout the design & planning process
 - b. Outcomes
 - i. Go well-above ADA-compliance
 - ii. Create a built environment usable by everyone regardless of disability, age, or size

- **Create Equitable Housing Abundance and Affordability**
 - a. Actions
 - i. Partner with market-rate developers to provide affordable homes in the neighborhood
 - ii. Incentivize developers to provide affordable homes through tax subsidy
 - iii. Explore new ideas for homeless housing, such as shelter with permanent supportive housing or micro modular housing
 - iv. Explore Mental Illness and Drug Dependency (MIDD) tax to fund housing resources for the those with mental health or substance use disorders
 - v. Hotel/motel tax bonds for transit-oriented affordable workforce housing

- vi. Preserve and increase affordable housing supply

- b. Outcomes

- i. Reflective of the incomes and characteristics of the broader community

- ii. Focus on transit-dependent households

- iii. Fair share of affordable housing in line regional growth

- iv. Innovate new housing models for the homeless

- v. Increase affordable housing funding

- vi. Improve housing stability

- **Provide Affordable, Equitable, and Convenient Transportation Options**

- a. Actions

- i. Increase service frequency

- ii. Connect the neighborhood to the transit hub

- iii. Improve bike/pedestrian environment to accommodate for transit needs of all groups, especially for transit-dependent populations

- iv. Expand services for rural communities and transit-reliant folk who work during non-peak hours

- v. Make ORCA and ORCA LIFT cards easily obtainable, such as by partnering with employers and schools

- vi. Generate mobility options for all

- b. Outcomes

- i. Improve overall service, especially for transit-dependent populations

- ii. Collaborate with community partners to enhance opportunities

- iii. Invest in communities most in need of mobility improvements

- iv. Improve access to employment, education, and services

- v. Improve health through more physical activity in bike/ped infrastructure

- vi. Improve air quality through less reliance of cars

- **Support a Just and Equitable Economy**

- a. Actions

- i. Job skill development for people with disabilities/community inclusion
- ii. Create walk up & bike up business spaces (rather than drive up)
- iii. Establish financial opportunities for small business develop, grow & sustainability
- iv. Collaborate/ partner w/ local anchor institutions/ stakeholders to create opportunities for & w/ in community/ district
- v. Actively support minority-owned businesses and organizations
- vi. Actively support local agriculture and small businesses
- vii. Support new community-based business models such as cooperatives and B-corps.
- viii. Improve access to transportation and affordable housing to connect people to more economic opportunities
- ix. Expand apprenticeship programs and workforce training for disadvantaged populations, such as training in energy and green infrastructure installation
- x. Provide education & training for how to manage businesses.
- xi. Use small businesses and contractors in city/county jobs
- xii. Sharita: Expand and broaden searches and recruitment of more candidates of minority and women owned enterprises (ie: contractors vendors, suppliers, contractors) to contract with for projects.
- xiii. Smaller retail storefronts & floorplates to lower rental costs for new businesses.
- xiv. Create a back-end community kitchen.
- xv. Promote businesses that reuse byproducts of industrial businesses, such as wood chips and waste heat.
- xvi. District energy solutions? - waste heat, stormwater hydro energy, community solar. Build partnership with Snohomish PUD.
 - 1. Allow neighbors to buy into ownership of the system.
- xvii. Address food sustainability issues with an insect-based protein farm.
- xviii. Create opportunities for equitable access to capital, such as by creating an Everett CDFI.
 - 1. Create a Washington State Bank.

b. Outcomes

- i. Allow small businesses to grow and encourage new entrepreneurs
- ii. Expand white- and blue-collar employment opportunities that are accessible to all groups
- iii. Reduce barriers to employment for disadvantaged populations by helping them acquire skills for better jobs

- **Cultivate Safe and Healthy Environments**

- a. Actions

- i. Promote access to public amenities such as healthy, affordable foods that are representative to local diversity
- ii. Invest in child and youth development such as high quality childcare facilities and community-based programs to support families
- iii. “Adopt-A-Neighborhood” for litter clean-up, graffiti removal, and beautification

- b. Outcomes

- i. Create inclusive, safe environments for everyone
- ii. Everyone has opportunities to progress through childhood with improved outcomes regardless of where they reside

- **Promote Environmental Justice**

- a. Actions

- i. Incentivize green infrastructure
- ii. Incentivize alternatives modes of transportation via walking, biking, and transit
- iii. Provide workforce training and education in green infrastructure
- iv. Encourage and incentivize the use of electric vehicles and green buildings
- v. Protect and create local green spaces
- vi. Educate the public on air quality problems for neighborhood.
- vii. Focus on pedestrian-based businesses instead of drive-up/drive-in.

- b. Outcomes

- i. Generate employment opportunities for all in green jobs
- ii. Improve neighborhood conditions

- iii. Reduce emissions from cars and buildings from increase of non-car travel and green buildings

- **Preserve, Sustain, and Utilize Local Assets.**

- a. Actions

- i. Respect local community character and values
- ii. Preserve and promote cultural diversity to strengthen these communities through capacity building
- iii. Build and sustain relationship with local tribal communities

- b. Outcomes

- i. Build on local cultural assets
- ii. Create an inclusive and multicultural neighborhood

Appendix B

UW Studio Class Report “Everett Station District Equitable Development Study”

(Spring 2021)

For a comparison spreadsheet of the equitable development community collaboratives funded by the J.P. Morgan Chase Foundation, visit:

<https://docs.google.com/spreadsheets/d/1i79HBh-q18x7U0GCUCrqABFPzf9t8u6I3j9qaNm5N-Q/edit?usp=sharing>

Everett Station District Equitable Development Study



**Authors/Students: Olivia Baker, Alexandra Chase, Tea
Federspiel, Nathan Gosnell, Stephen Mai, Liliana
Manuel, Nathan Plumey, Pedro Popoca, Carmen Smith,
Connor Stein, Liam Tevlin, Sharon Tsoi, Callie Van Horn,
Toni Zapanta**

Editor/Instructor: Richard Conlin

Spring 2021

Table of Contents

Introduction	3
Equitable Development	4
JP Morgan Chase	4
Summary of Recommendations	5
Review of Regional and Local Policies Advancing Equitable Development	6
Puget Sound Regional Council	6
Sound Transit	10
Snohomish County	11
City of Everett	16
Review of Programs Funded Through the Advancing Cities Initiative	18
Fresno	18
Miami	18
Minneapolis	19
Greater Washington	19
Chicago	19
San Diego	20
Columbus	21
Portland	23
San Francisco	24
Boston	25
Baton Rouge	28
Philadelphia	30
Detroit	31
New Orleans	32
Actions for Equity	33
Framework	33
Checklist for Planning with an Equity Lens	34
Applications to Everett	35
Research and Data - Identify equity disparities concerning the project	35
Community Engagement	37
Community Involvement	38
Building community trust through engagement, transparency, and accountability	39
Analysis and Initial Development	41
Scenario Planning and Mitigation	42
Fund Equity	43
Specific Recommendations	45
Housing	45
Housing Recommendations	48
Transportation	55
Transportation Recommendations	57
Social and Economic	64
Social and Economic Recommendations	66
Continuous Evaluation and Adjustment	72
Conclusions	73
Works Cited	74
Images	84

Introduction

The City of Everett is located in Snohomish County, Washington approximately 30 miles north of Seattle. Sound Transit is the region's transportation authority and provides light rail, commuter rail, and bus service to the Snohomish, Pierce, and King County metropolitan area. Sound Transit's Everett Link Expansion will extend light rail service into the City of Everett in 2036, adding six new stops and 16.3 miles of new track.

In anticipation of the arrival of Link light rail in 2036, the City of Everett, Everett Station District Alliance (ESDA), and Housing Hope have begun to plan for the station district. Housing Hope is a regional wrap-around service provider that offers housing, human services, job training, and childcare focused on community residents with income limitations and/or other needs. Housing Hope sponsored the creation of the ESDA to bring stakeholders in the station district into a community-based coalition with the goal of creating a strategy to manage the changes that the new light rail station will bring to the neighborhood. ESDA is an alliance of residents, businesses, property owners, and community organizations that seeks to shape the future of the neighborhood through collaboration and community-based problem solving. Its objective is to ensure that new development around the light rail station takes place in an organized, thoughtful, and collaborative process that results in securing the maximum benefit for the City as whole, the residents and businesses of the area, and members of the community who are most in need of housing and access to services, transit, and employment.

ESDA envisions the neighborhood as "a vital economic engine for the region; a major regional transit hub; a home for industry and residents; a great place to live, work, and play; and a model for how natural systems can flourish in an urban context, supporting human health and resilience" (Howell, 2021).

Current conditions in the neighborhood include light industry, transit park & ride lots, commercial businesses, medical centers, restaurants, hotels, and human service agencies. In anticipation of future growth, the City of Everett has rezoned the station area for a wider range of land use, including expanded residential and commercial space based on greater density and height. ESDA has commissioned a study of the potential for development in the station area, which was funded by the Washington State Department of Commerce through the support of Everett area legislators and the City of Everett. The "Convergence: Everett Station Area TOD Study" "is intended to provide a vision and holistic roadmap for further neighborhood planning efforts, public private partnerships, and near-, mid-, and long-term actions to help catalyze transit-oriented development."

The "Convergence Study" focused on property immediately adjacent to the station, including properties that Housing Hope is seeking to develop as well as a city-owned parcel, which together can be the center of future development in the area.

The goal of this study is to provide guidance and suggestions on how the ESDA, Housing Hope, and their partners and stakeholders can work towards more equitable development in the neighborhood's economy, housing, transportation system, and environmental conditions.

To develop this set of recommendations, the authors reviewed policy guidance on equitable development from the Puget Sound Regional Council, Sound Transit, Snohomish County, and the City of Everett. The authors also examined the equitable development programs of fourteen cities who have received funding from JPMorgan Chase's Advancing Cities Initiative, a "\$500 million, five-year initiative to invest in solutions that bolster the long-term vitality of the world's cities and the communities within them that have not benefited from economic growth", which began in 2019. ESDA and Housing Hope have a set of equitable development recommendations that were identified through the Convergence Study, and this analysis

provides a 'second opinion' and supplement to those recommendations.

It is clear that the arrival of light rail will bring change to the neighborhood around the station. The Convergence Study and this equitable development review can assist the two organizations and the City in seizing the opportunity to get ahead of the change and shape the anticipated growth in a way that provides significant community benefits while minimizing the potential harms that can come with uncontrolled market-driven development. ESDA and Housing Hope specifically focus on creating a station area that can provide affordable housing to existing and future residents, generate economic development for the area, and grow in a sustainable and equitable way.

Listing sustainable and equitable growth as project goals is not enough to ensure that they will actually become the outcome of the projected development. That requires conscious crafting of a strategy to ensure that these outcomes will take place. The challenge presented for this class and report is to develop recommendations to guide future development in the neighborhood so that these goals are achieved.

Equitable Development

Equitable development means that all members of a community have access to the resources and opportunity necessary to live a full, healthy life regardless of their identity, age, income, ability, race, and ethnicity. Equity applies to all aspects of life from mental and physical welfare to economic health and environmental justice. It means that there are homes, jobs, mobility options, gathering spaces, fresh food, and basic needs available to everyone in the community. Benefits and burdens are distributed equitably across the community, rather than clustering in certain pockets. Equitable projects include all members of the community in the planning process and in the balance of outcomes, with a particular focus on low-income communities and communities of color.

The need for equitable development policies flows from the history of discrimination and inequality in a wide range of areas. Achieving equitable development requires policies such as access to affordable financial products and services, as well as deliberate approaches to roll back the effects of racial discrimination and residential segregation and their effects on economic opportunity. Over time, these limited the access to financial capital or made it completely unavailable (Prosperity Now, 2021). This unequal access has marginalized communities and has affected their health, opportunities, wealth, and prosperity. Discriminatory policies have impacted neighborhood planning to promote economic growth that could help bridge existing gaps. One prominent policy of discrimination can be seen in what is termed "redlining", where financial institutions made lending decisions based on neighborhood low value thresholds. They decided that these low-priced neighborhoods, largely inhabited by Black, Indigenous, and People of Color (BIPOC) populations, were not worth improving or investing in, and raised rates, demanded higher down payments, or simply did not approve loans (City of Seattle, 2021). Policies of discrimination like this have had severe impacts on communities of color and their access to economic opportunity, and still effect low-income communities and communities of color today.

JPMorgan Chase

JPMorgan Chase works with cities around the world to fund strong communities through equitable development. The Advancing Cities Initiative challenges cities to be imaginative and daring in planning and creating policies and programs that will advance equity. The fourteen cities reviewed in this paper have programs that have been funded through the initiative and are highlighted on the program's website as examples of creative initiatives that are achieving success or seem poised to do so.

JPMorgan Chase "contributes more money towards fossil fuel industries than any other bank, putting a

total of \$268 billion into coal, oil, and gas firms over the last four years” ([Forbes, 2020](#)). Earlier this year (2021), however, JPMorgan Chase announced its plan “to finance and facilitate more than \$2.5 trillion over 10 years – beginning this year through the end of 2030 - to advance long-term solutions that address climate change and contribute to sustainable development” ([Businesswire, 2021](#)) -- about \$250 billion per year. We note this because it is always important to understand the financial, political, and social approach of funders, as well as the values that funders hold, and how those values are evolving over time.

In 2013, JP Morgan Chase initiated the Partnerships for Raising Opportunities (PRO) Neighborhood Revitalization competition, a \$125 million commitment aiming to promote neighborhoods of opportunity as a means of ensuring that residents of all income levels can thrive. This program funded \$5 million three-year grants to qualifying neighborhood development programs, partnering with community development financial institutions and other local community agencies to support inclusive economic growth, further closing the economic social wealth divide.

The PRO Neighborhood program, which ran for five years from 2013 to 2018, merged in 2020 with another JP Morgan Chase program, to become the “Advancing Cities Initiative” (JP Morgan Chase & Co., 2021). This newer program is more expansive than the previous program, providing grants totaling \$500 million over a span of five years in up to 30 communities throughout the U.S. The program focuses on communities that target strategic growth in at least two of the four categories: Jobs & Skills, Small Business Expansion, Financial Health, and Neighborhood Revitalization (JP Morgan Chase & Co., 2019).

Summary of Recommendations

Overall:

- Foster robust and inclusive community engagement throughout all project/program phases
- Create opportunities for input and foster agency within disenfranchised groups
- Create and measure quantifiable goals and monitoring strategies for each project/program pursued, and adjust program elements depending on the results attained
- Establish indicators and measure accountability of implementation

Housing:

- Promote community involvement, ownership, and control by supporting the establishment of community land trusts and giving priority to the sale of surplus public land to community organizations
- Support unhoused populations by providing stable shelter and access to transitional housing and avoiding measures that penalize homelessness, including anti-homeless architecture. Consider using vacant surplus lots to allow space for encampments and homelessness relief programs to occur side-by-side, providing a stable location for on-site services and shelter to develop
- Track displacement risks through relevant social and economic indicators

Transportation:

- Promote a complete streets standard for design - strengthening multimodal connections, physically making the streets safer, reducing feelings of vulnerability, and supporting community self-identification
- Reinforce options for first mile/last mile transportation - such as strengthening active transit corridors, public bike and scooter systems, and ride sharing
- Support policies that improve breadth and frequency of connections to the station and surrounding neighborhoods
- Reduce barriers to public transportation by creating and promoting specific programs for transportation disadvantaged people, such as improving access to reduced fare programs and decriminalizing fare evasion
- Advocate for disincentives to driving automobiles that fund and support multimodal opportunities

- Promote ride sharing and other methods for transitioning from an automotive dependent city

Social:

- Attract and site a business incubator in the Station District
- Increase access to capital for small businesses and women and minority owned businesses
- Promote equitable access to parks and recreation, with a special focus on Everett’s Parks, Recreation, and Open Space Plan update
- Increase fresh food access in the Station District

Review of Regional and Local Policies Advancing Equitable Development

Puget Sound Regional Council: Vision 2050

The Puget Sound Regional Council (PSRC) Vision 2050 plan builds on a commitment to a strong economy that encourages economic growth, living-wage jobs, and prosperity through job creation and housing growth around major job centers (Puget Sound Regional Council, 2020). The plan for economic growth, known as Amazing Place, centers around three goals: 1) to open economic opportunities to everyone; 2) to compete globally; 3) to sustain a high quality of life. The plan proposes sustaining and increasing the number of jobs throughout the region, for all residents, by coordinating public and private sector efforts.

Coordination between the public and private sector would allow for more efficiency in creating economic equity through the policies and actions detailed in Vision 2050. Of the plan’s 23 local policies regarding the economy, 15 emphasize advancing social equity and supporting the goal of increasing economic equity and access to economic opportunity. For example, EC-Actions 2, 4, and 5 support social equity through the Regional Growth Strategy, supporting local government economic development planning, promoting job growth distribution, and creating economic development elements tailored for each community (Puget Sound Regional Council, 2020).

Vision 2050 also places an emphasis on the communities, cultures, natural resources, and skilled workforce within the region that will drive a strong and healthy economy. Vision 2050 highlights the problems exacerbated by the COVID-19 pandemic, which disproportionately affected communities of color. Due to the personal risk of higher infection rates for these communities and the attendant shutdowns of businesses, residents of color were more likely to file for unemployment. In addition, the effect of the shutdowns had more impact on manual laborers and service workers, who did not have the option of working remotely. As the pandemic ends and re-opening occurs, it is important that job creation is equitable among communities to broaden the opportunity for a better job and housing balance. This balance coupled with a living wage would assist in reducing poverty and economic disparity.

Vision 2050 also recognizes that there are various sites such as industrial land, military installations, airports, seaports, and many other assets that contribute to and help sustain a vibrant and strong economy. Accordingly, the plan aims to improve on and expand the current transportation system in Puget Sound, to better connect the region’s centers and to support the economy by improving the ability to move people and freight around the Puget Sound region.

Environmental Justice

Environmental Justice is defined by the Environmental Protection Agency (EPA) as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.” In order to achieve this goal of justice, everyone must have “the same degree of protection from

environmental and health hazards, and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.” (US EPA, 2021).

As the world moves toward becoming more sustainable and reducing greenhouse gas (GHG) emissions, the concepts of environmental stewardship and environmental justice become even more important. In January 2021, the President of the United States emphasized this importance when he formally announced that the United States (U.S.) seeks to rejoin the Paris Climate Agreement, a commitment of 197 world leaders. On the same day he issued an Executive order on “Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis”, which goes on to specify how important it is to “prioritize ... environmental justice”. (President Joseph R. Biden, 2021)

The importance of environmental justice is emphasized in PSRC’s Vision 2050. The goals for the environment are to protect, restore and conserve natural habitats and ecosystems, improve water quality, and reduce air contaminants that affect air quality, while emphasizing the importance of planning, resolving possible environmental impacts, and making that direct link between a healthy environment and the health of all residents and the economy. (Puget Sound Regional Council, 2020).

The regional plan coordinates this goal and environmental justice through 10 of the 22 policies and all four regional and local actions. The specific policies call out maintaining, and where possible improving, natural environments, air, water, and soil quality. The policies also address equitable, healthy environments which include access to clean air, water, and open spaces, as well as reducing impacts like noise or air pollution on vulnerable populations (Puget Sound Regional Council, 2020).

The regional plan focuses on open space and watershed planning, with an emphasis on community/stakeholder involvement, and periodic updates of goals and policies prioritizing areas with higher racial and social inequalities. (Puget Sound Regional Council, 2020).

Given the Everett Station District’s proximity to the I-5 highway and the history of light-industrial land use in the area, it will be important for the ESDA and the City of Everett to consider the environmental justice implications of planned development. Project planners will need to explore potential impacts to future residents of the neighborhood and what mitigation measures might need to be put into place before the area is developed.

Housing

The PSRC Vision 2050 housing goal emphasizes housing preservation and improvement along with the expansion of affordable, accessible, safe, and healthy housing for all residents, and the promotion of fair and equitable housing (Puget Sound Regional Council, 2020). The plan aims to direct housing development to urban areas and designated growth centers, as required by the Growth Management Act (GMA). The Growth Management Act includes the following components:

“1. An inventory and analysis of existing and projected housing needs, 2. Goals, policies, objectives, and mandatory provisions for the preservation, improvement and development of housing, 3. Identification of sufficient land for a range of housing types to match community needs, and 4. Adequate provisions for the needs of all economic segments of the community”(Puget Sound Regional Council, 2020).

All 12 housing policies and 11 regional and local actions developed under the PSRC regional plan refer to a path that addresses equity and disparities in housing. The policies focus on planning for job-housing-transit balance, providing a range of housing choices for a range of income levels in proximity to job centers and/or within a ¼ – ½ mile walking distance from high-capacity transit stations. The plan also

addresses the need for sufficient supply and range of housing densities to serve low to middle income households and people with special needs. Addressing these issues fosters accessible and connected communities and will provide access to dependable nearby public transit that enables lower income households to reduce travel frequencies, distance, and times as well as the costs of private ownership of vehicles (Puget Sound Regional Council, 2020).

Other strategies and best practices to overcome housing inequalities include: the preservation/expansion of market rate and subsidized affordable housing, the development of moderate density housing options, and inclusionary or incentive zoning to provide affordability (Puget Sound Regional Council, 2020). Action items recommended include:

- Develop a housing strategy with a wide variety of stakeholders, special interest groups, community groups and professionals.
- Perform a housing assessment that identifies current and future housing needs.
- Develop and implement strategies that address displacement of populations identified as being at risk, which includes residents and small-business owners.

Transportation

Long range transportation planning is vital in addressing congestion, travel delays and safety within the region, as well as equity among the various communities. The goal of transportation within Vision 2050 is to create “sustainable, equitable, affordable, safe, and (an) efficient multimodal transportation system, with specific emphasis on an integrated regional transit network that supports the Regional Growth Strategy and promotes vitality of the economy, environment, and health.” (Puget Sound Regional Council, 2020).

There are 34 policies that address the overarching transportation goal, and of those, 11 policies directly correlate with improving equity for all residents. These policies address issues such as: developing a transportation system that promotes human health; expanding capacity and access to multimodal transportation options; ensuring mobility for all people including those with special transportation needs; minimizing environmental impacts; increasing the number of trips made by transit and nonmotorized transportation modes, especially along corridors that connect community centers; and prioritizing investments and designing programs and projects to support urban growth and high density areas (Puget Sound Regional Council, 2020).

Broadly, Vision 2050 looks to increase access to opportunities while mitigating negative impacts that may come to low-income communities, communities of color, or persons with special transportation needs, as well as ensuring mobility choices to better serve these same communities and persons. The plan also envisions ensuring that aviation systems are optimized to minimize health, air quality, and noise impacts to communities, including historically marginalized communities. The PSRC also commits to identify and analyze potential impacts from emerging transportation technologies that have an impact on housing, land use, and job distributions to ensure goals (including that of equity) are met with minimal negative impacts on vulnerable communities.

Groups of Concern

While PSRC targets access and opportunity for all community members, Vision 2050 and its equity analysis identifies people of color, people with low-income, and special needs populations as their primary groups of concern. Under state law, special needs populations include “people with disabilities, youth, seniors and seniors aging in place, limited-English proficient residents, homeless school-aged children, families who

have experienced domestic violence, veterans, and limited literacy residents” (Puget Sound Regional Council, 2018, p.4).

Historically, minority and low-income populations have disproportionately experienced displacement, exclusion from decision-making processes, and high and adverse health and environmental effects (Puget Sound Regional Council, 2018, pp. 1-3). There are significant racial disparities in wealth and homeownership, and these populations are also disproportionately cost-burdened (Puget Sound Regional Council, 2020, pp. 11-12). PSRC recognizes the importance of not only minimizing potential negative impacts but expanding opportunity for these populations (Puget Sound Regional Council, 2018, pp. 1-2).

Appendix B and Appendix H measure and analyze potential outcomes of the Vision 2050 Plan and three alternative transit-oriented growth plans through an equity lens, paying particular attention to impacts on these groups of concern. Appendix H outlines potential measures that could be taken to mitigate negative outcomes. PSRC identified and analyzed equity geographies, or areas with high concentrations of people of color and/or people with low incomes, tracking changes in these areas from 2000-2016. The PSRC used these equity geographies to predict how Vision 2050 and alternate plans would impact people of color and/or people with low incomes (Puget Sound Regional Council, 2020, p. 33). The analyses found that under Vision 2050 and all three alternative plans, people of color and people with low incomes were at higher risk of displacement. Further, the analyses found that low and moderate-income households are at increased risk of displacement where transit development is accompanied by “increased market strength and gentrification” (Puget Sound Regional Council, 2020, p. 24).

Along with the identification and examination of equity geographies, the PSRC developed the following tools to measure equity outcomes:

- The **Opportunity Mapping Tool** assesses present levels of neighborhood opportunity, as well as how growth may impact opportunity and for whom. Five key elements considered in opportunity mapping are “education, economic health, housing and neighborhood quality, mobility and transportation, and health and environment.” (Puget Sound Regional Council, 2020, p. 69).
- The **Displacement Risk Analysis Tool** was developed to identify areas and populations at greatest risk of displacement. The tool analyzes key indicators of displacement risk including “socio-demographics, transportation qualities, neighborhood characteristics, housing, and civic engagement” (Puget Sound Regional Council, 2020, p. 75).
- **Land use and travel demand tools:** PSRC developed two software tools, UrbanSim and SoundCast, to model and predict land use, travel demand, and transportation use. Rather than using aggregate data, these tools use individual or person-level data to predict how “different people will use the transportation system based on their needs and preferences.” The tools consider a number of variables related to equity (Puget Sound Regional Council, 2018, p. 23).

Public Engagement/Outreach

PSRC recognizes the importance of public engagement in planning and encourages “‘early and continuous’ involvement of citizens, jurisdictions, communities, and other interests in the planning and decision-making processes” (Puget Sound Regional Council, 2020, p. 1). PSRC contracted with EnviroIssues, a public engagement and outreach consulting firm, to collaborate with local community-based organizations (CBOs) to conduct outreach with a focus on involving people of color, people with low-incomes, and people with special needs. The project team and CBOs utilized multiple methods of outreach and engagement, including online and print questionnaires, in-person events, and a “dot-exercise” with special needs focused groups (Puget Sound Regional Council, 2018, p. 13). The PSRC also conducted outreach to Tribal Nations (Puget Sound Regional Council, 2018, p. 12), as well as engagement sessions with the PSRC policy boards and the Center for Social Inclusion (CSI), during which a variety of topics pertaining to equity

were discussed (Puget Sound Regional Council, 2018, p. 20).

‘Appendix C: Public Engagement and Outreach’ describes lessons learned from the outreach process and provides suggestions for improvement to future outreach efforts. Among the suggestions are allocating extra time early on to build relationships with CBOs, as connecting with CBOs can be time intensive, establishing “simplified approaches to contract work with CBOs,” and planning short, simplified engagement periods particularly for special needs populations, who often have limited availability (Puget Sound Regional Council, 2018, pp.22-23).

Sound Transit

As of August 2020, Sound Transit did not have an established agency-wide policy, process, or mechanism to engage with the community to create long term equitable development across the Puget Sound region. However, the agency has begun creating a set of policies for engaging the community in an equitable way to ensure that the agency will promote social justice in program implementation.

The equity policies will allow the community to shape the way they interact with the agency in order to remove barriers to communication and play a more active and meaningful role in decision making. The agency defines equitable community engagement as “the commitment to exceed our standard engagement practices by ensuring that institutionally underserved communities and those who are most at risk of being adversely impacted by our actions are well informed and provided frequent opportunities to share their experiences and perspectives.” The Sound Transit Racial Equity tool has four guiding principles:

1. Inclusion and Community Voice
2. Social Justice
3. Sustained Commitment
4. Systems Analysis

Sound Transit has also worked to develop a process for enacting and evaluating policies and programs through a race and social justice framework. This process starts with an ‘Initial Analysis’. In this phase, the agency determines the intended impact on the community of the proposal -- how will the outcomes increase or reduce racial disparities? This phase is accompanied by a historical analysis, necessary to avoid repeating the mistakes of the past. When creating new policies, the agency seeks to determine the root causes of racial disparities and identify specific communities of color who may be impacted by new policies. Community engagement, especially with communities of color, is then conducted. Using an impact analysis developed through community feedback, along with quantitative and qualitative data, the agency can determine benefits and/or consequences of a proposed policy. This analysis helps the agency to evaluate and refine a proposal. After implementing a new proposal, the agency then strives for accountability by reporting back to affected communities. Essential to this last step is developing strategies for long-term relationship building with communities who will be impacted by Sound Transit projects.

Additionally, Sound Transit strives to promote equitable transit-oriented development. Equitable transit communities are described as “...mixed-use, transit-served neighborhoods that provide housing and transportation choices and greater social and economic opportunity for current and future residents. Although generally defined by a half-mile walking distance around high-capacity transit stations, they exist within the context of larger neighborhoods with existing residents and businesses. These communities promote local community and economic development by providing housing types at a range of densities and affordability levels, commercial and retail spaces, community services, and other amenities that are

integrated into safe, walkable neighborhoods.”

The agency has several policies for implementing its equitable TOD goals. Sound Transit’s 80-80-80 policy “requires offering 80 percent of suitable surplus property to affordable housing developers that make at least 80 percent of units on site affordable to people earning 80 percent or less of area median income (AMI).” This policy allows Sound Transit to sell land below market value, or even gift it to affordable housing developers. The agency’s “System Access Fund will help fund improvements that make it easier and more convenient for people to get to Sound Transit and partner transit services. The \$100 million System Access Fund (SAF) included in the 2016 voter-approved Sound Transit 3 (ST3) measure is allocated equally among Sound Transit’s five sub-areas for projects such as safe sidewalks, protected bike lanes, shared use paths, improved bus-rail integration, and new pick-up and drop-off areas.”

Snohomish County Comprehensive Plan:

Community Involvement:

Snohomish County Tomorrow (SCT), a forum that consists of representatives from the 19 cities in the county and Tulalip Tribes, is a key way that Snohomish County engages community members to participate in an inclusive decision-making process. SCT oversees the Countywide Planning Policies (CPP) framework, which is the basis for county and city comprehensive plans and growth management strategies. SCT’s goal is to make the forum cooperative and collaborative through engaging the cities, tribes and overall “citizens” (this is the word used on the website, ‘residents’ would be more inclusive) in Snohomish County to work together and form partnerships with one another.

Although SCT collaborates with local, regional, and tribal governments on issues that deal with the Growth Management Act, transportation, housing affordability, economic development, capital and public facilities, and adequate state and local funding, SCT does not explicitly use an equitable development framework and does not explicitly state a goal of promoting equity. As a point of reference, Portland’s comprehensive plan specifies the value of an equitable development framework for community involvement: “The results are better — more durable, equitable, and accountable — when a diversity of Portlanders are involved in the scoping, development, implementation, monitoring, and evaluation of plans and investment projects...” Furthermore, SCT does not have policies that ensure that information around planning and decision-making is made accessible to community members. As Snohomish County continues to grow, there will be increased diversity, including communities who do not speak English as their first language, communities with varying abilities, and communities who may have limitations on how engaged they can be with neighborhood planning. Portland’s Policy 2.34 explicitly states: “Accessibility. Ensure that community involvement processes for planning and investment projects are broadly accessible in terms of location, time, and language, and that they support the engagement of individuals with a variety of abilities and limitations on participation.”

Land Use

Snohomish County policies aim to prevent sprawl through concentrated development and increased density in Urban Growth Areas (UGA) and minimized growth in rural areas. The County also hopes to preserve agriculture, forest, and natural resources with long-term commercial significance as well as open space and cultural resources.

Intended focuses for development include Urban Centers, Transit Pedestrian Villages, Urban Villages, and Manufacturing and Industrial Centers. The plan describes centers as follows: “Centers have been identified by the county and its cities where significant population and employment growth can be located, a

community-wide focal point can be provided, and the increased use of transit, bicycling and walking can be supported.” A goal for center development that could be reframed to promote equity is Goal LU 3: “Establish a system of compact, clearly defined mixed-use centers that promote neighborhood identification, reduce vehicle miles traveled, promote physical activity, and support the county’s sustainability goals.” An objective that would bolster the potential equity development for this goal is Objective LU 3.D: “Identify and plan a network of transit emphasis corridors to link significant concentrations of population and employment, which may be in new and redeveloped neighborhoods, centers, or existing neighborhoods, commercial development, and employment areas.”

This would apply to centers like the Everett station, which should have nearby transit emphasis corridors that provide truly accessible pathways to employment, recreational, shopping, and other public facilities. The policies reference wanting increased walking, biking and pedestrian usage along with sidewalk infrastructure in the plan for the transit corridors but there is no explicit mention of the transit corridors providing more accessibility to people with disabilities or limited mobility. Overall, most of Snohomish County’s Land Use objectives and policies for mixed-use centers promote safety, less emission of greenhouse gases, accessibility, and improved health, but do not explicitly mention promoting racial equity and equitable development.

Transportation

The transportation component of Snohomish County’s Comprehensive Plan consists of ten main goals. While many of the strategies included in this section are focused on transportation infrastructure and sustainability, there are important equitable development principals that the Everett Station District Alliance (ESDA) should consider. Goal 2 emphasizes the need to provide transportation services that support not just the land use and environment components of the county comprehensive plan but also support the economic development component. Notably, the goal focuses on residential and employment growth within designated and compact centers. Goal 4 further clarifies how these centers can be developed equitably and sustainably by designing facilities that “provide for services that enhance the mobility of all citizens regardless of age, disability, or income.”

While these strategies provide a basic framework for transit-oriented development in the county, many of the goals do not incorporate equity directly into their wording. This is apparent in Goals 5 and 6 which mention a “cooperative planning process” and address the need to mitigate the “adverse effects of climate change” but do not address climate justice or how underrepresented communities can be better involved in the planning process. Goal 7 states the need to “equitably assign” costs of transportation system improvements to developers as well as counties and cities. Actions such as developing interlocal agreements and common standards are referenced but an acknowledgement that certain communities have historically been underserved or even displaced because of transportation investments is absent from the stated policy goals. The final goal of the transportation component underscores the need to enhance economic competitiveness through transportation investment. Economic equity and equitable development, however, are still absent from Goal 10’s strategies. ESDA should be mindful of addressing the county’s goals in increasing the economic viability of the region while also promoting equity with targeted investment in communities that were not mentioned in the comprehensive plan, notably BIPOC and lower-income communities.

Housing

Snohomish County recognizes housing as an integral part of economic development and the general health and well-being of communities. Policies also connect housing to other parts of the Comprehensive Plan such as Utilities, Capital Facilities and Transportation as well as education and government services.

Although housing as a means to promote environmental justice is not explicitly called out, housing is recognized as addressing energy usage and environmental impacts and as a means to promote the well-being of communities: “walkable communities and equitable distribution of neighborhood amenities such as parks, schools, and community centers can help address health issues such as childhood obesity.” It is also acknowledged that current housing trends such as increase in “aging population and ethnic diversity” are factors suggesting the need for more flexibility in housing types and locations.

The Housing Element serves as a guide for housing policies and measures. There are also specific housing policy documents and task forces that address programs supported by federal and state legislation, which can potentially promote housing equity. The County’s Office of Housing and Community Development prepares the Consolidated Plan every five years and focuses on the housing needs of lower to middle income households. Another policy document that could promote housing equity is the plan created by the Homeless Policy Task Force which works to support homeless communities with policies ranging from prevention to providing permanent housing. Most if not all housing goals, policies and objectives point towards all residents having access to housing that is affordable, safe, healthy, available in varying housing types and levels of affordability in both rural and urban areas, available for lower income households and households with disabilities, on zoned land that has adequate infrastructure based on public needs and transportation, sustainable in terms of resiliency and healthier living environments, and preserving character and vitality in already existing neighborhoods. There are policies aimed at mitigating displacement but there are no clearly defined goals relating to displacement. Preventing displacement should be a priority goal as economic development at the urban centers, urban villages and transit pedestrian villages will have significant impacts. Even though the plan states that the Housing Element and the Economic Development are intertwined as “well-planned housing located with good accessibility to employment is an essential part of a healthy economy,” there is a need for more explicit policy linkage.

Parks and Recreation

The primary goal for the Department of Parks and Recreation over the next 20 years is to build an integrated system of open space, parks, and trails. This will require renovating existing facilities and acquiring additional sites for park development and open space preservation. The stated goal to “identify culturally and historically significant properties appropriate for inclusion in Parks inventory and provide interpretive opportunities at current parks” stands out for its emphasis on equity, diversity, and inclusion and should be considered when developing any future parks near the station site. There are currently five separate Recreation Areas within Snohomish County, all with varying needs in terms of equitable access to parks and recreation. ESDA should work with Snohomish County to anticipate its long-term park and open space needs and begin the process of identifying significant cultural and historic sites in and around the station site that will enhance community and advance equity. Parks and recreation facilities and programs can further equitable development because they can strengthen family bonds, promote cross cultural relationships, promote social inclusion and physical health for the disabled, enhance community safety, and attract investment. At the City level, the Everett Parks, Recreation, and Open Spaces Plan will be updated in 2022 and will rely heavily on the County’s stated community benefits. The project is currently in the vision stage and ESDA should coordinate with their planning committee as well as Snohomish County’s Recreation Area leadership to facilitate coordination between both and advocate for equitable access to open space. Because ESDA should ultimately have a significant element of open space, it can help to further define and promote equitable recreational and green spaces.

Economic Development

Snohomish County’s economic development Goal 1 is to “Maintain and enhance a healthy economy” in order to provide residents an excellent quality of life, as well as to help both small and minority owned

businesses and larger companies. The County focuses on specific actions to improve economic development: regulatory reform, taxes and fee structure, physical infrastructure, and human capital.

Draft 2021 Updates

The 2021 Draft Updates to the Snohomish County Comprehensive Plan include three sections that are critical to the definition of equitable development at the county level: housing, economic development and employment, and development patterns. Revisions to the previous goals and strategies and new additions underscore the updated priorities of Snohomish County over the next twenty years.

For housing, HO-3 directs the county to focus on very low, low, moderate, and middle-income households when building affordable housing and to consider the employment, services, and transportation options of the surrounding neighborhood. This is in alignment with the Puget Sound Regional Council's Vision 2050 which prioritizes fair and equitable access to housing throughout the region. Two added goals, however, further the County's commitment to developing affordable housing centered around equity. HO-15 states that "the county and cities should implement policies that allow for the development of moderate density housing to help meet future housing needs, diversify the housing stock, and provide more affordable home ownership and rental opportunities." HO-16 follows up on these recommendations by directing municipalities to incorporate anti-displacement strategies in their local subarea plans as a way of reducing "the risk of displacement of historically marginalized populations." ESDA must anticipate the risks of displacement and consider its broader impact beyond the station district. While the selected site southeast of downtown is largely industrial, it has low-income communities to the south and includes businesses that offer well-paying employment opportunities to those that may not have access to higher education and other technical training. Working with these communities and the County to create a transparent framework for anti-displacement strategies will allow ESDA to follow the new updates to the Comprehensive Plan and provide an example of equitable development for surrounding municipalities.

The 2021 Economic Development and Employment Updates focus largely on localizing the business support efforts of the County and promoting access to opportunity throughout the region. ED-2 directs the County to foster an equitable business environment by specifically focusing on women and minority-owned businesses. ED-8 builds on this by encouraging jurisdictions to develop economic development plans that look at the needs of these types of businesses, mainly infrastructure, services, and land use designations that are conducive to more equitable development. It would be in the best interest of ESDA and the City of Everett to work with both the Everett Chamber of Commerce but also the Washington State Office of Minority and Women's Business Enterprises (OMWBE) to craft a more holistic vision for the station district's business needs. Additionally, ESDA can use ED-11 to advocate for the longer-term goal of attracting educational institutions and other community services to the area. The policy directs the County to ensure there is sufficient land and resources for the development of K-20 educational institutions as well as technical colleges. Ongoing discussions with Everett Community College or Everett Public Schools about relocation should focus on how best developable land and transit-oriented-development can serve these institutions and the needs of their students. The new draft policies offer a number of additional guidelines from which ESDA can build an improved economic development and employment framework. These include ED-1 which focuses on the natural environment and promotes "environmental sustainability, especially those addressing climate change and resilience"; ED-2 which identifies the "potential for physical, economic, and cultural displacement of existing locally owned, small businesses as a result of development or redevelopment and market pressure"; ED-3 that focuses efforts on increasing a "diverse range of living wage jobs for all of the county's residents"; and ED-4 that targets "economic development activities that improve access to economic opportunity for residents that historically have low and very low access to opportunity." The wording of these four policies underlines the County's new emphasis on improving access to opportunity and mitigating displacement pressures when considering

economic development. ESDA should seek opportunities to work with the County to identify living wage job opportunities for historically disadvantaged and underserved communities while remaining committed to environmental sustainability and resiliency. Mitigating displacement will require an in-depth analysis of the micro and macro scale neighborhood environments and investigating case studies to determine how TOD can improve or worsen access to opportunity.

The 2021 Draft Development Patterns policies perhaps provide the most concrete examples of how equitable development can be implemented successfully. DP-2, a current draft policy, encourages municipalities to build TODs that are located “to support the development of designated local growth centers, countywide growth centers, regional growth centers, and existing and planned transit emphasis corridors”, that include “pedestrian scale neighborhoods and activity centers to stimulate use of transit and ride sharing”, are planned for “an appropriate intensity and mix of development, including both employment and housing options, that support transit service”, and anticipate growth “near high-capacity transit”. With this iteration of TOD in mind, the County also seeks to decrease disparities in access to opportunity with improved and inclusive community planning (DP-3) while also developing subarea plans that mitigate displacement of marginalized communities and businesses as a direct result of new development. Understanding that businesses will be displaced long-term by the construction of the station district should induce stakeholders to develop displacement strategies now before the design or construction of a project begins. Finally, the County’s TOD best practices can serve as a model for displacement mitigation in the station district. By incorporating the County’s long-range goals for equitable development, ESDA can make important strides in advancing equity and inclusion regionally.

Urban Development 2023 Plan Background Paper

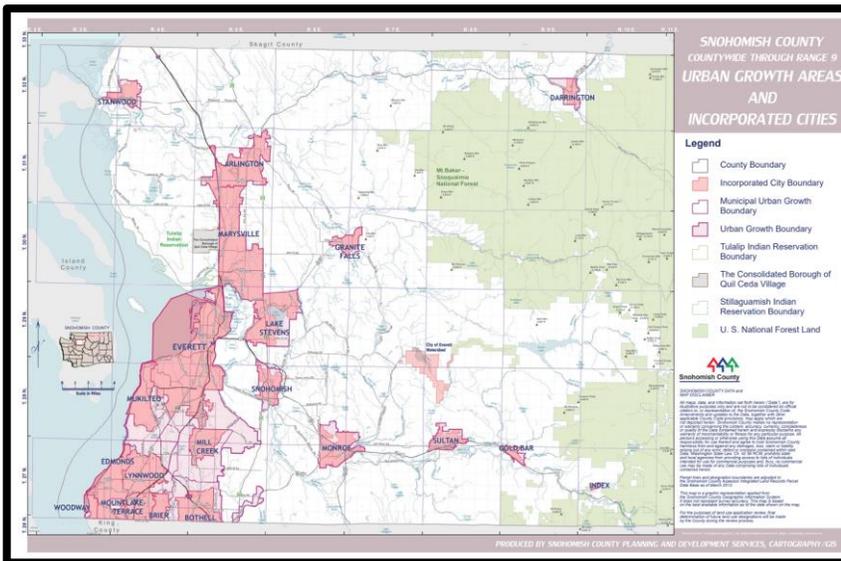
This paper was developed by Snohomish County as part of a series of background papers leading up to the Growth Management Comprehensive Plan Update in 2023. While the final County plan will not be released until 2024, the Urban Development Paper includes pertinent information on land use, transit-oriented development, and equity goals that ESDA can incorporate into its plan. The scope of the paper includes the thirteen urban growth areas (UGAs) of Snohomish County as well as the important satellite cities and towns that surround the denser metro areas. Everett lies within the Southwest UGA, which covers around 27% of the total urban land of the County and important urban centers. The emerging themes discussed in the paper relate largely to the buildable lands report, which will be published in June 2021, and the recent Vision 2050 update from PSRC, but it also touches on two critical studies that will impact the station district: the Southwest Urban Growth Boundary Planning Study (SWUGA) and the Light Rail Communities Project.

SWUGA was completed in 2019 and analyzed three growth scenarios for the UGA, an unchanged or current strategy, a “node” scenario in which the UGA adds 53% of population above countywide unincorporated population estimates, and an “urban” scenario in which the UGA adds 81% of population above countywide unincorporated population estimates. While ESDA will have limited overlap with this study, it will be impacted by Snohomish County’s redefined population goals after 2023. For any future plan to address equity properly, the population gain estimates will need to be considered in full. The Light Rail Communities Project is essentially a partner study at the county-level with Sound Transit to ascertain how best to leverage the transit improvement benefits for the community and will not be complete until 2023. Establishing consistent communication with the County with respect to this study is essential to ESDA’s success.

The Urban Development 2023 Plan Background Paper addresses economic development by studying which UGAs are better suited to employment and manufacturing growth, and which are better suited for residential growth. The unincorporated Southwest UGA boundaries will be finalized by 2023 and will eventually include a high density of housing. Commercial services within this area are largely clustered along the main roadways and increasing access to services for many of these single family and low-rise neighborhoods will need to be addressed by transit connections. ESDA should recognize that the station district could eventually serve these communities in terms of health and educational services and that these urban unincorporated areas often have a high density of low-income and BIPOC residents. This could mean locating community college facilities, nursing or other healthcare training programs, or a community center that is staffed and programmed by people that represent various surrounding communities as part of the development around the station.

The need for housing accessible to middle income families (“missing-middle housing”) is emphasized in the report as key to offering greater housing choices and increasing housing diversity within communities and an important consideration for areas between higher and lower density neighborhoods. Snohomish County states that they are committed to making code changes over time to accommodate this type of

growth and investments in the station district should anticipate increasing numbers of missing-middle housing within neighboring single-family zones by building to the maximum density possible or seeking an increased site overlay zone. Although equitable development is not directly addressed in this paper, the Southwest UGA boundary expansion and Light Rail Communities study both inherently address issues of race and access to opportunity within the area surrounding the station district. ESDA’s future plan should reference marginalized



communities in Snohomish County’s Southwest UGA and advocate for medium density housing not only along transit corridors but in single-family neighborhoods surrounding the future Everett Station.

City of Everett

Everett does not have a public facing equity plan, nor do any of the City’s plans specifically call out and address equity. However, Everett Mayor Cassie Franklin has issued several Mayoral Directives that emphasize equity, such as providing affordable housing for all, increasing engagement with underrepresented populations, building unity and diversity in the City, and addressing racism. This focus on equity in the Mayor’s administration signals a political climate that is not only amenable to, but eager for equitable development in Everett.

The City’s Comprehensive Plan guides future growth and development until 2035. It has few specific references to equity in either language or policies. The ‘Parks and Recreation’ chapter includes a policy of providing an equitable distribution of parks and recreational facilities throughout the City so that gaps in service do not exist and the ‘Housing’ chapter calls for the geographic expansion of housing choices for

low- and moderate-income families and providing housing for a range of incomes near high-capacity transit (City of Everett, 2015). The Comprehensive Plan is due for an update in 2024. This is a prime opportunity for the City to build in specific equity policies in all of its chapters to ensure a high quality of life for all its residents, current and future.

The Metro Everett Plan was adopted in 2018 and is a subarea plan for the regionally designated Metropolitan Center (City of Everett, 2018). The Plan references the Growing Transit Communities Strategy, a compact which Everett has joined along with other Puget Sound communities. Goals specifically related to equitable development in transit communities include attracting residential and employment growth to high-capacity transit communities, providing housing affordable to a range of incomes and in high-capacity transit communities, and increasing access to opportunity for all residents of high-capacity transit communities. The Metro Everett Plan also includes an emphasis on increasing housing supply for all income levels, with specific policies such as providing height or floor area incentives to developers for providing market rate housing and low-income housing, reducing development costs through off-street parking reductions or impact fee reductions for low-income housing projects, and prohibiting single family homes.

In 2019, Everett adopted a Climate Action Plan (CAP) to guide long-term greenhouse gas reductions and prepare for effects of climate change on the City of Everett. A notable focus of the plan is to target to ensure that greenhouse gas emission reductions are achieved in an equitable manner, and that all residents of Everett are able to enjoy benefits from the plan's implementation. Specific equity goals include developing equity metrics to evaluate CAP programs and actions, encouraging the use of green roofs, cool pavement, and other cooling landscaping materials in the areas of the community where urban heat island effects are expected to be the greatest, conducting robust outreach with stakeholders and community members, filling sidewalk connectivity gaps, and increasing the number of parks and open spaces (City of Everett, 2019).

Several of Mayor Franklin's mayoral directives are focused on equity. The 2018 Community Planning and Economic Development Directive includes equitable development strategies, such as attracting more start-ups and entrepreneurs, forming partnerships between the local business community and Office of Community Planning and Economic Development to identify and prioritize opportunities, implementing the goals and policies of the Metro Everett Plan, and simplifying regulations to incentivize development (Community Planning and Economic Development Mayoral Directive, 2018). These strategies move in the direction of equitable development as they aim to engage and involve the business community in decision making and provide opportunities for startup and small businesses.

Another 2018 directive called for developing a clear outreach vision to engage with all members of the community, improving diversity in the City's workforce, increasing governmental transparency and communication, devoting a team of staff to customer service, and creating ways for the City's youth residents to engage (Community Engagement and Inclusion Mayoral Directive, 2018). A follow up directive in 2020 calls on City staff to build relationships and develop mutual understanding with BIPOC and other marginalized communities, continue to build on efforts to improve equity, diversity, and inclusion at the City to reduce barriers to opportunities, and identify and address bias in City policies and systems (Building Unity Mayoral Directive, 2020). The 2020 Mayoral Directive names "Black, Indigenous, people of color, LGBTQ+, people with disabilities and low-income households" that the City intends to engage and build relationships with through "an understanding of the best communications modes and models for reaching different segments of the population, languages spoken, and relevant cultural sensitivities and norms."

Lack of adequate affordable housing is detrimental to equitable development, particularly for a growing urban city like Everett. It is noted in the Everett Mayoral Directive 2020-03: Affordable Housing for All, that

many residents are close to housing instability, especially in communities of color, and many struggle whether they own a home or rent. Since 2018, some of the actions taken to build capacity have been to adopt the Metro Everett Plan which would increase density in the downtown and adjacent areas, expand the Multi-Family Tax Exemption, reduce residential parking regulations, and adopt a “special charge connection for affordable housing”. This Directive also calls for City staff to develop a citywide housing action plan, evaluate and improve permitting processes to ensure Everett is attractive for developers, and address homelessness and support housing stability (Affordable Housing Mayoral Directive, 2020). In response to this directive, the City has launched the ‘Rethink Housing’ initiative to develop the citywide housing action plan. The City is in the initial stages of plan development and just completed a community survey on April 30, 2021, to inform the development of the plan. Despite current plans in Everett having relatively limited focus and content on equity language and policies, there appears to be a clear path towards more emphasis on equity, diversity, and inclusion in all city matters.

Review of Programs Funded Through the Advancing Cities Initiative

Fresno

The city of Fresno, which had the highest level of concentrated poverty in any U.S. city in 2018, won a grant based on their community engagement and revitalization plans to overcome the city’s entrenched conditions of rampant poverty and unemployment (JP MorganChase & Co., 2021). In collaboration with local financial institutions, the grant money supported loans and technical assistance for residents, business, and other property owners. This helped the local economy generate wealth and spur positive economic activity in key underserved neighborhoods (JP Morgan Chase & Co., 2021). The grant money has also helped by providing 67 small business loans (totaling \$3.5 million), 37% of which were to women-run businesses and 90% of which went to businesses owned by people of color. The same program has helped 63 individual residents of Fresno with technical services like financial planning (Lopez, 2021).

Then Mayor Ashley Swearingin led two-year community engagements to identify and address community issues and challenges and develop collaborative community-based solutions. The mayor, with other community leadership and stakeholders, developed and secured adoption of policies that created mixed-use zoning districts along major transit corridors, revised land-use policies, and laid the groundwork for development that benefits all residents (JP Morgan Chase & Co., 2021).

Miami

The City of Miami partnered with several other major organizations in the South Florida region to create the Resilient305 Strategy. A major focus of the initiative is to address increasing economic disparities in the region through economic development. The plan will support job creation and wealth generation for vulnerable communities, such as low-income communities or communities of color. In particular, they seek to combine job training with the creation of well-paid jobs to create a scenario where members of a community can more easily find work near where they live.

The plan also includes financial planning and home-buying programs to help more families build long-term financial stability through homeownership (Resilient305, 2019). A specific action item is to “build an inclusive economy” (Resilient305, 2019). To accomplish this, the plan advocates for strategies such as providing technology support and outreach opportunities to small and medium sized businesses and making connections between those businesses and large national companies or strong anchor institutions that can support their growth. Another strategy is to build skill training programs for key local industries like construction to help local community members benefit from workforce growth.

The plan also includes a strategy to further environmental quality through five objectives: enhancing natural systems, safeguarding urban systems, creating mobility options, increasing energy efficiencies, and enhancing housing options. Some of the specific action items that address environmental justice include building biodiversity and defenses against natural disasters; bolstering beaches; integrating resiliency in open spaces; implementing a sea level rise strategy to protect all communities in the region; developing an electric mobility strategy; and expanding renewable energy. (Resilient305, 2019).

Minneapolis

In Minneapolis, JP Morgan Chase's Advancing Cities Initiative awarded \$4 million to a collaborative of five organizations. This collaborative plans to use these funds to address racial disparities in homeownership and wealth by helping primarily black, Latinx, immigrant, and indigenous residents build wealth through home equity and rental income. More specifically, the collaborative plans to build and rehabilitate 220 affordable housing units, give 110 residents the opportunity to become landlords, and provide training, a new mortgage product, and other financing tools to prospective first-time homebuyers and landlords.

Greater Washington

Within the Greater Washington region, JP Morgan Chase & Co. has focused on creating more opportunity for area residents, committing \$25 million to drive inclusive economic growth, with another \$4 billion committed to small business and regional home lending in the area. By expanding business and increasing philanthropic investments, the firm works towards increasing economic opportunity that fuels a regional economy that is beneficial to all communities within the region. As part of the firm's PRO Neighborhoods program, JP Morgan Chase & Co. is investing \$5 million to expand economic opportunity along the Purple Line light rail in D.C.'s Maryland suburbs, as both a means of expanding and contributing to the regional economy as well as combating gentrification. This grant provided Enterprise Community Partners, the National Housing Trust, and the Latino Economic Development Center with the resources needed to create more than 1,000 affordable homes, as well as support more than 200 small businesses to promote a vibrant economy along the purple line.

Chicago

In 2017, JPMorgan Chase began an equitable development program in the South and West Sides of Chicago (the company's home city) meant to address the systemic disinvestment and racial disparities in those neighborhoods. JPMorgan Chase dedicated \$40 million to a variety of social and financial programs to help reverse the decades of marginalization BIPOC Chicago communities have experienced, often directly related to racist investment policies and JPMorgan Chase's inequitable past loaning practices. These investments have had a positive impact in the South and West Sides with high levels of participation: 7000 enrolled in workforce programs, 52,000 receiving services to improve financial health, 4000 jobs retained or created, and 5000 businesses receiving technical or capital assistance. Many of the financial assistance programs are directly aimed at alleviating the crushing level of debt many minority home and business owners have as a result of disparities in financial lending. For example, the firm anticipates it will eventually give out more than \$600 million in mortgages while bolstering their DreamMaker project, which doubles special homebuyer grants to \$5,000 in specific Chicago neighborhoods and hires local home lending experts to help educate residents. Small business mentorship was also prioritized with consultants providing more than 1,500 black- and brown-owned businesses with lending for renovations and upgrades, educational workshops, and community engagement branches within the neighborhoods.

In May of 2020, JPMorgan Chase began a second stage of investment for Chicago with an additional \$150 million in flexible, low-cost loans for non-profits and underserved businesses. They also expanded the Entrepreneurs of Color Program to Detroit, San Francisco, the South Bronx, and the greater D.C. area.

Currently, this program employs more than 4,000 people of color at the firm as apprentices, interns, and full-time employees. Employment opportunities are also provided through the firm's longer-term investment in local economic development organizations. In Chicago, these include the Community Investment Organization, Chicago Community Loan Fund, and Neighborhood Lending Services, which all aim to



revive some of the most economically depressed neighborhoods of the city. These organizations have partnered with local homeowners and small-scale investors to renovate and retain local properties for longer-term community use. In addition to \$24 million in renovations, the program preserved 593 units of low-income housing and financed the acquisition of 430 properties by local community members. Business incubators, such as the Sunshine Network, are using JPMorgan Chase funds to help improve the access to capital for entrepreneurs in historically disadvantaged neighborhoods like Woodlawn, North Lawndale, Englewood, and Evanston's Fifth Ward. Finally, the Healthcare Workforce Collaborative pulls together healthcare stakeholders with to open employment opportunities to BIPOC communities at local hospitals. The Advocate Charitable Foundation received more than \$3 million from JPMorgan Chase to train 1,000 community members in healthcare skills which will eventually lead to full-time, well-paying positions.

The JPMorgan Chase investments in Chicago were based on four key strategies: small business expansion, neighborhood revitalization, financial health, and jobs and skills development. While the level of investment in this case was large, the firm used local organizations, particularly nonprofits and charitable foundations to have the maximum impact in the targeted neighborhoods. These relationships, as well as meticulous gathering and analysis of data, allowed JPMorgan Chase to scale their investments over the long-term and to think more holistically about the financial health of local residents. Basic transparency was a major aspect of increasing access to opportunity. When loans and business opportunities were proffered, local entrepreneurs were generally very successful. Education and skills training also allowed local community members to more confidently navigate local financial systems and begin to develop their own networks to build equity and social capital. Despite this investment, however, it should be noted that it will take generations to undo a century worth of disinvestment and predatory lending in black communities. Chicago's challenge to control crime and poverty within its more diverse neighborhoods is a consequence of these systemic issues and will require not just investment from companies like JPMorgan Chase but the coordination and long-term commitment of local and regional governments.

San Diego

Advancing San Diego (ASD) was created to help strengthen the relationships between local industries and education systems within the area. The program was created under the San Diego Regional Economic

Development Corporation (EDC), and helps people prepare for high demand jobs and support employment in local employers which are mostly small companies (<200 employees). The economy in San Diego has been growing over the past decade, but not everyone has benefitted from this growth. With the help of industry and education partners, the program aims to provide quality job opportunities for everyone. To date, the program has 38 companies who work to identify necessary



job skills, and 70% of these companies are WMVD-owned (women, minority, veteran, disabled). Of the interns that were helped by this program, 63% of them are first generation college students. There are three main goals that the program hopes to achieve: develop a local talent pipeline, promote competition between small businesses, and tackle San Diego’s increasing cost of living.

The program initially defined the first goal as focused on reducing the minority achievement gap. However, the data showed that there is not enough locally produced talent to meet the needs of San Diego’s growing industries, and that Hispanics, the region’s fastest growing population, are statistically the least prepared for these demanding jobs. The program then shifted to focusing on training for underrepresented populations. The program is now targeted on creating a strong local talent pipeline to help sustain the region’s competitiveness in the future. EDC plans to increase the number of locally produced talent to 20,000 skilled workers per year by 2030. With this goal, the program anticipates that there would be a demand for more housing, transportation options, and childcare. San Diego hopes to increase the number of households that can afford the area’s cost of living by continuing the development of local skilled workers and providing more quality jobs.



The program helped small tech companies acquire resources from established corporations. One case study looked at the challenges that start-up companies go through including less connections with education institutions and training programs and the inability to provide competitive

internship wages. Advancing San Diego’s grant-funded internship program allowed these small companies to offer competitive wages and stipends. Preferred Providers, an education program in the region that is known for high-quality training, developed access to a pool of potential interns. Since the program’s launch in 2020, 69 interns have been recruited and 31 are currently doing remote internships. Advancing San Diego reports that 100% of these interns are either first-generation college students, community college students, veterans, or residents from San Diego’s low-income communities. In addition, ASD saved local companies more than \$450,000 in payroll, overhead, and talent sourcing expenses.

Columbus

In 2015, Mayor Andrew J. Ginther was elected in Columbus. At the time, Columbus was experiencing a period of rapid growth, and Mayor Ginther campaigned on the platform of continuing this growth but making sure that the benefits were spread equitably across the city (National League of Cities, 2018). His administration has followed through on this commitment and emphasized equity as a cornerstone of his

work. Mayor Ginther's 2020 Equity Agenda lays out the Administration's 'Strategic Priorities' for 2021. These priorities cover a broad range of topics, including reducing infant mortality, ensuring access for all to high quality education, and increasing affordable housing and economic opportunities for Black-owned and women-owned businesses (Strategic Priorities, n.d.).

Of particular relevance to just and equitable development at the neighborhood scale is Columbus' work in the Linden neighborhood. In 2018, the City adopted the Linden neighborhood plan, 'One Linden Community Plan', which lays out ten big ideas for the neighborhood that would transform the quality of life for its residents (City of Columbus, 2018). In 2019, the collaborative 'The 614 for Linden' was awarded a \$5 million grant from JP Morgan Chase as part of their Partnerships for Raising Opportunity in Neighborhoods initiative. The moniker '614 for Linden' reflects the bringing together of *six* nonprofits and *four* community development financial institutions working to have an impact in *one* neighborhood (614 is also the area code for Columbus). Since its inception, the collaborative has grown to include more partner organizations but kept the original name.

The 614's vision is to "create an equitable, opportunity-rich neighborhood for existing residents of Linden" (The 614 for Linden, n.d.). The grant focused on implementing four of the plan's ten big ideas over the next three years: expand and stabilize housing options, develop business and support entrepreneurs, build community investment, and support the health of residents (The 614 for Linden, 2021). Progress towards these goals are documented in the recently released The 614 for Linden annual report for 2019-2020.

Housing insecurity is a critical issue in the neighborhood. The 614 for Linden's focus is on preserving affordable housing for households earning less than 80% AMI and providing rehousing services for individuals and families experiencing homelessness. To achieve these goals, The 614 for Linden established a nearly \$20 million affordable housing fund, which was used to preserve 230 affordable units at Rosewind Estates, a low-income housing complex. The collaborative's partners, Ohio Capital Financing Corporation and Affordable Housing Trust of Columbus and Franklin, provided financing. Another partner, the Community Shelter Board, was able to stabilize the condition of 88 individuals at risk of homelessness through rental and security deposit assistance (The 614 for Linden, 2021).

To support equitable access to economic opportunity, The 614 for Linden's work includes offering consulting, technical assistance, and microloans to small businesses and entrepreneurs. In 2019, the Economic and Community Development Institute, a partner of The 614 for Linden and a certified community development financial institution, offered technical assistance to 73 small businesses and provided six small businesses with loans (The 614 for Linden, 2021). The project also focused on bringing a grocery store to the neighborhood, as the only grocery store serving the neighborhood closed its doors in 2018. One of The 614 for Linden's partners, Finance Fund Capital Corporation, hired a consultant to conduct a feasibility study for developing a grocery store in the neighborhood and began conversations with potential grocery store operators.

To support residential health, partner organization Nationwide Children's Hospital provided wraparound health services to the community, despite challenges presented by the COVID-19 pandemic. Particular emphasis was placed on prenatal and maternal programs. This has been a priority for Mayor Ginther's administration, which launched the CelebrateOne initiative in 2015 to reduce infant mortality through strategies such as improving reproductive health planning and prenatal care for highest risk families (City of Columbus, 2018). Another partner, Community Development for All People, focused on a project to turn an abandoned building into a fresh food market and pharmacy to improve food access and resident health. Community Development for All People will offer free fresh produce and The Charitable Pharmacy of Central Ohio will provide non-narcotic prescriptions and low-cost pharmacy services. As previously noted, the Linden neighborhood has significant gaps in food access, especially since the closure of the only

grocery store in 2018. Increasing the neighborhood's access to fresh and nutritious food has been a priority not only for The 614 for Linden, but also for the City of Columbus and Mayor Ginther's administration. The project, known as 'Linden Fresh Market', is expected to open in Spring 2021 (The 614 for Linden, 2021). The City and Nationwide Children's Hospital also provided funding for the project.

Portland

Portland has launched the 'Inclusionary Housing Program', designed to meet the need for 23,000 additional housing units for lower to middle income households, while preserving housing affordability and the economic diversity of neighborhoods. The program requires that any residential building with 20 or more units dedicate a percentage of those units as affordable to households who are at 80% or less of the median family income.

Portland has also developed the 'Portland North/Northeast Neighborhood Housing Strategy'. The neighborhoods in North/Northeast Portland formerly had the highest concentration of Black residents, but over the last decade, the percentage of Black people in the area decreased by more than 50%. These areas also had a vibrant cultural center, Black owned businesses, churches, and other cultural institutions. Past city efforts to address the crime and blight led to unplanned negative impacts as a result of the loss of affordable housing. The City committed \$20 million in Tax Increment Financing (TIF) dollars from the Interstate Corridor Urban Renewal Area to address displacement and gentrification through support for affordable housing. The Portland Housing Bureau (PHB) recognized that in the past policies had failed because of a lack of community engagement. PHB launched a seven-month community-wide process in which faith and community leaders, residents, friends, family, neighbors, and their loved ones shared their lived experiences and thoughts on what kinds of housing assistance would be best for their communities. The engagement process led to a five-year plan that will commit the \$20 million based on the priorities of the community. An Oversight Committee was created to further develop the strategy's programming and policies as well as to ensure greater transparency and accountability for how the \$20 million is invested. The committee also works with PHB to advise, review program proposals and plan development, share insights on decisions, plans and proposals before implementation, monitor implementation and associated outcomes, and advise the housing director and housing commissioner on progress and issues associated with the funds. The plan relies on four strategic approaches: Preventing Displacement, Creating New Homeowners, Creating Rental Homes, and Land Banking.

Preventing Displacement

PHB worked with community partners to provide home repair grants to 638 households and fund 140 home repair loans from 2015-2020, targeted to reach all community members, with an emphasis on historically Black households. A homeownership asset preservation pilot program was also launched, with the goal of preventing the continued displacement of longtime homeowners and consequent loss of housing wealth in the N/NE community by giving homeowners retention and legal estate planning services. The African American Alliance for Ownership partnered with Commons Law Center to run the 20-month long pilot program. Eligible households were those who resided in the Interstate Urban Renewal Area and earned less than 80% of the Area Median Income. Services were generally targeted towards homeowners of color, longtime homeowners of 20+ years, and seniors and people with disabilities.

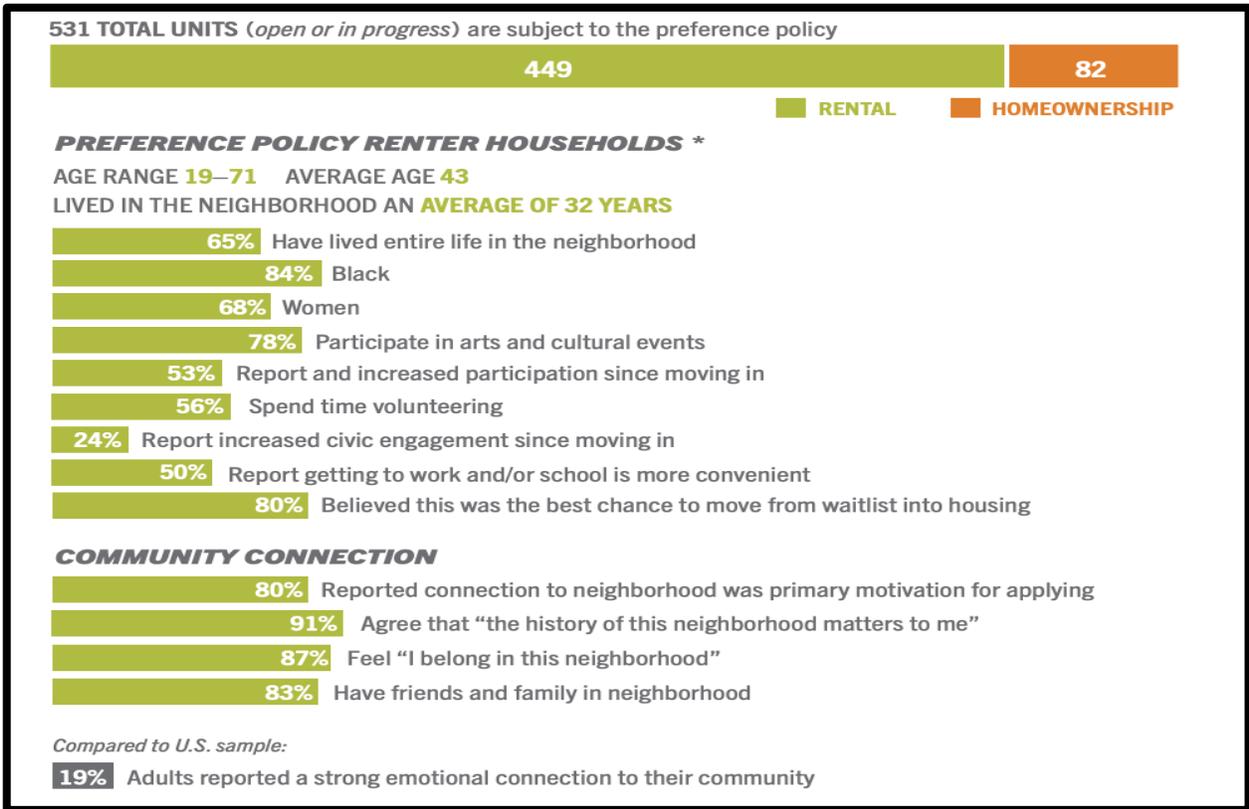
Creating New Homeowners:

Portland Community Reinvestment Initiatives and Portland Housing Center partnered together to provide homebuyer education and counseling to "Preference Policy Participants". These participants either were considered at risk of experiencing displacement, had a past history of displacement, or had generational

ties to the neighborhood. The typical profile of a Preference Policy Client was a household size of 2, age 41, \$47,543 income, 644 credit score, \$1,000 in savings and \$26,746 in household debt. Of 75 new home buyers, 65 purchased their homes with PHB subsidies. The 75 new home buyers were 91% Black, 5% white, 3% Hispanic and 1% Asian. PHB worked with community partners such as Habitat for Humanity and Proud Ground to build and develop 42 affordable home ownership units for preference policy applicants within the neighborhood.

Creating Rental Homes:

PHB and their development partners also invested in the construction of affordable housing and supporting Preference Policy buildings through the CARES rent assistance programs. Federal HOME funds were used to provide \$400,000 in rental assistance for 183 Black tenants, 11 white, 3 American Indian and Alaskan Native and 23 people with disabilities. PHB also used the federal CARES funds for individual renters and utilized culturally specific community-based organizations to identify recipients and administer the program.



Land Banking:

PHB also purchased three properties for future development. Homeownership condos were originally planned for one of the properties but due to COVID-19 it will instead be developed as a rental property using Metro Bond funds.

San Francisco

JPMorgan Chase has committed \$75 million over five years to San Francisco, a Signature City in the Advancing Cities initiative, to create economic opportunity and address housing affordability and

displacement in the Bay Area. This investment has gone to initiatives to leverage the strength of existing aid networks, focusing on several key issues: workforce training and education, small business expansion, and neighborhood revitalization.

Workforce Training and Education

JPMorgan Chase partnered with the East Bay non-profit Kingmakers of Oakland to extend the Fellowship Initiative, a JPMorgan Chase mentorship program. This program provides postsecondary educational opportunities to local young Black and Latinx men through one-on-one mentorship, college advising, and career planning. This program is significant because it breaks down barriers and engages young men of color from low-income communities in taking charge of their futures.

Small Business Expansion

Small businesses are essential for equitable cities, but the barrier to entry is significantly higher for minority business owners. Latinx, Asian, and Black-owned small businesses all receive business loans from financial institutions at lower rates than white-owned businesses. This makes it difficult for minority-owned businesses to grow, creating barriers to job creation. As part of the Advancing Cities Initiative, JPMorgan Chase expanded the Entrepreneurs of Color Fund to San Francisco. Although there is no available data for San Francisco at this time, this program has a track record of success in cities like Detroit, where it has created or preserved 800 jobs by providing capital to 80 minority entrepreneurs.

Neighborhood Revitalization

The exceptionally high cost of living in San Francisco disproportionately affects BIPOC communities. The City of San Francisco launched an ambitious revitalization program called HOPE SF with financial support from JPMorgan Chase. This program plans to transform 750 units of public housing and create an additional 4,275 new public affordable and market-rate apartments. HOPE SF also seeks to provide additional social infrastructure including gyms, parks, and health care centers, as well as after-school programs for children and job training classes for adults. One major success of the program is the transformation of the Alice Griffith public housing development. Through HOPE SF, the old, unsafe buildings were demolished and replaced, with an additional 248 affordable units added to the original stock of 256 for a total of 504 affordable housing units. More than 80 percent of the families who lived in the old buildings have moved into the new buildings, which is much higher than the national average rate of return of 25% for public housing after a rebuild.

Boston

The Innovative Stable Housing Initiative (ISHI)

In 2020, a Boston-based collaborative comprised of Boston Medical Corporation, Boston Children's Hospital, Brigham and Women's Hospital, Action for Equity, Dudley Street Neighborhood Initiative, Jewish Vocational Services, and Health Resources in Action was awarded \$5 million from JPMorgan Chase to "create affordable housing in Dorchester, Roxbury, and Mattapan and train and connect at least 500 Black and Latinx residents with full-time jobs in the health care, technology, and biotech industries."

Approximately \$3 million of this award will go specifically towards housing stability through the Innovative Stable Housing Initiative, a pilot program whose goal is "to identify, assess, and fund strategic approaches to increase housing stability for our most vulnerable populations."

The project began in 2017 with a planning committee made up of funders and community partners. This process involved a literature review of journal articles, reports, and online resources; 30+ key informant interviews with leaders in housing; and 10 organizational and resident focus groups. From this research, four themes emerged that became the basis for where grants would be focused:

Greater Alignment for Collective Impact: Opportunities for housing experts, service providers, developers, and government to get on the same page about what it means to be housing stable and to streamline processes across systems.

Preserving and Creating Affordable Housing Supply: Opportunities to identify more strategic uses of land and development that sustain affordable housing across the city.

Pathways to Social and Economic Mobility: Opportunities for individuals and families to become more economically stable and close the wealth gap.

Community Engagement and Activism: Opportunities to invest in grassroots efforts in community organizing and urban planning that support anti-displacement.

In 2018, an advisory committee was created, involving housing advocates, healthcare providers, and community residents, to move the ISHI process forward. Based on the information gathered from the research phase, the advisory committee developed goals, visions, values, and a theory of change to support a resident-centered process. The three principles that inform the ISHI framework are:

Equity: In acknowledging the existence and historical relevance of systems of oppression, ISHI utilizes an equity framework that focuses on institutional racism and classism as root causes for housing instability, as well as education and job security as key social determinants most impacted by housing stabilization.

Participatory Grantmaking: To achieve lasting impact, the grantmaking process seeks to address the housing crisis through multiple investment approaches, including participatory grantmaking with residents most often left out of decisions and most at risk for displacement.

Collaborative Learning: This process provides an opportunity to better understand how to build meaningful and trustworthy relationships and collaborations. For the first time, Boston hospitals are working together to invest in social determinants of health and upstream solutions, and to authentically engage community in funding decisions. Best practices and shared learnings have the potential to transform grantmaking across the city and state.

The four themes and three framework principles were then used to inform the creation of three grant-making funds:

Flex Fund: ISHI Flex Fund resources are used for short-term emergency funding to assist individuals and families to maintain or attain safe and healthy housing. Many existing sources of emergency funds have eligibility restrictions and processes in place which create barriers for individuals and families facing displacement. The goal of this fund is to reduce these barriers, fill gaps not addressed by existing funding sources, make funds available in an expedited manner, and identify policy or system change opportunities.

Upstream Fund: ISHI Upstream Fund is an opportunity to amplify collective action and reduce barriers to accessing safe, healthy, and stable housing through policy, systems, and environmental change. This fund aims to invest in organizing and coalition building efforts that are geared towards advancing policy and systems change, within and across four areas of focus: anti-displacement; tenant protections; community control of land; and asset building.

Resident-Led Fund: The Center for Economic Democracy, Right to the City Boston, and Boston Ujima Project contracted with the Innovative Stable Housing Initiative to design and pilot a resident led, democratized grantmaking process for the Resident Led Fund of the Innovative Stable Housing Initiative. This process engages the members of the Boston Ujima Project and the Right to the City coalition who identify as housing unstable to inform and imagine how the community control of funding that is led and

implemented by working class residents of color could challenge housing displacement and instability in Boston.

Resilience Strategy

Around the same time that the collaborative received funding from JPMorgan Chase, the City of Boston began work to advance racial equity within the city at large. This work stemmed from the City of Boston joining the 100 Resilient Cities Network -- cities that are committed to building and investing in urban resilience. Boston's definition of resilience for their city included the social, cultural, economic, and physical environment. As part of their commitment to and partnership with the Resilient Cities Network, the City created a Resilience Strategy with a focus on eliminating racial disparities within Boston.

Boston defines urban resilience as "the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience." The Resilience Strategy includes four main components:

- An assessment of the current state of inequities within Boston.
- A blueprint document outlining the principles and framework with specific visions and goals.
- A set of initiatives implemented as part of the Resilience Strategy.
- A practitioner's guide which reflects Boston's commitment to addressing persistent racial inequity as a major urban resilience challenge and highlights key practices that cities can use to advance this work.

While the Resilience Strategy is not focused solely on development, its approach to eliminating racial disparities provides a good framework for delineating an equitable community involvement process, defining the types of data to collect when planning for changes within a community, and offering examples of equitable goals and how to build in measures of success and accountability mechanisms -- all of which are applicable to transit-oriented development. The Practitioner's Guide, which highlights key practices that cities and other entities can use to advance racial equity within their communities. is a helpful reference tool outlining *how* to engage in an equitable process.

The Assessment included a variety of quantitative data, including information on the racial demographics of Boston, median income, cost of rent and home ownership, and comparisons of wealth distribution across races. It also included qualitative data gathered through a series of community meetings hosted by Boston's Chief Resilience Officer.

The Blueprint outlines the principles and framework for the Resilience Strategy with specific visions and goals. Visions are defined as describing "the conditions that result from a resilient and racially equitable Boston. These are broader, long-term conditions that will take time to realize, but will improve the lives of all Bostonians." The city identified four distinct visions that capture various aspects of the lives of Boston residents:

- Reflective City, Stronger People
- Collaborative, Proactive Governance
- Equitable Economic Opportunity
- Connected, Adaptive City

Goals are defined as the "specific accomplishments necessary for Boston to achieve these Visions. These are long-term accomplishments that, when achieved, will work in conjunction with one another to improve the lives of Boston residents holistically." The goals identified in the Blueprint came directly from needs identified in the Assessment and from community feedback. The Blueprint framework as a whole was developed in close partnership with the Boston Resilience Collaborative (BRC), which includes over 100 local experts in fields such as racial equity, climate change, the built environment, transportation, and

public health.

The Resilient Boston document outlines 23 different initiatives within the four vision areas identified in the Blueprint, including the launch of a racism, equity, and leadership resilience program; creating a funding pipeline for community-led resilience initiatives; removing barriers facing small businesses and entrepreneurs; advancing resilient transportation systems; and investing in adaptation projects. This document connects goals to broader visions as well as breaking down the goals into smaller achievable steps.

“Resilient Cities at the Forefront: A Practitioner’s Guide to Action” was developed as a result of the “100RC Network Exchange: Equitable and Resilient Cities”, a gathering that took place in Boston in November 2018. It reflects Boston’s commitment to addressing persistent racial inequity as a major urban resilience challenge and highlights key practices that cities can use to advance this work. The guide speaks to four main strategies for creating racially equitable change:

Lead for Change: Prioritize and operationalize racial equity through open and courageous leadership and dialogues.

Activate Existing Levers: Build racial equity and resilience by creating and embedding decision-making tools in key city processes.

Co-create With Community: Partner with community members to co-create solutions that drive equitable and resilient cities.

Integrate Data and Historical Context: Integrate data, measurement, and historical context into decision-making.

Baton Rouge

With funding from the JPMorgan Chase Advancing Cities Initiative, Baton Rouge developed the “Imagine Plank Road” plan for Equitable Development along the 4.3-mile Plank Road Corridor. Through thoughtful community engagement, Build Baton Rouge (BBR) compiled a list of common ideas and values highlighted and envisioned by community members. From this engagement, a list of goals emerged to guide planners and encourage collaboration with stakeholders to create an equitable plan for the community.

Drawing on these goals, BBR worked with community stakeholders and members to craft a list of ‘benchmarks for equitable development’ which can be used to gauge the impact of the recommended strategies. The planning process had gone through many steps of thorough community engagement and activities before the “Recommended Strategies for Community Development” were created and implemented, and when they were, they had a firm grounding in community perspectives; in addition, each proposal was required to fulfill at least one of the ‘benchmarks for equitable development.’

The community process defined five goals for the initiative: provide financial and technical support to minority owned businesses; create community spaces; develop job training; preserve housing affordability through forming a community land trust; and ensuring open data and performance management.

The following were identified as the Benchmarks for Equitable Development:

Benchmark 1: Strengthen Plank Roads role as a place for cultural expression for black communities in East Baton Rouge

Benchmark 2: Improve the ability of North Baton Rouge residents to participate in commerce and the job market

Benchmark 3: Protect and grow community wealth, especially as Plank Road sees economic investment

from both public and private entities

Benchmark 4: Connect more people to opportunities through enhanced transportation options

Benchmark 5: Advance community health, safety, and resilience

Each proposed program, project, and policy to be implemented along the Plank Road Corridor has to relate to one or more of the guiding benchmarks.

Programs and Projects

Community Land Trust and Land Bank Hybrid

This land trust will be a non-profit, community-based organization in which long-term housing affordability and stewardship of the land will be driven by the community, for the community. By focusing on land stewardship, affordable housing will be more accessible, easier to maintain, more plentiful, and sustainable. By encouraging this stewardship of the land, the outcomes of this policy will be:

- o Community wealth by providing residents the opportunity to build equity through homeownership
- o Preservation of long-term housing affordability to future generations

The community land trust and land bank hybrid addresses benchmark 3: community wealth, in that it aims to assist the community and create long term economic benefits through homeownership and equity with the added bonus of long-term housing affordability.

Plank Road Overlay District

By establishing a plank road overlay district, the physical and economic character of the corridor will be strengthened by both providing and promoting walkable, transit-oriented, urban development. The goal is to encourage an active street life, while simultaneously reinforcing the identity of the community. The overlay district specifies a set of requirements for buildings to provide a sense of uniformity to developments around the neighborhood. Requirements include building placement, building design, building orientation, site parking, pedestrian ways, and site screening, signs, and lighting. The overlay district requirements would apply to all new development along the Plank Road Corridor to encourage walkability, provide transit access, and strengthen the overall character of the community. The Plank Road Overlay District will address equity benchmark 4: transportation options.

Small Business Assistance through Community Development Block Grant Funding (CDBG)

Providing financial assistance to small business owners on Plank Road to encourage establishment, stabilization, expansion, and façade improvements adds a crucial set of resources for current and future black business owners. The CDBG could fund activities such as loans and providing financial assistance for improvements. The microloan program would provide loans of \$5,000- \$30,000, specifically for small businesses along the corridor. This program addresses equity benchmark 2: commerce and jobs and is a strategy to promote opportunities for those who have not had access to business financing such as minority owned, or woman owned businesses. This provides a safety net for businesses to start or continue by paying necessary business expenses to expand their business.

Bus Rapid Transit

By introducing bus rapid transit (BRT), Plank Road will be safer for pedestrians and incentivize new transit-oriented development. The BRT will connect the Plank Road Corridor to midtown and downtown Baton Rouge. Safety measures such as widening sidewalks and crosswalk improvements are expected to decrease traffic accidents and increase ridership on public transit. At BRT stops there will be community amenities such as art, job listings, and community information kiosks. The BRT will address multiple equity benchmarks: benchmark 2: commerce and jobs, benchmark 4: transportation options, and benchmark 5:

health and safety. The Bus Rapid Transit will be key in connecting people to different parts of the city and stimulating the improvement of surrounding features.

Neighborhood Improvement District (NID)

All businesses and property owners in the area are required to pay dues to go towards amenities and public goods beyond what a municipality is willing to provide or can provide. This can work to attract businesses to the area and continue to financially support those existing in the neighborhood. Additionally, the NID works to financially provide community amenities which increase the overall value of the community, such as healthy food events, added security, community gardens, cooperative food stores with specialization in healthy alternatives, street maintenance, and construction/ capital improvements. This strategy addresses equity benchmark 3: community wealth. The difference between the NID and the CDBG small business assistance is that this neighborhood improvement district is focused on the public realm and providing financial assistance to better the public spaces of the community rather than loans for private and small businesses. The overall goal is to provide funds to create a desirable community through funding from stakeholders of that community.

Build Baton Rouge Office, Childhood Learning, and Housing

Developing a building for these services which is easily accessible through the newly implemented BRT will provide important community amenities such as an early childhood learning center and mixed income housing. The properties have been acquired by Build Baton Rouge, and the proposal is to use the first floor for BBR office space and an early childhood learning center and the floors above for mixed income housing. This project will address equity benchmarks 3: community wealth and equity benchmark 4: transportation options.

Build Baton Rouge has put together an excellent plan to focus on equitable development. By working in collaboration with the stakeholders of the Plank Road Corridor, planners have gotten the input they need to create a plan that benefits community members and provides amenities that community members have requested. The community process carried forward into the implementation stage through the requirement that each proposed project or policy must satisfy at least one of the agreed upon benchmarks of equity. The use of an intensive collaboration process to create a roadmap like framework created conditions that kept planners focused on community needs. The combination of funding for private businesses, homeownership, and public features builds community strength and sets a path towards self-sufficiency.

Philadelphia

The City of Philadelphia developed three organizational approaches to redressing the inequities faced by women and people of color. PIDC Community Capital provides financial assistance to high-impact projects in disadvantaged communities. Rebuilding Community Infrastructure provides grant money for public and civic space and helps reshape how the city approaches community engagement. Philadelphia Works makes equity a priority and provides a framework for hiring previously incarcerated Philadelphians. Other organizations outside of the JP Morgan Advancing Cities Initiative that address equity issues in the city include the city of Philadelphia's Office of Diversity and Inclusion (reorganized to become the Office of Diversity, Equity, and Inclusion). This reorganization added working with LGBT and people with disabilities to its mission. The Chamber of Commerce of Greater Philadelphia also addressed equity in committing to be inclusive and become excellent in the management of all diverse people regardless of differences.

PIDC Community Capital

PIDC Community Capital provides resources to Philadelphia's underserved, low-income communities by financing high-impact projects in disadvantaged communities that create quality jobs, eliminate bright,

and provide new goods and services. It also builds sustainable neighborhoods and revitalized business corridors by providing capital and technical support services to small businesses. PIDC supports businesses that make investments that create jobs, grow businesses, leverage outside capital, and eliminate blight. PIDC invests capital and resources in support of business growth, community revitalization, and improvement of quality of life for Philadelphia and its most disadvantaged neighborhoods.

Rebuilding Community Infrastructure

Rebuilding Community Infrastructure is an organization that invests in underutilized public spaces and creates new ones throughout the city's central district. The William Penn Foundation committed up to \$100 million in grant money for public and civic spaces. Rebuilding Community Infrastructure also reshaped how the city approaches community engagement by engaging neighbors in the decision-making process, encouraging local stewardship for ongoing care and maintenance of public spaces.

Philadelphia Works

Philadelphia Works creates a framework for businesses around the city to facilitate hiring a diverse workforce. The "Fair Chance Housing" policy encourages businesses to provide previously incarcerated Philadelphians with meaningful employment opportunities. The organization also provides a pool of potential employees that can be reviewed for positions without referencing their prior offenses. Their data has shown that individuals who are felons are likely to become competent workers and even get promoted at a faster pace. Philadelphia Works also provides a set of recommendations on how an employer can request background checks and what an employer should consider if an applicant might be a risk.

Office of Diversity, Equity, and Inclusion

The Office of Diversity, Equity, and Inclusion focuses on having the municipal workforce look like the City of Philadelphia. The City was named an "all-star city" for inclusiveness towards LGBTQ+ community members. In times of hardship for many immigrant communities, Philadelphia is opening doors to new arrivals as other cities have closed their doors.

The Chamber of Commerce of Greater Philadelphia

The Chamber of Commerce of Greater Philadelphia initiative for Diversity, Equity, and Inclusion is designed to drive economic competitiveness, highlight diverse employee populations, and promote inclusive growth throughout the Greater Philadelphia region. The organization is committed to inclusion and excellence in the management of all diverse people, irrespective of differences, with a stated position that: "There shall be no barriers to participation in any activity in the chamber on the basis of economic position, gender, race, creed, age, sexual orientation, gender identity, national origin, or disability." In the workplace, they are adopting policies and practices that include people who have historically been absent and concentrating their efforts on recruiting qualified employees from traditionally underrepresented groups.

Detroit

Detroit was once a bustling and vibrant city identified as the center of the automotive industry. Many decades of inequitable decisions and their corresponding impacts have resulted in divestment and declining livability. Today, the City of Detroit and many private and public partners are working together to reimagine the future of Detroit.

The steep decline of Detroit has fostered an understanding of how essential it is that all residents have access to opportunities in a well-functioning city -- and this is how the city defines equity. Maurice Cox, Detroit's director of planning and development asked his team what they understand as equity when he joined in 2015. Community inclusion, transparency and fairness were among the responses, with many of

them centralized around the idea of access - "The things that rose to the top had to do with access. Access to opportunity, access to excellence, access to public space and also the questions of urban justice."

In Detroit, equity is considered a fundamental part of sustainability. In the summer of 2019, the city released a Sustainability Action Agenda that makes "Healthy, thriving people" the focus, with three specific action areas - "Affordable, quality homes" (Housing); "Clean, connected neighborhoods" (Transportation); and an "Equitable, green city" (Social). The Agenda enumerates 10 general goals with 43 specific actions, notably to "Increase access to healthy food, green spaces, and recreation opportunities" (Goal 1), "Advance equity in access to economic opportunity" (Goal 3), and "make it easier and safer to get around Detroit without a personal vehicle" (Goal 8). (Detroit Sustainability Action Agenda, 2019.)

Many of the actions listed were focused and site responsive solutions, such as "Providing nutrition and environmental education at recreation centers and parks" (Action 1). Action 12 proposes launching a digital inclusion program, and action 13 aims to facilitate access to Wi-Fi on city buses - both of which are designed to connect people physically and socially to economic opportunities and foster independence. Many of these actions address the goal of creating an equitable development framework. (Detroit Sustainability Action Agenda, 2019.)

The City's commitment to accountability and transparency is an integral part of this agenda. An important part of this is the inclusion of an indicator table and an implementation strategy for each of the proposed actions. The objective of the indicator table is to define a way to analyze the status of progress towards completing the action. For example, the number of residents within a 10-minute walk to the park is a metric for understanding the status of resident access to green spaces. The city numerically quantifies the present status of each indicator for each action proposed and stated incremental numerical goals for the next five- and ten-year periods.

The implementation table lays out the logistical, political, and economic steps that are required for each given action. The table lists the people accountable for executing the action as well as the intended beneficiaries. It further delineates the strategy's timeframe, whether or not it has been funded, and who the funding is coming from. This creates a dialogue between planners and residents of the city that is readily understandable and can be used by residents to hold their representatives accountable. This kind of transparent relationship will likely persuade more people to be engaged in the planning process.

As recommended in the Sustainability Action Agenda (Frank, 2020), Detroit created an Equity Council in March of 2020, with a diverse board including representatives from sectors such as housing, human resources, workforce development, and economics. The Council does not yet have designated funding or powers, but a part of their objective is to facilitate "inter-departmental coordination that leads to policy improvement and systemic change." (Frank, 2020). The Council has given priority to affordable housing and removing barriers to homeownership and is working to establish resource centers for people needing assistance with housing counseling services.

The Council has established a partnership to facilitate "free adult high school completion programs along with a stipend for participants who successfully meet program requirements." (Detroit Equity Council) The goal is to make it possible to allocate sufficient time to study by reducing the amount of time that participants must spend working to make a living. The council also created an agreement with a locally based company that establishes Detroit residents as having "priority access to 5000 new jobs in the city."

New Orleans

The City of New Orleans established the Office of Human Rights and Equity (OHRE) in 2019 via an

executive order signed by Mayor Cantrell. The OHRE houses the Human Rights Commission, the Equity Office, and the LGBTQ+ liaison. New Orleans residents voted for the establishment of the Human Rights Commission in 2020, which provides an administrative process to safeguard residents from unlawful discrimination. Individuals who believe they have been discriminated against may file a complaint and attempt to resolve the situation or have appropriate enforcement actions taken by the City. The LGBTQ+ liaison facilitates the Mayor's LGBTQ+ Taskforce meetings, which are open to the public and house the discussion and drafting of recommendations for improvements to City services, programs, and policies for LGBTQ+ residents. To date, the liaison has completed two recommendation reports for the New Orleans police department centered around accountability, transparency, engagement, and health disparities.

The City of New Orleans completed the Livable Claiborne Study (LCC) in 2013. The study focused on community revitalization and economic development through equity, choice, and sustainability for residents along Claiborne Avenue, a historically low-income and marginalized area. It examined the land use and transportation potential and their contributions to economic prosperity within the study area, and the role the corridor serves as a regional connector. One primary concern was the elevated highway that runs over the street-level lanes. Its construction was destructive for the neighborhood, and many residents cited it as a primary force in marginalizing the community. Resident views on the demolition of the highway remain contentious, and, following completion of the study, residents wound up asking to keep the elevated highway despite its unfavorable characteristics. Those who favored retention argued that removing the elevated highway would further gentrification in the area since the newly opened space would likely lead to redevelopment of taller high-rises.

Actions for Equity

One of the clear takeaways from the overall Advancing Cities Initiative and each of the case studies reviewed for this report is that in order to address issues of equity, governing groups must commit to funding equity projects. Adding language about equity into planning documents and seeking public input from a broader coalition of voices are good first steps, but they cannot be the end of the effort. Achieving equitable processes and outcomes requires significant investment in traditionally underserved communities and typically underfunded programs such as affordable housing, sustainability, and public health. The PSRC also acknowledges the importance of funding equity initiatives in their plans for a regional equity strategy where they note "PSRC will spend its resources to improve racial equity outcomes" (Patton, 2021, p13).

Another strategy for advancing equity goals is to broaden the scope of the plan and include additional partners to bring more champions of the plan together. Building partnerships with cities and regional organizations increase buy-in for the work and can bring in additional funding. Many issues such as poverty, homelessness, and climate change cannot be defined or addressed within political boundaries between cities and are best addressed in partnership with neighboring governments and community members.

To see equity initiatives and plans carried out, it is important to also create a strategy for implementation. The following is a proposed framework for implementation of equitable development.

Framework

Weaving equity into a project plan requires a complex series of actions carried through all stages of planning and implementation. Equity belongs in both the process and the outcomes of a project, and it can

be challenging to maintain accountability to equity goals throughout the life of a project. The following checklist aims to help planners work equity into all stages of the planning process. The items on the checklist were synthesized from several existing equity frameworks including the PSRC's emerging equity strategy, South Florida's Resilient305 Plan, and Seattle's Racial Equity Toolkit. The concepts from these source frameworks were reorganized into an approach that can be used to apply equity to projects.

Checklist for Planning with an Equity Lens

Research and Data - Identify equity disparities concerning the project

- Research and gather data (policies, guidelines, regulations, census data, independent reports) to identify existing inequities
- Establish communities of concern
- Establish equity indicators and measurement tools

Community Engagement - Engage early with the community to verify assumptions about important stakeholders, communities of concern, and equity indicators

- Coordinate meetings and engagement opportunities to:
 - Establish and confirm equity disparities within the community
 - Establish and confirm key stakeholders
- Establish a vision
- Establish measurable goals

Analysis and Initial Development

- Stakeholder analysis - using input from community engagement, draft comprehensive list of stakeholders
- Conduct a baseline measurement
- Develop clear and measurable goals for what success looks like for the project in terms of equity
- Develop action items that will address and meet the goals

Scenario Planning and Mitigation

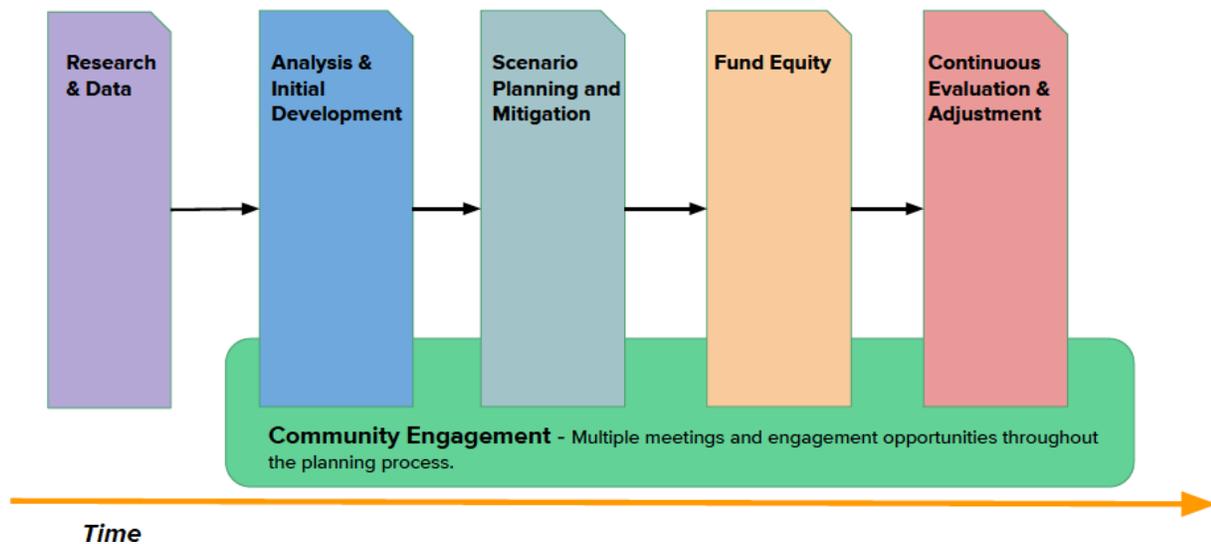
- Use the list of stakeholders to assess how the project will impact each group
- Build plans for mitigating impact into the project

Fund Equity

- Identify what could require funding and what amount
- Identify sources of income
- Establish a framework for accountability

Continuous Evaluation and Adjustment

- Use established equity indicators and project goals to evaluate progress and remain accountable to stakeholders
- Adjust strategies as necessary to meet goals



Applications to Everett

Through the work of ESDA, the City of Everett, and the Convergence Everett Station Area TOD Study, many of the items in the equity checklist have already been addressed. Some important aspects of thorough, actionable equity analysis have not been addressed, however, and there are some gaps that will need to be filled. Each category of the checklist is applied to the case of Everett in the section below to identify what has already been done and what steps still need to be taken.

Research and Data - Identify equity disparities concerning the project

Existing Efforts:

ESDA has already begun to gather data about the existing conditions in the Everett Station Area and in the city as a whole. For example, they have identified city policies that will impact their planning efforts and noted that with the exception of some mayoral directives, most existing city policies do not directly address equity (Howell, 2021, p33). ESDA has also analyzed existing data from the city and the census about the current demographics, income disparities, environmental hazards, and service needs. As a result of existing research, ESDA already has a clear picture of current conditions for many different community groups in Everett and in the station area specifically. ESDA has also identified a number of communities of concern through their equity principles created in the Convergence Study. ESDA identifies BIPOC communities, low-income households, refugees, and people with disabilities as populations of concern, and their principles also allude to people with limited English proficiency.

The Gap

When it comes to identifying communities of concern many distinct groups are mentioned throughout existing guiding documents from the city, ESDA, and Housing Hope. For example, ESDA identifies the groups listed above. Housing Hope focuses mostly on the low-income community, although they acknowledge the intersections between race and poverty. The City of Everett uses the vague language of “BIPOC and other historically marginalized communities” (Franklin, 2020, p. 2). It may be helpful to reach a consensus about the highest priority communities of concern across stakeholders. When selecting groups to prioritize, be specific and intentional.

Once the priority populations of concern are agreed upon, then identify key equity indicators to track. Based on the organizational values provided from ESDA, Housing Hope, and the City of Everett, it appears

the following equity indicators are important to the ESDA: household income, environmental justice, access to opportunity, access to transportation, and housing affordability.

For each equity indicator listed above, project organizers need a measurement tool for tracking changes in the indicators as the project progresses and the neighborhood evolves.

Consider building off of the tools for measuring equity concerns and outcomes created by the PSRC and zeroing in on Everett. Can the Displacement Risk tool and the Opportunity Mapping tool be applied on a smaller scale to the station area? Consider establishing tools for measuring environmental factors like air quality in the project area. Existing tools such as the American Community Survey conducted by the Census Bureau can be used to track changes in household income.

Examples

When creating the Resilient305 strategy for South Florida, the collaborators used census data to get a sense of existing conditions within the region. They considered the age of the population, primary languages spoken by the community, the balance of tourists to long-term residents in the area, and household incomes. They also took stock of the damage to infrastructure and the economy from recent natural disasters like Hurricane Irma and the Zika virus. GM&B, their consultant, researched a number of other factors as well when developing their strategy and working with the community. By casting such a wide net of inquiry, the resulting strategy addressed a wide variety of community needs and gained interest from a large group of partner organizations and municipalities (Resilient305, 2019).

Research shows that Minnesota is one of the most racially inequitable states in the US across all areas, including wealth, income, and homeownership (Furst & Webster, 2019). In Minneapolis, Black, Latinx, immigrant, and indigenous communities were disproportionately impacted by the Covid-19 pandemic. Given these disparities and impacts of the pandemic, Minneapolis identified Black, Latinx, immigrant, and indigenous communities as their primary groups of concern in considering how to utilize the funds. The \$4 million awarded to them through the ACI would be used to address the racial disparities in wealth and homeownership.

As stated earlier in this paper, the city of Fresno was identified in 2018 as having the highest level of concentrated poverty in any U.S. city (JP Morgan Chase & Co., 2021). Following the PRO Neighborhood initiative, a new initiative was developed to overcome the ongoing economic racial disparity and poverty in the region. The Fresno DRIVE (Developing the Region's Inclusive and Vibrant Economy) Initiative commenced with research and data to understand the region's overall economy, inequalities of access to economic opportunities, and health outcomes based on location, race, and class (Fresno DRIVE Initiative, 2020). Initial research on economic recovery and inclusion was gathered from PolicyLink, USC, and the Urban Institute. Additional data and information were collected from research papers, data, and journal articles from sources like the National Bureau of Economic Research, the Brookings Institute, Jobs for the Future, and the Central Valley Health Policy Institute at Fresno State. The research showed that Fresno was positioned poorly for an economic recovery and that there is a correlation of greater economic prosperity within neighborhoods with less residential segregation and income inequality, highlighting the importance of equity in economic growth (Fresno DRIVE Initiative, 2020).

Within the Greater Washington region, JP Morgan Chase & Co. had identified DC Wards 7 and 8 as having very low homeownership rates and high levels of poverty and unemployment. The firm also recognized that DC had increasing housing pressure that put those who were low income at risk of being displaced. JP Morgan Chase & Co. targeted philanthropic funds into these wards, in an attempt to help residents develop skills for jobs that were in demand, launch and expand small businesses, expand affordable housing options, and improve residents' overall financial health. Looking at disparities on a local

geography level can facilitate the process of understanding where to target efforts.

Community Engagement

Existing Efforts

ESDA's Equity Strategy Actions & Outcomes document outlines critical community engagement objectives such as working with grassroots organizations and similar CBOs serving disadvantaged communities and including the voices of all community members in its design and planning process (Convergence Study, n.d.). Housing Hope and ESDA oversaw the Convergence Study from September 2020 to April 2021, during which they conducted outreach and engagement efforts over a five-month period to inform ESDA's planning process. Among the community engagement activities and events were an online survey, approximately twelve stakeholder outreach meetings, three open houses, and eight focus groups, each covering a different topic. The focus groups were comprised of subject matter experts, local stakeholders, and public agency representatives. (Convergence Study, 2021, pp. 33-34)

The Gap

Involving the community early on in the planning process is critical, and thus the Convergence Study was a good start. However, the variety of community engagement opportunities was limited, and ESDA's plans for future community engagement are unclear. Though the Equity Strategy Actions & Outcomes document lists important equity objectives, it lacks specific strategies to conduct and achieve its desired actions and outcomes. If ESDA and Housing Hope plan to use similar methods to those used in the Convergence Study, they may benefit from the following recommendations to improve their community engagement strategy:

- **Extend timeline:** One of the primary lessons learned from PSRC's outreach and engagement efforts was that extra time, early on, should be allotted to build relationships and collaborate with CBOs, as doing so is quite time-intensive (Puget Sound Regional Council, 2018, pp. 22-23). Extending ESDA's community engagement timeline would allow for collaboration with CBOs to be more effective and impactful. As ESDA recognizes, CBOs are an incredibly valuable asset to the outreach process. It is essential to engage with them and the community early and continuously in the planning process to identify key stakeholders and communities of concern, and to plan optimal community engagement opportunities. Given the often-heavy workloads and time constraints of CBO employees, CBOs and ESDA may benefit from a greater window of time to effectively plan, promote, and recruit for community engagement events. Extending the timeline could also allow for more opportunities for community members with limited and varied availability to be involved. Doing so would also allow ESDA time to make necessary adjustments to their strategy. For example, while conducting outreach to Tribal Nations using a Tribal Consultation Best Practices Guide, PSRC received feedback from Puyallup Tribe members on better methods for tribal engagement (Appendix C, p. 12). PSRC used this information to make adjustments for future outreach efforts to Tribal Nations.
- **Increase accessibility & modes for community engagement:** In order to reach a greater number of community members and to account for various accessibility needs, ESDA should broaden its methods of and opportunities for community engagement. ESDA must consider community members who are unable to attend in-person events and focus groups, who have limited technology access or capabilities, and who have other special needs. ESDA's online survey should be made available in print. Printed surveys can be distributed by social service providers or CBOs and in the mail, as well as at events in order to reach a greater number of people and desired populations. According to the Mayoral Directive, approximately 90 languages are spoken by Everett's residents, and 13% of Everett students are learning to speak English, indicating that many parents or adults in the community may not be proficient in English (Franklin, 2018; Franklin, 2020). Thus, language barriers and interpreter services must be considered for both the survey

and in-person engagement events. ESDA can work with schools and local organizations and refer to the American Community Survey to identify additional languages for the survey as well as staff who may be willing to serve as interpreters. Funding should be reserved for interpreter services at community engagement events, and it may even be useful to hold focus groups in languages other than English.

ESDA should also work with CBOs to develop additional methods of community engagement for special needs populations. For example, PSRC utilized a “dot exercise,” which they found particularly useful for special needs populations (Appendix C, p. 15). After receiving initial community input and drafting its report, ESDA should make the report and other public information easily accessible for public review and comment. Along with the Community Open House events, ESDA could utilize the media and internet to share the report and should allow for other modes for public comment. For example, during PSRC’s 45-day public comment and review period, public comments were submitted via email, mail, and fax (Appendix C, pg. 8). PSRC’s Public Participation Plan lists numerous public participation techniques along with public engagement strategies and tactics (Puget Sound Regional Council, 2018). This document would be a valuable resource for ESDA in developing its outreach and engagement process and in identifying additional modes of public participation.

Examples

To help develop South Florida’s Resilient305 strategy, the planning group set up several phases of community engagement to determine what goals mattered to the community and what actions would best help achieve those goals. Organizers held interviews with the leaders of local municipalities; ran a large workshop with 200 participants to help set the strategy agenda; conducted a priorities survey; and organized focus groups, topic-specific public meetings, and location-specific public meetings (Resilient305, 2019).

JP Morgan Chase awarded \$4 million to five nonprofit organizations that aim to address racial disparities in wealth and homeownership in Minneapolis. The organizations plan to partner with local community-based organizations to achieve their vision. A new innovative, community-focused Chase branch was also opened in one of Minneapolis’s cultural districts, that features “an enhanced format to help address the needs of underserved neighborhoods” (JP Morgan Chase & Co, 2020). The branch provides educational workshops such as resume writing and job search courses, along with tools and resources to support financial health and grow or expand small businesses. Educational sessions will be held not only by Chase branch staff, but by community leaders from BIPOC led or focused organizations. The branch also features a free space for pop-up events to showcase local community organizations, small businesses, and artists. (Insight News, 2020)

In order for the city of Fresno to target the equity conversation and fully address racial inequality in facets of the economy like business, housing, neighborhoods, and people, the DRIVE Initiative created Executive and Steering Committees. The groups were made up of a 300-person steering committee, representing 150 diverse organizations of civic, community and business leaders from around the Fresno region. The Executive committee was a group of 48 persons who had indicated a commitment to the planning process and drafting of the DRIVE investment plan. The executive committee created a list of strategies in order to achieve inclusion and help in developing the Community Investment Plan. The strategies included: 1) embedding racial equity in the goals and metrics of all DRIVE initiatives; 2) refining the process and implementing equitable tactics for each initiative by engaging equity experts; 3) engaging experts that can assist in developing a broad community dialogue to discover root causes of existing racial inequalities and provide best practices in overcoming them. (Fresno DRIVE Initiative, 2020)

In addition to these strategies, the DRIVE Initiative sought assistance from a group called Race Forward, which “uses systemic analysis to dismantle structural racial inequality and create equitable outcomes.” (Fresno DRIVE Initiative, 2020) The level of success of their business plan from development to implementation will be determined by using these strategies and ensuring effective meaningful community engagement and feedback throughout the process.

To better connect with and serve the community in the Greater Washington region, JP Morgan Chase & Co. has invested \$717,000 to the Coalition for Nonprofit Housing and Economic Development, which works with universities and hospitals to increase the rate at which minority owned firms are contracted. Although this approach is not as hands on as other approaches such as working directly with these minority owned firms, this example does highlight that working with outside parties who hold a goal of increasing equity could bring about meaningful change even if efforts are indirect.

Community Involvement

A key element of advancing racial equity is the involvement of community members in the process from the very beginning. To get this work started, it will be imperative to come up with a list of key stakeholders to engage in this process, with a focus on community members that are typically left out of decision-making processes--we recommend partnering with local social service agencies, advocacy groups, and other community builders/activists to help form this list. This process can start with current residents nearby and in other areas of Everett, unhoused community members living in the area, and business owners and employees who work in and near the area.

When thinking about the process of community involvement there are a number of factors to take into consideration. First and foremost, if the process is not equitable, the outcome will not be equitable. Below is a list of things to consider for this process:

- Is there an equity toolkit used for decision-making and planning? Are there plans to work with equity consultants or people who have expertise in this area to help facilitate the process and ensure equitable community engagement?
- Who in the community is furthest from social, housing, economic, and educational justice? These are the people who must be listened to and whose concerns should be given priority.
- Make sure the process is accessible to community members. These are some things to consider when scheduling community listening sessions:
 - Is the location for community conversations accessible by car and public transit?
 - Is the time/day accessible to those furthest from social, economic, and housing justice?
 - Will childcare and food be provided?
 - What language(s) will the listening sessions be conducted in? Will there be translators available? Additionally, be careful to avoid jargon that may be difficult for the average community member to understand.

Beyond this, recruitment for community involvement requires a long-term strategy. Creating relationships now with community builders and organizers will generate access to a large and diverse pool of community members. It will be helpful to recruit using various strategies (e.g., flyers, online, in partnership with local orgs, etc.) and in various languages.

It is important not to come to the community with a plan that is already prepared and present it to them for the purpose of simply approving it. The community must lead the process, from the beginning -- let them come up with the suggestions of what is needed and wanted. Communities are experts on what they need and want. That does not mean they have all the answers about exactly how to achieve that, especially when it involves something as complicated as building a new transit system with other

developments. It is the responsibility of the developers to hear the community, listen to their needs, and then use their expertise in partnership with others who have equity expertise to make that vision come to life.

Our hope for the Everett Light Rail Station is that community members can work through the process of developing an equitable plan with city planners from the beginning. This should be done by actively engaging with community members of all demographics for impactful input. We have strategized various recommendations which will focus on promoting equitable development around the proposed Everett Light Rail Station, specifically: implementation of equitable uses of public land, pedestrian safety, the addition of bike lanes, and the development of urban green spaces. We have chosen to focus on these recommendations because we believe that these will help to promote community safety, accessibility, collaboration, and health. When successfully implemented, these strategies have proven to work towards equitable development in a plethora of cities which we will further touch on in the following sections.

Building community trust through engagement, transparency, and accountability

Expert analysis and recommendations only go so far without integrated community input. Engaged residents and trust between the community and the developers can be nurtured by providing resources for governmental accountability and transparency.

Create diverse opportunities for community input and foster agency within disenfranchised groups

Transportation disadvantaged people often face barriers that prevent them from participating in community engagement opportunities. The spaces allocated for these meetings can be physically inaccessible, the time it takes to commute there can be too great, or other obligations must be prioritized considering they may already lack adequate attention considering the additional time that must be dedicated to travel using inefficient multimodal methods. Developers should aim to make engagement more accessible by facilitating pop-up opportunities at places that transit disadvantaged people go regularly, such as at the local grocery store or outside of churches. They should provide alternatives or accommodations for those with special barriers, like creating opportunities for in-meeting childcare for single-parents (Conlin, 2021) or having options to participate online for other transportation disadvantaged people that cannot access the meetings because of physical impairments, or because they work non-conventional hours. (Fan, Guthrie, & Van Dor, 2019)

Background and Precedents

Participatory funding is known to elevate community engagement -- when residents can directly influence where funds are allocated, this fosters a sense of agency. Seattle recently established avenues for participatory budgeting in 2017, after a youth participatory budget initiative in 2015 fostered positive results. (Seattle Department of Neighborhoods, n.d.) Participatory budgeting requires upfront funding that supports technical and bureaucratic assistance to the project. A jurisdiction in California with limited assets has reported success in generating these funds in implementing a half cent sales tax throughout the region. Transportation experts propose methods for funding the Participatory Budgeting process such as a "Congestion Mitigation and Air Quality Improvement program, [or] a set-aside through legislation or a state Department of Transportation decision....Despite the initial upfront costs, participatory budgeting catalyzes citizen participation, political support, public education, the equitable distribution of funds, and improved government transparency." (Creger, Espino & Sanchez, 2018)

An interesting solution to reducing community engagement barriers in British Columbia involved retrofitting an out of service bus and using it as an opportunity to create a mobile pop-up education and engagement opportunity. In only one month the bus was able to reach over 4,200 people as it was parked at different access points for residents, such as at farmers' markets, recreational events, and college

campuses. (BC Transit, 2011) It is easy to imagine how engaging something like this could be if implemented in Everett, and the idea of utilizing different sites for outreach could be successful with minimal resources such as creating pop-up stands at various locations. Additional access points for engagement can be located at places that specifically focus on connecting with transportation disadvantaged people such as at existing transit stations and park-and-rides throughout the city, outside of food banks, or in shopping centers with concentrated opportunities for employment with low education requirements.

Analysis and Initial Development

Existing Efforts

ESDA has already recognized many stakeholders, such as property owners near the project site, businesses near the project site, individuals who might rely on public transport to access resources and services, older adults, and members of the community the site is located in. This is an important commitment to working under equity principles which include: working with the community (and with communities who have historically been marginalized) to include the community in decision making; designing the built environment in a way that is inclusive to all; creating equitable housing abundance and affordability; preventing discrimination in housing opportunities; providing affordable, equitable, and convenient transportation options; and supporting the building of a just and equitable economy that can help generate wealth for communities that have been historically economically disadvantaged. ESDA also has a Convergence Study Equity Strategy Actions & Outcomes document, which details action items to be completed as well as desired outcomes from said action items.

The Gap

Although goals regarding equity seem straightforward, how these goals manifest in different communities will almost always be different as every community is unique in its character and consequently has unique problems that require unique solutions. Throughout the process of the project and any future projects, close engagement and regular and clear communication with the community for current needs and about *future needs* will be important. Talking through potential future needs allows for creating a 'foundation' to mitigate future negative impacts, especially impacts that might affect more fragile communities (such as low-income communities, communities of color, those with disabilities, those at elevated risk of displacement, etc.) in a much more severe manner.

A system like King County's Equity and Social Justice Strategic Plan could be implemented to achieve this. Within this strategic plan, progress is displayed and easily available to the public on various levels, and progress is reported on an ongoing basis. In addition, checking, adjusting, and planning are done on a biennial basis to ensure proper implementation of the strategic plan, and that goals are still being met. The plan also calls for the creation and implementation of a visible system of accountability and progress, which helps remind local governments to work more closely with communities to meet specific needs and achieve community specific goals. The strategic plan makes elected leaders responsible for equity and social justice on a larger and broader level, and other leaders and employees are responsible for implementation. This system (or a variation) could be a model for maintaining pressure and accountability on local leadership and city government to work with smaller entities (those responsible for implementation) as well as communicate more closely with communities to achieve equity goals.

Examples

A strong element of the South Florida Resilient305 strategy is that each goal has a series of clear actions, each action has clear leaders who are responsible for carrying it out, and each action has performance metrics for how to track progress on that action over time. For example, there is an objective to enhance natural systems, and the first action under that goal is to preserve and restore Biscayne Bay. The leaders

assigned to this action include local universities, Miami-Dade County, and local organizations that already work to protect the Bay. The performance metrics include increasing the number of agencies active in the Biscayne Bay peer-to-peer network and implementing a set number of Biscayne Bay Restoration Action Plan recommendations (Resilient305, 2019). Having such clear actions established improves the odds of success for the overall strategy.

After initial research was conducted and groups formed, the City of Fresno created a comprehensive business plan that embedded racial equity and inclusion. The plan was developed by work groups over the course of four months and identified initiatives that are ready for investment geared toward increasing economic mobility, addressing racial disparities, and supporting a sustainable environment. Neighborhood development, human capital, and economic development were the three main objectives referred to when developing the 10-year investment plan. The plan outlines 11 outcomes that the groups hope to achieve over that time period within each of the three components. Quantitatively some of those goals include the creation of 49,463 new jobs, 13,800 housing units with vouchers created or preserved, 64,200 workers trained, 269,950 positively impacted and involved residents, and 3,450 small businesses supported (Fresno DRIVE Initiative, 2020). These goals and initiatives offer a clear vision that will allow the community to work together and be successful in overcoming racial inequality while providing an avenue for economic growth for the region.

Scenario Planning and Mitigation

Existing Efforts

Through their planning process ESDA identified land that could be used for the new development, and formulated scenarios and developed plans that address the group's concerns and meet the intent of the project. It is unclear if they addressed all the equity issues for each development scenario and what mitigation measures would be needed in order to meet them.

The Gap

How much of the community is involved? Do these development plans resolve all or most of the equity issues? What are the problems/issues with each scenario? Who is most impacted in each scenario? What changes need to be made to current plans, under each scenario, to resolve equity, transportation, or other development issues? Is there a strategic way to conduct this analysis, develop viable courses of action that resolve the equity and general issues, and gain greater buy-in from the community?

The Framework

By performing a seminar wargame style approach to the planning process, ESDA could formalize the approach to resolving any issues, ensure the appropriate buy-in, and answer the questions above and more, ensuring an equitable and successful project.

The event would involve the coalition as well as other key members of the community and local businesses, key city leadership and other private/public stakeholders. This event would employ or include a design/engineering team to provide expertise and experience. By the end of the event this group would have gone through a table-top exercise of the various scenarios, discussing how they could implement the actions developed in the community engagement events, and play out how the outcomes would manifest themselves under each scenario. In addition, the group would have identified all the issues in each scenario and come up with mitigation recommendations that the design and planning teams could use as viable options. Using this method, the group could recommend the most equitably viable option based on each scenario. This would improve relations with the impacted community, allowing more buy-in for the final project, and ensure confidence by city leadership, knowing that the option being proposed was vetted and was the best scenario.

Examples

One form of scenario planning demonstrated by the Resilient305 initiative in South Florida uses data modeling to help the region improve its flood management strategy. The planning group shared resources among cities in the region and partnered with a computer modeling consultant group to better understand possible future scenarios that the region will need to deal with as a result of climate change. For example, the modeling can show how sea-level rise and storm flooding will impact different cities in the region. The models will be used to improve the plans for infrastructure upgrades and land-use decisions the cities use in the future (Resilient305, 2019, 132). Similar models could be conducted in Everett to predict development patterns such as housing density or foot traffic through the neighborhood due to the light rail. Then, those models could be used to predict how each stakeholder group might be impacted by predicted outcomes, and mitigation strategies can be considered in the planning stage to prevent unwanted outcomes. For example, if the identified catalyst sites chosen by the ESDA are developed to planned capacity, and they serve the purpose of bringing other new development to the area, will local food resources such as existing grocery stores be enough to meet this new population's needs? If the answer is no, based on the model, then perhaps commercial space for a grocery store should be included in plans for the neighborhood.

The goal of contributing to a strong local and regional economy and expanding it in a way that benefits all within the community inevitably will create risk of displacement, especially for low-income communities that have less economic resilience. Within the Greater Washington region, JP Morgan Chase & Co. has invested \$500 million to help increase affordable housing within the area. The money helps fund buildings like the Jill Ker Conway Residence, one of D.C.'s biggest permanent supportive housing developments for veterans exiting homelessness. Being able to anticipate impending negative impacts from positive change and positive economic activity allows for planning and directing mitigation attempts, like focusing funds into existing local entities that already serve the community and have experience working with the local community on a day-to-day basis.

Fund Equity

Existing Efforts

By starting to plan early, securing a grant from the state to create a thoughtful plan, and committing time and energy into the long-term planning process, ESDA is already off to a good start. By partnering with Housing Hope and including services such as childcare and workforce training in their site plans, ESDA has already demonstrated a willingness to put community needs above the most profitable use in the site design.

The Gap

Including language about equity and identifying equity goals in the initial station area plan will not be enough. ESDA and the City of Everett must commit to investing resources into equitable processes and equitable outcomes. This includes setting aside project funds for ongoing community engagement. Another form of funding equity would be for the City to establish an affordable housing fund that uses revenues from development permit fees and taxes as the area grows to subsidize affordable units in the station area. Funding equity can also take the form of accepting a project plan with lower potential revenues than other options because the plan will result in more equitable outcomes for the community. The key is to set the project up for success in remaining accountable to equity goals by identifying potential funding sources and being realistic about the costs of securing equitable outcomes.

Examples

ESDA could dedicate some retail space in one of the planned buildings to a minority-owned small business

at a reduced rent or rent-free. An example of this type of project can be seen at the recently constructed Jackson Apartments in Seattle's Judkins Park neighborhood. The project developer partnered with Ventures, a small business support non-profit to provide a retail incubation space for local minority small business owners (Fletcher, 2020).

The City of Everett could deed part of the parcel they own near the site at no cost to a permanently affordable housing project, or they could add conditions to a long-term lease or sale of the property requiring that a significant portion of the property is used for affordable housing. Sound Transit has been involved in several similar arrangements involving providing surplus lands to the City of Seattle to be developed for affordable housing. One such project in Rainier Valley will lead to the construction of 150 affordable townhomes and condos that Seattle families will be able to purchase starting in 2023 (Long, 2020). Other steps that could be undertaken could be:

- Hire local businesses run by BIPOC owners to help with the project when possible. Need art for public spaces? Hire a local artist of color. Need to hire an architecture firm? Prioritize hiring a firm run by a member of the BIPOC community.
- Seek funding from sources like the Regional Equitable Development Initiative (REDI) Fund. The fund was created to help preserve affordable housing in the Puget Sound region by financing the acquisition of properties along transit lines (Enterprise, 2021).
- Look for ways to partner with other local organizations that focus on environmental justice or public health initiatives for creative projects within the station area. Collaborative projects that focus on environmental health and justice can help the project qualify for grants from sources like the EPA (US EPA, 2015).

As the City of Everett grows in population and density in the intervening years, ESDA could work to promote an Affordability Levy that could help build a fund for equitable development projects like affordable housing with wraparound services and workforce training. The City of Seattle has maintained voter support for a Housing Levy since 1986 and has funded over 13,000 affordable units with levy funds (City of Seattle, n.d.).

As part of Minneapolis's plan to address racial disparities in wealth and homeownership, the collaborative receiving the grant plans to give 110 residents the opportunity to become landlords, and provide training, a new mortgage product, and other financing tools to prospective first-time home buyers and landlords. They also plan to build and rehabilitate 220 affordable housing units (JP Morgan Chase & Co, 2020). JP Morgan also opened an innovative, community-focused Chase branch in one of Minneapolis's cultural districts featuring "an enhanced format to help address the needs of underserved neighborhoods" (JP Morgan Chase & Co, 2020). Among many features aimed to support local businesses and residents, the branch holds a free space for pop-up events to showcase local community organizations, small businesses, and artists. (InsightNews, 2020). As the City of Everett and ESDA plan for new infrastructure, they could reserve a similar space to promote and showcase local businesses, organizations, and artists.

Fresno identified multiple funding sources, programs, and initiatives that are helping in ending and preventing homelessness. The Department of Housing and Urban Development provides entitlement funding that is utilized by the city of Fresno in a few different programs. One program called the Home Investment Partnerships (HOME) Program, focuses on housing the unsheltered population, while the Community Housing Development Organization (CHDO) focuses their funds to support affordable housing projects. (City of Fresno, 2021) Other programs that are also assisting in ending homelessness include: United States Interagency Council on Homelessness, which provides multiple tools and information on ending homelessness; and Opening Doors, a California based program that empowers refugees, immigrants, human trafficking survivors, and underserved residents to access opportunities and

mainstream economic and social systems. (City of Fresno, 2021)

Specific Recommendations

Housing

Overview

The affordable housing crisis has seriously impacted the US, leaving significant numbers of people, especially low-income and young individuals, unable to find stable and secure housing. While city governments have employed various approaches to address the growing need for affordable housing, the issue remains unsolved throughout the nation. Public housing in the US has gained a poor reputation due to inadequate living conditions caused by structural failures and a lack of funding. Often what has been and still is lacking in contemporary approaches to affordable housing development is the direct resident and community involvement in the management and ownership of housing. As the station area develops, it is important to prioritize a continual focus on providing adequate access to affordable housing while actively considering who housing is being developed for, primarily by examining who the main decision-makers are concerning residential development.

The station area offers a unique opportunity to build community ownership before a significant increase in demand and new development projects occur. Nonprofit organizations often implement community-based ownership and management models in areas that have already experienced some rate of gentrification and displacement. In these cases, community housing models offer an alternative route for residents to remain in place. However, with so few residents in the station area, there is a minimal existing risk that future development will displace a considerable number of residents. For these reasons, in collaboration with nonprofit organizations, ESDA can develop community housing with foresight into the potential precariousness that residents may face as prices fluctuate with changing space demands in the area. Utilizing community-based programs for residential development can help integrate new residents into the developing community while giving them a personal stake in the neighborhood through their direct involvement with community assets. The light rail station and the increased number of commuters it attracts will likely result in economic growth. This economic growth should be partially harvested by community members and organizations, enabling them to move their neighborhoods in the direction of greater equity.

Affordability and potential displacement risks should be continually monitored by ESDA to actively identify vulnerable areas, especially if land and rent prices significantly increase as new businesses and residents relocate themselves around the station. In addition, ESDA should be concerned about the spread of gentrification into surrounding areas since these neighborhoods will partly endure the impacts of increased traffic and demand in the station area. Despite sufficient data on homelessness rates in Everett not being currently available, it is necessary to assume that the station area development will likely impact homeless residents in the station area. Construction and urban development may displace existing homeless residents who frequent or live in the area and may further exacerbate the criminalization of individuals experiencing homelessness.

To promote more equity in housing, we recommend incorporating medium density or more “missing-middle” affordable housing options around the station. Housing plans should also anticipate an “urban” growth scenario and should be developed in such a way to exceed goals and assure future affordability. In response to the future rapid growth of Everett, anti-displacement strategies need to be developed with residents and local businesses that align with Snohomish County’s long-range plan. The strategies need to also be carefully monitored through consistent reassessment and reevaluation through a potential

oversight committee similar to the oversight committee that was formed for Portland's North/Northeast Housing Strategy. Everett could also advocate for an ordinance similar to Seattle's "Tenant Relocation Assistance Ordinance" that tracks displacement patterns and offers assistance to people who are required to leave their current dwellings due to development. The criminalization of homelessness often manifests in anti-homeless architecture and the forced removal of homeless individuals and encampments from public spaces. Services surrounding homelessness have maintained a variety of forms over time. However, recent evidence shows that a focus on rehousing services, physical and mental health care, and poverty reduction is the most effective means for ending homelessness (Association of Washington Cities and Municipal Research & Services Center, 2019). Providing support and assistance to those facing homelessness is essential for residents to find a stable living situation. Displacing or punishing homeless residents for sleeping, camping, panhandling, scavenging, and so forth only helps to worsen their living situation and further exacerbates the issues underlying their difficulty in finding stable and suitable housing.

Current Conditions

In October 2020, the Puget Sound Regional Council adopted VISION 2050, a regional plan which superseded the earlier VISION 2040 plan. VISION 2050 outlines the region's plan for sustainable and equitable growth through 2050, when the Sound is anticipated to be home to 5.8 million people. In the coming 30 years, our region's population is expected to increase by over 1.7 million residents. In order to sustainably accommodate this change, the region will need to concentrate its growth in existing urban areas with access to transit. Everett, with its status as a metropolitan city and the future home of the end of Sound Transit's light rail line, is anticipated to absorb 20% of the region's population growth, equating to 87,000 new residents.

However, it is not clear if these projections account for potential climate change-driven population fluctuations. Recent data shows that even under a moderate emissions scenario, the most habitable climate and the best regions for crop growth in North America will shift northward. This scenario predicts significant increases in dangerously hot and humid days in the southwest and southeast, as well as significant sea level rise. These factors will likely contribute to significant internal migration within the country, to say nothing of the many climate refugees likely to come to the United States seeking a better life. While the Pacific Northwest is expected to experience some significant consequences of climate change, such as more frequent and more intense wildfires, the region stands to fare significantly better than many other parts of the country, likely making it an attractive destination for those capable of moving in search of a more hospitable place to live. Considering the uncertainty that this situation represents, it is advisable for the city to proceed under the assumptions of the high growth scenario outlined in the Comprehensive Plan. This will prepare the city for the possible demographic and population changes that climate migration may bring. In the situation that this does not occur, the city will still benefit from planning for this possibility by having more housing options to support its residents.

Regardless of how this affects growth projections from the PSRC, Everett must be prepared for significant change over the next 30 years. How can the city best utilize its available resources to accommodate this growth in an equitable manner for current residents while providing new opportunities for all types of people and households who will call the city home in 2050?

Housing is currently and will continue to be a major challenge for the region, not just in terms of affordability but also in terms of quality, performance, and variety. Everett is no stranger to these challenges. As of April 2021, the median home sale price in Everett has increased between 17% and 23% year-over-year to \$520,000-\$540,000. While this is still a far cry from the prices in Seattle, Everett is actually a more competitive market according to Redfin.com, with the average house selling for 8% above

list price with a median time on the market of 5 days. This means that it is more difficult to buy a house in Everett, with future implications for constrained housing supply, increased demand, and rising prices. This trend is expected to continue, with Seattle-based Zillow projecting a 'suburban boom' due to the increasing popularity of remote work triggered by the Covid-19 pandemic. As Everett becomes more connected to Seattle through light rail, it presents an attractive location for people looking for more space for less money. Everett has the opportunity to proactively intervene in the real estate market to promote the development of permanently affordable, long-term housing by rethinking how it utilizes its publicly owned land.

As of 2018, around 73% of the Metro Everett housing stock is renter-occupied compared to 55% in the city itself. The majority of the housing stock is multifamily units, although there are over 700 single-family detached homes throughout the Metro Everett area (Metro Everett Subarea Plan, 2018). Minimal housing development exists within the station area with primarily light-industrial uses historically represented, leaving a large amount of land available for redevelopment. Existing buildings are older, around 20+ years of age, and there is an inventory of vacant public land within the station area. The station area lacks usable public open spaces and a school to serve the area. Significant gaps exist in the services currently available for future residents, especially for family households which often face difficulty finding adequate housing in dense areas.

There are 759 units of rent-restricted housing affordable to low-income households throughout Metro Everett as of 2018 (Metro Everett Subarea Plan, 2018). Only 101 of those units are available to minimum wage earners. Still, Metro Everett has 18 percent of the city's subsidized low-income units and 7.5 percent of the city's housing stock (Metro Everett Subarea Plan, 2018). Within the station area, there is one existing development with low-income housing units, and there are various residential developments with income-restricted units around the proposed station (Metro Everett Subarea Plan, 2018). For the majority of residents, wage increases have remained low in Snohomish County, with only about an 8 percent increase in wages for the lowest income bracket between 2007 and 2016 (Housing Consortium of Snohomish County and City of Everett, 2018, p. 2). The disparity between the housing supply and Everett's growing population, combined with the large percentage of low-income households in Metro Everett (55%), has resulted in a continual decline in housing affordability (Metro Everett Subarea Plan, 2018). Data on the number of individuals facing homelessness remains minimal so more research is needed to determine the size of the station area and Metro Everett's homeless population.

Future Projections

The station area currently has a limited amount of residential development, leaving a wide gap between estimated growth projections and existing residential capacity. To meet PSRC VISION 2050 Residential Growth Targets, around 6,646 units will need to be added to the Everett Station area by 2050. The development of the station area will likely result in high demand from private developers and prospective residents, especially those migrating from larger urban centers in search of more affordable housing. Filling the disparity between supply and population growth will require substantial private market-rate development in conjunction with city-funded affordable housing developments. In addition, the reliance on the private market to meet housing demands and growth targets may result in gentrification in surrounding areas as developers fill residential and commercial gaps.

The Metro Everett rezone allowed for residential uses throughout most of the station area, a condition that will likely influence a substantial amount of residential development as the light rail station nears completion and housing demand grows. Construction costs may impact housing prices as private developers seek higher rents to support the costs associated with residential development. As of 2017, apartment rents were about \$1.85 per square foot for one-bedroom units compared to \$2.24 per square

foot in King County (Metro Everett Subarea Plan, 2018). Developers have frequently cited construction expenses as one of the primary reasons for slow new housing development in Everett, but this may begin to shift as demand and potential profits grow.

The growing demand for housing around the proposed station may further the precariousness already felt by lower-income residents as they struggle to keep pace with rising prices. Since there is very minimal residential development currently in the station area, the inclusion of residents in the planning process may prove to be difficult as no sizable population exists yet. The small resident population presents particular difficulty in determining how to gauge and include resident visions before housing and related services are constructed around the station. With a small but growing resident population, it may be difficult for ESDA to secure adequate participation in the planning process.

Housing Recommendations

Promote community involvement through ownership and control

Enable community organizations to utilize surplus vacant land

Available vacant and public land in the station area can be transferred or sold at a low price to community organizations to establish community-based housing programs and other relevant community facilities. Existing surplus public land is currently available in the station area and multiple directions can be taken in deciding the future of the land (Metro Everett Plan, 2018). The 2018 Housing Snohomish County Project Report from the Housing Consortium of Snohomish County and City of Everett also recommends that surplus land be prioritized for the development of affordable housing (p. 16). Removing the barrier of land price through the sale of public land to community organizations will help to encourage development while insulating new facilities from fluctuating real estate prices, especially if demand for space increases and prices become a prohibitive expense for local programs.

Within the 2018 Metro Everett Subarea Plan seven redevelopment areas with existing low-quality structures but high redevelopment potential were identified by city planners. Redevelopment areas were determined by looking at the assessed value of improvements to the land, i.e., buildings, compared to the assessed value of the land. Sites with low building values but high land values were determined to be potential redevelopment sites. Acquisition, rehabilitation, and the transferring or leasing of public land would prove useful in helping community and non-profit organizations secure land for affordable housing development as it becomes available on the market without needing to secure all financing costs upfront. Development of the station area will likely be reliant on the investment of private capital, so establishing a partnership with community organizations is essential to create adequate affordable housing without large capital expenditures.

Precedent

The Everett Housing Authority (EHA) has employed this approach before with organizations like the nonprofit CLT Homes and Hope, who bought 1.1 acres near 3rd Avenue W. and Everett Mall Way from the EHA in late 2020 for \$10 to construct around 20 new affordable housing units on the land. A small number of the constructed homes will be reserved for people who are already renting their home from the Everett Housing Authority's existing housing stock and have the means to purchase their own home from Homes and Hope.

Establish and support community land trusts (CLT)

The primary purpose of community land trusts (CLT) is to acquire, develop, and steward land to maintain affordable housing for community residents. The basic function of a CLT is to place land in a trust which is leased to homeowners who only pay for the costs of the structure itself. The land is held by the CLT and

leased to residents for a modest fee, often for a renewable 99-year period, while homes are sold at below-market rates to low and middle-income households. In exchange for purchasing a home at well below market rate, CLT homeowners agree to limit the amount of equity they can obtain if they sell the home in the future.

While residents are able to own their homes indefinitely, the option to resell the property at a later date for a marginal profit, typically determined in the deed restrictions, is available if residents choose to relocate. This also helps to combat speculation on housing that may drive rapid fluctuations in the housing market, helping to alleviate some of the precarity residents may feel due to changing housing prices. In 2008, CLTs had a foreclosure rate of around 0.52% nationally, compared to over 3.3% for conventional homebuyers (Association of Washington Cities and Municipal Research & Services Center, 2019, p. 32). In addition, encouraging the development of CLTs will help to achieve the neighborhood stabilization goals laid out in the Everett Comprehensive Plan Objective 4.6 and within Policy 4.12.1, Policy 4.6.4, and Policy 4.6.1.

CLTs balance multiple goals of affordability and neighborhood vitality by providing low-income residents a chance to build wealth through homeownership while maintaining affordability of the housing for future residents by keeping the land in a trust and insulated from market-rate prices. The shared-equity model helps to keep housing affordable while not requiring residents to remain in their current situation to maintain their access to affordable housing. Residents have more direct input into the area's residential development and land use decisions, greatly expanding community involvement in the planning and management of their neighborhoods, especially if board seats for the CLT are reserved largely for residents. CLTs both encourage long-term residency within the community and enable residents to act as decision-makers in the residential development and land uses that directly impact their communities.

Precedents

The [Africatown Community Land Trust](#) located in Seattle was established to help promote and develop affordable housing in the historically black Central Business District (CBD). By purchasing and leasing properties at affordable rates to low-income residents, the Africatown CLT hopes to preserve and empower the Black diaspora community which has faced long-term racial and economic injustice in the area due to redlining, gentrification, and displacement.

The [Jane Place Neighborhood Sustainability Initiative](#) (JPNSI) employs similar community-based approaches to providing affordable housing and advocacy for residents. Located in New Orleans and established in 2016, the JPNSI utilizes community engagement to gauge residents' housing desires as well as provide education around housing issues and tenant rights. One unique aspect of the JPNSI is the Renter Equity pilot program which allows residents to build equity in the Palmyra Street Apartments, JPNSI's inaugural site, by participating in building management, organizational decision-making, and community activities. Since the station area will likely have a sizable portion of renters as residents, an equity program that includes them will help to foster lasting connections and engagement with the area's developing community. A shared-equity model for renters could also be employed in the Housing Hope development to help incoming residents build wealth while engaging in the developing Station Area community.

The [Central Ohio Community Land Trust](#) (COCLT) was established in 2018 in partnership with the City of Columbus and Franklin County, offering a unique perspective into the partnerships with cities that can help establish a CLT. The COCLT is a subsidiary of the Central Ohio Community Improvement Corporation and was launched by the Franklin County Land Bank in early 2019 with the City committing around \$3.8 million to support the land trust moving forward. Through the land trust, residents are able to buy their own home while leasing the land from the City, which reserves ownership.

Cooperative housing and community land trusts are by no means new models, but they have proven track records with providing affordable housing. The community land cooperative is a relatively new variation of the community land trust model which provides a vehicle for community members who are not residents of a housing project to invest in the cooperative to support local development while building equity in the cooperative. By decoupling housing production from the commodified character of the private real estate market, cooperative models allow for housing to fulfill its use value as a place of dwelling. Whereas market-driven development tends toward many, smaller apartments, cooperative models more easily accommodate a variety of household sizes and configurations while simultaneously building local wealth.

As another model for this type of development, Everett can look to the Kalkbreite cooperative in Zurich, Switzerland. This housing cooperative has about 1,500 members and 200 residents, including 60 children. The project is built on city-owned land which the cooperative holds in a long-term lease. Financed through a combination of bank loan, city investment, and individual investment, the project has provided permanently affordable homes, commercial spaces, and community green spaces. Kalkbreite is but one part of a larger ecosystem of cooperatives in the city which collectively helps to alleviate market-rate rental prices. The existing cooperatives are also able to invest in new cooperative projects to further expand the network of affordable housing.



While this scale of cooperative, community-centered development is uncommon in the United States today, municipal support for community-wealth building through collective ownership of housing has been successful. Dudley Village is a community-owned development in Boston that provides over 150 units of permanently affordable housing. The city of Boston donated 30 acres of publicly owned land to the Dudley Neighbors CLT to make the development possible. Conveyance of publicly owned land to community organizations is just one way that municipalities can support community ownership of resources and long-term affordable housing provision. Many cooperative models place restrictions on resales, preserving affordability for generations after a single investment by the city. These models also take over stewardship of affordable housing from municipalities and place it in control of the community, fostering local democratic participation.

By using some of its publicly owned land for community owned housing, Everett can take its first step by reducing one of the barriers to the cooperative model, namely the high cost of land in urban areas. This would help achieve Sound Transit’s equitable TOD goals while also helping Everett accommodate its project population growth in an equitable and sustainable manner.

Track and respond to displacement risks:

There is a noticeable gap of attention given to the possible displacement risks of the proposed Station

Area development, likely due to the minimal housing stock and the small resident population that currently exists in the area. The absence of significant housing stock is not an adequate justification for the exclusion of displacement and gentrification as concerns for the development moving forward. Earlier residents of the Station Area who moved in before and after substantial urban development began may be displaced by future price changes likely induced by increased demand for housing near the transit corridor. Gentrification from the station area may leak into surrounding areas, triggering a rise in prices that residents cannot afford.

There is a narrative that the new development is for "new residents" and leaves out the current residents of Everett. However, current residents are absolutely going to be impacted, and it feels important to ask them what they want and need. Perhaps they will want to move to the newly developed area or work there. And, even if they do not, large development in any city does not exist within a vacuum -- it will impact the rest of the city. Look at Seattle for example -- before development began directly within the Central District, which is the city's only historically Black neighborhood, residents were being displaced due to development happening in other areas of the city which increased cost of living throughout the city. Now that development is happening in the Central District, the displacement is even worse, but it started well before development in that specific neighborhood. Because of the city-wide implications of such a large development, it is imperative to involve current community members, especially renters, low-income folks, BIPOC, and other marginalized populations in the Everett Station Area planning process to help understand their concerns and find ways to mitigate potentially negative impacts.

The statement that "no one is going to be displaced" is factual in one sense, but it does not address the issues of unhoused individuals and business owners. And there are concerns about people who live in other areas of Everett and are going to be impacted because the new development will likely increase the cost of living in the city as a whole. It is important to look at who will be displaced and how to mitigate that -- it is not really a question of if, it is just a matter of who and how and when. Looking at displacement trends in other cities, like Seattle or Tacoma, could help inform what may happen in the city of Everett due to the new development and can perhaps provide some foresight into what potential impacts need to be accounted for up front.

Equity cannot solely exist in the goals defined in the planning phase alone but must act as the basis for examining the urban environment. The ESDA should actively monitor social and economic indicators associated with equity to understand who might be displaced as development progresses. Even with minimal resources available to adequately combat gentrification, data can serve as a rallying point and justification for action to occur. By developing relevant risk indicators through community engagement, it is possible to define a set of quantifiable measurements to examine the equity impacts of urban development and track displacement risks.

Define and actively monitor relevant social and economic indicators

To determine if and where displacement occurs, it is necessary to establish a model for tracking displacement risk through relevant social and economic indicators. We recommend that indicators be developed through community engagement to maintain relevance in the local context. Community engagement will enable ESDA to determine relevant indicators by utilizing resident input into the neighborhood-level changes that may impact them. Indicators may include rent and home prices, grocery store access, proximity to schools, average commute times, and household income.

ESDA should actively track the relevant indicators as new commercial and residential development occurs throughout the Metro Everett area. An equity monitoring program helps to preempt displacement, allowing individuals to identify gentrifying influences and vulnerable residents to receive adequate assistance. In conjunction with the relevant indicators determined through community engagement, ESDA

may consider analyzing the risk of displacement for homeless populations caused by new developments. This approach expands the definition of displacement to be more inclusive of residents without houses while allowing aid to be provided directly to impacted individuals.

Monitoring of displacement risks should not remain contained to the station area alone. The impacts of the proposed station development will likely influence gentrification in surrounding neighborhoods as new residents and businesses relocate near the station. ESDA should consider examining the 'leaking' influences of gentrification, determined through the social and economic indicators, from the Station Area into surrounding neighborhoods. This approach will further equity considerations for the larger community while allowing ESDA to determine the gentrifying influences that emanate from the station area.

Precedents

The Equitable Development Monitoring Program in Seattle, part of the larger [Equitable Development Initiative](#) of the city, serves as the basis for identifying vulnerable areas in communities. The program employs both social and economic indicators for displacement to track risks communities may face. The city first developed displacement risk indicators during the program's inception, then determined community indicators through community engagement. The initial set of displacement risk indicators covered various issues, including housing cost burdens, affordability and availability of rental housing, tenant relocation cases, and foreclosures. The community indicators process expanded the list to a set of measurements spanning five main topics: home, community, transportation, education, and economic opportunity. Specific indicators identified by the community during the engagement process included proximity to community centers and grocery stores, access to public libraries, and average commute time.

Support, rather than criminalize, those experiencing homelessness

To ensure homelessness is adequately addressed, it is necessary to have an approach based on understanding and assistance. New developments can displace homeless populations as encampments utilizing empty leftover space are cleared away in the path of urban redevelopment. Despite failing to address the root causes of homelessness or poverty, anti-homeless measures go against the resident identity of the displaced individuals and their fair claim to the usage of public space. In addition, they are often not legally enforceable when challenged in court (Association of Washington Cities and Municipal Research & Services Center, 2019, 10). Redirecting funding from programs that effectively criminalize homelessness towards care services instead is essential in combating homelessness. *Recommended strategies for addressing the criminalization of homelessness are as follows:*

Designate vacant surplus land as space for encampments and homelessness relief programs to occur side-by-side

Simply moving homeless individuals does not address the root problems at the cause of homelessness; homeless individuals will still have to find a place to go, whether it is safe and legal or not since it is a means of survival. As development in the station area occurs, construction will likely displace some homeless individuals or influence their forced removal from public spaces to accommodate newer residents and visitors. Redevelopment of the station area must not serve as a tool for clearing away segments of the population deemed 'undesirable', such as those facing homelessness. Adequate amenities must be available to any population adversely impacted by development, including displaced homeless individuals.

The station area could provide safe locations for encampments to occur rather than solely clearing out existing ones. Encampments often offer a necessary means for survival and even community for many individuals facing homelessness. Designated space for encampments allows for significant assistance

during the intermediary period before stable rehousing is possible. This approach is particularly beneficial when on-site services like food, laundry, and showers are available. These services can be resident-led and staffed, enabling individuals to work, find community, and live in a stable environment with access to necessities until a more stable housing situation is possible. Resident-led transitional housing initiatives can help empower residents by giving them a personal stake in their community. This approach can manifest in various funding levels either heavily reliant on the City for financing or led through more do-it-yourself (DIY) and grassroots initiatives that manage the space provided by the City. While these approaches hold merit, it is important to maintain that any encampments are not a permanent solution and should only accommodate the existing reality until affordable housing is available for every homeless resident. Until adequate space is available, transitional spaces are necessary in providing residents with a secure temporary living environment.

Restrict the implementation of anti-homeless architecture

The decriminalization of encampments and homeless living conditions must include the restricting of anti-homeless architecture, often referred to as hostile architecture, from being implemented on any public property in the station area. The use of hostile architecture only further marginalizes homeless individuals and restricts access to public space to only a segment of the population deemed desirable. We recommend that the ESDA commit to not using any form of hostile architecture that aims to prevent or disincentivize homeless individuals from sleeping or camping.

Precedents

The City of Tacoma established the Stability Site in 2017 after a state of emergency declaration on homelessness and a growing number of unauthorized encampments. The program addresses homelessness by providing shelter and services in a central location to individuals who are chronically homeless or experiencing behavioral health issues that worsened their situation. The site is a large FEMA-style tent with smaller individual structures that provide beds for individuals and spaces for on-site services like laundry, showers, food, mental and physical health care, transportation, and various social services. A low barrier to entry model is employed at the site meaning there is no requirement to be sober upon entry. This approach expands access to care for people who are vulnerable to homelessness without barring those experiencing immediate difficulty.

Small shelters in vacant lots are another approach to creating a stable location for on-site services and resident-led shelters to develop simultaneously and with mutual support. Residents in Oakland, California, have developed a variety of initiatives with this approach. One group started a resident-led homeless encampment called 37MLK. While this encampment was not unique in its existence or placement, its creation by community organizers taking over a vacant lot for the sole purpose of setting up a homeless encampment showed how resident-led shelter initiatives further provide aid to residents experiencing homelessness. Organizers pitched tents in an underutilized and vacant lot to create a sanctuary that would accommodate the growing number of tents along sidewalks and freeways with a stable location and on-site services. The site had a garden, dining table, kitchen, and access to clean water and toilet facilities. The entire lot and tents were also regularly cleaned. Despite their unauthorized approaches, these experiences present ample precedent and opportunities for more formal routes to be considered in developing or collaborating with resident-led and self-governed, or co-governed, encampment initiatives for solving homelessness. Collaboration with residents can achieve improved safety, health, and living conditions for residents without stable housing.

These recommendations are consistent with the Convergence Study's Equity Strategy Actions and Outcomes. They primarily aim to further expand community involvement in the area while maintaining a continuous focus on the possible impacts that development might have on future and existing residents both within the station area and surrounding neighborhoods.

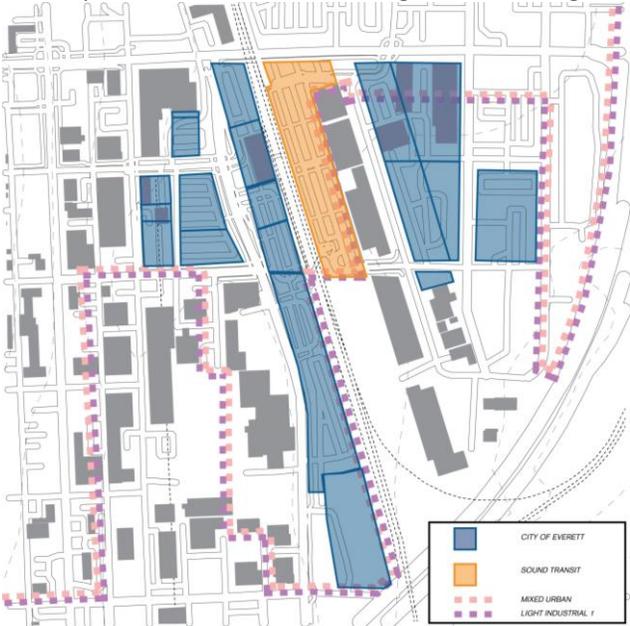
Learning from Our Peers

In August 2019, the City of Seattle announced that a large chunk of publicly owned land which had come to be known as the Mercer Megablock in South Lake Union had been sold to a private developer. The developer, who specializes in biomedical campuses, planned to develop the site into a life sciences research campus with a small number of housing units as well as a new community center to be occupied rent-free by Seattle Parks and Recreation for 40 years. The mayor’s office touted the sale as a success, with a portion of the revenue immediately earmarked to address homelessness issues while the remaining revenue would be funneled into a variety of important housing initiatives.

While this is certainly a positive outcome in some regards, there were many critics who accused the city of being short-sighted by focusing on backfilling revenue shortfalls by selling the land rather than focusing on developing other, long-term sustainable revenue sources while developing the site to its full potential with affordable housing. Had this been the route the city had taken, the site could have held up to 1,400 new homes, almost 10 times the amount currently proposed (175 homes) in an area with high access to opportunity and an abundance of transit connections. While originally approving the sale, the city council subsequently adopted new disposition policies for publicly owned land to prioritize on-site development of affordable housing in response to public feedback around this missed opportunity. Seattle’s experience should serve as a learning opportunity for Everett as it plans its new station area for the LINK expansion coming during the next decade.

Everett’s Golden Opportunity

Everett has a unique opportunity to act boldly and progressively to provide permanently affordable, high quality housing in the future station area due to the significant amount of publicly owned land in its immediate vicinity. The city owned parcels are located in both Mixed Urban and Light Industrial 1 zones. In Metro Everett, residential uses are permitted in LI-1 zoning, meaning any and all of these parcels could be developed into affordable housing built to a height of 7 to 11 floors.



To make the most of our collective investment in mass transit, people of all identities and income-levels

should be able to benefit from the convenience and carbon-reducing possibilities that the light rail represents. This means providing affordable housing at a variety of price points and configurations to accommodate many different residents. Sound Transit defines affordable housing as “*long-term housing* [emphasis added] for persons, families, or unrelated persons living together whose adjusted income is at or below eighty percent of the median income, adjusted for household size, for the county where the housing is located.” While rental housing is considered “long-term” housing in the federal legal definition, it should be noted that the year-to-year uncertainty of renting makes this form of tenancy less permanent for its residents than owner-occupied housing. In Everett, just under half of all renters are cost-burdened, paying over 30% of their income on housing costs. Nearly one quarter of renters in Everett are extremely cost burdened, paying over half of their income in housing costs.

Additionally, Sound Transit’s Equitable TOD policy aims to “preserve, improve and expand housing stock to provide a range of affordable, healthy and safe housing choices” and encourages “utilizing creative development delivery strategies, including community ownership models to build local wealth and support existing populations.” Everett can help achieve these goals by employing alternative development strategies such as limited equity cooperative housing, community land trust models, and/or community land cooperative models on its publicly owned land to provide permanently affordable, long-term housing which market-driven development often fails to produce for a diverse set of residents and households while also promoting community involvement and building local wealth.

Transportation

Overview

Transportation planning decisions often create complex situations in terms of equity, as there are many factors that can create barriers to transportation. Transportation planning has significant economic and social impacts, directly impacting people’s access to opportunities. Individual travel expenditures embody the second highest household cost next to housing, (Miller, 2018) with low-income residents disproportionately spending a larger fraction of their income on transportation, largely due to policy and taxation decisions that created our transportation system. (Litman, 2021) Households in low-income or isolated locations often lack access to options for different modes of transportation, while also having less access to automotive travel and longer commute times, and consequently higher embodied transportation costs as well.

Specific challenges are presented for low-income, elderly, or mentally or physically impaired residents. People who do not speak English, are female, are caregivers, or have other complex obligations also often have transportation barriers. To create equitable transportation solutions means to support sustainable and progressive solutions that specifically enable better access to transportation for these groups while simultaneously improving transportation accessibility for all. Active transportation opportunities and public transportation systems are significant components of equitable development because they expand options for people who do not have access to a car. Automotive travel is an issue for equity in Everett because costs have a disproportionate impact on transit disadvantaged people. Despite these cost implications, the car remains many people’s most viable way of achieving mobility in unconnected, underserved areas such as Everett.

Researchers Ewing and Hamidi (2014) assessed the relationship between density patterns, roadway connections, and social equity indicators. They found that “more compact, multimodal smart growth development patterns tend to increase integration (poor and racial minorities are less geographically isolated), economic opportunity (disadvantaged people’s ability to access education and employment opportunities), and economic mobility (children born in low-income families are more likely to achieve

higher incomes).” (Litman, 2021)

Current Conditions

Active Transportation Access

In downtown Everett there are over 1.5 miles of streets that do not have sidewalks. (Figure 1, Metro Everett Plan 2018) These conditions are concentrated around the Everett Station. The path connecting the Angel of the Winds arena, the city’s structure for major events and gatherings, to the Station is even considered as “undesirable” by residents because it is not illuminated and feels unsafe. (Metro Everett Plan 2018)

The area around the station is also a dead zone for bicycle connections. As of 2011 most of the bike routes in downtown Everett were disconnected, as illustrated in Figure 2. An ambitious Bicycle Master Plan proposed in that same year demonstrates the intention to connect the station to the rest of downtown. (Figure 3) As of 2017, only a fraction of the projects proposed to be completed in the first stage of the plan (within the first 10 years) have been realized. (Bicycle Master Plan Update)

Public Transit Access

Ensuring that the station is easily accessed requires frequent service on a wide range of routes. Most of the main streets around downtown have transit service, with fewer services in residential areas. Unfortunately, the frequency of service is so low that it is difficult to plan trips that are time-dependent, such as commuting to work or picking up children from childcare or school. (Figure 4) Other than route 7, which runs every 20 minutes throughout the week, the buses that service downtown only serve each stop once per hour. This means that if a person has to take two buses to connect to their destination, the trip becomes a multi-hour excursion.

Motorized Vehicles

Everett is currently labeled a “Car-Dependent City” with public infrastructure not adequate to permit most residents to easily be able to run errands around the city. (WalkScore, Everett WA) A study conducted in 2015 indicated that parking was becoming less easily available to residents and visitors. (Metro Everett 2018) The Metro Everett Master Plan of 2018 also suggests that this is an issue and recommends that new TOD add additional parking for those that are commuting. However, current plans do not include additional parking and repurpose existing lots for development.

Future Projections

Transportation infrastructure that will eventually serve the people residing within and commuting to the new TOD is yet to be fully delineated. For example, the City’s proposed station included an elevated pedestrian bridge connecting to an elevated platform at the station, but it is not clear that this will apply to all station location options.

Active Transportation Access

“Light Rail Option 3”, which places the proposed station on Broadway, presents an opportunity to connect the people of Downtown Everett more easily to the station without supporting infrastructure such as pedestrian bridges, but this is apparently a less likely alternative than the Sound Transit preferred alignment. The future location of the Station could impact the ease of connectivity from Downtown Everett to the site and will require careful planning to ensure access.

The city has implemented several strategies to improve pedestrian accessibility around Downtown such as providing “new curb ramps and signal activation hardware.” (Metro Everett Plan 2018) For the Everett

Station, the city was awarded \$1.9 million by Sound Transit in 2019 for “System Access Projects” to enhance the pedestrian experience around the Station. (Figure 6) This includes creating new sidewalks, bike routes, and lighting around the station and under the bridge connecting pedestrians to the arena from the station.

Public Transit Access

Everett Transit has created a Long-Range Plan detailing strategies to improve transportation access for Everett residents. As discussed in more depth in the recommendations section, the proposal actually reduces breadth of service and increases frequency for routes that have fewer positive impacts on equity. (Everett Transit 2016)

Motorized Vehicles

Current plans rededicate current parking places at the station to new TOD. While this will provide housing and employment options that can promote equity, the plans should be carefully reviewed for the equity implications for people who will not have easy pedestrian and transit access to the station. Self-driving cars that can return to other locations for parking will likely be less available to people in lower income brackets for many years, even as they provide options for those with higher incomes. The parking conundrum is challenging, with tradeoffs that have equity implications: the preferred approach that minimizes automobile usage has many benefits and promotes equity in the long term, but there are significant issues during the transition towards a less car dependent society.

No matter how these issues around parking and vehicular access are ultimately managed, improving active transportation and transit access to the station are essential steps. However, they should be supported by considering ways in which other modes of transportation such as increased implementation of rideshare or bikeshare services might assist lower income people to gain access.

Transportation Recommendations

Improve Conditions for Active Transportation within Everett

Promote a complete streets standard for design - strengthening multimodal connections, physically making the streets safer, reducing feelings of vulnerability, and facilitating creating community identity

There are many people who cannot or prefer not to drive for a range of reasons - the elderly, children, and people with physical or mental impairments. Some people lack access or resources for automotive travel, and many low-income people must rely on non-motorized or alternative methods for travel. Those who are transportation disadvantaged are far more likely to be impacted by unsafe street conditions. One study shows that “low-income people are twice as likely to be killed while walking than higher-income people.” This proportion carries over to a comparison of the risks faced by BIPOC communities. (Miller, 2018) Elderly people are also at a 50% greater risk of pedestrian related injuries and fatalities than younger people. (Leahy and Takesian, n.d.) “Paying to Stay Safe: Why Women Don't Walk as Much as Men.” (Shadwell, 2017) reports that there is considerable evidence that women feel unsafe using methods of active transportation, and correlates increased feelings of safety with better conditions for walkability. (Litman, 2021)

Broken networks, poor or nonexistent sidewalks, insufficient lighting and barriers are all symptoms of underinvested communities that impact community safety and exacerbate the issues that transit disadvantaged people face today. (Leahy and Takesian, n.d.) On the other hand, well supported active transportation networks support “place-making” by creating physical and symbolic connections that foster community and promote a sense of convenience and comfort.

Active transportation methods also discourage automotive transportation - a report published in 2009 concluded that simply “installing sidewalks on all streets in a typical North American community would reduce about 12 miles of driving for each mile of increased active travel.” (Litman, 2019) Walkable, multimodal transit-oriented communities enhance labor participation. Some studies have directly connected strong active transportation networks to economic mobility - Oishi, Koo and Buttrick (2018) found that the income gap between people who could and could not drive was correlated to a city’s walkability. A study conducted by Talen and Koschinsky (2013) found comparable results using WalkScore as their metric. (Litman, 2021)

For these reasons and many more, the experience of commuting is integral to safety and will influence whether people are able to use active modes of transportation. The qualitative characteristics of the commute are also important. One study supports that “pedestrian environments around stops affect the experience of using transit in ACPs (Areas of Concentrated Poverty) more strongly than transit service itself, leading to the conclusion that transit- and pedestrian-oriented community design is a significant equity issue.” (Litman, 2021)

To promote walking comfortably and safely, sidewalks should be a minimum width of five feet which allows for two people to pass comfortably or to walk side-by-side. The preferred width is six feet, with much wider sidewalks at transit stops or in heavy pedestrian use areas. A buffer zone of four to six feet is desirable to separate pedestrians from the street, which can be a section of the sidewalk that includes seating for pedestrians.

Precedent

Policymakers in Baldwin Park, California connected the issue of local childhood obesity (39% of local children) to poor and unsafe pedestrian conditions that ultimately discouraged active transportation. The city received funding through the California Endowment and a partnership with Kaiser Permanente, supporting an initiative called Healthy Eating Active Communities (HEAC) and the city invested money into enhancing the safety and experience of active transportation users along five major corridors. The establishment of a Complete Streets policy has been inspirational to other cities nationally and instrumental in securing other funds and grants that have contributed an additional \$1.2 million in funds that support the policy. (Complete Streets, 2019)

Pedestrian Safety

There are a number of steps that can be taken as part of ensuring the safety of pedestrians, by the City of Everett and developers in the station area, including making crosswalks safer, providing lighting not only for vehicles but also at the level of pedestrians, and planning the streetscape to foster an inviting and thriving neighborhood rather than a boring street geared towards vehicles.

Crosswalk safety can be improved by providing high visibility crossing markings and signs that are easy to see in both daylight and nighttime. “State Law Stop for Pedestrians” (R1-6 signs) are an easy and an affordable solution to help alert drivers of pedestrian crossings. “Rapid Flashing Beacons”, signs with flashing lights that warn drivers a pedestrian is trying to cross the street and that can be activated by pedestrians, can also be effective. Currently there is only one rapid flashing beacon located near the Everett Station. Rapid flashing beacons help reduce pedestrian-car crashes by up to 47% according to the Federal Highway Administration. Another alternative is the “Hawk Signal” or “Pedestrian Hybrid Beacon” which are similar to traffic lights. They become activated when a pedestrian presses a button which causes the lights on the sign to turn red and alerts vehicles to stop. Federal Highway Administration studies have shown that Hawk Signals reduce pedestrian crashes by 69%. These types of signals are most effective in wider, higher speed roads where mid-block crossings are important to prevent unsafe jaywalking.

Raised crosswalks alert drivers that they are entering a pedestrian crosswalk area, and force drivers to slow down, typically to about 20 mph. A 2008 study by the Federal Highway Administration found that raised crosswalks reduced vehicle-pedestrian crashes by 46%. Raised crosswalks are typically raised to 3-3.5 inches off the ground and plateau at the top for about 10 feet.

In wider streets or avenues, a refuge island can provide a space for pedestrians to rest and be protected from passing vehicles as they cross. According to the National Association for City Transportation Officials “pedestrian refuge islands make crossings easier and safer for pedestrians because they reduce the exposure time experienced by a pedestrian in the intersection.” Refuge islands can be added with landscaping to enhance the streetscape and also help slow down drivers because they create an obstacle in the middle of the road.

Curb ramps not only help to distinguish where pedestrians are to be walking but also provide accessibility for those with mobility restrictions, must be ADA accessible, and should be placed on each side of the curb rather than only having one diagonal in the middle. Texture patterns should be in place where a change of elevation is about to take place to help those that are visually impaired, and ramps can be made more easily accessible with curb extensions.

Street lighting is important not only for vehicular traffic but also for pedestrians to feel safe walking at night. Pedestrian level lighting should be placed at a much lower level than that needed for cars, on both sides of the streets with uniform lighting levels. Current street lighting is of mixed quality, good in the block right next to the train station, but more sporadic farther away with only one side of the street having both pedestrian and vehicular lighting.

Streetscape plays an important part in making the street safe and welcoming to all users. Landscaping not only improves the quality of the pedestrian experience but also creates a sense of relaxation, and can include trees along sidewalks, planter boxes with plants or flowers, and lamp posts with hanging flowers. Street design should include adding places that encourage pedestrians to linger, such as water fountains, artwork, and areas for sitting such as benches or outdoor cafe seating. The area is currently dominated by large parking lots and lacks any type of activation that would make pedestrians want to remain in it. As redevelopment takes place, it is important to provide storefront facades facing streets rather than parking lots, ideally with awnings to provide protection from sun and rain which helps activate the space when weather conditions are not ideal. Design details and variations in construction and façade help create a welcoming space. Good streetscape design can also help reduce vehicle speeds. Speeds can also be reduced by configuring streets to only be one lane per direction and incorporating parallel parking spaces. Any parking garage entrances should be away from main streets to discourage too many vehicles entering the main street while blocking sidewalks when trying to merge into traffic.

Bike Lanes

Bike lanes help to make all users feel welcomed and comfortable. Currently the City of Everett has Smith Ave, the main North to South arterial that runs next to the train station, designated as a “commuter route.” As per the City of Everett’s Bike Map, “a commuter route is appropriate for more confident and experienced bicyclists.” This definition is nowhere close to what a bike lane should be to make all types of users feel welcome regardless of experience. The City of Everett should plan for bike infrastructure that allows for the neighborhood to be involved in the decision-making process. Those who frequent the neighborhood know the area best and can pinpoint problem areas especially around the train station.

Bike lanes should include wayfinding signs that allow residents and visitors to know the location and distance of popular attractions within the neighborhood and city. To help prevent accidents in busy intersections, bike traffic signals should be used in heavy traffic areas that allow priority for bike users to

cross busy intersections. Partnering with bike-sharing companies is an excellent way to allow residents who do not own a bike to be able to use the bike infrastructure. The addition of free bike repair stations in this area would allow residents the tools necessary to repair their bikes without having to buy equipment they might only use sporadically. The City of Everett should continue to work in connecting current and future bike infrastructure which will allow for more users to be able to use the bike lanes. Currently the neighborhood around the train station lacks infrastructure that any type of inexperienced user would want to use. The nearest dedicated bike lanes are almost two miles away. Additionally, the area should include bike racks and low-cost bike lockers to support bicycle commuters and shoppers.



Reinforce options for first mile/last mile transportation - such as strengthening active transit corridors, public bike and scooter systems, and ride sharing

Issues around first-mile/last-mile transportation have long been a matter of concern for transit disadvantaged people for the issues described above. Active transportation is the most prominent method for transit users - over 80% of people who use transit walk to and from their stops and stations. Strengthening active transportation networks with special consideration to improved safety measures such as illuminated paths and crosswalks, connected sidewalks, protected bike lanes, and protective barriers will also strengthen options for first and last mile transportation.

Shared bike and scooter services are also successful approaches to first and last mile transportation issues. The relationship between the city and these services could be strengthened with more extensive implementation. The city should consider reevaluating the current agreement that requires that these devices be removed at night, as they are a strong option for after-hours transportation, which is currently not well supported in general and even less so during night hours. Bike share and scooter programs should be widely available throughout the Transit District and surrounding neighborhoods with appropriate support to address concerns around profitability, safety, and vandalism. (Leahy and Takesian, n.d.) The fact that these programs typically rely on smartphones and credit cards has been raised as a major concern about their ability to promote equity. More research needs to be conducted to create solutions to these barriers.

Precedent

Capital Bikeshare, a bikeshare service in DC, has an equity program that increases availability for low-income people. They have structured the system so that people only need to provide proof of financial

assistance such as an EBT or Medicaid card to qualify. An annual membership costs only \$5 and even that fee can be waived. The bikes are available at all hours of the night and there is no limit on the number of rides. The company and city have partnered with convenient locations around the city so that individuals can even register and pay their annual fee in cash, helping to reduce barriers to access. (Capital Bikeshare, n.d.)

Enhance Public Transportation Access

Support policy that improves breadth and frequency of connections to the station and surrounding neighborhoods

Transportation frequency and breadth drastically impact access to economic opportunities. Low-income residents who cannot afford purchasing or maintaining a car, have physical or mental impairments, or are too old or not old enough to drive must often rely on public transportation services. People who depend on transit services for basic necessities like going to the grocery store, to medical facilities, school or work are limited by infrequent and unsupported routes. The City of Everett currently has a poor public transportation system - all buses that connect the city to downtown Everett and the station run hourly with the exception of route 7 that services the mall. Frequency of service must be increased to provide viable and equitable public transportation.

The breadth of service also needs to be expanded so that less connections are required - needing to take multiple buses in a system that is infrequently serviced likely often leads to misalignment and even more travel time dedicated to simply waiting for connections. Transit priority measures should be implemented throughout the city, such as creating bus-only lanes and coordinating traffic signals with bus schedules to reduce travel times. Caregivers who rely on poorly supported public transportation will sacrifice time with their family and will have to pay more for childcare to cover their longer travel times. Missing a bus in Everett often means waiting an hour for the next to come, which could jeopardize someone's job if they are late to work. Transit dependent populations are limited to applying for job positions that are accessible by transit, and lack of service therefore drastically reduces economic opportunities for Everett residents. (Litman, 2021)

This is especially true for low-income workers, including those who are immigrants, have less education, or other accessibility disadvantages. These populations often live in areas with the poorest connections to those that have concentrations of employment opportunities. Transportation improvements should target areas that would improve access to "in-demand occupations with low education requirements that are likely to pay a living wage" locally and regionally. (Litman, 2021) Routes and schedules of public transportation should be improved to reflect the schedules and travel patterns of the users, with additional service during peak times so that overboarding is not an issue. (Fan, Guthrie, & Van Dor, 2019) Understanding the public transportation demand and routes for after-hour workers should also inform scheduling. Studies show that labor participation and high-quality transportation have a strong correlation, including within heavily car-reliant communities. (Litman, 2021)

The developers of the TOD should leverage their position within the Long-Range plan to encourage expanded frequency and breadth of transit and urge the City to create more equitable outcomes.

Precedent

The Urban Institute created a tool for evaluating the disparities between low-income workers and the number and types of jobs that are accessible to them via public transportation. They evaluated these conditions in four metropolitan areas, including Seattle. Their analysis is thorough, defining travel time as the total time it would take to get to and from the public transportation station or stop and time spent on public transportation. They added "the number of job opportunities within a 30-minute commute from a

job seeker's block group and then divid[ed] by the sum of the competition for those jobs." (Urban Institute, 2020) This is a strong tool that attempts to accurately distinguish the areas that have exacerbated disadvantages to access. It is recommended that the City use a similar framework for prioritizing the creation of public transit connections to and from the station area.

Planning public transportation routes is an important part of commuting for those who rely on it. Currently, Everett utilizes the King County Metro Trip Planner which has extended its coverage to encompass much of the Puget Sound Region. The app is able to suggest routes and explain approximate transportation time, but this information could be expanded to more adequately support those who rely on transit. Knowing real-time information about the location of your bus and whether you missed it or it is running late can be imperative to commuters, especially those who depend on it in areas that are infrequently supported. One Bus Away is a local tool that uses this model and something similar should be created by the city so that people can better rely on public transportation.

Reduce barriers to public transportation by creating and promoting specific programs for transportation disadvantaged people, such as improving access to reduced fare programs and decriminalizing fare evasion

Transportation should be financially and physically accessible to all users. As described, transportation disadvantaged people often experience barriers because of economic and physical barriers. Costs for public transportation should be structured to economically favor disadvantaged people, with increased opportunities for reduced fare and the decriminalization of fare evasion. Seattle and Sound Transit are already working towards creating solutions for these problems - in 2015 the ORCA Lift program was created, which has helped many get access. Individuals who are below 200% of the Federal Poverty Level are qualified, and similar programs within ORCA have partnered with schools and employers to extend economic benefits towards others that contribute to the community. (TransitCenter, 2018) The Everett Station District Alliance should advocate for these partnerships and their early establishment, so that people have increased access to opportunities as soon as possible.

Background and Precedent

Sound Transit plans to initiate a Fare Engagement Ambassador Pilot Program, which will actually replace transit police officers with Sound Transit staff that are specifically trained in de-escalation and anti-bias techniques, proposing that fare enforcement officers would become station security. (Fesler, 2020)

Portland's TriMet bus service provides three different ways to respond to citations for fare evasion: tiered fines, community service hours, or enrolling in the reduced fare program, which has the option for monthly subscription rather than pay per ride, accepts EBT cards or Medicare enrollment as proof of eligibility, and reduces fare to just 1/3 of the typical price of an adult ticket. (TriMet, n.d.)

Mindfully disincentivize but still facilitate automobile access

A major aspiration of Transit Oriented Development is to create communities that are less reliant on independent automotive travel. Currently Everett has a high dependency on automotive transportation because of poor but improving multimodal infrastructure. It is important that developers of the station be mindful that until multimodal transportation is strengthened, this may be what is currently most viable to some people who are transit disadvantaged.

Advocate for driving disincentives that fund and support multimodal opportunities

Automotive transportation may be what is most viable to many transportation disadvantaged people in Everett currently, but the mode is still largely inequitable as it is only accessible to a fraction of disadvantaged people. Many low-income residents cannot afford automotive travel, and others are unable to drive because of physical or mental conditions - "These groups tend to benefit least from automobile

travel and dispersed development patterns and face major costs from accident risks and pollution emissions, and reduced accessibility.” (Litman, 2021)

Driving disincentives have a range of equity impacts. For example, fuel taxes would need to increase over 200% to appropriately subsidize roadway expenditures. (Nonmotorized Transport Planning, 2018) As electric vehicles and driverless vehicles become more accessible to more affluent drivers, people who cannot afford to make this transition will bear most of the negative impacts. Some scholars suggest that strategic driving disincentives can produce equitable outcomes if they include investments for economically disadvantaged people, by allocating the funding towards supporting multimodal transportation improvements and active transportation methods (Road Pricing, 2019) Evidence supports that 10-35% of reduced automotive trips are substituted with walking and biking. (Nonmotorized Transport Planning, 2018)

Precedent

Stockholm in Sweden uses congestion pricing for mitigating individual automotive transportation use inside their urban core. People driving into the city pay a variable fee based on the time of day they are there, inherently reducing parking demand. In 2014, 8 years after its implementation the study was proven to be successful in having reduced traffic by 25%, “removing 100,000 vehicles from the roads during peak business hours and increasing public transit ridership by 40,000 users per day.” ((Road Pricing, 2019) As Everett establishes better multimodal connections to downtown, this can be an informative precedent.

Promote ride sharing and other methods for transitioning from an automotive dependent city

Ridesharing and vanpooling can be a way for a car-reliant community that lacks multimodal transportation access to transition from independent automotive dependency, especially as an option for people unable to drive for a range of reasons and for first and last mile transportation. The Station development intends to take over the existing options for parking near the site, and the City should encourage residents to transition from independent car dependency in the meantime. As multimodal options are strengthened, they will ultimately become the most accessible, economical, and socially viable, but in the meantime, ridesharing can be an economically and socially more equitable option as opposed to independent travel. Increasing encouragement and subsidies for people who use these programs can promote their use – studies show a 5-15% increase in their use simply from encouraging and publicizing them, and can increase to 30% of commute trips if incentives such as Parking Cash Out policies are implemented. (Ridesharing, 2018)

Background

The Puget Sound has a long history of support for vanpooling and ride sharing. In 2003 Vanpooling supported 2% of total commute trips and 7% of commute trips over 20 miles in length. (Ridesharing, 2018) Policies that were factors in this program’s success include the implementation of a Commute Trip Reduction law that requires that large regional employers help their employees use alternative methods of transportation. The first regional self-initiated ride matching service in the nation was implemented in the Puget Sound, called Rideshare Online. The service matches commuters with others that travel on routes that align with theirs and provides contact information for each party so that arrangements can be made. The informality of the process promotes access for users. (Rideshare, n.d.)

Establish indicators and measure accountability of implementation

Transportation policies and projects have complex and variable equity impacts. The information used to evaluate their impact or indicate their success are often biased “reference units [that] reflect various assumptions and perspectives. For example, per capita analysis assumes that every person should receive

an equal share of resources. Per-mile or per-trip analysis assumes that people who travel more should receive more resources.” (Litman, 2021) Indicators should aim to promote opportunity for all residents but especially those who are transit disadvantaged. Possible indicators could be the number of basic public services such as grocery stores and medical facilities accessible by active transportation in a neighborhood, access to economic opportunities that have low education requirements and also pay a living wage within 30 minutes of a neighborhood, travel times to the college from the station using different methods of transportation, or income disparities between people who do and do not drive.

Precedent

King County Metro created a Strategic Plan that broke the goals of the department into eight subsections: Safety, human potential, economic growth and built environment, environmental sustainability, service excellence, financial stewardship, public engagement and transparency, and quality workforce. The department annually published a progress report from 2013 to 2017, and the metrics were expanded on and simultaneously made more specific over the years, illustrating that the understanding of issues and impacts have expanded. Metro mentioned equity only twice in the 62-page document though the indicators are clearly developed using an equity lens. Metro uses icons to show how the status of these indicators have changed over time. (King County Metro Transit, 2018)

Social and Economic

Overview

An equitable neighborhood is one where all residents have access to economic opportunity, livable wage jobs, and quality education, which can be achieved by activities such as job training, investing in women and minority owned businesses, and supporting small businesses and entrepreneurs through mentoring and technical and financial assistance. An equitable neighborhood is also one where all residents are able to access spaces to gather, recreate, and enjoy relevant programming, and as well as ways to access affordable and nutritious food.

Current Conditions

Employment and Education

Current employment in the Station District is largely in the light industrial sector, such as tractor and electrical supply businesses, truck rentals, and flooring and hardware stores (Howell, 2021). WorkSource Everett is located within the District, which provides employment and training services. A priority going forward will be integrating new uses and development around and with the existing industrial uses of the District. There is a large cluster of retail uses along Broadway on the western edge of the district (City of Everett, 2018). There are no schools located within the Station District area, which is consistent with the current predominant light industrial land use.

Environment and Public Health

The Station District area currently has limited parks, open space, or community gathering spaces. Again, this is consistent with the light industrial use and lack of a current residential population. JJ Hill Park is located at the corner of Hewitt and Broadway at the northeast edge of the district. The small park contains a grass strip and some plantings. Additionally, outside of the station there is some public seating available (City of Everett, 2018). A variety of convenience stores and minimarts surround the Station District. There is only one full-service grocery store and pharmacy in the Station District, the QFC located on the corner of Broadway and Everett Avenues (City of Everett, 2018). There is an evening Farmers Market that operates

in the Station District on Wednesdays, although the 2020 season was postponed due to COVID-19.

In 2018, Everett Mayor Cassie Franklin issued a Mayoral Directive encouraging growth in the Station District. The Directive specifically calls for “placemaking” in the District to draw residential and retail, as well as to provide places for the community to gather (Community Planning & Economic Development Mayoral Directive, 2018). This Directive is in line with ESDA’s goals for the Station District and gives a clear indication of the City’s vision for the District.

Future Projections

Employment and Education

Perhaps the most pertinent projection is that of Everett’s allocated share of the Puget Sound region’s expected growth. As laid out in Puget Sound Regional Council’s VISION 2050, Everett is expected to add 87,000 people and 89,000 jobs by 2050 (Howell, 2021). This is a lot of growth for the City to accommodate, which is why it is so imperative that equity be at the forefront of planning and development decisions. Programs and policies need to be in place so that all new residents have access to housing they can afford, jobs that pay a living wage, opportunities to start a business and/or access further education or training.

Sectors with the strongest employment projections are technology, trade, biotech, aerospace, technical and professional fields, and manufacturing (City of Everett, 2018). The Metro Everett Plan also lays out projections for retail uses in Everett, including 170,000 to 300,000 square feet of retail demand for the Metro Everett area over the next ten years (City of Everett, 2018). This demand is largely driven by increasing residential population. Although the majority of this projected retail is for “nontraditional” uses, such as office and medical, the Plan notes that the retail uses most likely to locate in Everett will be experiential, such as restaurants, bars, and cafes.

Environment and Public Health

Snohomish County’s population is aging faster than the rest of the State’s, with almost a quarter of the county’s population projected to be above the age of 65 by 2040. Self-reported priority needs of older adults are access to health care, having enough money to pay for basic needs, housing, socialization, and transportation, among other concerns (Howell, 2021). These needs are important to consider in ensuring that all residents are able to comfortably move about their community, access and afford basic needs, and have appropriate spaces to gather and socialize.

The Metro Everett Plan projects a demand for between 30,000 and 50,000 square feet of grocery services over the next ten years, which could be a new grocery store entirely or upgrades to existing stores. This demand is largely to fill the current gap caused by a lack of establishments selling fresh food within walking distance for many residents (City of Everett, 2018).

Everett is currently beginning the process of updating their Parks, Recreation, and Open Space (PROS) Plan, which will identify priorities and establish goals for parks and recreation opportunities for the community in the future (Everett Parks and Community Services, 2021). The new PROS Plan will be based on extensive community outreach, providing the opportunity to give priority to equity in planning for parks and recreation.

Social and Economic Recommendations

Attract and site a business incubator in the Station District

Precedent

The 614 for Linden neighborhood in Columbus is pursuing business incubation as a strategy for economic development (The 614 for Linden, 2021). Partner organization Economic and Community Development Institute (ECDI) operates a food business incubator space, Food Fort, in a neighborhood outside of Linden and plans to extend its services to Linden. Food Fort offers a commercial kitchen, freezer and dry storage space, preparation areas, food truck access, parking, and electrical hook-up, as well as marketing and sales assistance and 24/7 technical assistance. Members use the space for preparing takeout or food for an event or a pop-up restaurant, small-scale manufacturing, and prepping/shipping a delivery product. The most recent data for Food Fort's members was for the fiscal year of 2019, which showed that Food Fort served approximately 50 entrepreneurs, meaning entrepreneurs took advantage of either the physical space or technical or marketing assistance (Cause IQ, 2021). Food Fort has served over 12,000 entrepreneurs since its inception in 2004 and increased demand is driving the opening of a second location (Craven, 2019).

The City of Everett's Office of Community Planning and Community Development should work with Everett Station District Alliance to attract and site a business incubator in the Station District.

The incubator should be at least partially food focused, as the Metro Everett Plan projected that future retail in Everett is most likely to be experiential (i.e., bars and restaurants). A business incubator would advance equitable development because it would be able to provide assistance and mentorship to small businesses and entrepreneurs, as well as providing a physical space to work in - all things that are difficult for businesses just starting out to access. Metrics to evaluate the success of the business incubator are the number of members utilizing its services, as well as the number (or rate) of members that 'graduate' out of the incubator into their own space.

This recommendation is consistent with the Convergence Study's Equity Strategy Actions and Outcomes. The business incubator would combine into one project many of the actions that the Convergence Study identified to support a just and equitable economy, such as education and training for how to manage a business, creating a back-end community kitchen, and supporting ways to lower rental costs for new businesses.

Establish a loan program for small businesses and women and minority owned businesses

Precedent

The 614 for Linden is pursuing small business lending as a strategy for economic development and as a way to support equitable access to economic opportunity (The 614 for Linden, 2021). In 2019, The Economic and Community Development Institute (ECDI), a partner of The 614 for Linden and a certified community development financial institution, offered technical assistance to 73 small businesses and provided six small businesses with loans. The loans totaled \$100,000 and resulted in the creation (or retention) of 29 jobs in the neighborhood (The 614 for Linden, 2021). An important piece of this lending program was community outreach. The 614 for Linden discovered that many residents were not comfortable or did not know how to connect with the Economic and Community Development Institute. Therefore, to build trust and establish relationships, ECDI made the effort to attend community events, provide free meals, and make their services known and accessible.

Everett should develop a loan program similar to the 614 for Linden's to help small businesses, specifically women and minority owned businesses, get started and grow.

This program would play a key role in advancing equitable development by providing access to economic opportunity in the Station District and creating (and retaining) jobs. A critical piece to ensure the success of the loan program and the businesses it would serve would be to develop an accompanying outreach strategy to make potential borrowers aware of the services available. Everett Station District Alliance can play a supporting but critical role in helping to advertise the program and connect it to the community.

This recommendation is consistent with and builds on the Convergence Study's Equity Strategy Actions and Outcomes. The Convergence Study recommends establishing financial opportunities for small businesses and supporting women and minority owned businesses. Additionally, the Study recommends the creation of an Everett Community Development Financial Institution (CDFI) as a way to promote equitable access to capital. The 614 for Linden's small business lending program utilizes the Economic and Community Development Institute, which is a certified CDFI. The loan program this paper recommends could be managed by the Everett CDFI that the Convergence Study recommends creating.

This recommendation is also consistent with Mayor Franklin's directives for the City to build relationships and trust with underserved communities. Metrics to measure the success of this program include the number of businesses served and number of jobs created or retained.

Additional concerns about economic development strategic planning

Everett currently hosts a disproportionate number of low-income households for the region and hopes to rebalance the income spread of residents as the city accepts new growth. While it makes sense to try to raise the city's income base from an economic perspective, the city's low-income residents are more likely to be displaced as new, higher-income households move into the area. The city should seek a strategy of economic development that supports a livable, affordable city for existing low-income residents to help break cycles of poverty rather than replacing low-income households with new high-income households to improve the city's overall economic condition.

The Station Area project seeks to increase density in the station area and change the land use from its current diffuse, light industrial urban form to a more walkable, livable transit-oriented development. The change in form has the potential to displace a portion of the local homeless community and will certainly impact the small light industrial businesses in this area. The project team must consider how the project plans will affect these light industrial commercial businesses in the short and long term.

As the station area is being planned and potentially developed in advance of the light rail's arrival, the area may face challenges with timing the development of retail and commercial spaces and related business growth in the city. If the aim of the project is to build mixed-use transit-oriented development with streetscapes activated through commercial uses, will developers have a tough time filling retail spaces with viable businesses? Perhaps working with local banks and non-profits would help with small business loans and economic services that also assist in promoting minority and women owned businesses.

Develop Equitable Urban Green Space

Developing more urban green space is essential to address the growing needs of increasing population densities but can be a challenging task. Assuring that this green space is planned and implemented in an equitable fashion is an even more challenging task. Urban green spaces can help to build social capital, improve health outcomes, and increase economic opportunities in underserved communities. Developing urban green spaces works most effectively with both initial and ongoing community engagement. The "Just Green Enough" movement has created a toolkit for creating equitable green spaces, and the World

Health Organization (WHO) has also released guidelines on developing urban greenspaces.

Urban Green Spaces World Health Organization

In planning for successful urban green spaces, there are many different potential approaches and guidelines, which suggests taking an approach that will be flexible, engages the public, and experiments and uses adaptive management. WHO has recommended the following approaches to planning urban green spaces:

1. Be clear about the objectives of greenspace planning
2. Make use of the urban/local planning context and frameworks
3. Have a long-term perspective and remain flexible
4. Consider green space projects to be a public health and social investment.

These planning approaches are excellent guidelines for implementing urban green spaces. To mitigate displacement and gentrification, it is important to use an equity lens/toolkit to assure positive outcomes.

Planning Toolkit for Creating Equitable Green Spaces

1. Place Equity at the Center

In initial planning and funding, it is important to effectively center equity and use an asset-based approach that emphasizes existing assets and engaging the resources of the community. Before proceeding with major urban green spaces, planners can establish a foundation by ensuring that any brownfields are remediated using local workforces, and by developing informal, small-scale greenspaces. Small-scale greenspaces (as opposed to larger parks) may be more accessible to community members and create less momentum towards displacement. One of the risks of developing large 'signature' parks is that they attract development that may be targeted at more affluent residents.

2. Beyond the Public Hearing

Meaningful engagement will help communities create their own definition of sustainability and being 'green' in terms of the relationship to their own community and make it more likely that these goals will be attainable for the community to not only implement but also to sustain. Going beyond public hearings means incorporating participatory visualizations to clearly convey messages and ideas and providing clarity on the impacts of specific proposals. An ideal approach is to create a social equity working group among residents to establish community led direction on projects. Such a group should include an accurate representation of those who make up the community and allow them to develop the overall vision that they seek to attain.

3. Plan for the Future

In designing public urban greenspaces, it is important to put policies in place that will help to counteract environmental gentrification (displacement as a result of ambitious changes that work better for more affluent constituencies). Scenario planning is a tool that can be used to help the community identify its future needs in the light of expected growth and neighborhood change. In implementing greenspaces, communities can examine how they can mitigate the possible lost opportunities for community members and businesses, and also imagine how new opportunities could be created.

How to approach equitable green planning?

Effective urban green spaces provide countless benefits to communities, but it is important to set a foundation to build upon equitably. Drawing upon the approaches delineated by both WHO and organizations like "Just Green Enough," successful green spaces can be developed and become a tool to promote equity in underserved communities, an opportunity that is sometimes undervalued. These recommendations employ resources and workforces already within the community to create purposeful green spaces that have positive impacts. In the larger picture, meaningful community involvement is far

more impactful when it goes beyond just initial input into active engagement. Implementing green spaces and requiring the engagement of the community in developing and maintaining these spaces can be a very empowering tool, that also promotes healthy lifestyles and encourages strong community collaboration.

Two proposed options for the Everett plan would be “pocket parks” and community gardens. Pocket parks are generally less than a quarter of an acre in size making them both accessible and affordable to implement. Pocket parks implement green spaces in underserved communities without introducing the threat of displacement. Community gardens foster accessibility to healthy foods, which are often not an option for underserved community residents due to unaffordable prices for fresh produce. Community gardens create access to fresh produce and encourage healthy lifestyles and community collaboration which combine to benefit the well-being of all residents who are involved.

Address barriers to and increase access to parks, recreation, and green space through the update of Everett’s Parks, Recreation, and Open Space Plan

The Parks, Recreation, and Open Space Plan (PROS) update is a timely opportunity for the City of Everett to address barriers and increase access to parks and recreation in underserved and underrepresented communities. The City of Everett should consider the following updates to the PROS Plan:

- Include policies establishing operation and maintenance standards to ensure facilities in all areas of the community are clean and safe.
- Include policies to keep park and recreation programming affordable, such as scholarships or selected free programming. Policies should also include culturally relevant programming to ensure parks and facilities are safe and welcoming to all.
- Encourage development of a new park and green space in the Station District, with input on design and programming from the community.

These recommendations would advance policies in Everett’s Comprehensive Plan, specifically, the ‘Parks and Recreation’ policy of providing an equitable distribution of parks and recreational facilities throughout the City so that gaps in service do not exist. Additionally, these recommendations are consistent with the Convergence Study’s Equity Strategy Actions and Outcomes, which specifically recommends the protection and creation of local green spaces.

Increase fresh food access in the Station District

Precedent

The Linden neighborhood has significant gaps in fresh food access, especially since the closure of the grocery store in 2018. An example of the kind of approach that could work comes from The 614 for Linden, which worked with partners to turn an abandoned building into a fresh food market and pharmacy to improve food access and resident health. Community Development for All People, a partner of The 614 for Linden and a faith-based non-profit organization, will offer free fresh produce and The Charitable Pharmacy of Central Ohio will provide non-narcotic prescriptions and pharmacy services at low cost. The project is expected to open this year, so there is no data yet on how it is working to increase access to fresh food and prescriptions to residents in the Linden neighborhood.

Build on the foundation of the evening Farmers Market to promote easy and affordable access to fresh and nutritious food

The Farmers Market is already an established asset in the community and increasing its capacity is an effective way to improve food access. Specific recommendations to improve and expand the current Farmers Market are:

- Adding educational displays and healthy cooking demonstrations

- Establishing a program where people can donate extra kitchen equipment
- Adding more culturally relevant food vendors to meet the needs of the community
- Incorporating pharmacy services
- Increasing hours of operation (adding another day of the week that the market is open would provide people who may not be able to make Wednesday evenings with another alternative)

Not only does the Farmers Market provide fresh food access, but it serves as a place for residents to gather and socialize. Incorporating pharmacy services would assist Everett’s aging population in particular. Pursuing a partnership with a faith-based non-profit organization, such as Everett Faith in Action or Faith Action Network is recommended to help support and implement these recommended improvements. This recommendation acknowledges that the Farmers Market will not provide for the complete food or pharmacy needs of every resident, but it can be a major step towards benefitting those in the immediate area. Metrics to evaluate the success of the expansion include resident attendance, purchases of fruits and vegetables, distribution of vendor types (i.e., how many are selling culturally relevant food).

Precedent

To increase fresh food access, many jurisdictions across the country are finding ways to encourage convenience stores to sell fresh fruits and vegetables (Granville, 2009). A local example in King County is the pilot program Healthy Foods Here, which was established in 2010 to improve access to healthy food and community and economic development in southeast Seattle and south King County communities. Grant funding was provided by Communities Putting Prevention to Work and Centers for Disease Control and the program was managed by Public Health Seattle-King County and City of Seattle’s Office of Economic Development. Services provided by Healthy Foods Here were:

- One-on-one technical assistance to develop store-specific project plans, connect with suppliers, and navigate any permitting process for any required permits
- Connections to grocery store and produce industry experts to develop educational materials, provide advice on store layout and equipment needs, and provide training on produce handling and equipment maintenance
- Financial incentives to assist the stores in necessary infrastructure and equipment upgrades
- Distribution assistance through referrals to produce distributors and assistance on how best to establish relationships with distributors
- Business development resources, such as assistance with the permitting process and basic business skills training (financial analysis and tax assistance)
- Marketing assistance through a variety of methods
- Assistance in receiving and maintaining Women, Infant, and Children (WIC) and Supplemental Nutrition Assistance Program (SNAP) authorization.

Over its 18-month course, the program was successful in assisting 47 stores to complete project plans and in increasing the inventory of (and demand for) healthy foods and beverages in the communities served (Public Health, n.d.). A post-project survey of the stores involved found that 80% were maintaining fresh product visibility and 60% were ordering fresh fruit and vegetables on a weekly basis (Public Health, n.d.).

City of Everett’s Office of Community Planning and Economic Development should partner with Snohomish Health District to develop a similar pilot program to encourage the Station District’s existing convenience stores and mini marts to carry fresh fruit and vegetables.

Since the population with the greatest need for fresh fruit and vegetables are more likely to frequent these establishments, Everett has the opportunity to make the healthy choice a convenient choice for its residents. Public Health Seattle-King County Healthy Foods Here’s report suggests that the following services (described above) are critical to making the program work: a program coordinator to manage and

administer the program; one-on-one technical assistance; business development resources; connections to grocery store and produce industry experts; and financial incentives.

Seattle-King County's program also found that programs are most effective with a community partner working with the government agency. ESDA could partner with the program to assist with distributing marketing materials and promoting the program to increase demand and awareness. Finally, Seattle-King County's program found that a combination of public and private dollars is most effective for funding in order to minimize lending of credit issues when businesses incur hard costs such as equipment or remodeling (Public Health, n.d.).

These recommendations are consistent with the Convergence Study's Equity Strategy Actions and Outcomes, which recommends promoting access to healthy affordable foods that are culturally relevant and reflect the diversity of the community. Metrics to evaluate the success of this program include number of stores completing project plans to upgrade, financial incentives awarded to stores, store sales of fresh fruits and vegetables, and both frequency and quantity of store orders for fruits and vegetables.

Continuous Evaluation and Adjustment

As Snohomish County and Everett continue to grow and change and the Everett Station development begins to unfold, it is important that ESDA remain flexible and engage in ongoing continuous evaluation and analyses of current and expected population and market changes, and of the Everett Station plan itself. ESDA should periodically meet with community partners and stakeholders to review its plan and provide additional opportunities for public engagement as the community continues to change.

During the process of plan implementation, ESDA should continue evaluation and analyses to determine whether it is meeting desired outcomes and equity goals. As PSRC has done, ESDA should establish a program tasked with periodically monitoring and evaluating the implementation of its plan (Puget Sound Regional Council, 2020, p.155). ESDA may wish to refer to PSRC's Policy and Plan Review Manual, which outlines how to review and update or amend its plan, taking into account countywide planning policies, local comprehensive plans, transit agency plans, and plans for designated regional centers (Puget Sound Regional Council, 2010). PSRC anticipates that major amendments and updates will be made every five to ten years, and ESDA should establish its own benchmarks for continued evaluation and updates (Puget Sound Regional Council, 2020, p.155).

Example

In order to ensure that the actions in the South Florida Resilient305 strategy are actually carried out, the implementation process was built into the original plan. To manage the process, GM&B created a Progress, Innovation, and Vision for Our Tomorrow (PIVOT) team, which is responsible for managing resources, developing a work plan, and providing status updates (Resilient305, 2019, p. 146). Creating an implementation team with clear directives and responsibilities, like the PIVOT team for Resilient305, is an important way to make sure an equity plan bears fruit and can adapt as needed.

Continuous evaluation and adjustment is also a committed activity for each phase of development for the DRIVE Initiative business plan for Fresno. In order to ensure that racial equity continued to be implemented in every facet of the plan, the working groups developed a monitoring and evaluation plan, to track and measure impact and effectiveness for community outreach.

Throughout the development process community members were able to join existing working groups to propose new ideas, recommend changes, and determine new priorities. These working groups understood that this was a transformative approach requiring longterm commitment. The Executive Summary of the

plan concludes that successful efforts must include race and equity as part of operations, integrating them across initiatives while developing ongoing governance and accountability, and keeping track of progress made. (Fresno DRIVE Initiative, 2020)

It may be challenging to assess all relevant stakeholders of the Everett Station Area because the current property owners and residents of the station area are not the only people who will be impacted by the station area development over the next 15 years. ESDA and the City of Everett must consider how to apply the equity framework to both current and future residents and users of the space.

Conclusions

The Everett Link Extension will transform the corridor between Lynnwood and Everett when it opens in 2036. Downtown Everett will be a 60-minute train ride from downtown Seattle and only minutes from communities directly to the south, including areas surrounding Paine Field. The Everett Station District Alliance is tasked with not only leveraging this incredible opportunity to design a regional transit hub but to foster improved human health and resilience, community diversity, and social equity, as noted in its draft value statements. The purpose of this report is to aid ESDA in developing a framework for equitable development that reinforces the long-term goals and visions of Everett, Snohomish County, and Washington State. Our findings present a number of strategies devised by American cities that work towards increasing social equity, diversity, and inclusion in the development of both new and existing communities. Our recommendations have been synthesized from our research and provide a general overview of guidelines that we believe successfully communicate and advance equitable development.

We recommend that ESDA strengthen and expand their cooperation with more communities of color through a multitude of ways. We believe this is central to promoting a more resilient and equitable neighborhood at the intersection of racial, social, housing, economic, and environmental justice. Portland's Neighborhood Program is a good model to follow as it aims to be accessible in terms of location, time, and language and is inclusive of people with varying abilities. Everett's cooperative planning process should also be intentional in involving communities of color who have been historically at higher risk of experiencing the negative impacts of climate change and environmental injustice. Planning should involve a collaborative process between these communities and professional planners to develop living environments that meet the needs of the residents for things such as affordable housing, employment, education and business development opportunities, access to health services, parks and open space, healthier food, and safer paths for walking or biking near transit areas.

Developing anti-displacement strategies with local businesses not only helps to promote equitable housing but also equitable economic development as more residents who live in affordable housing near the station have a shorter and more accessible commute to work. This can also help to develop a local workforce pipeline that assists underrepresented populations in accessing job opportunities in small local companies. We also recommend prioritizing living wage jobs that can be built into the long-term plan. Everett can refer to the business strategies used by JP Morgan Chase in Chicago to foster equitable economic development. This includes working with lenders and local credit unions to set aside loans specifically for minority-owned businesses, developing business incubators and mentorship programs that engage and collaborate with BIPOC communities, and streamlining grants and funding for skill development, business renovations, or community land trust programs.

As Everett continues to grow, the needs of the community will also continue to grow. The neighborhood will become more diverse in not just race/ethnicity, culture, and age but also in household size (i.e., more families). We recommend incentivizing the development of K-20 educational facilities near transit and cultural hubs. We also recommend working with stakeholders in the Southwest UGA of Snohomish County

to understand the commercial service, healthcare, educational, and transit needs of the community.

Although Sound Transit will not begin construction of the Everett extension for at least another eight years, the development of a vibrant and equitable community around the future station is already underway. While previous light rail stations developed around a neighborhood plan, such as Rainier Beach or Roosevelt in Seattle, the Everett Station will occupy a neighborhood that is largely industrial and lacks the density of cultural institutions and commercial businesses that have defined other station developments. Therefore, the Everett Station District Alliance has a unique opportunity to develop a community and a public realm that is designed around equity and for residents of diverse backgrounds. Additionally, ESDA is designing a plan at a crucial time, when local, county, and state officials are amending or updating long-range and comprehensive plans to better serve historically disadvantaged communities. The national reckoning around race and police violence in 2020 has only further demonstrated the challenges local governments face in reversing systemic, institutional, and societal inequities.

Committing to the equitable development of a future Everett Station District will require consistent outreach to communities that have historically been prevented from participating in planning processes. While housing affordability and transit access will be defining aspects of the future station, the district should be viewed as a larger catalyst for increasing access to opportunity throughout Everett and the surrounding region. This will ultimately include partnerships with minority-owned businesses, educational and trades institutions, and services and open space that are designed for a diverse set of needs. It is highly important that ESDA and Snohomish County keep their goals around equity consistent with the multi-county and state levels. This will require an agreement to maintain consistent communication with stakeholders and a place at the table while drafting long-range and comprehensive plans. The examples of Chicago, Portland, and San Diego suggest that there are valuable and substantive precedents of equitable development that involve both private and public investments in the financial and physical health of local communities. These represent a transformative new approach to community and transit-oriented development that recognizes the need to combat displacement with comprehensive and tangible strategies that focus on leveraging existing resources and involving residents directly in the planning of their own communities. Moving forward, ESDA can apply the recommendations of this report and develop a station district that supports the housing, transit, and educational needs of Everett while actively promoting equity and livability in Snohomish County.

The challenge presented for this report was to develop recommendations to guide future development in the neighborhood so that it is as equitable as possible. We have made many specific recommendations as to how that might be done. But perhaps the most important consideration for planners is to remember that equitable outcomes depend on an equitable process. While the station area development is still 15 years in the future, equity-centered community engagement will be essential to making it successful.

In addition to recommendations regarding housing, transportation, and social specifics, our team feels strongly that community engagement and clear goal setting are needed to achieve equitable outcomes. Equitable development starts with robust and inclusive community engagement. Understanding the needs, goals, and challenges of community members is critical in ensuring that recommendations are well suited and that all community members are able to have their voice heard. Additionally, for every recommendation or project pursued, quantifiable goals and monitoring strategies should be established. This ensures that interventions are advancing equity - or are modified if they are not.

ESDA has a wonderful opportunity to pursue truly equitable development in the Everett Station area. We applaud the commitment of ESDA and Housing Hope to this goal and hope that this report will be helpful in furthering it.

Works Cited

American Planning Association. (n.d.). Planning for equity in parks with green infrastructure.

BC Transit. (2011, May). Transit Future Plan. <https://www.bctransit.com/documents/1507213421003>

Benberkeley, Mathews, L., Bulfonet, Luciaaelena, Jaegerjessie600, . . . Albertaread. (2020, April 27). Just green enough: Planning tools for creating equitable green space.

Bhusal, S., Blumenberg, E., & Brozen, M. (2021, January 27). Access to Opportunities Primer.eScholarship, University of California. <https://escholarship.org/uc/item/98g9d5p4#page=9>

Board of Governors of the Federal Reserve System. (2021). *Community Reinvestment Act (CRA)*. Retrieved from Board of the Governors of the Federal Reserve: https://www.federalreserve.gov/consumerscommunities/cra_history.htm

Borunda, A. (2020, July 29). *How 'nature deprived' neighborhoods impact the health of people of color*. National Geographic. Retrieved from <https://www.nationalgeographic.com/science/article/how-nature-deprived-neighborhoods-impact-health-people-of-color>

Boukdad, S., Kohler, B. D., Geraghty, L., & Braun, H. M. (2020, December 29). *3 Ways to Measure Your City's Transportation Equity Next Year*. National League of Cities. <https://www.nlc.org/article/2020/12/29/3-ways-to-measure-your-citys-transportation-equity-next-year/>

Bowdler, J. (2021). The 7 Traits of Advancing Cities. Retrieved from JP Morgan Chase & Co.: <https://reports.jpmorganchase.com/corporate-responsibility/2018/cr-2018-7traits-intro.htm>

Capital Bikeshare for All. Capital Bikeshare. (n.d.). <https://www.capitalbikeshare.com/pricing/for-all>

Cause IQ. (2021). *Economic and Community Development Institute (ECDI)*. Cause IQ. Retrieved from <https://www.causeiq.com/organizations/economic-and-community-development-institute,311145544/>

Central Valley Community Foundation. (2021). *Fresno Community Capital Collaborative for Economic Mobility*. Retrieved from Central Valley Community Foundation: <https://www.centralvalleycf.org/communitycapital/>

City of Boston. (April 2016). Boston's Preliminary Resilience Assessment Retrieved from: https://www.boston.gov/sites/default/files/embed/p/prabrochure-update_printcopy.pdf

City of Boston. (November 2016). The Blueprint - A Preview Of The Principles & Framework For Boston's Resilience Strategy Retrieved from: https://www.boston.gov/sites/default/files/file/document_files/2016/11/kskd_100rc_boston_theblueprint_v4.pdf

City of Boston. (2017). Resilient Boston - An Equitable and Connected City. Retrieved from: https://www.boston.gov/sites/default/files/file/document_files/2017/07/resilient_boston.pdf

City of Boston. (2019). Resilient Cities at the Forefront - A Practitioner's Guide to Action. Retrieved from: https://www.boston.gov/sites/default/files/file/document_files/2019/07/racial-equity-resilient-cities-at-the-forefront.pdf

City of Boston. (April 2016). Boston's Preliminary Resilience Assessment Retrieved from: https://www.boston.gov/sites/default/files/embed/p/prabrochure-update_printcopy.pdf

City of Columbus. (2018). *One Linden. Our Community Our Future*. Our Linden. Retrieved from <https://www.ourlinden.com/the-plan>

City of Detroit. (2018). Multifamily Affordable Housing Strategy. https://detroitmi.gov/sites/detroitmi.localhost/files/2018-06/Detroit_Multifamily_Affordable_Housing_Strategy_2018_1_rev.pdf

City of Detroit. (2018). Strategic Plan for Transport. <https://detroitmi.gov/sites/detroitmi.localhost/files/2018-10/Detroit-Strategic-Plan-For-Transportation.pdf>

City of Detroit. (n.d.). *Detroit Equity Council*. <https://detroitmi.gov/departments/civil-rights-inclusion-opportunity-department/detroit-equity-council>.

City of Detroit. (2012). Detroit Strategic Framework Plan. Detroit Future City.

City of Detroit. (2019). Detroit Sustainability Action Agenda. <https://detroitmi.gov/departments/general-services-department/office-sustainability/sustainability-action-agenda#collapse-vbp-accordion-23636-3>.

City of Detroit. (2019). Detroit Sustainability Action Agenda. Engagement Phases Web. <https://detroitmi.gov/sites/detroitmi.localhost/files/2019-06/DetSAA%20Engagement%20Phases%20Web.pdf>

City of Detroit. (2019). Detroit Sustainability Action Agenda. Implementation Table. <https://detroitmi.gov/sites/detroitmi.localhost/files/2019-06/DetSAA%20Implementation%20Table%20Web.pdf>

City of Detroit. (2019). Detroit Sustainability Action Agenda. Indicator Table. <https://detroitmi.gov/sites/detroitmi.localhost/files/2019-06/DetSAA%20Indicator%20Table%20Web.pdf>

City of Everett. (2019, December). *Climate Action Plan*. Retrieved from <https://everettwa.gov/DocumentCenter/View/23189/Climate-Action-Plan-Draft---2019?bidId=>

City of Everett. (2015). *Comprehensive Plan (2015-2035)*. Retrieved from <https://everettwa.gov/1395/2035-Comprehensive-Plan>

City of Everett. (2018, August 29). *Metro Everett Plan*. Retrieved from <https://everettwa.gov/DocumentCenter/View/15029/Metro-Everett-Subarea-Plan-12920-PDF?bidId=>

City of Everett, Mayor's Office. (2018, January 24). *Mayoral Directive 2018-02: Community Planning & Economic Development*. Retrieved from https://everettwa.gov/DocumentCenter/View/13061/Mayoral-Directive-2018-02_Economic-Development?bidId=

City of Everett, Mayor's Office. (2018, January 25). *Mayoral Directive 2018-03: Community Engagement and Inclusion*. Retrieved from <https://everettwa.gov/DocumentCenter/View/13110/Directive-2018-03?bidId=>

City of Everett, Mayor's Office. (2020, September 22). *Mayoral Directive 2020-02: Building unity, addressing racism, and promoting equity for all*. Retrieved from <https://everettwa.gov/DocumentCenter/View/26252/Mayoral-Directive-Equity-FINAL>

City of Everett, Mayor's Office. (2020, November 17). *Mayoral Directive 2020-03: Affordable housing for all*. Retrieved from https://everettwa.gov/DocumentCenter/View/26802/2020-03-Housing_Final

City of Everett. (2017) "Everett Comprehensive Plan." City of Everett.

City of Everett. (2018). "LI-Zone Summary." City of Everett.

City of Everett. (2021) "Everett Housing Action Plan." City of Everett.

City of Everett. (2021). Everett Parks and Community Services. *Parks, Recreation and Open Space Plan*. Everett Parks and Community Services. Retrieved from <https://www.everettwa.gov/2695/Parks-Recreation-and-Open-Space-Plan>

City of Everett. (2021). Everett Parks, Recreation, and Open Space Plan Update: https://everettwa.gov/DocumentCenter/View/28086/Everett-PROS-Plan-Fact-Sheet_English

City of Philadelphia. (2021, April 8). *Office of Diversity, Equity and Inclusion: Homepage*. <https://www.phila.gov/departments/office-of-diversity-equity-and-inclusion/>.

City of Portland. (2021). North/Northeast Neighborhood Housing Strategy Oversight Committee 2020 Annual Report <https://www.portland.gov/sites/default/files/2021/2020-ne-oc-report-final.pdf>

City of San Diego. (n.d.). Advancing San Diego: <https://www.sandiegobusiness.org/about-edc/our-initiatives/advancing-san-diego/>

City of Seattle. (2021). Redlining in Seattle. Retrieved from Seattle.gov: <https://www.seattle.gov/cityarchives/exhibits-and-education/online-exhibits/redlining-in-seattle>

City of Seattle. (n.d.). *Seattle Housing Levy*. Seattle.Gov. Retrieved May 27, 2021, from <https://www.seattle.gov/housing/levy#seattlehousinglevyhistory>

City of Seattle. (n.d.) Tenant Relocation Assistance Ordinance <https://population-and-demographics-seattlecitygis.hub.arcgis.com/pages/displacement-risk>

City of Seattle. (n.d.). History of Participatory Budgeting in Seattle. Seattle Department of Neighborhoods. <https://www.seattle.gov/neighborhoods/programs-and-services/your-voice-your-choice/history>

Community Development Financial Institution Program. (2021). CDFI Fact Sheet. Retrieved from CDFI Program Benefits: <https://www.cdfifund.gov/programs-training/programs/cdfi-program>

Craven, D. (2019, September 26). *ECDI Nears Opening of Food Fort 2.0*. Metropreneur. Retrieved from <https://themetropreneur.com/columbus/ecdi-nears-opening-of-food-fort-2-0/>

Creger, H., Espino, J., & Sanchez, A. S. (2018, March). Mobility Equity Framework - How to Make

Transportation Work for People. The Greenlining Institute.

Davis, John Emmeus, and Rick Jacobus. (n.d.). *The City-CLT Partnership: Municipal Support for Community Land Trusts*. www.lincolnst.edu/sites/default/files/pubfiles/the-city-clt-partnership-full.pdf.

Davis-Leonard, I. (2021, Mar 14). Herald Net. Retrieved from Businesses and the homeless at odds over Everett ordinance:

<https://www.heraldnet.com/news/businesses-and-the-homeless-at-odds-over-everett-ordinance/#:~:text=Still%2C%20the%202020%20Point%2DIn,he%20could%20build%20200%20shelters.>

Dorchester Reporter. (2020, October 8). Bank award will invest \$5 million in Fairmount corridor. Retrieved from: <https://www.dotnews.com/2020/bank-award-will-invest-5-million-fairmount-corridor>

East Bay Permanent Real Estate Cooperative. (n.d.). ebprec.org/.

Enterprise Community Partners. (2021). *Regional Equitable Development Initiative (REDI) Fund*. Enterprise Community Partners.

<https://www.enterprisecommunity.org/financing-and-development/community-loan-fund/redi-fund>

Everett Station District Alliance. (2021). Convergence Study: Equity Strategy Actions & Outcomes.

Everett Station District Alliance. (2021). Convergence Everett Station Area TOD Study. May 2021. Retrieved from: https://78878e4c-d10d-4ed0-a485-912355cb9388.filesusr.com/ugd/0c51b9_3b3aa588105c4adfa80e2ea7d87d8e43.pdf

Everett Station District Alliance. (2021). Everett Station District Vision:

<https://www.everettstationdistrict.com/vision>

Everett Transit. (2016). Long Range Plan.

<https://everetttransit.org/DocumentCenter/View/1075/Everett-Transit-Long-Range-Plan->

Fan, Y., Guthrie, A., & Van Dort, L. (2019, February). Advancing Transportation Equity: Research and Practice. Humphrey School of Public Affairs - Center for Transportation Studies.

Fesler, S. (2020, December 15). *Sound Transit Fare Enforcement Reform Still Fraught, Pilot Coming Along with Fare Changes*. The Urbanist. <https://www.theurbanist.org/2020/12/11/sound-transit-fare-enforcement-reform-still-fraught-pilot-coming-along-with-fare-changes/>

Fletcher, L. (2020, June 30). *Jackson Street*. Ventures. <https://www.venturesnonprofit.org/blog/jackson-street-project/>

Frank, A. (2020, March 1). 'New road' or 'just another committee'? Duggan unveils equity council aimed at fairness amid growth. Crain's Detroit Business. <https://www.craindetroit.com/government/new-road-or-just-another-committee-duggan-unveils-equity-council-aimed-fairness-amid>.

Fresno DRIVE Initiative. (2019, 10 31). *Fresno DRIVE Initiative*. Retrieved from Greater FresnoRegion DRIVE, draft 10.31.19:

https://a42d1a1f-d09d-4ae7-99db-bc1b257a3931.filesusr.com/ugd/69d6c8_860778748120479bb6a0b50b082aba5a.pdf

Fresno DRIVE Initiative. (2020). *Fresno DRIVE Initiative - The Plan*. Retrieved from DRIVEGreater Fresno

Region: <https://www.fresnodrive.org/the-plan>

Furst, R. and Webster, MJ (2019). How did Minn. Become one of the most racially inequitable states? Star Tribune. Retrieved from <https://www.startribune.com/how-did-minnesota-become-one-of-the-most-racially-inequitable-states/547537761/?refresh=true>

Granville, K. (2009, October 30). *Pushing Fresh Produce Instead of Cookies at the Corner Market*. The New York Times. Retrieved from <https://www.nytimes.com/2009/10/31/business/smallbusiness/31grocery.html>

Grimes, K. (2019, Nov 12). *California Leads Country in New Ranking of States with Most Homeless Street People*. Retrieved from California Globe: <https://californiaglobe.com/section-2/california-leads-country-in-new-ranking-of-states-with-most-homeless-street-people/>

Howell, B. (2021, April 6). *Presentation to UW Studio Class*.

Insight News (2020). Chase opens innovative branch in Minneapolis. Retrieved from https://www.insightnews.com/business/chase-opens-innovative-branch-in-minneapolis/article_7d_19f86c-e168-11ea-8bee-83a5ba4d3a12.html

Infotech. (n.d.). *Diversity*. The Chamber of Commerce for Greater Philadelphia. <https://chamberphl.com/advocacy-initiatives/diversity-equity-inclusion/>.

Innovative Stable Housing Initiative Boston. (April 2016). Retrieved from: <https://www.ishiboston.org/>

Innovative Stable Housing Initiative Boston. (April 2016). *Process*. Retrieved from: <https://www.ishiboston.org/process>

Innovative Stable Housing Initiative Boston. (April 2016). *Flex Fund*. Retrieved from: <https://www.ishiboston.org/flex-fund>

Innovative Stable Housing Initiative Boston. (April 2016). *Upstream Fund*. Retrieved from: <https://www.ishiboston.org/upstream-fund>

Innovative Stable Housing Initiative Boston. (April 2016). *Resident-led Fund*. Retrieved from: <https://www.ishiboston.org/resident-led-fund>

Joseph R. Biden, J. (2021, Jan 20). *Executive Order on Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis*. Retrieved from The White House: <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-protecting-public-health-and-environment-and-restoring-science-to-tackle-climate-crisis/>

JPMorgan Chase. (2021) *Advancing Cities*. Retrieved from: <https://www.jpmorganchase.com/impact/communities/advancingcities>

JP Morgan Chase & Co, *Advancing Cities Chicago*: <https://www.jpmorganchase.com/impact/communities/advancingcities/city-partnership-chicago>

JP Morgan Chase & Co. (2019, April 18). *JP Morgan Chase Announces \$15M for Advancing Cities Challenge Winners*. Retrieved from JP Morgan Chase & Co.: <https://www.jpmorganchase.com/news-stories/2019->

advancingcities-winners

JP Morgan Chase & Co. (2021). Expanding Opportunity Through Advancing Cities. Retrieved from JP Morgan Chase & Co.:

<https://reports.jpmorganchase.com/corporate-responsibility/2018/cr-2018-advancing-cities.htm>

JP Morgan Chase & Co. (2021). Our Model for Impact. Retrieved from JP Morgan Chase & Co.:

<https://www.jpmorganchase.com/impact/our-approach/neighborhood-revitalization>

JP Morgan Chase & Co. (2021). The 7 Traits of Advancing Cities - 2. Plan for Inclusive Growth. Retrieved from JP Morgan Chase & Co.: <https://www.jpmorganchase.com/impact/communities/advancingcities/the-7-traits-of-advancing-cities/plan-for-inclusive-growth>

JP Morgan Chase & Co. (2020). Minneapolis Receives \$4 Million in JPMorgan Chase's Advancing Cities Challenge as Bank Showcases New, Innovative Branch in Ventura Village. Retrieved from

<https://www.jpmorganchase.com/news-stories/minneapolis-branch-opening-press-release>

JP Morgan Chase & Co. (2021). <https://www.jpmorganchase.com/impact/communities/advancingcities>.

JP Morgan Chase & Co. (2021). <https://www.jpmorganchase.com/news-stories/jpmc-expands-tfi-to-oakland>

<https://www.jpmorganchase.com/news-stories/american-dream-in-parking-lot>

JP Morgan Chase & Co. (2019). A Neighborhood Rebuilt, a Life Transformed. Retrieved from:

<https://www.jpmorganchase.com/news-stories/a-neighborhood-rebuilt#2>

JP Morgan Chase & Co. (2021). Advancing Cities Challenge. Retrieved from:

<https://www.jpmorganchase.com/impact/communities/advancingcities/advancingcities-challenge>

King County Metro Transit. (2018, June). Strategic Plan Progress Report. Seattle.

King County Metro. (n.d.). *Trip Itineraries*. INFO-Web Transit Information.

<https://tripplanner.kingcounty.gov/#/app/tripplanning/itineraries/47.97253681539083/-122.20826071707451/3401%20Colby%20Ave,%20Everett,%20WA%2098201,%20USA/47.956994774867894/-122.22926729342122/137%20Mukilteo%20Bld,%20Everett,%20WA%2098203,%20USA///W05//////////false>

Leahy, A., & Lewis, L. (n.d.). *Complete Streets Defined*. Kittelson & Associates, Inc.

<https://kittelsonassoc.wpengine.com/ideas/complete-streets-defined/>.

Leahy, A., & Takesian, Y. (n.d.). *The Importance of the Equity Lens in Transportation Planning and Design*.

Kittelson & Associates, Inc. <https://www.kittelson.com/ideas/the-importance-of-the-equity-lens-in-transportation-planning-and-design/#:~:text=Transportation%20Equity%3A%20Accessible%20and%20affordable,affecting%20transportation%20choice%20and%20impact.>

Leighton, H. (2019, May 23). *How Detroit's director of planning aims to recreate the city with equity for all in mind*. The Kinder Institute for Urban Research. <https://kinder.rice.edu/urbanedge/2019/05/23/maurice->

[cox-detroit-kinder-institute-forum-city-planning-equity.](#)

Litman, T. (2014, June 11). Evaluating Transportation Equity. Victoria Transport Policy Institute.

Litman, T. (2021, April 21). Evaluating Transportation Equity. Victorian Transport Policy Institute.

Litman, T. (2019, July 13). Our Efficient and Equitable Transportation Action Plan.
<https://citiesforeveryone.org/2019/07/13/our-efficient-and-equitable-transportation-agenda/>.

Long, K. (2020, October 22). Sound Transit transfers 1.6 acres in Rainier Valley to city of Seattle for affordable housing. *The Seattle Times*.

Lopez, F. (2021, February 17). Chase Program Helps Fresno Entrepreneur put down roots. Retrieved from The Business Journal:
<https://thebusinessjournal.com/chase-program-helps-fresno-entrepreneur-put-down-roots/>

Lohry, Matt. (2017). "Housing By Other Means." *Medium*, Medium, 12 Sept. 2017,
medium.com/@MatthewLohry/housing-by-other-means-46256bbca3ee.

Lustgarten, Abraham, and Al Shaw. (2020) "New Climate Maps Show a Transformed United States." *ProPublica*, 15 Sept. 2020, projects.propublica.org/climate-migration/.

Miller, K., & Ph.D. (2018, December 4). *Chapter 5 – Transportation Equity*. Introduction to Design Equity.
<https://open.lib.umn.edu/designequity/chapter/chapter-5-transportation-equity/>.

National League of Cities. (2018, May 2). *Can Columbus, Ohio Become a Model for Equitable Community Development?* National League of Cities. Retrieved from <https://www.nlc.org/article/2018/05/02/can-columbus-ohio-become-a-model-for-equitable-community-development/>

Nextcity.org. (n.d.) [https://nextcity.org/daily/entry/seattle-raises-the-equity-bar-on-transit-oriented-development#:~:text=The%2080%2D80%20policy,area%20median%20income%20\(AMI\)](https://nextcity.org/daily/entry/seattle-raises-the-equity-bar-on-transit-oriented-development#:~:text=The%2080%2D80%20policy,area%20median%20income%20(AMI)).

Office of Equity and Social Justice. (2016). Equity and Social Justice Strategic Plan.

Patton, C. (2021, February 25). *Vision 2050—Regional Equity Strategy* [PowerPoint]. PSRC Executive Board Meeting. <https://www.psrc.org/equity>

Pedbikesafe.org. (2019). *Curb Ramps*. Pedestrian Safety Guide and Countermeasure Selection System. http://pedbikesafe.org/PEDSAFE/countermeasures_detail.cfm?CM_NUM=3.

Pedbikesafe.org. (2019). *Sidewalks, Walkways and Paved Shoulders*. Pedestrian Safety Guide and Countermeasure Selection System. http://pedbikesafe.org/PEDSAFE/countermeasures_detail.cfm?CM_NUM=1.

Pedbikesafe.org. (2019). *Lighting and Illumination*. Pedestrian Safety Guide and Countermeasure Selection System. http://pedbikesafe.org/PEDSAFE/countermeasures_detail.cfm?CM_NUM=8.

Pedbikesafe.org. (2019). *Landscaping*. Pedestrian Safety Guide and Countermeasure Selection System. http://pedbikesafe.org/PEDSAFE/countermeasures_detail.cfm?CM_NUM=38

PIDC Philadelphia. (n.d.). *Oxford Mills*. <https://www.pidcphila.com/who-we-are/pidc-community-capital>.

Prosperity Now. (2021). *The Racial Divide in Seattle*. Seattle: unknown.

Public Health Seattle-King County. (n.d.). *Healthy Foods Here: Recommendations for Future Programming*. Retrieved from <https://kingcounty.gov/depts/health/nutrition/~media/depts/health/nutrition/documents/healthy-foods-here.ashx>

Puget Sound Regional Council. (2020). *Vision 2050: A Plan for the Central Puget Sound Region*. Puget Sound Regional Council.

Puget Sound Regional Council. (2018). *The Regional Transportation Plan – 2018: Appendix B:Equity Analysis Report*. Puget Sound Regional Council.

Puget Sound Regional Council. (2018). *The Regional Transportation Plan – 2018: Appendix C:Public Engagement and Outreach*. Puget Sound Regional Council.

Puget Sound Regional Council. (2018). *Public Participation Plan*. Puget Sound Regional Council.

Puget Sound Regional Council. (2020). *Vision 2050 Final Supplemental Environmental ImpactStatement: Appendix H: Equity Analysis*. Puget Sound Regional Council.

Puget Sound Regional Council. (2010). *Plan Review Manual*. Puget Sound Regional Council.

Redfin.com, (n.d.). "Everett Market Report." www.redfin.com/city/5832/WA/Everett/housing-market.

Resilient305. (2019). *Resilient305 Full Strategy* (Resilient305). Miami Dade County, City of Miami, and Miami Beach. <https://resilient305.com/our-future/>

Rideshare. (n.d.). *Serving Washington and Oregon*. RideshareOnline. <http://www.RideshareOnline.com/>.

Sazama, Gerald, and Roger Willcox. (1995). "An Evaluation of Limited Equity Cooperatives in the United States." University of Connecticut Department of Economics.

Schmitt, A. (2019, June 14). *Building a Safer Mid-Block Crossing*. Streetsblog USA. <https://usa.streetsblog.org/2019/06/14/building-a-safer-mid-block-crossing/>.

Seattle Chinatown International District Public Development Agency. (n.d.). <https://scidpda.org/what-we-do/>

Snohomish County. (n.d.). *DRAFT Snohomish County Comprehensive Park and Recreation Plan*: <https://snohomishcountywa.gov/Archive/ViewFile/Item/1736>

Snohomish County. (n.d.). *General Policy Plan - Comprehensive Plan*: <https://snohomishcountywa.gov/1566/General-Policy-Plan>

Snohomish County. (n.d.). *Urban Development 2023 Comprehensive Plan Background Paper*: <https://www.snohomishcountywa.gov/DocumentCenter/View/72950/Urban-Dev-BG-Paper-Final>

Snohomish County. (n.d.). Light Rail Communities Reports:
<https://snohomishcountywa.gov/4068/Light-Rail-Communities>

Snohomish County. (n.d.). Capital Facilities Plan 2015:
<https://www.snohomishcountywa.gov/DocumentCenter/View/12027/CAPITAL-FACILITIES-PLAN-Effective-12-21-09?bidId=>

Snohomish County. (n.d.). Snohomish County Park and Recreation Element:
<https://snohomish.county.codes/CompPlan/PRE>

Snohomish County. (n.d.). 2024 Snohomish County Update:
<https://snohomishcountywa.gov/5597/2024-Update>

Snohomish County. (n.d.). DRAFT Countywide Planning Policies for Snohomish County:
https://snohomishcountywa.gov/DocumentCenter/View/79469/DRAFT_CPPs-for-PAC-Review_Full-Plan_21521

Snohomish County. (n.d.). Housing Characteristics and Needs Report Snohomish Co 2014
<https://www.snohomishcountywa.gov/DocumentCenter/View/13067/Housing-Characteristics-and-Needs-Report-for-Snohomish-County-1-2014?bidId=>

Sound Transit. (2018) *RESOLUTION NO. R2018-10 2.5.3.b*, Sound Transit.

Sound Transit. (n.d.) <https://www.soundtransit.org/system-expansion/creating-vibrant-stations/connecting-to-stations/system-access-fund#:~:text=The%20System%20Access%20Fund%20will,Transit%20and%20partner%20transit%20services.&text=Sound%20Transit%20will%20allocate%20this,applicant%20between%202019%20and%202025.>

State of Washington. (2020) "RCW 81.112.350."

The 614 for Linden. (2021, March 4). *2019-2020 Annual Report*. Retrieved from
https://issuu.com/douglas_craven/docs/614_whitepaper_final_210304

The 614 for Linden. (n.d.). *Our Mission & Impact*. The 614 for Linden. Retrieved from
<https://www.the614forlinden.org/mission>

Transit Center. (2018, July 17). *INCLUSIVE TRANSIT: Advancing Equity Through Improved Access & Opportunity*.

Transit Center. (2019, August 15). *Advancing Equity Through Improved Access & Opportunity*. Inclusive Transit. <https://transitcenter.org/publication/inclusive-transit-advancing-equity-improved-access-opportunity/>.

Transit Center. (n.d.). *Policing + Transit*.

Transit Center. (n.d.). *The Limits of Microtransit*.

Trent, S. (2018, April 2). *A Blueprint for More Equitable Transportation Planning*. Next City.
<https://nextcity.org/daily/entry/a-blueprint-for-more-equitable-transportation-planning>.

TriMet. (n.d.). *Fares and Fare enforcement on TriMet*.
<http://trimet.org/fares/fareisfair.htm>.

Trumm, Doug. (2019). "Was the Mercer Megablock Deal a Megablunder?" *The Urbanist*, 13 Aug. 2019,
www.theurbanist.org/2019/08/09/was-the-mercer-megablock-deal-a-megablunder/.

Urban Institute. (2020, October 6). *The Unequal Commute*. <https://www.urban.org/features/unequal-commute>.

US Government. (2013, December 17). *Equity*. U.S. Department of Transportation.
<https://www.transportation.gov/mission/health/equity#:~:text=It%20offers%20policy%20recommendations%20for%20increasing%20health%20and,equitable%20communities%20through%20transportation%20of%20policy%20and%20projects>

US Department of the Treasury. (2021). CDFI Fund - About Us. Retrieved from US Department of the Treasury CDFI Fund: <https://www.cdfifund.gov/about>

US EPA. (2021, May 3). Environmental Justice. Retrieved from US Environmental Protection Agency: <https://www.epa.gov/environmentaljustice>

US EPA. (2015, February 27). *The Environmental Justice Collaborative Problem-Solving Cooperative Agreement Program* [Other Policies and Guidance]. US EPA. <https://www.epa.gov/environmental-justice/environmental-justice-collaborative-problem-solving-cooperative-agreement-0>

Victoria Transport Policy Institute. (2018, April 23). *Nonmotorized Transport Planning*. Online TDM Encyclopedia. <https://www.vtpi.org/tdm/tdm25.htm>.

Victoria Transport Policy Institute. (2019, September 6). *Complete Streets*. Online TDM Encyclopedia. <https://www.vtpi.org/tdm/tdm133.htm>.

Victoria Transport Policy Institute. (2018, April 23). *Ridesharing*. Online TDM Encyclopedia. <https://www.vtpi.org/tdm/tdm34.htm>.

Victoria Transport Policy Institute. (2019, September 6). *Road Pricing*. Online TDM Encyclopedia. <https://www.vtpi.org/tdm/tdm35.htm>

Victoria Transport Policy Institute. (2018, April 23). *Nonmotorized Transport Planning*. Online TDM Encyclopedia. <https://www.vtpi.org/tdm/tdm25.htm>.

William Penn Foundation. (2020, January 10). *Rebuilding Community Infrastructure*.
<https://williampennfoundation.org/rebuilding-community-infrastructure>.

World Health Organization, Regional Office for Europe. (2017). *Urban Green Spaces: A Brief for Action*. World Health Organization.

Zillow. (13 May 2020). "A Rise in Remote Work Could Lead to a New Suburban Boom."
zillow.mediaroom.com/2020-05-13-A-Rise-in-Remote-Work-Could-Lead-to-a-New-Suburban-Boom.

Images

File 1:

<https://www.everettstationdistrict.com/>

File 2:

<https://snohomishcountywa.gov/3406/Urban-Growth-Area-Maps>

File 3: <https://www.jporganchase.com/news-stories/why-dont-chicago-south-and-west-side-residents-have-access-to-daily-necessities>

File 4: <https://www.jporganchase.com/news-stories/jp-morgan-chase-commits-600m-dollars-to-increase-homeownership-among-black-and-latinx-families-in-chicago>

File 5:

<https://www.sandiegobusiness.org/blog/san-diego-receives-3-million-investment-from-jpmorgan-chases-advancingcities-challenge/>

File 6:

<https://www.sandiegobusiness.org/about-edc/our-initiatives/advancing-san-diego/preferred-providers/>

Figures

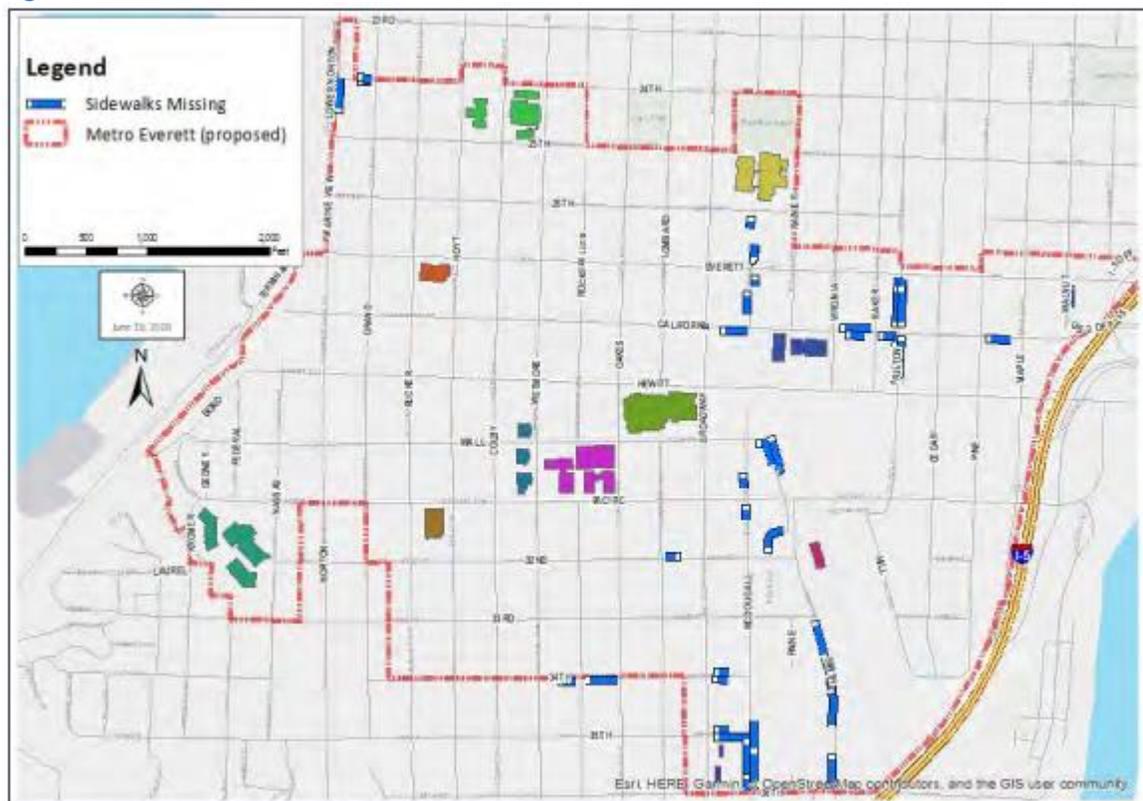


Figure 1. "Missing sidewalk segments in Metro Everett (blue lines)" (Metro Everett Plan 2018)



Figure 2. Bicycle network in Everett 2011. (Everett Bicycle Master Plan 2011)

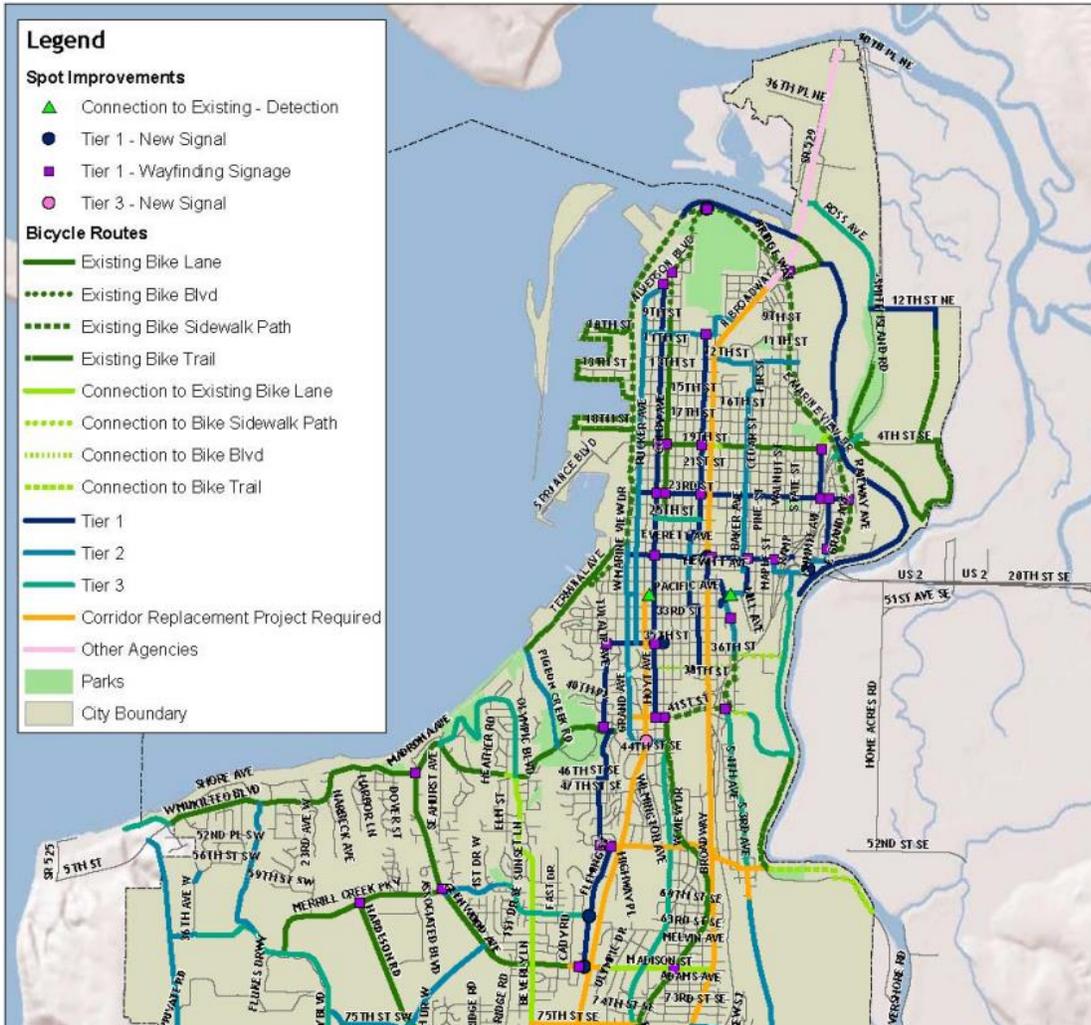


Figure 3. "Recommended Bike Facilities" (Everett Bicycle Master Plan 2011)



Figure 4. Current public transportation coverage and intervals of service. (Everett Transit 2016)

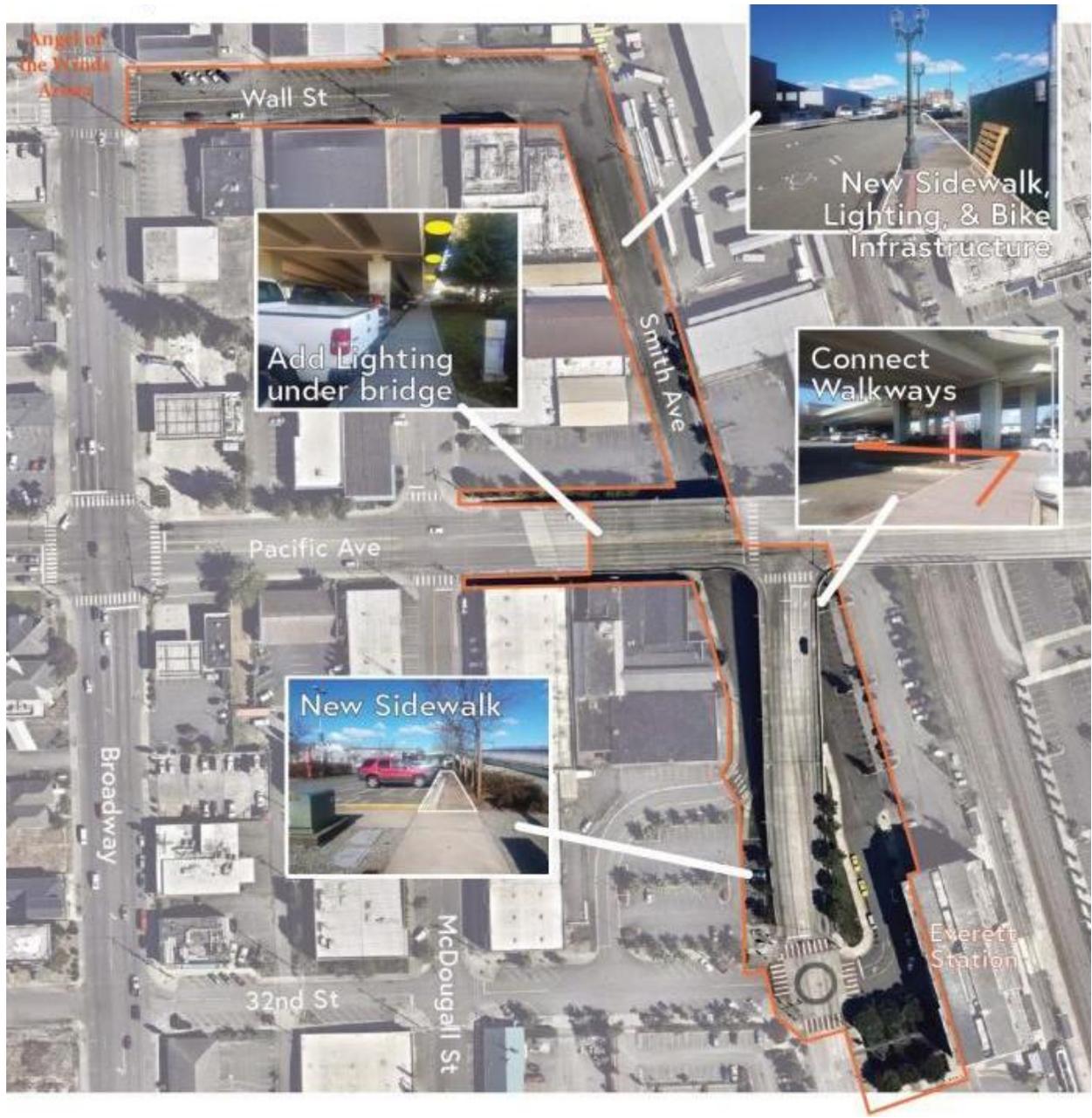


Figure 6. Planned pedestrian and bike improvements near Everett Station. (The Urbanist)

Appendix C

UW Studio Class Report

“Sound Communities: Everett TOD Housing Study”

James Stanton, Peter van Overbeek, and Jude Zhu

(November 2021)

Sound Communities Everett TOD Housing Study

Prepared by:
James Stanton, Peter van Overbeek, Jude Zhu



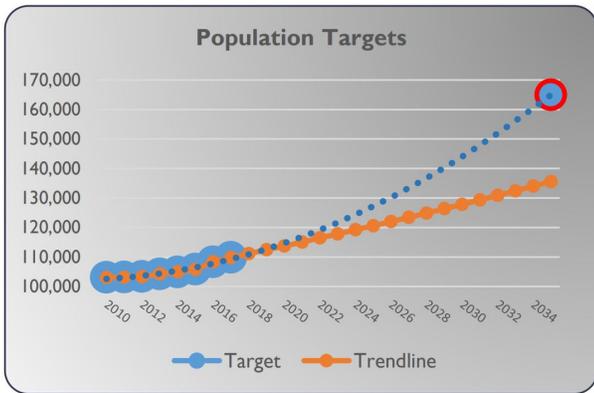
Background

Study Area

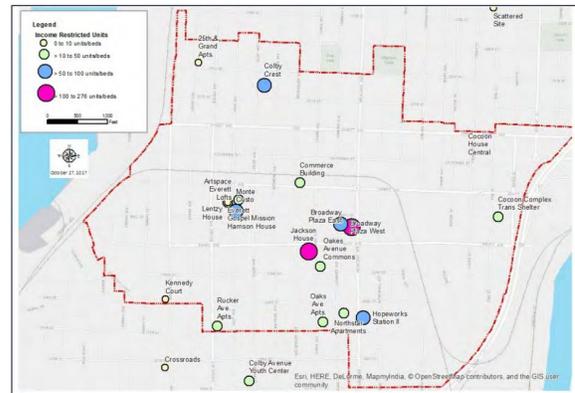
Everett is the largest city in Snohomish County, Washington. It remains a major employment center for Snohomish County but has also become a bedroom community for Seattle in recent decades. “Metro Everett” is the Metropolitan Center regionally designated by the city. The 2010 Census showed 6,703 people were living in Metro Everett in 3,327 housing units. Between 2010 and 2018, developers constructed approximately 600 housing units. The Census projects that 50,000 people will move to Everett over the next 15 years. This 40% increase will bring the metro population of the city up to 110,000 by 2035.

Metro Everett is also the financial, governmental, institutional, and cultural center for Snohomish County. For every one person living in Metro Everett, there are nearly two people employed there. This data points to the requirement for more development and redevelopment to meet future residential and employment demands.

Within Metro Everett, there are 759 units of rent-restricted housing affordable to low-income households. Of those units, only 101 are available to minimum wage earners. Yet, with the large percentage of low-income (55%) and severely cost-burdened households (19%) in the city, additional affordable housing is still needed.



Everett Conditional 2035 Population Targets and Growth Trendline (From Metro Everett Subarea Plan)

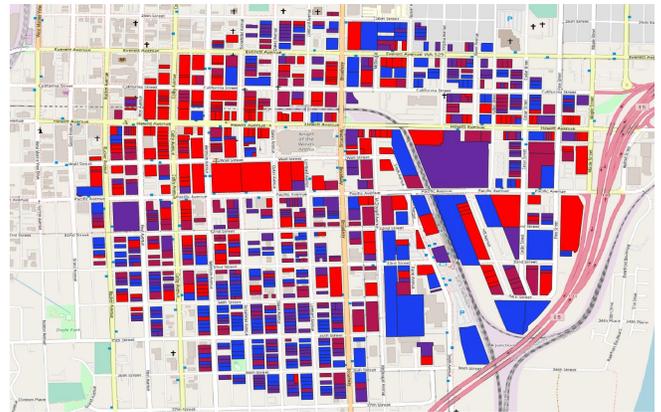


Income Restricted Units, Metro Everett (From Metro Everett Subarea Plan)

The study area focuses on the station area located in the southwest portion of Metro Everett. The study area covers the Everett Transit Station and the future Everett light rail station. It extends from 26th Street on the north to 37th Street on the south, Rucker Avenue (both sides) on the west to Maple Street on the east, including 909 potential redevelopment parcels and having a total area of about 220 acres (does not include roads and other parcels).



The Identification of Study Area

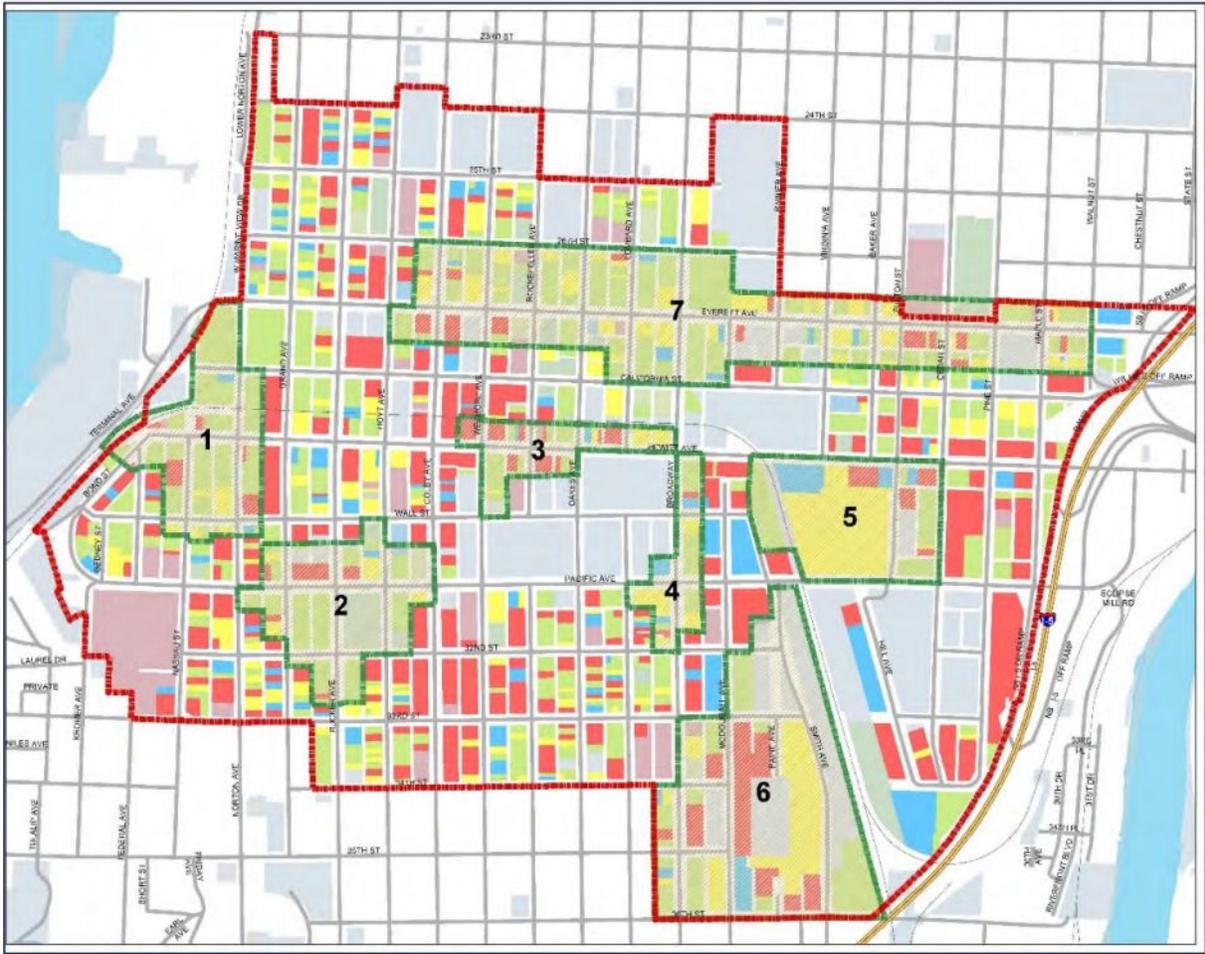


Parcels in the Study Area divided by quartiles (Dark blue are the best for redevelopment followed by the dark purple, then the maroon, then the red)

Existing conditions

The city is bisected by Interstate 5 (I-5), a major north-south freeway that connects Everett to Seattle and Vancouver, British Columbia. Metro Everett travels to Seattle and the south part of the county along the I-5 corridor. It only takes half an hour driving to Seattle via I-5. But actually, the Everett–Seattle section of I-5 is rated as one of the most congested in the United States during commuting hours. Besides, the area has a solid foundation of transportation systems of regional and local transit.

Existing buildings in the area vary in quality and condition. Many significant structures are older than 15 years old, such as such the Everett Station and Angel of the Winds Arena. The Metro Everett Subarea Plan identified seven redevelopment areas with existing low-quality structures and high redevelopment potential. City planners identified sites by looking at the assessed value of improvements (e.g., buildings) versus the assessed land value. Low building value with high land value signals potential development sites.



Target Redevelopment Areas (grey=public/nonprofit; red = high I/V ratio; yellow/green = low I/V ratio) (From Metro Everett Subarea Plan)



On Broadway looking towards McDougall, west of BNSF tracks



Above McDougall looking north towards Pacific Ave.



On the corner of 33rd St and Cedar St looking South



Above the 34th and Cedar Ave looking northwest towards Angel of the Winds Arena and Pacific Ave

Everett Station

Everett Station, constructed in 2002, is a significant asset in the area to represent Everett’s as a transportation center. It brings bus service from Everett Transit, Snohomish County’s Community Transit, regional Sound Transit, Greyhound, and train service from Amtrak and Sound Transit together in one location. Today, the station is a multi-modal, multi-use building and functioning as a transportation hub and home to social services and educational programs.

Everett Station also functions as a park and ride, with 1,067 short-term parking spaces located in lots around the station after Sound Transit expanded it in 2009. In addition to the short-term parking lots, there are 25 designated Amtrak/Greyhound parking stalls and eight rideshare vehicle stalls located at the station building’s front. The large surface lots around the station present potential opportunities for denser development.

Angel of the Winds Arena

The Angel of the Winds Arena (originally known as the Everett Events Center) is a three-venue, state-of-the-art, multi-purpose complex located in the heart of downtown Everett, WA. It opened in October 2003. The arena has a capacity of 10,000 seats. The arena contains a year-round NHL regulation ice rink plus space that can support indoor football, trade shows, concerts, and more. The adjoining conference center can host conventions, meetings, weddings, banquets. It is Snohomish County’s “premier entertainment and convention facility.”

The venue served as the host for 2008 Skate America, a three-day ice-skating championship featuring world-class skaters. In 2016, the arena served as the host for the 2016 Pacific Rim Gymnastics Championships. It also hosted WWE's flagship TV show Monday Night Raw on February 17, 2020.



Everett Station



Angel of the Winds Arena

Metro Everett Subarea Plan

The city committed in 2015 to complete a subarea plan for Metro Everett. The Metro Everett Subarea Plan was approved in 2018 and mentioned that the transportation system is a critical component of the Metro Everett plan. The city allows for high-rise buildings as tall as 25 stories and with reduced parking requirements to encourage denser development in anticipation of a future Link light rail station.

In this plan, they expect the development of 1,000 units of market-rate housing units. The key mechanism for promoting development is the enforcement of vacant and blighted properties plus promoting open space and placemaking actions to create an inviting environment to live, work, and visit.

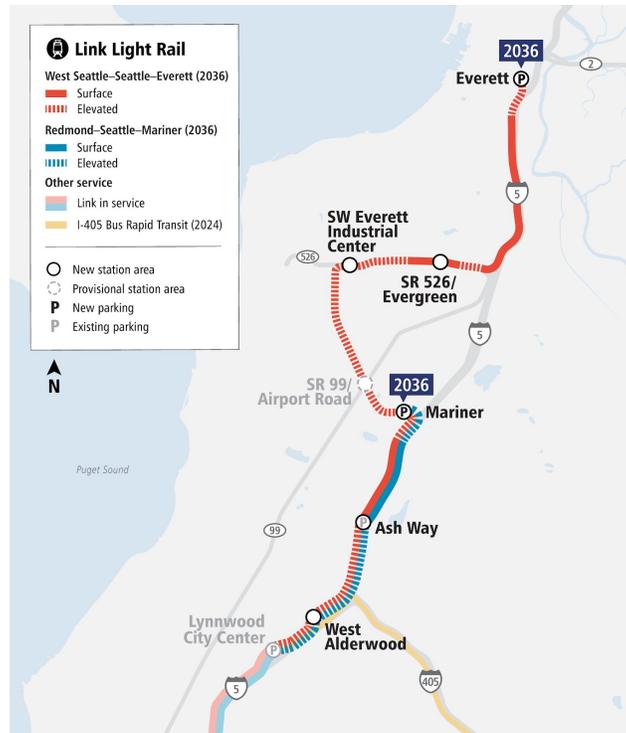
And the vision provided by the plan for Metro Everett is for an attractive, clean and safe place – bustling with activity on the streets and in public places. There will be a robust array of housing choices available and affordable to all household incomes. Buildings significant to Everett's history have been preserved and rehabilitated. New construction contributes to the vibrant character with innovative, high-quality design and materials.

In the redevelopment plan, the city put forward three guiding statements:

- 1) Embrace the diverse and eclectic neighborhood, home to a wide variety of ages, incomes, and people.
- 2) Each new construction project contributes to the vibrant character of Metro Everett's environment with innovative, high-quality design and materials.
- 3) Everyone has a wide range of convenient and safe transportation options available to get them to their destinations, from light rail and transit to biking and walking.

Everett Link Extension

The construction of the Everett light rail station will be a crucial catalyst for our future development in the Everett station area. The station is the last of six stations in the Everett Link Extension Project. The light rail station will make the public transportation system in the area more convenient. The projected travel time to Seattle downtown will take 60 minutes, and travel to Lynnwood will take 33 minutes.



Everett Link Extension

The extension project has been approved and now in the planning progress. The specific location of the future Everett light rail station will be in the station area within Metro Everett but has not been finalized. There are three alternatives now, two from the Sound Transit and one from the city.

- 1) Option 1 - Sound Transit: The station will be located on the east side of the Burlington Northern Santa Fe (BNSF) track on property owned by ST across from Everett Transit Station
- 2) Option 2 - Sound Transit: The station will be located on the west side of the BNSF track just south of the existing Everett Transit Station
- 3) Option 3 - City of Everett: The station will be located on/around McDougal just south of Pacific Ave



Potential Light Rail line & station locations (provided by Dan Eernisse)

The two options of ST set the station based on the existing Everett Station and BNSF line and make use of the current parking spaces. The city’s option is closer to the downtown/business center and can function better suited to support non-trail transit connections. The final light rail station locations will impact the parcels selected in the analysis, but the overall financial outcome of different approaches should not vary significantly based on station location.

Timeline for transit improvements

The Everett Light Rail Station was approved by voters in 2016 and is scheduled for completion in 2036. Sound Transit expects to start planning and design in 2020. The planning process will continue until 2026 and then start the detailed design process until 2029. The construction is expected to start in 2030.

Methodology

Key planning concepts applied

We focused on urban revitalization for the area around the potential light rail station (and current Amtrak/Sounder station). Our goal is to take the existing light/medium industrial spaces and turn them into pedestrian-friendly living and entertainment spaces while creating a transportation, entertainment, and social hub of East Everett. This area should encourage not just residents north of Seattle, but also Seattle and south sound residents to make the trip to Everett for a unique experience.

To do this, we focused on three specific areas 1) The redevelopment of the section of Hill Ave that lays south of Pacific Ave into a pedestrian-friendly street area. 2) Connecting the two different sides of the railroad tracks 3) Linking the station area with the arena via 5th Ave and Wall with pedestrian-friendly work. We designed this strategy in conjunction with the understanding that Sound Transit would use their parcel south of Pacific Ave and east of the train tracks as a multistory parking garage that will accommodate after-hours parking. For inspiration in the area, we used:

1) Third Street Promenade in Santa Monica for extremely walkable pedestrian space



2) Hamilton Street in Vancouver for warehouse district to urban corridor example





3) Pearl District in Portland for redeveloping a former industrial area into a vibrant mixed-use neighborhood within a larger city



In the Hill Ave area, we are proposing the vacation of Hill Ave between Pacific Ave and 34th street. We also advocate the vacation of 34th Ave West of Cedar Ave and local access only on 33rd Ave. With this street vacation, we will use funds to create pedestrian-friendly, such as those outlined by the Global Designing Cities Initiative.

Example of an 18-meter width pedestrian priority street

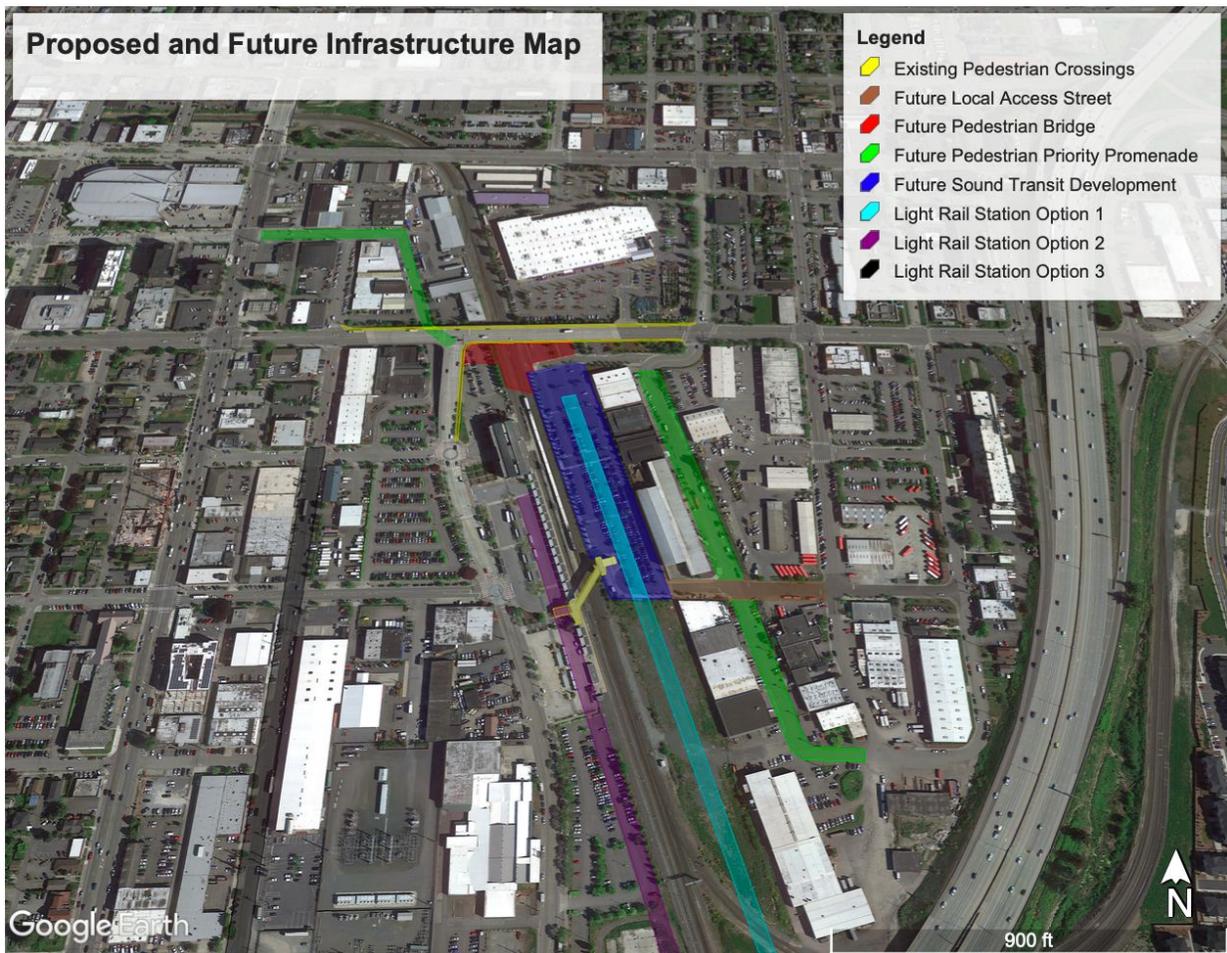


Connecting a neighborhood across a train track presents challenges. Currently, there is a pedestrian bridge at approximately 33rd Street, south of Everett rail station. Now, there is a sidewalk on Pacific Ave next to a six-lane road. This sidewalk is not conducive to safe pedestrian traffic and neighborhood connection. To improve accessibility and walkability, we would like to build a bridge north of the rail station and south of Pacific Ave. This bridge would connect the parking structure, Paine and Wall corridor, Hill Ave corridor, and Angel of the Winds arena into a cohesive urban design.

Lastly, we would like to invest in the corridor from the rail station to the Angel of the Winds and downtown. While this area is only one block, rejuvenating the street will provide a critical and safe link between rail customers and the downtown event space. This area has low vehicle traffic but will have high foot traffic on event nights.

Other non-investment interventions that we are proposing are:

- 1) Require funds raised by school impact fees to be spent in the target area.
- 2) Ease the zoning requirement for first-floor retail space to allow for more community-oriented development.
- 3) Coordinate with local transit authorities to make sure existing transit services serve new construction.



Financial modeling methodology and assumptions

Our approach seeks to measure the net difference in developable unit count between three main scenarios for 114 different parcels in Everett WA over a twenty-year investment horizon:

- 1) No Intervention @ Market Pricing: Shows the forecast performance of our selected parcels if the market was left to its own devices. Based on precedent, development starts slowly and ramps up sharply in the 4-6 years before the light rail station opens in 2036 with most units being market-rate housing.
- 2) Intervention @ Market Pricing: Sound Communities invests in the strategic acquisition of land around the proposed transit area. All parcels are purchased, held for five years, and then sold at market value with the stipulation that 66% of the land be used for affordable & workforce housing.
- 3) Intervention @ Below Market Pricing: Same as #2, except affordable units are sold at cost (aka. below market value). The cost savings are passed on to affordable developers who use the extra funds to acquire more land and thus increase the number of affordable units that can be developed.

We generate the number of units created in each scenario which drives further analysis into the impacts this additional housing has on Everett’s population, economy, tax revenues, and more. These forecasts are derived by multiplying relevant census data by the number of new units available under the three scenarios.

Each scenario, except where noted below, is subject to the same set of assumptions. Thus, while the topline projections are useful indicators, the real value of this analysis is to illustrate the *net difference* between the three scenarios.

Other variables and unknowns

Key inputs into the model include:

- Everett light rail station to open in 2036
- Without intervention, we forecast a 65% total build-out of the selected parcels in the next 20 years. (Approximately 45% of that build-out will occur between 2032 and 2037.)
- Affordable housing mix between “No Intervention” and “Intervention” scenarios are not equal. Assumptions are as follows:

Housing Mix	Intervention	No Intervention
% Extremely Low Income Housing	5.00%	0.00%
% Very Low Income Housing	10.00%	5.00%
% Low Income Housing	18.00%	15.00%
% Workforce Housing	33.00%	15.00%
% Market Rate Housing	34.00%	65.00%

- Market growth in property values is 4% per year
- \$ Land Cost / Unit is \$13,450 in 2020 and escalates by 4% per year
- Construction costs / SF are \$350 in 2020 and escalates by 4% per year
- Average unit size is 640 SF
- Everett median “renter occupied” household size is 2.38 persons
- Everett 2019 median *household* income is \$50,900
- Everett 2019 median income is \$30,670
- Incomes grow by 2.5% per year
- Median workers per household is 1.66 (aka. Median Household Income / Median Income)
- Property tax rate is 1.12%
- Local sales tax rate is 2.5%
- B&O tax per capita is \$188
- B&O tax credit per job in Everett is \$1,000
- Tax values and economic growth shown in this report represent the PV of future CF discounted to 2020 using a 5% annual discount rate
- Property values (for property tax calculations) are based on capitalizing 67% of rental income in each year at a cap rate of 5.25%
- Income levels and rent limits are as follows:

Income Levels	2 Person HH	3 Person HH	2.38 People/Household
Extremely Low Income	\$ 26,600	\$ 29,900	\$ 27,920
Very Low Income	\$ 44,333	\$ 49,833	\$ 46,533
Low Income	\$ 70,933	\$ 79,733	\$ 74,453
Workforce	\$ 88,667	\$ 99,667	\$ 93,067
Market Rate	\$ 106,400	\$ 119,600	\$ 111,680

Rents	Studio	1BR	2BR
2020 Rent Limit (30% AMI)	\$ 581	\$ 623	\$ 747
2020 Rent Limit (50% AMI)	\$ 968	\$ 1,038	\$ 1,246
2020 Rent Limit (80% AMI)	\$ 1,545	\$ 1,655	\$ 1,986
2020 Market Rent	\$ 1,220	\$ 1,530	\$ 1,900

While the model is relatively sophisticated, there are limitations worth noting:

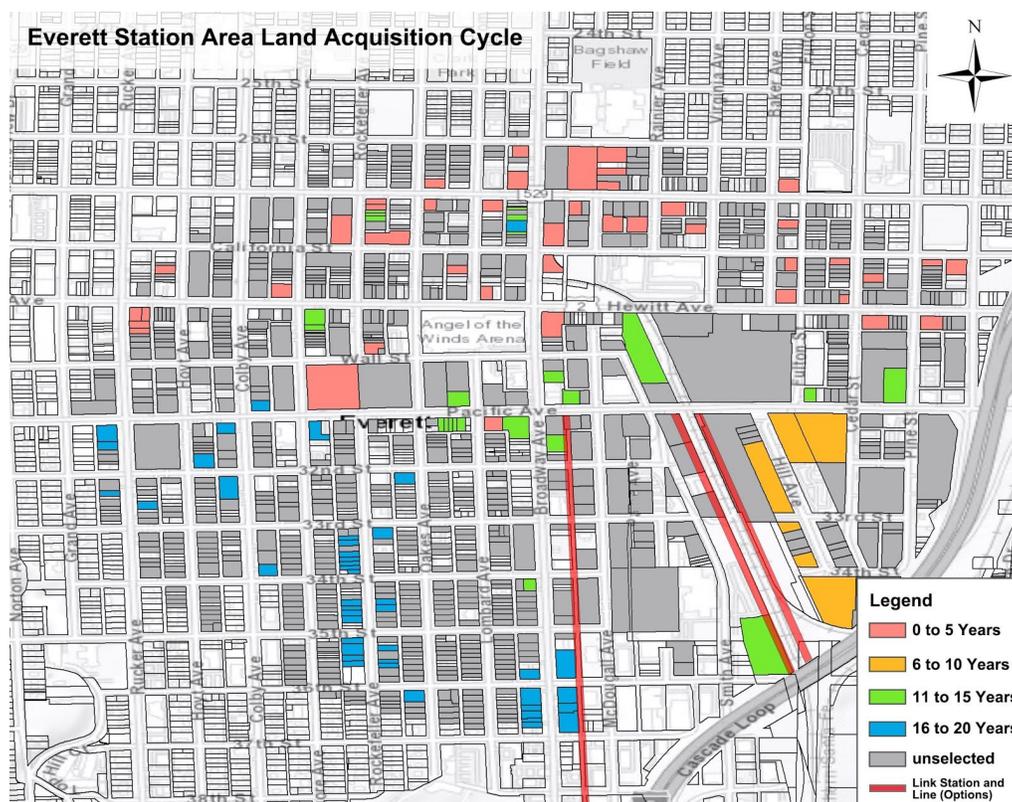
- Housing units are considered 100% occupied when calculating the impacts of additional units on job and population growth
- Holding costs and revenues associated with land banking are omitted from this analysis
- Purchase and sale of all parcels occurs every five years and is simultaneous and instantaneous
- There are no closing costs for land purchase or sale
- Units become available immediately and every parcel sold is developed to maximum FAR and unit count potential
- Property tax does not account for MFTE and other tax abatements for affordable housing
- B&O tax calculations assume that 100% of new residents also work in Everett
- Job creation does not account for construction workers who will construct the buildings
- Sales tax estimates do not include construction materials that make up the new buildings

Investment strategies and rationale

Land acquisition strategy

With a twenty-year investment horizon and more than 900 parcels to choose from, our team established the following principles to guide our overall site selection:

- Seek large parcels zoned UM, ULI, R-3, and BMU with FAR > 5.0 wherever possible. Exceptions accepted for strategically located sites
- Within each 5-year investment cycle, focus on specific neighborhoods and purchase parcels in geographic concentrations to “make our own market” and seed demand upon reversion
- Pursue contiguous sites for assemblage if necessary, but emphasize larger sites where possible
- Do not purchase sites anticipating a re-zone or up-zone since the city has indicated that it is not likely to occur within the trade area



The Land Acquisition Plan

Within each five-year investment cycle, we seek to acquire parcels just ahead of market demand and in areas where the city does (and will) support dense re-development. Our strategy for each cycle is:

- 0 to 5 Years: Acquire 39 distinct parcels accounting for nearly 600,000 SF of land. Based on our discussion with the city, density is actively promoted and encouraged within the downtown and so our focus will be to acquire sites in the northern portion of the trade area. Because the light rail will still be 10+ years away, access to freeway transit is a critical factor.
- 6 to 10 Years: Target sites closer to the proposed station area to the South of the Lowes and East of the existing heavy rail line. Acquiring parcels at this stage should seek to create a new residential and cultural focal point around transit. In this cycle, we plan to acquire a mere six parcels (albeit large and well-positioned ones) valued at \$53M in 2025.
- 11 to 15 Years: Transition to the North and West side of the proposed light rail station while avoiding specific parcels that are presently owned by Sound Transit and/or are in locations that are likely to be absorbed via eminent domain. In this investment round, we plan to acquire 420,000 SF of land across 23 parcels.
- 16 to 20 Years: By this stage, the trade area should be well established and competition for land will be high enough to necessitate the acquisition of smaller parcels with lower FAR that are further afield. The focus will be directed to the South and West of the station area in neighborhoods that are likely to take longer to densify.

In total, our land acquisition strategy calls for the purchase of 114 distinct parcels accounting for nearly 2M SF of developable land. The appendix includes a table of selected parcels.

Infrastructure

We proposed not investing money in infrastructure until year 6 of the project. We don't believe that there will be sufficient density around the future light rail station area to merit investment. The land purchase strategy also reflects this approach.

Our infrastructure/non-land investment falls into two categories:

- 1) **Increased walkability**: As mentioned previously, we will invest in pedestrian centric roads within the development area. Our proposed street redevelopment area is approximately 3000 linear feet of roads or 105,000 sq ft of pedestrian-oriented space. At the cost of \$275 per sqft, the improvements will cost \$28,875,000 in 2026.
- 2) **EIS**: Of the 909 parcels in the study area, we estimate that developers would build-out 65% of those parcels (591) to full capacity. Of those parcels, we will sponsor EIS for 50% of the parcels (295) at an estimated cost of \$4,000 per parcel. EIS studies on 295 parcels equate to approximately \$1,187,000 in 2026 and beyond.

Lastly, while the connection across the train tracks is critical to the development area's success, we chose not to devote infrastructure funds to this development type. The current plan from Sound Transit is to build an additional bridge south of Pacific Ave; therefore, the team did not invest money in bridge infrastructure. Instead, we recommend coordinating with Sound Transit on how to connect the new bridge with the Paine Ave and Hill Ave.

In total, our land infrastructure strategy calls for the investment of \$30,062,000 in 2026 for 3000 linear feet of road improvements and EIS studies for 295 parcels.

Results with and without intervention

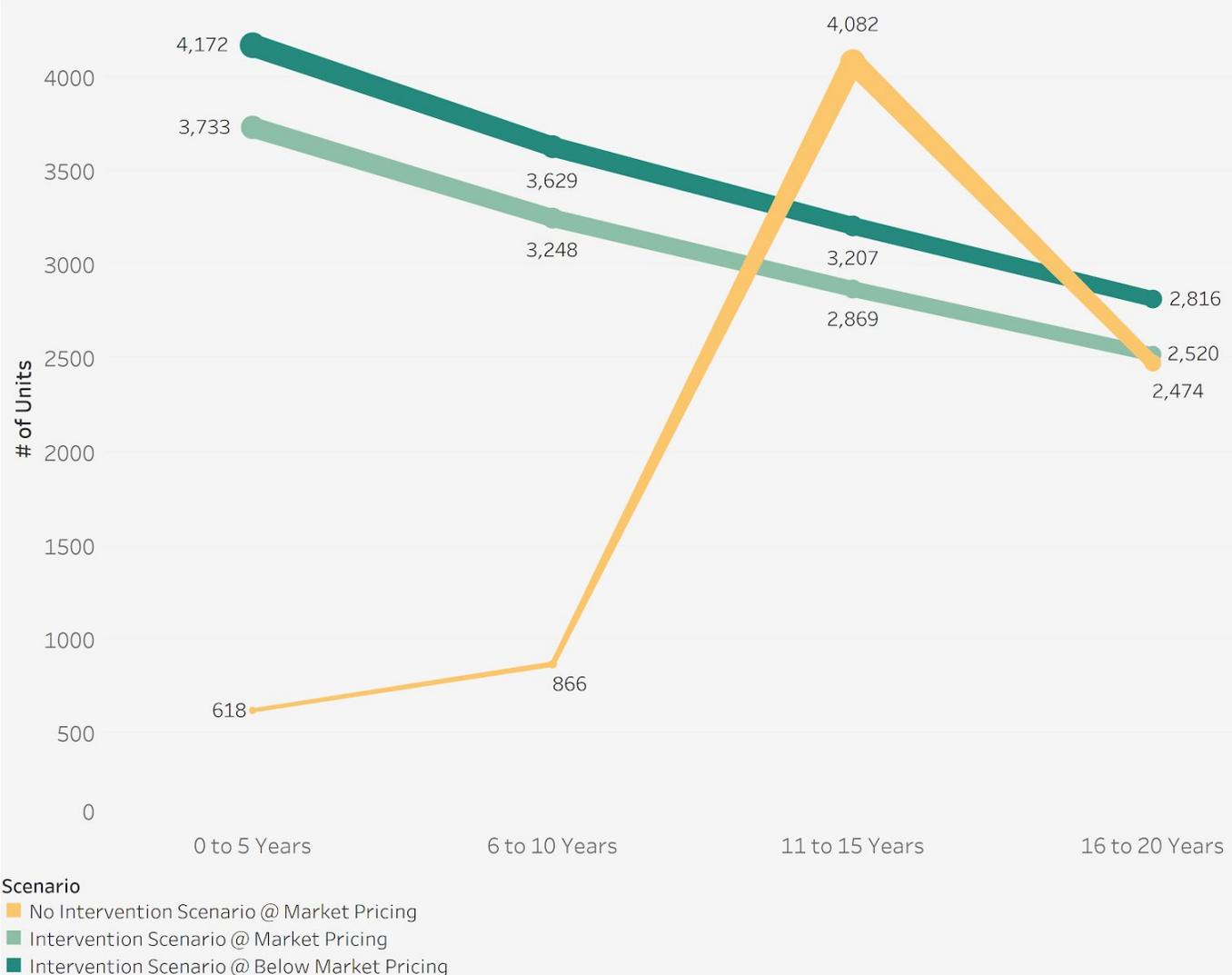
Housing units created

As shown in the table below, the total number and timing of residential unit development vary significantly across our three scenarios. With no intervention, we forecast more than 8,000 residential units over twenty years, with more than 50% of that development occurring 11 to 15 years in the future when the light rail station is expected to come online.

Housing Unit Count by Investment Scenario and Housing Type Over Time						
Investment Scenario	Housing Type	0 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Total
No Intervention Scenario @ Market Pricing	# Extremely Low Income Housing Units	0	0	0	0	0
	# Very Low Income Housing Investment Units	31	43	204	124	402
	# Low Income Housing Investment Units	93	130	612	371	1,206
	# Workforce Housing Investment Units	93	130	612	371	1,206
	# Market Rate Housing Investment Units	402	563	2,653	1,608	5,226
	Total		618	866	4,082	2,474
Intervention Scenario @ Market Pricing	# Extremely Low Income Housing Units	187	162	143	126	618
	# Very Low Income Housing Investment Units	373	325	287	252	1,237
	# Low Income Housing Investment Units	672	585	516	454	2,227
	# Workforce Housing Investment Units	1,232	1,072	947	832	4,082
	# Market Rate Housing Investment Units	1,269	1,104	976	857	4,206
	Total		3,733	3,248	2,869	2,520
Intervention Scenario @ Below Market Pricing	# Extremely Low Income Housing Units	220	191	169	148	729
	# Very Low Income Housing Investment Units	440	383	338	297	1,457
	# Low Income Housing Investment Units	792	689	608	534	2,623
	# Workforce Housing Investment Units	1,451	1,263	1,115	980	4,809
	# Market Rate Housing Investment Units	1,269	1,104	976	857	4,206
	Total		4,172	3,629	3,207	2,816

Our two intervention scenarios tell a different story. In our “Intervention Scenario @ Market Pricing”, parcels will be bought and resold at market value. Under this condition, we anticipate the development of approximately 12,400 total units, representing a net increase of more than 4,300 units from the “No Intervention Scenario @ Market Pricing.” We believe this is the result of Sound Communities generating a more liquid market for land acquisition and real estate development. Moreover, by stipulating that a higher percentage of land be developed for affordable housing, this intervention strategy can create more than 5,300 affordable units that otherwise would not exist under free-market conditions.

Total Unit Count by Investment Cycle and Scenario



In our “Intervention Scenario @ Below Market Pricing” scenario, parcels are purchased at market prices and sold for affordable housing development at cost after five years. Since we can safely assume land values appreciate over time, this provides a financial benefit to affordable developers to build more units. Under this condition, parcels designated for market-rate housing will be sold at market rate pricing, which provides a financial return to Sound Communities that they can re-invest in additional land acquisition. In this scenario, we forecast more than 13,800 total units will be developed over twenty years, representing a net increase of approximately 5,800 units. The net effects of intervention as compared to anticipated free-market behavior are shown here:

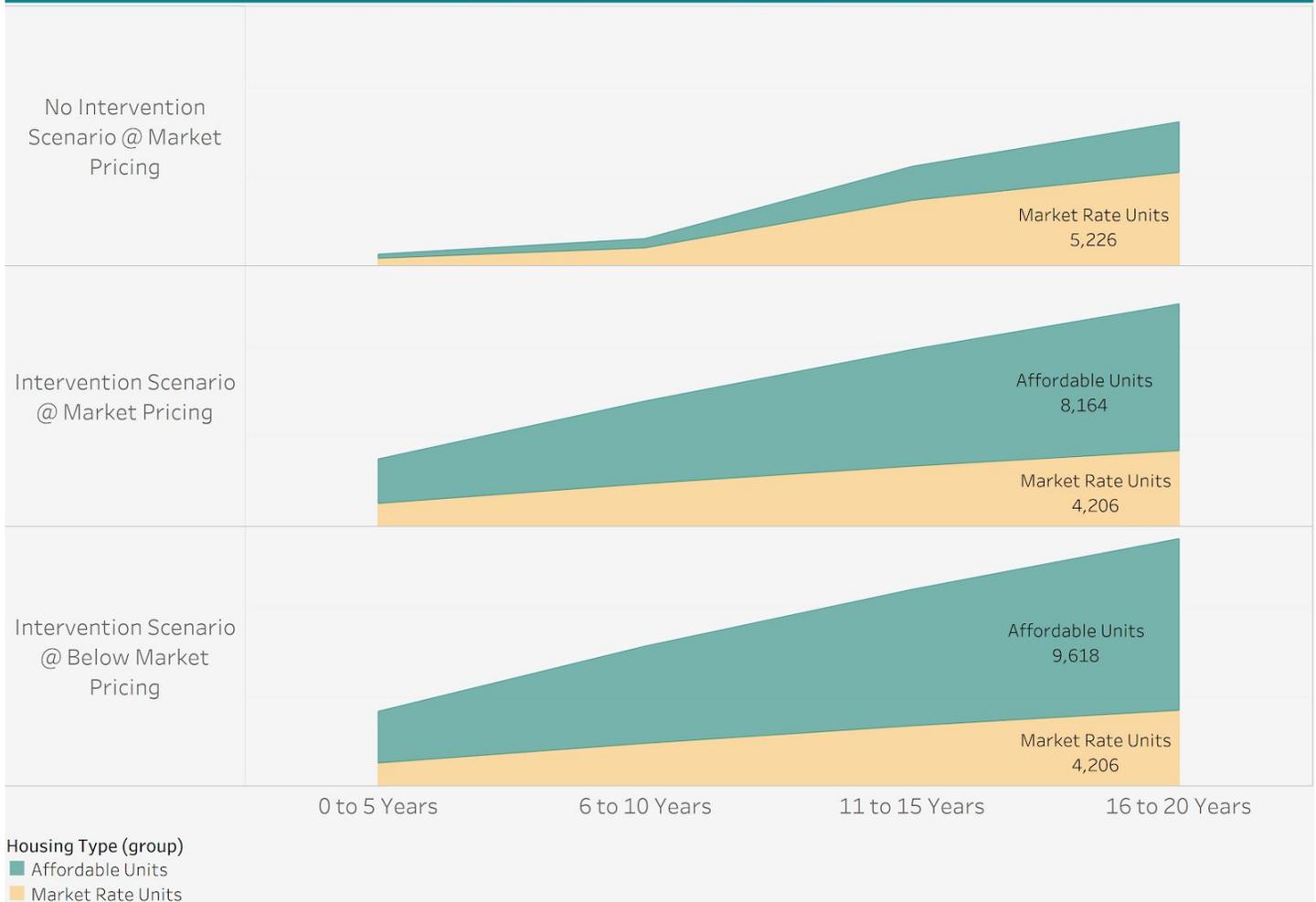
Delta from No Intervention Scenario						
Investment Scenario	Housing Type	0 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Total
Intervention Scenario @ Market Pricing	# Extremely Low Income Housing Units	187	162	143	126	618
	# Very Low Income Housing Investment Units	342	281	83	128	835
	# Low Income Housing Investment Units	579	455	-96	82	1,021
	# Workforce Housing Investment Units	1,139	942	335	460	2,876
	# Market Rate Housing Investment Units	867	541	-1,678	-751	-1,021
Total		3,114	2,382	-1,213	46	4,329
Intervention Scenario @ Below Market Pricing	# Extremely Low Income Housing Units	220	191	169	148	729
	# Very Low Income Housing Investment Units	409	339	134	173	1,055
	# Low Income Housing Investment Units	699	559	-4	163	1,417
	# Workforce Housing Investment Units	1,358	1,133	503	609	3,603
	# Market Rate Housing Investment Units	867	541	-1,678	-751	-1,021
Total		3,553	2,764	-875	342	5,783

In addition to increases in the raw unit count, it is crucial to consider the mix of affordable vs. market-rate units and the timing of when those units are delivered. The visualization below illustrates the persistent imbalance of market-rate vs. affordable units under free-market conditions. It also shows how the two intervention scenarios result in more affordable housing on both a percentage and an absolute basis.



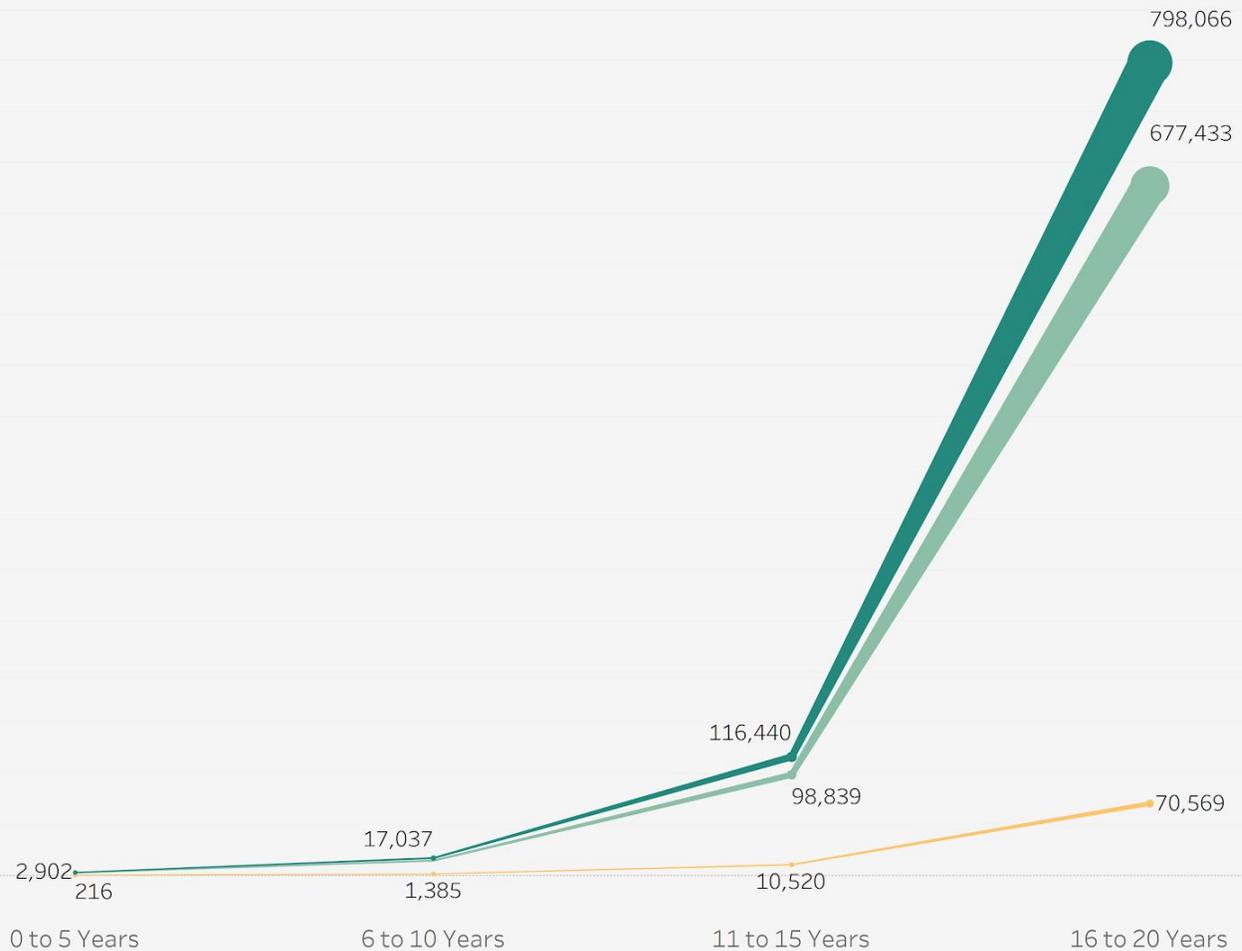
Significant infrastructure investments, such as light rail, can create a “lumpy” demand curve for developable land in the free-market. As you can see below, demand in the “No Intervention Scenario @ Market Pricing” scenario is soft in the first ten years, followed by an explosion of activity in the later years. With intervention, where parcels are bought and resold in regular increments, we can amortize development activity over a longer time horizon.

Running Total of Unit Count by Housing Type



To illustrate the impact of delivering more units in the earlier investment cycles, we want to introduce the metric of “Aggregate Affordable Unit Years.” Simply stated, this is the number of years that an affordable housing unit has been in service. This metric helps account for the utility units provide over time since a unit developed in earlier investment cycles has provided more housing to its occupant than a unit delivered later in the cycle. By promoting development in the earlier investment cycles, we can see the immense impact that intervention can have on the total number of affordable unit years put into service. As shown in the visualization below, the effect can be more than 10x what we would anticipate in the free-market.

Aggregate "Affordable Unit Years" by Investment Scenario



Scenario

- Intervention Scenario @ Below Market Pricing
- Intervention Scenario @ Market Pricing
- No Intervention Scenario @ Market Pricing

Aggregate Effects of Intervention Over Time					
Type	Scenario	0 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years
Aggregate Unit Count (Total)	No Intervention Scenario @ Market Pricing	618	1,484	5,566	8,040
	Intervention Scenario @ Market Pricing	3,733	6,981	9,850	12,370
	Intervention Scenario @ Below Market Pricing	4,172	7,801	11,007	13,824
Aggregate Unit Count (Affordable)	No Intervention Scenario @ Market Pricing	216	520	1,948	2,814
	Intervention Scenario @ Market Pricing	2,464	4,607	6,501	8,164
	Intervention Scenario @ Below Market Pricing	2,902	5,428	7,659	9,618
Aggregate Affordable Unit Years	No Intervention Scenario @ Market Pricing	216	1,385	10,520	70,569
	Intervention Scenario @ Market Pricing	2,464	14,462	98,839	677,433
	Intervention Scenario @ Below Market Pricing	2,902	17,037	116,440	798,066

Community benefits

Given new and improved transit options, investments in infrastructure, and financial support for affordable housing, we anticipate the following community benefits:

- 1) Establishment of a new pedestrian-oriented regional entertainment destination

- 2) Enhance the walkability of the neighborhood and connect areas presently disconnected by existing transit lines
- 3) Establish a pedestrian-friendly connection between the proposed light rail station and downtown Everett
- 4) Improve the visual appeal of the neighborhood
- 5) Ensure that sites requiring environmental remediation are identified and properly cleaned up in advance of development (Thus improving resident health)
- 6) Support the creation of new schools and other social services to support residents within the trade area

Population, jobs, and economic growth

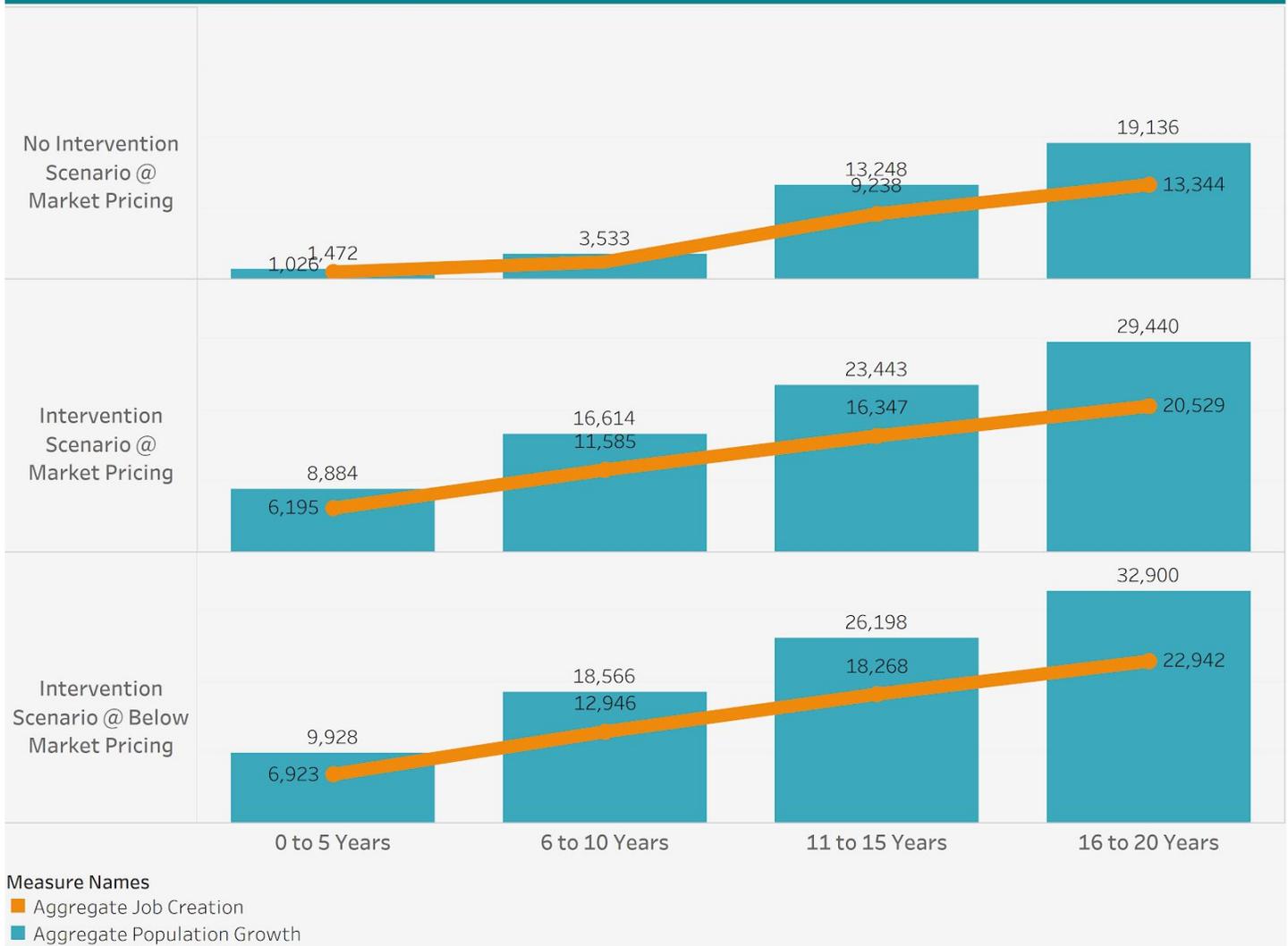
The table below shows the forecast population and job growth across our three scenarios. These figures are directly tied to the number of new units developed in each scenario (see above) and are based on median household size and median workers per unit from the US Census.

Population Growth					
Scenario	0 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Grand Total
No Intervention Scenario @ Market Pricing	1,472	2,061	9,715	5,888	19,136
Intervention Scenario @ Market Pricing	8,884	7,730	6,829	5,997	29,440
Intervention Scenario @ Below Market Pricing	9,928	8,638	7,632	6,702	32,900

Job Growth					
Scenario	0 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	Grand Total
No Intervention Scenario @ Market Pricing	1,026	1,437	6,775	4,106	13,344
Intervention Scenario @ Market Pricing	6,195	5,390	4,762	4,182	20,529
Intervention Scenario @ Below Market Pricing	6,923	6,023	5,322	4,673	22,942

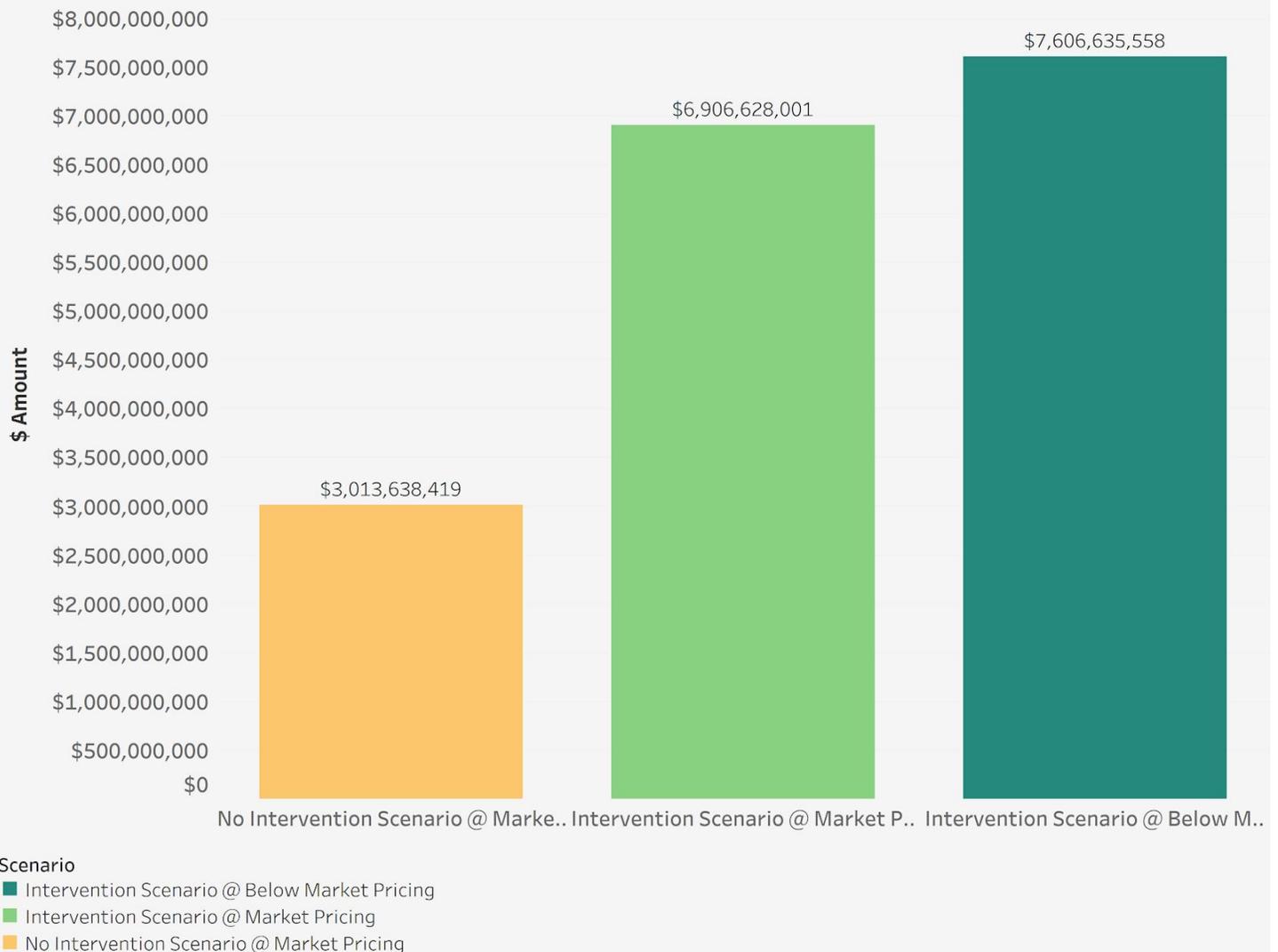
With intervention, we see flatter yet higher overall population and job growth than the No Intervention scenario. At the end of the twenty-year investment horizon, the Intervention scenarios result in 50% to 70% higher growth.

Aggregate Population and Job Growth by Investment Scenario



In addition, we sought to capture the total value of economic growth by multiplying the median income of each new resident by the number of new residents. In this analysis, we have controlled for differences in income across residents living in the affordable, workforce, and market-rate housing. This annual income, captured over the twenty-year investment horizon, was then discounted to the present day for direct comparison across our three scenarios.

Total Economic Growth by Investment Scenario



One might expect to see higher economic value in the “No Intervention Scenario @ Market Pricing” because of the higher percentage of residents who can afford market-rate housing (and this make higher incomes). However, that is not what our model predicts.

Instead, we see higher economic value with the two intervention scenarios, especially under the “Intervention Scenario @ Below Market Pricing.” This outcome is the result of two key factors:

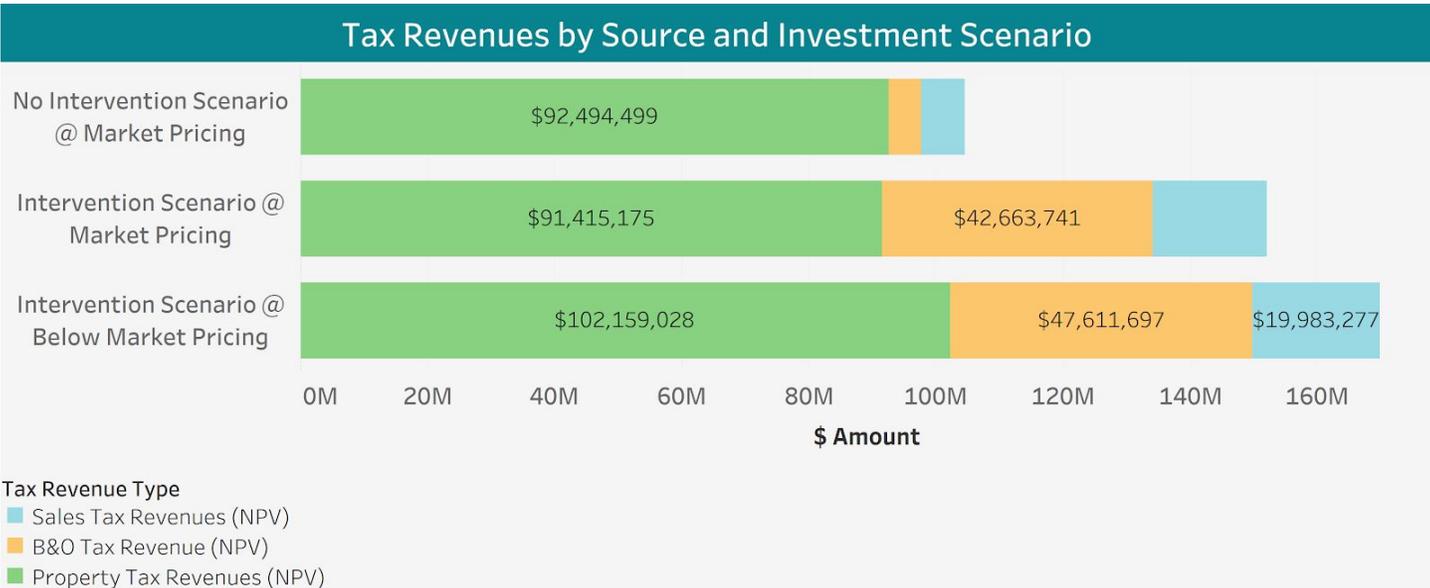
- The larger population achieved because of intervention more than offsets, the lower average income in that population, and
- Larger population growth in the earlier investment cycles means that we can capture economic value earlier and for a more extended period

Tax revenues

Again, we see the highest tax revenues captured via the two intervention scenarios. When these tax revenues are discounted to the present day, we observe that the intervention scenarios generate between 45% to 60% more tax revenue than if no intervention were to occur.

Tax Revenues by Investment Scenario				
Scenario	B&O Tax Revenue (NPV)	Property Tax Revenues (NPV)	Sales Tax Revenues (NPV)	Total Tax (NPV)
No Intervention Scenario @ Market Pricing	5,072,536	92,494,499	6,940,133	104,507,168
Intervention Scenario @ Market Pricing	42,663,741	91,415,175	17,881,677	151,960,593
Intervention Scenario @ Below Market Pricing	47,611,697	102,159,028	19,983,277	169,754,002

Delta from No Intervention Scenario				
Scenario	B&O Tax Revenue (NPV)	Property Tax Revenues (NPV)	Sales Tax Revenues (NPV)	Total Tax (NPV)
Intervention @ Market Pricing	741%	-1%	158%	45%
Intervention @ Below Market Pricing	839%	10%	188%	62%



B&O tax, as well as Sales Tax, are factors of the number of residents, and so it is no surprise that both of those figures are higher under the intervention scenarios where the population is highest. Property taxes, on the other hand, are a bit more complicated to explain.

In our model, property taxes are based on the value of properties derived from capitalizing rents each year. Given this, the “No Intervention Scenario @ Market Pricing” generates higher property taxes than the “Intervention Scenario @ Market Pricing” because the number of new units generated by intervention is not enough to offset the higher overall rents commanded by conditions in the free market. However, the “Intervention Scenario @ Below Market Pricing” generates the highest property tax base because it generates enough additional units to make up for the lower average rent per unit.

Conclusion

The City of Everett is at a unique time in its history. The new light rail station and Everett train station deliver the opportunity to create a future transit/entertainment/living hub southeast of downtown Everett. To do this, the team recommends a \$50 million fund to buy parcels in Everett over the next 20 years. The team will then hold parcels for approximately five years then sell them back to developers to construct new multi-family buildings with required allocations of affordable housing. Additionally, the team advocates an additional \$25 million investment in hyperlocal infrastructure improvements to create a pedestrian-friendly corridor from 34th and Cedar to Angel of the Winds Arena.

With this analysis, we learned four things:

- 1) Intervention produced 54 - 72% more units than the non-intervention scenario over a 20-year investment horizon.

- 2) The more units developers build earlier in the development cycle, the more tax revenue Everett receives. The net present value of cash flows generated by intervention during the analysis period is 45% - 62% higher (\$47 - \$65 million) than the non-intervention scenario.
- 3) In line with the tax revenue increase, we learned that intervention scenarios increased population by 54% - 72% (an additional 7,195 to 9,608 residents) over the non-intervention scenario.
- 4) Selling land back to developers at cost vs. market-rate prices increased NPV of future tax revenue by \$17.8 million, yet decreased investment internal rate of return from 4.0% (assumed market appreciation) to 1.4%.

Taken together, we found that starting investment earlier through intervention had a significant impact on unit, tax, and population growth in the region. Additionally, the above non-intervention growth can still be achieved even if the land is offered at market pricing.

In light of these findings, some areas require further research. These areas include:

- 1) Determine if the proposed structure for smoothing the development curve would be of interest to local developers. The premise of this investment strategy is that more development will start earlier, which will increase tax revenue. If developers aren't on board with this approach, the whole plan may be for naught.
- 2) Study multifamily growth around light rail stations further. In our analysis, we estimated a projected buildout curve in the non-intervention scenario then assessed how unit number changed from that initial curve. We estimated this growth curve by talking with real estate inventors and developers in the Seattle area. In the future, we suggest a more analytical approach that examines build out patterns for commuter rail hubs in the Puget Sound area and around the country.
- 3) Refine and expand the model to include more inputs and address the limitations mentions in the Other variables and unknowns. For example, this model does not take into account debt financing or ownership revenues/costs. Any further study should take these factors into account.

The team's preliminary modeling and research are encouraging that interventions create positive financial results, but more study and refinement is required to recommend an overall strategy for the investment fund.

Appendix

Site Address	Zoning	Lot Size	FAR-Calculated	Acquisition Cycle
2719 HEWITT AVE, EVERETT, WA 98201	UM	4,356	12.0	0 to 5 Years
2701 ROCKEFELLER AVE, EVERETT, WA 98201	UM	6,098	4.8	0 to 5 Years
2802 CEDAR ST, EVERETT, WA 98201	UM	6,534	11.8	0 to 5 Years
2906 CALIFORNIA ST, EVERETT, WA 98201	UM	6,534	11.8	0 to 5 Years
2901 RUCKER AVE, EVERETT, WA 98201	UM	7,405	11.4	0 to 5 Years
2510 CALIFORNIA ST, EVERETT, WA 98201	UM	8,276	11.8	0 to 5 Years
2005 HEWITT AVE, EVERETT, WA 98201	UM	8,712	11.7	0 to 5 Years
3000 ROCKEFELLER AVE, EVERETT, WA 98201	UM	9,148	10.1	0 to 5 Years
2815 CEDAR ST, EVERETT, WA 98201	UM	9,148	11.2	0 to 5 Years
2602 BROADWAY, EVERETT, WA 98201	UM	9,583	11.3	0 to 5 Years
1907 EVERETT AVE, EVERETT, WA 98201	UM	9,583	11.7	0 to 5 Years
2716 VIRGINIA AVE, EVERETT, WA 98201	UR	10,019	5.2	0 to 5 Years
2933 ROCKEFELLER AVE, EVERETT, WA 98201	UM	10,019	9.8	0 to 5 Years
2615 MCDOUGALL AVE, EVERETT, WA 98201	UR	10,454	4.6	0 to 5 Years
2006 PACIFIC AVE, EVERETT, WA 98201	UM	12,632	9.7	0 to 5 Years
2601 EVERETT AVE, EVERETT, WA 98201	UR	13,939	5.2	0 to 5 Years
1611 HEWITT AVE, EVERETT, WA 98201	UM	14,375	10.4	0 to 5 Years
2525 HEWITT AVE, EVERETT, WA 98201	UM	14,375	10.6	0 to 5 Years
2302 EVERETT AVE, EVERETT, WA 98201	UR	17,424	6.0	0 to 5 Years
2830 BROADWAY, EVERETT, WA 98201	UM	18,731	9.1	0 to 5 Years
2802 HEWITT AVE, EVERETT, WA 98201	UM	18,731	10.5	0 to 5 Years
2605 MCDOUGALL AVE, EVERETT, WA 98201	UR	23,522	6.0	0 to 5 Years
2727 BROADWAY, EVERETT, WA 98201	UM	23,958	4.9	0 to 5 Years
2106 EVERETT AVE, EVERETT, WA 98201	UM	23,958	10.7	0 to 5 Years
2730 OAKES AVE, EVERETT, WA 98201	UM	28,750	11.1	0 to 5 Years
1717 CALIFORNIA ST, EVERETT, WA 98201	UM	30,056	10.5	0 to 5 Years
2302 EVERETT AVE, EVERETT, WA 98201	UM	33,977	8.6	0 to 5 Years
2600 MCDOUGALL AVE, EVERETT, WA 98201	UM	65,340	6.9	0 to 5 Years
2703 OAKES AVE, EVERETT, WA 98201	UM	7,405	11.4	0 to 5 Years
2711 BAKER AVE APT 1, EVERETT, WA 98201	UR	9,148	4.9	0 to 5 Years
2812 HOYT AVE, EVERETT, WA 98201	UM	9,148	11.2	0 to 5 Years
2112 EVERETT AVE, EVERETT, WA 98201	UM	9,583	11.4	0 to 5 Years
2207 EVERETT AVE, EVERETT, WA 98201	UM	9,583	12.3	0 to 5 Years
2002 EVERETT AVE, EVERETT, WA 98201	UM	12,197	11.5	0 to 5 Years
2810 LOMBARD AVE, EVERETT, WA 98201	UM	12,197	11.5	0 to 5 Years
2805 BROADWAY, EVERETT, WA 98201	UM	13,939	4.1	0 to 5 Years
2804 MAPLE ST, EVERETT, WA 98201	UM	15,682	10.2	0 to 5 Years
2902 HEWITT AVE, EVERETT, WA 98201	UM	15,682	10.6	0 to 5 Years
2917 BROADWAY, EVERETT, WA 98201	UM	27,878	7.1	0 to 5 Years
2720 34TH ST, EVERETT, WA 98201	ULI	111,078	2.9	6 to 10 Years
3125 HILL AVE, EVERETT, WA 98201	ULI	66,647	4.8	6 to 10 Years
3126 HILL AVE, EVERETT, WA 98201	ULI	74,923	8.8	6 to 10 Years
3200 CEDAR ST, EVERETT, WA 98201	ULI	106,722	4.0	6 to 10 Years
3225 CEDAR ST, EVERETT, WA 98201	ULI	105,415	5.1	6 to 10 Years
3302 HILL AVE, EVERETT, WA 98201	ULI	10,019	5.0	6 to 10 Years

Site Address	Zoning	Lot Size	FAR-Calculated	Acquisition Cycle
1702 HEWITT AVE, EVERETT, WA 98201	UM	5,663	5.0	11 to 15 Years
1702 HEWITT AVE, EVERETT, WA 98201	UM	16,553	8.9	11 to 15 Years
1908 PACIFIC AVE, EVERETT, WA 98201	UM	4,356	4.5	11 to 15 Years
1910 PACIFIC AVE, EVERETT, WA 98201	UM	3,049	1.9	11 to 15 Years
1911 PACIFIC AVE, EVERETT, WA 98201	UM	17,860	9.2	11 to 15 Years
1912 PACIFIC AVE, EVERETT, WA 98201	UM	3,049	1.9	11 to 15 Years
1914 PACIFIC AVE, EVERETT, WA 98201	UM	3,049	1.9	11 to 15 Years
1918 PACIFIC AVE, EVERETT, WA 98201	UM	6,098	4.7	11 to 15 Years
2115 PACIFIC AVE, EVERETT, WA 98201	UM	12,197	10.3	11 to 15 Years
2703 PACIFIC AVE, EVERETT, WA 98201	UM	8,276	11.4	11 to 15 Years
2707 ROCKEFELLER AVE, EVERETT, WA 98201	UM	3,049	1.9	11 to 15 Years
2709 ROCKEFELLER AVE, EVERETT, WA 98201	UM	3,049	1.9	11 to 15 Years
2710 BROADWAY, EVERETT, WA 98201	UM	3,049	1.9	11 to 15 Years
2711 ROCKEFELLER AVE, EVERETT, WA 98201	UM	6,098	4.8	11 to 15 Years
2714 BROADWAY, EVERETT, WA 98201	UM	6,098	4.8	11 to 15 Years
2722 BROADWAY, EVERETT, WA 98201	UM	3,049	1.9	11 to 15 Years
2821 PACIFIC AVE, EVERETT, WA 98201	UM	39,640	8.3	11 to 15 Years
3001 SMITH AVE, EVERETT, WA 98201	UM	90,605	2.8	11 to 15 Years
3011 BROADWAY, EVERETT, WA 98201	UM	11,761	11.6	11 to 15 Years
3102 BROADWAY, EVERETT, WA 98201	UM	27,443	8.6	11 to 15 Years
3121 BROADWAY, EVERETT, WA 98201	UM	18,295	10.4	11 to 15 Years
3402 BROADWAY, EVERETT, WA 98201	UM	7,405	11.7	11 to 15 Years
3600 SMITH AVE, EVERETT, WA 98201	UM	119,790	2.6	11 to 15 Years
1315 PACIFIC AVE, EVERETT, WA 98201	UM	31,363	10.0	16 to 20 Years
1509 32ND ST, EVERETT, WA 98201	UM	14,810	10.9	16 to 20 Years
1611 PACIFIC AVE, EVERETT, WA 98201	UM	10,019	12.0	16 to 20 Years
1702 PACIFIC AVE, EVERETT, WA 98201	UM	14,810	10.3	16 to 20 Years
1820 32ND ST, EVERETT, WA 98201	UR	12,197	5.2	16 to 20 Years
2718 BROADWAY, EVERETT, WA 98201	UM	12,197	11.5	16 to 20 Years
3102 COLBY AVE, EVERETT, WA 98201	UM	10,454	11.5	16 to 20 Years
3102 RUCKER AVE, EVERETT, WA 98201	UM	17,860	9.9	16 to 20 Years
3116 RUCKER AVE, EVERETT, WA 98201	UM	9,148	11.2	16 to 20 Years
3200 RUCKER AVE, EVERETT, WA 98201	UM	11,761	10.4	16 to 20 Years
3202 COLBY AVE, EVERETT, WA 98201	UR	22,216	6.0	16 to 20 Years
3219 RUCKER AVE, EVERETT, WA 98201	UR	9,148	4.9	16 to 20 Years
3301 ROCKEFELLER AVE, EVERETT, WA 98201	UR	11,761	5.2	16 to 20 Years
3308 ROCKEFELLER AVE, EVERETT, WA 98201	UR	4,356	0.8	16 to 20 Years
3310 ROCKEFELLER AVE, EVERETT, WA 98201	UR	6,098	1.0	16 to 20 Years
3318 ROCKEFELLER AVE, EVERETT, WA 98201	UR	6,098	1.0	16 to 20 Years
3324 ROCKEFELLER AVE, EVERETT, WA 98201	UR	4,356	0.8	16 to 20 Years
3326 ROCKEFELLER AVE, EVERETT, WA 98201	UR	4,356	0.7	16 to 20 Years
3327 COLBY AVE, EVERETT, WA 98201	UR	10,890	5.1	16 to 20 Years
3330 ROCKEFELLER AVE, EVERETT, WA 98201	UR	4,356	0.8	16 to 20 Years
3332 ROCKEFELLER AVE, EVERETT, WA 98201	UR	2,614	0.6	16 to 20 Years
3415 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	6,098	2.7	16 to 20 Years
3416 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	6,534	2.8	16 to 20 Years
3417 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	7,405	2.6	16 to 20 Years
3418 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	4,356	1.0	16 to 20 Years
3424 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	6,098	2.8	16 to 20 Years
3426 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	7,405	2.9	16 to 20 Years
3502 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	6,970	2.7	16 to 20 Years
3506 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	13,068	3.3	16 to 20 Years
3507 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	6,098	2.7	16 to 20 Years
3515 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	9,148	3.1	16 to 20 Years
3516 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	6,534	2.9	16 to 20 Years
3517 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	4,356	0.7	16 to 20 Years
3518 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	6,534	2.9	16 to 20 Years
3519 ROCKEFELLER AVE, EVERETT, WA 98201	R-3	4,792	0.9	16 to 20 Years
3523 BROADWAY, EVERETT, WA 98201	UM	32,670	4.5	16 to 20 Years
3532 BROADWAY, EVERETT, WA 98201	UM	10,454	1.8	16 to 20 Years
3601 BROADWAY, EVERETT, WA 98201	BMU	16,553	7.4	16 to 20 Years
3602 BROADWAY, EVERETT, WA 98201	BMU	17,860	7.7	16 to 20 Years
3604 OAKES AVE, EVERETT, WA 98201	R-3	11,761	3.3	16 to 20 Years
3614 BROADWAY, EVERETT, WA 98201	BMU	6,098	7.5	16 to 20 Years
3615 BROADWAY, EVERETT, WA 98201	BMU	9,583	7.3	16 to 20 Years
3620 BROADWAY, EVERETT, WA 98201	BMU	7,841	7.4	16 to 20 Years
3621 BROADWAY, EVERETT, WA 98201	BMU	20,473	7.5	16 to 20 Years
3624 BROADWAY, EVERETT, WA 98201	BMU	3,920	7.9	16 to 20 Years
3626 BROADWAY, EVERETT, WA 98201	BMU	6,098	7.5	16 to 20 Years

References

Images

Everett Station:

- <https://www.youtube.com/watch?v=baYd3LuRZRQ>

Angel of the Wind Arena:

- <https://www.heraldnet.com/news/angel-of-the-winds-arena-will-be-new-covid-19-isolation-site/>

Santa Monica:

- <https://www.kcet.org/shows/lost-la/how-santa-monicas-third-street-became-a-promenade>

Hamilton Street:

- <http://www.theprovince.com/life/streets/From+Wild+West+sophisticate/7338728/story.html?tab=PHOT>

Pearl District:

- <https://go-summit.com/summit-news/portland-pearl-district-once-dark-now-light/>
- <https://interactive.wttw.com/sites/default/files/pearl-district-portland-or.jpg>
- <https://www.jeffsetter.com/review-residence-inn-portland-downtown-pearl-district/>
- <http://photos.rmlsweb.com/webphotos/18100000/10000/4000/18114746-1.jpg>

Everett

- Original photography by James Stanton and Peter van Overbeek

Sources for model inputs

- <https://snohomishcountywa.gov/DocumentCenter/View/64603/2019-Income-and-Rents---Snohomish-County-5-14-19-PDF?bidId=>
- <https://everettwa.gov/2363/Taxes-and-Incentives>
- <<<https://apps.itd.idaho.gov/apps/bridge/manual/16%20Cost%20Estimating/16.1%20Structure%20Cost%20Per%20Square%20Foot.pdf>
- NWMLS RealList for Land Sale Comps
- CityBldr

<https://www.everettwa.gov/DocumentCenter/View/18070/4---FINANCIAL-SUMMARIES>

- <https://www.census.gov/data.html>

Other

- Metro Everett Subarea Plan. <https://everettwa.gov/DocumentCenter/View/15029/Metro-Everett-Subarea-Plan-12920-PDF?bidId=>
- “Everett Station opens on February 4, 2002”. <https://www.historylink.org/File/8563>
- Everett Transit. <https://www.everetttransit.org/150/About-Everett-Station>
- Everett Link Extension. <https://www.soundtransit.org/system-expansion/everett-link-extension>
- Angel of the Winds Arena. <https://www.angelofthewindsarena.com/>
- “Pedestrian-Priority Spaces.” *Global Designing Cities Initiative*, <https://globaldesigningcities.org/publication/global-street-design-guide/streets/pedestrian-priority-spaces/>. Accessed 3 Nov. 2020.
- <https://www.soundtransit.org/system-expansion/everett-link-extension>

Appendix D

Selected Recommended Actions for Local Governments from the Growing Transit Communities Strategy

For the complete list, see the Growing Transit Communities Strategy (PSRC, Oct. 2013), at <https://www.psrc.org/sites/default/files/gtcstrategy.pdf>.

- **1.11** Continue to strengthen local partnerships, policies, programs, and plans to support thriving and equitable transit communities.
- **2.9** Identify opportunities for public-private partnerships that further equitable TOD, using tools such as development agreements, transportation benefit districts, and community renewal.
- **3.6** Continue to develop and apply equitable community engagement strategies as part of local comprehensive and station area planning and other decision-making affecting transit communities.
- **4.4** Support community-based organizations through actions such as: convening community organizations, providing information about plans and projects in station areas, and offering staff support, meeting facilities, or funding for community organizations.
- **5.10** Evaluate social equity impacts when considering new or updated policies and programs.
- **6.11** Adopt station area plans and/or policies for all high capacity transit communities which are expected to attract significant new population or employment growth.
- **6.12** Use the plan development and update process to identify and address potential regulatory barriers to equitable transit community development.
- **7.10** Collaborate with regional governments and transit agencies to develop guidance for transit supportive densities. Adopt land use plans and zoning regulations that accommodate and promote transit supportive uses and densities that are consistent with regional guidance.
- **7.11** Align surplus lands disposition policies with local and regional TOD objectives.
- **7.12** Identify city or county owned sites with potential for joint development and land assembly for TOD projects.
- **7.13** Conduct a land supply and capacity analysis for each high capacity transit station area. Build upon existing work and resources, such as periodic Buildable Lands evaluations.
- **8.9** Adopt land use regulations and capital improvement plans that are consistent with and support transit corridor access strategies, to include zoning for transit supportive densities and funding for bicycle and pedestrian improvements.
- **10.7** Encourage new development through integrated capital facilities, land use, and economic development and investments.
- **10.8** Utilize, where appropriate, existing tools to fund infrastructure improvements, including value capture tools, local improvement districts, and local taxing authority.

- **10.9** Identify priority public improvements needed in transit communities, including transportation infrastructure, civic facilities, parks and open space, and other public realm enhancements. Amend policies, codes, or programs as may be necessary to support the acquisition or development of sites for such improvements.
- **10.10** Explore options for dedicated funding for improvements to the public realm in transit communities.
- **11.8** Conduct a transit community housing needs assessment consistent with regional guidance.
- **11.9** Conduct an inventory of existing housing, including the cost, size, condition, and use of subsidies of existing units, as part of the housing needs assessment and use this information to identify potential sites for preservation and/or replacement.
- **11.10** Based on the findings of the housing needs assessment, and consistent with Countywide Planning Policies, adopt quantitative and qualitative affordable housing goals for lower income households at various income levels, including 0%-30% of AMI, 30%-50% of AMI and 50%-80% of AMI and a strategy to achieve goals as the transit community grows.
- **11.11** Plan for, preserve, and encourage the development of affordable housing in transit communities consistent with the housing element in the jurisdiction's comprehensive plan.
- **11.12** Plan for and encourage a range of housing types, designs, and tenure to meet the needs of a full range of demographic and household profiles. This may include rental and ownership housing, housing with universal design, higher density housing types, mid-density housing types (e.g., cottage, accessory dwelling units, and townhomes), housing units with two or more bedrooms to meet the needs of families.
- **12.6.** Use available tools and resources to encourage that both subsidized and market-rate affordable units that are lost due to redevelopment in a transit community are replaced with units at the same affordability level within that transit community.
- **13.3** Adopt policies that support and encourage funding for the development and preservation of affordable housing in transit communities.
- **13.4** Expand the capacity of locally-generated housing funds, such as through support for development and passage of a local, sub-regional, or regional housing funding source.
- **15.5** Support affordable housing development in station areas through the use of existing tools for value capture financing that are authorized under Washington State law, including Community Revitalization Financing, Local Infrastructure Financing Tool, Local Revitalization Financing, Landscape Conservation and Local Infrastructure Program, and Local Improvement District.
- **15.6** Work with property owners and other stakeholders to explore value capture financing tools, as authorized by any future legislation, where market strength and property owner support exists, and major infrastructure projects and housing needs have been identified.
- **16.5** Develop policies and employ best practices, where appropriate, related to the acquisition and disposition of properties that support affordable housing on surplus sites.
- **17.4** In all transit communities planning for residential growth, adopt additional incentives for private developers to include affordable units in new residential projects. In determining the appropriate mix of incentives for each community, consider market conditions, housing

needs, and existing regulations. Incentives that should be considered for adoption in all transit communities include:

- Reduced parking requirements for projects that include affordable units
- Impact or permit fee waivers for projects that include affordable units
- Use of multifamily tax exemption conditioned to provision of the longest-term and deepest affordability levels feasible
- Expedited permitting for projects that include affordable units
- **19.6** Incorporate the results of the regional opportunity mapping in local station area planning, and, where needed, conduct a more detailed local assessment of community needs.
- **19.7** Involve community members in developing a profile of community assets and needs around transit stations.
- **19.8** Incorporate into local practice lessons learned and models for community needs assessment developed through the GTC equity grants.
- **19.9** Inventory, and explore tools to create, maintain, and protect community anchors and gathering spaces, such as community centers, cultural centers, event spaces, and others, that nurture civic and social engagement.
- **20.4** Use Healthy Transit Community Principles as foundational element in station area planning and implementation.
- **20.5** Invest in infrastructure for non-motorized travel, to include sidewalks, trails, bicycle facilities, and safety features for both pedestrians and bicyclists. Prioritize active travel modes in facilities planning and capital expenditures.
- **20.6** Provide sufficient parks and open spaces that are accessible to and meet the needs of current and anticipated future transit community members.
- **20.7** Improve access to affordable, healthy food through land use and economic development strategies.
- **20.8** Promote healthy housing by mitigating the potential noise and air quality impacts of proximity to busy roadways, such as freeways, such as through proactive land use regulations and building codes.
- **21.11** Work with transit agencies to identify business types or districts within transit communities that may be at risk of adverse impacts from transit facility development or from subsequent land use and market changes.
- **21.12** Adopt economic development strategies, including business planning and technical assistance, and business attraction, retention, and stabilization, in order to support small businesses near transit that serve neighborhoods and broader cultural communities.
- **21.13** Promote greater multi-sector commercial diversity and employment opportunities through innovative zoning.
- **22.7** Invest in facilities that increase connectivity and safety within transit communities, especially to transit stops and destinations frequented by communities of color, low-income residents, seniors, children, and people with disabilities.
- **22.8** Invest in programs that encourage residents of communities with limited access to opportunity to use non-motorized travel alternatives, such as bicycling programs, neighborhood walking maps, and safe routes to school efforts.

- **23.4** Coordinate growth planning with education providers to promote the location of schools in proximity to transit and additional or expanded facilities in communities where new residential growth, especially households with children, is anticipated.
- **24.5** Incorporate design principles for improving activity and safety in public spaces, such as the current Crime Prevention Through Environmental Design (CEPTED), into land use codes and design guidelines for new transit community development.
- **24.6** Prioritize effective public safety patrols and response to transit communities with identified public safety needs to ensure the safety of both community residents and other transit station patrons.

Appendix E

Continuum of Community Engagement

Continuum of Community Engagement

Non-Participation		Tokenism			Community Valued		
Manipulate	Therapy	Inform	Consult	Dialogue	Placate	Partner / Collaborate	Delegate
Level of Community Engagement							
City limits information to community so community does not have opportunity to express opinion	City makes decision without informing public then provides listening sessions after decision has been made	City informs community	City consults with community stakeholders	City engages in dialogue with community stakeholders	After or in anticipation of adverse decision, City placates influential community stakeholders by providing additional "win"	City collaborates with community stakeholders	City delegates the control over community engagement process and final decisions to stakeholders
Characteristics of Engagement							
<ul style="list-style-type: none"> No/inaccurate communication before decision and/or one-way communication after decision 	<ul style="list-style-type: none"> Inaccurate or one-way communication before decision, and two-way communication after decision City asks for input on how to improve process in future and promises to do better 	<ul style="list-style-type: none"> Primarily one-way channel of communication One interaction Term-limited to events Address immediate need of city and community 	<ul style="list-style-type: none"> Primarily one-way channel of communication One to multiple interactions Short to medium term relationships Shapes and informs city programs 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long term relationships Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long term relationships Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long term relationships Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long term relationships Advancement of solutions to complex problems
Strategies							
Obfuscate the decision that is being made, then after decision made, admit decision was made due to unavoidable circumstances.	Obfuscate the decision is being made or blame unavoidable circumstances, then after decision is made, hold focus groups, briefings, and listening sessions.	Media release, brochures, pamphlets, outreach to vulnerable populations, ethnic media contacts, translated information, staff outreach to residents, new and social media	Focus groups, interviews, community surveys	Forums; advisory boards; stakeholder involvement; coalitions; policy development and advocacy, including legislative briefings and testimony; workshops; and community-wide events	Stakeholder involvement; policy development and advocacy, including legislative briefings and testimony; and workshops.	Co-led community meetings; advisory boards; coalitions and partnerships; policy development and advocacy, including legislative briefings and testimony.	Community-led planning efforts; community-hosted forums; collaborative partnerships; coalitions; policy development and advocacy, including legislative briefings and testimony.
Who Controls Engagement							
City	City	City	City	City	City	City	Community
Who Controls Decision							
City	City	City	City	City	City controls initial decision; community may choose what additional city actions will make an otherwise undesirable decision okay with them.	Shared. No decision made without approval of both parties	Community

patterned after a chart used by King County