

CLEDD Abstract

Project Title: Cowlitz-Lewis Regional Sustainable Communities Plan

Lead Applicant: Cowlitz-Lewis Economic Development District

Point of Contact: Mr. Stephen Harvey

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Population Level: Small/Rural Total Population: 176,707

Category 1: Sustainable Communities Planning Grant

Total Budget: \$2,062,419

CLEDD jurisdictions include: Cowlitz County and the cities of Castle Rock, Kalama, Kelso, Longview and Woodland. Lewis County and the cities of Centralia, Chehalis, Mossyrock, Morton, Pe Ell, Toledo, Napavine, Vader and Winlock. Cowlitz Tribe.

Congressional District: 003`

Abstract Narrative:

Cowlitz and Lewis rural counties are situated in Southwest Washington State midway between the Portland, Oregon MSA and the Olympia, Washington MSA. Although they experience fragmented governmental service delivery due to arbitrary regional boundaries, they have much in common as a region--their heritage, resource-based economies, socioeconomic indicators of community health, and a spectacular natural geography that includes Mt. St. Helens National Monument.

A key finding uncovered during a recent community assessment is that despite a strong sense of investment in small, local communities, there is a notable lack of regional cohesion, vision and cooperation at the county or regional level. The Cowlitz-Wahkiakum Council of Governments (CWCOG), a regional planning organization, will serve as staff to the federally designated Cowlitz-Lewis Economic Development District (CLEDD) in an extensive community engagement process to develop a plan for long-term regional sustainability.

Use of The Futures Game will engage communities within the region in an activity that will help them understand long-term consequences of day-to-day actions. This will set the stage for a series of Community Visioning Sessions that will be used to identify the topics to be explored by Strategic Discussion Groups. Sustainability goals, strategies and performance metrics will be established for plan elements that include Economic Vitality, Natural Environment, and Social Equity.

Specialized, targeted studies will be conducted and used to inform the strategy discussion groups. Regional performance metrics will be collected and used to evaluate the region's progress in meeting the sustainability goals. A sustainability checklist will be developed to assist in project review at the local level during environmental reviews. The regional plan will serve as a toolkit for updates to the Regional Transportation Plan, the Comprehensive Economic Development Strategy, Consolidated

Housing & Community Development Plans, scheduled updates to local Shoreline Management Programs, state-mandated comprehensive plan updates, as well as changes to local development codes and management practices.

Objectives & Expected Results:

The Cowlitz-Lewis Regional Sustainability Development Plan will have the following anticipated objectives and results:

Objectives:

- ✓ Provide educational opportunities for the public—particularly those who are marginalized in traditional governmental planning processes—elected officials, and local government staff to increase their knowledge of sustainability principles and practices.
- ✓ Facilitate development of a Regional Vision for creating sustainable rural communities.
- ✓ Outline public goals and strategies for achieving the regional vision.
- ✓ Establish performance metrics to determine how well the region is meeting its established goals.
- ✓ Provide technical assistance to communities in pursuit of implementation of sustainability strategies.

Results:

- ✓ Development of a Regional Plan for Sustainable Development that serves as a guide or toolkit to incorporate sustainability principles into local plans and codes.
- ✓ Development of a Sustainability Checklist to help public and private sector evaluate projects to determine the extent to which they promote sustainable practices.
- ✓ Completion of a series of economic studies including a strategic plan, industry cluster analysis, workforce development plan, sub-regional plans to support community and economic vitality.
- ✓ Completion of an Affordable Housing Model to assist in locating housing where it sustainably meets the needs of the region's citizens.
- ✓ Develop an Aging Readiness Plan to identify steps needed to support aging in place.
- ✓ Community engagement that results in on-going involvement in community improvement and governance.

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Rating Factor 1: Capacity of the Applicant/Relevant Organizational Experience

The Cowlitz-Wahkiakum Council of Governments (CWCOG) has been in existence since 1961, providing a broad range of land use, transportation, economic development, social and community services. The CWCOG provides forums for the coordination, investigation and resolution of key regional issues and has a number of standing and ad hoc committees and task forces that address these issues. The CWCOG board includes elected and staff representatives from the county governments, cities, port districts, school districts, utility districts, housing authorities, economic development councils, community college and non-profit agencies.

We are the federally designated Metropolitan Planning Organization (MPO) for the Longview, Kelso, Rainier, OR Urban Area and the state of Washington designated lead agency for the Southwest Washington Regional Transportation Planning Organization (SWRTPO). The SWRTPO, established in 1992, is comprised of Cowlitz and Lewis counties as well as Grays Harbor, Wahkiakum and Pacific counties. The SWRTPO includes cities, ports and other jurisdictions.

The CWCOG administered the Cowlitz-Lewis Economic Development District, designated in 1998. The CLEDD Board represents the two counties, 14 cities, 5 ports, 2 community colleges, a multitude of non-profits and some of the major employers in the region. The CLEDD every five years completes the Comprehensive Economic Development Strategy and is submitted to the Economic Development Administration (EDA). The CLEDD board also provides long range economic development planning assistance to each of its members.

We are the recipient and manager of numerous, multi-year and multi-purpose state, federal and private foundation grants that enable the CWCOG to perform these services. The CWCOG also receives fees from its members for the agency's administration and initiatives to address regional issues such as housing, homeless issues, parks and recreation, community and economic development, data research and reporting, and geographic information systems (GIS) applications; we also receive matching funds from our members for the grants received. Many members contract with the CWCOG for specific services and products, ranging from grant applications, to comprehensive plans, ordinances, maps, feasibility studies and special reports. The annual budget averages around \$1.2 million and we have had no findings on our annual audits. The CLEDD organizational chart is located in the Appendices referred to as Third Exhibit.

Steve Harvey, Director of the Cowlitz-Wahkiakum Council of Governments, brings to the project 25 years of experience as director and an additional 13 years of local and regional planning. He oversees staff work in the areas of transportation planning, housing, parks and recreation, economic and community development, growth management, energy, hazard mitigation planning, and coordinating community actions against substance abuse. In addition to the day-to-day and long range management of the COG, he is working with local entities on contracts and scopes of work for environmental management plans and overseeing update of a county comprehensive plan. Mr. Harvey will be the project director.

Melissa Taylor, Managing Planner at CWCOG, brings more than 30 years of experience from municipal, county, and educational settings to the project. Her core areas of expertise include long-range land use

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planning, development of housing and homeless plans, intergovernmental relations, and project management. In recent years, her efforts have focused on housing, authoring housing elements for comprehensive plans, developing the local Ten Year Plan to End Homelessness, and preparing Consolidated Plans under contract with local governments and as a HUD Technical Assistance provider. Ms. Taylor will lead day-to-day project operations.

Additional staff includes planners and coordinators of economic development, housing, GIS, land use, transportation and community mobilization that have years of experience in their project area.

Rating Factor 2: Needs & Extent of the Problem

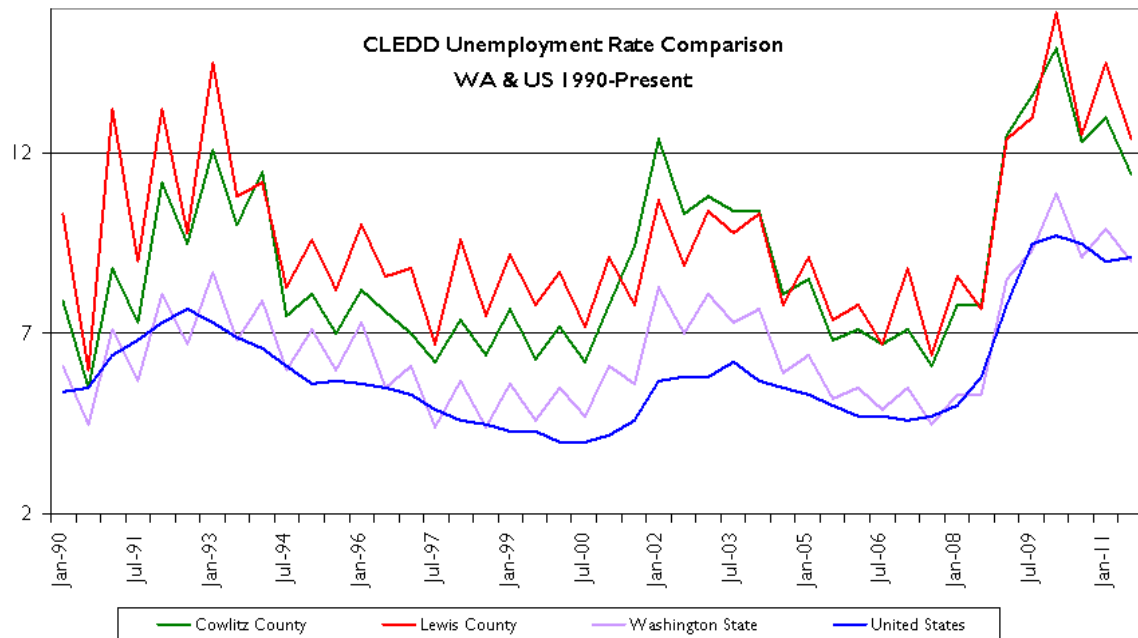
The common ground shared by Cowlitz and Lewis counties is far wider than the 2,270,080 acres they share. Abundant natural resources created the impetus for the settlement of southwest Washington and formed the backbone of the regional economy over the past century. Timber baron R. A. Long, founder of Long Bell Lumber of Kansas City, created the planned community of Longview in central Cowlitz County to provide workers for the mills processing the timber logged from nearby hills. Construction of the Northern Pacific Railroad followed by the dredging of the Chehalis River in the 1880s made it possible to exploit Lewis County's timber resources.

Resource extraction offered a good wage in exchange for arduous and dangerous work. Family-wage jobs were abundant and had few requirements for formal education beyond the legal age for school attendance. The region has suffered from a "company town" mentality, with the presumption that a good job at the mills would always be waiting for every able-bodied citizen who wanted work. Fishing, forestry, farming and mining remain key industries today, but have faced significant decline due to mechanization, endangered species management, resource depletion, environmental regulation, competition with global markets, and in more recent years, collapse of the housing market.

Goods-producing industries offered promise of prosperity, but the steady decline of manufacturing, particularly around core forest products, has proven especially challenging. Other sectors have expanded, but retail and service sector jobs in a resource-based economy have not provided family-wage jobs. The region's share of income, as a percent of the state, has steadily declined over the past four decades. The region's Earnings Per Job, as a share of state earnings per job, has declined about 25% over this time period, while the region's Per Capita Income, as a share of the state, has declined 15% to 19%.

In 2009, median household income in Cowlitz County was 81.2% of the state median income, while Lewis County was only 75% of the state median. Unemployment has been chronically higher than either the Washington State average or the national unemployment rate over the past several decades.

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Until recently, economic development efforts focused on recruiting “the next big industry” that would serve as the white knight riding to the rescue of the local economy. The blue collar, mill town culture that touted cheap land and labor as economic assets was not relevant for a new generation of higher-wage industries that seek locations talented workforce pools, centers of innovation, and great places with rich cultural amenities. Competitive advantage no longer rests solely on economies of scale, but in the levels of innovation and quality that can be achieved within a region.

Educational levels in the region do not support a knowledge-based workforce. While the proportion of the workforce with a high school diploma meets or exceeds state and national averages and the share of workforce with a 2-year associates degree rates favorably with state and national averages, the percentage of the region’s workforce with four-year or advanced degrees is abysmal in comparison to state and national workforce averages. This pattern reflects the educational levels required for blue-collar trades. Critical shortages in the skilled trades are projected for the region as well as nationally, as baby boomers age out of the workforce, particularly in occupations that are physically demanding. While the trades offer family wage jobs, these occupations are typically secondary supports for primary industries, which are in notable decline throughout the Cowlitz-Lewis region.

Educational Attainment

Educational Level	Cowlitz	Lewis	WA STATE	U.S.
No Diploma	14.3%	15.4%	10.3%	14.8%
High School Grad	30.8%	33.6%	24.0%	28.5%
Associates Degree	10.8%	8.3%	9.3%	7.4%
Bachelors	9.8%	9.6%	19.9%	17.6%
Graduate	4.6%	5.7%	11.1%	10.3%

There is general consensus surrounding five key issues that hamper regional economic prosperity:

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1. Workforce readiness – work habits, soft skills, clean and sober workforce, hospitality training, employees who are both “book smart” and “work smart”
2. Business Support – programs to provide business expansion and retention assistance and entrepreneur development
3. Regulation – land use, environmental, labor and financial regulations that increase the cost of doing business
4. Uncertainty – in the regional marketplace, globally, and personal financial security
5. Quality of Place – a talented labor pool and cultural amenities are necessary to establish the Quality of Place that will attract families and businesses to the region to support economic vitality

Data available through the Housing Transportation Affordability Index is not available for these two counties for Ratings Factor 1.2. Census data confirms that a significant percentage of workers travel in or out of the region for employment, accounting for high commuting mileage. Almost half (48.2%) of all Cowlitz County workers travel outside the county for employment. This number is even greater (56.1%) in Lewis County. Reliance on out-of-area employment impacts the transportation infrastructure. This is further exacerbated by low transit accessibility (only 0.32% use transit), and results in increased commute times (24.4 minutes).

A large percentage of the population’s housing costs account for a substantial portion of their income. In Cowlitz County, 52.4% of all renters pay over 30% of their incomes to housing costs and for owners, the number decreases to 37%. In Lewis County, 46.4% of renters and 27.3% of owners contribute 30% or more of their income to housing costs. The region’s fuel prices are 5% higher than the national average, \$3.509 nationally compared to \$3.699 regionally.

The region has also experienced an increase of students qualifying and receiving free or reduced school lunches. Over the last four years, the share of students who received free or reduced lunches increased from 42% to 49.3% in Cowlitz County and 41.2% to 53.7% in Lewis County. Data from the Food Atlas website and 2010 Census data states that poverty within Cowlitz County has increased 1.2% and Lewis 1.7% in just two years. One of every five children in the region lives in poverty.

Economic disparities among people of color are obvious within our region. An examination of poverty rates by race and ethnicity provides clear evidence, as shown in the following table. Almost all race and ethnic categories show significantly higher rates of poverty than is typical at state and national levels.

Poverty Rate by Race

RACE/ETHNICITY	White	African American or Black	Native American	Asian	Native Hawaiian/ Pacific Islander	Two or More Races	Hispanic, Non-white
COWLITZ & LEWIS REGION	13.6%	45.6%	42.7%	5.6%	Not Available	24.0%	30.3%
WASHINGTON STATE	10.1%	22.6%	26.3%	10.2%	18.4%	15.6%	23.6%
UNITED STATES	10.5%	24.0%	24.9%	10.7%	15.5%	16.7%	21.5%

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Issues in community health have increased sharply, in contrast to the steep decline in resource-based employment since the 1980's. The 2010 Cowlitz County Community Report Card highlighted various community concerns, such as health, social and economic factors, as well as environmental issues that plague the region. Example indicators of these concerns include: smoking while pregnant (24.8% for Cowlitz compared to 9.8% for Washington State), availability of early childhood education (73.3% eligible but not served), alcohol- and drug-related death rates (23.3% for Cowlitz versus 15.3% for Washington State), and incidence of asthma (11.2% for Cowlitz, 9.1% for Washington State, and 8.5% in the U.S.).

The Washington State Department of Health identified several factors that heighten risk for chronic disease in each county throughout the state. Some of the key findings regarding indicators where our region exceeds state averages are summarized below:

Lewis County

- 1 in 7 households has income less than the federal poverty level
- 5 out of 6 adults age 25 and older do not have a college degree
- 1 in 8 households experience food insecurity
- Over 1/3 of adults are obese and do not get adequate physical activity
- 1 in 8 adults has asthma
- 1 in 10 adults has diabetes
- 1 in 11 adults has had a heart attack, coronary heart disease, angina or stroke

Cowlitz County

- 1 in 6 households have incomes below the federal poverty level
- 6 out of 7 adults age 25 and older do not have a college degree
- 1 in 8 households experience food insecurity
- Over 1/3 of adults are obese
- Almost 1/3 of adults have high blood pressure
- 1 in 8 adults has asthma
- 1 in 12 adults has diabetes
- 1 in 14 adults has had a heart attack, coronary heart disease, angina or stroke.

County health rankings produced by the University of Wisconsin and the Robert Wood Johnson Foundation found that Lewis and Cowlitz county residents do not fare well when compared against other residents of Washington State. The region has higher rates of poor or fair health, higher rates of adult smoking, higher teen birth rates, and higher rates of child poverty—almost double the national rate. In overall health behaviors, Cowlitz ranks dead last of 39 counties and 32 out of 39 in social and economic factors. Only 46% of Cowlitz County residents meet the standard for access to healthy foods; 61% of Lewis County residents meet this standard. Across the U.S., 92% of the population enjoys adequate access to healthy foods.

A Community Report prepared for Lewis County by its Leadership Lewis County Class of 2003-2004 under the auspices of the United Way identified several key community issues during a survey of 395 community leaders, 496 households and 13 focus groups:

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Poverty	Unemployment/Underemployment	Lack of Local Jobs
Alcohol/Drug Abuse	Shortage of Affordable Housing	Increased Traffic Congestion
Teen Pregnancy	Domestic Violence	Crime
Lack of Youth Activities	Substandard Housing	Lack of Homeless Services
Difficulty in Providing Services Countywide	Coordination between Local Governments and Service Agencies	Access to Primary/Behavioral Healthcare

Most county residents surveyed for the report agreed that leaders collaborate to address critical issues, promote participation in political processes and positive relationships among diverse citizens, and exhibit mutual respect. But agreement decreases when the focus is enlarged to encompass collaboration on a community-wide scale—multiple sectors and geographic areas working together, and sharing of a common vision and goals.

RPSD OPPORTUNITIES & ASSETS

Cowlitz County began development of a new countywide Comprehensive Plan in late 2010, realizing that the document relied upon for the previous 30 years was not well-suited for helping the county meet the challenges of the next 20 years. Lewis County has a more recent comprehensive plan in place which was developed under Washington State’s 1993 Growth Management Act, with regular, annual amendments since the plan’s adoption in 1999. Though Lewis County has the smaller population of the two counties, the rate of population growth triggered compliance with the state’s growth management law. A particularly noteworthy challenge has been the required long-term protection of resource lands and limitations on the development of rural land. The Lewis County plan is due for substantial update by 2014, and Cowlitz County is scheduled to complete its plan in 2012, which will then move into implementation.

Most of the cities within the region have up-to-date comprehensive plans. None of the city or county plans have examined their challenges through the lens of sustainability, and has been noted by citizens and elected officials. Despite recent efforts to plan for the future, regional coordination has been lacking, as eloquently stated below:

“We have a very strong involvement in the individual communities. The challenge is to get the individual communities to work as a whole.”

--Lewis County Community Assessment

Lewis and Cowlitz counties share a common history, geography and resource base, as well as similar economic and social issues. They have been artificially separated by several federal and state planning boundaries. Though the region is a federally recognized Economic Development District and both counties are included in the five-county Regional Transportation District, it is split into separate planning areas regarding:

1. Educational Service Districts (state), though both counties have hoped to site a Skills Center to better prepare youth for work and to address the lack of advanced educational attainment;

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2. Workforce Development Areas (state), and are lumped in with densely populated counties that skew workforce recommendations towards the urbanized areas;
3. Homeland Security Region (federal), although they share many natural hazards, such as the Cowlitz River and Mt. St. Helens that require joint response.
4. Area Agencies on Aging & Disability (state) are duplicated in the region, with Lewis County served by the Lewis-Mason-Thurston AAA and Cowlitz County served by Southwest Washington AAA.; impacts of an aging population and the prevalence of disability have different impacts within rural areas.
5. Community Action Councils (NGO) serve both counties through separate CAC agencies. Because these organizations offer support to poor and disenfranchised populations, coordination of services and building of common networks is essential. Though Thurston County CAC serves Lewis County, the Lower Columbia CAP does operate a Self-Help Housing Program in Lewis County that has expanded homeownership opportunities for many low income families using the sweat equity model.
6. Air Quality Authorities (state) are managed through separate regional offices within the region, even though Lewis and Cowlitz counties share the worst air quality in the state, as well as very high incidence of childhood and adult asthma.
7. State Legislative Districts are separated at county boundaries, although the 3rd Congressional District encompasses our entire region.
8. National Forests (federal) have separate administrative offices for the Mt. Baker-Snoqualmie National Forest and the Gifford Pinchot National Forest. Both are situated in Lewis County; Gifford Pinchot covers both Cowlitz and Lewis counties.

The RPSD offers an opportunity to address a somewhat arbitrary framework for delivery of state and federal services. Fragmentation of services creates unnecessary obstacles to regional vitality. The RPSD will establish the longer-term economic sustainability and community vitality that is lacking in our region. Cowlitz-Wahkiakum Council of Governments (CWCOG) is a regional planning agency with a 50-year tradition of providing planning services to multiple jurisdictions, fostering inter-local communication and cooperation. There is a need to apply this model to all entities within the two-county CLEDD region to enhance sustainability. There is no similar regional planning body in Lewis County, but there is willingness to partner with both Cowlitz entities and CWCOG to affect a regional plan for sustainability. The RPSD would allow the region to assess their needs, establish sustainability goals, and develop strategies that would create synergies with education, workforce, and other local planning efforts. The region has assets it can use as stepping stones to a coordinated, cohesive regional plan that takes an integrated view of the inter-relationships between functional areas of study. Some of these assets include:

- Geographic amenities such as Mt. St. Helens and the Cowlitz River, and proximity to wider points of interest, which will be integrated into the upcoming "Fire & Ice" Scenic Byway Plan covering a four-county area.

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- Cowlitz County Strategic Tourism Plan, which will get underway later this year; Lewis County has a Strategic Tourism Plan that may need to be revisited for the RPSD.
- Cowlitz Economic Development Council TIP Strategy completed in 2010; a similar effort is proposed for Lewis County, to then permit more in-depth and unified examination of regional industry clusters and labor force.
- Centralia College designation as a Center of Excellence for Energy and has earned national recognition as a 2011 Bellwether Award finalist for Smart Grid Technology as well as the 2007 Governor's Award for Best Practices in Workforce Development. Other assets that focus on energy include Satsop Business Park, a new business incubator at the Port of Chehalis, the Trans Alta land donation resulting from the closure of the Centralia Coal Mine in 2007, and targeted for green industry development; Cowlitz assets in energy include proposed clean up of the Alcoa smelter site, biofuels production at Longview Fibre.
- Intense interest in revitalization of small downtowns throughout the region, exemplified by efforts such as Envisioning Kalama, Vision! Toledo and Chehalis Renaissance.
- Substantial progress on the South Lewis County Subarea Plan, aimed at economic development and joint infrastructure planning among three of the smaller municipalities.
- Extensive Disaster Mitigation, Disaster Recovery, and Vulnerable Populations disaster planning efforts. Over the past two years, approximately \$200,000 in state and federal funds have been invested for this purpose.
- Prior workforce development efforts incorporating Science, Technology, Engineering & Math professions; WIRED grants for workforce preparation in high-paying occupations. SEMI High Tech U has engaged 40 high school students to learn the fundamentals of electronics, semiconductor manufacturing, microchip logic, automated process control and nanotechnology within the context of local industry.
- The Cowlitz-Lewis Economic Development District (CLEDD) has called out the need to "emphasize regionalism between Cowlitz and Lewis Counties that supports quality of life issues." The CLEDD has also identified sustainable economic growth, workforce development, environmental protection and the green economy as areas of focus. There is a very robust CLEDD board and CEDS planning committee consisting of governmental entities, private business, ports, colleges, workforce investment boards, and nonprofit agencies available and ready to lead this work.

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SEVERE ECONOMIC DISTRESS

The region's unemployment rate for August 2011 is 12.3%, which exceeds the national average of 9.1% by 1.35 times¹. The two counties also are experiencing a poverty rate exceeding 12.5%; Lewis County at 15.1% and Cowlitz County at 16%².

Rating Factor 3: Soundness of Approach

The shared vision of a sustainable Cowlitz-Lewis region will serve as the platform for the regional plan. Three plan elements that form the "sustainability triad" will organize topics found in many local plans: 1) The Social/Community Environment; 2) Natural Systems (including agriculture and forestry); and 3) The Built Environment. Further community dialogues will use the vision as a context for setting sustainability goals, using the Livability Principles as Guiding Principles. The sustainability goals will address conventional topics in existing local plans, such as Land Use, Transportation, Housing, Economic Development, and Infrastructure.

REGIONAL SUSTAINABILITY PLAN		
SOCIAL EQUITY & COMMUNITY	NATURAL ENVIRONMENT	ECONOMIC VITALITY & BUILT ENVIRONMENT
TYPICAL TOPIC/ISSUE AREAS:		
• Parks and Recreation	• Environmental Resources	• Land Use & Growth
• Community Design	• Resource Lands & Critical Areas	• Transportation & Infrastructure
• Cultural Amenities	• Open Space	• Housing
		• Economic Development

Another dimension will be added to the plan with the integration of social, environmental and economic concerns, as illustrated below. These topics will be suggested and vetted for inclusion during the public process.

SOCIAL EQUITY & COMMUNITY	NATURAL ENVIRONMENT	ECONOMIC VITALITY & BUILT ENVIRONMENT
PROPOSED ADDITIONAL PLAN TOPICS:		
✓ Community Health	✓ Local Food Production & Food Insecurity	✓ Energy Conservation & Green Building
✓ Fiscal Resiliency	✓ Air & Water Quality/Availability	✓ Waste Stream Reduction & Reuse
✓ Social Equity	✓ Renewable Energy	✓ Mobility & Connectivity

¹ Washington State Employment Security Department Local Profile; U.S. Bureau of Labor Statistics

² U.S. Census 2005-2009 American Community Survey

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✓ Quality of Place	✓ Green “Infrastructure”	✓ Housing Diversity & Housing Attainment
✓ Governance & Leadership	✓ Climate Change	✓ Workforce Development
✓ Disaster Recovery		✓ Pre-K to 20 Education

Goals for sustainability will be established for each topical area included in the plan, with strategies defined to provide choices local communities can make to meet the sustainability goals. **Strategies** will describe a possible course of action that can be taken by multiple entities. **Initiatives** will describe programs, projects or policies that can be taken on by individual organizations. **Actions** that individual citizens and groups can take to achieve sustainability will be identified.

Metrics will be established for each sustainability goal, and progress monitored over the 20-year plan horizon, to provide accountability to the plan. Metrics will be developed as follows:

- 1) **Indicators** –demonstrate movement towards or away from plan goals
- 2) **Benchmarks** –determine a starting point from which to measure progress
- 3) **Targets** – set a quantifiable outcome

The sustainability goals will be used as a framework for updating local plans and ordinances. The performance metrics will be used for determining progress towards meeting the regional goals.

Several proposed topical areas of study will include specialized studies on topics of particular interest to meet an identified need. These areas of more detailed study will include:

Strategic Economic Development Plan – Cowlitz County completed a strategic plan in 2010 (Cowlitz TIP Strategy) which identified several key areas of focus for the Economic Development Council, based primarily on cluster and workforce analysis. A parallel effort is needed in Lewis County, acting as a springboard for further analysis and action by the private sector partners engaged with these organizations.

Cluster Analysis – A more robust analysis of industry clusters is needed in order to identify secondary and tertiary clusters that could expand and support additional living wage jobs. Such an analysis could identify “partner” clusters to support supply and distribution networks. Inclusion of emerging clusters would assist in identifying areas where an entrepreneurial development system could support business development and expansion, adding value to existing industry clusters. This would set the stage for a Labor Shed Study and Workforce Development Plan.

Labor Shed Study & Workforce Development Plan – One of the federal alignment issues is the splitting of the Cowlitz-Lewis region in separate Workforce Development Areas. Both rural counties are relatively minor players within their respective Workforce Investment Board zones; however, they share many commonalities regarding traditional industry mix and the local workforce. A laborshed

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analysis to identify the attributes of the talent pool and their availability would support industry recruitment and business expansion efforts.

Workforce commonalities as a region will be further defined and strategic directions established to build on shared strengths and to address mutual weaknesses. Many workforce development issues are related to broader community issues, such as educational attainment, disconnected youth, and substance abuse. These issues need strategic focus with broad community involvement by multiple partners, including Community Mobilization programs.

South Lewis County Sub-Area Plan – This effort has been underway for the past two years and has been shelved due to lack of resources. The study identifies infrastructure needs and potential solutions for three of the smallest incorporated communities in the region. Completion of the study would allow a more thorough analysis of the region as a whole for water and sewer infrastructure.

Innovation Center Feasibility Study – The Cowlitz TIPS Strategic Plan identified an “innovation center” as a key strategy for increasing living wage jobs within the county. Described as both an employment center and an innovation center, the study would further refine the programming for such a facility, along with space needs and site suitability.



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Aging Readiness Plan - The “Silver Tsunami” will hit rural areas particularly hard, as there is less “aging support infrastructure” in place to support this growing proportion of the population. The rate of growth of this group is also much greater in rural areas, where there are fewer opportunities for families and living wage jobs. An Aging Readiness Task Force will assist in developing the Aging Readiness Plan that can be used to evaluate governmental facilities, services and development codes that could affect mobility and successful aging in place.

Affordable Housing Model – A regional decision model will be developed to assist housing providers and local jurisdictions with minimizing costs, maximizing benefits, equitable distribution, and maximizing fair access to affordable housing and sustainable communities.

The Cowlitz-Lewis Regional Plan for Sustainable Development will begin with a regional vision, proceed with exploration of topics of community concern, progress to development of sustainability goals and strategies, identify metrics to determine progress towards or away from established goals, incorporate special studies to expand upon discussion topics, and move towards implementation with adoption of the RPSD and updates to local plans and codes, over time.

The regional planning framework will become a toolkit for ongoing improvement. An iterative process will realign community goals with local practices that promote and support sustainable communities. The framework will be used on several levels, over time:

- Initially, the RPSD can be used as guide for existing plans that integrates plan elements such as land use, transportation, capital facilities and economic development with sustainability factors such as community well-being and a resilient economy.
- In the short-term the RPSD will provide the guidance necessary to establish or modify local land use codes and practices that will allow progress towards achieving the goals and objectives of the RPSD. Progress will be tracked over the mid- to long-term using the indicators, benchmarks and targets established in the plan.
- In the short- to mid-term, the RPSD will be used strategically to coordinate state and federal investments into the region for planning efforts that are more fully integrated. For instance, the next Comprehensive Economic Development Strategy for the region will incorporate the “sustainability triad” into its approach for economic sustainability, and will be integrated with the Regional Transportation Plan.
- In the mid-term, the RPSD acts as a guide for updating local plans during regularly scheduled updates, allowing full incorporation of the “sustainability triad” (social equity/environment/economy). This can be accomplished with a plan structured around these three elements.



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- Over the long term the RPSD will establish and the metrics that will be tracked by CWCOG and evaluated to determine the region's progress towards meeting its vision for sustainable communities.

Scenario Planning to Define the Regional Vision & Experience

The Consortium proposes to use the tools and services of **Innovative Leadership** to lead the regional visioning process. **Innovative Leadership** has developed a powerful community visioning process that allows a community or a region to create an inspiring vision for the future. Their inclusive approach has two key parts:

1) **The Futures Game for the Pacific Northwest** provides a hands-on method for large groups to understand the long-term consequences of short-term thinking. This educational approach has been used with planning commissioners, elected officials and local citizens to jump-start a dialogue about how day-to-day decisions affect long-term sustainability. **The Futures Game** is a scenario activity allowing small work groups to make a series of short-term choices and to see how these ultimately play out in terms of the impact on the long-term sustainability of the community used for the scenario exercise.

The Futures Game incorporates many of the Livability Principles into the game format and focuses on issue areas that mirror the "sustainability triad". For instance, players can discuss and decide issues such as whether to allow vacation homes within the forest reserve, which transportation options the community should invest in, and deciding whether to support specific economic development proposals, given their location and impacts to the community.

2) A three-hour **community visioning session** can accommodate small and very large groups to help participants:

- Learn about the Importance of a community vision;
- Assess core community values and culture against the attributes of successful, livable communities;
- Create a vision statement that supports economic and community vitality;
- Identify key strategic actions ; and,
- Form community teams to tackle identified action areas.

This process also helps to align existing community groups in collaborative work towards a common unifying vision for the whole community through day-to-day activities.

The **Community Visioning Session** embraces the Livability Principles from the outset, with specific guidelines for outreach and inclusivity in setting up the public forum. It incorporates the Livability Principles into the actual meeting exercise by outlining a list of the attributes of successful, sustainable communities. These are used as a benchmark to assess local values and priorities in setting a regional vision. It concludes with a closing activity that enlists community members in ongoing activities to further define and implement this vision after the event has ended. In this manner, the event itself models sustainability by setting up the next series of actions and securing commitments to continuous implementation.

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Other scenario planning tools will be called into play in later stages of the planning process.

Community Viz is a simulation software application that helps people visualize the impact of policy or project decisions. This participatory tool is well-suited to group settings and enables users to create community development models using scenarios, forecasting and 3-D visualization. CWCOG staff has experience using **Community Viz** in comprehensive planning efforts to evaluate and generate interest in alternative land development patterns and to show the effects of code changes on the natural and built environments.. Additional tools from Google Earth will also be used in these community planning sessions. CWCOG staff will use **Community Viz** for policy and qualitative analysis, and the IMPLAN model for quantitative analysis of economic development scenarios.

Innovative Leadership has run community visioning sessions with hundreds of communities and counties across North America including the Pacific Northwest, Midwest and Great Lakes Regions. These community visioning sessions have been a powerful catalyst for community mobilization and new collaborative actions.

CWCOG staff has used **The Futures Game** developed by **Innovative Leadership** with a select group of local entities, and was well-received. Use during the Regional Visioning Process would not duplicate efforts as these localities now have a new array of community leaders. CWOG staff has also participated in workshops led by Innovative Leadership and is familiar with the visioning workshop process and its effectiveness.

Creation of a regional vision can help ensure that both the public and private sectors pursue compatible strategies that reinforce the vision. The Community Visioning Session will offer meeting participants the opportunity to join community discussion groups that will explore various elements of the vision statement. These groups will explore related issues using an integrated approach in order to incorporate the Livability Principles into decisions made regarding goals and strategies. The **Transportation-Land Use Group** will evaluate issues such as expanding transportation options throughout the region, improving logistics of goods, workforce mobility, reducing green house gases and travel costs, and connecting work and housing options near employment centers. The **Education-Workforce-Economic Development Group** will examine methods to enhance economic competitiveness, such as improving educational outcomes for a 21st century workforce, enhancing Quality of Place in order to attract a high-quality talent pool and to expand the base of living wage jobs, and diversifying into higher-tech, greener industries, dealing with disconnected youth, substance abuse and other workforce issues. A **Culture and Community Group** will examine diversity and inclusion strategies, aging readiness, community health issues, and cultural assets that will help improve quality of place within existing communities. A **Fair & Equitable Housing Group** will examine the hidden costs of affordable housing, creating a culture of fair housing, and linking housing with employment centers. An **Environmental and Natural Resources Work Group** will focus on both urban and rural landscapes and reducing sprawl, local food production and food insecurity, improving air and water quality, renewable energy, and green infrastructure. A **Governance & Leadership Group** will focus on financial sustainability of government functions and initiatives, how to support communities throughout the region to attain their sustainability targets, and broadening community engagement in local government, including preparation for leadership.

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We intend to structure the strategy work groups so that truly cross-disciplinary discussions are generated. We intend to “mix it up” and get people out of their comfort zone by having them engage outside their normal “peer groups” to stimulate creative approaches and solutions. We will also use **Mind Map** software and graphic facilitation to record and share these discussions in a broader context with a variety of audiences.

While the work of each group will incorporate the Livability Principles, the process of developing the RPSD will increase transparency and accountability while it works to facilitate strong alliances of residents and interest groups and to cement multijurisdictional partnerships for the work that follows during implementation. This will be essential if the CLEDD consortium is to be successful in encouraging its members to remove barriers to sustainability through revisions to local plans and codes, and in the alignment of capital improvement programs with the sustainability goals of the Consortium.

The Cowlitz-Lewis RPSD will draw upon ongoing regional, state and federal efforts and draw these into local sustainability plans and initiatives. The Economic Development Planning Program represents a \$130,000 annual commitment to supporting economic vitality of the Cowlitz-Lewis region. The Comprehensive Economic Development Strategy, updated annually, will be substantially revised by 2013 to incorporate goals and strategies from the Regional Plan for Sustainable Development and to synchronize with other plans, such as the Regional Transportation Plan. Regional partners tasked with economic development will have the opportunity to engage with partners from education, transportation, arts and culture, community health, housing and other sectors to engage in cross-disciplinary conversations during development of the Regional Plan for Sustainable Development.

A Transportation Systems Plan for the Cowlitz MPO area will begin in late 2011 and will examine how streets, transit, pedestrian and other travel modes can improve community connectivity and air quality using the “Great Streets” model. This will ultimately direct capital improvements planning within the urban area. Work conducted under the Sustainable Communities Plan will be incorporated directly into current work on “Great Streets” policies and projects. Goals, policy and strategy from the Sustainable Communities Plan will generate significant guidance for the next update to the Regional Transportation Plan beginning in 2013. These efforts are supported by annual budgets of approximately \$300,000. The Regional Travel Demand Model will undergo updating starting in late 2011 to include the latest population and employment data, traffic count data, project data, and new census boundaries to support these planning efforts. A Coordinated Human Services Transportation Plan was recently completed and will be incorporated into discussions around mobility and connectivity for people needing support services in order to sustain living independently.

Updates to the Consolidated Housing and Community Development Plans for the Longview-Kelso area will begin in early 2013. This plan will incorporate the livability principles and sustainability strategies into findings and recommendations that set the stage for project funding. Federal investments of approximately \$750,000 per year are based upon the recommendations of the Consolidated Plan. The Affordable Housing Model developed during the RPSD will provide a tool for local housing providers to

Cowlitz-Lewis Sustainable Communities Consortium

use in meeting Consolidated Plan goals. Additional state and federal dollars related to homelessness can be focused to achieve these goals. Ten Year Plans to End Homelessness are required in each county within Washington State. Lewis and Cowlitz counties receive approximately \$375,000 per year in state and federal formula funds to end homelessness. A significant amount of additional state and federal dollars are secured through project implementation.

Disaster Mitigation, Disaster Recovery, Business Resiliency and Disaster Planning for Vulnerable Populations are recent or on-going efforts in the region to address the potential for dealing with significant events. Given historical incidence of flood, earthquake, landslide, volcanic eruption, and manmade hazards, this effort is part of maintaining economic vitality over the long term. Significant investments have been made and are expected to continue in this regard. Over the past three years alone, approximately \$200,000 in federal and state dollars has been invested in the region for this purpose.

The State of Washington is requiring and funding planning efforts to update the Shoreline Master Program (SMP) over the next two years. Planning support will be provided by CWCOG staff to local jurisdictions throughout our region for this \$700,000 planning effort, which will address Environmental Sustainability through protection of our aquatic resources. This effort will have impacts on the built environment, including land use decisions. Sustainability discussions should incorporate these planning efforts and these planning efforts should inform the RPSD.

Extensive outreach and engagement is planned as a continuous activity throughout the planning process. The community visioning workshops will engage hundreds of regional residents, with the format of the visioning workshops structured to provide motivation to join one or more community discussion groups around topics of interest. These discussion groups will recommend the goals, strategies and metrics to be used in implementing the vision. Outreach to Hispanic and Native American communities will be important to creating an inclusive process. Efforts will be made through financial support to the Ethnic Support Council to include all races and ethnicities in the planning process. A relatively large but disenfranchised group includes low income families and individuals. Organizations that focus on these populations, such as housing authorities, other low income housing providers and community action programs will be essential for successful engagement. It is also important to engage the youth in our region during development of the plan. Outreach and activities in the schools are planned, using social media and classroom settings. Multiple venues and formats for collecting input and feedback will be used throughout the planning process. The ideal outcome from this effort would build inclusive communities by create "community study circles" or other on-going discussion groups who are engaged in implementation of the regional plan.

PROCESS TO DEVELOP A REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

The Cowlitz-Lewis Economic Development District (CLEDD) acts as the Consortium that leads development of the RPSD. Each local government entity in the region has a seat on the CLEDD board. Each jurisdiction has been asked to designate staff and elected representatives to participate in the community strategy group discussions.

Cowlitz-Lewis Sustainable Communities Consortium

The Community Visioning Session will involve extensive outreach efforts supported by the Cowlitz Tribe to reach Native Americans and the Ethic Support Council, who will help reach non-English speaking and relatively small ethnic groups who would be reluctant to participate in mainstream government processes. We will also work with our housing authorities, low income housing providers, and community service agencies to reach low income households and seek their involvement. If necessary, we will take the planning process to low income housing or social service sites to solicit input of people who are typically marginalized in community planning processes. We plan to take our planning process into the schools and community colleges to engage students in the visioning process and to assist in identifying strategies to accomplish the vision. It is hoped that some of the work can be integrated into other special efforts in the schools, such as senior projects in the local high schools. Use of social media to conduct outreach to youth would be essential. On-line community surveys are another tool we will use to broaden community engagement.

The RPSD will clearly identify input and outcomes to address under-represented populations, such as our youth, low income persons, and ethnic groups. These outcomes could be provided by the included populations directly, or by others who would address this topic as a direct result of discussions by strategic groups. Since many of the issues affecting the long-term sustainability of the region center around the quality of our workforce and the quality of place we can offer potential employers and future residents, it is essential to get their views about what would help elevate the prosperity of all residents of the region, not just those who are in the economic and political mainstream. These outcomes will be brought to the “conventional” strategy groups as an agenda item for additional discussion.

We intend to structure the strategy work groups so that truly cross-disciplinary discussions are generated. We intend to “mix it up” and get people out of their comfort zone by having them engage outside their normal “peer groups” to stimulate creative approaches and solutions. We will also use **Mind Map** software and graphic facilitation to record and share these discussions in a broader context with a variety of audiences.

The RPSD plan process will commence with an **Environmental Scan** to assess conditions and trends. Partnerships with Lower Columbia College and Centralia College will assist in conducting an Environmental Scan of existing conditions and trends, as they relate to sustainability. A similar effort was conducted a few years ago by the State Workforce Education Council and will be used as a starting point. It encompasses demographics, labor force, economic, technology, political, lifestyle, and other trends. A summary of the Environmental Scan will be presented at community **Sustainability Forums** held across the region. Participants at these forums will be engaged in discussions about the long-term consequences of day-to-day decisions through **The Futures Game**.

The next phase will involve a series of **Visioning Sessions** to gather input from the public that will be used to formulate a Vision Statement based upon known qualities of successful, sustainable communities. Participants will be encouraged to sign on for **Strategy Groups** reflecting various aspects of sustainability, such as Transportation & Land Use, Education-Workforce-Economic Development,

Cowlitz-Lewis Sustainable Communities Consortium

Culture & Community, Fair & Equitable Housing, Environment & Natural Resources, and Governance & Leadership. These groups will propose goals and strategies for consideration in the RPSD.

Strategy Group conversations will be hosted in a variety of venues and times to allow maximum participation by community members. Consortium staff will host the meetings and support the discussions with issue briefs that summarize areas of concern and potential strategies being used to address these concerns. Social disparities in health, income, employment and other sectors will be highlighted in these briefs, using local data where available, so that these disparities receive particular focus by the group when strategies are developed.

Public review and feedback on the proposed goals and strategies will take place in a variety of media and venues, to ensure inclusivity. The CLEDD Consortium will incorporate **Dotmocracy** tools for public review of proposed strategies. While many nominative group processes allow people to prioritize their preferences by voting with an assigned number of “dots”, dotmocracy provides a multi-dimensional feedback tool that gives people a chance to vet an idea outlining its strengths and weaknesses. This ensures that the concept being explored is critiqued against itself, rather than being reviewed against other ideas and possibly being eliminated because there simply “aren’t enough dots to go around” or there is a limit on the number of votes or priorities allowed.

Special studies proposed under this program will be incorporated into the appropriate Strategy Discussion Group for further consideration and action. For instance, results of the South Lewis County Sub-Area Plan will be presented to the Education-Workforce-Economic Development discussion group. Each goal in the plan will have associated performance metrics that can be tracked over the 20-year plan horizon.

Each jurisdiction in the consortium will be expected to adopt the final plan. Local Plan updates and code revisions will be essential to attaining the performance targets for the region.

The first step in establishing performance metrics will be to identify and adopt **indicators** that measure change towards or away from a stated goal. A **benchmark** that assesses current status of the region will be defined to determine the direction the region is moving in regards to a particular goal. The **targets** will establish the desired outcomes. If the region finds that progress is lagging in meeting any of the targets, there would be an assessment of current efforts to meet the target, and technical assistance provided to consortium members in local actions that would contribute to further gains in meeting the target. Performance should be officially measured in annual increments and evaluated in-depth not less than every five years. Many metrics will be annual measures and can provide a snapshot view of progress; broader goals and targets will require a longer term to determine the level of progress being made.

The organizational structure of the Consortium, by using the multi-jurisdictional CLEDD Board, will lay the groundwork for expectations regarding plan implementation. Members will be expected to promote the plan within their respective jurisdictions. Multi-jurisdictional partnerships and other community alliances are expected to develop during the development of the regional plan. Using the

Cowlitz-Lewis Sustainable Communities Consortium

plan as guidance for updates and revisions to local plans and codes should help to avoid resistance that would be expected with a unilateral directive.

Ongoing monitoring of the performance benchmarks will provide a regular forum to encourage all regional members to support achievement of the goals. Technical support provided by CWCOG as the plan moves forward will be available to assist in implementation.

Dealing with Displacement

It would be expected that reinvestment within any community could have the effect of displacing other uses that may include businesses as well as residents. Such an impact was recently experienced with the demolition of an affordable housing complex to make way for infrastructure serving a new educational facility. The regional plan should raise the level of community dialogue so that open discussions of actual impacts can take place in the context of the regional plan. The process of developing the regional plan should help change community norms and expectations. The use of the Sustainability Checklist for project actions, in conjunction with the current state environmental (SEPA) checklist should be of great assistance in this regard, as it will help identify these impacts in time to mitigate their impacts more appropriately and with much less community disruption.

Regional Consensus

Detail strategies for solidifying the participation of local independent jurisdictions in coordinated activities while acknowledging local autonomy; describe how local agencies and special districts will be engaged to advance the plan; describe plans to engage private sector and business interests that play significant roles in regional economic growth. Explain how other public agencies, including state and special districts, will be engaged to advance elements of RPSD

The Cowlitz-Lewis Economic Development District (CLEDD) acts as the Consortium that leads development of the RPSD. Each local government entity in the region has a seat on the CLEDD board. Each jurisdiction has been asked to designate staff and elected representatives to participate in the community strategy groups that will develop the “nuts and bolts” of the regional plan. The CLEDD has, as one of eight goals, “To emphasize regionalism between Cowlitz and Lewis Counties that supports quality of life issues.” This is further expressed in goals addressing the regional workforce development, regional economic diversification efforts, regional tourism and cultural amenities, and regional approaches to green jobs and environmental protection.

Implementation of the Regional Vision

The Cowlitz-Lewis Economic Development District (CLEDD) acts as the Consortium that leads development of the RPSD. Each local government entity in the region has a seat on the CLEDD board. Each jurisdiction has been asked to designate staff and elected representatives to participate in the community strategy groups, and each jurisdiction will enter the planning process with the expectation of adopting the regional plan to use as a guide in updating their own plans, codes and practices. While the work of each strategy discussion group will incorporate the Livability Principles, the process of developing the RPSD will increase transparency and accountability while it works to facilitate strong

Cowlitz-Lewis Sustainable Communities Consortium

alliances of residents and interest groups and to cement multijurisdictional partnerships for the work that follows during implementation. This will be essential if the CLEDD consortium is to be successful in encouraging its members to remove barriers to sustainability through revisions to local plans and codes, and in the alignment of capital improvement programs with the sustainability goals of the Consortium.

The RPSD plan content will be incorporated into subsequent updates of the CLEDD Comprehensive Economic Development Strategy, the Regional Transportation Plan, local comprehensive plan updates, the Regional Housing Plan, and other existing planning efforts.

A key tool to implement the RPSD is the development of a Sustainability Checklist for project review. The checklist would be incorporated into local State Environmental Policy Act (SEPA) reviews for any local or regional projects meeting the threshold review criteria. While the checklist would not mandate project design, it will be used as both an educational tool and an accountability tool for local project review.

The CLEDD will also expect to implement the regional plan through implementation of the USDA SET program. The regional Rural Development office has expressed commitment to work with our region on select training modules of the SET program that will provide technical assistance to local governments in achieving sustainable economic vitality.

Fiscal resiliency as a plan element will examine strategies that no longer rely on outdated funding models. One of the plan outcomes is to identify new partnerships and funding mechanisms for sustained implementation.

Governance & Management

The regional plan will be developed under the auspices of the **Cowlitz-Lewis Economic Development District (CLEDD)**. The CLEDD board is comprised of representatives from all general and many special purpose governments in the region, private business and industry, and non-profit entities involved in economic development, work force development, social services and education. All major policy and program procedures will be determined by the CLEDD board and this board, comprised of consortium members, will conduct and set the *regional vision* for the RPSD. The CLEDD board will solicit and add other interests and groups to the visioning process in order to include as much cultural diversity and topical perspective as possible.

The CLEDD board is supported by planning, financial and special project staff of the CWCOG. The board will appoint a **Project Leadership Team (PLT)** committee comprised of representatives of the major program areas addressed by the RPSD and reflective of CLEDD board membership.

The PLT will meet on a monthly basis to oversee the work program, monitor and evaluate progress on work product, discussion groups, and timelines. They will review and recommend action on expenditures, and recommend/approve adjustments to the work elements. They are advisory to the CLEDD board on policy and program matters and to the fiscal agent, the CWCOG, for approval of monthly expenditures.

Cowlitz-Lewis Sustainable Communities Consortium

Please see the CLEDD Organizational Chart, which is our Governance Graphic, in the third attachment in the Appendix to this application.

Data Management Plan

The CWCOG acts as a clearing house for data and other regional information. We operate an on-demand information resource center. Our staff will respond in similar fashion to data requests during the development of the regional plan. We will share data and other information with participating jurisdictions, agencies and the public using

- ✓ Published reports and data uploaded to our web site
- ✓ Internet-based tools for data sharing and featuring interactive data and scenario models
- ✓ Inter-jurisdictional staff team meetings for information gathering and data sharing
- ✓ Quarterly Information Forums mirroring existing regional information forums facilitated by CWCOG

Ensuring Implementation

The Cowlitz-Lewis Economic Development District (CLEDD) acts as leads entity in development of the regional plan. Each local government entity in the region has a seat on the CLEDD board. The process of developing the RPSD will ensure transparency and accountability while it works to facilitate strong alliances of residents and interest groups and to cement multijurisdictional partnerships for the work that follows during implementation. This will be essential if the CLEDD consortium is to be successful in encouraging its members to remove barriers to sustainability through revisions to local plans and codes, and in the alignment of capital improvement programs with the sustainability goals of the Consortium.

The RPSD plan content will be incorporated into subsequent updates of the CLEDD Comprehensive Economic Development Strategy, the Regional Transportation Plan, local comprehensive plan updates, the Regional Housing Plan, and other existing planning efforts.

A key tool to implement the RPSD is the development of a Sustainability Checklist for project review. The checklist would be incorporated into local State Environmental Policy Act (SEPA) reviews for any local or regional projects meeting the threshold review criteria. While the checklist would not mandate project design, it will be used as both an educational tool and an accountability tool for local project review.

The CLEDD will also expect to implement the regional plan through implementation of the USDA Stronger Economies Together (SET) program. The state USDA Rural Development office has expressed commitment to work with our region on select training modules of the SET program that will provide technical assistance to local governments in achieving sustainable economic vitality.

Fiscal resiliency as a plan element will examine strategies that no longer rely on outdated funding models. One of the plan outcomes is to identify new partnerships and funding mechanisms for sustained implementation.

Cowlitz-Lewis Sustainable Communities Consortium

Project Implementation Schedule

Planning Process	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Project Management												
a. Report to HUD	q	q	q	q	q	q	q	q	q	q	q	q
b. Finance report to CLEDD board		r, m		r, m		r, m		r, m		r, m		r, m
2. Consortium Coordination												
a. Monthly PLT Coordination Meetings	m	m	m	m	m	m	m	m	m	m	m	m
b. Bi-monthly Full Consortium Meetings	m	m	m	m	m	m	m	m	m	m	m	m
c. Monthly Staff Coordination Meetings	m	m	m	m	m	m	m	m	m	m	m	m
d. Monthly EDC Meetings	m	m	m	m	m	m	m	m	m	m	m	m
e. Quarterly Regional Information Forums	q	q	q	q	q	q	q	q	q	q	q	q
f. Inter-local agreements	a											
3. Public Outreach, Engagement & Input												
a. The Futures Game - education/outreach	m	m										
b. Community Visioning workshops		m	m	m,r								
c. Strategic Discussion Groups					m	m	m	m	m	m	m	
d. Underserved Outreach	o	o	o	o	o	o	o	o	o	o	o	o
e. Marketing	o	o	o	o	o	o	o	o	o	o	o	o
f. Education	o	o	o	o	o	o	o	o	o	o	o	o
4. Research, Data Support, Modeling & Metrics												
a. Background Research	a	a	a	a	a	r	r	r				
b. Review existing plans and policies	a	a,r										
c. GIS Database Development	a	a	a	a	a	a						
d. Develop monitoring metrics									a		p	
e. Housing Data & Affordability Model			d	d	d	a	a	p				
f. Cluster Analysis- Economic Development			d	d	d	a	a	p				
g. Economic Modeling					d	d	a	p				
h. Connectivity Analysis- Housing/Transit/Employment					d	d	d	p				

Key: a- agreement reached/adopted; d- data analysis; dr- draft report; m- meetings; o- outreach; p- presentation of report/data; q- quarterly report; r- report issued

Cowlitz-Lewis Sustainable Communities Consortium

5. Regional Sustainable Plan Development												
a. Conduct Environmental Scan	d	d,r										
b. Develop/Analyze GIS data layers		d	d	d	d	d	d	d	d	d	d	p
c. Existing Conditions & Trends Report			d	p								
d. Define County Vision for Sustainability					a							
e. South Lewis SubArea Plan		d	d	p								
f. Strategic Economic Development Plan		d	d	p								
g. Cluster Analysis					d,m	d,m	d	p				
h. Labor Shed/Workforce Plan						d,m	d,m	d	p			
i. Innovation Center Feasibility Study		d	d	p								
j. Aging Readiness Plan				m	d	d	d	r	p			
k. Affordable Housing Model					m	d	d	d	r	p		
l. Identify equity mechanisms for underserved populations								d	a	a	p	
l. Goals/Strategies Report								d	d	r	p	
m. Develop Implementation Steps for Projects and Programs								d	d	r	p	
n. Identify potential funding strategies for implementation								d	d	r	p	
m. Develop draft county sustainable plan										r	p	
n. Review Draft with stakeholders/ Feedback											o,p	
o. Develop strategy to remove barriers & align existing plans											m	p
p. Evaluation												o

Key: a- agreement reached/adopted; d- data analysis; dr- draft report; m- meetings; o- outreach; p- presentation of report/data; q- quarterly report; r- report issued

HUD's DEPARTMENTAL POLICY PRIORITIES

Capacity Building & Knowledge Sharing

One key goal of the regional sustainability plan is to build capacity for sustainable program performance in regional planning among Consortium members. Ongoing monthly meetings will provide opportunities for knowledge exchange and skill development. We intend to partner with Portland State University – Sustainability Institute for opportunities to broaden peer learning. Capacity building and knowledge sharing will take place in face to face meetings, video conferencing, on-line meetings, and other forums.

Cowlitz-Lewis Sustainable Communities Consortium

Expand Cross-Cutting Policy Knowledge

Data and indicators have yet to be established but will be evaluated and shared across all jurisdictions participating in the Consortium.

Evaluation

Cowlitz-Lewis Sustainable Communities Consortium proposes to utilize the services of Washington State University for independent evaluation of our regional sustainable development planning program, policy impacts, and performance metrics. This would be performed in WSU's role as the University Center serving the Cowlitz-Lewis Economic Development District under the Economic Development Administration. Through this mechanism we can also use the evaluation report to disseminate policy lessons learned during the planning process. We anticipate there would be two reports resulting from this evaluation: policy implications and performance analysis.

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

Please see Appendix for attached letters of commitment

The role of community-based organizations that are not participants in the CLEDD are outlined on the Planning Program Process diagram included in the Appendix.

State integration

Please see attached letter from Washington State Department of Transportation regarding partnership to further state goals in regional integrated planning. Additional state initiatives that will be incorporated into the PSD include:

- ✓ Efficiency and Alternative Fuel Goals for Public Fleets
- ✓ Energy Efficiency in Public Facilities
- ✓ Washington State Integrated Climate Change Response Strategy
- ✓ Regional Transportation Planning
- ✓ Shoreline Management Planning
- ✓ Growth Management Comprehensive Plan updates

Federal Integration

- ✓ Updates of the CLEDD Comprehensive Economic Development Strategy
- ✓ USDA Rural Development SET Program for implementation or the RPSD
- ✓ Hazard Mitigation Plan Updates

Cowlitz-Lewis Sustainable Communities Consortium

Rating Factor 5: Achieving Results and Program Evaluation

Outcomes from the Regional Plan Process for the RPSD will support progress in meeting mandatory outcomes through integration of the RPSD with other federal, state and local planning programs. This includes:

- ✓ Regional Transportation Plan update, due 2014
- ✓ Consolidated Housing & Community Development Plan, due 2013
- ✓ Shoreline Management Program Comprehensive Update, due 2013
- ✓ Comprehensive Economic Development Strategy, due 2013
- ✓ Growth Management Comprehensive Plan Update, due 2014
- ✓ Washington State Integrated Climate Response Strategy, due date TBA

Longer-term outcomes of the plan are projected to include:

- ✓ Integrated land use patterns that will result in:
 - reduced VMT
 - improved air quality
 - infill development and increased efficiency of land use
 - densities that promote more transportation options for our communities
- ✓ Reduced disparities in the social determinants of health
- ✓ Reduced cost of living for low and moderate income households
- ✓ Increased citizen engagement across the region for implementation of the regional vision

Each of the optional outcomes outlined in the Sustainability Program Guidelines is an expected public and social benefit of developing a Regional Plan for Sustainable Development.

Achieving Results

The planning process will establish metrics for implementation of the RPSD that will be tracked over the 20-year plan horizon for specific goals that will be outlined in the plan. Once goals are established, metrics will be formulated and tracked for the purpose of establishing:

- Indicators – established to measure change in meeting a goal or movement away from meeting a goal
- Benchmarks – assessment of current conditions used as a starting point to gauge progress
- Targets – a desired outcome or goal

The consortium will establish indicators, benchmarks and performance targets to determine progress towards meeting the goals of the planning program. These will be developed through the regional planning process.