Transit Oriented Development Feasibility and Community Goals for the Shoreline Park and Ride

June 30, 2022

I. Contents

II. Proviso Text

Of this appropriation, $150,000 shall not be expended or encumbered until the executive transmits a Shoreline Park & Ride transit-oriented development feasibility report and a motion that should acknowledge receipt of the report and a motion acknowledging receipt of the report is passed by the council. The motion should reference the subject matter, the proviso's ordinance number, ordinance section and proviso number in both the title and body of the motion. The report shall include, but not be limited to, the following:

A. A description of any encumbrances, easements or other conditions on the use of the Shoreline Park & Ride, which is located at 18821 Aurora Avenue North within the city of Shoreline ("the property"), that could limit or prohibit transit-oriented development on the property, actions that could be taken to address or resolve any restrictions and any conditions related to continued use of the property for parking or other uses that must be met if the property is developed for other uses;

B. A description of the process used to conduct a feasibility study of the property, including a description of: 1. The results of architectural, land use, transportation planning and engineering studies; 2. The engagement process used to involve community members and jurisdictional and agency partners to develop potential scenarios for development of the property; and 3. The goals for the use of the property; and

C. A description of next steps to be taken in coordination with jurisdictional and agency partners, community members and the department of community and human services to develop a plan for transit-oriented development on the property, including affordable housing.

The executive should electronically file the Shoreline Park & Ride transit-oriented development feasibility report and the motion required by this proviso no later than September 30, 2021, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the mobility and environment committee, or its successor. [1]

[1] Ordinance 19210, Section 113, Transit, P8 [LINK]

III. Executive Summary

This report is submitted in response to Ordinance 19210, Section 113, Transit, P8.[2]

Metro purchased the 5.34-acre property, now known as the Shoreline Park and Ride, from the Washington State Department of Transportation (WSDOT) in 2017. The facility provides 393 commuter parking spaces, one active bus bay, three bus layover spaces and a comfort station for Metro drivers. The facility is served by several bus routes including the RapidRide. In 2024, Sound Transit's Lynnwood Link light rail plans to begin service to the City of Shoreline.

On June 9, 2021, Metro's General Manager signed Metro's Equitable Transit Oriented Communities (ETOC) policy (Appendix C) that directs Metro to evaluate its property portfolio biannually to identify opportunity sites for Transit Oriented Development (TOD). Pursuing transit-oriented development at the Shoreline Park and Ride that accommodates transit and commuter needs and positions the County to deliver on other community goals would implement Metro's ETOC policy and achieve other policy and strategic plan goals.

Metro contracted with a consultant team comprised of architects, engineers, real estate, and community engagement professionals to conduct a transit-oriented development feasibility study at the Shoreline Park and Ride. A Metro team collaborated with the consultants, City of Shoreline and King County's Department of Community and Human Services (DCHS) to design and conduct a community engagement process. The engagement process included discussion of the findings of the TOD feasibility study; confirmed assumptions, transit needs and city goals; and co-created project goals to inform any future developer solicitation.

Six conditions are identified in this report that impede or effect the site's ability to realize TOD. They include:

1. A WSDOT deed restriction that requires Metro to provide 401 parking stalls for exclusive use by commuters 24-hours a day, 7-days a week.
2. The park and ride includes an access road, one active bay, three layover spaces and a comfort station
3. Two existing sewer easements that run the length of the site parallel to Aurora Avenue.
4. A non-specific easement that allows main storm or sewer connections from tract 52 across the site to the west.
5. The site has two different zoning designations. A portion of the site is designated Mixed-Business (MB) while another portion is zoned for townhome construction up to 18 units an acre.
6. An existing retention pond west of the access road must be replaced or relocated if the site is redeveloped to include its location.

None of the identified encumbrances preclude redevelopment for TOD.

[2] Ordinance 19210, Section 113, Transit, P8 [LINK]

After reviewing historic US Geological Survey maps and as-built drawings of the water retention tank and public plaza adjacent to the site, no evidence of an underground stream or creek to Echo Lake, are identified, although borings and soil samples are needed to confirm.

Based on the listed encumbrances and what is allowable by code, the consultant team examined two primary development scenarios, both driven by the parking restriction:

1) Structure transit parking in a standalone garage and develop the remainder of the site as TOD
2) Integrate structured parking for both transit and development uses and develop above the parking podium.

For both scenarios, consultants examined the effect of sharing 100 transit parking stalls with the development. Both shared parking options increased the minimum number of housing units possible on the site and improved the project's financial performance. Both scenarios with and without shared parking were feasible.

Kidder Mathews, an independent commercial real estate firm, conducted a market study and found a strong market for both market-rate and workforce housing. They found weak market demand for speculative office and pedestrian-oriented commercial space. Findings from the market study informed the development program that was tested in the feasibility study. The concept was primarily residential with limited commercial space sized to meet code requirements.

Metro, DCHS, and City of Shoreline staff collaborated on the list of interested parties to engage in the public engagement process. Metro, supported by a consultant team, ran a four-workshop engagement process. At the conclusion of the workshop series, the high-level project goals identified by participants are:

1. Prioritize family-sized affordable housing
2. Seek restaurants or cafes as a ground floor use
3. Include a playground
4. Target housing affordable to households making 60% of AMI (Area Median Income) or below
5. Create a Community Hub on as a ground floor use
6. Provide a community garden or green space
7. Seek a Pharmacy or Urgent Care Clinic as a ground floor tenant
8. Provide Free Parking

Several next actions are identified to support TOD at the Shoreline Park and Ride, including exploring affordable housing. Metro will work with the City of Shoreline to pursue rezoning the entire site to Mixed-Business (MB). It will reach out to WSDOT about the future of the deed restriction and work to develop a set of project requirements that support Metro's future needs for the park and ride. Metro will work with DCHS and the City of Shoreline on an affordable housing approach and identify project timing based on available resources.

Notably, significant resources will be needed from local, state, and federal governments to support large scale development at this site. Coordinating sufficient resources could take several years. The Executive is committed to partnering with Council to secure equitable transit oriented development on this site and is actively monitoring the availability of TOD funding from Lodging Taxes (RCW 67.28.180) as well as other resources to support affordable housing development at locations like this.

IV. Background

Department Overview:
King County Metro is the Puget Sound region's largest public transportation agency. Metro provides bus, paratransit, vanpool, and water taxi services, and operates Seattle Streetcar, Sound Transit Link light rail, and Sound Transit Express bus service. Metro is committed to providing safe, equitable, and sustainable mobility, and prioritizing service where needs are greatest.

Key Conditions:
Metro Transit owns and operates the 5.34-acre Shoreline Park and Ride located at 18821 Aurora Avenue North in Shoreline, WA. Metro purchased the Shoreline Park and Ride from WSDOT in 2017. Terms of that agreement require Metro to maintain 401-stalls of commuter-only 24-hour free parking. The facility is served by the Rapid Ride E line, 301, 303, 342 and the 373 bus routes.

In 2021, Metro adopted its Equitable Transit Oriented Development (ETOD) policy that directs Metro to evaluate its property portfolio biannually to identify opportunity sites for TOD. As directed by its ETOC policy, Metro considers the built environment and community characteristics when planning frequent services like high-capacity transit to facilitate and support the continued development of inclusive healthy and vibrant places for the people of King County.

In 2024, Link light rail begins service to Shoreline. Metro's service change following the opening of light rail to Shoreline, may impact bus service to the park and ride. In addition, Sound Transit is adding new garages at both Shoreline stations. As property values rise, demand for affordable housing choices increase. Service changes, changes to the built environment, and changes to regional commute patterns influence commuter parking demands. This work requires consideration of the nature and amount of commuter parking provided at Metro's facilities, balanced with other mobility improvements to best serve residents of King County.

Pursuing transit-oriented development at the Shoreline Park and Ride that accommodates transit and commuter needs and positions the County to deliver on other community goals and implements Metro's ETOC policy (Appendix C) and would achieve other policy and strategic plan goals.

Report Methodology:
Metro Transit staff developed this report. Metro contracted with a consultant team comprised of architects, engineers, real estate, and community engagement professionals to conduct a transit-oriented development feasibility study at the Shoreline Park and Ride. The consultant team led by McMillen Jacobs Associates and comprised of Dean Alan Architects, Cascadia Consulting, and Kidder Mathews examined the site's existing regulatory requirements, known environmental conditions, considered the site's title report, conducted a massing study and a market study to determine the capacity and feasibility of commercial development on the park and ride site. The consultant expertise in engineering, architecture, real estate, and public engagement informed the development of a transit-oriented feasibility study and supported a public engagement process.

A Metro team collaborated with the consultants, City of Shoreline and DCHS to design and conduct a community engagement process. The engagement process included discussion of the findings of the

TOD feasibility study; to confirm assumptions, transit needs and city goals; and to co-create project goals to inform any future developer solicitation.

Consultants reviewed relevant plans and policy direction including Metro Connects (Metro's long-range vision), King County's Strategic Climate Action Plan, King County's Equity and Social Justice Strategic Plan and Metro's Equitable Transit Oriented Communities policy to develop a set of assumptions to inform Metro's long-term needs and plans for the site. Consultants reviewed several existing plans to develop and confirm a list of encumbrances and assumptions that informed the feasibility study. The materials included zoning plans; the City of Shoreline's Comprehensive Plan and its Housing Action Plan; King County's deed and historical studies of the site.

Working with the engagement consultants, Metro, DCHS and City of Shoreline staff collaborated to develop content and a list of community organizations to include in a four-part workshop series designed to inform and support community goal setting for a future TOD. The workshop series took place over the course of six weeks this spring following the conclusion of the feasibility study. The first two workshops targeted public partners and hosted a conversation between Metro and the City of Shoreline to confirm project requirements and articulate goals. The third and fourth workshops brought community representatives around the virtual table with both city and county staff to discuss the findings of the feasibility study, conduct community listening sessions and provide context into content areas including affordable housing, ground floor active uses and public open space to support community conversations and goal setting. The third workshop concluded with an exercise that resulted in a concise, prioritized list of project goals for a future TOD.

V. Report Requirements

This report is organized to respond to the requirements of Ordinance 19210, Section 113, Transit, P8.

A. Encumbrances, easements, or other conditions on the use of the Shoreline Park and Ride that could limit or prohibit transit-oriented development on the property, actions that could be taken to address or resolve any restrictions and any conditions related to continued use of the property for parking or other uses that must be met if the property is developed for other uses

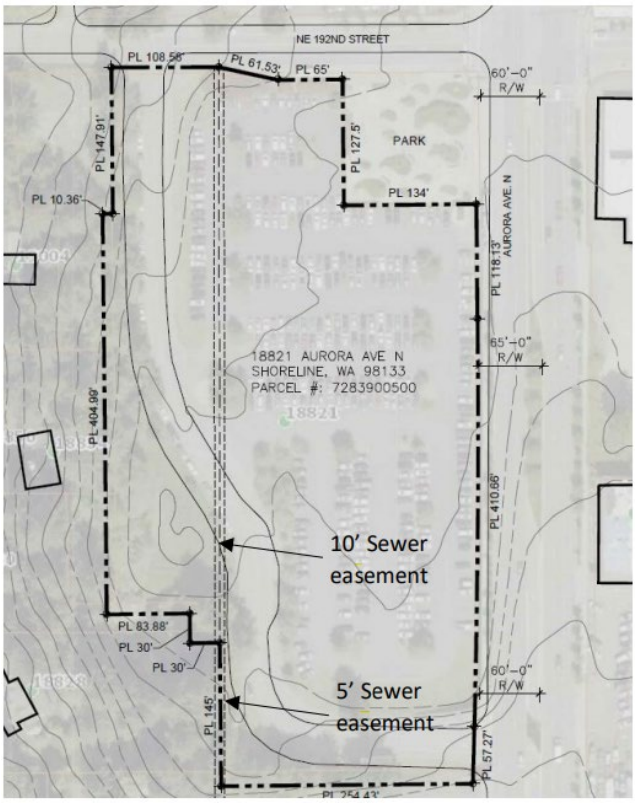
The Shoreline Park and Ride, located at 18821 Aurora Avenue North, within the City of Shoreline is a 5.34-acre site owned by King County Metro. The development potential of the site is affected by the following conditions:

1. WSDOT deed restriction requires Metro to provide 401 parking stalls for exclusive use by transit riders, 24-hours a day at no cost.
   - The consultant team finds that if the site's split zoning is resolved (see item five below) and the entire site receives a mixed-business (MB) designation and is developed to maximize housing units, providing the 401 stalls of transit parking is possible under current market conditions.
   - Sharing 100 transit stalls (25 percent) with the future development increased the site's development capacity considerably and improved the feasibility of TOD.
   - Metro's service to the park and ride is expected to change in 2024 and demand for transit parking may decrease, Metro could negotiate with WSDOT to either reduce the required transit parking or seek a shared parking arrangement with a future development. Modifying the deed can be done at WSDOT's discretion.

2. The park and ride includes an access road, one active bay, three layover spaces and a comfort station.
   - For the purposes of the feasibility study, the consultant team assumes that the current park and ride program is to be accommodated on site.
   - Providing the park and ride program does not impede the development of TOD this location but it does limit the size of a future development and increases the cost to successfully deliver TOD.
   - Future transit program needs for this location will be known when the service change associated with the opening of Lynnwood Link is finalized in 2023.
   - Metro's service planning and parking management groups are coordinating with the Transit Oriented Communities (TOC) program to inform any future offering at this location.

3. Two sewer easements run across the property parallel to Aurora Avenue N, the first is 10 feet wide, the second is five feet wide. 4es
   - These easements did not preclude previous development of the site but may affect future development configurations.
   - It is unknown if either easement is in use.

- A developer will need to determine if the easements are in-use and account for them in their future site planning activities.



4. A non-specific easement allows main storm or sewer connections to run from Tract 52 across the site to the west.
    - This encumbrance does not negatively affect the site's development potential.
    - New connections and easements would be needed for a future development.

5. The site has two different zoning designations on different pieces of the same property, otherwise known as "split zoned". The frontage on Aurora is zoned mixed-business (MB), a designation allowing mixed-use buildings up to 70' or five to six stories with one or two decks of parking. West of the sewer easement, abutting the single-family residential neighborhood is designated T-18, allowing townhomes up to 18 units/acre.
    - Rezoning is necessary to for the development scenarios explored in the feasibility study.
    - Working with the City of Shoreline, Metro should seek to resolve the split zoning and pursue a designation of MB across the entire site.
    - Conversations with City of Shoreline staff indicate city support of rezoning the site to MB.

6. An existing retention pond is located to the west of the existing access road.
    - For the purposes of the feasibility study, the access road is retained and the retention pond is untouched.

- If a future developer wishes to activate the site in the location of the retention pond, its function must be replaced onsite at the developer's expense.

B. The Process to Conduct the TOD Feasibility Study

The consultant team reviewed previous development studies of the site conducted in 2000 (Arai Jackson Architects and Planners) and again in 2003 (Merritt & Pardini). They reviewed City of Shoreline's existing comprehensive plan including existing zoning, title reports, topography and environmental studies as well as information provided by the city on the water retention tanks and the development of the adjacent plaza.

While the consultant team did not include environmental engineers, they did review as-built drawings of the underground water tanks and determined that based on historical reports, no underground stream is evident. They worked closely with Metro staff to understand existing use case scenario and met with service planners to develop future use assumptions to inform the development feasibility.
The park and ride program is the primary driver of the development scenarios. The consultant team explored variations of two scenarios, one with a standalone commuter parking garage and another with integrated parking for both the park and ride and future development. For each of these scenarios, the team explored the effect of sharing up to 25 percent of the commuter parking (100 stalls) with the future development.

Informed by review of data and reports, the consult team performed capacity studies for two development scenarios, determining the massing and approximate unit count possible on the site. The two configurations are:

1. A stand-alone transit garage and an adjacent mixed-use development; and
2. An integrated garage with mixed-use development.

For the two scenarios, the consultants examined two parking alternatives:

A. WSDOT's 401 transit parking stalls intact; and
B. A share of 100 stalls or 25 percent of the total transit parking with the future development.

Kidder Mathews conducted a market study to inform the development scenarios and finds strong demand for market-rate and affordable housing, but a weak pedestrian-oriented commercial and office market at the park and ride location. The capacity study determined that the site could deliver between 558 and 694 units of housing and 6000 square feet of retail if development on the site was maximized. Importantly, while the capacity study determined the maximum development envelop based on the site conditions and zoning, a future developer will endeavor to create a site plan and phasing plan that responds to the market and may produce fewer units.

An integrated parking program, where commuter parking and parking for TOD is provided on a single podium, provides maximum flexibility to both Metro and a future developer. If parking demand shifts an integrated approach to parking allows for a more seamless transition between uses. An integrated parking solution also slightly increases the site's residential development capacity.

If WSDOT allowed for a shared parking arrangement where 100 stalls currently dedicated to transit could be shared with a future development the financial feasibility of a future development is improved. If in the future, Metro determines that it needs fewer than 401 parking stalls at the Shoreline Park and

Ride and WSDOT was amenable to amending its deed restriction, lowering the total number of parking stalls required on-site would also improve the feasibility of future development.

The feasibility study addressed equity through the application of Metro's Equitable Transit Oriented Communities Policy that requires Metro to provide a minimum of 20 percent of housing units produced on its property for housing affordable to households making at or below 80 percent of the area median income (AMI). This policy directive resulted in considering restricted cash flow for between 110 and 140 units of housing on the site. The full feasibility study is provided as Appendix A.

C. The Public Engagement Process and Goals for the Use of the Property

Working with the engagement consultants, Metro, DCHS and City of Shoreline staff collaborated to develop content and a list of community organizations to include in a four-part workshop series designed to inform and support community goal setting for a future TOD. Engagement took place between February and April of 2022, over the course of six weeks, following the conclusion of the feasibility study.

The first two workshops targeted public partners and hosted a conversation between Metro and the City of Shoreline to confirm project requirements and articulate goals. The third and fourth workshops brought community representatives around the virtual table with both city and county staff to discuss the findings of the feasibility study, conduct community listening sessions and provide context into content areas including affordable housing, ground floor active uses and public open space to support community conversations and goal setting. The third workshop concluded with an exercise that resulted in a concise, prioritized list of project goals for a future TOD.

Metro worked closely with Cascadia Consulting and in collaboration with DCHS to design the workshop engagement process. Engagement began with a hosted conversation with City of Shoreline staff to share the findings of the feasibility study and lead a visioning session.

Metro engaged with the City of Shoreline Neighborhoods Coordinator to co-develop a list of interested parties to include in a two-part community listening and goal setting process. Leading with the desire to engage community groups and organizations that serve priority populations in Shoreline, Metro reached out and included members from the following organizations:

- Hopelink
- Ronald Commons Housing
- YMCA
- North Urban Human Services
- Hillwood Neighborhood Association
- Echo Lake Neighborhood Association
- Shoreline Farmers Market
- Shorelake Arts
- King County Metro Equity Cabinet
- East African Family Support Group
- Canopy

Metro hosted two community workshops. The first workshop was an opportunity to provide community members with information about the proviso, the feasibility study and conduct a listening session. The purpose of the community discussion was to gather community needs, priorities, and possibilities for the site. Metro used the opportunity to discuss the property and transit oriented development. The consultants provided an overview of affordable housing and needs at the site and facilitated break out

room activities to gather and organize feedback. The feedback was organized into four categories housing, public open space, active ground floor uses; and a miscellaneous category.

The second community workshop was intended to prioritize feedback gathered in the first community workshop into a ranked set of project goals. Metro led the group in a conversation about balancing priorities and trade-offs and consultants led a breakout activity and then a whole group activity where participants voted on top project priorities. All workshops were conducted online. The first community workshop provided translation services in both Amharic and Tigrayan. The second community workshop provided translation in Amharic only.

Based on community feedback gathered during the workshop series the community project goals in order of priority are:

1. Prioritizing family-sized affordable housing
2. Seeking restaurants or cafes as a ground floor use
3. Seeking a community serving playground
4. Targeting housing affordable to households making 60% of AMI or below
5. Creating a Community Hub on as a ground floor use
6. Creating a community garden or green space
7. Seeking a Pharmacy or Urgent Care Clinic
8. Free Parking

A full engagement summary can be found in Appendix B.

VI. Next Actions

In coordination with jurisdictional and agency partners, community members and DCHS, Metro plans to undertake the following actions to develop a plan for Transit Oriented Development on the property, including affordable housing:

1. Engage WSDOT to determine the viability of modifying the deed restricted number and/ or exclusive transit use of 401 parking stalls
2. Work with service planning and parking and mobility staff to determine final transit service and parking program requirements responding to the opening of Lynnwood Link service.
3. Work with real estate and the City of Shoreline to resolve the site's spit zoning to maximize development potential and increase the value of the site for a developer.
4. Work with County staff to determine funds available to support both the provision of affordable housing and offset the cost to structure parking.
5. Collaborate with jurisdictional and agency partners on a procurement approach and timeline.
6. Resource Metro's Transit Oriented Communities Program to support the procurement.

Over the next year or so, Metro will evaluate its properties relative to feasibility and prioritization for TOD projects; that effort will look at factors such as equity, funding, permitting, financial considerations, etc. Also, significant resources will be needed from local, state, and federal governments to support

large scale development at this site. Coordinating sufficient resources could take several years. The Executive is committed to partnering with Council to secure equitable transit oriented development on this site and is actively monitoring the availability of TOD funding from Lodging Taxes as well as other resources to support affordable housing development at locations like this.

VII. Appendices

Appendix A: Transit-oriented development feasibility study at the Shoreline Park and Ride
Appendix B: Transit -oriented development at the Shoreline Park and Ride Engagement Summary
Appendix C: Metro's Equitable Transit Oriented Communities policy

September, 2021

SUMMARY REPORT

KING COUNTY METRO
TRANSIT-ORIENTED DEVELOPMENT FEASIBILITY STUDY -
SHORELINE PARK N RIDE
18821 AURORA AVE NORTH
SHORELINE, WA 98133

DEAN ALAN ARCHITECTS | 1511 THIRD AVE. STE 301, SEATTLE, WA 98101

WITH MCMILLEN JACOBS ASSOCIATES,
KIDDER MATTHEWS AND CASCADIA CONSULTING GROUP

Executive Summary

PURPOSE

King County Council directed Metro to a conduct a feasibility study for a transit-oriented development (TOD) at the Shoreline Park N Ride as a part of King County's 2021-22 budget (Proviso 8). The study's goal is to understand the property's development propensity while meeting long-term regional transportation needs, to understand the site's encumbrances and their effect on the site's developability, and to inform community engagement activities, conducted in partnership with the City of Shoreline, to develop project goals for a future developer solicitation.

When Metro purchased the site from WSDOT in 2017, the deed agreement required that Metro provide 401 parking stalls available 24 hours a day, seven days a week for exclusive use by transit riders. As part of this study, Metro sought to understand more fully the impact of that encumbrance and to identify other issues that may limit the site's developability.

SITE

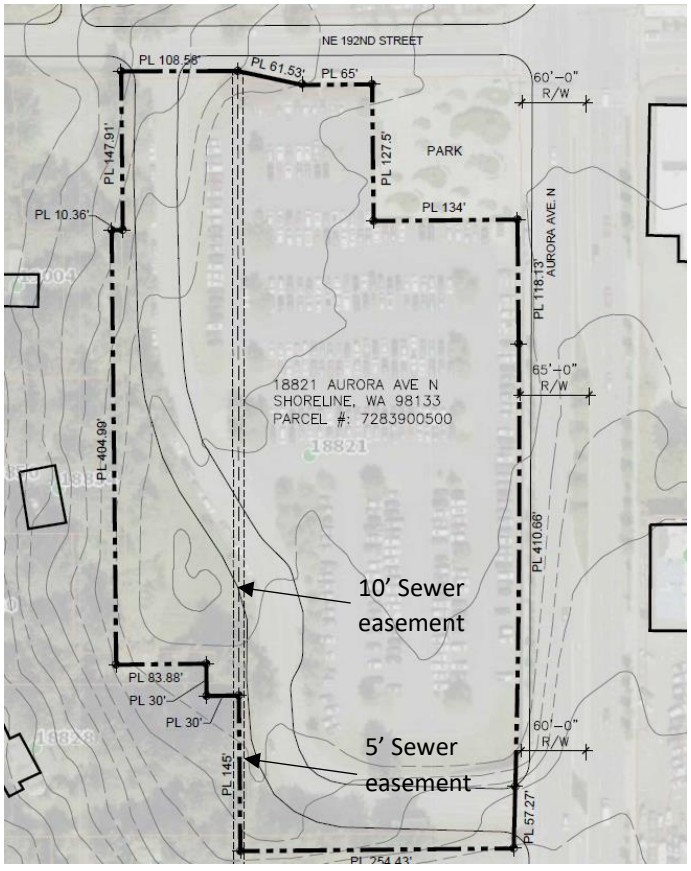


Figure 1 Site Plan

The Shoreline Park N Ride site is located on the southwest corner of Highway 99 (Aurora Avenue N) and N 192nd Street in the City of Shoreline. The project site faces Aurora Ave N and backs directly onto a single-family residential neighborhood. The 5.34-acre site is situated below grade at the southwest and northeast corners relative to the adjacent lots and streets. Most of the site is paved for surface parking. An access road to the west and south is used by buses and the public. Rapid Ride E and bus routes 301, 302 and 373 serve this site. A City-owned park at the corner of Aurora Ave N and N 192nd Street and a retention pond within the site boundary address stormwater drainage.

Mixed business (MB) zoning across the majority of site allows for high density development in retail, office and multifamily uses. The height limit of 70' allows for 5-6 levels of residential development over 1-2 decks of parking. The site is zoned R18 west of the 10' sewer easement (see Figure 1 and zoning map in Figure 5); the site's split zoning will need to be resolved to maximize development. Development scenarios in this report assume MB zoning across the entire site.

ENCUMBRANCES

The site carries specific encumbrances that impact its development potential. These are functions that need to be maintained and/or obligations to other parties, impacting the site layout:

- The WSDOT deed requires Metro to provide 401 parking stalls available 24 hours a day, seven days a week for exclusive use by transit riders;
- In addition to transit rider parking, the Park N Ride program includes one passenger pick-up, three bus layover spaces and a driver comfort station;
- 10' and 5' wide sewer easements run parallel to Aurora Ave, indicated in Figure 1 Site Plan. It is not known whether these easements are in use; and
- A non-specific easement allows for main storm or sewer connections to run from Tract 52 to the west through the site. New connections and easements would need to be set up for the new site layout.

MARKET

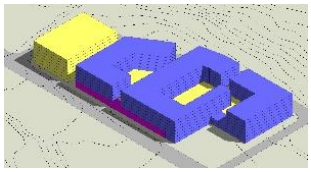
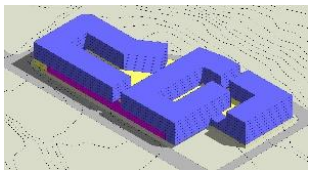
A market demand assessment of typical TOD uses, including multifamily residential, pedestrian-oriented retail, office, and hospitality, found that multifamily residential is currently the most viable use for a speculative development. Market forces need to be closely monitored as the project concept develops, prior to the issuance of a development solicitation to best meet the market. At present, two major considerations may affect the site's future program and timing:

- Four large multifamily projects are currently under construction and more than 20 projects are in the planning and permitting process. If the majority of projects being planned come to fruition, they could saturate the market; and
- Covid-19 is impacting the predictability of development on both the demand and the construction cost sides. The data collected for the Mortenson Cost Index is showing an increase of nearly 5% nationally and 5.2% in Seattle for the first quarter of 2021. This is the largest single quarter increase since its inception, driven by significant disruptions to the supply chain and increases in commodity costs.

DEVELOPMENT SCENARIOS

The WSDOT parking requirement framed this study. Two scenarios were considered: a separate parking garage for dedicated transit rider use and a garage integrated with future development. The study concluded that providing 401 transit-only stalls would be challenging but physically possible. In addition, the study looked at the impact of renegotiating the WSDOT parking requirement to allow 300 dedicated transit stalls to be supplemented by 101 stalls shared with the development, in order to test the sensitivity of this encumbrance.

The two garage scenarios, overlaid by the WSDOT parking requirement sensitivity test, resulted in four options.

Option A	Standalone transit garage (401 stalls) Development on the remainder of the lot	
Option A1	Standalone transit garage (300 dedicated transit stalls) Development on the rest of the lot, incorporating 101 stalls shared with transit	
Option B	Integrated garage: 401 stalls dedicated underground transit parking Development with parking above	
Option B1	Integrated garage: 300 stalls dedicated underground transit parking Development with parking above, of which 101 stalls shared with transit	

The studies showed that there is significant development potential on this site even with the WSDOT parking requirement: between 550 and 700 market rate units depending on the scenario.

The financial model of these options assumes that a developer pays $31,000 per residential unit for the land and restricts rents in 20% of the residential units to people making 80% or less of Area Median Income (AMI). This 20% set-aside for affordable units aligns with Metro's Equitable Transit-Oriented Communities policy.

SOURCES AND USES

The Sources and Uses analysis focuses on the disposition of land or development rights to cover the cost of transit improvements. After accounting for the cost of meeting the P&R program requirements, and assuming the land disposition is a fair market value transaction to support the creation of TOD, the options generate between a $1 and $3.3 million cash surplus in the scenarios where all 401 dedicated P&R stalls are preserved, and between $4.5 and $6.6 million in the scenarios where 300 dedicated P&R and 101 shared P&R stalls are preserved. Receiving less than fair market value for the land, or restricting income generation through affordable housing requirements, will jeopardize the feasibility of the project and warrant further study.

NEXT STEPS

Further work is required in three categories:

- Transit program: Metro is in the process of revising its service plan in coordination with the start of Sound Transit's Lynnwood Link light rail service in 2024. These changes may reduce transit activity on the Shoreline Park N Ride site. As part of this workstream, consideration should be given to negotiating with WSDOT to allow a shared parking arrangement and on temporary parking during construction;
- Confirm environmental and utility needs: issues needing further study include condition and code-compliance of the existing retention pond; utility capacity limits (fire flow, substation); and the water table level. In addition, implications of the sewer easements should be explored; and
- Community outreach and affordable housing: an engagement strategy has been prepared as part of this study. Next steps are to coordinate and align outreach with the City of Shoreline, to conduct planned outreach activities, and to gather community input to develop shared project goals. As part of this workstream, affordable housing requirements and aspirations need to be discussed between the City of Shoreline and King County.

Subject to financial feasibility, the work will support the preparation of a Request for Proposals for development of the Park N Ride site.

Contents

Proviso 8 in 2021-22 King County Budget

Metro supports the pursuit of transit-oriented development at the Shoreline Park N Ride and is interested in understanding the property's development propensity while meeting long-term regional transportation needs.

Specifically, Metro understands that the WSDOT parking requirement may represent an unmarketable burden to future developers and would like to understand more fully the impact of that encumbrance and the site's development potential without it.

This proviso issued in the 2021-2022 budget directs Metro to:

1) Conduct a transit-oriented development feasibility study at the Shoreline Park N Ride;
2) Identify encumbrances that may limit development;
3) Conduct community engagement; and
4) Develop a set of project goals to inform a future solicitation.

This study serves to address the first two of the proviso's goals. This report summarizes the study findings.

As Metro considers how to best proceed, it's important to note that many factors responsible for determining the full extent of Metro's future needs for the site remain unclear. Major factors to be evaluated include:

- Changes in rider usage of the site resulting from COVID-19 commute changes;
- The opening of Lynnwood Link and the new parking garages in Shoreline; and
- Metro bus service re-structuring post-Link opening.

Furthermore, any development being considered on this site will have to align with the goals and priorities King County has established in 2020 Strategic Climate Action Plan (SCAP) and Equitable Transit Oriented Communities (ETOC) policy.

Site Context

The Shoreline Park N Ride site is located on the southwest corner of Highway 99 (Aurora Avenue N) and N 192nd Street in the City of Shoreline. The project site faces Aurora Ave N and backs directly onto a single-family residential neighborhood. The 5.34-acre site is situated below grade relative to the adjacent lots and streets. The City of Shoreline owns the northeastern corner parcel (728390-0495), which is currently used as a park.

Since previous analyses were undertaken in May 2000 (Arai/Jackson Architects & Planners) and June 2003 (Merritt & Pardini), significant new transit programs have been implemented in the Puget Sound area. The real estate market has improved and resulted in substantial new development. Sound Transit introduced light rail service in August 2009 connecting downtown Seattle to Tukwila International Boulevard Station (SeaTac airport). Several extensions of this central line have opened since then, and more are planned. Specific to this project, an extension to Lynnwood is under construction and scheduled to begin service in 2024. This segment includes two stations in Shoreline: a south station at 148th Street and a north station at 185th Street. The north station is about a mile southeast of the Shoreline Park N Ride site.

In anticipation of the Lynnwood Link extension, the City of Shoreline has up-zoned some properties adjacent to the two stations, designating them potential TOD development sites in December 2016. Although the Park N Ride site was not included in that action, it is a transportation hub adjacent to the town center district and is zoned to accommodate mixed business (MB) and 18 units/acre residential (R18).

CITY OF SHORELINE VISION

Figure 2 City of Shoreline Town Center Vision Plan

The city envisages Aurora Avenue as Shoreline's grand boulevard: a thriving corridor with a variety of shops, businesses, eateries, and entertainment. The vision includes clusters of mid-rise buildings, well-designed and planned to transition gracefully to adjacent residential neighborhoods.

Aurora Avenue will be a green boulevard, with mature trees and landscaping, public plazas, and green spaces. These spaces will serve as gathering places for neighborhood and citywide events throughout the year. The Park at Town Center begins to implement this vision (see Figure 2).

The Shoreline Park N Ride site is situated at the northern gateway of the town center and any development would have significant visual impact on the City of Shoreline's Town Center development.

Site Analysis

SITE CHARACTERISTICS

Figure 3 Park N Ride Existing Condition (2019 aerial photo)

Topography is the dominant site feature of the Shoreline Park N Ride site. The northeast corner is at grade with the street at N 192nd Street and Aurora (the existing park, which is City of Shoreline property). Elsewhere, the road is 10-25 feet above the site. Bus stops uses are located on the sidewalk at grade on Aurora and NE 192nd Street. These grade differentials will allow future development to locate parking below grade along the southern edge of the site, with residential and accessory uses on a podium above. Mature vegetation and a detention pond on the western edge of site provide a natural buffer from adjacent single family uses.

SITE ENCUMBRANCES

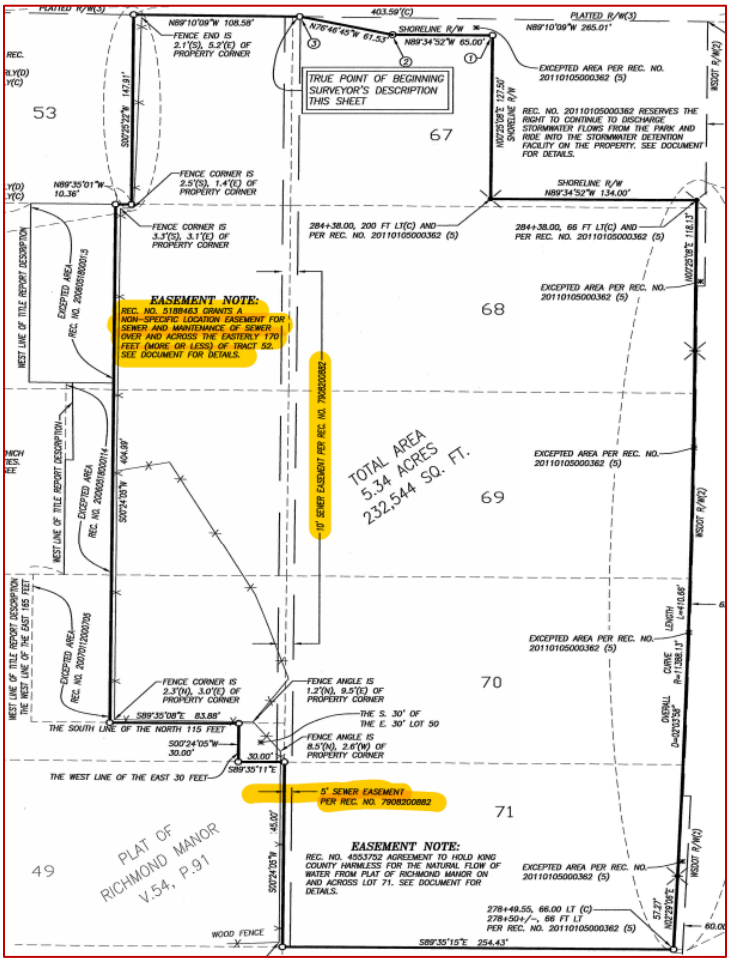


Figure 4 Record of Survey - Extract from Deed

The WSDOT deed requires Metro to provide:

> A public parking facility with a minimum of 401 public parking stalls of standard size and configuration, reserved 24 hours a day, seven days a week, for exclusive use by motorists transferring to or from urban public transportation vehicles or private car pool vehicles, with reasonable access thereto.

Other transit uses on the site include a driver comfort station on the northern edge of the site and three layover and one active bay locations along the access road. These uses must be maintained or replaced on-site.

10’ and 5’ wide sewer easements run parallel to Aurora Ave, indicated in Figure 4. It is not known whether these easements are in use. In addition, a non-specific easement for a main storm or sewer connection runs from Tract 52 to the west through the site. This encumbrance is for the benefit of that parcel, but the easement is for King County maintenance. New connections and easements would need to be set up for the new site layout.

Zoning

SITE ZONING

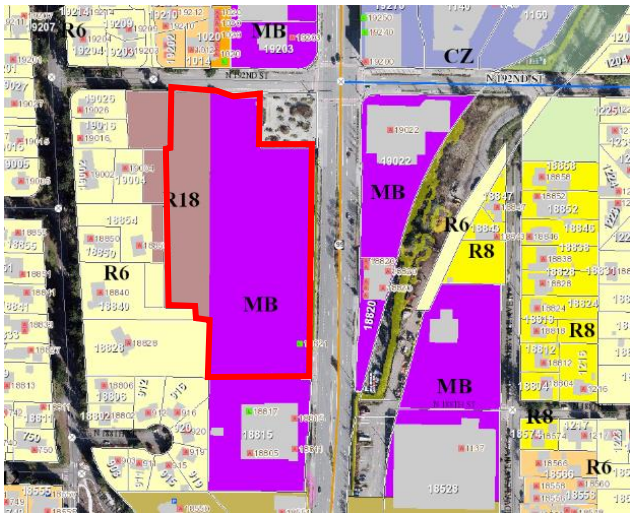


Figure 5 City of Shoreline Zoning Map

The site's current zoning is primarily Mixed Business (MB), with the western section zoned Residential – 18 units/acre (R18) under Title 20 of the Shoreline Municipal Code.

Mixed business zoning allows for retail, office and multifamily uses. A height limit of 70' equates to 5-6 levels of residential development over 1-2 decks of parking.

The R18 zoning is on the west side of the site (brown in Figure 5, left). While most of this area is taken up by the access road and retention pond, the split zoning could inhibit development. The City of Shoreline is amenable to changing zoning to MB across the whole site. This task is noted in the Next Steps section of this report.

ADJACENT LAND USES

The Park N Ride site is surrounded by areas of dramatically different character, in an area that is evolving into a higher density neighborhood that can support a vibrant mix of uses. Development will have the challenging task of knitting these existing uses into a coherent urban fabric, consistent with Shoreline's vision.

East: Aurora Ave N, which carries more than 50,000 vehicles each day, is lined with auto-oriented strip development. The properties across Aurora Avenue are zoned MB like the project site, but some current uses still reflect the previous industrial zoning.

South: Contains a mixture of retail and small office uses. The town center district is located south of the project site and the intersection of Aurora and N 188th Street is considered a gateway to the town center.

North: Opposite N 192nd Street to the north lies a retail store and further north, a manufacturing facility (a remnant of past industrial zoning).

West: Single-family homes sit on small- and medium-sized lots, with mature vegetation.

APPLICABLE POLICIES UNDER CITY OF SHORELINE COMPREHENSIVE PLAN:

The City of Shoreline's comprehensive plan directs development towards the transformation of Aurora Ave N into an accessible, pedestrian-friendly mixed-use environment. Policies focus on reducing the impact of private motor vehicles and encouraging transit, with Park N Ride facilities specifically mentioned.

LU52: Consider the addition of compatible mixed-uses and shared (joint-use) parking at park and ride facilities.

LU53: Work with transit providers to site and develop park and rides with adequate capacity and in close proximity to transit service.

Policy TC-22 Encourage structured parking for commercial, multifamily, and mixed-use developments, and reduce parking requirements in recognition of the availability of transit, on-street parking, walkability, and housing types.

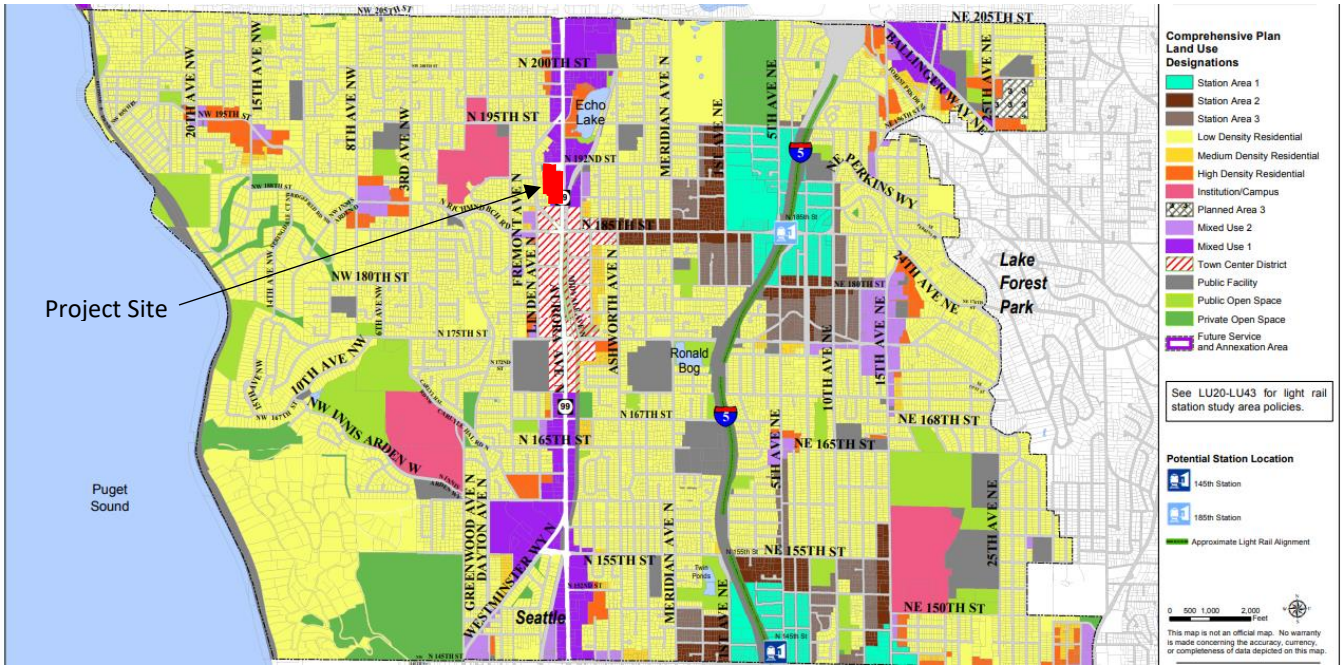


Figure 6 City of Shoreline Comprehensive Plan Land Use Map

ZONING REQUIREMENTS FOR MB ZONES IN LAND USE CODE (SMC 20.50.020 (3))

Density	N/A
Minimum front yard setback (streets & non-residential uses)	0’
Minimum side and rear yard setback (from residential zones)	20’
Base height (from average existing grade)	70’
Hardscape	95%

General residential parking standards and electric vehicle charging infrastructure standards are detailed in section 20.50.380 of the Shoreline municipal code. Reductions of up to 25 percent may be approved when the development is within a quarter mile of a high-capacity transit service stop; or when a combination of at least two other criteria are met, including shared parking. Additionally, the code defines parking reductions of up to 50% for the portion of housing providing low-income housing units. Applied to the market rate apartment program evaluated in this study, allowable parking reductions could look like:

Required parking ratio	10% reduction	15% reduction	20% reduction	25% reduction
0.9	0.81	0.765	0.72	0.675

Geotechnical Considerations

Geotechnical information has not been made available for the site. The possibility of an underground stream has been raised in discussion; however, no stream is shown at this location in historic USGS maps. Drawings provided for the underground stormwater retention tanks beneath the City park at the corner of N 192nd Street and Aurora Ave N suggest that the water table is more than 10 feet below grade at this location. While this information gives an initial level of confidence in the developability of the site, a geological baseline report or borehole data would be required to confirm the opinion.

Environmental Review

An environmental evaluation (SEPA checklist) was completed and is attached to this report. No "fatal flaws" were identified in this high-level environmental review. Additional work is required to confirm this assessment, identified at the end of this report in Next Steps.

Market Guidance

Kidder Matthews performed a study to determine what the market will support at this site. Four typical TOD markets were assessed as part of this work: multifamily residential, pedestrian oriented retail, speculative office, and hospitality. Of these four uses, multifamily residential was the only one with sufficient demand to support new development on a speculative basis. The following development program recommendations, based on the conclusions of the market study, were used to formulate the development scenarios for further study.

- Market Rate apartment program

  Construction Type: Wood over Concrete
  Project Size/Unit Count: 200+
  Average Unit Size: 700 sf
  Building Width: 75' to 80'
  Parking: Structured parking below building at grade and/or below grade.
  Parking Ratio: 0.9/unit
  Unit mix and unit size:

Unit Type	Unit Mix	Unit Average Size**
Studio	30%	525 sf
1 bedroom	50%	700 sf
2 bedroom/ 2bath	20%	975 sf

- Workforce (affordable) housing*

  Construction Type: Wood over Concrete
  Project Size/Unit Count: 200+
  Average Unit Size: 850sf
  Building Width: 75' to 80'
  Parking: Structured parking below building at grade and/or below grade.
  Parking Ratio: 1.125/unit
  Unit Mix and Unit size:

Unit Type	Unit Mix	Unit Average Size**
1 bedroom	50%	700 sf
2-bedroom	30%	950 sf
3-bedroom	20%	1,100 sf

  * This program does not reflect the size, unit mix or income of senior housing projects.
  ** Unit sizes presented in Net Rentable Square Feet (NRSF)

It was determined that the study options be limited to market rate apartment program as it incorporates a 20% affordable requirement and is more attractive to the investment community.

Basis of Design

1. The site is comprised only of the King County-owned property: the City of Shoreline Park at corner of Aurora Avenue N and N 192nd Street is not included.
2. 401 parking stalls dedicated to transit rider use are to be provided on site per the WSDOT parking requirement.
3. The provision of 401 transit parking stalls during construction has not been considered in the scope of this study.
4. Transit service is assumed to remain at current (pre-pandemic) levels with the Park N Ride serving the following routes: Rapid Ride E, 301, 302 and 373. Planning for services revisions following the opening of Lynnwood Link light rail is not complete; any changes as a result of Link service coming online in 2024 are not considered in this study.
5. The existing access road, with its single active (passenger pick up) bay and its 240' layover area, will remain for the foreseeable future and is reflected as such in this study.
6. Site planning allows height for a future bus charging function (20' clear) at the layover only.
7. Mixed Business zoning is assumed across the entire site. As noted elsewhere in this report, King County can petition to enact change the R18 zoning designation to MB in the future.
8. In the base case, housing development is envisaged at or approaching the site's maximum capacity. Two scenarios (standalone transit garage and integrated garage) are studied.
9. The scenarios are based on a market rate-led housing mix and do not consider an affordable housing-led mix. Metro's Equitable Transit Oriented Communities (ETOC) policy requires that market rate-led housing include minimum 20% affordable units.
10. The unit mix is recommended based on current market demand (50% 1-bed room units @ 700sf average; 30% studio units @ 525sf average; 20% 2-bedroom units @ 975sf average).
11. 20% additional square footage is assumed to be required for circulation, common spaces and amenities.
12. Residential parking is based on code requirements (without allowable reductions) of 0.75 parking spaces each for studio and 1 -bedroom units and 1.5 parking spaces each for units of 2 bedrooms and above: with the market rate mix this comes out to 0.9/unit.
13. Parking stalls are assumed to be 400sf per stall in the site layouts, accounting for drive aisles, elevators, ramps, stairs and mechanical spaces in the plans. The Sources & Uses calculations assume 350sf per stall for construction. These assumptions reflect the early stage of this study and can be tested with parking layouts in future work stages.
14. This study does not consider the implications of residential parking reductions allowed under the City of Shoreline development code, which can be investigated in future work.
15. The transit parking is assumed to be developer-delivered.

Massing Options

Property Information
Address: 18821 Aurora Avenue North
Shoreline WA 98133
Parcel Number: 7283900500
Legal Description: RICHMOND HIGHLANDS ADD ALL TRS 67 THRU 71 TGW E 104 FT OF 53 AS MEAS ALG N LN SD TR 53 TGW S 30 FT OF E 165 FT LESS W 135 FT OF TR 50 TGW POR SD TR 50 & TRS 51 & 52 LY E OF LN DAF - BEG NE COR TR 67 TH N 89-35-W ALG N LN TRS 67 & 53 404.01 FT TH S0-51 E 148.25 FT TH S 89-08 W 10 FT TH S 0-51 W TO N LN SD S 30 FT TR 50 & TERM SD LN LESS POR FOR ST RD #1 PER SURV REC # 20051117900006 & LESS POR PER DEED REC #20110105000362
PLat Block:
Plat Lot: 50 THRU 53 &
Lot SF: 232,544 sf
Zoning Information
Land Use Code: Shoreline Municipal Code Title 20
Zone: Mixed Business (MB)/ Residential (R18); study options assume MB throughout site
Permitted Uses: See table 20.40.110
Code Information:
Chapter 20.40 Zoning and Use Provisions
20.40.120 Residential Uses

Option A:

Separate garage dedicated to transit riders. This is envisioned to be 7 stories to take advantage of the height limit and maximize developable land. A “fire lane” between the transit garage and the residential development is shown. Residential development is located on 2 levels of structured parking. The number of parking stalls is based on the City of Shoreline development code. To satisfy the City of Shoreline’s vision of providing pedestrian-friendly and engaging exteriors, per SMC 20.50.240.C.1.b., part of the perimeter of the structured parking decks will be used either as residential areas (such as town homes or live/ work units) or as public spaces for the residents (e.g. lobby, leasing office, mail rooms etc.).

Option A1:

Same scenario as Option A except the dedicated transit parking is reduced to 300.

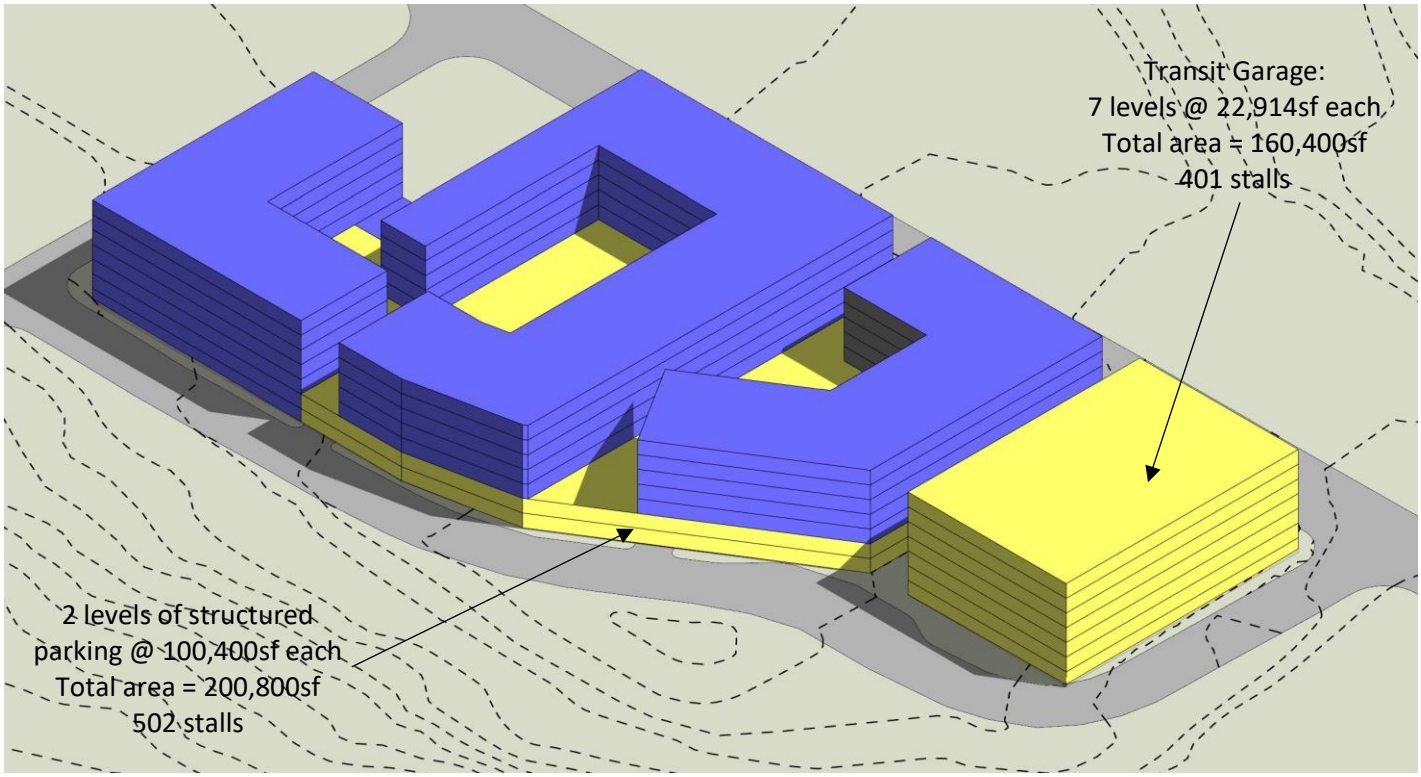
Option B:

All parking required for transit and residential uses will be provided as structured parking with one level below grade and 2 above. It is envisioned that the deed-restricted 401 dedicated transit parking will be provided in the underground level (full floor area). The 2 layers of structured parking above will support residential units located on the parking deck. As with Option A, residential uses will occupy the perimeter of the structured parking decks, per SMC 20.50.240.C.1.b.

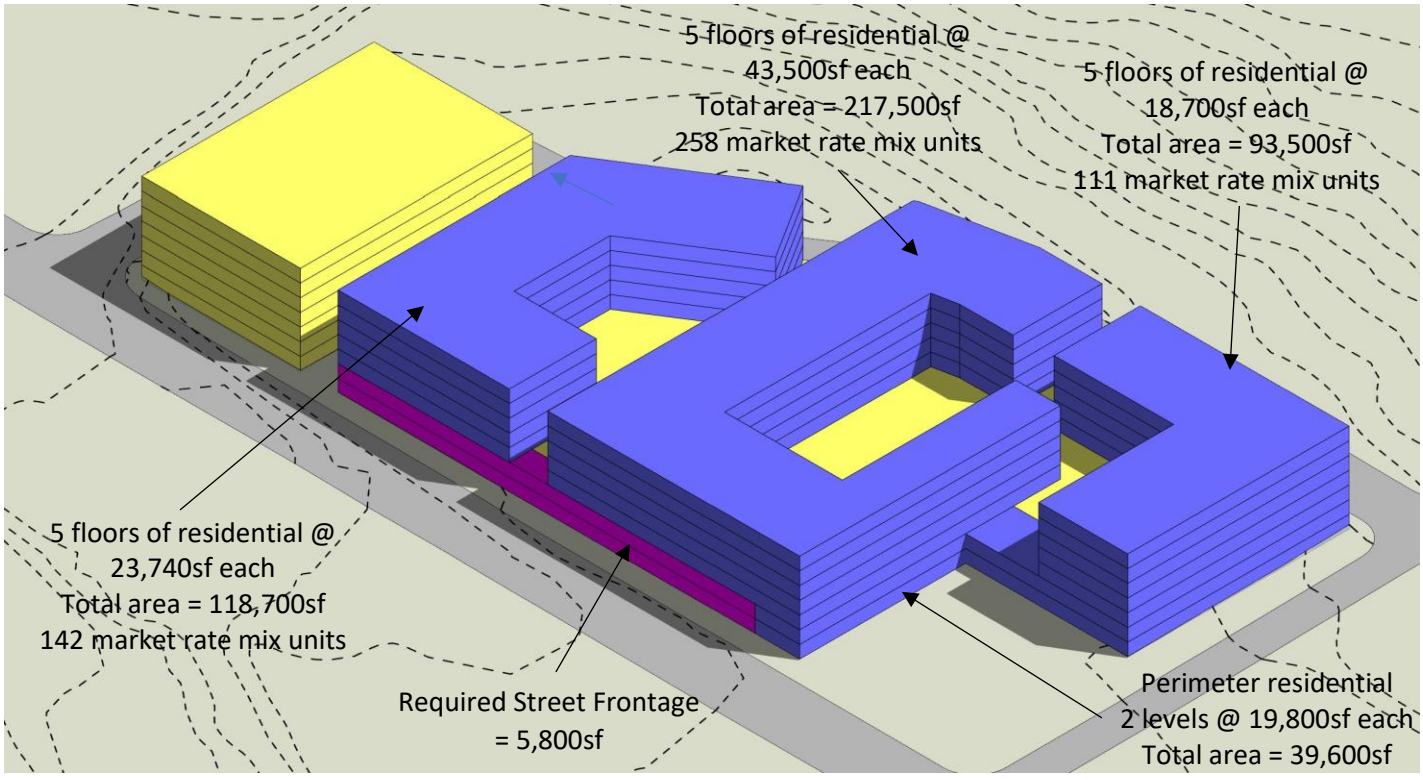
Option B1:

Same scenario as Option B except dedicated the transit parking is reduced to 300.

MASSING OPTION A: STANDALONE TRANSIT GARAGE

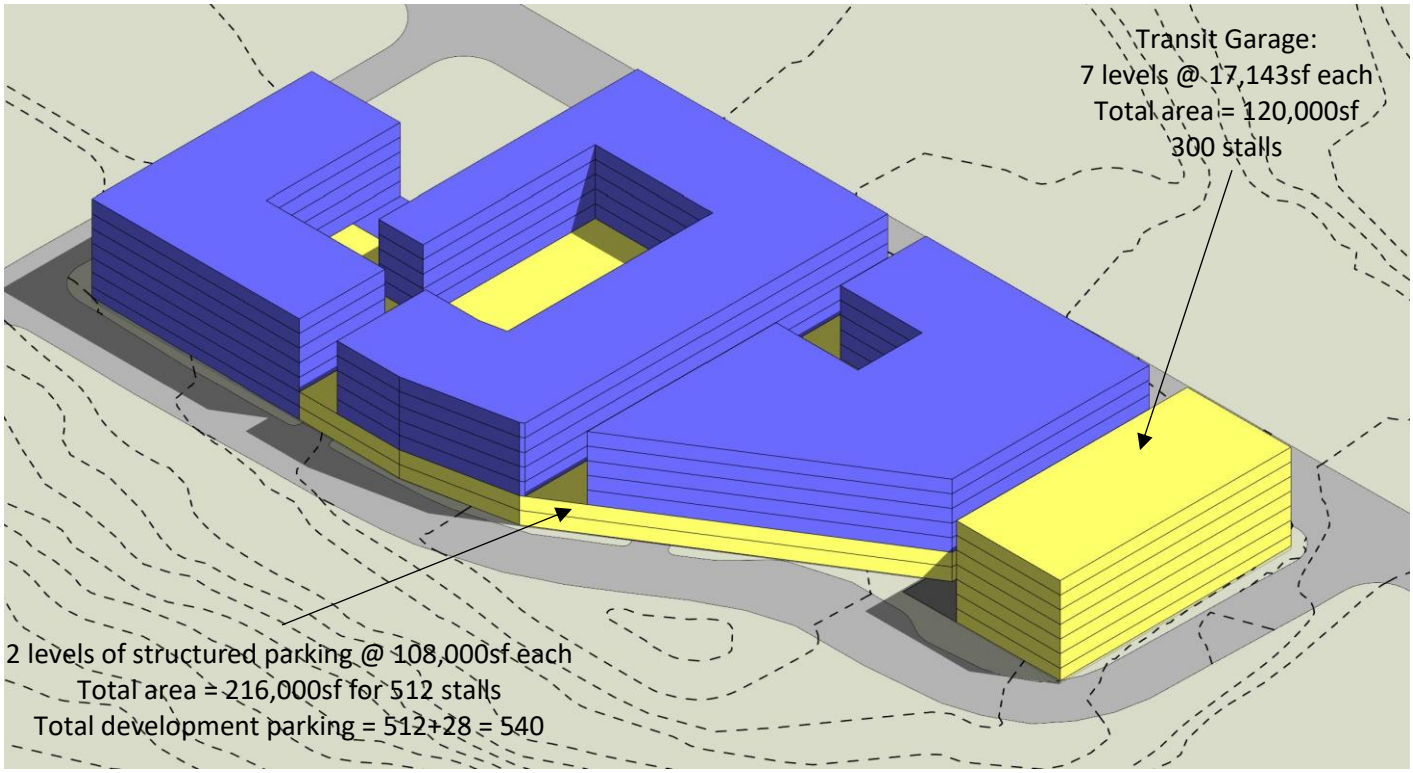


View from Southwest (residential neighborhood)

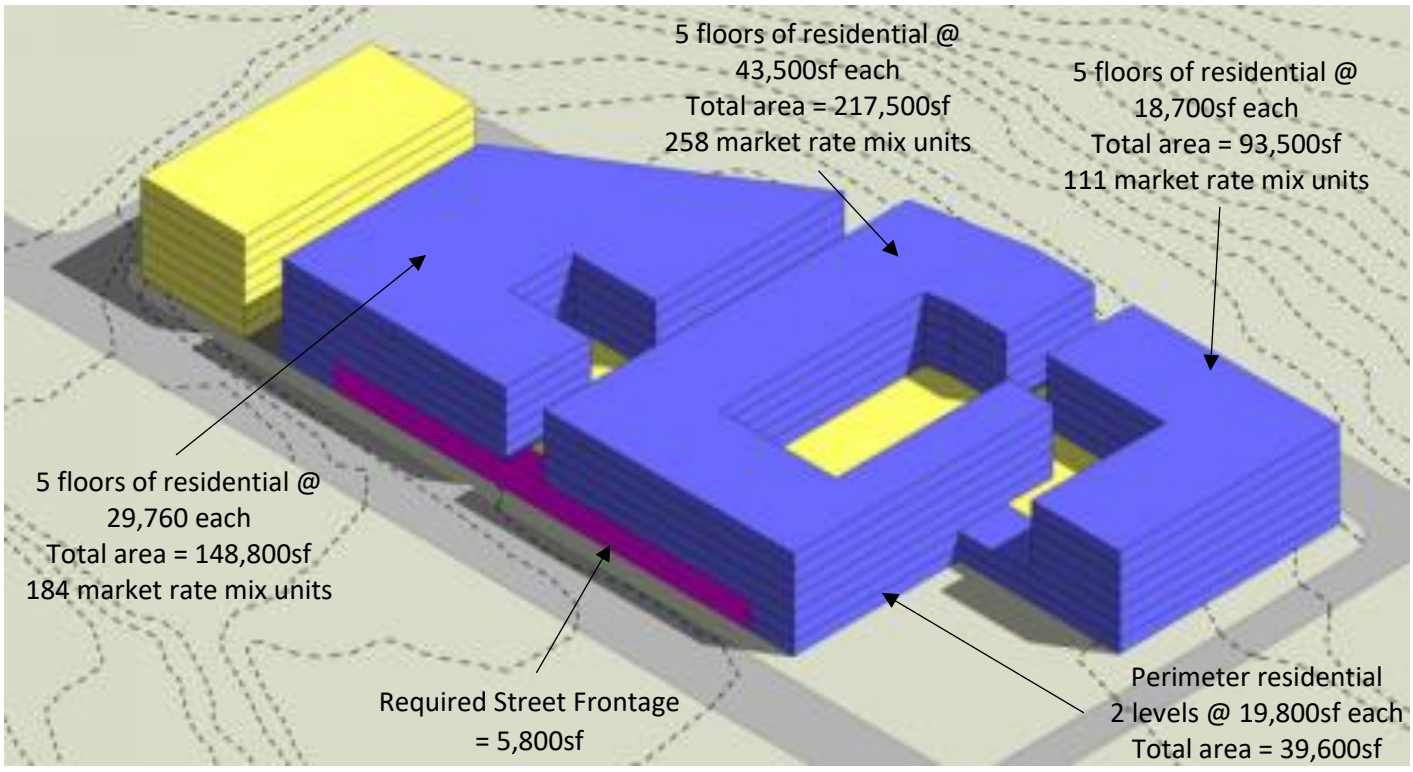


View from Northeast (City Park)

MASSING OPTION A1: STANDALONE TRANSIT GARAGE

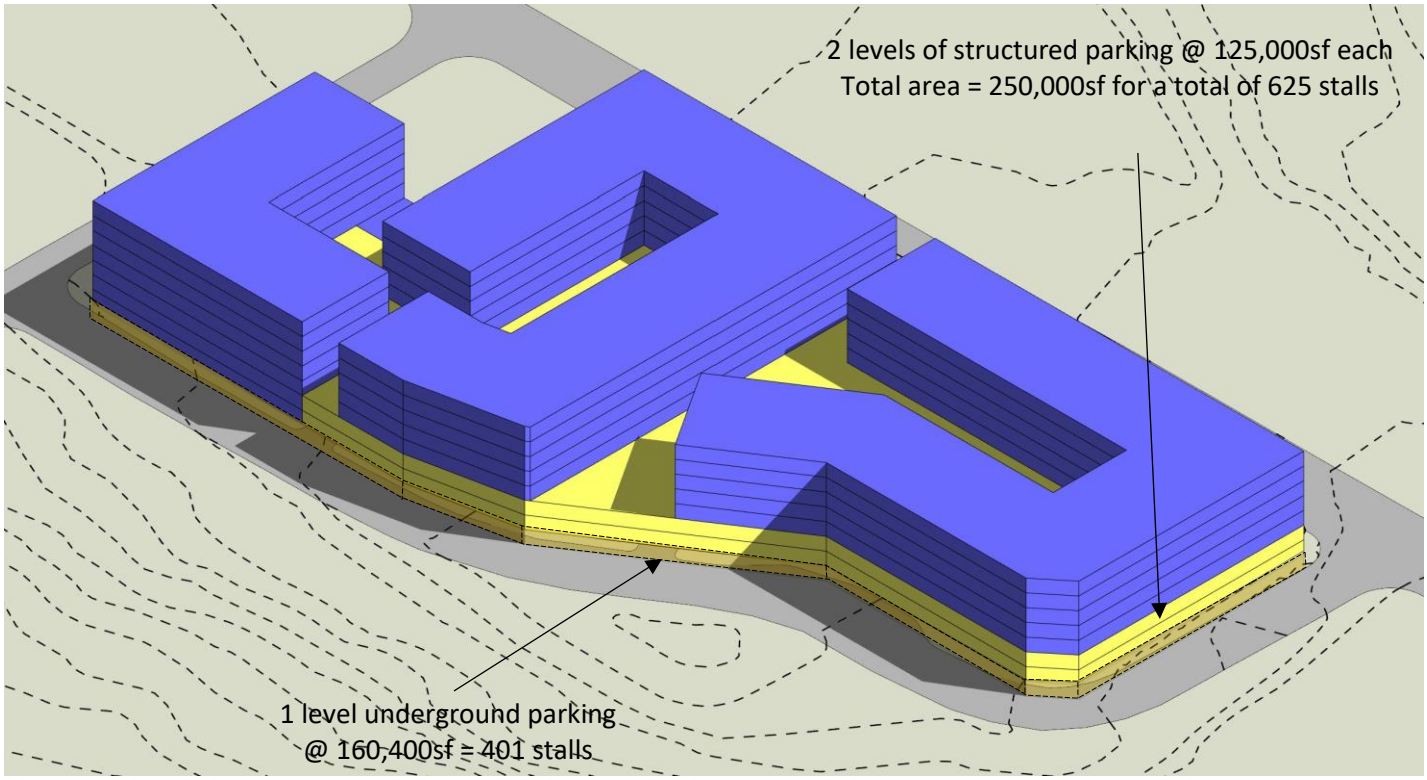


View from Southwest (residential neighborhood)

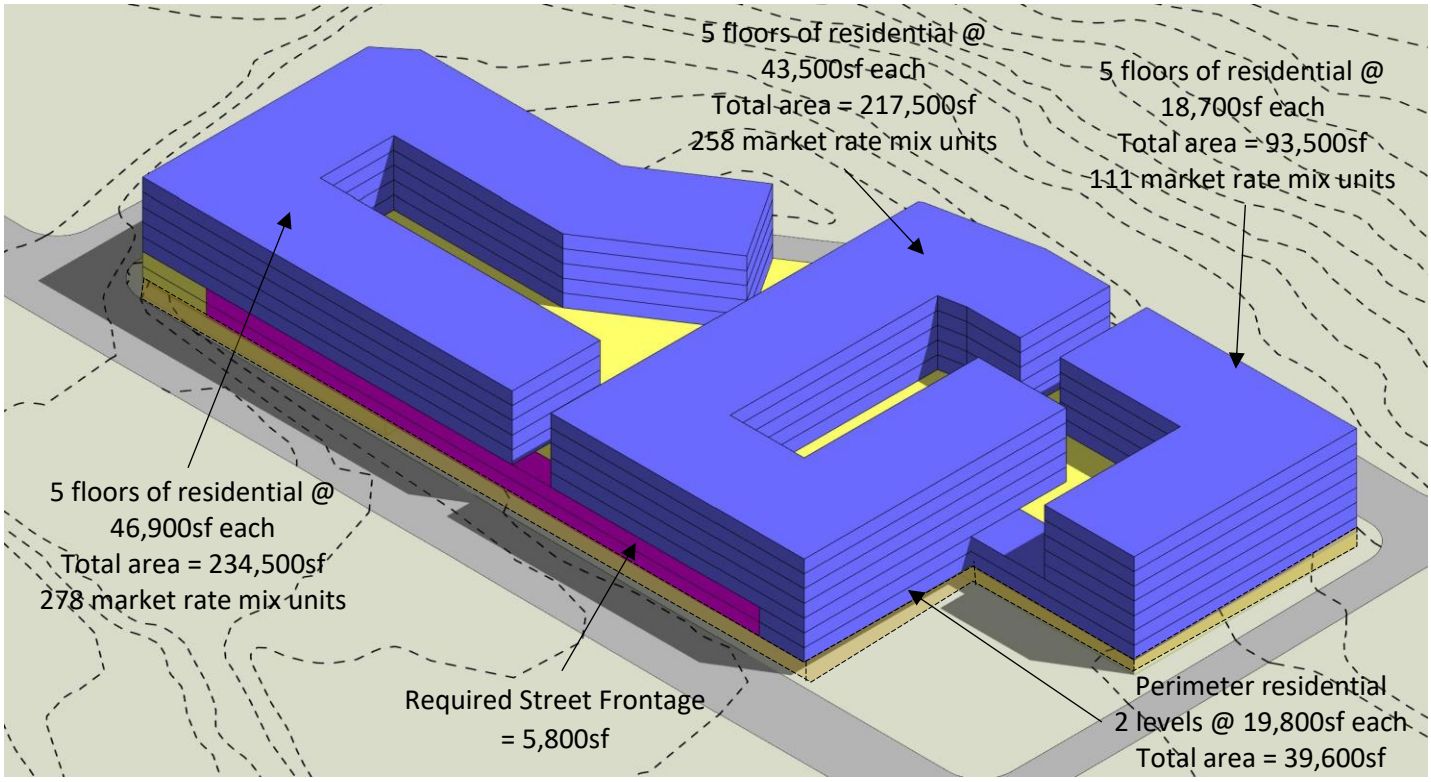


View from Northeast (City Park)

MASSING OPTION B: INTEGRATED GARAGE

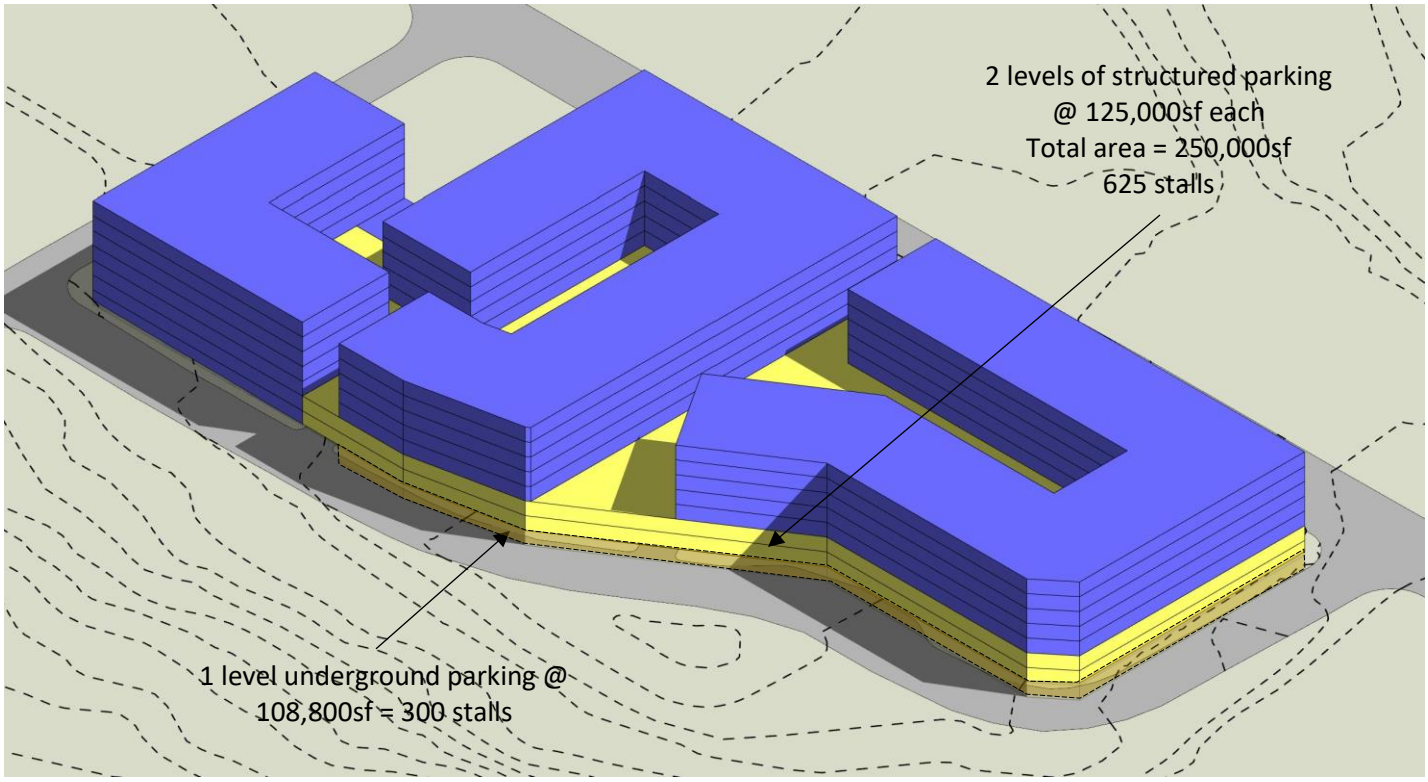


View from Southwest (residential neighborhood)

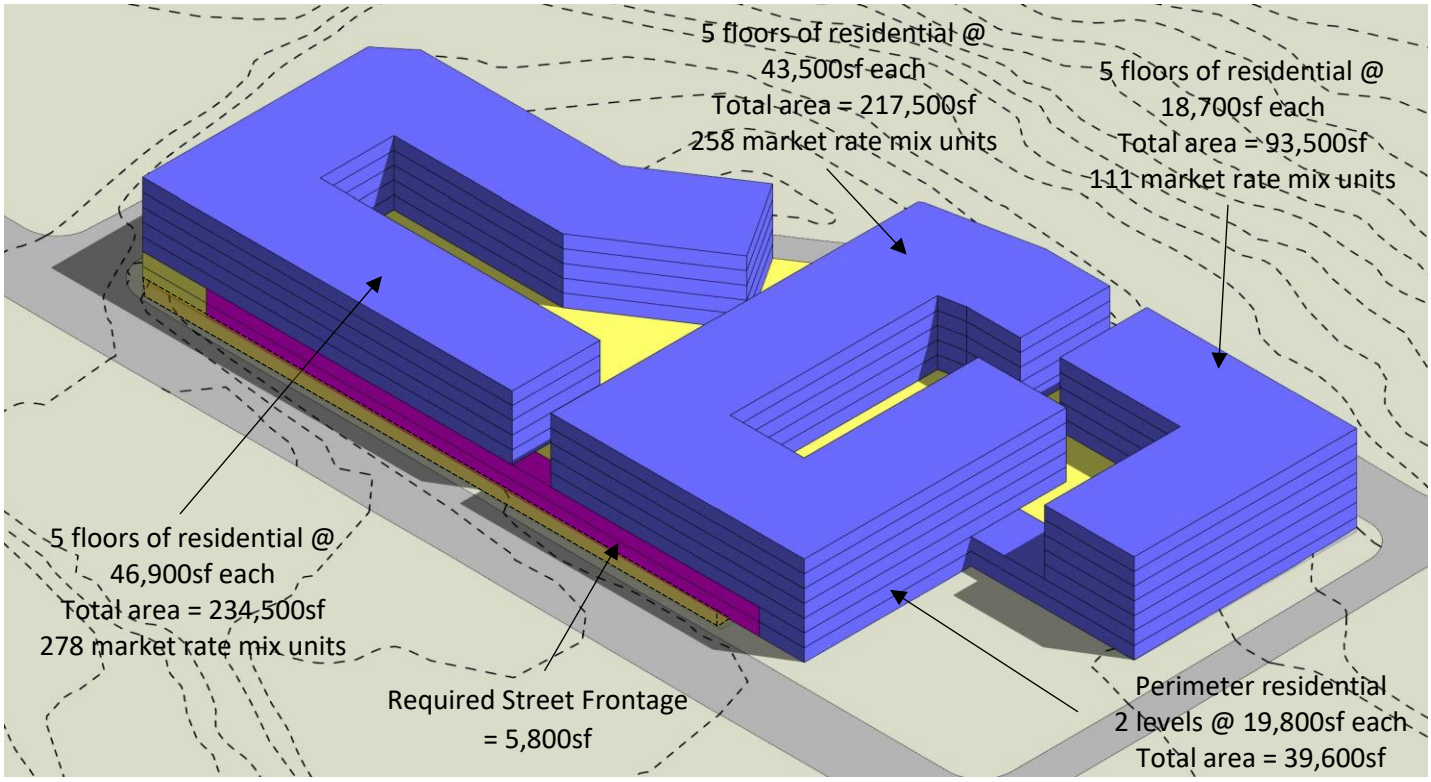


View from Northeast (City Park)

MASSING OPTION B1: INTEGRATED GARAGE

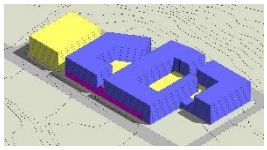
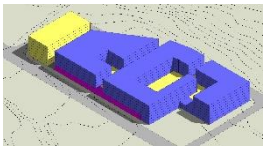
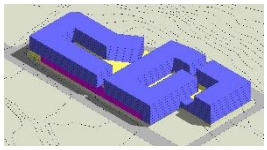
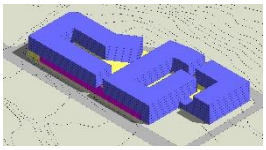


View from Southwest (residential neighborhood)



View from Northeast (City Park)

MASSING OPTION COMPARISON

	Option A	Option A1	Option B	Option B1
				
Dedicated transit parking stalls	401	300	401	300
Area of dedicated transit parking (sf)	160,400	120,000	160,400	120,000
Residential parking stalls	502	540 (of which 101 shared with transit)	625	625 (of which 101 shared with transit)
Area of residential parking (sf)	200,800	216,000	250,000	250,000
Area of residential units, ancillary (sf)	475,000	505,200	590,900	590,900
Total # of housing units supported by parking (0.9 stalls per unit)	**558**	**600**	**694**	**694**
# of Studio units	167	180	208	208
# of 1-bedroom units	279	300	347	347
# of 2-bedroom units	112	120	139	139
Financial Analysis				
Sources and Uses Analysis*	$1.0 million surplus	$4.5 million surplus	$3.3 million surplus	$6.6 million surplus

**Rounded to the nearest $.5 million.*

Sources & Uses Analysis

The source and uses assessment focuses on the disposition of land or development rights to cover the cost of transit improvements. It assumes the disposition is a fair market value transaction to support the creation of TOD. After accounting for the cost of meeting the Park N Ride requirements, and assuming fair market value is paid for land to support TOD, the options generate between a $1.0 and $3.3 million cash surplus assuming all 401 dedicated transit stalls are preserved, and between $4.5 and $6.6 million assuming 300 dedicated transit and 101 shared stalls are provided. These costs do not account for anything beyond building the Park N Ride garage and associated TOD delivered by a private sector developer. For example, the cost of temporarily relocating parking is not included.

SOURCES AND USES ANALYSIS

The following briefly describes each development scenario and presents the associated sources-and-uses of funds.

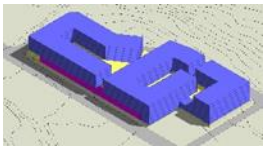
Option A:

Option A provides 401 transit stalls in a standalone parking garage, leaving roughly 2.75-acres of land for TOD. It includes 446 market rate housing units and 112 units of affordable housing. This option generates a cash surplus of roughly $1.0 million.

Option A1:

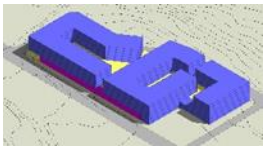
Option A1 accommodates 300 dedicated transit stalls in a standalone parking garage and 101 shared stalls, leaving 2.75-acres of land for TOD. It includes 480 market rate housing units and 120 units of affordable housing. This scenario generates a cash surplus of roughly $4.5 million.

Option B:



Option B provides 401 transit stalls integrated into the TOD project, leaving roughly 3.5 -acres of land for TOD. It includes 555 market rate housing units and 139 units of affordable housing. This scenario generates a cash surplus of roughly $3.3 million.

Option B1:



Option B1 accommodates 300 dedicated transit stalls and 101 shared stalls integrated into the TOD project, leaving roughly 3.5-acres of land for TOD. It includes 555 market rate housing units and 139 units of affordable housing. This scenario generates a cash surplus of roughly $6.6 million.

Conclusion

The Shoreline Park N Ride site is in a prime location adjacent to the town center in Shoreline and in close proximity to Echo Lake. The property is well suited for TOD: while the real estate markets today are out-of-balance because of the pandemic, the location has recently experienced a significant amount of new development, a trend that is likely to continue into the future.

The financial feasibility analysis of the major TOD products – office, multi-family, retail, and hospitality – found that at this time multi-family development has the highest likelihood for success. The table below summarizes two options for configuring multifamily residential development with the transit program on the site.

Standalone transit garage - Option A	**Integrated garage – Option B**
Ease of phasing and operationally simple. If Metro is going to need a park and ride facility of this size over the long term, this option makes sense	Flexible parking arrangement allows allocation of development and transit parking to shift over time if transit parking needs decrease
Area for development is smaller, hence not as much will fit into the remaining portion of the site; but residential development remains viable	Larger development potential and more attractive to investors. Maximizes flexibility of parking delivery for developer

It is parking requirements, rather than zoning height restrictions, that drive the site's development capacity. The 401-stall park and ride requirement imposed on the property is a significant encumbrance. To release the site for TOD, the existing surface parking spaces must be moved into parking structures. In this location, it is difficult to justify financially more than one level of subsurface parking, limiting the quantify of parking that can be achieved. To off-set the costs of the structured parking, development rights must be sold or leased. Further, to generate adequate revenue, the development potential of the property must be maximized.

The Sources and Uses analysis suggests that the revenue raised by the disposition of development rights is adequate to off-set the costs of the new park and ride facilities. It is possible that the property disposition will generate cash surplus of between $1 and $6.6 million, less other costs or requirements, such as additional due diligence, the developer solicitation, affordable housing requirements, and the cost to relocate park and ride parking during construction.

Once stakeholder discussions and additional due diligence work are completed, the physical and financial feasibility will need to be re-tested. Nevertheless, at this level of analysis, a positive financial return, small or large, suggests that a project at the Shoreline Park and Ride is possible. The final program requirements and delivery may need to be further refined as more is known about a future project.

Next Steps

This study of the Shoreline Park N Ride was undertaken to provide a high-level assessment of the viability of transit-oriented development and to roadmap the engagement with Shoreline and the local community. The project team recommends the following activities to move the project forward.

RECOMMENDATIONS

Given the project's sensitivity to parking requirements, Metro should seek to optimize the transit program for the site. Metro's next steps are to:

- Understand potential impacts and benefits of the changing transit program. Bus services will be modified to align with the new Lynnwood Link service, and Park N Ride demand may be reduced; this should feed WSDOT discussions about commuter parking. It may be possible to modify or remove the existing access road, bus stop and bus layover;
- Explore the viability of reducing the transit parking requirement and/or entering into a shared parking agreement, either of which would significantly improve the project's proforma, as this study demonstrates; and
- Discuss strategies for meeting the WSDOT parking requirement during construction (relief or leasing replacement parking), so the developer can be given a clear basis for costing the project delivery.

The City of Shoreline is a key partner in establishing development parameters. Accomplishing Shoreline's community development goals is one of the project's primary objectives, and the goals will be reflected in the RFP. Next steps with the City include:

- Coordinate and align outreach activities, conduct planned outreach activities, and feed community input into agreed project goals;
- Discuss affordable housing requirements and aspirations with the City and King County;
- Re-zone the R18 area of the site to MB;
- Discuss potential residential parking reduction in line with City codes; and
- Discuss integration of the project public realm with the existing City-owned park at corner of Aurora Ave N and N 192nd Street.

ADDITIONAL WORK

The following work is suggested to help Metro better understand the site's development capacity and reduce risk for developers. Design studies would enable development capacity and costs to be estimated more accurately, including:

- Parking studies, including layouts, shared parking options and zoning code-based parking reductions;
- Site and building layouts; and
- Site layouts incorporating alternatives to the existing access road.

Site surveys and investigations would reduce risk, including:

- ALTA survey (detailed land parcel map);
- Geotechnical baseline report, including information on the water table elevation;
- Phase I environmental report;
- Utility liaison to identify any capacity issues (fire flow, stormwater, substation);

- Condition and code-compliance of the existing retention pond; and
- Implications of the sewer easements.

Once the project has been refined, as a result of stakeholder input, and the additional work described above is completed, a formal financial feasibility analysis should be conducted.

SCHEDULE

The development market and transit use patterns are currently both experiencing exceptional volatility. The Shoreline area has a number of major residential projects under construction or in the pipeline and should be monitored for saturation. Local transit service will change to align with the Lynnwood Link light rail opening, as noted above. In addition to these local changes, the global Covid-19 pandemic has brought rapid change to commute and leisure travel patterns, with reduced commuting and increased working from home, and in the economy, with shortages of labor and materials driving up costs. Distortions in development costs due to the pandemic are expected to subside as the economy normalizes, however the longer-term implications on work, leisure, home, and travel are uncertain.

It would be prudent to focus next steps on the engagement process and transit planning, developing robust project goals and an informed transit program, and to continue to monitor the market for a suitable time to launch the request for development proposals.

APPENDIX A

SOURCES & USES

Memorandum

Date: Sept 13, 2021

To: **McMillen Jacobs Associates**
C/o Claire McConnell

From: **Kidder Mathews**
Michael George
Blair Howe, CCIM

Re: Sources & Uses of Funds

Purpose of the Assignment

The purpose of this work is to gauge the financial viability of converting surface park & ride spaces at the Shoreline Park & Ride (P&R) into Transit Oriented Development (TOD). From a financial perspective, the land value generated by the TOD project needs to be greater or equal to the cost of building replacement parking for it to warrant further analysis.

Key Findings

Market Study

- The market for multifamily, pedestrian oriented retail, speculative office, and hospitality were assessed to determine if there is enough market demand to support a project at the Shoreline P&R site. Multifamily is the only use with sufficient demand to support new development on a speculative basis.

- A comparable land value study found that this site is worth roughly $31K per residential unit.

TOD Financial Feasibility

- The four TOD projects assessed as part of this assignment generated a positive return. At this level of analysis, a positive financial return, small or large, suggests that the project is close enough to feasibility that warrants more in-depth analysis.

Sources & Uses of Funds

- After accounting for the cost of consolidating the existing P&R spaces into a dedicated P&R garage or incorporating into the TOD project, the four Options assessed for this assignment generated between a $1.0 and $3.3 million cash surplus assuming all 401 dedicated P&R stalls are preserved, and between $4.5 and $6.6 million assuming 300 dedicated P&R and 101 shared P&R stalls are preserved.

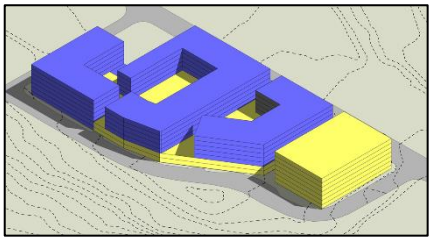
Sources & Uses of Funds Assessment

Four options were assessed to test the financial feasibility of creating Transit Oriented Development (TOD) at the Shoreline P&R lot. These costs do not account for anything beyond building the replacement P&R stalls and associated TOD. The following briefly describes each development scenario and presents the associated sources-and-uses of funds. The massing diagrams by Dean Alan Architects PLLC shows the conceptual layouts of each option.

Option A: Park & Ride Garage W/ Adjacent 558-unit TOD

Option A provides 401 P&R stalls in a stand-alone parking garage, leaving roughly 2.75-acres of land for TOD. It includes 446 market rate housing units and 112 units of affordable housing. As shown in the table below, this option generates a cash surplus of roughly $1 million.

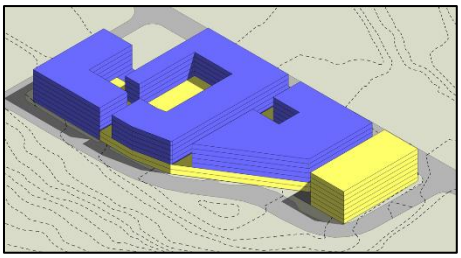
Uses of Funds	Spaces	Total	Comments
Turn-key Structured Prkg.	401	$15,900,000	Parking roughly $40K/unit
		$15,900,000	Developer delivered
Sources of Funds	**Units**		
Developer Land Payment	558	$16,900,000	Land value roughly $30k/unit
		$16,900,000	
Surplus/Deficit	**Total**	$1,000,000	Rounded to nearest $100K



Option A1: Park & Ride Garage W/ Adjacent 600-unit TOD and Shared Parking

Option A1 accommodates 300 dedicated P&R stalls in a stand-alone parking garage and 101 shared stalls, leaving 2.75-acres of land for TOD. It includes 480 market rate housing units and 120 units of affordable housing and assumes that the developer and public sector partners equally share the cost of building the shared parking spaces. This scenario generates a cash surplus of roughly $4.5 million.

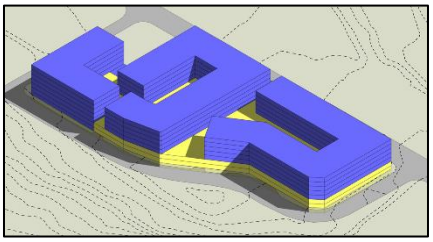
Uses of Funds	Spaces	Total	Comments
Turn-key Structured Prkg.	300	$11,900,000	Parking roughly $40K/unit
Shared Under Building Prkg.	101	$2,200,000	Half the $44K/unit cost.
		$14,100,000	Developer delivered
Sources of Funds	**Units**		
Developer Land Payment	600	$18,600,000	Land value roughly $30k/unit
		$18,600,000	
Surplus/Deficit	**Total**	$4,500,000	Rounded to nearest $100K



Option B: 694-unit TOD W/ Integrated P&R Structure

Option B provides 401 P&R stalls integrated into the TOD project, leaving roughly 3.5-acres of land for TOD. It includes 555 market rate housing units and 139 units of affordable housing. This scenario generates a cash surplus of roughly $3.3 million.

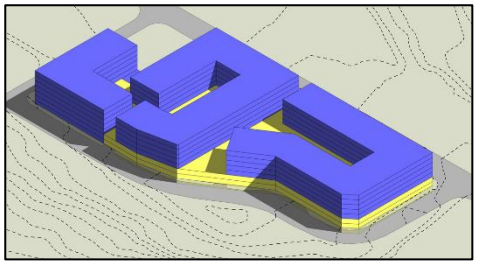
Uses of Funds	Spaces	Total	Comments
Under Bldg. Structured Prkg.	401	$17,800,000	Parking roughly $40K/unit
		$17,800,000	Developer delivered
Sources of Funds	**Units**		
Developer Land Payment	694	$21,100,000	Land value roughly $30k/unit
		$21,100,000	
Surplus/Deficit	**Total**	$3,300,000	Rounded to nearest $100K



Option B1: 694-unit TOD W/ Integrated P&R Structure

Option B1 accommodates 300 dedicated P&R stalls and 101 shared stalls integrated into the TOD project, leaving roughly 3.5-acres of land for TOD. It includes 555 market rate housing units and 139 units of affordable housing and assumes that the developer and public sector partners equally share the cost of building the shared parking spaces. This scenario generates a cash surplus of roughly $6.6 million.

Uses of Funds	Spaces	Total	Comments
Under Building Structured Par	300	$13,300,000	Parking roughly $40K/unit
Shared Under Building Parkin	101	$2,300,000	Half the $44K/unit cost.
		$15,600,000	Developer delivered
Sources of Funds	**Units**		
Developer Land Payment	694	$22,200,000	Land value roughly $30k/unit
		$22,200,000	
Surplus/Deficit	**Total**	$6,600,000	Rounded to nearest $100K



TOD Financial Feasibility Analysis

Consistent with the market analysis and site planning work, four TOD development scenarios were tested for financial feasibility under the following global assumptions. These scenarios were then used to develop the Options presented in the Sources & Uses of Funds assessment.

- The work is based on the concept-level massing completed by the architect and is preliminary in nature.
- The projects are developer-delivered by a developer selected by KCM and/or its public sector partners using the typical request for proposal (RFP) process. Further, no extraordinary encumbrances are placed on the property.
- Extraordinary costs, beyond what are described in this document, are not imposed on the development.
- The work is done recognizing that real estate markets are cyclical in nature and a market recession may delay project delivery. Further, future economic events could influence the findings of the analysis.
- Costs of reconfiguring a new access road, adjacent roadway improvements, non-parking related transit infrastructure, temporarily relocating P&R parking during construction and other costs not directly associated with the construction of TOD or Parking are not addressed in the analysis.
- Permanent access is available to the TOD sites.
- Projects are permitted, financed, constructed and occupied within the next 48 months.
- Analysis resulting in a positive financial return, small or large, suggests that more in depth analysis is warranted.

558-unit apartment TOD project

The development program shows a multi-building project consisting of multiple seven-story apartment buildings. Each building contains five stories of residential uses over two stories of structured parking. The project contains 558 apartments units, 112 of which are affordable and meet Shoreline's MFTE program requirements. The apartment units average 702 net rentable square feet. The structured parking contains 502 spaces that are dedicated to the apartment residents.

558 Unit Apartment TOD Project (Static pro forma summary)	
Construction Type	Wood over Concrete
Project Size:	650,800
Parking Type:	Structured
Parking Area:	175,700
Land Acquisition	$16,849,980
Hard Costs	$173,113,750
Soft Costs	$35,117,690
Total Costs	$225,081,421
Net Operating Income	$9,314,257
Sale Proceeds	$230,508,409
Profit	$5,426,988
Profit Margin	2.4%

600-unit apartment TOD project with Shared Parking

The development program shows a multi-building project consisting of multiple seven-story apartment buildings. Each building contains five stories of residential uses over two stories of structured parking. The project contains 600 apartments units, 120 of which are affordable and meet Shoreline's MFTE program requirements. The apartment units average 702 net rentable square feet. The structured parking contains 540 spaces of which 439 are dedicated to the apartment residents and 101 are shared with P&R users.

600 Unit Apartment TOD Project W /Shared Prkg. (Static pro forma summary)	
Construction Type	Wood over Concrete
Project Size:	694,200
Parking Type:	Structured
Parking Area:	189,000
Land Acquisition	$18,600,000
Hard Costs	$183,333,984
Soft Costs	$37,339,832
Total Costs	$239,273,816
Net Operating Income	$9,892,583
Sale Proceeds	$244,745,200
Profit	$5,471,383
Profit Margin	2.3%

694-unit apartment TOD project

The development program shows a multi-building project consisting of multiple seven-story apartment buildings. Each building contains five stories of residential uses over two stories of structured parking. The project contains 694 apartments units, 139 of which are affordable and meet Shorelines MFTE program requirements. The apartment units average 702 net rentable square feet. The structured parking contains 625 spaces that are dedicated to the apartment residents.

694 Unit Apartment TOD Project (Static pro forma summary)	
Construction Type	Wood over Concrete
Project Size:	809,640
Parking Type:	Structured
Parking Area:	218,750
Land Acquisition	$21,084,560
Hard Costs	$215,334,267
Soft Costs	$43,538,847
Total Costs	$279,957,674
Net Operating Income	$11,621,604
Sale Proceeds	$290,088,938
Profit	$10,131,264
Profit Margin	3.6%

694-unit apartment TOD project with Shared Parking

The development program shows a multi-building project consisting of multiple seven-story apartment buildings. Each building contains five stories of residential uses over two stories of structured parking. The project contains 694 apartments units, 139 of which are affordable and meet Shoreline's MFTE program requirements. The apartment units average 702 net rentable square feet. The structured parking contains 625 spaces of which 524 are dedicated to the apartment residents and 101 are shared with P&R users. The building configurations are consistent with apartment buildings in the local marketplace.

694 Unit Apartment TOD Project W /Shared Prkg. (Static pro forma summary)	
Construction Type	Wood over Concrete
Project Size:	809,640
Parking Type:	Structured
Parking Area:	218,750
Land Acquisition	$21,514,000
Hard Costs	$213,394,878
Soft Costs	$43,277,537
Total Costs	$278,186,415
Net Operating Income	$11,506,464
Sale Proceeds	$287,142,073
Profit	$8,955,659
Profit Margin	3.2%

Development Program Recommendations

The following development program recommendations were used to formulate the development scenarios.

Market Rate Apartment Program

Construction Type:	Wood over Concrete
Project Size/Unit Count:	200+/-
Average Unit Size:	700 NRSF
Building Width:	75' to 80'
Parking:	Structured parking
Parking Ratio:	0.9/unit

Unit Mix

Unit Type	Unit Mix	Avg. Unit Size SF
Studio	30%	525
1 Bedroom	50%	700
2 Bedroom/2 Bath	20%	975

Market Study Summary

The key findings from of a July 2021 market study completed as part of this effort is summarized below. The purpose of the work was to provide the market inputs needed to formulate the recommended development program, shown above.

Four typical TOD markets were assessed as part of the work, they included multifamily, pedestrian oriented retail, speculative office, and hospitality. Of the four uses, multifamily was the only use with sufficient demand to support new development on a speculative basis. The following summarizes the key findings:

- There is sufficient demand to support both market rate and affordable multifamily development in the Shoreline market.
- The property is competitively located within the market to capture a portion of the multifamily demand.
- Land is currently trading for between $20,000 and $35,000 per apartment unit.
- While there is enough demand to support the apartment projects currently under construction and in the late planning stages, there are also thousands of multifamily units currently in the early planning stages that may or may be completed. If the majority of projects in the early planning stages come to fruition, the market may become oversupplied.

- The Pandemic is impacting the predictability of development on both the demand and construction cost side. For example, disruptions in the materials supply chain have temporarily driven construction costs up to unprecedented levels. Going forward these market forces need to be closely monitored prior to the issuance of a development solicitation.
- The market for pedestrian oriented retail does not yet support rents high enough to justify the construction of new space. As the area continues to transition to higher density residential uses, this dynamic could change. Form a financial perspective, it is best to build projects with little to no ground floor retail space at this location.
- Demand for office space is insufficient to justify the development of new space on a speculative basis.
- Shoreline's hospitality market is a compression market - one that experiences demand only after other competing markets have realized their potential, as evidenced by Shoreline's limited inventory of older buildings. Should demand increase to the point of justifying new hotel development, other locations within Shoreline have a competitive advantage.

APPENDIX B

ENVIRONMENTAL ISSUES / IMPACTS ON DEVELOPMENT POTENTIAL

dean alan architects pllc

MEMORANDUM 001

TO: McMillan Jacobs
c/o Claire McConnell

FROM: **Angela Gee**
Patsy Tsui

DATE: 15 September 2021

PROJECT: DAA Project #21-23
King County TOD
Shoreline Park & Ride

RE: Environmental issues/impacts on development potential

After review of the documents provided by King County Metro, the following are our findings regarding environmental issues/ impacts for the potential development (SEPA checklist) at the Shoreline Park N Ride site:

EARTH

The 5.34-acre site is predominantly flat but situated below grade relative to the adjacent lots and streets. The northeast corner is at grade with N 192nd Street and Aurora Avenue, while the southern area of the site is approximately 25 feet below grade from Aurora. The residential properties to the west of the site lie 5-10 feet above the grade of the main park-and-ride area. The site is presumed to be stable, with no surface indications or history of unstable soils in the immediate vicinity. However, it is listed as an erosion hazard area (1990 SAO) under King County GIS maps. The Sensitive Areas Ordinance (SAO) defines significant erosion hazard areas as those soils in King County that may experience severe to very severe erosion hazard. The SAO adopts the soils definition in the U.S. Department of Agriculture Soil Conservation Service (SCS) 1973 King County Soil Survey and the current draft of the Snoqualmie Pass Area Soil Survey (ND).

Soil in the area is typical Glacial till, predominantly till or other diamict (poorly sorted deposit) where thick enough to show at map scale.

Some filling and grading will be required by the proposed development. The existing topography allows the parking to be located underneath the TOD buildings on the southerly and easterly portions of the site. The existing parking lot is approximately at-grade at the northeast corner of the site. To locate TOD buildings at street level would require the parking lot to be excavated to a lower level in that area. The amount of impervious surface of the proposed development alternatives would be similar to the current footprint of the park-and-ride lot. Minor adjustments to an existing driveway connecting N 192nd Street and Aurora Avenue curb cuts may or may not add to impervious surface amount. Current zoning allows up to 95% of hardscape which would allow for flexibility in that area. It is the intention that any development will retain the vegetation and open space on the

west edge of the site, where it borders existing residential uses. Zoning requires a 20' setback on that edge and current conditions are more generous.

AIR

Some emissions into the air will result during construction, operation, and maintenance when the project is complete. During construction, dust from earth moving activities, carbon monoxide and odors from machinery exhaust can be expected. These would be mitigated per jurisdictional requirements.

After completion of the project, normal emissions from HVAC equipment, vehicular traffic to and from site, as well as residential activities such as cooking can be expected. Since most of the parking for this project will be located underground, some venting will be required and every step will be taken to provide exhaust equipment in vehicle areas in order that emissions are directed away from pedestrians, residences, recreation use and other sensitive receptors.

WATER

a) **Surface water**
There are no surface bodies of water on site. However, there is a retention pond located on the southwest side. Echo lake is located approximately 1,000 feet (measured in a straight line) from the site. Surface drainage from the site does lead to the lake.

The site does not lie within a 100-year floodplain. No discharge of waste materials to surface water is anticipated.

b) **Ground water**
There will be no disturbance of groundwater from the project.

c) **Water runoff (including Stormwater)**
The site is within the Echo Lake tributary to the McAleer Creek Drainage Basin. Site drainage is collected via a series of catch basins and connected to the piped storm drainage system which discharges into Echo Lake. The lake outlet is a piped and artificial open channel that discharges to Lake Ballinger that, in turn, is drained by McAleer Creek. The current detention pond was installed before more stringent regulations and standards on flow and water quality were enacted. Upgrades to this retention pond are most likely to be required. The City of Shoreline has substantially improved the drainage system on Aurora Avenue and has installed an underground retention facility under the existing park that mitigated the impact of runoff from the Park N Ride site to protect water quality in Echo Lake and beyond. No issues were reported after the completion of the drainage upgrade.

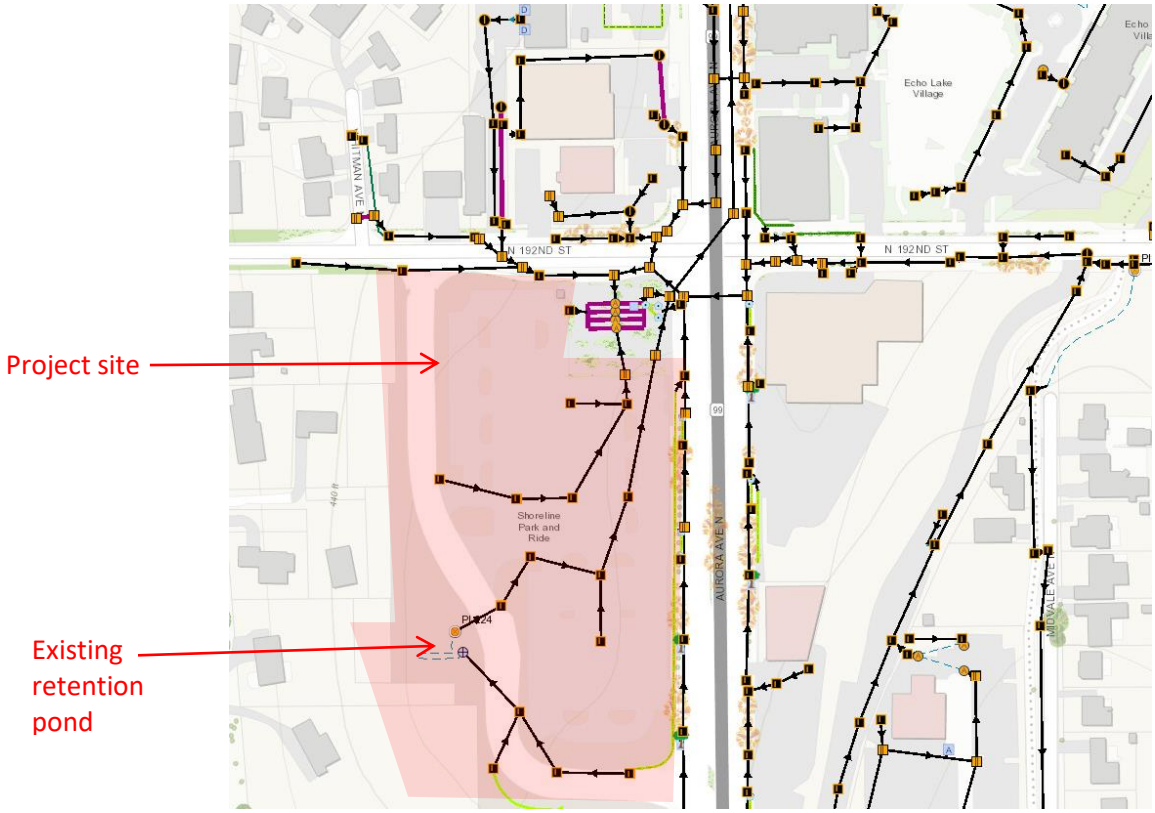


Figure 1 Surface Drainage map

PLANTS

Mature vegetation exists on the south and west boundaries of the site. Vegetation on the site includes large Douglas Fir trees that screen the site from neighboring residences. A group of Rhododendron bushes also lines the west side. These are planned to be retained.

There are no known endangered species on or near the site. Nor are there any noxious weeds nor invasive species on or near the site.

ANIMALS

Likely mammals on site include squirrels, birds and other species acclimated to human presence and are common to the Greater Seattle area.

No threatened and endangered or invasive species are known to be on or near the site.

ENERGY AND NATURAL RESOURCES

The proposed project would likely use electricity for exterior and interior lighting and air conditioning; gas or electricity would be used as a heating source.

The proposed development will not adversely affect the potential use of solar energy by adjacent properties.

The proposed project will comply with the International Energy Conservation Code. Other measures that the project may employ include: building orientation with respect to the sun, passive shading devices, etc.

ENVIRONMENTAL HEALTH

There will be no environmental health hazards, including exposure to toxic chemicals, risk of fire and explosion, spill, or hazardous waste, that could occur because of this proposal. No past use of this site has been identified which would have resulted in hazardous materials being present on site.

Currently, this site experiences traffic noise from Aurora Avenue N and N 192nd Street.

During construction of this project, it is anticipated that noise levels would temporarily increase in daytime hours due to heavy equipment and transportation of construction materials. Noise levels generated by these activities typically range from 70-95 dba at 25 feet.

Once construction is completed and project is occupied, noise levels are expected to be slightly higher than the current use of the park and ride lot due to increased activity by residents and users of the proposed development.

LAND AND SHORELINE USE

The site is currently in use as a park and ride lot (401 stalls) for commuters and people attending special events elsewhere. Adjacent uses include single family residences to the west; commercial properties to the east and to the south along Aurora Avenue and to the north across from N 192nd Street. The only structure on site is a comfort station (restroom) for Metro staff along N 192nd Street. Bus shelters are located on the sidewalk along Aurora Avenue; and a drop off/ pick-up area is located along N 192nd street.

The site is zoned MB (mixed business) under title 20 of the City of Shoreline Municipal code. The comprehensive plan designation is MU-1 (mixed use -1). The proposed project will comply with the zoning requirements and serve to promote the City of Shoreline's vision of creating a "gateway" project to the town center.

Approximately 1,200 people could potentially reside or work in the completed project. This project will not displace any current residents.

HOUSING

Concept A would provide 558 market rate housing units on 2 levels of structured parking. A standalone transit parking garage will replace the existing surface parking.

Concept B would provide 694 market rate housing units on 2 levels of structured parking and 1 level of underground parking that will replace the existing surface parking lot for commuters.
No existing units would be eliminated.

AESTHETICS

The tallest height of proposed structure in the development is envisioned to be 70' (height limit). Exterior materials would include a mixture of wood/ metal/ insulated panels typical of residential projects. View from the commercial uses to the south and east would be altered or obstructed. Articulation of facades in the development will provide visual interest and a pleasing view for the commercial properties to the north, south and east along Aurora Avenue. The views for residents to the west would not change substantially, as they are buffered with mature Douglas Fir trees on site.

LIGHT AND GLARE

The amount of light and glare would increase because of the proposed development. Since there is a visual buffer on the west side where it borders residential uses, it is anticipated that the light and glare produced by this project would not cause any safety hazard or interfere with the existing views of the residences.

The light and glare generated by this proposed project should not negatively impact the commercial uses to the north, south and east of the site.

The proposed project will aim to reduce light pollution on surrounding areas and minimize impacts to wildlife.

RECREATION

The existing site does not house any recreational uses. There is a City of Shoreline Park at the intersection of N 192nd Street and Aurora Avenue. Echo Lake Park is located approximately 1,000 feet away, across the street on Aurora Ave. The proposed project will not displace the small corner park directly adjacent to the site.

Design features in the proposed development may add recreational opportunities on the site.

HISTORIC AND CULTURAL PRESERVATION

There are no buildings or structures located on or near the site that are over 45 years old. Nor are there any buildings or structures listed in or eligible for listing in national, state, or local preservation registers.

TRANSPORTATION

The site is served by N 192nd Street and Aurora Avenue (Highway 99). There is one access point from N 192nd and one from Aurora Ave. Currently, the site is served by Rapid Ride E line, bus routes

301, 303, 342 and 373, providing connections to downtown Seattle and destinations throughout King County.

However, with the Link light rail extension to Lynnwood scheduled to be operational in 2024, two light rail stations would open in the City of Shoreline. The north station on NE 185th Street is approximately one mile from this site. It is envisioned that bus services will change at that time, to provide feeder routes from the light rail station. Commuters to Seattle or other communities served by Link will use the Link station park and ride, rather than the current one.

The proposed project will have required parking, in addition to the current 401 dedicated park and ride stalls. The exact number of additional parking will be determined as the project progresses.

Vehicular trips generated by the proposed project has not been determined but will be provided as the project proceeds.

The proposed project will not interfere with, affect or be affected by the movement of agricultural and forest products on roads or streets in the area.

In accordance with City of Shoreline's comprehensive plan, the project is designed to include multi-modal transportation forms and minimum impact on existing roadways is expected.

Public Services

The project will result in an increased need for public services (e.g. fire protection, police protection, public transit, health care, schools etc.). However, services demanded by the proposed mixed-use development are not likely to be substantially different from development of any allowed uses of the site.

Utilities

Currently, the site is served by

- Seattle City Light for electricity;
- Puget Sound Energy for natural gas;
- City of Shoreline for surface water, wastewater (sewer) service;
- Recology King County for solid waste/ recycling service;
- Century Link and Comcast for cable and internet service;
- Century Link for telephone service;
- Seattle Public Utilities for water service.

It is anticipated that adequate capacity exists to meet the demands of the proposed project. One area of concern would be fire flow service. Uniform fire code requires residential buildings be equipped with fire sprinklers and the maximum fire flow in the area of the site should be investigated prior to any design work. Another consideration would be power (electricity) with requirements for EVC vehicles and buses if they are to be incorporated into the project.
There are 2 sewer easements on the site that may or may not affect the proposed development.

APPENDIX C

PUBLIC ENGAGEMENT PLAN OUTLINE

PUBLIC ENGAGEMENT PLAN OUTLINE

KING COUNTY METRO AND CITY OF SHORELINE TRANSIT-ORIENTED DEVELOPMENT PROJECT

SEPTEMBER 2021

CASCADIA CONSULTING GROUP, INC.

Table of Contents

PROJECT DESCRIPTION

King County Metro (Metro) is conducting a Transit-Oriented Development (TOD) study of the Shoreline Park N Ride (P&R) to understand how the site could contribute to meeting long-term regional transportation needs and accomplish the City of Shoreline's community development goals. TOD promotes sustainability and community well-being by creating walkable, pedestrian-oriented, mixed-use projects centered around accessible and efficient transit.

Shoreline P&R is a 5.34-acre facility located at 18821 Aurora Avenue North. The site currently provides 393 parking spaces for regional transit riders served by the Rapid Ride E line, 301, 303, 342, and 373 bus routes to Downtown Seattle and throughout King County.

Per an existing agreement with the Washington Department of Transportation (WSDOT), Metro must provide 401 parking stalls for transit riders at the site. This study provides Metro with a better understanding of opportunities for the site as well as the impacts of the parking requirement on potential development.

This Public Engagement Plan (Plan) outlines an overarching engagement strategy for the project including goals and objectives, coordination and engagement tasks, messaging, audiences, and tactics and will serve as a roadmap for coordination among project team members and engagement with key audiences.

Project team

The project team for the Metro and City of Shoreline TOD Study include the following individuals:

Project Managers:	Sarah Lovell (Metro), Claire McConnell (McMillen Jacobs Associates), Eric Bratton (Shoreline)
Additional Staff:	Michelle Huynh (Metro), Nytasha Walters (Shoreline)
Outreach support:	Gretchen Muller (Cascadia), Keiko Betcher (Cascadia)

GOALS AND OBJECTIVES

The Shoreline P&R project should result in a development project designed by stakeholder and community goals, needs, and priorities. In order to achieve this, specific engagement goals include:

1. **Develop and deliver coordinated outreach.** Metro is in the process of updating their Mobility Framework, and the City of Shoreline is restructuring their community engagement approach and updating their Comprehensive Plan, Transportation Master Plan, Vision 2029, Housing Action Plan, and Climate Action Plan. Both agencies are engaging with community to inform, and in some cases, solicit input in these processes and plan updates. With streamlined interactions and coordinated messaging, stakeholders and community members will be more receptive and capable of engaging meaningfully. Step #1 of the engagement strategies section of this plan addresses this goal.
2. **Educate and inform** key audiences about the TOD project and challenges and opportunities revealed by the feasibility study. Ensure stakeholders and community members have access to information and resources to participate and provide input.

3. **Gather perspectives and feedback** on the biggest priorities and concerns to inform project development and guide decision making.
4. **Be transparent.** Ensure all audiences know when and how they can participate in the planning process. Clearly communicate the engagement timeline, feedback gathered to date, and how and when input will be used in the project. Transparency builds trust.
5. **Understand audiences' preferred ways to engage and receive information** by identifying which platforms, resources, and communication styles are most effective. Using these preferred methods will ensure audiences feel respected and heard. Make intentional efforts to engage historically underrepresented audiences in meaningful ways.

Meeting these five goals is critical to achieving *equitable public engagement*, an approach further described in the following section.

Equitable Public Engagement

Metro's Equitable Transit Oriented Communities Policy (ETOC) provides a strategic approach to implementing TOD and prioritizing the provision of affordable housing when seeking to develop Metro-owned property. As a P&R site, this project is inherently aligned with several of Metro's ETOC priorities including improving regional mobility, increasing transit-supportive land use, and prioritizing affordable housing (if identified as suitable) near transit service. Additionally, engagement related to this project seeks to meet another important goal: to engage directly affected communities in planning and visioning.

To that end, this Plan outlines steps to identify and reach out to community-based organizations and community leaders and members to understand the needs and priorities of historically marginalized groups in Shoreline and surrounding the project site.

Prior to reaching out to the community, the project team will determine and clearly describe the elements of project planning and visioning that community members can influence. The engagement strategies section of this plan describes a critical coordination and alignment step for entities directly involved in the planning effort, namely Metro and City of Shoreline. Once the elements that the community can influence are clear and aligned, outreach to the community will include the following process:

- Identify organizations and individuals working to advocate and represent community needs and interests.
- Connect with them to understand their priorities and interests, potential alignment with the P&R site, development options, and community impacts.
- Explore partnerships to engage with the community and solicit input in a meaningful way that is respectful of existing relationships and partners' capacity and availability to participate.
- Create informative and interactive community spaces that lead to authentic input.

- Communicate back to community so they know how their input is used and feel heard and valued in the engagement and project development process.

ENGAGEMENT STRATEGIES

Metro and the City of Shoreline are leading the Shoreline P&R TOD project. As described in the goals above, the two agencies need to coordinate and align around how they want to engage the community (i.e., what they are asking community members to provide input on, and if and how the input will shape the function and feel of the site). Then, the project team can effectively identify and engage key audiences. The following section outlines each step of engagement including establishing strategic alignment between Metro and Shoreline; developing agency alignment and soliciting input through workshop #1; identifying key audiences and conducting stakeholder interviews; developing project messaging and collateral; and finally, facilitating broad community engagement though community workshops.

Successful engagement requires tailored approaches to meet the variety of needs and priorities of key audiences and partners. We acknowledge that individuals and organizations within the key audience groups will vary in their understanding of TOD and their level of support for planning. As described in the above section, our approach considers equitable public engagement at every step.

Step 1: Coordination & Alignment Meeting

Metro and City of Shoreline staff will meet to coordinate engagement and align objectives and intent for engagement. Cascadia will attend and facilitate this meeting. Cascadia will also develop an agenda with an objective of understanding and discussing Metro's policies related to TOD and equitable engagement and Shoreline's priorities, policies, culture, programs, and future direction, both broadly and related to the TOD project. This meeting should include, among others, Shoreline's Equity and Social Justice Coordinator and Neighborhoods Coordinator. Desired outcomes include:

- **Understanding current and future engagement strategies** including strategies the City has used to engage with community in past efforts, as well as restructured engagement strategies to engage with priority audiences going forward.

- **Clarifying current plans and strategies for engaging with community on other projects**. Stakeholders and community members may not distinguish between various agencies, plans, and projects, but rather hear and understand various communication efforts initiated by the City or Metro as interrelated. It is therefore important to align and contextualize communications for people unfamiliar with simultaneous planning and engagement efforts. This meeting will help build a complete picture of all communication efforts currently underway and planned for the near future.

- **Understanding specific audiences impacted, interested in, and likely or unlikely to engage in this project and why.** This information will determine audiences, messaging, and tactics and will lead to more successful and equitable engagement outcomes.

- **Determining engagement intentions.** Achieving this outcome requires agreeing on the elements of the project that stakeholders and community members can influence and where their input would be helpful and considered in the project.

Cascadia will develop a written summary of the meeting discussion and decisions and circulate it for review by all participants for accuracy. We will also finalize the summary in a format that provides background information for context and is easy to reference decisions so all lead staff are informed throughout the community engagement process.

Step 2: Workshop #1 (Key Agency and City Staff Partners)

Metro will conduct a workshop with staff members representing City of Shoreline, Community Transit, and WSDOT to describe the project, solicit their input on site elements, and confirm stakeholder and community audiences, messaging, and engagement tactics. Cascadia will conduct the workshop online using an interactive platform like Mural to gather ideas, perspectives, and preferences from all participants. Cascadia will capture outcomes in a meeting summary and use the audiences, messaging, and engagement tactics identified during the meeting to guide subsequent engagement steps.

Step 3: Confirm audiences and conduct stakeholder interviews

Cascadia will collaborate with Metro and the City of Shoreline to conduct stakeholder interviews to better understand perspectives and further hone the list of intended audiences. Cascadia may decide to conduct interviews directly with representatives of the following audiences or with individuals such as city staff members who have experience with and can help inform how to design engagement with the audiences listed below.

Audiences may include:

- Community-based organizations and community leaders
- Businesses and property owners adjacent to or potentially impacted by the TOD project
- Transit riders
- Affordable housing and equity advocates
- Neighborhood community council representatives from Hillwood, Echo Lake, Meridian Park, and Richmond Highlands

Cascadia will summarize interviews in concise written notes, highlighting important points, recommendations, and next steps.

Step 4: Develop project messaging

Cascadia will develop messaging themes and specific content that will build upon the outcomes from the initial coordination and alignment meeting, workshop with agency partners, and stakeholder interviews. Messaging will address and include answers to the following questions:

- **Why participate in this process?** How and when input can be provided, how input will be used, why it is important, what elements of the project it will impact.

- **What is the project about?** TOD promotes sustainability and community well-being by creating walkable, pedestrian-oriented, mixed-use projects centered around accessible and efficient transit. The Shoreline community has a new opportunity to provide input on a TOD Project near Shoreline's Town Center District.
- **What is the intended outcome?** Community input will inform elements of what will be included in a Request for Proposals (RFP) for development at the Shoreline P&R.
- **What are the opportunities and limitations in the project?**
    - Per an existing agreement with WSDOT, King County Metro must provide 401 parking stalls for transit riders at the site. The site currently provides 393 parking spaces.
        - There may be an opportunity for non-transit riders to use a percentage of these parking spaces at certain times of the day or week.
    - Based on the market analysis conducted for the site in 2021, there is a ripe opportunity for a housing development ranging from 300 to 600 units.
        - Metro's Equitable Transit-Oriented Development Policy requires any housing development to include at least 20% affordable housing.
        - The City of Shoreline's affordable housing programs include the Property Tax Exemption Program (PTE), the Multifamily Tax Exemption Program (MFTE), and the U.S. Housing Act of 1937. Developers who commit 20% of units in a housing project (with a minimum of four units) to affordable housing qualify for the 12-year PTE program.
        - These affordable housing requirements will determine the existence of rent ceilings or rent control.
    - In addition to affordable housing, the types of units may include workforce housing, 3BR units for families, and other units based on community needs.
    - Additional opportunities for the community and adjacent residents include ground floor use in the new development for services such as childcare or retail.
    - The project team is eager to gather input on additional community perceived amenities including open space, art work, etc.
- **What is the timeline of this project?** Public engagement with key audiences and partners will begin in Fall 2021 and conclude in Spring 2022. Metro and City of Shoreline will host engagement online for broad participation. This phase of the project will conclude with a list of outcomes describing audience-identified project priorities and needs that will be circulated to key audiences in partners by June of 2022 and then incorporated in a development proposal. Construction is estimated to occur in 3-5 years, though the timeline is in development.
- **What are the project goals and priorities?**
    - A sustainable and livable development that meets community needs and the City of Shoreline's sustainability goals.
    - Accessible transit and mobility by maintaining and improving access to reliable, efficient transit for commuters in Shoreline to areas throughout King County.
    - Alignment with community values, needs, and priorities.
    - Equity through transparent and clear communication that provides opportunities to listen and prioritizes community needs.

Step 5: Develop Collateral

Based on the outcomes of workshop #1 and the stakeholder interviews, Cascadia will develop key communications and outreach collateral with project messaging to support the community workshop and other engagement strategies, as needed. At a minimum, this will include a simple, graphically designed document (or slide image) about the project for broad engagement. We will translate project information into other languages as needed.

Step 6: Workshop #2 (Community Representatives and Key Agency Partners)

Community workshops provide an opportunity to specifically gather critical voices to participate in the engagement process. To ensure we are hearing from all members of the community, we will create a space for key audience representatives who have not typically engaged in TOD projects. Community workshops are a great method to build meaningful, long-term relationships.

The intent of workshop #2 is to engage with community representatives and key agency partners from workshop #1 in an open, collaborative, transparent conversation about community needs, priorities, and possibilities. The Metro and City of Shoreline project team will participate in recruitment for the workshop, building upon information we learned in stakeholder interviews as well as existing relationships with community-based organizations and community members.

Cascadia will design and facilitate the community workshop focused on providing background about the TOD project, leading discussions, and soliciting input through an interactive online platform. Depending on participant availability, we may offer two workshops at different times to accommodate various schedules or consider alternative engagement strategies to solicit input from a broader representation of the community. The project team may consider paying community leaders and representatives of community-based organizations for their participation if and when appropriate.

Cascadia will develop the workshop agenda in close collaboration with Metro and city staff including presentation slides, guides and prompts for interactive activities, translation if needed, and a written summary documenting outcomes.

ROLES

Cascadia	Metro & City of Shoreline
• Prepare for and conduct preliminary interviews. • Prepare for and facilitate workshops. • Develop outreach collateral and translate as needed. • Provide on-call engagement advice and support, particularly related to equitable engagement strategies. • Prepare written summaries documenting outcomes from meetings, interviews, and workshops. • Manage overall project timeline and provide information needed to keep public engagement on track.	• Host all engagement and lead workshop promotion. • Review all documents for presentation. • Review all written summaries. • Review interview guides. • Prepare for and present at community workshops. • Serve as points of contact. • Update city website with project information.

BUDGET AND TIMELINE

Budget

The table below describes the public engagement budget and key assumptions about the responsibilities of King County Metro, City staff, and the consultant team.

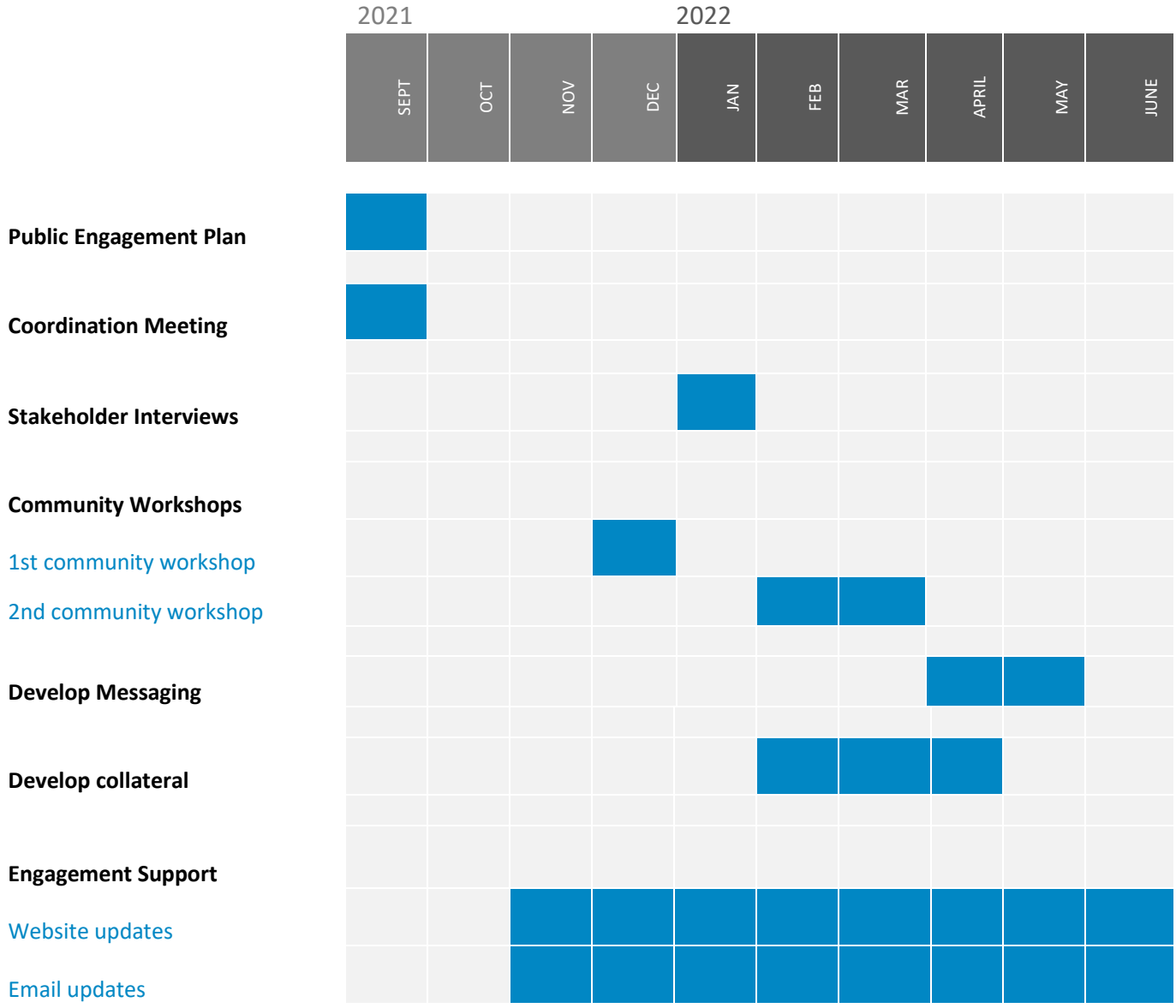
Engagement Task	Estimated Hours	Estimated Budget
1. Coordination and Alignment Meeting	**10**	**$2,250**
1.1 Review meeting notes and develop meeting summary	10	$2,250
2. Workshop #1 (Key Agency and City Staff Partners)	**84**	**$12,370**
2.1 Develop participant and facilitator agenda (draft and final)	16	$2,350
2.2. Develop meeting packet (draft and final)	14	$1,900
2.3 Develop PPT and Mural board	14	$1,900
2.4 Workshop planning meetings x3	20	$3,250
2.5 Facilitate workshop	12	$1,920
2.6 Develop workshop summary (draft and final)	8	$1,050
3. Confirm Audiences and Conduct Stakeholder Interviews	**74**	**$9,570**
3.1 Confirm audiences	10	$1,250

Engagement Task	Estimated Hours	Estimated Budget
3.2 Develop interview guide and schedule interviews	16	$2,520
3.3 Conduct interviews (up to 15)	32	$3,450
3.4 Summarize key findings	16	$2,350
4. Develop Project Messaging	**16**	**$2,350**
4.1 Develop project messaging	16	$2,350
5. Develop Collateral	**29**	**$4,550**
5.1 Develop outreach collateral	29	$4,550
6. Workshop #2 (Community Representatives and Key Agency Partners)	**84**	**$12,370**
6.1 Develop participant and facilitator agenda (draft and final)	16	$2,350
6.2 Develop meeting packet (draft and final)	14	$1,900
6.3 Develop PPT and Mural board	14	$1,900
6.4 Workshop planning meetings (x3)	20	$3,250
6.5 Facilitate workshop (draft and final)	12	$1,920
6.6 Develop workshop summary (draft and final)	8	$1,050
	***Total**	**$43,460**

Budget Assumptions:

- Metro and City of Shoreline staff to develop the agenda and facilitate the Coordination and Alignment Meeting.
- Two rounds of review for all draft materials (agendas, workshop meeting packets, workshop PPT, and Mural boards)
- Cascadia staff to coordinate, facilitate, and provide IT support for each workshop.
- Each workshop is 3 hours in length.
- City of Shoreline staff to provide preliminary list of community representatives.

Timeline



CASCADIA CONSULTING GROUP

King County Metro

Transit-oriented Development at the Shoreline Park 'N Ride Engagement Summary

May 2022

King County
METRO
Moving forward together

Table of Contents

Table of Figures

Engagement Summary

The following memo outlines results of the outreach and engagement efforts to date related to King County Metro and City of Shoreline Transit-oriented Development Project.

PROJECT BACKGROUND

King County Metro (Metro) conducted a Transit-Oriented Development (TOD) study of the Shoreline Park N Ride (Shoreline P&R) between June 2021 and May 2022. The purpose of this study was to understand how the site could contribute to meeting long-term regional transportation needs and accomplish the City of Shoreline's community development goals. TOD promotes sustainability and community well-being by creating walkable, pedestrian-oriented, mixed-use projects centered around accessible and efficient transit.

Shoreline P&R is a 5.34-acre facility located at 18821 Aurora Avenue North. The site currently provides 393 parking spaces for regional transit riders served by the Rapid Ride E line, 301, 303, 342, and 373 bus routes to Downtown Seattle and throughout King County.

Per an existing agreement with the Washington Department of Transportation (WSDOT), Metro must provide 401 parking stalls for transit riders at the site. The study provided Metro with a better understanding of opportunities for the site as well as the impacts of the parking requirement on potential development.

As part of this process, Metro engaged key City of Shoreline staff and community members to gain additional insights into their goals, needs, and priorities for the site. The goals and process for stakeholder engagement are described in detail below.

ENGAGEMENT GOALS

As a first step in the engagement process, the project team developed a comprehensive public engagement plan (Plan) that outlined an overarching engagement strategy for the project including goals and objectives, coordination and engagement tasks, key messaging, primary audiences, and tactics. This Plan served as a roadmap for coordination among project team members and key stakeholders. The engagement goals identified in the Plan are listed below.

1. **Develop and deliver coordinated outreach**. Metro is in the process of updating their Mobility Framework, and the City of Shoreline is restructuring

their community engagement approach and updating their Comprehensive Plan, Transportation Master Plan, Vision 2029, Housing Action Plan, and Climate Action Plan. Both agencies are engaging with community to inform and, in some cases, solicit input in these processes and plan updates. With streamlined interactions and coordinated messaging, stakeholders and community members will be more receptive and capable of meaningful engagement.

2. **Educate and inform** key audiences about the TOD project and challenges and opportunities revealed by the TOD feasibility study. Ensure stakeholders and community members have access to information and resources to participate and provide input.
3. **Gather perspectives and feedback** on the biggest priorities and concerns to inform project development and guide decision making.
4. **Be transparent**. Ensure all audiences know when and how they can participate in the planning process. Clearly communicate the engagement timeline, feedback gathered to date, and how and when input will be used in the project. Transparency builds trust.
5. **Understand audiences' preferred ways to engage and receive information** by identifying which platforms, resources, and communication styles are most effective. Using these preferred methods will ensure audiences feel respected and heard. Make intentional efforts to engage historically underrepresented audiences in meaningful ways.

Engagement Approach

To meet the project and engagement goals stated above, Metro conducted four workshops between February and April 2022 to establish strategic alignment between Metro and the City of Shoreline, solicit input from agency staff, and understand community priorities for the site. We summarized these workshops in detail below.

The project team who supported the engagement process consisted of dedicated staff from Metro, McMillen Jacobs, Kidder Mathews, and Cascadia Consulting Group (Cascadia). To see all project team members, see Table 2: List of Project Team Members in Appendix C: Project Team and Participants.

Workshop 1: Coordination & Alignment

Metro and the City of Shoreline staff met to **coordinate and align objectives and intent for community engagement**. Metro presented key findings from the TOD feasibility study, shared their community engagement values and process, outlined the three upcoming workshops (detailed below), and shared an initial list of community-based groups to engage with in the community conversation workshops. The City of Shoreline presented on potential uses for the site and provided an overview of the housing action plan. Following this meeting, Metro and City of Shoreline staff further discussed key stakeholders to engage.

Workshop 2: Cross-Agency Collaboration

The intent of the Agency Workshop was to engage with staff members representing City of Shoreline, Community Transit, and WSDOT to **solicit their input on site elements, and confirm stakeholder and community audiences, messaging, and engagement tactics**. Metro provided an overview of project context and goals, existing and future project site uses, and findings from the TOD feasibility study and housing needs assessment. Cascadia conducted breakout rooms online using the interactive platform, MURAL, to gather ideas, perspectives, and preferences from all participants. The project team used findings from this workshop to inform the audience and engagement tactics used in the subsequent Community Conversation workshops.

Workshop 3: Community Conversation #1

Key agency partners spoke with community representatives in an open, collaborative, transparent conversation about **community needs, priorities, and possibilities**. Metro and City of Shoreline project team members recruited workshop participants, drawing on information from stakeholder interviews and existing relationships with community-based organizations and community members. To ensure community members had a general understanding of the project, Metro provided an overview of project context and goals, and Kidder Mathers provided an overview of affordable housing and needs at the site. Cascadia facilitated breakout room discussions using MURAL to gather input on community priorities for the site related to housing, public open space, and active ground floor use. The list of community project priorities generated from this workshop was used to inform Community Conversation Workshop #2. For more detail on Community Conversation #1, reference Appendix A: Individual Engagement Summaries.

Two translators attended the workshop to accommodate Amharic and Tigrayan speaking community members.

Workshop 4: Community Conversation #2

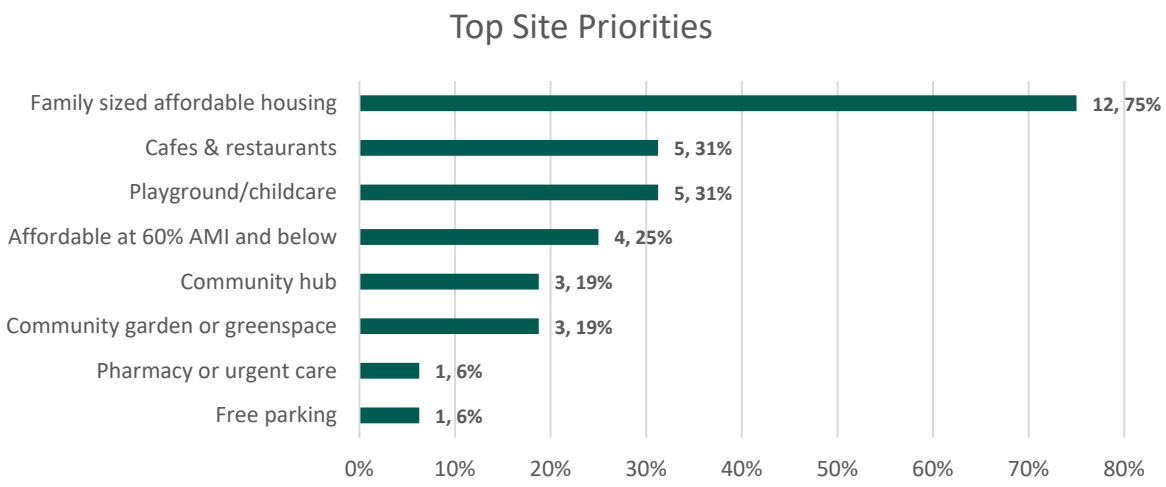
Community Conversation Workshop #2 allowed community members to **prioritize site uses identified in Community Conversation Workshop #1** ranging from housing, public open space, and active ground floor use. Metro reviewed project context and goals, findings from the TOD feasibility study, housing need, and recapped the project priorities identified in Community Conversation Workshop #1. Cascadia facilitated breakout room discussions using MURAL, gathering input on their top community priorities for the site. For more detail on Community Conversation #2, reference Appendix A: Individual Engagement Summaries.

One translator attended the workshop to accommodate Amharic speaking community members.

TOP PROJECT PRIORITIES

Community members identified **top site use priorities** during the community conversations workshops detailed above. The top site use priorities are listed below, with more detailed data outlined in the following graph and table.

- **Family sized affordable housing**
- **Cafes & restaurants**
- **Playground**
- Affordable housing at 60% AMI and below
- Community hub
- Community garden or green space
- Pharmacy or urgent care
- Free parking



Site Use	# Of votes	%
Family sized affordable housing	**12**	**75%**
Cafes & restaurants	**5**	**31%**
Playground	**5**	**31%**
Affordable at 60% AMI and below	4	25%
Community hub	3	19%
Community garden or greenspace	3	19%
Pharmacy or urgent care	1	6%
Free parking	1	6%

PARTICIPANTS

Metro engaged with a diverse set of stakeholders, community members, and groups to ensure the project reflects community priorities from those with close proximity to the project and represent Metro's Priority Populations as defined by their Mobility Framework. The City of Shoreline identified the following 11 community-led spaces with whom Metro engaged:

- HopeLink
- Ronald Commons Housing
- YMCA
- North Urban Human Services
- Hillwood neighborhood association
- Echo Lake neighborhood association
- Shoreline Farmers Market
- Shorelake Arts
- King County Metro Equity Cabinet
- East African Family Support Group
- Canopy

All 501.c3 nonprofits were offered compensation for their time. To view the list of attendees for each engagement approach see Table 1: List of Participants in Appendix C: Project Team and Participants.

Appendix A: Individual Engagement Summaries

Use the links below to read individual workshop summaries. No workshop summary was developed for the City Staff Coordination & Alignment Meeting.

- Agency Workshop
- Community Conversation Workshop #1
- Community Conversation Workshop #2

Appendix B: Individual Engagement PowerPoints

The following section contains individual workshop PowerPoints for:

- City Staff Coordination & Alignment Meeting
- Agency Workshop
- Community Conversation Workshop #1
- Community Conversation Workshop #2

Transit-Oriented Development at the Shoreline Park 'n Ride

Outreach Coordination and Alignment

City of Shoreline

February 15, 2022

King County METRO

Moving forward together

1

Agenda

1. Introductions
2. Recap of the task and desired outcomes
3. Transit Oriented Development Study Assumptions and Findings
4. Overview of Community Outreach Approach planned
5. Shoreline Engagement Process Overview
6. Discussion of CBOs to include
7. Framing Questions for the first agency workshop

King County METRO

2

Desired Outcome of this Meeting

1. Shared understanding of the work in front of us
2. Clarify shared engagement processes
3. Who is missing from our engagement

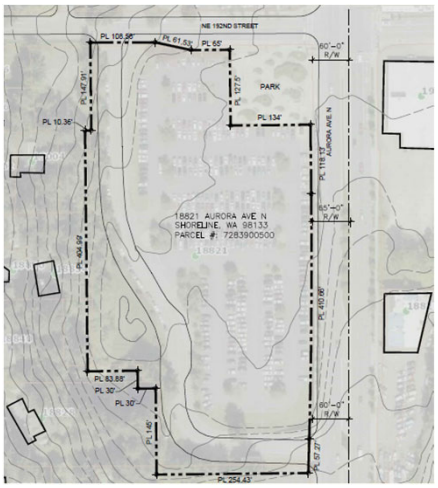
King County METRO

3

Transit-oriented Development at the Shoreline Park and Ride

King County's 2021-2022 Budget directed Metro to:

1) Conduct a **transit-oriented development feasibility study** at the Shoreline Park N Ride;
2) Identify encumbrances that may limit development
3) Conduct community engagement
4) Develop a set of project goals to inform a future solicitation.



King County METRO

4

Park and Ride Site Characteristics

- 5.34 acres, mostly below adjacent street levels
- Mixed business (MB) zoning across the majority of site
- Bound by Aurora Avenue to the east; and
- Single-family neighborhood to the west
- City-owned park to the NE, with stormwater retention tanks
- Stormwater retention pond to the SW
- Northern gateway to Shoreline's Town Center development

Site Encumbrances:

- **Transit program**
  - 401 parking stalls 24/7 (WSDOT deed agreement)
  - 1 passenger pick-up, 3 bus layover spaces (240')
  - Driver comfort station
- Sewer easements

King County METRO

5

Existing Park 'n Ride Site

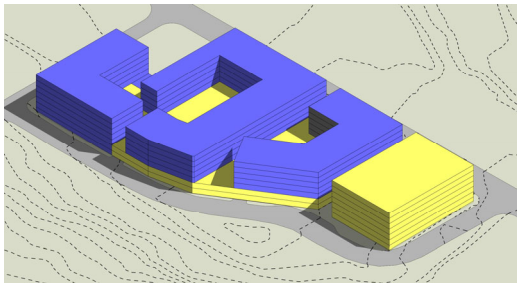
King County METRO

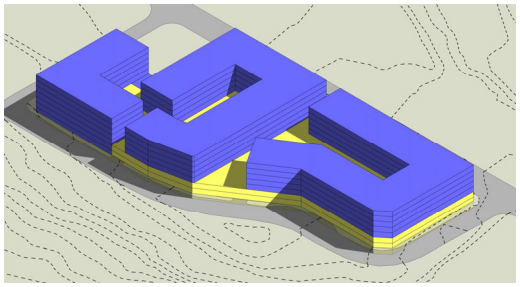
6

Transit-oriented Development Feasibility Study

Metro examined two parking and development scenarios (with and without shared parking):

1. *A standalone commuter garage with/without shared parking*
2. *An integrated garage with/without shared parking*





King County METRO

7

Feasibility Assumptions

401 transit parking stalls are maintained per the WSDOT encumbrance: Between 401 and 300 commuter parking stalls remain (no-share/ 25% share)

Layover need remains

Split zoning can be resolved and zoned Mixed-Business

Active bus bays remain on-street

Groundwater is not an issue

*Metro expects transit service levels to change following the opening of Link service in 2024. (pre-covid usage was over 90% most recently usage was 20%)

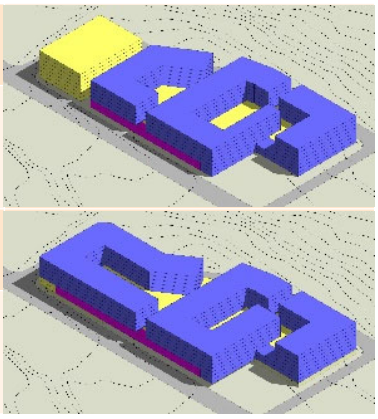
*For the purposes of the study Metro assumed that the transit parking and layover needs remain constant.

King County METRO

8

Development Scenarios

Option A	**Standalone transit garage** (401 stalls) Development on the remainder of the lot (2.75 ac)
Option A1	**Standalone Transit Garage-Shared Parking** (300 dedicated transit stalls) Development on the remainder of the lot, incorporating 101 stalls shared with transit (2.75 ac)
Option B	**Integrated garage**: 401 stalls dedicated underground transit parking Development with parking above (3.75 ac)
Option B1	**Integrated garage- Shared Parking**: 300 stalls dedicated underground transit parking. Development with parking above, of which 101 stalls shared with transit

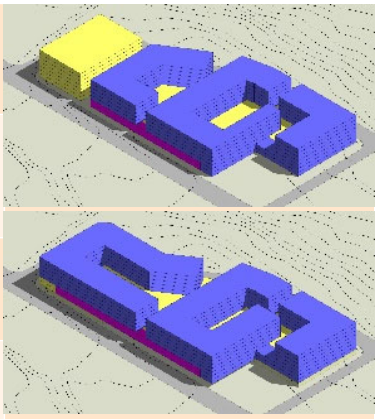


King County METRO

9

Development Capacity

Option A **558 units** **$1M**	**Standalone transit garage** 446 market rate units 112 affordable units 6000 SF non-residential
Option A1 **600 units** **$4.5M**	**Standalone transit garage – Shared Parking** 480 market-rate units 120 affordable units 6000 sf non-residential
Option B **694 units** **$ 3.3M**	**Integrated garage**: 555 market-rate units 139 affordable units 6000 sf non-residential
Option B1 **694 units** **$6.6M**	**Integrated garage-Shared Parking** 555 market-rate units 139 affordable units 6000 sf non-residential



King County METRO

10

Market Assessment

Kidder Matthews examined the following transit-supportive market segments:

- **Multi-family residential - both market and workforce (60% AMI)**
- Office
- Pedestrian-oriented commercial
- Hospitality

Findings:

Demand exists for multi-family housing but not for speculative development of other market segments

A lot of multi-family housing is currently in planning and permitting which may satisfy current demand.

King County METRO

11

Feasibility Study Conclusions

- The Shoreline Park N Ride site is in a prime location and the property is well suited for TOD.
- Multi-family development has the highest likelihood for success.
- Parking requirements, rather than zoning height restrictions, drive the development capacity.
- Revenue from development rights is adequate to off-set the costs of the new park and ride facilities by a very slim margin.

Considerations	Standalone transit garage - Option A	Integrated garage – Option B
PROS	Ease of phasing and operationally simple. If Metro's parking needs are known, this is likely the easiest to deliver.	Flexible parking arrangement allows allocation of development and transit parking to shift over time if transit needs decrease.
CONS	Smaller area dedicated to redevelopment = smaller development opportunity Less flexible transit parking program	Larger development potential and more attractive to investors. Maximizes flexibility of parking delivery for developer.

King County METRO

12

Community Engagement

King County METRO

13

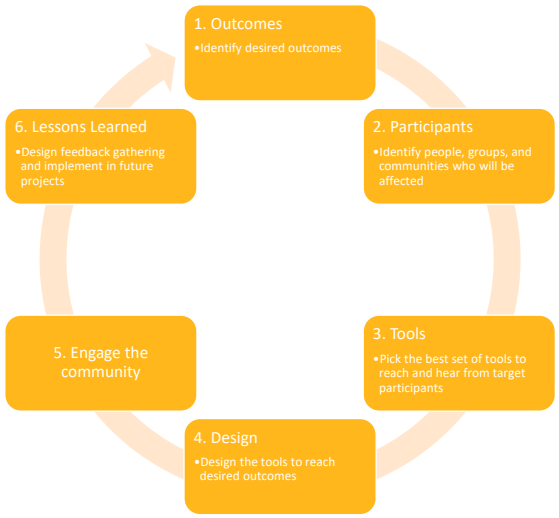
Community Engagement Values

- Customized
- Equitable
- Informative
- Transparent
- Responsive

King County METRO

14

Community Engagement Process



King County METRO

15

Workshop Series

Workshop One

Sduwqhu#Sulrulwlhv

Z kr=#Fw|#dqg#Djhqf|#Vwdii

What:

- Report-out on work done to date
- Solicit input on partner priorities for the site
- Discuss engagement tactics & messaging

Output: draft of Partner Priorities

Workshop Two

Sxeolf#Olvwhqlqj#) #Jrdo#
G lvfxvvlrq
Z kr=#Fw|/#Djhqf|#Vwdii#dqg#
Frp p xqlw|#Vwdnhkroghuv

What:

- Framing presentation:
  a. Report-out on work done to date
  b. In-depth presentation on possible goal areas
- Small group discussions of priorities and conceptual site concepts

Output: Project Goal "buckets"

Workshop Three

Jrdo#Ghilqlwlrq

Z kr=#Fw|/#Djhqf|#Vwdii#dqg#
Frp p xqlw|#Vwdnhkroghuv

What:

- Brief presentation of updates from Workshop 2: site layouts; real estate viability
- Small group discussions of priorities and conceptual site plans

Output: 5-7 defined Project Goals (priorities for an RFP)

King County METRO

16

Community-Based Organizations

- Coalition of Immigrants Refugees and Communities of Color
- WorkSource
- Center for Human Services
- Alliance of People with disAbilities
- Snohomish County Latino Coalition
- Hopelink
- NW Network
- Chinese Information Services Center
- Wonderland Child & Family Generations
- Entre Hermanos
- Black Coffee NW
- Climate Solution
- Indian American Community Services
- International Community Health Services
- Mary's Place
- Compass Housing Alliance: Veterans Center
- Real Rent Duwamish
- Ukrainian Association

King County METRO

17

City of Shoreline Engagement Discussion

King County METRO

18

Framing Questions for Engagement

Who is missing from this conversation?

What are Shoreline's Housing Goals and what role can this site play?

What other requirements or goals areas does Shoreline have for the site?

How can we best engage community if these activities are all virtual?

Major project elements to discuss could include:

- Parking (is there flexibility, if so where)
- Multi-family housing (what is the need, what is the affordability profile?)
- Frontage requirements (how can or should this project be activated given market realities?)
- Public open space (how can this project benefit the most people?)
- Others?

King County METRO

19

Next Steps

Set workshop dates (all three at once)

Confirm community stakeholders to include

King County METRO

20

21

Transit-Oriented Development at the Shoreline Park 'n Ride

Workshop One
Agency Partners
March 10, 2022
3:00 pm – 5:00 pm

King County METRO
Moving forward together

1

Meeting Purpose

- Share project background and work completed to date
- Create a shared understanding of what project success looks like
- Gain insights into community priorities
- Identify key community questions, messages, and confirm stakeholder list
- Provide a recap of key takeaways and next steps

King County METRO

2

Agenda

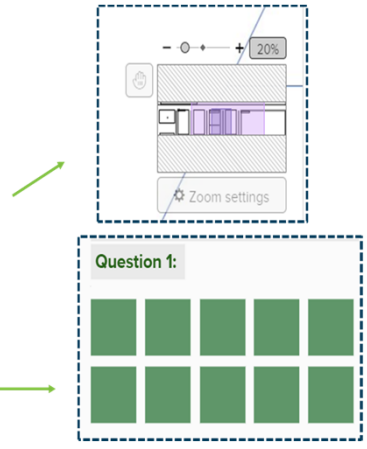
1. Welcome and Introductions
2. Setting the stage (Sarah and Claire)
3. Existing use and future planning (Pierce and Brand)
4. Project Success and Community Priorities (ALL)
5. Community Engagement- Key Questions and Stakeholders (ALL)
6. Wrap up and Adjourn

King County METRO

3

Introductions via MURAL

- Copy and paste **Mural link** from chat into your browser
- **Sign in** as a guest using your name
- If asked, **accept "cookies"** to proceed with platform
- To **Zoom** in and out, use the window in the bottom right.
- Make sure 'move mode' is turned off (hand should be greyed out). 'Move mode' does not allow you to edit sticky notes.
- To **edit** a sticky note, click on the sticky note and start typing.
- To add additional sticky notes, double click.



King County METRO

4

Setting the Stage – Project Context

King County METRO

5

Metro's ETOC Policy

In 2021 Metro adopted an Equitable Transit Oriented Development (ETOC) Policy that defines Metro's roles as **land-owner** and **transit provider** and acknowledges Metro's stake in promoting ETOC.

The policy articulates 5 goals:

1. Seek Equitable outcomes on Metro properties
2. Improve regional mobility and reduce car dependence
3. Prioritize Housing Affordability
4. Consider transit-supportive land use
5. Advance Sustainable Design

King County METRO

6

What does the policy say?

The policy places King County in an advocacy role both for transit-supportive land use and tools to support the delivery of affordable housing.

Integrates land use consideration into transportation planning projects

Directs Metro to proactively manage our property portfolio

Prioritizes leases when possible

Sets a goal that 80% of projects on Metro-owned land will include long-term affordable housing as a component of each project

Requires 20% of the units performed on metro properties be affordable at or below 80% of AMI

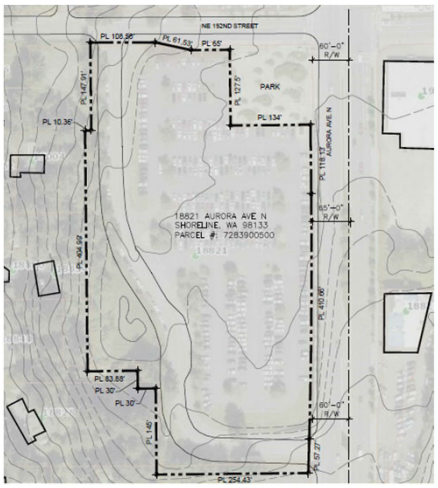
King County METRO

7

Transit-oriented Development at the Shoreline Park and Ride

King County's 2021-2022 Budget directed Metro to:

1) Conduct a **transit-oriented development feasibility study** at the Shoreline Park N Ride;
2) Identify encumbrances that may limit development
3) Conduct community engagement
4) **Develop a set of project goals to inform a future solicitation.**



King County METRO

8

TOD Project Goals

Required elements: Driven by regulators, property owner, policy etc.

Project Priorities: Driven largely by community

Desired elements: Driven by all Stakeholders

	Goals
Required	1. The proposer must be a qualified entity as defined in RCW 81.112.350 2. The development team must have the appropriate experience, skills, ability, and financial wherewithal to complete the proposed project. 3. The project proposal must be feasible using reasonable assumptions. 4. The project must meet or exceed sustainability standards of LEED (Leadership in Energy and Environmental Design) Silver or the City of Seattle or State of Washington's Evergreen standard. 5. At least 80% of the housing units created in the project must be affordable to those earning no more than 80% of the area median income for King County (per RCW 81.112.350).
Priorities	1. The project should serve a range of people with varying incomes at or below 60% of the area median income. 2. The project should provide family sized units. 3. The project should maximize the achievable density of site. 4. The project should maximize affordable housing on the site. 5. The project should maximize the depth of affordability it can provide. 6. The project should incorporate active ground floor uses. 7. The project should be completed as expeditiously as possible. 8. The project should competitively leverage public subsidies.
Desired	1. The project is encouraged to minimize its orientation to automobiles 2. The project is encouraged to optimize its orientation to pedestrians 3. The project is encouraged to provide space for small businesses and/or community-serving uses. 4. The project is encouraged to create opportunities for the larger community to engage with the site. 5. The project is encouraged to support job creation or retention. 6. The project is encouraged to provide private and public amenities that support transit use and active transportation.

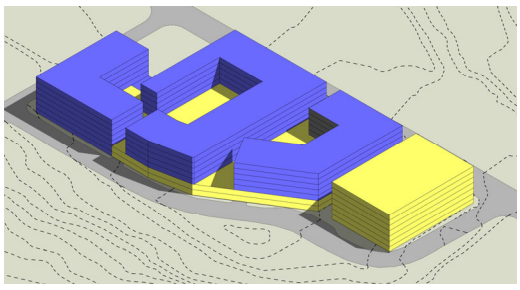
King County METRO

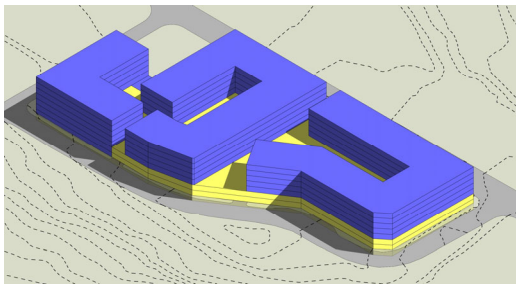
9

Transit-oriented Development Feasibility Study

Metro examined two parking and development scenarios (with and without shared parking):

1. *A standalone commuter garage with/without shared parking*
2. *An integrated garage with/without shared parking*

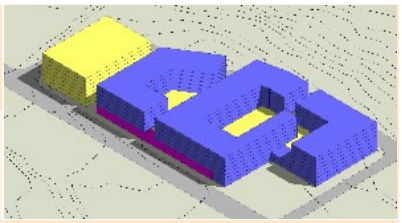
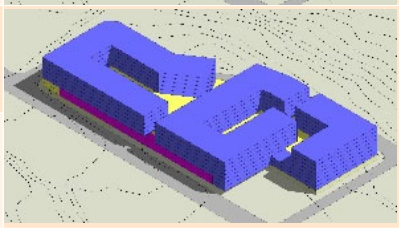




King County METRO

10

Development Capacity

Option A **558 units** **$1M**	**Standalone transit garage** 401 dedicated transit stalls 446 market rate units + 112 affordable units 6000 SF non-residential	
Option A1 **600 units** **$4.5M**	**Standalone transit garage – shared parking** 300 dedicated transit stalls + 101 development stalls shared with transit 480 market-rate units + 120 affordable units 6000 sf non-residential	
Option B **694 units** **$ 3.3M**	**Integrated garage** 401 dedicated transit stalls 555 market-rate units + 139 affordable units 6000 sf non-residential	
Option B1 **694 units** **$6.6M**	**Integrated garage – shared parking** 300 dedicated transit stalls + 101 development stalls shared with transit 555 market-rate units + 139 affordable units 6000 sf non-residential	

King County METRO

11

Shoreline Park n Ride Site Constraints

Constraint	Type
Housing program must include a minimum of 20% affordable units	Metro Transit ETOC policy
LEED Platinum or Evergreen Sustainable Development Standard	Metro Transit ETOC policy
401 parking stalls available 24 hours a day, seven days a week for exclusive use by transit riders	WSDOT Deed
Provision of one passenger pick-up, three bus layover spaces and a driver comfort station on the site	Metro Transit
Amenity space requirement (ground level)	City zoning
70' height limit	City zoning
Minimum 20' side and rear yard setback from residential zones	City zoning
Access road	Existing conditions
City park and attenuation tanks	Existing conditions
Stormwater retention pond	Existing conditions
Sewer easements parallel to Aurora Ave. (10’ and 5’ width)	Encumbrance
Non-specific Easement allows for Storm or Sewer Connections	Encumbrance

King County METRO

12

What we heard from Shoreline

Project Goals and Priorities:

1. **Sustainable and livable development**: pursue a project the meets the needs of the community and contributes towards Shoreline meeting it's sustainability goals
2. **Accessible Transit and Improved Mobility**: Maintain or improve access to transit and mobility options for Shoreline
3. **Community Ownership**: Community-driven project that ultimately belongs to the community
4. **Equity:** Clear and transparent communication, listen to and reflect community priorities.

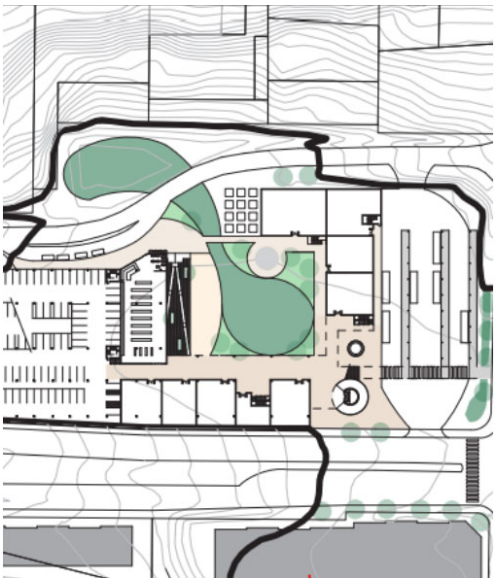
King County METRO

13

What we heard from Shoreline

Opportunities to Evaluate

- Stormwater feature
- Community/open space
- Affordable family housing
- Space for non-profits/ local businesses
- Integration with neighborhood
- High-quality human-scaled development



King County METRO

14

Future Transit Use at the Shoreline Park and Ride

King County METRO

15

Connecting to Transit

Develop and pilot new, innovative ways of getting people to transit.

Investing in infrastructure for people to walk, bike, and roll.

Develop mobility hubs program to redesign space for seamless connections.

King County METRO

16

Future of parking: mobility hubs

Primary Features

- **Enhanced bicycle and pedestrian circulation**
- Improved passenger waiting areas
- New pick-up and drop-off zones
- **Micromobility corrals**
- Electric vehicle charging
- Real-time information
- Placemaking opportunities
- **Transit-oriented development**

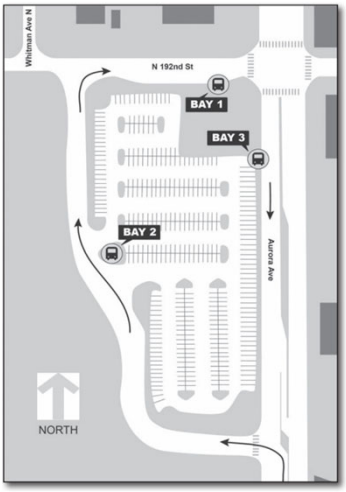
Features will vary per location based upon engagement

King County METRO

17

Shoreline P&R – Existing Transit

- **E Line**
  - RapidRide service between Aurora Village and Downtown Seattle
- **Route 301**
  - Peak-Only service between Aurora Village and Northgate Station
- **Route 304**
  - Peak-Only Service between Shoreline P&R and Northgate Station
- **Route 342**
  - Peak-Only Service between Shoreline P&R and Renton



Bay 1
342 **Bellevue**/Renton

Bay 2
301 Aurora Village
304 Northgate Station

Bay 3
301 Northgate Station
304 Northgate Station
342 drop-off only
E Line Downtown Seattle

King County METRO

18

Shoreline P&R – Future Transit

- **Lynnwood Link Connections Mobility Project**
  - Project is currently underway and will be complete in 2024 and 2025
- **Metro CONNECTS**
  - Vision for our Mobility Future from now to 2050.

King County METRO

19

Project Success and Community Priorities via breakout rooms 35 Minutes

King County METRO

20

Project Success – 15 min

- What does project success look like?
- What are the project "must haves"?

Community Priorities – 15 min

- What are community priorities as they relate to growth and development?

Full Group Report Out – 5 min

King County METRO

21

Community Engagement – Key Questions and Stakeholders via MURAL
30 minutes

King County METRO

22

Community Conversations – 15 min

- What are the key questions we want to ask community members?

Community Priorities – 10 min

- Review and refine draft key messages

Confirm stakeholder list – 10 min

- Review and refine stakeholder list

King County METRO

23

Wrap up and Adjourn

King County METRO

24

Key Take-aways and Next Steps

- Recap of key takeaways/action items
- Community conversations
  - **March 21st 4-6pm** (workshop 2)
  - **April 6th 5-7pm** (workshop 3)

King County METRO

25

Transit-Oriented Development at the Shoreline Park 'n Ride

Community Conversations: Workshop #1

March 30, 2022

3:00 pm – 5:00 pm

King County METRO
Moving forward together

1

Interpreters

- Hanibal Daniel – Tigrinya
- Yusef Heyi – Amharic

2

Community Conversations

Workshop #1

- Share project background and work completed to date
- Introduce goal areas and concepts
- Gain insights into community priorities related to the site

Workshop #2

- Prioritize site uses identified in Workshop #1
- Share project next steps and associated timeline

King County METRO

3

Workshop #1 Agenda

1. Welcome and Introductions
2. Project Context Setting
3. Affordable Housing Overview
4. Community Conversation – Breakout Room Activity
5. Wrap up and Adjourn

King County METRO

4

Presenters

Sarah Lovell

Michael George

Claire McConnell

King County METRO

5

Icebreaker

Please type your name and affiliation into the chat and answer the following question: When you think of Shoreline, what do you want to see more of? less of?

King County METRO

6

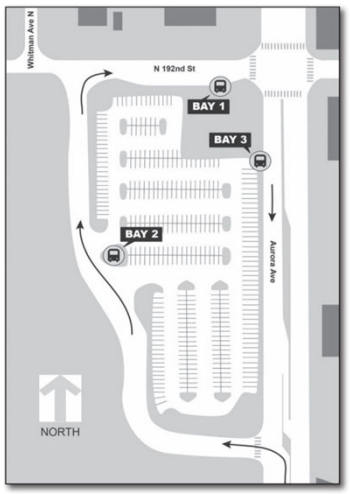
Project Context Setting

King County METRO

7

Shoreline P&R – Existing Transit

- **E Line**
  - RapidRide service between Aurora Village and Downtown Seattle
- **Route 301**
  - Peak-Only service between Aurora Village and Northgate Station
- **Route 304**
  - Peak-Only Service between Shoreline P&R and Northgate Station
- **Route 342**
  - Peak-Only Service between Shoreline P&R and Renton



Bay 1
342 Bellevue/Renton

Bay 2
301 Aurora Village
304 Northgate Station

Bay 3
301 Northgate Station
304 Northgate Station
342 drop-off only
E Line Downtown Seattle

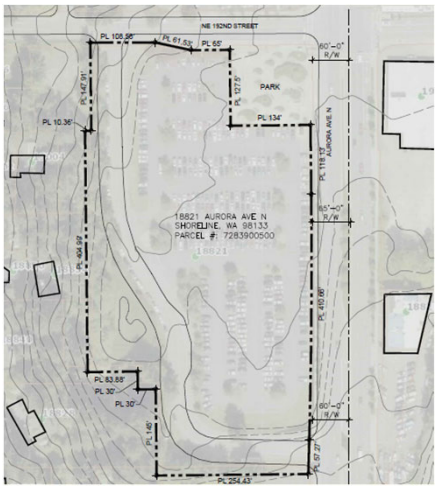
King County METRO

8

Transit-oriented Development at the Shoreline Park and Ride

King County's 2021-2022 Budget directed Metro to:

1) Conduct a **transit-oriented development feasibility study** at the Shoreline Park N Ride
2) Identify encumbrances that may limit development
3) Conduct community engagement
4) **Develop a set of project goals to inform a future solicitation**



King County METRO

9

What is Transit-Oriented Development

Transit-oriented development (TOD) is a building or development project whose design is driven by its proximity to frequent transit service. TODs are often dense and offer a mix of uses. Common characteristics include:

- High quality public spaces
- Multi-family housing
- Active ground floor uses
- Lower parking ratios
- Designed for people

King County METRO

10

Why is TOD important to Metro?

Transit-oriented development (TOD) is about creating inclusive places for people and expanding transit access.

- More efficient to serve with transit than other developments
- Generates ridership
- Critical strategy to reduce GHG
- Creates inclusive spaces for people and communities that are well served by transit

King County METRO

11

Transit-oriented Development Feasibility Study

Metro examined two parking and development scenarios (with and without shared parking):

1. *A standalone commuter garage with/without shared parking*
2. *An integrated garage with/without shared parking*

King County METRO

12

Shoreline Park n Ride Site Constraints

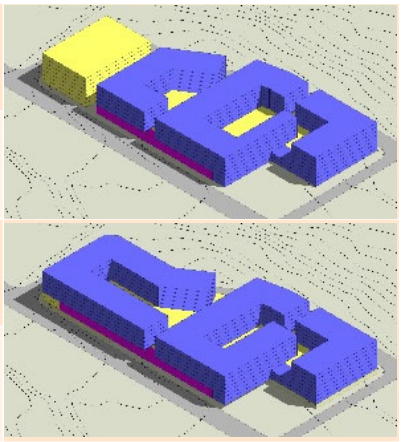
Constraint	Type
Housing program must include a minimum of 20% affordable units	Metro Transit ETOC policy
LEED Platinum or Evergreen Sustainable Development Standard	Metro Transit ETOC policy
401 parking stalls available 24 hours a day, seven days a week for exclusive use by transit riders	WSDOT Deed
Provision of one passenger pick-up, three bus layover spaces and a driver comfort station on the site	Metro Transit
Amenity space requirement (ground level)	City zoning
70' height limit	City zoning
Minimum 20' side and rear yard setback from residential zones	City zoning
Access road	Existing conditions
City park and attenuation tanks	Existing conditions
Stormwater retention pond	Existing conditions
Sewer easements parallel to Aurora Ave. (10’ and 5’ width)	Easement
Non-specific Easement allows for Storm or Sewer Connections	Easement

King County METRO

13

Development Capacity

Option A **558 units** **$1M**	**Standalone transit garage** 401 dedicated transit stalls 446 market rate units + 112 affordable units 6000 SF non-residential
Option A1 **600 units** **$4.5M**	**Standalone transit garage – shared parking** 300 dedicated transit stalls + 101 development stalls shared with transit 480 market-rate units + 120 affordable units 6000 sf non-residential
Option B **694 units** **$ 3.3M**	**Integrated garage** 401 dedicated transit stalls 555 market-rate units + 139 affordable units 6000 sf non-residential
Option B1 **694 units** **$6.6M**	**Integrated garage – shared parking** 300 dedicated transit stalls + 101 development stalls shared with transit 555 market-rate units + 139 affordable units 6000 sf non-residential



King County METRO

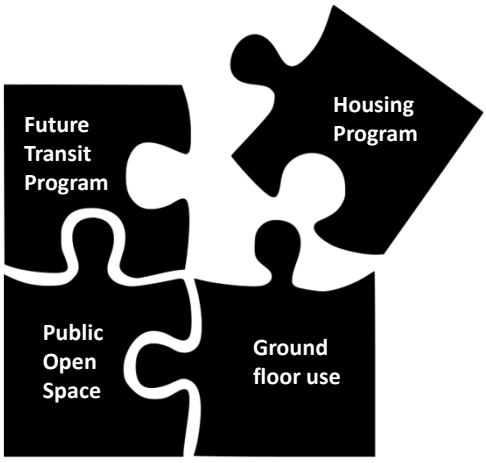
14

Key Takeaways

- Between 550 -700 units of housing are possible
- An integrated garage allows an additional 100+ units of housing
- Reducing dedicated transit parking by 25% also increases housing production.
- 20% of the housing can be held affordable at 80% AMI and the development is still feasible.
- All scenarios work but shared parking saves approximately 3.5M and offers the opportunity to accomplish other community goals

Key considerations:

- Deeper housing affordability requires more subsidy
- Community open space amenities require subsidy
- Limited market demand for pedestrian-oriented retail



King County METRO

15

Shoreline Housing Needs Assessment

The City of Shoreline conducted a housing needs assessment in 2020 the key takeaways were:

- Renters making below 50% of the area median income (AMI) are the most financially burdened; Shoreline needs subsidized housing that targets this population.
- Shoreline lacks sufficient housing supply driving prices upwards, particularly for-sale homes.
- The current median home cost ($620k) is not affordable for a household making the city's median income ($100k)
- Households making 50-80% of AMI now struggle to find affordable rentals
- Households making 80% AMI now struggle to save enough to buy
- Shoreline's HHs are small, between 1-2 people.
- Shoreline's growing population segments are young workforce and seniors
- Increasing interest in Shoreline's midcentury housing stock will drive up home costs and raise demand for multi-family housing solutions.

King County METRO

16

TOD Project Goals

Required elements: Driven by regulators, property owner, policy etc.

Project Priorities: Driven largely by community

Desired elements: Driven by all Stakeholders

	Goals
Required	1. The proposer must be a qualified entity as defined in RCW 81.112.350 2. The development team must have the appropriate experience, skills, ability, and financial wherewithal to complete the proposed project. 3. The project proposal must be feasible using reasonable assumptions. 4. The project must meet or exceed sustainability standards of LEED (Leadership in Energy and Environmental Design) Silver or the City of Seattle or State of Washington's Evergreen standard. 5. At least 80% of the housing units created in the project must be affordable to those earning no more than 80% of the area median income for King County (per RCW 81.112.350).
Priorities	1. The project should serve a range of people with varying incomes at or below 60% of the area median income. 2. The project should provide family sized units. 3. The project should maximize the achievable density of site. 4. The project should maximize affordable housing on the site. 5. The project should maximize the depth of affordability it can provide. 6. The project should incorporate active ground floor uses. 7. The project should be completed as expeditiously as possible. 8. The project should competitively leverage public subsidies.
Desired	1. The project is encouraged to minimize its orientation to automobiles 2. The project is encouraged to optimize its orientation to pedestrians 3. The project is encouraged to provide space for small businesses and/or community-serving uses. 4. The project is encouraged to create opportunities for the larger community to engage with the site. 5. The project is encouraged to support job creation or retention. 6. The project is encouraged to provide private and public amenities that support transit use and active transportation.

King County METRO

17

Affordable Housing Overview

King County METRO

18

Types of Affordable Housing

Level of Affordability

- Housing typically defined as "affordable" when it costs no more than 30 percent of a household's income.
- Affordable rents are based on a household's income relative to Area's Median Income (AMI)

Target Populations

- Large Households
- Elderly
- Persons with Disabilities
- Homeless

Ownership vs. Rental

- Rental (apartments) far more common
- Ownership models generally require upfront subsidy

King County METRO

19

Level of Affordability

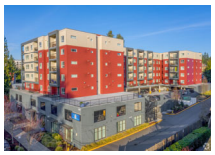
Lower Housing Costs Generally Require Greater Subsidy.

0-50% AMI

- Typically requires direct funding and tax credits.
- Tend to be smaller projects with fewer than 140 units.
- Often include coordinated services.

50-80% AMI

- Often rely on tax credits and tax-exempt bond financing.
- Projects range in size from small to 200+ units.



70-125% AMI

- AMI often relies on density bonuses and other zoning flexibility, tax abatements, and other incentives.
- Units are often incorporated into market rate projects.
- Projects range in size from small to 200+ units.

King County METRO

20

Levels of Affordability

	80% AMI	50% AMI	30% AMI
	Full-time **welder** ($56,420) **Bus Driver**($65,020) **Janitor** ($38,610) *plus* **childcare worker** earning ($35,240)	**Teaching Assistant** +'73ß;3, **Hairstylist** +'74ƒ53,	**Cashier** ($31,720) **Hotel Desk Clerk** ($31,700) **Many Part time workers and fixed income households**
	**Biologist** ($78,130) **Accountant** ($80,570) Full-time **office clerk** ($43,310) *plus* full-time **security guard** ($38,310)	**Exercise Trainer** ($54,280) **Auto Mechanic** ($51,970)	**Retail Worker** ($34,200) **Home health aide** ($32,270)

King County METRO

21

Final Thoughts:

- Affordable housing provides a critical community benefit.
- Across all types of affordable housing, the need far outweighs the supply in Shoreline and throughout the County.
- Like most community benefits, affordable housing comes may come at a cost. This cost must be weighed against the financial viability of the overall project, and other community benefits that are being considered.

King County METRO

22

Breakout Room Activity

King County METRO

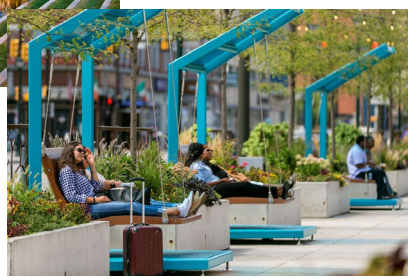
23

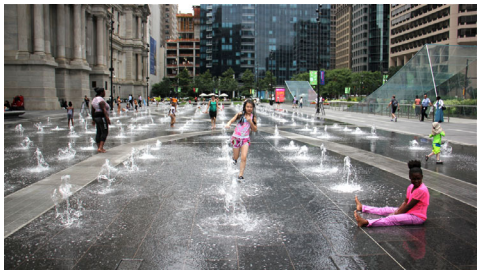
Housing

King County METRO

24

Public Open Space

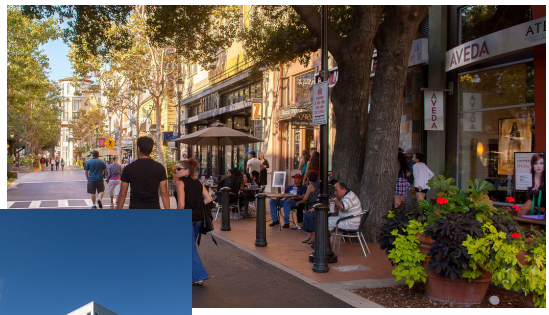


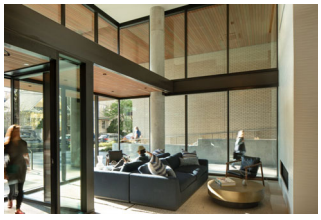


King County METRO

25

Active Ground Floor Space





King County METRO

26

Other

King County METRO

27

Vision for Shoreline – 10 min

1. How could this site **benefit** the neighborhood?

Community Priorities for the Site – 40 min

1. What is the need for **housing** in Shoreline? Who would live on the site?
2. What kind of **ground floor use** would make this site most engaging?
3. How would you propose using **public space** on the site?
4. What **other** ways do you want to see this site being used?

Full Group Report Out – 10 min

King County METRO

28

Wrap up and Adjourn

King County METRO

29

Key Take-aways and Next Steps

- Recap of key takeaways/action items
- Community conversations | Workshop #2
  - **When:** Week commencing April 18th
  - **What:** Prioritize site uses identified in today's workshop

King County METRO

30

Contact Information

- Sarah Lovell: slovell@kingcounty.gov
- Laura Nagel: lnagel@kingcounty.gov

King County METRO

31

Transit-Oriented Development at the Shoreline Park 'n Ride

Community Conversations: Workshop #2

April 18, 2022

1:00 pm – 3:00 pm

King County METRO
Moving forward together

1

Interpreters

- Hanibal Daniel – Tigrinya
- Yusef Heyi – Amharic

2

Community Conversations

Workshop #1

- Share project background and work completed to date
- Introduce goal areas and concepts
- Gain insights into community priorities related to the site

Workshop #2 – TODAY!

- Prioritize site uses identified in Workshop #1
- Share project next steps and associated timeline

King County METRO

3

Workshop #2 Agenda

1. Welcome and Introductions
2. Site Opportunities Deep Dive – key considerations and potential tradeoffs
3. Community Conversation – Breakout Room Activity
   - Key community priorities – biggest needs
4. Wrap up and Adjourn

King County METRO

4

GM0

Presenter

Sarah Lovell, Project Manager
King County Metro

King County METRO

5

Icebreaker

Please type your name and affiliation into the chat and answer the following question: In two words, please describe the City of Shoreline.

King County METRO

6

Slide 5

GM0 Will update once finalize agenda and associated speakers.
Gretchen Muller, 2022-04-08T16:22:29.830

Site Opportunities Deep Dive

King County METRO

7

Overview of Project Context

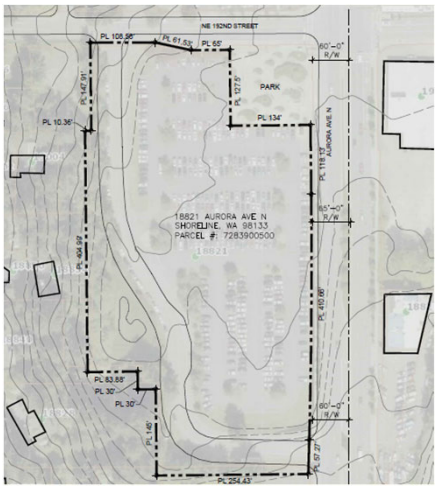
King County METRO

8

Transit-oriented Development at the Shoreline Park and Ride

King County's 2021-2022 Budget directed Metro to:

1) Conduct a **transit-oriented development feasibility study** at the Shoreline Park N Ride
2) Identify encumbrances that may limit development
3) Conduct community engagement
4) **Develop a set of project goals to inform a future solicitation**



King County METRO

9

What is Transit-Oriented Development

Transit-oriented development (TOD) is a building or development project whose design is driven by its proximity to frequent transit service. TODs are often dense and offer a mix of uses. Common characteristics include:

- High quality public spaces
- Multi-family housing
- Active ground floor uses
- Lower parking ratios
- Designed for people

King County METRO

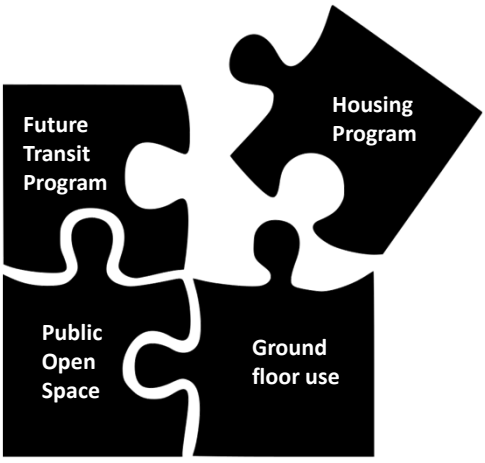
10

Key Takeaways

- Between 550 -700 units of housing are possible
- An integrated garage allows an additional 100+ units of housing
- Reducing dedicated transit parking by 25% also increases housing production.
- 20% of the housing can be held affordable at 80% AMI and the development is still feasible.
- All scenarios work but shared parking saves approximately 3.5M and offers the opportunity to accomplish other community goals

Key considerations:

- Deeper housing affordability requires more subsidy
- Community open space amenities require subsidy
- Limited market demand for pedestrian-oriented retail



King County METRO

11

TOD Project Goals

Required elements: Driven by regulators, property owner, policy etc.

Project Priorities: Driven largely by community

Desired elements: Driven by all Stakeholders

	Goals
Required	1. The proposer must be a qualified entity as defined in RCW 81.112.350 2. The development team must have the appropriate experience, skills, ability, and financial wherewithal to complete the proposed project. 3. The project proposal must be feasible using reasonable assumptions. 4. The project must meet or exceed sustainability standards of LEED (Leadership in Energy and Environmental Design) Silver or the City of Seattle or State of Washington's Evergreen standard. 5. At least 80% of the housing units created in the project must be affordable to those earning no more than 80% of the area median income for King County (per RCW 81.112.350).
Priorities	1. The project should serve a range of people with varying incomes at or below 60% of the area median income. 2. The project should provide family sized units. 3. The project should maximize the achievable density of site. 4. The project should maximize affordable housing on the site. 5. The project should maximize the depth of affordability it can provide. 6. The project should incorporate active ground floor uses. 7. The project should be completed as expeditiously as possible. 8. The project should competitively leverage public subsidies.
Desired	1. The project is encouraged to minimize its orientation to automobiles 2. The project is encouraged to optimize its orientation to pedestrians 3. The project is encouraged to provide space for small businesses and/or community-serving uses. 4. The project is encouraged to create opportunities for the larger community to engage with the site. 5. The project is encouraged to support job creation or retention. 6. The project is encouraged to provide private and public amenities that support transit use and active transportation.

King County METRO

12

Recap of Workshop #1: What we heard

King County METRO

13

Housing

King County METRO

14

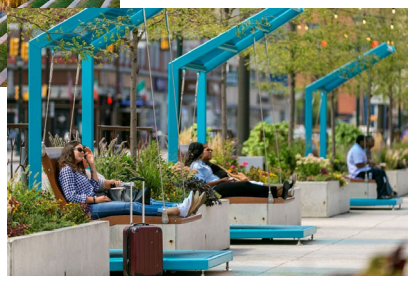
What we heard at Workshop One

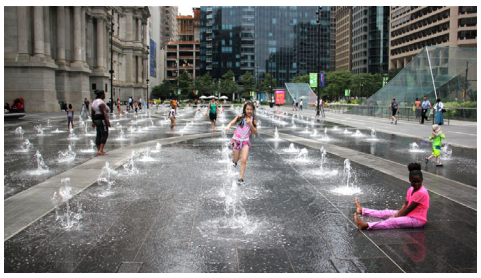
- Desire for family-sized affordable housing (3+ bedrooms)
- Desire to provide for HHs making at or below 50% of AMI
- Desire to serve many populations:
  - Seniors
  - Young people just starting careers
  - Young adults experiencing homelessness
  - Artist housing
- Desire to diversify housing stock (mix of incomes and occupants)
- Desire to disperse affordable housing
- Desire to provide accessible units (ADA)

King County METRO

15

Public Open Space

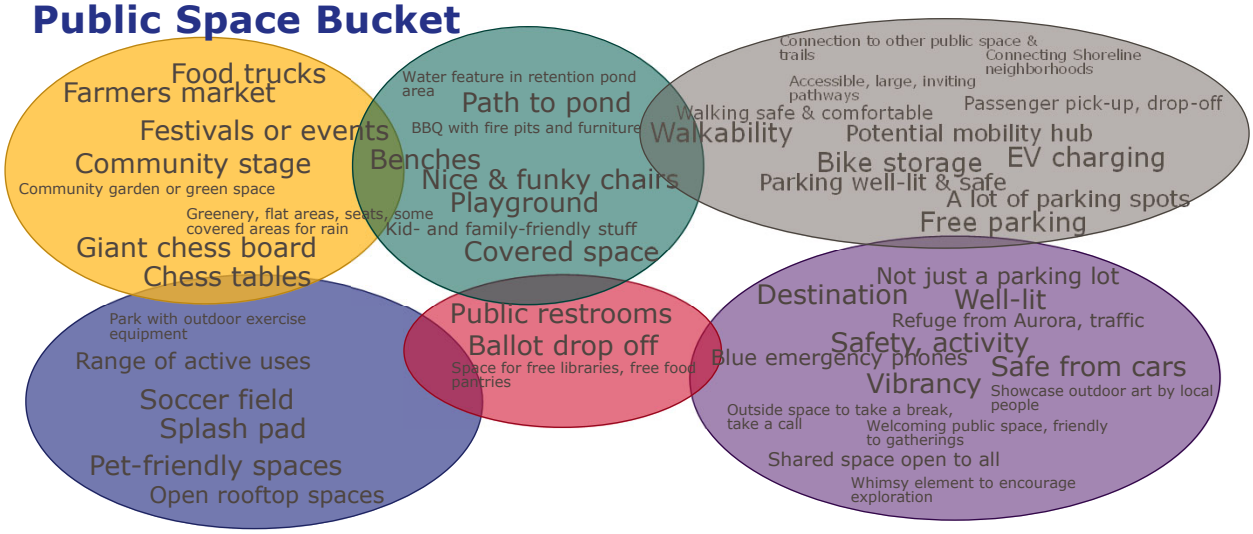




King County METRO

16

Public Space Bucket



King County METRO

17

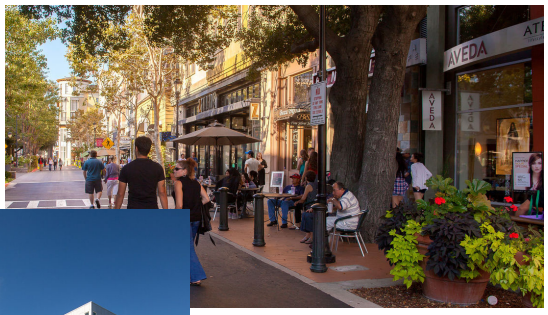
What we heard at Workshop One

- Desire for space to host community events (farmers market, community stage, food trucks)
- Desire for outdoor active spaces (splash pad, outdoor exercise equipment, soccer fields)
- Desire to retain community destination for voting and public restrooms
- Desire for balanced, safe access for cars and people, retain parking supply, well-lit, safe, provide connections and improve walkability
- Desire for a vibrant destination that is sheltered from Aurora
- Desire to showcase local art, add whimsy, connect site to nature

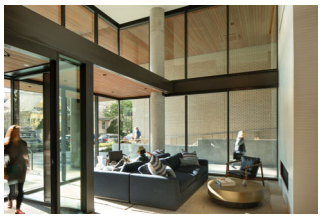
King County METRO

18

Active Ground Floor Space

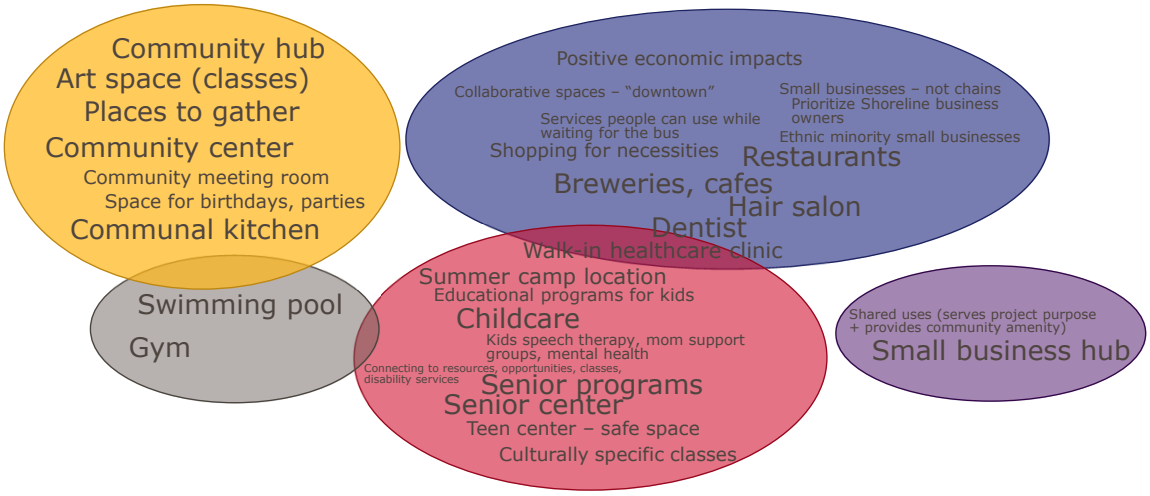




King County METRO

19

Ground Floor Bucket



King County METRO

20

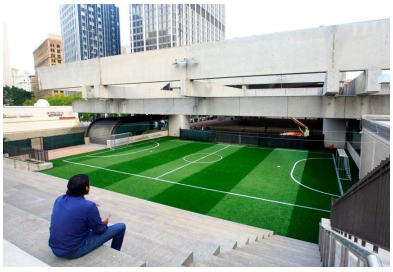
What we heard at Workshop One

- Desire for a community hub where there is space for community gatherings and programming
- Desire for community supportive programming ie: daycare, senior programs, youth programs
- Interest in economic impact: cafes and other commercial food destinations that serve shoreline
- Interest in prioritizing Shoreline businesses, diverse businesses
- Desire for small business incubator or something similar

King County METRO

21

Other



King County METRO

22

Weighing Trade-offs

King County METRO

23

Weighing Trade-offs – Prioritizing priorities

Some goals are more expensive or difficult to achieve than others

Big ticket items can include:

- **Level of Housing affordability** (80/50/30% AMI), the deeper the discount, the more expensive to provide
- Housing production vs. large community or commercial spaces
- Subsidized ground floor uses or uses that require a lot of parking may not work in a location where extra parking for the park and ride is required in addition to any required by code for a development
- Large improved green spaces vs. housing production or affordability

King County METRO

24

Weighing Trade offs – Project Example: Capitol Hill TOD

Desires:

- Half of all housing affordable at 50% AMI
- District Energy
- Market-Hall style retail
- Home for the Capital Hill Farmers Market
- Living Building/LEED
- LGBTQ Community Center
- Non-Profit Office space
- Childcare
- Prioritize Local Businesses

King County METRO

25

Weighing Trade offs – Project Example: Othello Plaza

Desires:

- Market-rate Housing
- Community gathering space
- Jobs for community members
- Pedestrian-Oriented retail

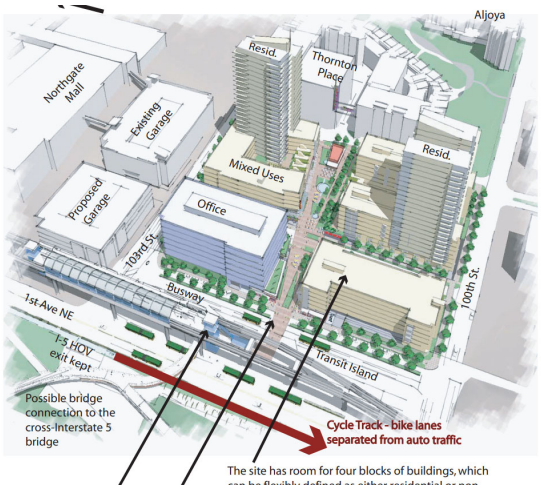
King County METRO

26

Weighing Trade offs – Project Example: Northgate TOD

Desires:

- Market-rate Housing
- Affordable housing delivered at no-cost to developer
- Maximized height
- Grand pedestrian connection
- LEED Platinum
- Connection to Northgate Station and Bus Way
- Fair-Market Value



King County METRO

27

GM0

Q&A

- Clarifying questions
- Reflections

Click to add text

28

Slide 28

GM0 CCG will format this slide.
Gretchen Muller, 2022-04-13T18:25:19.722

Confirm Key Community Priorities – Breakout Room Activity

King County METRO

29

Discussing the biggest needs – 25 min

1. When you think about housing needs, where is the biggest need by audience?
2. When you think about ground floor use, what does Shoreline need the most and why?
3. When you think about public space, what does Shoreline need the most and why?

Prioritizing the biggest needs – 20 min

1. Pick your top two needs by bucket area.
2. Review results and discuss.

Full Group Report Out and Vote – 25 min

King County METRO

30

Wrap up and Adjourn

King County METRO

31

Key Take-aways and Next Steps

- Recap of key takeaways/action items

GM0

King County METRO

32

Slide 32

GM0 Claire/Sarah to identify next steps, associated timeline and how community can stay informed/involved.
Gretchen Muller, 2022-04-08T16:33:29.246

Contact Information

- Sarah Lovell: slovell@kingcounty.gov
- Laura Nagel: lnagel@kingcounty.gov

King County METRO

33

Appendix C: Project Team and Participants

The table below details attendees for each engagement tactic. Participants with no affiliation are general community members.

Table 1: List of Participants

	Shoreline Alignment and Coordination Meeting *February 15, 2022*	**Agency Workshop** *March 10, 2022*	**Community Conversations Workshop #1** *March 30, 2022*	**Community Conversations Workshop #2** *April 18, 2022*
# Of Attendees[1]	10	20	21	18
List of Participants	**Jim Hammond,** City of Shoreline **Steve Szafran,** City of Shoreline **Andrew Bauer,** City of Shoreline **Constance Perenyi,** City of Shoreline **Nathan Daum,** City of Shoreline **Kendra Dedinsky** City of Shoreline **Yasmeen Perez,** King County	**Alyssa Davis,** Dean Alan Architects (DAA) **Andrew Bauer,** City of Shoreline **Andrew Randall,** Metro **Angela Gee,** DAA **Blaire Howe,** Kidder Mathews **Chris Arkills,** Metro **Constance Perenyi,** City of Shoreline **Doug Hicks,** Metro **Erik Rundell,** Metro	**Alyssa Davis,** DAA **Angela Gee,** DAA **Biserat Tessema** **Colin Kinnaird,** YMCA **Constance Perenyi,** City of Shoreline **Corinne Stipek McKisson,** Ronald Commons Housing **James Hammond,** City of Shoreline **Hanibal Daniel,** NWI Global (Interpreter) **Jeanne Monger** **Judy Kuguru,** City of Shoreline	**Alyssa Davis,** DAA **Angela Gee,** DAA **Biserat Tessema** **Blair Howe,** Kidder Mathews **Colin Kinnaird,** YMCA **Constance Perenyi,** City of Shoreline **Hermon A.** **Jeanne Monger** **Milkana Tsighe** **Nytasha Walters,** City of Shoreline **Quinn Elliott,** Shorelake Arts **Regbe Gebresilassie** **Saba Berhe**

[1] Does not include project team members

	Nytasha Walters, City of Shoreline **Pierce Canser,** Metro **Chris Arkills,** Metro	**Jennifer Ash,** Metro **Jim Hammond,** City of Shoreline **Kendra Dedinsky,** City of Shoreline **Michael George,** Kidder Mathews **Nathan Daum,** City of Shoreline **Nora Daley-Peng,** City of Shoreline **Nytasha Walters,** City of Shoreline **Steve Szafran,** City of Shoreline **Tom Paine,** Metro **Yasmeen Perez,** King County **Yingying Huang Fernandes,** Metro	**Kara Conner,** Shoreline Farmers Market **Nytasha Walters,** City of Shoreline **Pierce Canser,** Metro **Quinn Elliott,** Shorelake Arts **Regbe Gebresilassie** **Ruth Tessema** **Saba Berh** **Semhar Beyn** **Whitney Nakamura** **Yingying Huang Fernandes** **Yusuf Heyi,** NWI Global (Interpreter)	**Samhar Beyn** **Steve Szafran,** City of Shoreline **Tony To** **Whitney Nakamura** **Yusuf Heyi,** NWI Global (Interpreter)

The table below lists all the project team members who were involved throughout the project to date.

Table 2: List of Project Team Members

Cascadia Consulting Group	King County Metro	Kidder Mathews	McMillen Jacobs
Gretchen Muller Megan Lee Alicia Fennell	Pierce Cancer Sarah Lovell Laura Nagel Brand Koster	Michael George	Claire McConnell

Document Code No.: PFC-9-1-DP
Title: Metro Equitable Transit Oriented Communities Policy
Affected Agencies: Metro Transit Department
Authorities: N/A
Keywords: Transit-oriented development, transit-oriented communities, affordable housing, equitable development
Sponsoring Agency: N/A

Executive signature: _____

Date signed and effective: June 9, 2021

King County

I. Purpose

This policy provides Metro Transit Department a strategic approach to implementing transit-oriented development (TOD) and prioritizing the provision of affordable housing when seeking to develop Metro-owned property, supporting and strengthening equitable transit-oriented communities, integrating land use and development considerations with transportation planning.

Applicability and Audience This policy applies to King County Metro Transit Department "Metro" and is meant to guide Metro staff and inform other county departments and parties external to the county interested in affordable housing and transit-oriented development.

II. Definitions

Transit Community: the Puget Sound Regional Council (PSRC) in their Growing Transit Communities Strategy, adopted in 2013 defined a "transit community" as the approximately one-half mile around a high-capacity transit station.

Equitable Transit Community: described by the PSRC Growing Transit Communities Strategy 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."

Transit Oriented Community (TOC): places that, by design, allow people to drive less and access transit more easily. TOCs maximize equitable access to a multi-modal transportation network as a key organizing principal of land use planning and development. TOCs are larger than a single transit-oriented development (TOD) and take a more holistic approach to place-making through intentional and coordinated land use planning, development and public investment. In practice, TOCs seek to concentrate dense, mixed-use, mixed-income development near transit to allow more people of all backgrounds and income levels to benefit from improved regional mobility, and for our communities to grow sustainably.

Transit Oriented Development (TOD): a building or development project whose design is driven by its proximity to frequent transit service. TODs are often dense and offer a mix of uses.

Area Median Income (AMI): The household income for the median – or middle – household in a region. It is a criteria used by the U.S. Department of Housing and Urban Development (HUD) and other agencies to determine what kinds of services households may qualify for. HUD releases annual median income levels for different household sizes in King County.

Income levels are further defined as:

> **Extremely low-income**: households earning 30% or less of area median income
>
> **Very low-income**: households earning 30% to 50% of area median income
>
> **Low-income**: households earning 50% to 80% of area median income

Affordable Housing: For the purposes of this policy, affordable housing is broadly defined as income-restricted housing that specifically serves households earning at or below 80% AMI. Affordable rental housing is considered to be income-restricted rental housing available to households making at or below 80 percent of AMI, with a priority for serving households making at or below 50% of AMI, while also acknowledging that the greatest need for income-restricted rental housing is at 0-30% AMI. Affordable home ownership is considered to be income-restricted home ownership opportunities available to homebuyers making between 50% and 80% AMI, with a preference for community stewardship models that serve households making below 80% of AMI

Frequent transit service: defined by Metro Connects as frequent "show-up and go" transit service that operates 20 hours a day on 5-15 minute headways.

Equity: defined by The King County Equity and Social Justice Strategic Plan as, "the full and equal access to opportunities, power, and resources so that all people achieve their full potential and thrive. Equity is an ardent journey toward well-being as defined by those most negatively affected."

III. Policy Context

King County Metro Transit (Metro) has invested in transit-oriented development (TOD) since 1999. This policy formulizes past efforts into a comprehensive transit-oriented communities policy supporting and directing its work. In 2008, following the passage of ST2—a $25 billion dollar ballot measure to expand the region's high-capacity transit network—the Puget Sound Regional Council began a five-year regional planning exercise that resulted in the adoption of the *Growing Transit Communities Strategy (GTCS)* to which King County is a signatory. The GTCS is a three-part implementation plan to promote thriving and equitable transit communities in the central Puget Sound region and provide tools and resources to implement adopted regional and local plans.

The GTCS emphasized the importance of transit-oriented development as a strategy to achieve the region's goals for mobility, economic prosperity and environmental sustainability. Highlighted in that work, was 1) the importance of meeting the region's great need for affordable housing and 2) a desire to ensure that low-income and historically underrepresented populations benefited from and had equitable access to the significant infrastructure investments the region had agreed to make. This policy is Metro's strategic approach to implementing TOD, supporting and strengthening equitable transit communities, and integrating land-use and development considerations with transportation planning to meet the goals set forth in the GTCS.

Since the adoption of the GTCS, King County has developed and adopted its *Equity and Social Justice Strategic Plan* (2015), the *King County Strategic Climate Action Plan* (2015), and Metro's long-range plan, *Metro Connects* (2016). All three plans **identify transit-oriented development** as a key strategy to achieving overarching goals.

The *Regional Affordable Housing Task Force Final Report and Recommendations Five Year Action Plan* (2018) identified the need to prioritize affordability near transit as a key strategy for meeting the overall plan objective of eliminating housing cost burden for households earning 80 percent Area Median Income (AMI) and below. In 2016, in addition to collaborating with regional partners and providing seed money to establish the Regional Equitable Development Initiative (REDI) fund--a revolving loan fund to assist in land acquisition for affordable housing—King County established the *King County Transit Oriented Development (TOD) Bond Fund* to create additional resources needed to finance affordable housing projects near high-capacity transit. Most recently, the King County Council adopted *The Mobility Framework (2020)*, a regional framework for the equitable implementation of innovations in transit service and mobility that directed Metro to update their policies to center on equity. Our policy goals reflect the guiding principles and recommendations of the Mobility Framework by:

- Emphasizing the importance of surrounding land use to transit
- Encouraging dense affordable housing near transit
- Acknowledging this policy's role in addressing the climate crisis
- Emphasizing the importance of transparent and deliberate engagement

King County Metro meets the mobility needs of the growing region with a combination of dependable, easy-to-use public transportation options that safely connect people with where they need to go and improve the community, economy, and environment. Our vision is an integrated, innovative, equitable, and sustainable transportation system that connects people to opportunity, protects our environment and knits together our growing cities. This is a diverse region, where people's needs, resources, and their ability to access resources vary. Metro provides both local and frequent transit service and acknowledges that the introduction of service, particularly frequent transit service, can affect local real-estate market dynamics and bring change to communities. Metro also acknowledges that redevelopment can cause concern for existing communities, particularly those with low- or no-income , BIPOC, immigrants and refugees, people with disabilities, and members of limited-English speaking communities, --all of whom have historically been underrepresented in public processes and disproportionately impacted in the name of progress. King County, through its equity and social justice efforts seeks to dismantle systems, policies, and practices that perpetuate inequities. Metro is

committed to partnering with communities early, continuously, and meaningfully, to support thoughtful place-making and deliver community-driven development outcomes.

IV. Policy

Metro is committed to helping King County grow equitably and thoughtfully, to strengthen our communities and make them great places where all people can thrive. Metro will support equitable transit-oriented communities and ensure that our transit-oriented developments are equitable by:

- Partnering with directly-affected communities early, continuously and meaningfully when planning new frequent transit service and TOD projects
- Seeking community driven project outcomes
- Prioritizing affordable housing and encouraging a mix of housing types in TOD projects
- Evaluating the overall policy readiness including anti-displacement measures of jurisdictions when planning new frequent service; and
- Working with partners to identify new revenue sources for affordable housing

A. Goals

Metro is committed to creating and supporting vibrant, sustainable, mixed-use, mixed-income transit-oriented communities, where we provide service, through the implementation of this policy. In doing so, Metro recognizes that we have multiple roles to play. On Metro-owned property, we seek to realize equitable transit-oriented development (ETOD); in communities we serve with transit, but where we do not own property, we are an advocate, a partner, and a resource working to strengthen transit-oriented communities.

In all roles, our goals are:

1. **Seek equitable outcomes on Metro-owned property and in Metro-served communities -** Support, create, and stabilize vibrant transit-oriented communities in ways that distribute benefits and impacts equitably. Engage directly-affected communities in the planning and visioning processes that guide transit-oriented development (TOD) projects and on fundamental issues of ownership and site control when possible. Consider implementation strategies that provide community-driven outcomes and minimize displacement.
2. **Improve regional mobility for all and reduce car dependence** - Grow overall system ridership, increase non-motorized access to service, reduce barriers to transit service for transit-dependent populations, and improve regional mobility for all.
3. **Prioritize housing affordability -** Prioritize the development of affordable housing, particularly housing for households with very low incomes, and encourage housing choice within a half-mile of high-

frequency transit service and on Metro-owned property that is suitable for housing.

4. **Consider transit-supportive land use** - When planning frequent transit service, consider the transit-supportive nature of land-use policies and existing conditions, available community stabilization and anti-displacement measures, existing funding for projects that strengthen transit-oriented communities and development opportunities.
5. **Advance sustainable design in Equitable Transit-oriented Development (ETOD) projects** - Lead in advancing sustainable development practices in projects on Metro-owned property and support the inclusion of best practices.

B. Roles

King County Metro owns and manages property, and also plans and provides transit services. For the purposes of this policy, the strategies used to advance the above-policy goals are organized according to Metro's role as a property owner and as a transit provider.

(1) Property Owner As a property owner, Metro has a direct role and interest in when and how its property is developed. Metro will advocate for policies and programs that advance county ETOC goals in Metro projects and collaborate with host jurisdictions, other project partners and directly-affected communities to develop shared project goals and a community-lead project vision for ETOD projects. Metro will lead, facilitate and serve as a resource on issues related to transit-oriented development (TOD), will seek partners to deliver projects and will implement strategies that advance these equitable development goals and support long-term relationships with host communities

(2) Transit Provider The Puget Sound Regional Council expects the population in the central Puget Sound region (King, Kitsap, Pierce, and Snohomish County) to grow by 1.8 million people to approximately 6 million by 2050, increasing pressure on our region's transportation system and heightening the importance of coordinated land use and transit planning. As a Transit Provider, Metro must first meet its operational needs, but recognizes the critical relationship between land use and transportation and will consider existing and future land use and supportive policies in planning its service. Metro will advocate and partner with Metro-served jurisdictions, as desired, on land use issues and related policies and programs that advance the goals of this policy and improve regional mobility for all. Metro supports the development of equitable transit-oriented communities that leverage transit service to benefit all people of all abilities and, through their design, allow for reduced reliance on single occupancy vehicles.

Metro will strive to take specific steps to implement the above policy goals and objectives.

C. Strategies

As a Property Owner, King County Metro will:

a. Actively manage its property portfolio to identify opportunities for equitable transit-oriented development, create a strategic plan, and supporting procedures to pursue ETOD when possible.
b. Seek creative solutions to meet its operational needs, including layover and electric charging infrastructure in transit-oriented development projects.
c. Explore opportunities to capture value for Metro to support transit operations or the delivery of equitable transit-oriented development projects.
d. State a preference for ground leases.
e. Seek partnerships to leverage public investments in transit-oriented development projects.
f. Seek out and support the development of tools and resources needed to expand the delivery of affordable housing and affordable commercial spaces near transit.

g. Advance Equity in TOD projects by:
    i. Pursuing long-term relationships with directly-affected communities, and working in partnership with community groups, to engage on transit-oriented community issues and development projects with the goal of creating places for people and communities who lack them.
    ii. Partnering with local communities to understand their broader community development needs and develop shared project specific development goals.
    iii. Prioritizing the inclusion of living-wage jobs in transit-oriented development projects.
    iv. Providing flexibility to allow for outcome-oriented project delivery methods.
    v. Including measures that advance long-term community stability, including instruments such as community preference agreements, as desired.

h. Improve Regional Mobility for all and reduce car dependence by:
    i. Leveraging high-quality urban design to effectively integrate first and last mile connections in order to create people-oriented places that offer transportation choices.
    ii. Seeking reduced parking requirements to incentivize transit use.
    iii. Providing design and regulatory flexibility to allow for creative parking solutions that address access issues holistically.

i. Advance Affordability by:
    i. Seeking partnerships to streamline the delivery of affordable housing;
    ii. Partner will King County agencies and jurisdictions to identify and develop innovative funding mechanisms or other institutional changes, including legislative changes if necessary, in order to make Metro property available for affordable housing purposes as set forth in this policy document, while also satisfying Metro's funding-related obligations.
    iii. Prioritizing the delivery of long-term affordable housing for households making at or below 80% of the area median income (AMI), with a preference for units at or below 50% AMI.
    iv. Creating flexibility where possible to allow for innovative solutions to increase the supply of affordable housing and/or the depth of affordability in affordable housing or affordable commercial space.
    v. Working with regional partners and in collaboration with King County's Affordable Housing Committee to advocate for additional resources and tools needed to meet the region's demand for affordable housing.

j. Collaborate with regulators to prepare for TOD projects early by:
    i. Working with jurisdictions to advance transit-supportive land use regulations including reduced parking requirements.
    ii. Streamlining land use entitlements when possible.

k. Advance sustainable design practices in County-owned ETOD projects by:
    i. Requiring LEED platinum or the Evergreen Sustainable Development Standard in all County TOD projects.
    ii. Working with regulators and designing developer solicitations to allow the use of cutting-edge green building technologies and practices when possible.
    iii. Including amenities for non-motorized access modes.

As a **Transit Provider**, King County Metro will:

a. Consider the integral relationship between land use and transit when planning our service and partner with jurisdictions to support and strengthen transit-oriented communities; advocate for policies that advance the goals of this policy county-wide.
b. Advance equity in transit communities by:
    i. Improving economic opportunity and access to living wage jobs for low-income communities by prioritizing transit serving

affordable developments and areas with high concentrations of underserved and transit-dependent populations.
   ii. Partnering with jurisdictions and community organizations to develop and implement anti-displacement measures, where possible, around new frequent transit service.

c. Increase mobility by:
   i. Identifying and working to reduce barriers to transit.
   ii. Providing transportation choices to communities.
   iii. Considering the existing regulatory environment, development densities, multi-modal infrastructure, land uses and other relevant real-estate market information when designing service.
   iv. Balancing the competing obligations to serve communities with the greatest population densities, to improve access for the greatest number of people and serving communities where needs are greatest.

d. Advance Affordability by:
   i. Considering the combined cost of housing and transportation when planning transit service and working to lower that combined burden by providing transit to communities where needs are greatest.
   ii. Evaluating a jurisdiction's existing inclusionary housing policies and anti-displacement measures when planning for transit service as a component of a jurisdiction's overall TOC land use and policy readiness.

e. Consider land use readiness and commitment to Equitable Development by:
   i. When planning service, particularly frequent service: evaluating the transit-supportive nature of the land use policies and programs in place to support historically disadvantaged communities of host jurisdictions.
   ii. Conducting predevelopment studies, as needed, to inform route, facility and service planning for frequent transit service to identify and support transit-oriented development opportunities to be completed by King county or others.
   iii. Advocating for appropriate land use policies including development density and low parking ratios near frequent transit service and multi-modal access networks to leverage the transit network and support transit-oriented communities.
   iv. Partnering with local jurisdictions and other public agencies to align resources needed to support and enhance access networks and the built environment near transit.

f. Advance sustainability measures by:
   i. Including safe multi-modal access improvements as part of transit projects.
   ii. Advocating for flexibility around parking requirements and how they are met.

iii. Lowering overall parking supply in favor of other non-motorized improvements.

D. **Metrics**

Within the overall framework set forth above, and subject to removing use restrictions from affected Metro properties, King County Metro will seek to achieve the following goals and objectives:

1. Evaluate Metro's property portfolio biannually, identifying new opportunities for ETOD.
2. Set a portfolio-wide target that of Metro's properties that are suitable for housing, 80 percent will prioritize long-term affordable housing as a component of developer solicitations for TOD.
3. Require that 20% of housing units developed on Metro owned property be affordable to households making at or below 80 percent of the area median income.
4. Publish annual program progress reports and develop two-year work plans for TOD, with the intent of aligning our projects with available funding resources.

V. Implementation Plan

A. This policy becomes effective for *King County Metro Transit* on the date that it is signed by *Metro's General Manager*.

B. King County Metro Transit is responsible for implementation of this policy.

C. King County Metro Transit is responsible for communicating this policy to the management structure within their respective agencies and other appropriate parties.

VI. Maintenance

This policy will be maintained by King County Metro Transit or its successor agency and will be reviewed and updated periodically as needed.