



SUNSET AREA COMMUNITY INVESTMENT STRATEGY

ADOPTED NOVEMBER 23, 2009

Prepared by Mithun, Inc.



SUNSET AREA COMMUNITY INVESTMENT STRATEGY REPORT

TABLE OF CONTENTS

I. Acknowledgements

II. Purpose of study

III. Background history and context for the process

a. Task Force I & II outcomes

IV. Neighborhood opportunities, amenities and issues

V. Process summary

a. Schedule diagram

b. Documentation of meetings and work sessions

- Interdepartmental team work session
- Report on Stakeholder focus group charrettes
- Property owners
- Developers
- Officials from City Council, School Board and Housing Authority Board
- Public presentation/ celebration
- Final stakeholders workshop-city staff, school district, parks department and library

VI. Recommended Community Investment Plan & Concept Plan Diagram

1. Support Sunset Terrace Redevelopment

2. Pursue Planned Action EIS

3. Incorporate new Highlands Library in to Sunset Terrace Redevelopment

4. Incorporate a public plaza as a community “third place” in to Sunset Terrace Redevelopment

5. Creation of one or more Community Gardens

6. Design and construct pedestrian, landscaping improvements on Sunset Boulevard

7. Consider opportunities to make “green connections” by integrating stormwater conveyance systems in new and existing infrastructure that also serve as community amenities

8. Better utilization of recreation and park facilities

9. Explore development of a Family Village on North Highlands “Superblock”

VII. Further study

a. RHA office property

VIII. Funding Strategy

Appendices

- Appendix 1 – 08.04.09 – Framing Opportunities
- Appendix 2 – 08.04.09 – Opportunities Map and Notes
- Appendix 3 – 08.24.09 – Council, School Board and RHA Work Session notes
- Appendix 4 – 09.10.09 – Community Open House Displays
- Appendix 5 – 09.22.09 – Interdepartmental/Interagency Staff Team (IST) Workshop notes

Sunset Area Community Investment Strategy

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I. ACKNOWLEDGEMENTS

Interdepartmental/ Interagency Team Members

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II. PURPOSE OF STUDY

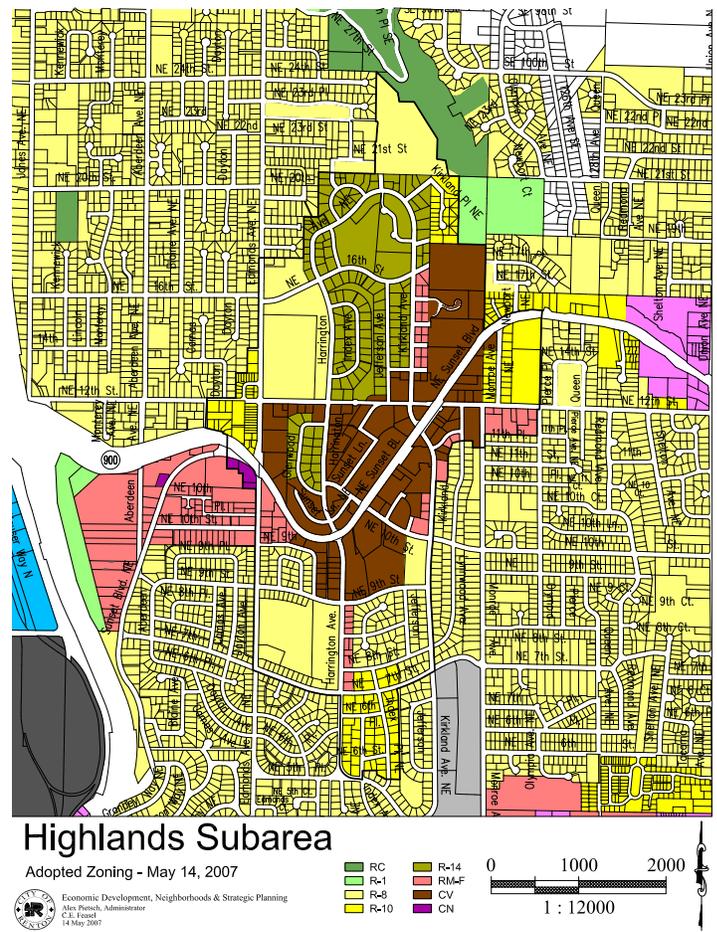
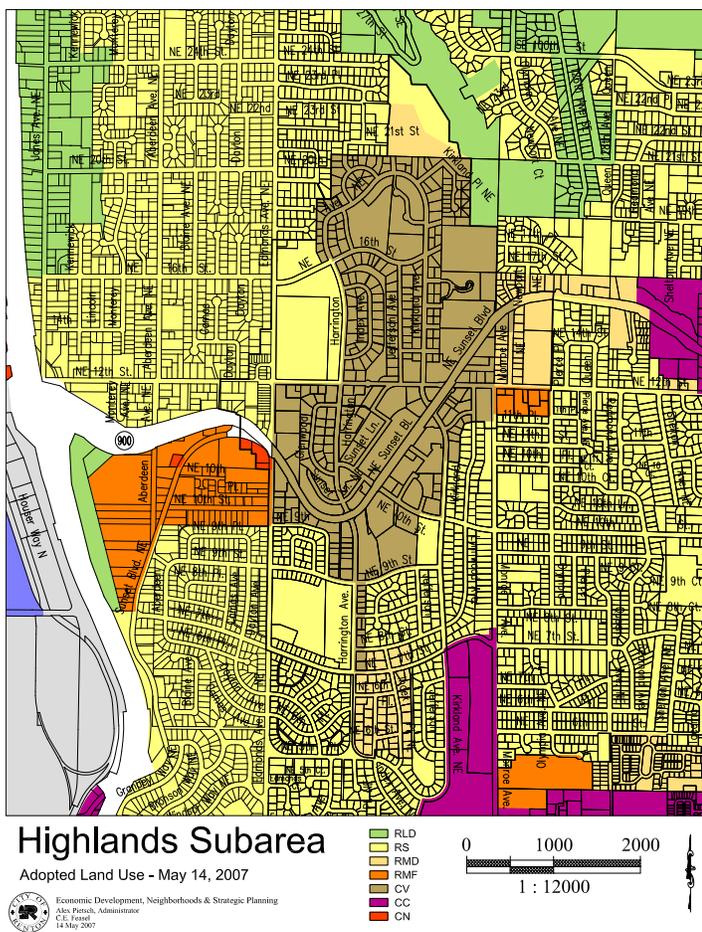
Based on the Highlands Phase II Task Force recommendations, the City of Renton commissioned this Community Investment Strategy (CIS) study to prioritize additional public investment in the Sunset Area. It was also timed in conjunction with redevelopment planning for Sunset Terrace, a Renton Housing Authority property of approximately 100 existing units on approximately eight acres, as well as planning for an anticipated Renton School District bond measure. The goal is to maximize the opportunities held in both current and future investments to leverage benefit for the broader community.

III. BACKGROUND HISTORY AND CONTEXT FOR THE PROCESS

The Sunset Area of the Highlands has been a focus of the City since the late 1990s. Two citizens' Task Forces were held between 2006 and 2008, and resulted in specific recommendations for improvements to the neighborhood.

Highlands Task Force on Land use and Zoning Outcomes

In 2005, the City hired a consultant to analyze the economics of revitalization of the Highlands neighborhood. The recommendations suggested that commercial improvements would not be viable without improvements in the surrounding neighborhood. As a result, the City examined alternatives to increase the number and range of options for housing in the Highlands. After a significant amount of public input and the development of several proposals, the City Council appointed the Highlands Task Force on Land use and Zoning to recommend a package of land use and zoning changes for the Renton Highlands, and the Sunset Area in particular. The Task Force recommended changes to the City's land use policies and zoning codes that were adopted by the City Council in 2007. These changes allowed for the redevelopment of the Sunset Area as property owners sell or choose to redevelop their property.



Highlands Subarea Adopted Zoning and Land Use Maps, May 14, 2007

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Highland Phase II Task Force Outcomes

In August 2007, the City Council appointed the Highlands Phase II Task Force to study neighborhood issues beyond the Comprehensive Plan and zoning work. The Task Force represented different stakeholders including property owners, business owners, community organizations, the Renton Housing Authority, and the Renton School District. Over 175 people participated in a public meeting establishing the Task Force's work program, which included a variety of issues related to the neighborhood. The Task Force presented a final set of recommendations that staff and the City Council prioritized and adopted in the Highlands Action Plan. Staff has been working to implement the plan over the last year, as summarized below. However, some of the items require significant investment, and, rather than approach them individually, and without further public input as to the community's desires and priorities, the Sunset Community Investment Strategy was initiated to create a blueprint for how these public investments can be coordinated and phased over the coming years to generate the greatest public benefit.



Highlands Phase II Task Force Public Meeting- Highlands Elementary, February 28, 2008

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Highland Action Plan Scorecard

Implementation of the Highlands Phase II Task Force Recommendations

	Task Initiated	Task Completed	Task Deferred	Money Allocated
Start with the easiest tasks to complete				
• Develop a package of redevelopment incentives for the Highlands	✓			
• Strengthen and develop provisions for code enforcement	✓			
• Use streetscape prototypes in planning and permitting operations	✓			
• Add "down light" pedestrian-scale lighting standards to the Highlands design regulations		✓		
• Evaluate location criteria for the methadone clinic			Late 2009	
• Implement Low Impact Development storm water standards	✓			
Initiate recommendations that will require on-going support				
• Expand business and neighborhood safety and crime awareness programs	✓			
• Start public outreach campaign	✓		2010*	
• Emphasize "good neighbor" practices	✓			
• Focus on business retention and enhancement in the Highlands, including a strategic plan for business district improvement	✓			
• Create and manage a list of groups to publicize information about the need for volunteers and community support		✓		
Initiate planning for the "big idea"				
• Create a "third place" in the Highlands	✓			\$50,000
Begin design work on Sunset Boulevard improvements				
• Advocate for Sunset Boulevard improvements	✓			\$540,000
Begin work on two major infrastructure improvements				
• Develop a sidewalk repair program in the Highlands	✓			\$350,000
• Investigate the possibility of a sub-regional storm water drainage facility			2010†	\$200,000
Coordinate remaining infrastructure recommendations with future planning efforts				
• Community Planning			2010*	
• Parks Planning , including providing for the recreation needs of seniors			Late 2009	
• Develop a package of major infrastructural improvement in the Highlands			2010†	\$700,000
• Utilize public spaces and walkways for a useable public purpose			2009‡	
• Support expansion of the Highlands Library	✓			

* Dependent upon budget approval.

† Initiation based on outcome of Sunset Community Investment Strategy; could be coordinated with Community Planning.

‡ Should be coordinated with the Parks, Recreation, Open Space, and Trails Update and Community Planning.

Highlands Task Force II Action Plan Scorecard presented at the Community Open House September 10, 2009

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IV. NEIGHBORHOOD OPPORTUNITIES, AMENITIES AND ISSUES

The Sunset Area of Renton Highlands is fortunate to contain many public amenities such as the Highlands Park and Neighborhood Center, Highlands Elementary School, Renton Technical College, McKnight Middle School, Highlands Library, Hillcrest Special Services Center, and North Highlands Park and Neighborhood Center. The public ownership of parcels, including rights-of-way, therefore, presents a significant opportunity for change and partnership (see Opportunity Map, page 11).

The area is recognizable by many who travel along Sunset Boulevard as a gateway, the arrival characterized by the topography with the crest of the hill at the intersection of Sunset Boulevard and Harrington Avenue. Sunset Boulevard acts in a regional capacity, and is also known by the neighborhood to have a significant amount of traffic (in excess of 25,000 vehicles per day) on this 5-lane state highway (SR-900). Most of Sunset Boulevard is fronted by surface parking lots, with Sunset Terrace Housing being a notable exception. While the auto access and parking is an advantage to area businesses, the pedestrian environment could be improved to enhance safety and comfort while walking and biking in the area. Especially for families with small children, Sunset Boulevard was portrayed to the design team as a barrier in the neighborhood.

Although there are many public amenities, accessibility to them can be improved. The neighborhood also contains several rights-of-way that previously functioned as pedestrian connections. Over time, some of these have been closed off, and there is interest from neighborhood groups in bringing these back into use. Sidewalks in the neighborhood are of variable condition, and the City has embarked on a sidewalk improvement program investing \$350,000 to upgrade the worst areas. It should be noted that the City is in the process of adopting new street standards based on Complete Streets, which will require plantings and pedestrian amenities for any new streets. The area is served by transit by King County Metro bus lines 240, 909, 111, and 105, with stops for these commuter lines primarily along Sunset Boulevard and looping north on Edmonds Avenue. There is also an informal park and ride in a parking lot at St. Matthew's Lutheran Church.



Sunset Boulevard at Harrington Avenue



Sunset Boulevard looking east



Pedestrian path adjacent to the Highland Library



Sunset Terrace (RHA property)

The community and housing stock is very diverse, with a wide range of housing types in the neighborhood. To the north of Sunset Boulevard, the homes are typified by duplexes which were built as worker housing for the Boeing plant in the 1940s. Today, many of these homes are rental properties. Sunset Terrace, the Renton Housing Authority property, is comprised of 100 units in barrack-style, two story structures, prominently located at the intersection of Sunset Boulevard and Harrington Avenue. To the south of Sunset Boulevard, there is more variety in housing types, including single family residences, duplexes, and apartment buildings, including the higher density Harrington Square project which is currently under construction. Sunset Boulevard is lined with retail buildings, including Safeway, Viet-Wah Asian Grocery, Dollar Tree, Highland Mart, St. Vincent De Paul, US Bank, Walgreens, Renton Childcare Center, Pizza Hut, KFC, Shell, Texaco, and BP gas stations, restaurants including Thai On Highlands, J's Bar and Grill, the Tea Palace, Crave the Deli, Pho House Vietnamese Restaurant, No Bull Saloon, and Taqueria e Carniceria Sanchez.



Sunset Area housing stock



Sunset Area housing stock

In addition to the retail offerings, there are many public facilities and amenities in this neighborhood. In many of the stakeholder interviews that the design team conducted, there was an interest in reassessing how the various public entities may work together in more efficient manner, such as the potential for joint use agreements between the School District and Parks and Recreation.

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Sunset Area housing stock; NE 20th Street



Houser Terrace Senior Housing (RHA property north of Sunset Blvd)



North Highlands Community Center



Hillcrest Early Childhood Education Center



Harrington Square (under construction)



Highlands Community Center

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Hillside between Highlands Elementary playing fields and Highlands Park



Highlands Park playing fields



Play structures at North Highlands Park and Highlands Early Education Center are separated by fences



Highlands Elementary School and playing fields

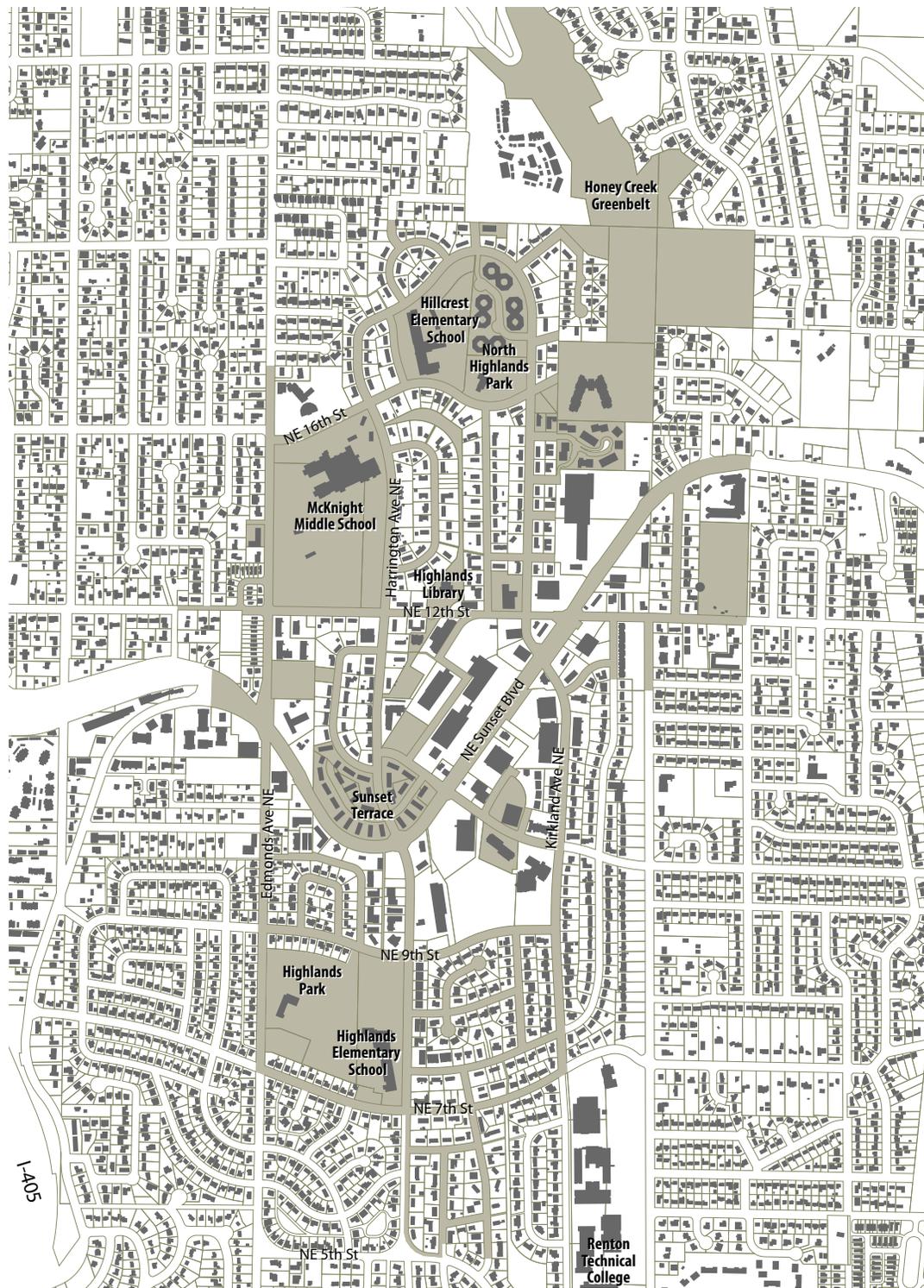
In general, the facilities, amenities, and infrastructure in the neighborhood were planned and constructed in the 1940s and 1950s. Most have been operational since that time, serving the residents, and in various stages of remodeling and repair. Today, with a changing population, the City, the School District, and others are reassessing the built environment of the neighborhood and how it can be adapted to meet the changing needs and market demand. This includes planned or anticipated upgrades to streets, the soon-to-be-initiated Parks, Recreation, and Open Space Masterplan, planning on behalf of the School District for potential changes to the Hillcrest site, and potential changes to the Highlands Library.

The coincidence of these planning efforts, along with current economic pressures, and significant public land holdings in the Sunset Area, have created an imperative for the City, the Renton Housing Authority, and the School District to leverage their efforts, work together to achieve goals, and think creatively to meet the needs of this neighborhood, for its current and future success.

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Opportunity Map



Publicly owned land (City of Renton, Renton Housing Authority, Renton School District, US/Federal Gov't, and ROW)



Opportunity Map of the Sunset Area; showing publicly owned land

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V. PROCESS SUMMARY



Project Schedule

Interagency/Interdepartmental Staff Team Work Session

The Kick Off team meeting provided the City, RHA, and School District representatives a forum to share and discuss their current activities, opportunities for collaboration and leverage, as well as providing a chance to work in small groups around three thematic areas:

1. Community Gathering
2. Creating a Walkable Community
3. Catalyst Actions

Followed by a walking tour of the Sunset Area, this session provided much information that the consultant team used to understand the current conditions, activities, breadth of opportunity and challenges facing the area.

Stakeholder Focus Group Charrettes

The Developer Focus Group was held on August 17, 2009, at the invitation of City of Renton staff. Renton Housing Authority made an informal presentation of their plans for Sunset Terrace. The discussion topics of the 1-1/2 hour session included:

- Physical Development Challenges
- Zoning/Development Standards
- Permitting Processes
- Market
- Buyer/Renter Perceptions
- Land Acquisition/Assemblage
- Adjacent Uses
- Retail/Services
- Incentives

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From the wide ranging discussion, notable comments include:

- Interest in a Planned Action/Area-wide EIS to provide regulatory framework and defined mitigation measures for multiple projects.
- Developing strategies for providing missing infrastructure/closing gaps and allowing shared facilities to avoid costs of repetitive, site-by-site stormwater facilities.
- Establishing flexibility in allowable lot sizes to encourage creative use of available land.
- Street standards and public works approvals could be brought into alignment to match small lot and higher density development allowed in land use code—need to allow narrower local streets, parking areas, and alleys to reduce impervious surface (and stormwater facility sizing) while still providing safe access.
- Interest in RHA’s plans for Sunset Terrace and off-site replacement housing. These projects could set a higher standard for other development or be a “chilling” effect on the wider community if not well designed to integrate with the neighborhood.

The Property Owner Focus Group was held on August 19, 2009, and included both commercial and residential interests. Through the discussion of opportunities and challenges for the Sunset Area, the following points were areas of general agreement amongst the attendees:

- Sunset Boulevard is a defining feature for the neighborhood. Improvements to the street could significantly impact perceived property values.
- Open space and greenery are seen as amenities which would enhance the identity of the neighborhood

The up-zoning done in conjunction with the Task Force work was received positively by property owners, and there was some discussion of recent private investments in the area, including an upgrade to the Safeway store, and the current Harrington Square residential development. The group expressed interest in potential improvements to the area.

Elected Officials Workshop: City Council, School Board and Housing Authority Board

Meeting in the evening on August 24, the Renton City Council hosted the Renton School Board and the Renton Housing Authority’s Board of Commissioners at the Highlands Recreation Center. Policymakers considered the tension between local and regional roles that the following five key elements of community investment in the Sunset Area, as illustrated in the chart below.

- Transportation---SR 900
- Education--- Early Childhood through Middle School
- Public Library
- Parks and Community Recreation Centers
- Public Housing---Sunset Terrace Redevelopment

Sunset Area in a Regional Context

Regional



Local

- Corridor connection between I-405 and Issaquah

Sunset Blvd/ SR 900

- Main street for Sunset Area

- Demand pressure from growing population outside the study area

Early Childhood, Primary, & Middle Schools

- Space available (field and buildings) is greater than immediate neighborhood needs

- Need for larger facility and more services to better serve city residents as Renton's second library

Library

- Small neighborhood library with limited services

- Programs draw youth from across the city

Parks & Community Recreation Centers

- Multiple sites in very close proximity

- Public housing serves residents beyond the Sunset Area and could be redistributed

Sunset Terrace Redevelopment

- Current site could become a new focal point for more diverse uses and population in the area, along with replacement housing infill nearby

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Community Open House

On September 10, 2009, a community open house was held at the Highlands Community Center. After the outdoor barbeque, community members were invited to view and comment on a series of displays. The first group of displays was informational, and did not present new proposals:

- A Report Card on City efforts to implement the Task Force II action items (see page 6);
- A diagram showing locations of new curb ramps and sidewalk replacement projects in the Sunset Area (see page 17); and
- An information station describing the Renton Housing Authority's Goals for a revitalized Sunset Terrace (see page 22).

The majority of the Open House was devoted to highly visual displays and maps showing diverse ideas for Community Investment, some of which had been identified through the Task Force processes. Attendees were asked to comment on flip charts, as well as "vote" yes or no on variations of these concepts. A facsimile of those displays is included in the appendix.



Picnic at the Highlands Community Center



Community Open House

Final Stakeholders Workshop--

City, School District, Renton Housing Authority

The team met on September 22 at the RHA offices for two purposes:

1. To review the input received from the public presentation Open House, and
2. To evaluate draft recommended priorities.

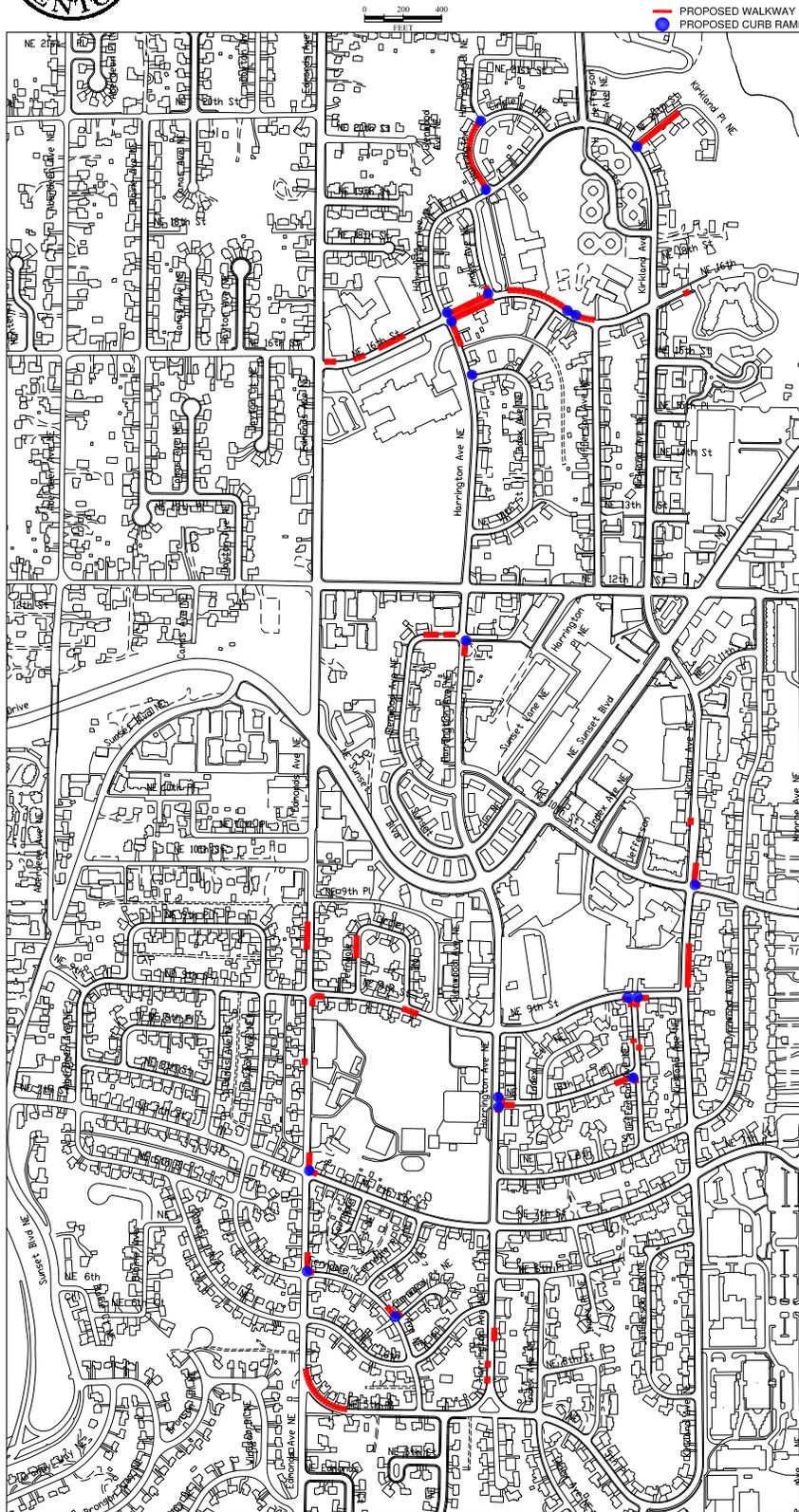
Staff who facilitated public input at the September 10 event reported on notable input from community members, as well as general levels of interest or concern about concepts presented that evening. While not at all statistically valid, tallies of attendee "votes" showed generally positive levels of support for many of the concepts. Representative questions and narrative comments collected (see Appendix) were also shared with the team.

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City of Renton
**Sidewalk and Curb Ramp
 Rehabilitation Project**



- \$350,000 will be spent on 4309 lineal feet of sidewalk replacement and repair, plus 18 ADA curb ramps
- Projects starting in Fall '09

Existing



Proposed



Notable among the observations was a consensus that the order of presentation (i.e, first topic) somewhat skewed community sentiment against the possibility of consolidating recreation facilities. When that concept was discussed with open house attendees after reviewing the full array of Community Investment Strategy possibilities, the notion of re-aligning programs and facilities between the two existing facilities was more openly considered.

To evaluate draft proposed actions, the consultant team offered six evaluation criteria:

1. Community Support
2. Low or No Capital Cost
3. Visibility/Image
4. Current Land Control
5. Multiple Policy Goals
6. Leverage Investments

Each of the items (as presented at the Community Open House) were reviewed with the team using the six evaluation criteria, yielding a rough priority order and, for some items, identification of preferred locations. The recommendations shown and discussed below reflect that team discussion and incorporate considerations collected through the other project activities conducted.



IST Stakeholders Workshop



Small group discussion: Catalyst Actions



Small group discussion: Community Gathering



Small group discussion: Walkable Community

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VI. RECOMMENDED COMMUNITY INVESTMENT STRATEGY

Through the work with the Interdepartmental/Interagency Team, and stakeholder and community input, the team developed a set of recommended Community Investment Strategies for the Sunset Area. These proposed investment strategies are intended to complement each other, working together to form a cohesive plan which addresses multiple needs and market sectors in the neighborhood.

The Community Investment Strategies which are recommended in order of priority include:

1. Support Sunset Terrace Redevelopment
2. Pursue Planned Action EIS
3. Incorporate new Highlands Library in to Sunset Terrace Redevelopment
4. Incorporate a public plaza as a community “third place” in to Sunset Terrace Redevelopment
5. Creation of one or more Community Gardens
6. Design and construct pedestrian, landscaping improvements on Sunset Boulevard
7. Consider opportunities to make “green connections” by integrating stormwater conveyance systems in new and existing infrastructure that also serve as community amenities
8. Better utilization of recreation and park facilities
9. Explore development of a Family Village on North Highlands “Superblock”

The planning team was asked to provide guidance for the City as it considers the recommended investments. While many of the recommended investments will come from standard city operating or capital funds, with which City staff are intimately familiar, we have outlined a logical funding strategy given our understanding of how similar investments have been funded in other municipalities. As cost estimates for each investment are defined, additional funding sources and challenges may arise.

To leverage the opportunities for community revitalization presented by RHA's proposed Sunset Terrace redevelopment, the City—along with RHA and Renton School District— will benefit from closely tracking and positioning for pending Federal resources. First and most prominent of these is HOPE VI. This program remains the mainstay of HUD public housing and enjoys strong Congressional support. Currently interest in the program far outstrips available resources.

Moreover, the Federal Government is looking to align and prioritize housing reinvestment as part of holistic community development. To that end, the proposed Choice Neighborhoods Initiative emphasizes the active partnership of schools, libraries, non-profit community & human service providers as successful recipients of federal revitalization resources. More specifically, a recent HUD press release the challenge: “...to extend neighborhood transformation efforts beyond public housing and link housing interventions more closely with school reform and early childhood innovation.”

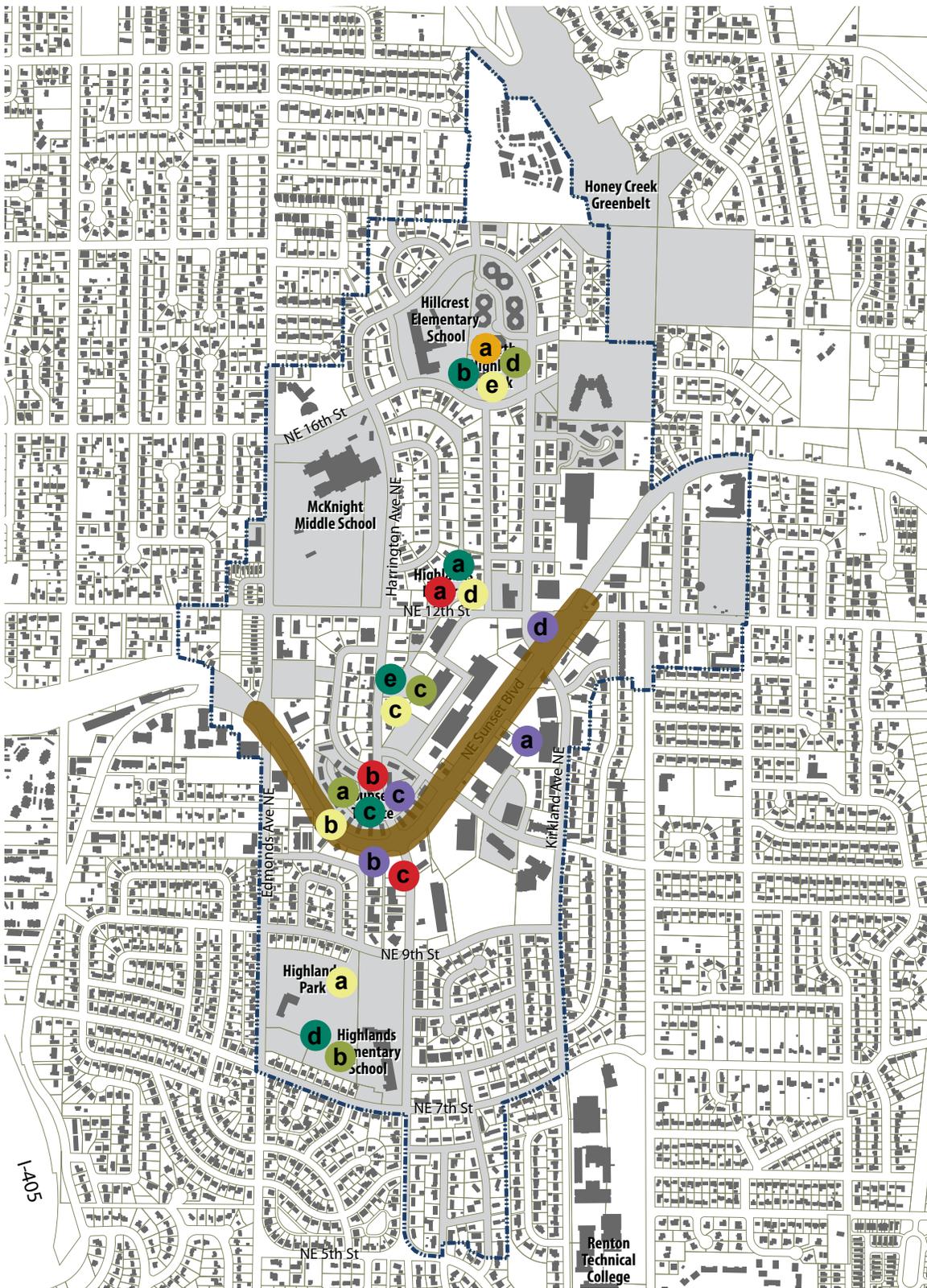
In this context, the City of Renton's visionary leadership and actively engaging RHA and RSD that is demonstrated with the Community Investment Strategy should be explicitly pursued to best position for future Federal resources. As strategic next step, efforts toward crafting a Quality of Life Bond issuance—and its role as local match— should carefully consider how to attract the full complement of public funding, including but not limited to the Choice Neighborhoods Initiative and the Sustainable Communities Partnership (comprised of HUD, the Department of Transportation, and the Environmental Protection Agency).

Because many of the CIS elements are interrelated, we recommend an interrelated approach to funding strategies. A detailed outline of funding strategies related to each CIS element is located in the Funding Strategy section of this report, which describes how they relate to one another so that the critical path strategies are informed by secondary strategies.

The recommended Community Investment Strategies (CIS) are diagrammed to indicate their location and relationship to each other. Options for each CIS element were studied to determine the best location, as well as advantages, disadvantages, and its relationship to other elements. These options are indicated by letters, and are listed in no particular order. The matrices correspond to the diagrams. The recommended strategies have been grouped into a series of diagrams for ease of readability.

Sunset Area Community Investment Strategy

COMPOSITE DIAGRAM – COMMUNITY INVESTMENT STRATEGIES



LEGEND

- Library
- Third Place
- Community Gardens
- Family Village
- Park and Rec Util
- Sunset Blvd
- Green Connections
- Proposed Planned Action EIS Study Area (i.e., Sunset CIS Study Area)

NOTE:

The letters on the diagram correspond to options described in the matrices. They are not listed in a particular order or intended to indicate priority.

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1. Support Sunset Terrace Redevelopment

Because of its prominent location in the Sunset Area and the significant potential for new housing and services through the Renton Housing Authority's redevelopment of Sunset Terrace, the City's support of this endeavor has been identified as the top priority for the Community Investment Strategy. Existing property owners, community members, and potential developers have all noted that an improved image of the Sunset Area is critical to its success. The redevelopment process will also include a phasing and relocation plan, and likely additional infill housing within the Sunset Area. The following image (on page 18) is the informational board describing RHA's effort that was presented at the Community Open House. Along with residential development, the Sunset Terrace site presents opportunities for a new library, third place, and focus for Sunset Boulevard improvements which are further described in the following sections.

2. Pursue Planned Action EIS

Engaging in the Sunset CIS process identified opportunities for leverage and synergy in ways that could benefit from an integrated Environmental Review process. There are multiple benefits of this approach. First, coordinated analyses can give a more comprehensive picture of the demographic composition and changes in the area, constraints on physical sites, transportation and a host of land use issues that intersect among various, otherwise "stand-alone" projects. Moreover, a Planned Action EIS could serve as the first step in an ongoing integration for the planning and capital project development decisions of the three key public entities: the City of Renton, Renton Housing Authority and the Renton School District. Finally, a Planned Action EIS would serve as a significant incentive to private development as it would reduce cost and process time for future proposals. The concept was received positively by participants of the Developer Focus Group.

Several major opportunities and potential (re)development opportunities could be analyzed and alternatives evaluated under an area-wide Planned Action EIS. These include:

- Renton Housing Authority's revitalization of Sunset Terrace
- Renton School District's capital facilities needs/ replacement and/or realignment
- Sunset Boulevard improvements

GLOSSARY

Planned Action EIS

A Planned Action EIS (Environmental Impact Statement) is a provision which acts as a mechanism for expediting project review and permitting. A city planning under GMA may designate specified types of development within a defined geographic area. The prospective impacts and infrastructure needs of future development within the planned action area are addressed in a programmatic (i.e., non-project) EIS. A planned action EIS functions similar to a subarea plan, serving as the "umbrella" environmental review document for planned development within the defined area.

Third Place

A place where people spend time that is neither home nor work. These places involve community and social interaction that can be both formal (e.g. shopping, talking, a performance) and informal (e.g. meeting up with friends, chatting with strangers). Parks, businesses, restaurants, and public plazas can be the community "third place" depending on how they are used by the community.

Superblock

A block that is significantly larger than traditional neighborhood blocks in the area. Often, this large block size will result in limited access for traffic and pedestrians. An example in the Sunset Area is Hillcrest.

Green Infrastructure

Green infrastructure is the interconnected network of open spaces and natural areas, such as greenways, wetlands, parks, forest preserves and native plant vegetation, that naturally manages stormwater, reduces flooding risk and improves water quality. Green infrastructure usually costs less to install and maintain when compared to traditional forms of infrastructure.

LID

Low Impact Development: an approach to land development (or re-development) that works with nature to manage stormwater as close to its source as possible. LID employs principles such as preserving and recreating natural landscape features, minimizing effective imperviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product.

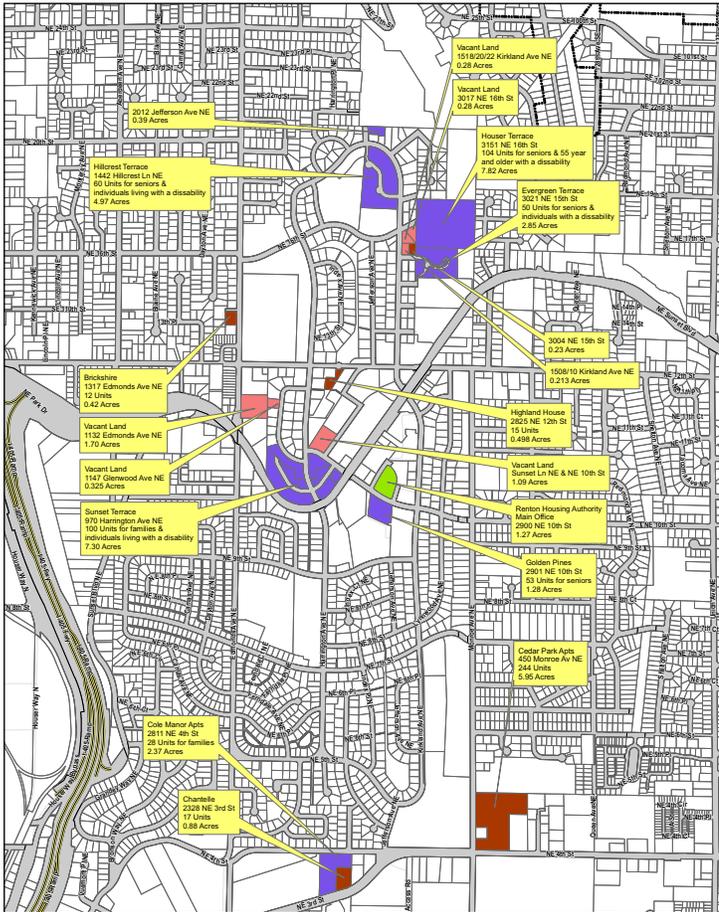
- Potential public stormwater facility development serving desired new private development as well as public facilities and rights of way (Green Connections).

In order to proceed with the Sunset Terrace redevelopment, the RHA must complete a SEPA/NEPA process. This may be the "catalyst need" for a more neighborhood level environmental analysis. A more comprehensive effort would serve multiple policy objectives. Among them, it is worth noting that citizens do not differentiate among units of local government, and rightfully expect best use of public resources.

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Sunset Terrace/RHA



Renton Housing Authority Property - Sunset Area



Current Sunset Terrace

100 units for low income families & individuals living with a disability

Potential Redevelopment Opportunities (at Sunset Terrace and/or at other sites)

1-to-1 unit replacement for all 100 existing units

Redevelop Sunset Terrace with mixed-income, mixed-use residential and commercial space and public amenities.

Create up to 200 additional new affordable housing units and potentially 300 new moderate income to market rate housing units.

Facilitate potential public amenities, including a community gathering or “Third Place”; a new recreation/ community center; a new library; a new park/open space; retail shopping and commercial space; parking; and/ or green infrastructure.

Proposed Timeline

Depending upon available funding, the Sunset Terrace redevelopment project would likely be completed in multiple phases over the next five to ten years.

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3. Incorporate new Highlands Library into Sunset Terrace Redevelopment

The current Highlands Library building, while well maintained and utilized, is undersized for the population it serves. Its location is also secluded from the primary commercial and amenity uses in the neighborhood. A new library, in a mixed-use building, and in conjunction with a “third place” where residents and visitors can gather, is recommended as an investment element. This action builds off of the Task Force recommendation to support expansion of the Highland Library. The library could be combined with residential, commercial, or retail uses which would help to activate the space throughout the day. A library is also a good “anchor tenant” in a mixed-use development to attract activity. In working with RHA, a land swap with the existing library site could be considered. Possible actions include coordination and further exploration with RHA and other public agencies, with a goal of negotiations in 2010 and bond funding in 2011.

4. Incorporate a public plaza as a community “third place” into Sunset Terrace Redevelopment

The “third place” is envisioned as a public plaza to provide a flexible space for gathering, celebrations, and other events, along with casual interactions. Key to the success of the library and plaza serving as the community gathering place that is so desired will be the ability of these spaces to be perceived as assets in and of themselves, rather than “add-ons” to the Sunset Terrace redevelopment. Because the third place will require capital investments, it is essential that it is sited in the best location to ensure its utility and benefit to the larger community. Care should be given to the design of these facilities. To create the desired variety, flexibility and enriched character of a “third place”, it is recommended that the developer consider engaging different design consultants for each segment of the project. This concept can be coordinated with RHA and their board during discussions regarding the library.

5. Creation of one or more Community Gardens

Development of one or more community gardens is recommended to provide an open space as a gathering place, passive recreation, and educational opportunities. This is a fairly low-cost way to provide a valuable amenity to the neighborhood, and if located in a visible place, can also add value to potential future development. Ideally, a community garden should be between 0.5 and 1.0

acres, and located on underutilized land. Potential sites already under City ownership include the site of the current Highlands Library (to the west of the building) and the hillside between the Highlands Neighborhood Center and Highlands Elementary School. A community garden on this hillside would be built up terraces on the park property, and could include raised beds for handicapped accessibility. Access to parking would need to be further studied.



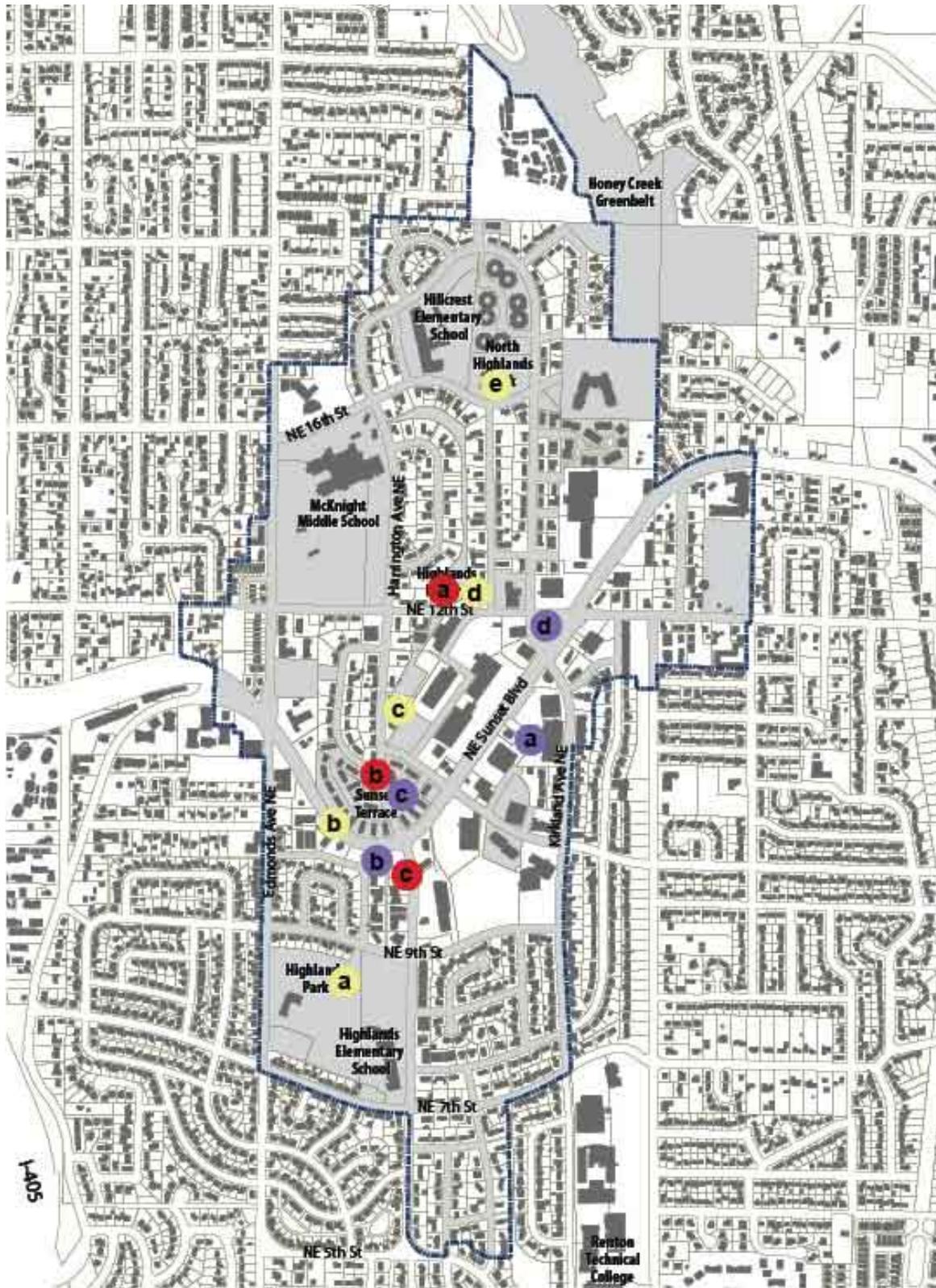
Community Garden design incorporating terraces



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LIBRARY – THIRD PLACE – COMMUNITY GARDENS



LEGEND

- Library
- Third Place
- Community Gardens
- Family Village
- Park and Rec Util
- Sunset Blvd
- Green Connections
- Proposed Planned Action EIS Study Area (i.e., Sunset CIS Study Area)

NOTE:

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Sunset Area Community Investment Strategy

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LIBRARY – THIRD PLACE – COMMUNITY GARDENS

LIBRARY	Advantages	Challenges	Preferred option?	Linkage to other CIS Projects /Notes
a) Existing Site	Site controlled by City; location well known by patrons	Low visibility; Space constraints		Excellent Community Garden opportunity with north-south green connection
b) Sunset Terrace	High Visibility; publicly-controlled redevelopment site;	Develop as truly public and not perceived as “part of” RHA’s redevelopment		Separate design and development process distinct from RHA; explore institutional condominium supporting shared parking and management of mixed-use/third place plaza
c) South Side of Sunset (vacant parcel)	High Visibility; Would provide pedestrian-oriented ground floor rental	Development complexity of library as “catalyst” for mixed-use project		Public investment on this site would provide assurances against continued vacancy or a new, auto-oriented project occupying a key “gateway” parcel

THIRD PLACE	Advantages	Challenges	Preferred option?	Linkage to other CIS Projects /Notes
a) Bowling Alley Plaza	Near social activities of bowling; high visibility from Sunset Blvd	No critical mass of residential or pedestrian-oriented retail		
b) Harrington & Sunset (vacant lot)	Key gateway is “100% location”	No market-driven development to leverage as partner		See Library Option (c)
c) Sunset Terrace	Strong Visibility at key intersection; view and solar orientation	Must be perceived as truly “public” space, not as RHA “project”		See notes at Library Option (b)
d) Triangle at 12th/ Kirkland	Excess right-of-way/ redundant street space	Lacks critical mass or adjacency to activity center/destination		

LIBRARY – THIRD PLACE – COMMUNITY GARDENS

COMMUNITY GARDENS	Advantages	Challenges	Preferred option?	Linkage to other CIS Projects /Notes
a) Highlands Park Hillside	Underutilized land; solar orientation; rec center programs can support gardeners	Access modifications/ improvements require RSD/City cooperation/ MOU, ADA access, Distance from parking		Can support and integrate with green connections and possible stormwater conveyance
b) Terrace Hillside	Underutilized land; solar orientation; RHA programs can support gardeners & nutrition education	Must be designed as part of Sunset Terrace site plan		Pedestrian path and terrace garden access should be included in Sunset Boulevard Improvement plan, yet may be built with RHA site redevelopment
c) Harrington Ave parcel	Underutilized land; solar orientation; proximity to new/ additional Sunset Terrace residents; City controlled parcel	Balance with other possible open space uses		Catalyst action as part of larger park & recreation facility utilization strategy
d) Library Site	Solar Orientation, proximity to existing apartments, publicly-owned	Dependent on Library relocation; in short term could create small garden on west side of building		Strong element in a system of Green Connections, especially using the publicly-owned north-south corridor

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Library and Third Place concept at Sunset Terrace

Sunset Terrace Redevelopment Opportunities

The above diagram depicts a concept based on potential redevelopment plans for Sunset Terrace on behalf of RHA. It incorporates the development of a new library in a mixed-use building along Sunset Boulevard, as well as a public plaza. The combination of these three uses: library, mixed use development and plaza, create what we are defining as a “third place”, which can be used by all residents, neighbors, and visitors as a place to gather or hang-out. These amenities would focus activity at the intersection of Harrington Avenue and Sunset Boulevard, as the hill crests and one feels a sense of arrival into the Sunset Area. It also depicts potential future development on the vacant parcel (privately owned) on the south side of Sunset Boulevard, which could benefit from the proposed amenities.

Sunset Area Community Investment Strategy



Library/Third Place Concept Rendering

Third Place

The artist rendering above begins to depict the spirit of the “third place”. The library and building to the left provide a frame and create a backdrop to a very active and flexible plaza. It is the intent that the buildings and plaza be very interconnected; interior/exterior spaces flowing in and out; emphasis on ground-related retail, such as a cafe/bookstore; outdoor seating (under cover and open to the sky); and performance venues. Harrington Avenue is rendered as being part of the plaza adding to the pedestrian oriented character of the place. The incorporation of housing will provide that “eyes on the street” and 24/7 urban flavor. The “third place” has the potential to become the common living room for this cultural, socio-economic diverse community as well as a regional destination.

Community improvements

Improvements to the intersection of Harrington and Sunset Blvd are recommended that would provide a safe and clear pedestrian crossing of Sunset Blvd. This is imperative and is shown on the diagram to the left. Along with improvements to overall Sunset Blvd corridor the improvements to the intersection will provide the desired pedestrian connection knitting the south and north neighborhoods together. The concept also suggests that Harrington Avenue be designated as part of the green connection stormwater conveyance network, contributing to the notion of an eco-friendly community.

It is important to create diversity of design and variety of character for this complex. Although the development of this complex is within RHA owned property and part of the Sunset Terrace redevelopment, it’s strongly encouraged that different designers be chosen for the various projects. This will prevent the development becoming too homogenous and promote a rich and textured urban fabric.

Sunset Area Community Investment Strategy

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6. Design and construct pedestrian, landscaping improvements on Sunset Boulevard

Because of the immediate impact on the image of the Sunset Area, improvements to Sunset Boulevard are highly recommended and supported by residents, property owners, and developers alike. Improvements would create a gateway and sense of place for the area, as well as enhanced pedestrian safety through traffic calming using improved crossings and landscaped medians. The improvements should consider:

- Art
- Community garden along adjacent hillside
- Use of special paving materials
- Special corridor lighting/graphics
- Frontage road concept – pedestrian zone between roadway and retail/commercial
- Promote retail frontage with parking in back
- Encourage shared entries – less curb cuts along Sunset Blvd – entries off of side streets
- Continue tree canopy
- Accommodate bikes (per Trails and Bicycle Masterplan)

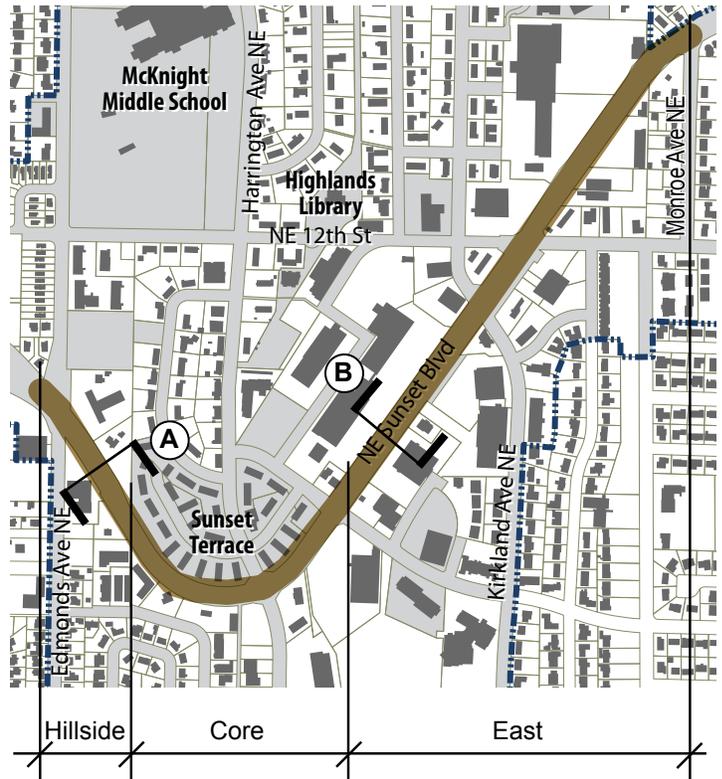
These improvements should be focused between Edmonds and Monroe Avenues, with scoping and an RFP issued in the first quarter of 2010. Coordination with WSDOT will be required.

A recommended approach for the design of the improvements between Edmonds and Monroe Avenues is to divide this segment of Sunset Boulevard into three zones. Each zone would emphasize different characteristics while still maintaining a sense of continuity. The three zones are named Hillside, Core and East and are delineated on the diagram to the right. A brief description of the character of the particular zone and a list of potential enhancements and improvements follows.

Hillside Zone

The western gateway to the Sunset Community, the Hillside zone although somewhat constricted, provides a gracious and exciting entry experience, because of the topography. Below are a few criteria to be considered regarding improvements within this zone:

- Emphasize the hillside with a thoughtful landscape design that provides a very green and inviting gateway



Sunset Boulevard improvement area showing three zones: Hillside, Core and East (conceptual sections on following page)

(refer to Hillside Zone conceptual section on the following page);

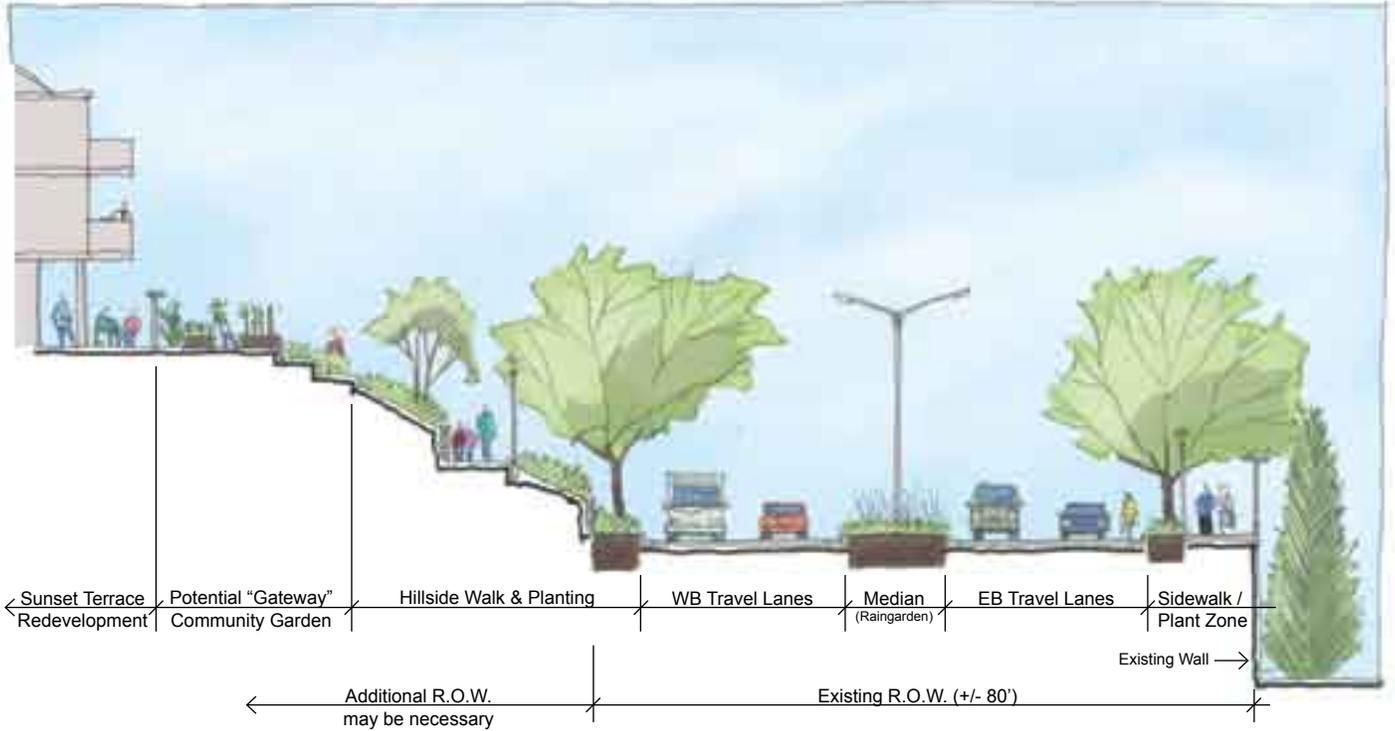
- Develop planted median;
- Provide hillside walkway parallel to the roadway and eliminate the sidewalk adjacent to the roadway;
- Street tree planting;
- Incorporate special lighting;
- Potential location of community garden on a portion of the hillside, this terraced park/garden would need special care and maintenance to maintain a sense of elegance for the gateway;
- Incorporate art;
- Coordinate design with the redevelopment of Sunset Terrace.

Core Zone

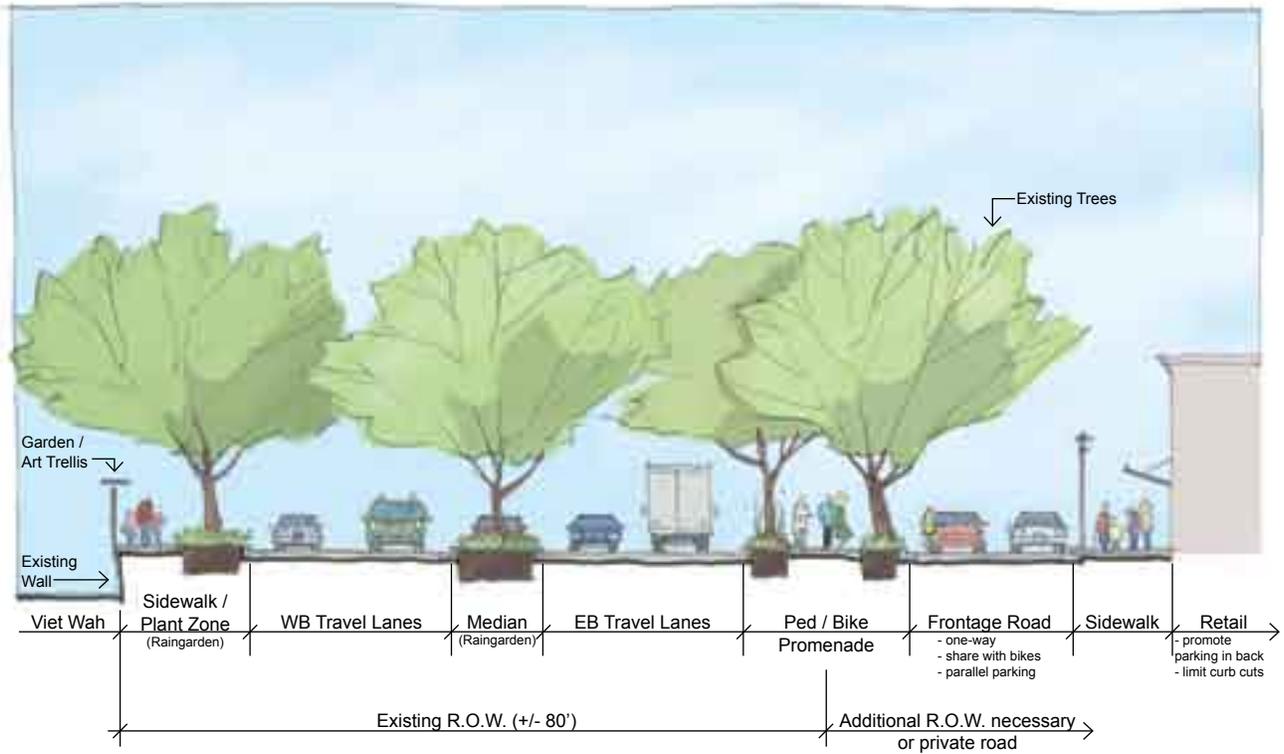
This zone could be defined as the “heart/crossroads” of the Sunset Community. Harrington Avenue crosses Sunset Boulevard and creates a major north-south connection. The future Sunset Terrace redevelopment, along with the establishment of a “third place” and new mixed use

Sunset Area Community Investment Strategy

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Conceptual street section A for Sunset Boulevard, Hillside zone



Conceptual street section B for Sunset Boulevard, East zone

Sunset Area Community Investment Strategy

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development will transform this as a vital and active community space. Below are a few criteria to be considered regarding improvements within this zone:

- Special paving treatment at the Harrington and Sunset intersection that promotes a safe and friendly north-south connection for the pedestrian;
- Develop a planted median incorporating left turn pockets;
- Establish a character that encourages retail/commercial fronting the street and a pedestrian friendly atmosphere;
- Street tree planting;
- Incorporate special lighting; and
- Incorporate art.

East Zone

This zone currently is the location of many of the retail and businesses on this segment of Sunset Boulevard. Many of these establishments are set back a significant distance from the roadway with large parking reservoirs in front along the sidewalk. This zone has the benefit of large and mature street trees. Below are a few criteria to be considered regarding improvements within this zone:

- Create a frontage road, either by public investment or private development thus creating a pedestrian friendly zone (refer to East Zone Sunset Blvd section on the previous page);
- Develop planted median;
- Street tree planting;
- Incorporate special lighting;
- Incorporate art;
- Explore the idea of branding the zone that promotes and equally emphasizes a regional retail draw as well as local draw.

Bulb-out

A bulb-out, or curb extension, extends the sidewalk or curb line into the street, reducing the street pavement width. Bulb-outs calm traffic speeds and improve pedestrian crossings. They shorten crossing distances and reduce the time pedestrians are exposed to traffic. They also improve visibility for pedestrians and motorists.

Complete Streets

Complete streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street.

7. Consider opportunities to make “green connections” by integrating stormwater conveyance systems in new and existing infrastructure that also serve as community amenities

The Task Force identified infrastructure improvements, walkways and public spaces, and stormwater facilities as high priorities. In addition, there is an interest on behalf of the development community to reduce stormwater infrastructure burden as an incentive.

The Green Connections concept combines these ideas to create a district-level strategy comprised of improvements to the public right-of-way. Rather than a single, regional stormwater facility proposed in the Task Force recommendations, Green Connections represents a distributed approach to stormwater management. This distributed approach is compatible with the incremental development that will occur in the Sunset Area over time, which also means the capital investments can occur in a discreet manner. The use of this incremental and integrated approach to stormwater is not only more cost effective but will provide superior water quality and volume reductions when compared to traditional detention ponds and the like.

The Green Connections concept combines: 1. rainwater parks, 2. hydraulically functional landscaping, and 3. linear, natural drainage courses, with bike and pedestrian enhancements. These improvements would be coordinated throughout the district, and could include walkway and trail enhancements to connect neighborhood amenities, utilizing existing and new landscape elements and planning strips along streets for stormwater treatment and retention, as well as potentially closing some local streets to cars. This concept is consistent with the proposed Complete Streets design standards, and adds a stormwater function component to the right-of-way design. Every time a bulb-out is added to intersections for traffic calming, or a planting strip or tree well is added behind the curb of a new street bioretention cells (raingardens) should be included in design to provide stormwater quality and quantity benefits. The significant opportunities for new rainwater parks are discussed in the following matrix.

An engineering feasibility study is recommended to examine the district wide stormwater needs in terms of volume reduction, peak flow mitigation, conveyance and

SUNSET BOULEVARD – GREEN CONNECTIONS



LEGEND

- Library
- Third Place
- Community Gardens
- Family Village
- Park and Rec Util
- Sunset Blvd
- - - Green Connections
- Rainwater Gardens
- - - Proposed Planned Action EIS Study Area (i.e., Sunset CIS Study Area)

NOTE:

The letters on the diagram correspond to options described in the matrices. They are not listed in a particular order or intended to indicate priority.

SUNSET BOULEVARD – GREEN CONNECTIONS



LEGEND

- Library
- Third Place
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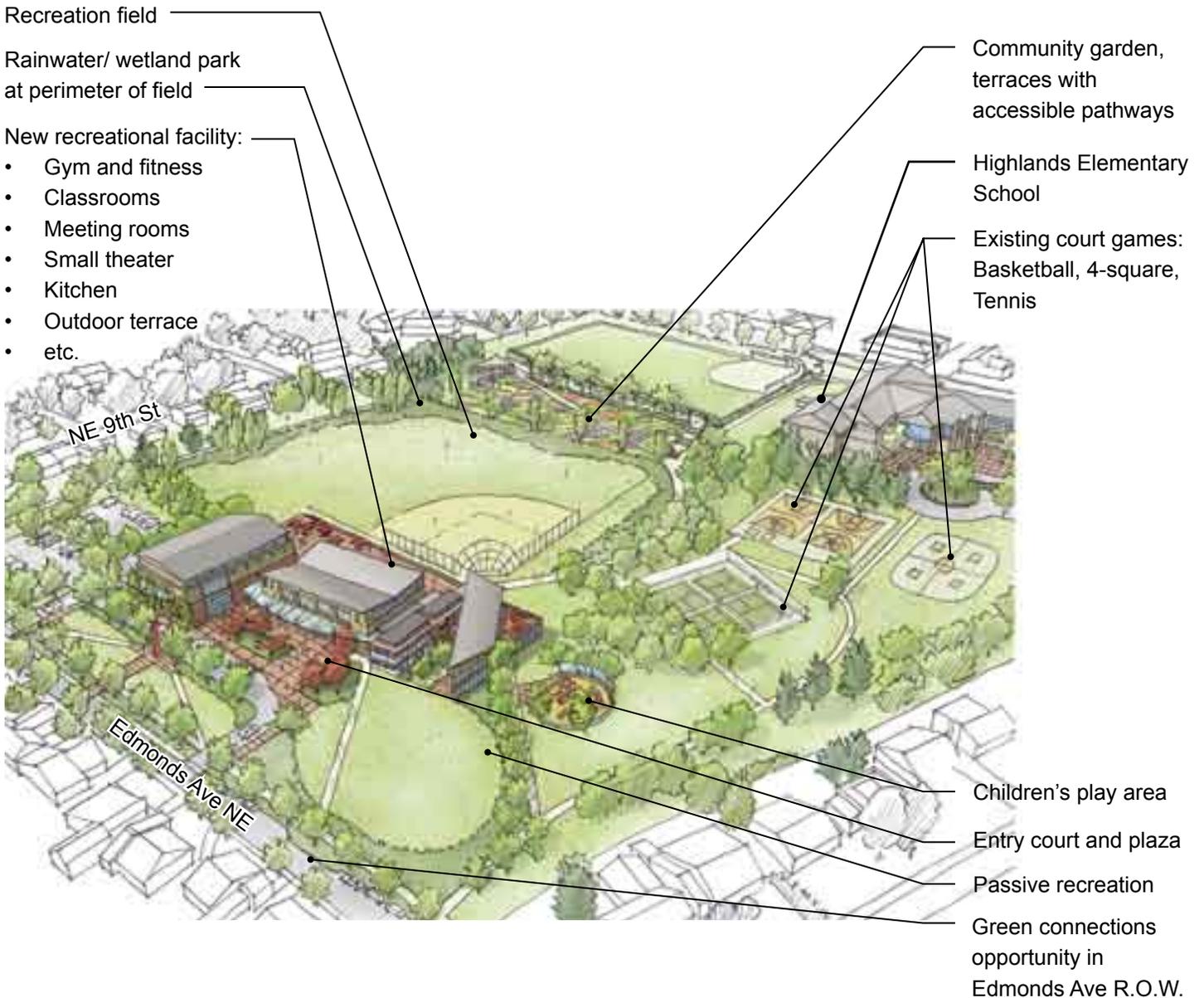
SUNSET BOULEVARD – GREEN CONNECTIONS

SUNSET BOULEVARD	Advantages	Challenges	Preferred option?	Linkage to other CIS Projects /Notes
Improved pedestrian crossings	High visibility locations to pilot “Complete Street” design	Working cooperatively with WSDOT and regional function of SR 900		Supports connectivity within neighborhood and among destinations
Planted medians	Integrate into neighborhood while providing regional connectivity	Working cooperatively with WSDOT and regional function of SR 900		Occasionally
Retail/Local Access improvement	Support local businesses	Design must assure improved pedestrian realm and safety		Include signage, pedestrian way finding and support for parking management measures

GREEN CONNECTIONS	Advantages	Challenges	Preferred option?	Linkage to other CIS Projects /Notes
a) Sunset Terrace	Consolidated ownership of large development site	Balancing residential program needs with site area for green infrastructure		RHA redevelopment master plan
b) Highlands Park				Park & Recreation Facility Utilization
c) Harrington Avenue Parcel	Catalyst/Pilot with high visibility showing positive change before RHA site redevelopment	Rainwater park function will require coordination with Sunset Terrace master planning if designed to serve any of that off-site load		Sunset Terrace Redevelopment master plan
d) Family Village at North Highlands	Discrete sub-basin in which stormwater can be managed on-site within the superblock	Will require property transfer and/or easements and establishment of Low-Impact Development District	(further study)	Family Village---see artist’s sketch

8. Better utilization of recreation and park facilities

As noted in the neighborhood amenities section, the Sunset Area has a significant amount of public space and facilities as compared to other areas in Renton. Through the Parks, Recreation, and Open Space Masterplan update, the utilization of these parks and recreation centers should be evaluated. Along with the School District strategic planning, joint use agreements should be considered to maximize resources and operational budgets. In evaluating open space and parks for the neighborhood, there should be a focus on the programming of spaces, to provide a variety of active and passive opportunities for recreation and activity. In particular, senior recreation needs should be considered. Existing parks and open spaces could be enhanced by adding rain gardens, community gardens, and pedestrian or trail improvements. The birdseye view below illustrates potential expansion of the Highlands Recreation Center, better utilizing available land for both built facilities as well as outdoor spaces including rain gardens and a community garden on the unused hillside between the park and the school.

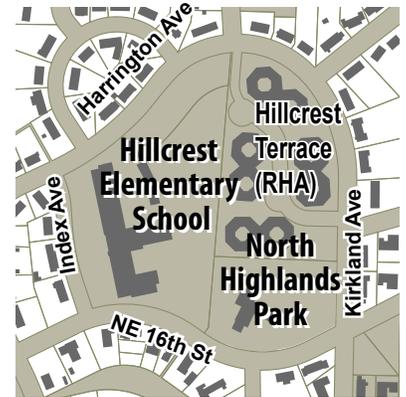


Artist's drawing of an expanded recreation facility at Highlands Park and Community Center

Sunset Area Community Investment Strategy

9. Explore development of a Family Village on North Highlands “Superblock”

The ‘superblock’ at Hillcrest represents an unusual opportunity for the City, School District, and Renton Housing Authority to leverage resources. Through our information gathering, stakeholder interviews, and analysis, this property was identified as an ideal location for a “Family Village.” This is envisioned as a coordination of educational and open space amenities, programming, and new residences. An intergenerational family center could provide early childhood and senior programming, green mixed-income residential units could be added to the site, and low-impact stormwater facilities would also upgrade the infrastructure. This idea was tested with the Developer Focus Group, who expressed interest in the concept, with RHA as the “master developer”. In addition, the intergenerational interaction could provide benefit to various population groups. The addition of a health clinic should also be explored. The School District is also considering the Hillcrest Elementary School site for early childhood programs and could potentially house additional programs that would benefit the community, such as daycare facilities. It is recommended that a feasibility analysis be conducted, along with coordination with the School District as it progresses with strategic planning.



“Superblock” at Hillcrest; existing ownership includes the City, School District, and RHA

Community facilities complex:

- Early childhood education center
- Senior center
- Daycare
- Community services
- Conference rooms
- Fitness, arts, etc.
- Plaza/ outdoor seating

- Rainwater park/
passive recreation
field
- Children’s play area

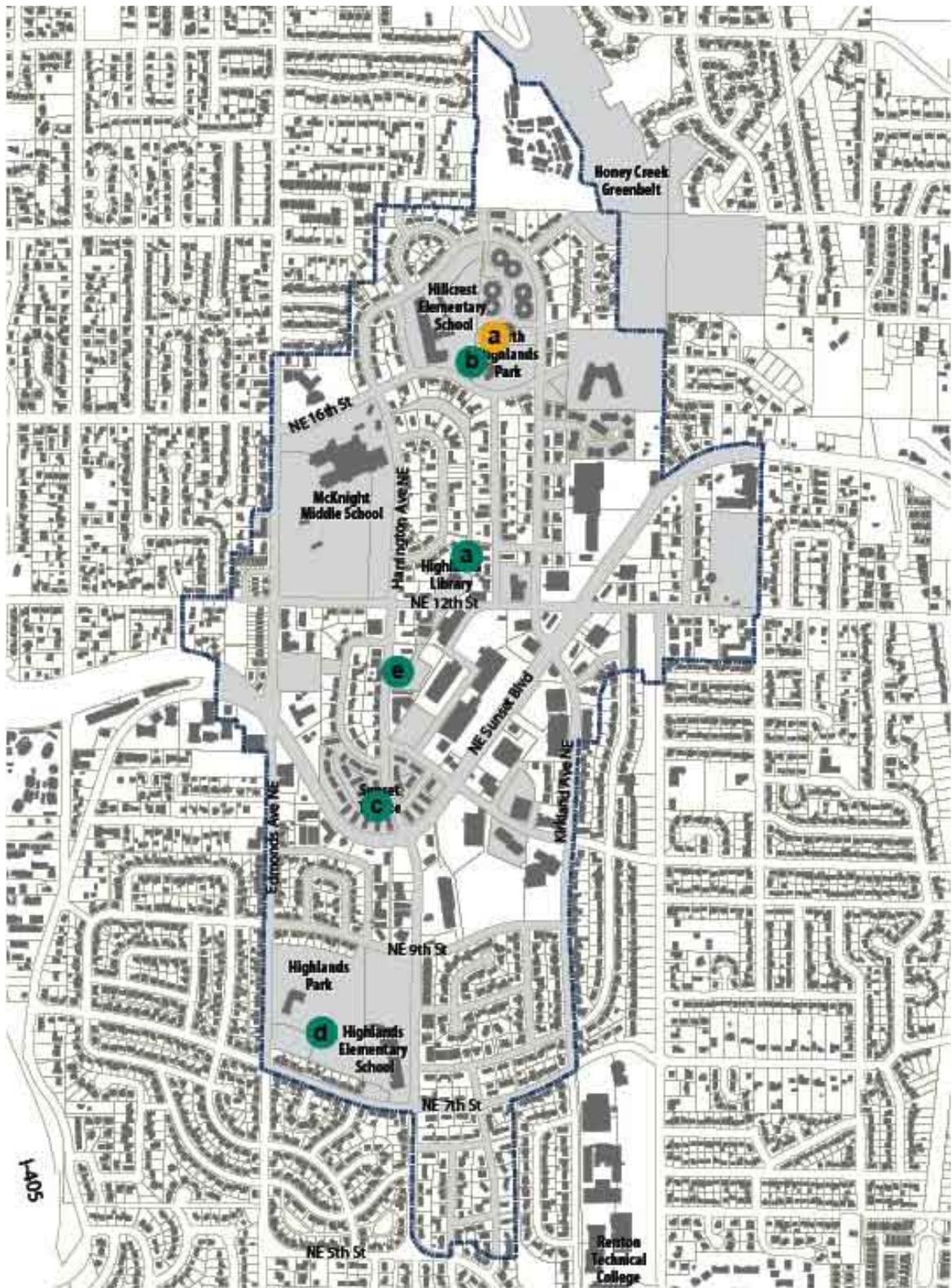


Artist's drawing of the Family Village concept at Hillcrest

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PARK & RECREATION UTILIZATION – FAMILY VILLAGE



LEGEND

- Library
- Third Place
- Community Gardens
- Family Village
- Park and Rec Util
- Sunset Blvd
- Green Connections
- Proposed Planned Action EIS Study Area (i.e., Sunset CIS Study Area)

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PARK & RECREATION UTILIZATION – FAMILY VILLAGE

FAMILY VILLAGE	Advantages	Challenges	Preferred option?	Linkage to other CIS Projects /Notes
a) Hillcrest/ N Highlands superblock	Current structures redundant and/or obsolete for range of youth and family housing and service needs; site control consolidated in public ownership can facilitate green infrastructure and district energy investments	Coordinating RSD, RHA and City's capital project budgets and schedules; introducing family-serving housing to replace some of Sunset Terrace units; re-orienting North Highlands Recreation Center to early childhood, family and intergenerational services	Further study: feasibility	Site development timeline to support

PARK AND RECREATION FACILITY UTILIZATION	Advantages	Challenges	Preferred option?	Linkage to other CIS Projects /Notes
a) Library Site	Community Garden site with north-south open space/trail connection	Depends on new Library construction		See Library options above
b) North Highlands Family Village Center	Replace obsolete recreation center with cluster of early-childhood learning, senior, and family-serving park and open space when reconfiguring the superblock	Coordinating RSD, RHA and City's capital project budgets and schedules;	Further study: feasibility	Family Village; Community Garden; Sunset Terrace off-site replacement housing
c) Sunset Terrace	Opportunity to add usable public space and limited indoor community space as part of RHA site redevelopment	Need to balance space for housing needs with desire to add un-programmed open space		
d) Expand Highlands Park Recreation Center	Available space for additional built and outdoor facilities			Hillside community garden; Green Connections and rainwater park improvements
e) Harrington Avenue parcel	Adjacent to Sunset Terrace and its future needs for additional usable neighborhood parks			Community garden; Green connections and rainwater park development

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VII. FURTHER STUDY

Renton Housing Authority Office Property

Located at 2900 NE 10th Street, the Renton Housing Authority's administrative offices occupy the majority of a one-story structure on a 1.28 acre site which it owns. Index Avenue NE is a local-serving public street to the west that separates the RHA office parcel from private properties that front directly onto Sunset Boulevard. The property is also located with close proximity to the Harrington Square development and other residential buildings.

As part of the Sunset CIS process of investigating opportunities for creating "critical mass" of activities in the study area, co-location of public facilities was explored as one of several strategies. As part of that strategy, the RHA office site was identified for further study in two respects:

1. In developing the site and space program for the revitalized Sunset Terrace, RHA should closely examine opportunities to bring RHA central administration activities to the "flagship" redevelopment at Sunset Terrace. This could add a level of desirable daytime activity and pedestrian traffic to Sunset Terrace, and could take advantage of time-of-day shared parking with some of Sunset Terrace's residential demand.
2. The existing 1.28 acre RHA office parcel at 2900 NE 10th should be analyzed as a real property asset in RHA's overall portfolio. Any such analysis would likely include consideration of the property (or a portion of it) for other commercial, retail, market-rate residential and/or mixed use development.



Birdseye view of the Renton Housing Authority office property

Sunset Area Community Investment Strategy

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Page 41 of 86



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VIII. FUNDING STRATEGY

1. Support Sunset Terrace Redevelopment

Many of investment decisions work in conjunction with the decision-making process for Sunset Terrace. The reason for linking the investment items below with an investigation of how such items could be incorporated into the Sunset Terrace redevelopment is two-fold. First, it is a project that has a potential critical mass to re-brand the area and catalyze reinvestment across the sub-area. Second, Sunset Terrace's land is an ideal location for the library and the public ("third place" plaza) given its location on the major arterial in the center of the sub-area, which will help maximize the use of the planned investments by the population across the sub-area.

2. Facilitate entitlement via a planned action EIS

Funds will have be identified for a planned action EIS, which would be paid for by the City, most likely with some degree of participation with the Renton Housing Authority.

- Potential funding sources: City General Funds via departmental allocations, state or federal grants funds.

3. Incorporate the new Highlands Library into the Sunset redevelopment

- Secure funding for the new Highlands Library, which will require capital funds provided by the City, assuming that the King County Library District assumes operating responsibilities (and funding of such responsibilities) in the future. This is a required capital expenditure.
- Potential funding sources: new city revenue fund (a levy would be required, such as is contemplated as the "Quality of Life" initiative), state or federal grant funds.

4. Incorporate a public plaza as a "community third place" into the Sunset Terrace Redevelopment

- Capital funds would be required, either from the City of Renton via a CIP or new bond levy (e.g., the "Quality of Life" bond), or state or federal government grants.

5. Site a Community Garden on the Current Library Site

Some degree of capital funds would be needed to create a community garden on the current library site, along with land acquisition (in the eventuality that the library itself is relocated). Acquisition costs for a replacement library would be greatly reduced or eliminated if the City has surplus land that could be used for a new library, or can incorporate a new library into the Sunset Terrace Redevelopment at reduced or zero land cost.

Potential capital improvement funds include:

- New city-wide ("Quality of Life") bond levy
- Future allocations (CIP) from the general fund
- Capital campaign
- Partnership with a non-profit to develop the garden

Potential sources of operating funds:

- City Management
- Departmental resources (e.g., Community Services)
- User Fees
- Co-op/non-profit management

Sunset Area Community Investment Strategy

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6.Design and construct pedestrian, landscaping improvements on Sunset Boulevard

Assumed to be a discrete investment item since this could go forward absent a commitment on the part of Renton Housing Authority to redevelop Sunset Terrace, or at least prior to a such a commitment, which might take a long time.

- Since the largest beneficiaries of the investment would be local users, a logical source of funding would be via the creation of a (LID/BID) which would use an special assessment on property taxes to pay for some or all of the improvements. Alternatively, a transportation benefit district (TBD) would create another stream of revenue (e.g. taxes on vehicles) to fund improvements. Finally, in as much as these improvements advance vehicle and pedestrian safety of this State Route, WSDOT granting programs should be targeted. If there is an opportunity to tie these improvements into existing or desired transit stops along Sunset Boulevard, Federal Transit Administration grants should be targeted.

7. Consider opportunities to make “green connections” by integrating stormwater conveyance systems in new and existing infrastructure that also serve as community amenities

The distributed approach to stormwater management means that capital improvements will occur over a period of time, as sites redevelop. The city would likely want to create a district plan that identifies potential capital improvements and the location of such improvements (similar to the City of Seattle’s Green Streets program), and then determine the degree to which private development is likely going to be politically willing and financially able to pay for such improvements.

- Funding for the planning process, including an engineering feasibility study, would likely be paid from by city operating funds or through state and local grants that could be captured by the City.
- Funding for the capital improvements that comprise the “green connections” could be born entirely by the respective development entities via code mandate or incentives, shared between the development entities and city via a matching fund, or shared by the City and private development – with the city responsible for discreet items such as rainwater gardens. Key to making the program successful would be to understand the cost implications of any code-required green infrastructure and the degree to which development economics will be impacted by such mandates. The greater the impact on development feasibility, the more likely offsetting incentives will be required.
- Depending on ownership, the facilities comprising the “green” connections may require operating funds, in particular the rain gardens. Utilities fees might be a logical source of such ongoing operations funding.

8. Better utilize recreation and park facilities

This strategy has the potential to have very little direct capital cost, instead focusing on using the public land assets for greater public than they are currently. Programs that might help better utilize recreation and parks facilities, such as community gardens and rainwater gardens (discussed as an element of the “Green Connections” strategy) will have substantial capital, and potentially some operating, costs.

9. Explore development of a Family Village on North Highlands “Superblock”

This strategy would also have little capital cost, with the City primarily being responsible for convening stakeholders such as the RHA, the School District and development groups and providing for a vision for redevelopment along with technical analysis.

- The City may determine that, in addition to coordinating and facilitating stakeholder interaction, funding a development feasibility study might be in the City’s best interest. This study would likely be paid from by city operating funds or through state and local grants that could be captured by the City. Depending on the condition of any existing buildings

Sunset Area Community Investment Strategy

that might be incorporated, there may be State or Federal funds for energy efficiency upgrades or even renewable energy demonstration grants (roof mounted photovoltaics or urban wind turbines) that could help finance the project.

Funding Strategy Outline

Many of the community investment strategies are interrelated, and, as such, we recommend an interrelated approach to funding strategies. The following funding outline highlights the CIS strategies in bold, many of which relate to one another. We have linked these so that the critical path strategies are informed by secondary strategies.

Primary Strategy	Secondary Strategy	Funding Type (Study, Capital, Operating)	Most Likely Sources
1. Support Sunset Terrace Redevelopment	Political and permitting support	N/A	N/A
	2. Planned Action EIS	Study	City/RHA share costs, potentially funded by state/federal grant
	3. New Highland Library	Capital	New bond levy
	4. Public Plaza/Third Place	Capital	General Fund CIP, new bond levy, state/federal grant
5. Community Garden	N/A	Capital, Operating	<u>Capital funds</u> : General Fund CIP, capital campaign, non-profit development <u>Operating funds</u> : existing departmental resources, user fees, non-profit management
6. Sunset Boulevard Improvements		Study, Capital	<u>Study funds</u> : Departmental resources, WSDOT/ or Federal Transit Grants <u>Capital funds</u> : BID/LID, new bond levy, state/federal grant
7. Green Connections		Study, Capital, Operating	<u>Study funds</u> : Departmental resources, state/federal grant <u>Capital funds</u> : Private development, General Fund CIP, new bond levy, state/federal grants <u>Operating</u> : Utilities fees
8. Better Utilize Parks and Recreation Facilities		N/A	N/A
9. Explore Family Village Concept		Study	Existing departmental resources, state/federal grant

Sunset Area Community Investment Strategy

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