

Knoxville RPSD Abstract

The Knoxville region, nestled in the foothills of the Smoky Mountains struggles with poor air quality, sprawl, high transportation and housing costs, a prevalence of obesity well above the national average, and is one of the most challenging places in the country to live with asthma. In response to these challenges, a diverse consortium of organizations from across the Knoxville Metropolitan Statistical Area (MSA) has formed to address these common issues and identify opportunities to create a more sustainable East Tennessee. Members of the Consortium recognize the need to urgently address critical issues such as air and water quality, economic development, housing equity, healthy living and land use/transportation issues from a regional perspective.

The Consortium includes organizations that represent many facets of the Knoxville area, from economic development agencies to government and private nonprofit organizations. Additional participants will be asked to join early in the planning process. The Consortium's main objective will be to engage the communities they represent and solicit greater representation from those groups in the development of a Regional Plan for Sustainable Development for the Knoxville MSA. The primary goal of the Regional Plan for Sustainable Development (RPSD) is to grow leaders, educate new ones and develop regional capacity to improve the quality of life for the residents of this region. Throughout the 36-month planning period, the City of Knoxville and its partners will work to increase capacity within the Knoxville area to think and plan regionally.

The City of Knoxville and its partners are requesting \$4,327,446 for the development of a comprehensive Regional Plan for Sustainable Development for the MSA. Consortium partners will match the federal funds in the amount of

\$2,485,853. This represents a local match of leveraged resources of 57 percent.

The Need for Regional Planning in the Knoxville Region

The Knoxville MSA is located in a broad valley in the heart of Appalachia, between the Cumberland Mountains to the northwest and the Great Smoky Mountains to the southeast. It is made up of five counties (Anderson, Blount, Knox, Loudon and Union) covering more than 1,900 square miles with total population of 680,444, ranking it third among metropolitan areas in Tennessee. Knoxville is the central city with a population of 177,646. Like much of Appalachia, the Knoxville region struggles with poverty, substandard housing, poorly funded education systems, inequitable access to employment, limited transportation options and air and water quality concerns. Steady population growth and urban sprawl exacerbate these issues.

A "business as usual" approach is not working in the Knoxville region. Sustainable land development practices, environmental remediation and protection, and community welfare strategies must replace the disjointed and destructive practices that have led to the conditions that currently prevail in our region. There is a huge opportunity to improve the built environment, with the majority of development expected to be on the ground in 2050 not yet built.

The region's problems are not isolated in pockets throughout the region, rather they span the entire area, and while efforts have been undertaken in recent years to address some of the problems, they have occurred primarily at sub-regional levels which could, at best, achieve small results, not areawide solutions. The Consortium seeks to create and implement an ambitious regionwide, multi-jurisdictional plan that will integrate land

use, environment, infrastructure and public health elements in a comprehensive manner to address area needs. Under an RPSD, growth will still occur and progress can be made toward alleviating area issues by introducing new ways of thinking to those involved in order to create a sustainable vision for the future.

Major Tasks

A RPSD for the Knoxville Region will have three primary goals:

Year 1: Establish an initial identity and direction.

Year 2: Engage, educate and develop a shared sustainable vision.

Year 3: Adopt a regional plan for sustainable development and a regional implementation strategy with a focus on five demonstration communities, one in each county of our region.

In order to accomplish these goals, the Consortium has identified these major tasks:

Capacity Building and Community Engagement

The first 24 months of the proposed 36-month planning process will focus on capacity building and knowledge sharing, one of HUD's Policy Priorities. Building the capacity of stakeholders — local agencies, locally elected officials, private businesses, state partners and the general citizenry — is essential to creating a visionary plan for the region. To build capacity to create a more sustainable future, the Consortium's primary focus will be to engage and educate stakeholders at all levels, from mayors to school children to those typically not participating in civic processes.

Data Collection and Analysis

Recognizing a need for more robust data to inform the development of a regional vision, the Consortium will work to collect meaningful and relevant data that can be monitored, evaluated and used to further the goals of the region. Developing a centralized system for tracking and evaluating data is an essential component of this proposal and will be used to further the implementation strategies. A clearinghouse of data will expand knowledge and awareness of conditions in our region.

Visioning and Plan Development

The Consortium intends to conduct an extensive visioning and planning process for the five-county MSA that will result in a Regional Plan for Sustainable Development. It will integrate and coordinate existing plans while also addressing planning gaps. The plan will consider many diverse yet interdependent topics, all with the goal of creating a more sustainable future for the East Tennessee region.

Process Evaluation

Process evaluation will focus on implementation issues and will include periodic interviews with program staff to elicit information, reviews of relevant documents and materials, an annual survey of key stakeholders, and focus groups with community partners. Evaluation will also focus on insuring that the program maintains fidelity to its planning model, with attention given to the individual, programmatic and contextual factors that may have impacted the program's success.

Plan Implementation

Implementation begins on day one of the visioning process. Establishing trust and legitimacy among all participants is key to success. Therefore, the first step will establish buy-in early on in the process of developing a shared vision. The second step will work collaboratively to identify implementation strategies that can be supported by the Consortium and all stakeholders. The third step will ensure that dialogue continues after the process is completed and the plan is formally adopted.

The Outcome

For a region that has never embraced a shared vision for the future, one of the most profound outcomes for this process will be the establishment of a committed coalition of leaders that will follow the plan through implementation and continue the regional dialogue. To begin to comprehensively and collaboratively address the Livability Principles will be a huge step forward for the Knoxville region.

Knoxville RPSD Narrative

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

The process to prepare a comprehensive Regional Plan for Sustainable Development (RPSD) will be governed by a Board of Mayors from the Knoxville Metropolitan Statistical Area (MSA). This newly created Board of Mayors will oversee policy direction and allow the planning process to be grounded in political and fiscal reality. It is expected that the Board of Mayors will meet three to four times a year. The Board of Mayors will be advised by two existing regional organizations: the East Tennessee Development District (ETDD) and the Knoxville Regional Transportation Planning Organization (TPO).

In addition, a Community Leadership Team will be appointed by the Board of Mayors to provide further input into the development of the plan. The Community Leadership Team will consist of a mix of representatives from public, private and nonprofit organizations from a diverse cross section of the MSA. The leadership team, which is expected to meet eight to 10 times per year, will help guide the community outreach, visioning process, scenario planning efforts and plan development.

Finally a grassroots effort utilizing a diverse consortium of governments, public and private organizations and agencies, neighborhood organizations, and volunteer gleaned for the MSA will be organized to provide the foundation for local input into the plan and the basis to address the pressing issues of the area. Based on the partners that have committed to date, and further additions anticipated, the Consortium will reach across social, economic, political and geographical boundaries. A well structured inclusion process for future members will be part of the Consortium.

The Consortium will invest significant resources in engaging, informing, advising, educating and capacity building within existing organizations to become long-term active partners in sustainable development for this area. To accomplish this task

the planning process will establish three critical partnership areas with several organizations participating in each area. The three focus areas are civic engagement, institutional engagement and capacity building.

The signers of the Memorandum of Understanding (MOU) and additional partners shown on the RPSD Organizational Chart (see Appendix 1) are committed to participating in the process to create an RPSD, which includes engaging the community. These partners include elected and appointed groups such as planning commissions and neighborhood organizations in the urban core and rural areas. Yet, despite the existing commitment and passion within these groups, the Consortium realizes there is insufficient capacity to properly ask them to actively involve the community they represent and charge them with a new task and new focus. Therefore, a consultant will assist in building capacity in our partner organizations to assist them in developing tools and techniques to engage people throughout this planning process.

The City of Knoxville is the lead applicant on behalf of the Consortium and will be responsible for fulfilling contractual obligations with the U.S. Department of Housing and Urban Development (HUD) for the preparation of a comprehensive RPSD for the Knoxville MSA. Any disputes regarding contracts will be handled administratively through the City of Knoxville.

Identifying and setting goals and resolving disputes between partner organizations that are not contractual will be filtered through the lead planning agency then to the Community Leadership team and finally to the Board of Mayors, if necessary.

The RPSD Organizational Chart found in Appendix 1 and the following narrative,

supported by an MOU, organizations committing resources, and organizations committing their support document the level of commitment and broad regional support for this planning effort. A list of organizations supporting this effort either with a letter, MOU or by leveraging resources can be found in Appendix 2. Three letters of financial commitment are also included in Appendix 2. All letters are on file and available for review by request.

Partners Briefs and Responsibilities

As the lead applicant, the **City of Knoxville** will enter into contracts with any partners receiving funding from this HUD funded program. The City of Knoxville Community Development Department has many years' experience with administering HUD programs such as CDBG, HOME, and ESG, and managing an Empowerment Zone grant. The City will also actively participate in the planning and community engagement process.

Knoxville-Knox County Metropolitan Planning Commission (MPC), which houses the Knoxville Regional Transportation Planning Organization, is a comprehensive planning agency for Knoxville and Knox County and has been in existence for over 55 years. MPC will be the lead planning agency and will oversee the planning process, engage the partners of the consortium and manage the consultants.

Knoxville Regional Transportation Planning Organization (TPO), the metropolitan planning organization for the area, will provide critical knowledge and expertise on regional transportation planning, transportation modeling and air quality issues. Four of the five counties in the Knoxville MSA are in non-attainment for either ozone or PM2.5. The TPO has prepared several regional long range mobility plans over the past 30 years.

East Tennessee Community Design Center (ETCDC) is a private nonprofit organization whose mission is to enhance community wide planning and design in East Tennessee. The Design Center has 40 years of experience working with low-income and minority communities to identify

issues, develop a vision and define implementation strategies. The Director of the Design Center, a graduate of the National Charrette Institute, will be critical in helping to facilitate community input throughout the region.

Knoxville Area Urban League (KAUL) is a private nonprofit organization with a 40-year history of advocating for civil rights, economic development and social services for a diverse clientele. Nearly 80 percent of their clients are at or below 200 percent of the national poverty level. The Urban League serves the community by advocating for equitable and affordable housing, economic competitiveness, facilitating community alliances and transparency. The Urban League will greatly assist in bringing communities of color and low-income to the planning process.

The East Tennessee Development District (ETDD) is a voluntary association of municipal and county governments that are located in east Tennessee. The District provides 16 counties and 57 municipalities with planning and development services associated with economic development, infrastructure capabilities and rural transportation. ETDD's long history of assisting rural municipalities and county governments in CDBG grants will enhance our planning process in engaging low- and moderate-income residents in the rural areas.

Knoxville's Community Development Corporation (KCDC) KCDC is the public housing and redevelopment authority for the City of Knoxville and Knox County. KCDC has prepared and implemented more than 20 public housing plans and 17 redevelopment plans across east Tennessee. These plans and implementation strategies have been as small as a single development to as large as 400 acres of downtown waterfront property. With over 60 years of housing experience, KCDC has worked with all cross-sections of the community including low income, minorities, persons with disabilities and people with limited or non-English speaking skills. This experience will help the consortium reach out to these populations during the planning process.

Knox County Health Department (KCHD)
The Knox County Health Department is the local public health agency serving the City of Knoxville and Knox County residents. Current activities that may directly relate to the Regional Plan for Sustainable Development include *Healthy Kids, Healthy Communities* (HCHC), a four-year initiative led by KCHD and funded by the Robert Wood Johnson Foundation that aims to reduce childhood obesity by making it easier for children in at-risk communities to eat healthy food and be physically active. The Knox County HCHC partnership is focused on neighborhood factors such as safer places for children to walk, bike and play near their homes, and improved access to healthy and affordable foods through community gardens and healthy convenience store options. KCHD also provides leadership for the Knox County *Safe Routes to School Partnership*, with the mission to make it easier for children and families to walk and bike to school.

Civic engagement is critical to any planning effort, and KCHD has significant community-based experience and credentials. KCHD is currently engaged in a community-based strategic planning process using the Mobilizing for Action through Planning and Partnerships (MAPP) model developed by the National Association of County and City Health Officials. Through neighborhood meetings, focus groups, and key informant interviews, KCHD is building relationships and trust with new community partners. The regional sustainability planning process will capitalize on the efforts of the Healthy Kids, Healthy Communities efforts to engage the low-income and minority populations.

East Tennessee Quality Growth Organization (ETQG) ETQG is a newly created private nonprofit organization whose purpose is to help create a vision of quality growth through dialogue and education and promote its implementation through regional cooperation and local action. ETQG will shortly be under contract with the Tennessee Department of Transportation (TDOT) to prepare a web-based toolbox for quality growth. This toolbox will assist planning commissioners and support staff planners in

each of the political jurisdictions in a 16-county area including the Knoxville MSA. The toolbox will support and enable planning decisions that will result in high-quality, sustainable growth in the respective jurisdictions and the region as a whole. A significant portion of the initial toolbox template focus will be on the interplay of land use, transportation and infrastructure, particularly the decisions that are made on a local and regional level by individual political jurisdictions. ETQG will assist in civic and institutional engagement and provide a critical component (the toolbox) to help implement the RPSD for this region.

University of Tennessee (UT) College of Architecture and Design The faculty, researchers and students at the College of Architecture and Design offer critical academic and research experience to this effort. The College of Architecture and Design has offered six graduate level studio classes over three years to assist in all phases of this planning process. The combined value of this offer of faculty and students is \$1,000,000.

University of Tennessee Social Work Office of Research and Public Service (SWORPS), University of Tennessee Center for Transportation Research, University of Tennessee Center for Business and Economic Research (CBER) and University of Tennessee Center for Public Health

The above referenced research centers at the University of Tennessee-Knoxville (UT) campus will lead the effort in data research, development of program metrics and program evaluation and analysis. Combined, these entities will provide objective research and evaluation of the planning process. Some specific activities include: conducting an evaluation process of the three-year effort to develop a Regional Plan for Sustainable Development; analyzing available data; and providing technical assistance to the planning group to identify data gaps. They will also assist with data analysis techniques needed to conduct a feasibility study for plan implementation and methods to evaluate the implementation outcomes. In the area of capacity building they will provide

training for agency staff and key community volunteers to conduct focus groups within their communities, develop and host an online survey for community members to provide input, and provide results to the planning group.

The research conducted by this process will be shared both academically across the country and with local and regional partners. These entities have collaborated on a number of research efforts over the last 25 years for federal, state and local governments as well as nonprofits and private entities.

Maryville College

Maryville College is a four-year, liberal arts university, founded in 1819. The Center for Strong Communities (CSC) was organized by the college in 2006 as a resource for collaboration between the college and communities in East Tennessee and Appalachia. Guided by the challenge to care for others and to work for justice, the Center for Strong Communities connects people and ideas to work for the common good.

The CSC empowers civic engagement, community-building and problem solving by bringing together local leaders, grassroots workers, nonprofit organizations, students and faculty to learn, serve and seek solutions. Ongoing research projects include oral histories of Latinos in East Tennessee, water quality and affordable housing. Director of the CSC, Dr. Billy Newton, brings more than 20 years of experience in higher education, civic engagement and facilitating town/gown collaborations to empower healthy, just and caring communities. For this project the Center for Strong Communities will be called upon to strengthen our outreach and capacity-building efforts.

Local Governments

Numerous local governments in the Knoxville MSA will contribute staff resources, planning and community development knowledge to all phases of the planning process (excluding evaluation). Local governments of the MSA are well experienced in planning and developing housing plans for their jurisdictions. Local governments' network of contacts and experience with a diversity

of programs is important to reach a broad cross-section of the community. Developing a plan that is grounded in fiscal and political reality is critical, and local governments provide that linkage.

A Knoxville RPSD Memorandum of Agreement (MOU) is available for review by request.

Key Personnel

The overall Project Director and Day-to-Day Program Manager identified in Factor 1 – Capacity of the Applicant and Relevant Organizational Experience are employees of the lead applicant, the City of Knoxville. These individuals will be responsible for grant administration. Becky Wade is the Community Development Administrator for the City of Knoxville. She is responsible for program compliance and plan submission for all Department of Housing and Urban Development (HUD) funds received by the City including CDBG, HOME, ESG, NSP, CDBG-R and HPRP. Becky will be responsible for fiscal and administrative regular interaction with HUD, including ensuring compliance with all HUD and program requirements.

The day-to-day program manager for grant administration will be Emily Woodle, project specialist in the Community Development Department at the City of Knoxville. Emily manages federal entitlement grant funds from the U.S. Department of Housing and Urban Development. Prior to her work with the City of Knoxville, she was the outreach coordinator for a federally funded, three-county-wide environmental planning project in the Cumberland Mountains of middle Tennessee. Emily has bachelor's degrees in economics and women's studies and a master's in global environmental policy.

MPC Executive Director Mark Donaldson will serve as the project director for the planning process. Mark has been the Executive Director of the MPC, the lead planning agency for the RPSD, since 2005. Mark has been instrumental in the creation of two Form-Based/SmartCodes for the City of Knoxville – South Waterfront Form-Based Development Code and the Cumberland

Avenue Form-Based Code. Mark has also lived and worked in Texas and Colorado, and has a B.A. in economics from Carleton College in Northfield, Minnesota, and a master's degree in regional planning from Penn State University. Prior to coming to Knoxville, Mark had 15 years of experience working in the private sector (most recently with the Urban Design and Planning Section of the Dallas office of Carter & Burgess, Inc., since purchased by Jacobs Engineering) and 15 years of experience in the public sector, working for local, county, state and regional units of government. Two jobs had significant regional planning efforts:

- As a planner/economist, Mark contributed to the State of Minnesota Environmental Quality Council's Regional Copper-Nickel Study, which examined the environmental and socio-economic impacts of potential copper and nickel mining in northeast Minnesota; and,
- As a planner, Mark managed the

development of the Texas Golden Crescent Regional Planning Commission's Regional Solid Waste Management Plan.

The day-to-day program manager of the RPSD will be Jeff Welch. Jeff has served as the Director of the Knoxville Regional Transportation Planning Organization since 1985. The TPO coordinates a comprehensive transportation planning process for several cities and counties and the Knoxville metropolitan area/air quality non-attainment area. Prior to working at the TPO, Jeff prepared regional transit plans in Iowa. Jeff has overseen the preparation of several regional mobility plans and regional transit studies over the past 25 years. Jeff has a Master of Science degree in Engineering from the University of Tennessee, a Master of Urban Planning degree from Virginia Tech, and holds professional certification from the American Institute of Certified Planners.

Additional bios for key personnel can be found in Appendix 3.

Rating Factor 2: Needs/Extent of the Problem

The following narrative demonstrates the extent of need for the creation of a Regional Plan for Sustainable Development (RPSD) in the Knoxville Metropolitan Statistical Area (MSA). The MSA is located in a broad valley between the Cumberland Mountains to the northwest and the Great Smoky Mountains to the southeast in the heart of Appalachia. It is made up of five counties (Anderson, Blount, Knox, Loudon and Union) covering more than 1,900 square miles with total population of 680,444, ranking it third among metropolitan areas in Tennessee.¹ Knoxville is the central city with a population of 177,646. Like much of Appalachia, the Knoxville region struggles with poverty, substandard housing, poorly funded education systems, limited transportation options and air quality concerns. Steady population growth exacerbates these issues. Under an RPSD, growth can still occur and progress can be made toward alleviating these issues by introducing an alternative way of

thinking to those involved in creating a new vision for the future. (See Appendix 4 for a map of the Knoxville MSA).

Housing, Transportation and Urban Sprawl

In the Knoxville MSA, household-level economic need is revealed through an examination of income and selected living expenses. According to recent Consumer Price Index figures, housing costs are below national averages, consistently around 90 percent of national norms. At the same time, however, household incomes are well below national levels. As reported in the 2006-08 American Community Survey, median household income in the Knoxville MSA is \$46,182, while nationally, the median is \$52,175, 13 percent higher. When local housing costs are measured as a proportion of household income, Knoxville region residents pay disproportionate amounts for housing. The 2008 median housing/income

ratio in the MSA is 31.89,² an improvement from 2000 when the ratio was 39.83. However, while gains were made, the current ratio remains higher than the national level of 27.12.³ The financial demands of homeownership have exceeded the ability of many local owners to properly maintain their homes. Across the MSA, more than 40 percent of housing units require minor repairs with 7,300 units requiring extensive repairs or deemed unsound for occupation.⁴

Additional economic burden on Knoxville regional households is shown when transportation costs are factored into the living expense equation. According to 2000 figures reported by the Center for Neighborhood Technology (CNT), Knoxville households spent \$829 per month on housing and another \$875 per month on transportation, sizeable portions of household income. In fact, almost 90 percent of MSA households were spending more than 45 percent of income on housing and transportation costs combined⁵. This is an indication that despite the Region's low housing costs, when transportation costs are considered, the majority of our communities are not affordable. See Appendix 5 for map illustrating the region's Housing & Transportation Affordability Index.

Transportation expenses are a measure of the location costs of housing in the Knoxville MSA, and the burden of those costs is exacerbated by the form of residential development that has prevailed across the region. Residential development in the Knoxville metropolitan area is characteristic of urban sprawl. The amount of urbanized land in the MSA was 0.38 acres per capita in 2000, an increase from 0.27 in 1990.⁶ In a recent study by Smart Growth America, the Knoxville MSA ranked as the eighth most sprawling metropolitan area among the 83 metros examined.⁷ The rating was based on four major factors, and Knoxville ranked first in the factor measuring lowest residential density. Growing rates of land consumption per capita indicate lower density development and sprawl across the region, necessitating greater travel by area residents in the course of usual daily activity.

Often, homeowners make choices about where they want to live, fully aware that travel to work, school, shopping and other activities will consume family resources. Many other residents, however, face limits in their housing options. Economically disadvantaged populations, for example, live where their incomes permit, and availability of public transportation and walkability to activity centers are important considerations. However, quality affordable housing in proximity to transit or within walking distance to activity centers is not prevalent in the Knoxville region. Currently, Knoxville Area Transit (KAT) is the only fixed-route transit system in the MSA region, and KAT's service area is primarily limited to the City of Knoxville. In 2003, a random sample telephone survey of households within the Knoxville MSA found that 43.1 percent of respondents reported that public transportation services were unavailable to them⁸ (see Appendix 4 for a map depicting KAT's service area).

Due to a lack of transportation options throughout the region, and personal travel preference, Knoxville area families increasingly rely on automobiles, whether or not they can truly afford them. From 1990 to 2008, the number of households in the Knoxville region with no vehicle available dropped from 8.7 percent to 5.5 percent. Throughout the rest of the state and country, more travel options are available and more households function without automobiles: 6.2 percent of Tennessee households have no car, and 8.8 percent of homes nationwide report no automobiles.⁹ With the automobile consistently averaging 94 percent of all commuter trips within the MSA, public transit made up less than one percent of trips.¹⁰ Some families choose to live in areas underserved by multiple transportation options and willingly pay larger portions of income on housing and transportation expenses, but many other families have little or no choice. The disconnection between equitable options for both housing and transportation across the Knoxville MSA contributes to the excessive cost burdens of daily living. A concerted effort to provide more transportation choices across the region is crucial.

Air, Land and Water Quality Problems

As automobile ownership has increased in the Knoxville region, so too has the number of vehicle miles traveled (VMT) per capita per day. In 1990, VMT per capita per day was 25.86 in the Knoxville Urbanized Area. The rate grew to 33.78 by 2008.¹¹ Reliance on personal automobiles has contributed to a significant problem in the Knoxville region. The confluence of human-made pollutants (those from increasing VMTs), weather and geography are major factors in poor air quality for the Knoxville MSA. Anderson, Blount, Knox and Loudon counties, four of the five that make up the MSA, are designated non-attainment status for 8-hour ozone and PM2.5 by EPA. Ground-level ozone (the major component of smog) and fine particulate matter are the results of fuel combustion by motor vehicles, coal-fired power plants and the transformation of gaseous emissions due to high levels of nitrogen oxide and volatile organic compounds. These four counties registered some of the highest numbers of days for particle pollution and high ozone comparatively among all counties in the state, according to the State of the Air 2010 Report Card for Tennessee by the American Lung Association (see Appendix 4 for map of the Knoxville MSA and the non-attainment area). If population and VMT continue to increase as projected, VMT will overwhelm improvements to vehicles and fuel that are reducing pollution.

While we are unable to affect change in the region's weather and valley location, we do have a role and a responsibility to address the human-made contributions to regional air quality degradation. Poor air quality contributes to natural environment and human health issues. In terms of natural environment concerns, particularly at risk locally is the Great Smoky Mountains National Park (GSNP), which comprises a large portion of Blount County. The GSNP is number one among national parks at risk for ozone and PM2.5 pollution.

Another environmental concern throughout the Knoxville region is the number of brownfield sites. A total of 244 have been identified: 215

active, 23 remediated and six redeveloped.¹² Given the large amount of undeveloped land across the region, local efforts have struggled to incentivize remediation and redevelopment of the 215 active sites. Some gains have been promising recently, with 23 sites remediated (ready for redevelopment) and six others redeveloped. Notable remediation projects have included an EPA Community-Wide Brownfield Assessment funded initiative in 2009 for Knoxville's South Waterfront Redevelopment Area and the remediation/redevelopment of a former industrial brownfield which is now home to Sysco Corporation, a food distribution facility with more than 200 employees. Higher priority must be given to the coordination of policies towards remediation and redevelopment of these sites, encouraging reuse of land.

In addition to contaminated land and air, the Knoxville MSA has over 100 lakes and streams listed by the Tennessee Department of Environment and Conservation (TDEC) as impaired in 2010. Tennessee saw a 54 percent increase in its water treatment needs between 2000 and 2004. Increased water contamination is expected to escalate statewide. Water treatment costs are expected to rise by over \$300 million per year. This increase is in addition to annual treatment costs of more than \$480 million.

Human Health Concerns

Poor air quality contributes to a range of health problems. The Knoxville MSA has consistently failed to meet Clean Air Act requirements contributing to the burden of asthma and other respiratory illnesses as well as heart disease, as indicated by recent research. Knoxville was ranked this year as the fourth most challenging place in the country to live with asthma, according to the Asthma and Allergy Foundation of America. In 2008, the average number of asthma hospitalizations in the MSA was 5.82 persons per 1,000 population, with a high of 6.94 persons in Loudon County.¹³ By comparison, the statewide average was 1.45, and nationally, asthma hospitalizations averaged 1.66 persons per 1,000 population.¹⁴

Residents of the Knoxville MSA are plagued by many other health problems, underperforming nationally accepted health-related goals in a number of components of sustainable communities. For all local counties and across ethnic/racial groups (where data are available), obesity is among our most urgent health problems. The prevalence of obesity among children aged 6 to 11 years increased from 6.5 percent in 1980 to 19.6 percent in 2008. The prevalence of obesity among adolescents aged 12 to 19 years increased from 5.0 percent to 18.1 percent. Adding in overweight with obese children raises these rates to 40-45 percent in the counties of our MSA.¹⁵

Obesity is often a precursor condition to diabetes, and diabetes rates in the Knoxville MSA mirror national rates. Among blacks, however, diabetes rates are higher, reflecting the health disparities that accompany the environmental and socioeconomic disadvantages facing this group. Lead poisoning rates are also higher among this group.

Low birth weight, by contrast, is a problem that is concentrated in our more rural counties. While urban counties mirror national and state levels, the more rural counties in the Knoxville MSA exceed low birth weight rates by a significant margin, which can burden the affected children and their communities with a lifetime of health consequences.

Contributing to local health problems, access to health care and health education is unevenly distributed across the region. Tennessee's statewide average is 402 persons per medical doctor, however, among the Knoxville MSA's three more rural counties, the average ranges from 639 to 3,321 persons per doctor.¹⁶ For child care, the statewide average is 5,037 persons per pediatrician, but in the Knoxville MSA, the three rural counties report 7,028 to 11,244 persons per pediatrician. Access to registered dieticians also is severely lacking in our region, with one county having no dieticians and two others having fewer than half the statewide average to serve the population. There is a need for more equitable distribution of health care and health education resources across the MSA.

Health Consequences of Climate Change

Environmental factors, including lack of access to sidewalks, greenways, and parks — as well as the looming impacts of climate change — reflect unsustainable conditions in the MSA. The affects of climate change will aggravate air pollution and respiratory illnesses. Heat-related and vector-borne illnesses will increase and weather extremes will strain community infrastructure and food supplies, raising costs, stress and risk on the most vulnerable populations. A recent research paper from the Knox County Health Department characterizes the serious impacts of climate change that confront the MSA:

Climate change will increase ground level ozone and PM2.5 concentrations, already in non-attainment status in the MSA. Breathing ozone can trigger a variety of reactions, including chest pain, coughing, throat irritation, and congestion; PM2.5 contains microscopic solids or liquid droplets that are so small that they can get deep into the lungs where they cause serious health problems. Asthma and other respiratory diseases are expected to increase locally.

Climate change is expected to raise overall temperature distribution as well as contribute to an increase in the frequency of extreme heat waves. Temperature extremes are associated with a wide range of health impacts, including heat exhaustion, heat cramps, heat stroke and death.

Since 1955, the average temperature in the southeastern United States has risen almost 1.8 degrees Fahrenheit. Models predict that, if global greenhouse gas emissions continue at the current rate, the temperature in Tennessee could increase by 6.3 degrees Fahrenheit. Scientists predict that temperatures in Tennessee will increase greater than the global average.

The incidences of vector-borne diseases will likely increase under climate change and have adverse impacts on the Knoxville region. The distribution of vectors currently restricted to warmer climates will expand into the Southeastern U.S., including east Tennessee. Climate change is already

affecting the biodiversity of marine and terrestrial ecosystems, which in turn will alter the dynamics of predator-prey relationships, as well as vector and reservoir pathogen populations. The combined effects of these factors may result in a resurgence of diseases previously eradicated from the U.S., such as malaria and yellow fever.

Higher water temperatures due to climate change, combined with agricultural runoff, encourage bacterial and algal growth that can create or worsen water quality problems. This could lead to an expansion of recreational swimming and fishing advisories that already are in place for many stretches of rivers and streams in the Knoxville MSA. Tennessee has nearly 787,000 acres of wetlands, which provide the state with natural water purification. Wetlands are susceptible to higher temperatures and changes in precipitation, and Tennessee's fresh water supplies could be harmed if wetlands shrink.

Regional Economic Conditions

The overall health concerns of our region are measured not just by the physical condition of our residents and the state of our natural environment; they are also gauged by economic issues. In June of 2010, the Knoxville MSA registered an unemployment rate of 8.6 percent, while Tennessee and the U.S. notched 10.5 percent and 9.7 percent, respectively.¹⁷ Although the Knoxville region is in better shape than some other places, it is still confronted with jobless rates not seen in several decades, and those jobless numbers grew at an alarming rate in just three years, from an areawide level of 3.8 percent in 2007 to the current 8.6 percent mark.

In terms of economic complexion, the MSA's 308,562-person workforce has transitioned from a manufacturing to service-oriented economy, coinciding with state and national trends over the past 20 years. This is evidenced by large employment shares in Health Care and Social Assistance (15.0 percent), Retail Trade (13.1 percent), Accommodation and Food Services (9.9 percent) and Education Services (9.0 percent) throughout the Knoxville region.¹⁸ Similar to state

and national levels, the MSA also experienced the greatest contraction in its manufacturing sector with a 19.7 percent decrease in employment. As industry trends continue to shift, workforce development training across the MSA has grown in importance. In general, employment training is accessible, affordable and comprehensive. However, distance learning opportunities are limited by the lack of broadband availability in most rural areas.

Knox County is the economic engine of the MSA, capturing a 70 percent share of total areawide employment. In 2000, the residence-county to workplace-county flows within the MSA revealed that 30.9 percent of work trips from Anderson, Blount, Loudon and Union counties were to Knox County, while only 10 percent of trips from Knox County were to the four adjacent counties for work.¹⁹

The top five employment centers in the Knoxville MSA combined for 33,505 employees in 2009.²⁰ However, a problem facing many residents of the MSA is that the jobs are not readily accessible to all segments of the local population. As measured by prevalence of subsidized housing, few local lower-income residents live within a short, walkable distance to major employment centers. Within a two-mile radius of the five largest employers were 46,424 housing units.²⁰ Of that total, 8.1 percent, or 3,745 units, were publicly subsidized. Subsidized housing near the University of Tennessee, the second largest employment center in the MSA, was most prevalent, with 15.6 percent of all units. Subsidized units near the fifth largest center, Blount Memorial Hospital, captured only 3.2 percent of total housing around that employment center.

Accordingly, access to reliable means of transportation is essential to equitable participation among all income groups in the Knoxville MSA workforce. As demonstrated above, though, there are limited transportation options across the region, with personal automobile travel the predominant mode available. This presents a difficult circular challenge: can't get a job without a car, but can't get a car without a job. Local need clearly emerges: more transportation choice,

especially those that are affordable and equitably distributed; and, expansion of affordable housing choices surrounding major employment centers, in addition to increasing the overall number of affordable housing units as a share of the total supply regionally. Both are needs that speak to a larger requirement for regional promotion of social equity, inclusion and access to economic opportunities throughout the region.

Need for Regional Planning

All counties and municipalities in the Knoxville metropolitan area struggle in some measure with problems of income disparity, limited transportation choice, urban sprawl, inequitable access to employment and housing, environmental degradation, human health issues and struggling economies. A “business as usual” approach is not working in the Knoxville region. Sustainable land development practices, environmental remediation and protection and community welfare strategies must replace the disjointed and destructive practices that have led to the conditions that currently prevail in our region. The built environment makes up a significant portion

of greenhouse gas emissions when taking into account both transportation and electricity. Studies have shown that mixed-use, walkable communities can reduce greenhouse gas emissions. There is a huge opportunity to improve the built environment, with the majority of development expected to be on the ground in 2050 not yet built.

Research shows that technological improvements are not enough. The solution is to turn to more sustainable development patterns.

Our problems are not isolated in pockets throughout the region, rather they span the entire area, and while efforts have been undertaken in recent years to address some of the problems, they have occurred primarily at sub-regional levels which could, at best, achieve small results, not areawide solutions. We need to create and implement an ambitious regionwide, multi-jurisdictional plan for the Knoxville MSA, a plan that will integrate land use, environment, infrastructure, and public health elements in a comprehensive manner to address area needs.

See Appendix 6 for footnotes.

Rating Factor 3: Soundness of Approach

As discussed in the Statement of Need, the Knoxville MSA is devoid of any organized sustainability planning process. This area has been slow to incorporate new ideas that would encourage more sustainable development. This can be attributed to many factors. Two of primary reasons are 1) mistrust of government and outsiders, and 2) belief that change is uncomfortable or resisted. To challenge these institutional barriers there must be a concerted long-term effort in engagement of the region at the grassroots level and at the political/elected-official level. A level of trust must be established between those who are typically engaged in the process and those who are not. Our planning process will devote up to 24 months to engagement, capacity building of civic and institutional groups, visioning and scenario planning.

General Description of Proposed Regional Plan for Sustainable Development

The Knoxville Regional Consortium proposes to conduct an extensive visioning and planning process for the five-county metropolitan statistical area that will result in a Regional Plan for Sustainable Development. It will integrate and coordinate existing plans while also addressing planning gaps. The plan will consider many diverse yet dependent topics, all with the goal of creating a more sustainable future for the East Tennessee region.

As described in Rating Factor 2, the region’s needs are extensive, and while sustainable development is in its infancy, past efforts and present groundwork support our future endeavors. At its core, this planning process seeks to engage, educate and

build capacity throughout our region resulting in true sustainability, prosperity and equity. The Consortium will utilize the capacity building effort to create a Regional Plan for Sustainable Development. This plan will knit together the interdependent challenges of economic growth, social equity and access to opportunity, public health and environmental impact of infrastructure investments. Additionally, this plan will connect the region's plans geographically.

The intent of the Consortium is to strengthen public decision making at the regional level, which is currently a weak link in planning. The Consortium recognizes that successful regional planning pays attention to local concerns while knitting together a regional vision. There is a need to develop a lasting constituency for regional solutions before a regional plan for sustainable development can be created and implemented. The Consortium will build the capacity of our region and encourage regional thinking by focusing on engaging and educating the citizens and policymakers in the five-county Knoxville region for the first two years.

The Regional Plan for Sustainable Growth will address incrementally, over a 50-year timeframe, how housing, transportation, and economic growth can be accommodated by incorporating the Partnership for Sustainability's six Livability Principles in local decision making throughout the region while also addressing and acknowledging each county's unique needs and character. For example, Knox County, with its large employment centers like the University of Tennessee and a thriving downtown, has different needs than Blount County, also a large employment center, but with a different, more rural character. First and foremost, though, the Regional Plan for Sustainable Growth needs to balance regional thinking with local autonomy and a responsibility of stewardship with private property rights.

While the differences between counties can be great, past visioning efforts have shown us what can be achieved and have shown our citizens the value of visioning together. In 2000, nine counties in East Tennessee participated in a large visioning

exercise called Nine Counties One Vision. More than 3,600 citizens shared nearly 9,000 ideas on a range of topics from growth management to human relations and quality of life. At that time, the organization promised it would give the citizens a voice and provide them with a mechanism to help facilitate and implement their vision of a better region for the next five years. The plan resulted in several goals, and strategies and action plans were devised for each goal. Since then the results of the effort have been viewed very positively. Nine Counties One Vision is seen as giving voice to citizens and providing them a channel to reach across county lines, as well as developing a new spirit of cooperation. In addition to the nuts-and-bolts work of task force members, valuable conversations have taken place and crucial connections have been made to transform our way of thinking and working.

The Nine Counties One Vision process was privately funded over a five-year period. It was a bottom-up approach that engaged thousands of citizens. However the effort did not have political buy-in from the start. The Regional Plan for Sustainable Development will build upon this effort and employ lessons learned. For this reason, the Consortium seeks to interact with political players from the beginning of the process to ensure that they are actively participating throughout the development of the plan. The Consortium will work collaboratively to keep all stakeholders involved, educated and informed over the 36-month plan writing timeframe. Most importantly, the RPSD will be a plan for the entire region, and it will also be able to stand on its own for the smaller jurisdictions in the region. The plan will include a range of recommendations for future implementation strategies that are appropriate at all levels of government.

General Contents of the RPSD

The Consortium intends to tackle the following key elements in the planning process.

Housing

The RPSD seeks to increase the quality of housing while expanding the choices available to

residents in the Knoxville MSA. At first glance housing seems affordable in the Knoxville region. An individual can buy a single-family home for around \$100,000. However, as discussed in the Statement of Need, when income and transportation costs are taken into consideration, housing costs are a significant economic burden to the region's residents. Additionally, the types of housing available are limited, with single-family homes being the most prevalent. This section of the plan will identify appropriate types and locations for new housing.

Location of housing plays a large role in creating a more sustainable region. The Knoxville region's opportunities and challenges are tied closely to the comparatively cheap and plentiful land. This plan will explore ways to make the best use of this land while developing a more equitable, affordable and sustainable housing plan.

Partnerships with housing agencies within the Consortium and additional stakeholder strategies will be identified to advance fair housing, utilizing this element of the plan to improve other regional outcomes.

Land Use

One of the primary purposes of the RPSD is to develop a platform to guide local, regional and state government policies and investments in the region. However, in order to be successful, the plan must include strategies to coordinate and integrate the diverse land use plans of individual jurisdictions. Local land use decisions have had great impacts upon the entire region. Recognizing these impacts will be paramount and balanced by respecting each jurisdiction's autonomy and private property rights.

Presently land use is regulated in all five counties through zoning. However, zoning codes currently do not incorporate Livability Principles in a comprehensive way. A focus on a healthy, vibrant and diverse urban core, community centers and rural preservation will be the keys to the development of appropriate strategies for the Knoxville region. Addressing land use regulations is essential to making a more sustainable region, as

land use tools like zoning, subdivision regulations and ordinances that control environmental issues foster the daily, incremental change that determines what our region looks like and how it will operate for generations to come.

Economic and Workforce Development

In the Knoxville region, there has been a concerted focus on developing a corridor of businesses associated with the Department of Energy's Oak Ridge National Laboratories (ORNL) located in Anderson County. This corridor begins in the City of Oak Ridge, home to ORNL, crosses through Knox County and ends in Blount County, at a newly developed mixed-use research park. Although common in other areas, this effort is one of the first multi-jurisdictional collaborations and investments of its kind in the Knoxville region. Businesses along this high-tech corridor will include research facilities addressing energy-efficient technologies and other innovative initiatives that will require an educated and well-trained workforce.

Questions that must be addressed as part of the RPSD will include: How can the Energy Corridor be expanded in a thoughtful way? How can the region expand the development of research-oriented and high-tech jobs throughout the region? How can the region address the need for new and expanded workforce development and training that meets the needs of these new industries and makes our region desirable for companies interested in investing in this area?

Raising the quality of life in the Knoxville area will help attract more employers and increase the work force. The policies and plans put into place that address the jobs and housing balance are essential to the future economic resiliency of the region. The capacity of the Knoxville region to innovate will serve as a critical element in sustaining economic growth.

Transportation

In order to address the lack of transportation options identified in the Needs Statement, the RPSD will utilize the process to develop policies and strategies to increase mobility options

throughout the five-county area. One of the primary challenges to be addressed will be how to expand and identify new funding opportunities to expand transportation options within all five counties in the MSA.

Previous planning efforts have identified corridors to redevelop into transit oriented development (TOD), but implementation has yet to be realized. Additional transit corridor planning efforts are under way, and, through the planning process to create the RPSD, the Consortium will identify ways this plan can solidify regional transit planning efforts. In addition, an effort to foster better connections between land use decisions and infrastructure investments will be explored.

The demand for more transportation choices has been building over the last 10 years. For example, a modest shift to bicycling has occurred in spite of perceived safety issues and challenging topography, but much more must be done to lessen our reliance on automobiles. As the commissioner of Tennessee's Department of Transportation noted recently, "Walking and bicycling also provide an opportunity for communities to achieve larger goals such as attracting new business and tourism, increasing neighborhood safety, reducing traffic congestion, improving air quality and increasing overall quality of life for residents." A regional focus on the transportation system is key to creating and sustaining more equitable transportation options.

Water Infrastructure

Utilities play a very important role as drivers of local and regional development and are often overlooked as partners in the planning process. Through the process of developing the RPSD, a concerted effort will be made to bring all 22 independent utility districts into the planning process.

Healthy People

Despite our proximity to the Great Smoky Mountains National Park and many other opportunities for recreation such as lakes, rivers, greenways and local parks, regional incidence of adult and childhood obesity, diabetes, heart

disease and asthma is higher than national averages. This plan will identify policy changes and new partnerships that will address the region's unsustainable prevalence of preventable disease. Steps are already being taken through programs like Healthy Kids, Healthy Communities, the project funded by the Robert Wood Johnson Foundation, and this planning effort will partner with the Knox County Health Department to expand health initiatives across the five counties. Discussions throughout the RPSD process will seek to bring partners together to develop strategies to reduce rates of preventable disease in the region. Health education on nutrition in school districts that have a high number of student population receiving free or reduced lunches throughout the region is an example of an additional opportunity to improve health outcomes.

Healthy Air

Four of the five counties that make up the Knoxville MSA are identified as non-attainment for both ozone and fine particulate matter (PM2.5). A regional plan can address ways to reduce vehicle miles traveled (VMT), a contributor to PM2.5, as well as ways to mitigate the pollution generators outside the region. Improving the region's air quality will have a tremendous impact on the overall livability of the region, including increasing the region's economic competitiveness, by decreasing incidence of preventable diseases and protecting our valuable natural amenities.

Role of Scenario Planning

The development of the plan will focus on creating a shared regional vision which will arise from a wide range of interested parties truly seeing what policy impacts will look like in five years', 10 years', 20 years' time, and 50 years' time. Scenario planning will be an essential component of the plan's development, both as a process and as a powerful visualization tool. The Consortium is committed to using scenario planning to help: 1) define a vision for the region and, 2) help define the primary focus areas of the RPSD.

The Knoxville region's Long Range Mobility Plan, the 25-year transportation plan adopted by

the TPO Board and Approved by the Tennessee Department of Transportation, in 2009, was the first plan in the region to use scenario planning to inform decisions. A more sophisticated planning model with local illustrations would be invaluable as the Consortium moves forward with developing sustainable planning goals. Presenting local citizens and decision-makers with a picture of possible outcomes helps to illustrate the full impact of a proposed policy. Scenario planning can also help answer the anxious questions of “What happens if...” and “What does that look like?” For example, what happens to the region if light rail is developed? What happens if the *status quo* continues? The conversation changes into true dialogue encouraging consensus.

Engage and educate stakeholders: Scenario planning will make complex planning issues accessible to all stakeholders. It will bring planning issues into the vernacular of citizenship, which influences elected officials and leads to more progressive planning.

Build credibility: Extensive public involvement will build a broad coalition of stakeholders and give credibility to the planning process and final plan.

Build consensus: Buy-in from each jurisdiction is essential. Ultimately, the region cannot adopt a plan that conflicts with local jurisdictions’ plans. Additionally, there are currently no sanctions for regions that do not comply with a regional plan. This means that this process must build consensus for policy recommendations in order to adopt them regionwide. This is the purpose of the Community Leadership Team to guide the process and build consensus.

Encourage regional thinking: Scenario planning will build awareness about the regional impacts of local actions and policies and improve working relationships among local and regional partners and stakeholders.

The proposed plan will focus directly on the six

Livability Principles promoted by the Department of Housing and Urban Development (HUD). These Principles duplicate and align well with the results of the Nine Counties One Vision process. Therefore it is a logical next step to return to the region and ask, “How do you want to see these factors addressed?” The answers will be in the form of actions that are appropriate for our region, for this culture and for our political landscape.

Process to Develop a Regional Plan for Sustainable Development

During the process of developing the Knoxville area RPSD, the Consortium will work on regional capacity building and education strategy and utilize scenario planning to facilitate a regional dialogue about environmental, financial, quality of life and travel-related impacts of development patterns and transportation investment decisions. The overarching goal for this process is increasing the capacity within the Knoxville area to think and plan regionally. Throughout the 36-month planning period, our goal is to grow leaders, educate new ones and develop regional capacity. Additional process goals specific to each year include:

Year 1: Establish an initial identity & direction.

Year 2: Engage, educate, and develop a shared sustainable vision.

Year 3: Adopt a regional plan for sustainable development and a regional implementation strategy with a focus on five demonstration communities — one in each county.

An overview of the work program for conducting the 36-month planning process can be found in Appendix 7.

To help guide the RPSD, the Board of Mayors, described under Capacity of Applicant, will assist in guiding the effort and provide political leadership for the process. The Community Leadership Team, appointed by the Board, will be made up of key staff, business leaders and representatives from environmental and community groups. The Consortium and a team of community advocates, planning consultants and

MPC/TPO staff will assist with the day-to-day operations of the project.

The RPSD planning effort will involve an extensive public outreach effort, employing both traditional and non-traditional strategies. The effort will evolve as the process moves forward, but, initially, the Consortium has planned a series of symposiums, workshops and identification of Planning Outreach Liaisons to assist in the creation of a more equitable process and plan. All meetings, including the Board of Mayors and the Community Leadership Team meetings, will be open to the public.

In addition, a series of three regionwide symposiums will be held. If the region is awarded planning funds, a formal announcement will coincide with the March 2011 East Tennessee Quality Growth (ETQG) Conference. This conference is focused in part on building common vision and partnerships within the region for quality growth. A kick-off symposium will be held less than two months later in May 2011, focused exclusively on the regional planning effort. The second symposium will be held in May 2012, and the final symposium will be held in the summer of 2013 to present the final draft and discuss implementation strategies. Approximately 25 meetings will be held in sub-areas throughout the five counties.

In order to engage diverse citizen input, the majority of workshops will be held at the sub-area scale — smaller than the region, incorporating where appropriate multiple counties and communities. This will allow participants a choice in attending workshops because there will likely be overlapping sub-areas. These sub-areas will be formed based on commuting patterns, urbanized land and other geographic and social factors — not jurisdictional boundaries. However, jurisdictional boundaries will not be excluded in the outreach and planning process.

To ensure sufficient and equitable feedback throughout the process, an extensive public outreach campaign will include a series of up to 25 public workshops beginning toward the end of the first year and running through the second year of the process. Each workshop will last

approximately 1½ hours. The first half of each workshop will focus on providing participants with an introduction to the regional planning effort. The second half of the workshop will focus on discussions and activities developed to involve participants in an effort to address the key questions outlined below. Technical analysis will be separated from public outreach in an effort to keep the workshops comprehensible and the public engaged. An overarching goal of the planning process is to grow leaders, educate existing ones and develop capacity for implementing a regional plan.

The initial focus of these workshops will revolve around addressing the Livability Principles and addressing these key questions:

How will we live?

In what types of communities do we want to live, play and work?

Where will we live?

What areas in the region are suitable for development and or may pose adverse impact for quality development?

How will we get there?

What steps are needed to move the region from where it is now to the desired types of communities and growth patterns?

Public Participation, Engagement of Underserved Communities

Traditional public involvement processes tend to disenfranchise people of color, immigrant communities, socioeconomically disadvantaged communities, renters, younger people, non-English speakers and those with limited time to attend public meetings. New efforts and community engagement strategies are critical to ensuring decisions are based on comprehensive input and diverse values, and the Consortium is committed to identifying and employing traditional and non-traditional efforts to engage a wider variety of community stakeholders in the five-county region during this planning process and beyond.

With this goal in mind, the burgeoning regional Consortium, and other key organizations, will work to reach deeper into our communities than

any previous planning effort has done. Working through the Consortium, regional agencies and the individual communities will be scanned in order to create a Regional Collaborative Stakeholder Map. This map will be developed to identify organizations and individuals who can assist in ensuring that a broad cross-section of local communities will be involved in the regional visioning process.

After completing the mapping effort, we will build off of model outreach strategies developed by the Annie E. Casey Foundation and utilized by the City of Seattle as well as new community engagement efforts being employed by the Knox County Health Department as part of the Healthy Kids, Healthy Community program. With assistance from our partners, the Consortium will utilize the Planning Outreach Liaison (POL) Model and Knox County Health Department's Mobilizing for Action through Planning and Partnerships (MAPP) model developed by the National Association of County and City Health Officials. The premise behind the POL model is to engage underrepresented groups through trusted and qualified liaisons, including bilingual and bicultural individuals. POLs will be community stakeholders whose qualifications do not need to include planning knowledge nor previous public participation experience. Consortium members will assist in recruiting POLs, and training opportunities will be provided. The MAPP model utilizes neighborhood meetings, focus groups and key informant interviews to build trust and relationships with new community partners.

Through this planning effort, we hope to build the capacity of local organizations to plan regionally for a more sustainable future while ensuring equity throughout this process and in future planning efforts at all scales. Existing organizations with experience in outreach to low-income, minority, elderly and economically disadvantaged communities in our region that have been identified to assist in the mapping effort and development of a sustained engagement strategy for our communities include:

- East Tennessee Community Design Center

- Blount County Community Health Initiative
- Knoxville Area Urban League
- County level Community Action Committees
- Hispanic Chamber of Commerce of East Tennessee
- Maryville College Center for Strong Communities
- The Highlander Center
- Knox County Health Department
- Knoxville's Community Development Corporation
- Knox Housing Partnership
- Knoxville Chamber Partnership
- Blount Chamber Partnership
- East Tennessee Human Resource Agency
- University of Tennessee Office of Research (College of Social Work, Office of Research & Public Service; Center for Public Health; Center for Transportation Research; Center for Business and Economic Research)
- City of Knoxville Office of Neighborhoods
- Knox County Office of Neighborhoods

Additional partners will be added to the Regional Collaborative Stakeholder Map and brought into the process as the effort progresses and new organizations are identified and relationships are developed. The Consortium has begun to identify additional partners.. In addition to tapping into a network of POLs to help with the engagement process, other non-traditional and traditional techniques beyond workshops and public meetings will be identified with assistance from community partners. Initial strategies to foster outreach and ensure inclusion include:

- Developing a social engagement strategy (e.g., Facebook page, Twitter, blogs, websites)
- Creating focus groups of targeted populations (e.g., inner city, rural, elderly, disabled)
- Creating outreach tools for those who cannot read or write
- Creating traditional and online surveys to solicit input from those unable to attend meetings or those who are uncomfortable attending public meetings
- Creating and supporting a dynamic online presence to facilitate engagement, education

and information-sharing for this process and future efforts

The key will be to provide effective feedback channels that work for groups typically not engaged in the planning process. Additionally, no one group or entity should be made responsible for a regional plan. An important component of this planning process will be to support local community groups and jurisdictions in taking ownership of the plan. This will ensure a stronger mechanism for empowering residents, workers, and business persons to commit to the implementation of the goals and policies of the Regional Plan.

One of the primary goals of the engagement process will be to assist community stakeholders in developing a knowledge base and language that allows them to fully participate in the planning process. Allocating ongoing plan stewardship to one community group not only strains the volunteer efforts of groups that naturally wax and wane with time but also disenfranchises the values and input of community members outside the group's membership. A more creative and inclusive method of stewardship is critical to the plan's ongoing success. Civic engagement will ultimately be about creating shared ownership in both the process and the plan. A measure of success for this process will be that the responsibility and ultimate ownership of the regional plan, including establishing a strong communication process, will rest in the hands of all stakeholders, not a single entity.

Assessing Existing Conditions and Projected Trends

The civic engagement process of visioning brings about value laden input from communities around the MSA. While there are values inherently important to every community, such as health and well-being, the qualities defining these values can and will differ according to the individuals and circumstances in each community. The key is to acquire "objective" data to measure each community's "subjective" input into the process. For example, each community provides input

regarding their values (or "subjective" concerns) on affordable housing and employment centers. The next step is to gather "objective" data on existing conditions and projected trends. The data help to reveal trends regarding the value laden concerns on housing, employments centers and overall quality of life. This will provide the additional information needed to begin subsequent dialogue regarding policy decisions such as capital improvements, affordable housing locations and other infrastructure investments. Examples of tools the Consortium will utilize to assess existing conditions and projected trends include: community mapping and GIS, travel demand modeling, residential mobility, urban land use allocation modeling and existing health indicators for the region.

Role of Rating Factor 2 Data

The data described in Rating Factor 2 will be used to help illustrate existing conditions across the five-county region. This data will be used to compare trends, encourage discussion, and as an educational tool to help establish groundwork in the initial public meetings regarding the scope of the plan, and for stakeholders to begin to think about sustainability from a regional perspective. The Consortium will use the additional data so that community members can better understand important aspects of their region.

Working with key Consortium partners such as the Knox County Health Department, the University of Tennessee, Oak Ridge National Laboratory, East Tennessee Development District and others, new sources of data will be identified. Data will be used at geographic scales that are most meaningful for community understanding and helpful for improvement, such as regional, county and sub-county data. Data will be collected, compiled and calculated the same way each year, lending consistency and comparability to the process of trend analysis and evaluation of existing conditions. The Consortium will work to identify new data sources that provide opportunities for additional research, planning and action toward achieving the Livability Principles. Key to this approach will be identifying data that illustrates

linkages of the interconnectedness of the region's social, economic and environmental systems.

Addressing Barriers to Sustainability

The Knoxville region is still in its infancy when it comes to comprehensive regional planning. The potential for resistance to a sustainable regional plan will be alleviated through a strategy of consistent engagement efforts. Presently, no regional plans for air quality, water infrastructure, water quality, housing, economic development, open space or recreation have been adopted for the Knoxville MSA. Regional plans for transportation have been adopted as part of the work of the MPO, including the Regional Transportation Alternatives Plan for East Tennessee in 2002 and the most recent Knoxville Regional Mobility Plan 2034 adopted in June 2009. However, these plans do not have the capacity to address issues such as location of affordable housing and neighborhood center development.

Most local governments in the Knoxville MSA have adopted a land use and major road plan, with the exception of five municipalities. Of those five municipalities, only two are not covered by a countywide comprehensive or conceptual land use plan. Several communities have begun to identify more progressive planning needs and have adopted related plans, such as Blount County's Green Infrastructure Plan, Oak Ridge's Bicycle and Pedestrian Plan, Farragut's Community Facilities and Services Policy Plan, Farragut's Pedestrian Plan, and the Knoxville/Knox County Park and Greenway Plan. Another more progressive planning endeavor, though not limited to the Knoxville MSA, is the work of the Great Smoky Mountains Regional Greenway Council. This effort exists as an interlocal agreement that seeks to develop a protected system of natural corridors and land and water trails which will link citizens with each other and with the natural and historic resources of the Smoky Mountains Region. In addition, the City of Oak Ridge is applying for a TIGER II planning grant to expand transit options within the City and update their zoning ordinance to be more supportive of active living.

The visioning process proposed for the Knoxville MSA will require extensive social capital building through continual outreach and education as outlined in the RPSD 36-month schedule. The strategy for addressing barriers to sustainability identified during the visioning process will depend on the type of barriers identified. For example, regulatory barriers related to building codes, zoning laws and subdivision regulations will require identification of the most appropriate stakeholders to prompt changes to codes and ordinances. This may include individuals and organizations not presently involved with the consortium. Through the development of a shared vision, social barriers, such as negative perceptions of affordable housing, will be minimized through outreach and education. Capacity building between the private and public sectors during the visioning process will help address economic barriers by providing a platform for exchange of information and ideas and possibly result in leveraging funding for catalytic projects evolving from the RPSD.

Civic engagement and institutional partners, such as East Tennessee Community Design Center (ETDC), the Knoxville Area Urban League (KAUL), the Center for Strong Communities at Maryville College, and East Tennessee Quality Growth (ETQG) will be tasked with anticipating potential barriers that may arise through the visioning process and formulate an appropriate methodology to address these issues, including stakeholder and interest group identification, goal clarification, fact-finding endeavors and trust-building activities. When a barrier evolves that is not anticipated, the Consortium will be continually reminded of the Livability Principles and related goals that evolve out of the visioning process. Consensus building is already beginning in the Knoxville MSA with the formation of the Consortium and related meetings among partners that are taking place as part of the Sustainable Communities Regional Planning Grant program. A regional dialogue on sustainability has begun.

Efforts will continue to align existing plans even after adoption of the RPSD. This will include annual meetings with the Board of Mayors and Community Leadership Team to

discuss the successes and challenges with local plan alignment and development since many counties and municipalities presently lack plans that address water quality and infrastructure, air quality, housing, open space and recreation. ETQG and other organizations will assist in sustaining participation of Consortium partners and in organizing annual meetings. ETQG will also provide updates to their toolkit for quality growth. The Consortium website and newsletters regarding the status of plan implementation will be updated in a timely fashion. These updates will highlight efforts toward local plan alignment with the regional plan, noting the successes, challenges and resources.

Retaining and Enhancing the Fabric of Neighborhoods

Because of the infancy of regional planning in the Knoxville MSA, significant infrastructure investments are not anticipated in the near term. Therefore displacement of residents and small businesses resulting from increasing land costs and property values are not anticipated. However, should a potential barrier related to these concerns arise during the visioning process, the engagement of groups that serve low-income, minority, elderly and economically disadvantaged communities (See Knoxville MSA Sustainable Regional Plan Organization Chart in Appendix 1) will serve to provide insight into how best to align investment to create a geography of opportunity for these communities.

Creating long-lasting partnerships and building capacity in neighborhoods to envision a more healthy community will be a significant achievement of the planning process. Providing a platform of inclusion and bringing a strong voice to the table for our traditionally marginalized communities will help educate decision-makers on the economic benefits related to enhancing the livability of neighborhoods. One example of the need for infrastructure enhancement in the Knoxville region that directly affects livability is poor pedestrian and bicycle connectivity to schools, libraries and employment centers. This heavily impacts our traditionally marginalized

communities of color and low-income neighborhoods. Many other concerns exist in these neighborhoods and the RPSD will benefit these areas tremendously by publicly identifying these issues, giving voice to the neighborhoods and garnering commitment at a regional level to address these concerns.

Achieving Regional Consensus

As previously discussed, one of the barriers the Consortium faces is establishing consensus on the need for a Regional Plan for Sustainable Development (RPSD). However, the Consortium has already established momentum to overcome this barrier and has commitments from many of the local jurisdictions throughout the five-county region. The Consortium will continue to work to maintain these relationships and establish new relationships and commitments from the smaller jurisdictions and organizations during the scenario planning process of the program. The Consortium will be assisted by the Tennessee Department of Economic and Community Development, Local Planning Office, to engage smaller jurisdictions in the region.

The Board of Mayors and Community Leadership Team will also play an important role in developing consensus and creating a sense of ownership over the process and final plan. The Consortium will utilize not only the public outreach effort but will also use these two key boards as a tool to educate and engage many of the independent jurisdictions in the planning effort. The Consortium will utilize community partners and these two bodies to develop consensus and buy-in from all five participating counties in the process. Staff will also develop policy briefs and key snapshot reports that tackle specific issues of importance. The goal will be to create Livability Policy Advocates throughout the region.

An additional key component of solidifying participation among all jurisdictions will be to work through existing organizations such as the Knoxville Regional Transportation Planning Organization (TPO). The TPO has committed to incorporating the Livability Principles and

utilizing the outcomes of the planning effort to inform transportation investment decisions in the next update to the Knoxville Regional Mobility Plan. Utilizing the Regional Mobility Plan as a platform to provide incentives for local jurisdictions will facilitate implementation of the plan's final recommendations in a coordinated fashion. Other incentives and engagement tools will be identified during the planning process with assistance from the Consortium partners to ensure that the Livability Principles and the RPSD recommendations are solidified in plans, programs and policies throughout the region.

Implementing the Regional Vision

The Consortium has identified a few preliminary strategies for implementing the Regional Plan for Sustainable Development. Implementation begins on day one of the visioning process. Establishing trust and legitimacy among all participants is key to success. Therefore, the first step will be to establish buy-in early on in the process of developing a shared vision.

The second step will be to work collaboratively to identify implementation strategies that can be supported by the Consortium and all stakeholders in the region after formal adoption by the Board of Mayors occurs at the end of the 36 months. The implementation strategy will be the document that gives individuals, policymakers, planners and other stakeholders the necessary tools to help guide them in incorporating the regional visions and the livability principles in their day to day work.

The third step will be to ensure that dialogue continues after the process is completed and the plan is formally adopted by the Board of Mayors. A regional agreement signed by elected officials in the participating counties will ensure that key regional issues will continue to be addressed. This compact will require participating elected officials to agree to continue cooperation and consensus building on the regional level in support of the plan. It will obligate them to work together to develop or update strategic regional policy plans, community visions and local government

plans to reflect the shared vision and to promote understanding and support of the shared vision.

The Consortium will work with stakeholders that have expanded their capacity to engage on a regional level through this process to maintain continuity and to ensure a forum for a regional dialogue. ETQG's toolkit for quality growth will be a useful tool for local governments, organizations, individuals and private development interests.

Establishing and tracking metrics to gauge and guide the progress of plan implementation

Implementation of the plan will be challenging and will require dedication and support well beyond the 36 months it will take to develop the regional vision and create a plan. In order to ensure a successfully implemented plan, the Consortium will establish and track metrics early in the process. Metrics will be defined utilizing the following criteria:

- Purpose:** The metric is both meaningful (it provides information valuable for regional members to understand) and useful (it offers a sense of direction for additional research, planning and action toward positive change and a means of assessing progress toward a regional plan implementation).
- Relevance:** The metric measures an aspect of the regional plan that can improve through public decision making and action.
- Importance:** The metric measures an aspect of the regional plan that a diverse group of people in the MSA would agree is important in relation to the priorities, shared vision or goals.
- Responsiveness:** The metric trend line responds relatively quickly and noticeably to real changes.
- Understandability:** The metric measures an aspect of the regional plan that most citizens can easily understand and interpret in relation to their own lives.
- Availability and timeliness:** Data for the metric are readily available at a determined interval and accessible from a credible public or private source.

Stability and reliability: Data for the metric are collected, compiled and calculated in the same way each year.

Scale: The metric is reported at a geographic scale that is most meaningful for the MSA to understand. Some metrics may need to be reported at both regional and single-county levels; others may need sub-county measures added.

Clarity: The metric uses measures that filter out extraneous factors (e.g., constant dollars eliminate the effect of inflation).

Policy-relevant: The metric have relevance for policy decisions for all stakeholders in the regional plan.

Additional metrics will be developed with the assistance of U.S. HUD, U.S. EPA, and U.S. DOT.

Governance & Management

Detail Formal Structure of the Consortium & Consortium Roles

Rating Factor 1 beginning on page one discusses the structure of the consortium and the roles and responsibilities of key Consortium members. Additional information on the structure of the Consortium can be found in Appendix 1: Knoxville MSA RPSD Organizational Chart. An overview of Consortium members experience, potential roles and responsibilities is found in the matrix in Appendix 8: Consortium Experience and RPSD Roles.

Commitment of Each Partner & Strategy for Incorporating Additional Partners

Descriptions of key Consortium partner's commitment to the process are included under Partner's Briefs and Responsibilities beginning on page two and a complete list of Consortium partners is included in Appendix 2. Additional partners will be brought into the Consortium as the effort progresses and new relationships are developed and organizations identified.

Data Management Plan

There are two goals in the data management plan. The first goal is to increase the quality and quantity of local data by identifying data gaps and

developing a data collection strategy. The second goal is to establish a regional data clearinghouse where data will be readily accessible to all agencies. Based on their specialties, one partner agency will be responsible for collecting and managing data and one partner will be responsible for establishing the regional clearinghouse.

The UT Office of Research will assist in the development of the database and organize information that comes in through community involvement, federal, state and local data sources, public surveys, meeting summaries and other pertinent sources. The data collected will be accessible via the web or in other forms by request. In addition to availability, all interested individuals will be able to sign up to receive emails on data updates and additions to the project website throughout the planning process and beyond.

In order to increase data availability throughout the region and for all participants to have the same access through one source, a regional data clearinghouse will be developed as part of the RPSD effort. The goal of the clearinghouse will be to provide one place to obtain updated, consistent data for the region. This clearinghouse is expected to be maintained and housed by MPC or ETDD.

Capacity Building, Knowledge Sharing and Expanding Cross-Cutting Policy Knowledge

The first 24 months of the proposed 36-month planning process will focus on capacity building and knowledge sharing, one of HUD's Policy Priorities. Building the capacity of stakeholders - local agencies, locally elected officials, private businesses, state partners and the general citizenry - is essential to the creation of a successful vision for the region. The Consortium is committed to taking a "bottom-up" and "top-down" approach to building capacity and developing a RPSD. Peer-to-peer networking along with an all encompassing approach will be key, not only to the success of the visioning process and plan development, but also to continuing the regional dialogue after the process has been completed. To build capacity to create a more sustainable future, the Consortium's primary focus will be to engage and educate the region at all levels, from city and county mayors to

school children to those individuals typically not participating in civic processes.

While this plan's development already has the support of many organizations, few have multiple expertises. For example, the TPO's focus is on transportation planning, while the Knox County Health Department focuses on public health issues like vaccinations and disease prevention. By working together, participating in educational activities and receiving integrated training as a consortium, all participants will expand their skills and technical expertise in regard to sustainability.

The Consortium will partner with ETQG for its annual conferences to help further discussions and foster a forum for knowledge sharing and policy discussions. These conferences include workshops, charrettes and national speakers. The Consortium will also work with other participants to share knowledge and open up their existing training and education opportunities to a wider audience. The proposed public engagement strategy will be essential to the expanding knowledge and building capacity of participants.

One of the primary ways the Consortium intends to assist partner organizations to increase their capacity is through specific workshops and training on how to engage and facilitate. The Consortium will partner with the National Charrette Institute to provide management and facilitation training for a wide variety of community organizations involved in the process. The purpose will be to give these organizations the skills and the confidence to actively engage in the process as well as to continue capacity building in the community into the implementation phase.

Recognizing a need for more robust data to inform the development of a vision, efforts will be made through this process to collect meaningful and relevant data that can be monitored, evaluated and used to further the goals of the Consortium. Developing a centralized system for tracking and evaluating data for the region is an essential component of this proposal and will be used to further the implementation strategies. A

clearinghouse of data will expand knowledge and awareness of conditions in our region.

Increase the Skills and Technical Expertise of Partner Organizations

Partnering with existing organizations that have technical expertise in the areas of community outreach and data analysis will be an important component to expanding cross-cutting policy knowledge and increasing the skills and technical expertise of all organizations within the Consortium. That is another of HUD's Policy Priorities. One key partnership has been established with the UT's Office of Research. They will play an integral role in expanding capacity and knowledge sharing. UT, a committed MOU partner, will utilize their multi-disciplinary team of researchers to conduct process evaluation, analyze data, provide technical assistance to the planning group, train staff and key community volunteers, evaluate contextual data, prepare needs and impact statements and provide general technical and planning assistance.

The Knoxville Regional TPO will also play a role in collecting and analyzing outcomes for defined target areas, such as changes in commute time, vehicle miles traveled measurements, greenhouse gas emission analysis and the policy impacts of changes in these measures to existing and future infrastructure investments.

The Knox County Health Department contributes a wealth of knowledge in measuring health outcomes and disparities. They will be a valuable partner in data analysis and collection and meeting facilitations. They will provide an important voice within the process given their experience and understanding on the connections between land use, transportation and health.

Additional partners with experience in collecting data and analyzing outcomes and whose expertise will be useful in expanding the skills and technical expertise of partner organizations include the Knoxville-Knox County Metropolitan Planning Commission, the East Tennessee Development District, Oak Ridge National Laboratory Center for Transportation Analysis, Knox Housing Partnership, and area chambers of commerce.

Anticipated outputs from the process include, but are not limited to, the following:

- Quarterly peer exchanges with speakers and structured dialogue
- Quarterly regional briefings on topics of regional significance
- Regularly postings to blogs and the website on pertinent issues, including the latest research on topics of significance to the Livability Factors
- Training and workshops for regional stakeholders
- A fact sheet or monthly newsletter (electronic and hard copy) to provide project updates

Ultimately, by forming the Consortium and implementing the Livability Principles, the RPSD can leverage critical regional economic assets to advance sustainability. Regional cooperation and increased education will allow resources to be used more efficiently. For example, a locally-funded project could instead use those funds as a match for an appropriate Federal or state funding program. As EPA Administrator Lisa Jackson described, “investments of financial and human resources by any one of our agencies will meet shared goals and confront significant challenges we all face together.”

See Appendix 7 for the RPSD 36-month Work Program. Additional details are expected to be flushed out during the definition phase of the process.

Rating Factor 4: Leveraging Resources

The partnerships currently identified in this effort have committed to provide in-kind services totaling almost \$2.5 million dollars. This match is approximately 57 percent of the federal share of the federal budget far exceeding the 20 percent match requirement. Of the \$2.5 million dollars of leveraged resources approximately 15 percent is funding from the U.S. Department of Transportation, Federal Highway Administration through the Knoxville Regional TPO. The TPO will provide professional staff time to this effort to ensure there is close coordination and compatibility with the Long Range Mobility Plan for the non-attainment area.

The numerous other Consortium partners will provide professional staff time for all facets of the planning process including civic outreach, institutional engagement, data gathering, assisting in developing and evaluating planning scenarios, assisting in developing plan content and reviewing plan documents.

The UT- Knoxville School of Architecture and Design has offered approximately \$1 million of in-kind services to provide faculty, staff

and students to help facilitate data gathering and analysis, public participation and scenario planning. Over the course of three years a graduate school class, a total of six semesters, will be committed to this planning effort.

The organizations leveraging commitment are listed in Appendix 2. Three letters of commitment from Consortium partners are included in this Appendix. The remaining letters will be on file and available by request for review by HUD.

Rating Factor 5: Achieving Results & Program Evaluation

For a region that has never formulated a shared vision for the future, one of the most profound measures or benchmarks for this proposal will be the establishment of a committed coalition of leaders that will follow the plan through implementation and continue the regional dialogue. To begin addressing the Livability Principles will be a huge step forward for the Knoxville region.

Additional regional planning factors that the Consortium seeks to address through this process include:

- Developing sustainable cities
- Creating healthy communities
- Protecting regional resources
- Reclaiming clean air and clean water
- Assuring socio-economic equity

The UT Office of Research will use data collected by staff to assess the success of the planning process. In addition, program staff and evaluators will define a set of measures and data collection strategies to ensure that all aspects of the program are considered and a comprehensive evaluation is conducted. Acting as independent evaluators, UT will collaborate with project staff to design and implement the evaluation plan and data collection instruments, collect and analyze data, report findings, and make recommendations to project staff and key stakeholders. Results from an on-line survey and focus groups will be analyzed and presented to the group to provide input from communities and to enhance the planning process. Additionally, as the evaluation staff is located within the project service area, they will be available to provide assistance with project planning and data interpretation.

The process evaluation will focus on implementation issues and will include periodic interviews with program staff to elicit information, review of relevant documents and materials, an annual survey of key stakeholders, and focus groups with community partners. Attention will also be given to assure that the program maintains fidelity to its planning model. Some attention will be given to the individual, programmatic, and contextual factors that may have impacted the program's success.

The following questions will be used to guide the evaluation:

- To what extent did the project follow the planning model and other strategies outlined in the proposal?
- What adjustments were made during the planning process, and what led to these adjustments?
- What effect did these adjustments have on the planning process and on the program's evaluation?
- To what extent did the program meet its stated goals and objectives?

Please refer to Rating Factor Form # 5: *Achieving Results & Program Evaluation* for additional identification of issues and the strategies the Consortium will utilize to achieve results and evaluate the program over the 36-month timeframe.

Knoxville RPSD Budget Narrative

The city of Knoxville and its partners are requesting \$4,327,446 for the development of a comprehensive Regional Plan for Sustainable Development for the Knoxville MSA. The Knoxville Consortium will match the federal funds in the amount of \$2,485,853. This represents a local match of leveraged resources of 57 percent. Attached are budget tables that summarize the financial partners and budget allocation plan for this planning effort.

Although the process is fully integrated, the budget can be categorized in to five primary areas. These areas are: Program and Contract Management, Capacity Building/Community Engagement, Data Collection and Analysis, Scenario Planning/Visioning and Plan Development and Process Evaluation. Each of these is discussed below.

Program and Contract Management

Managing a process for a five county area and engaging several community groups, contractors and non-profit organizations will require significant skill and capacity on behalf of the city of Knoxville and its lead planning team of the Knoxville-Knox County Metropolitan Planning Commission/Knoxville Regional Transportation Planning Organization. Preparing a detailed consortium agreement that establishes each members specific activities and schedule for completion will be the first order of business. Development of contracts and contract administration with contractors and subcontractors is part of this work task.

Preparing a request for proposals (RFP) for consultant(s) services, consultant selection and management of the consultants is a major work effort in this category. A nationwide search will be conducted to produce the best set of consultants for this project. Early in the process we are committed to holding a meeting with local and minority based consultants to encourage their participation and offer assistance in the RFP process.

With over 100 public meetings planned and monthly administrative meetings required, it will

be necessary to prepare a detailed coordination plan for completing this process on time. This will include a project schedule, by task with corresponding deliverables, responsibilities and time frames.

Capacity Building/Community Engagement

The majority of these funds will be dedicated to capacity building of community organizations who will lead the grassroots effort of community engagement. This investment will substantially increase and maintain the level of participation in the 36 month planning process and will also build a strong foundation for active involvement in implementation of the plan.

With assistance from the National Charrette Institute and other partners, the capacity of community and institutional organizations will be enhanced. Tools and processes will be developed and delivered to the leadership/membership of these organizations. The grant will then provide financial and professional support to these organizations to take the leadership role in engaging the communities they represent during this three year planning process.

The planning area is as diverse socially/economically as it is large geographically. Covering an area of over 1900 square miles from rural Appalachia to the urban core of Knoxville offers significant challenges to engaging the population. Informing and engaging this broad area will require a variety of tools and financial resources to keep the communities involved for 36 months. Early on, working with community partners, processes will be identified to engage specific geographic areas and populations. The community partners will be trained to then actively involve their clients. We expect several hundred meetings to be held by our community partners throughout this 36 month effort.

Stepping back from community level, we expect to hold a minimum of three regional symposiums

and at least 25 sub-regional workshops/visioning/scenario planning events. This will ensure that community issues and opportunities are shared among the larger geographic area. The Community Leadership Team will meet approximately 24 to 36 times to allow for an exchange of information and ideas across a wide spectrum of the population. To stay connected politically it is proposed to have approximately 12 meetings with the Board of Mayors throughout this process.

Data Collection and Analysis

The capacity that exists in local governments across the MSA to collect or maintain critical data is very diverse from county to county. The state of Tennessee has basic data available on health indicators but identifying specific data such as contaminated drinking wells and/or sub-standard housing is extremely difficult to collect. After fully evaluating the existing data that we have, the Community Leadership Team (CLT) will be called upon to identify the need for additional data collection and analysis. The CLT, working with the planning team and the University of Tennessee, will identify data needs that are linked to the goals of this 36 month process and note specific data that can be used as benchmarks for the next 30-40 years. This critical data will be incorporated into the State of the Regions Report Card to be maintained annually. Research reports and data sharing methods will be included in this effort.

Scenario Planning/Visioning and Plan Development

A series of visioning events for East Tennessee will take place in large venues and at the neighborhood level throughout the planning process. These visioning exercises will provide critical information as the Community Leadership Team and consultants begin the scenario planning process. Because of the vastness of the area, scenario planning will be conducted at the sub-MSA level as well as for the entire MSA area. This will give participants a better sense of ownership as they will have the opportunity to provide input and plan for an area that is most familiar to them. The scenario planning effort will

be completed by the end of year 2. There will be significant community engagement in developing and evaluating the scenarios. A draft plan will be developed during this process. The final scenario and draft plan will be presented at the last Symposium scheduled about 30 months in the process. Plan adoption will occur during the last 4 months of the process.

Program Evaluation

University of Tennessee evaluators will use data collected by program staff to assess the success of the planning process. In addition, program staff and evaluators will define a set of measures and data collection strategies to assure that all aspects of the program are considered and a comprehensive evaluation is conducted. The evaluation component will be conducted, under subcontract, by faculty, evaluators and statisticians from the University of Tennessee. Acting as independent evaluators, UT will collaborate with project staff to design and implement the evaluation plan and data collection instruments, collect and analyze data, report findings, and make recommendations to project staff and key stakeholders. Results from an on-line survey and focus groups will be analyzed and presented to the group to provide input from communities and to enhance the planning process. Additionally, as the evaluation staff is located within the project service area, they will be available to provide assistance with project planning and data interpretation.

The process evaluation will focus on implementation issues and will include periodic interviews with program staff to elicit information, reviews of relevant documents and materials, an annual survey of key stakeholders, and focus groups with community partners. Attention will also be given to assure that the program maintains fidelity to its planning model. Some attention will be given to the individual, programmatic, and contextual factors that may have impacted the program's success.

Evaluators will utilize a multi-method approach, collecting both quantitative and qualitative information through surveys, interviews, focus groups, and analysis of secondary data.

The evaluators will work closely with the project team to assure that program staff and administrators can utilize findings to improve the planning process. The evaluators will also be mindful of data collection and reporting requirements, and produce formal progress reports on evaluation activities and findings as required by the sponsoring agency. The evaluation team will work cooperatively with the project team to interpret findings and make recommendations about project improvements.

City of Knoxville Budget Narrative

The City of Knoxville Community Development Department is the lead applicant for the SCRPG funds and will be responsible for developing subrecipient agreements, monitoring progress on project goals and processing invoices for payment. It is estimated that a Project Specialist level employee will spend approximately 50 percent of their time on various activities associated with the implementation of the planning process. The Community Development Administrator, Housing Manager and Community and Economic Development Manager will provide 25 percent of their time on the planning effort attending meetings, coordinating activities and providing technical assistance as needed.

The Administrative Technician for the Community Department will provide 10 percent of their time processing payments and tracking budgets for the various subrecipients for this project. Additionally, an Administrative Assistant will provide 5 percent of their time in administrative support activities.

Staff time provided by the Community Development Director and the Neighborhoods Coordinator will be donated to the project and is shown as an in-kind match.

Knoxville-Knox County Metropolitan Planning Commission (MPC) Budget Narrative

The MPC which houses the Knoxville Regional Transportation Planning Organization (TPO) will be the lead planning agency and will oversee the entire planning process, engage the partners of the

consortium and manage the primary consultants. MPC will be responsible for delivering the final product, A Regional Plan for Sustainable Development for the Knoxville MSA.

The MPC will retain a planning, design and public involvement consultant(s). The primary consultant will have demonstrated experience in scenario planning over the past three years and have proven skills in successful public engagement processes for a large geographic area. The 5 county MSA area, encompassing 1900 square miles, will require extensive and creative outreach in order to reach the diversity of the population living in this area. Building capacity of organizations to effectively engage their constituents in this planning process will be a key component of the consultants' responsibility. The consultants will be engaged in all phases of the development of the Regional Plan for Sustainable Development for the Knoxville MSA. The consultant will lead the effort to define a vision and conduct scenario planning for this process. Finally the consultant will prepare the draft and final Regional Plan for Sustainable Development for the Knoxville MSA.

MPC will also provide a comprehensive team of professionals who will oversee the development of the plan and provide local data, insight and experience. Staff to the effort from MPC and TPO will be as follows:

Mark Donaldson, MPC Executive Director, will be the Project Director, Jeff Welch, TPO Director, will be the Program Manager for this project. Mark Donaldson and *Jeff Welch, AICP, will not charge time to this effort.

Other staff to this work plan will be:

Data Research and GIS Management

Dr. Terry Gilhula, Senior Research Analyst,
Tim Kuhn, GIS Manager
Bryan Berry, Research Associate
Alex Zendel, GIS Analyst

Comprehensive Planning

Mike Carberry, AICP, Director of Comprehensive Planning

Liz Albertson, Community Planner

Transportation Planning

- *Amy Brooks, Transportation Planner
- *Mike Conger, PE, Senior Transportation Engineer/Modeler
- *Katie Habgood, Transportation Planner
- *Ellen Zavisca, Transportation Planner

Development Codes

- Mike Brusseau, AICP, Senior Planner
- Buz Johnson, AICP, Deputy Director

Graphics and Web Support

- Sarah Powell, Webmaster/Senior Graphic Designer

Those members listed above with an * by their name will be funded through Federal Highway Administration planning funds provided to the TPO. Their time for this planning effort will serve as part of the in-kind match. The TPO will be undertaking an update to the air quality non-attainment areas Long Range Mobility Plan during this time period. Therefore a tremendous amount of collaborative work will occur that will benefit both planning efforts.

Proposed MPC share of Budget

MPC Staff: \$706,108 HUD funded

Consultants: \$2,092,000 HUD funded

TPO Staff: \$470,000 in-kind match

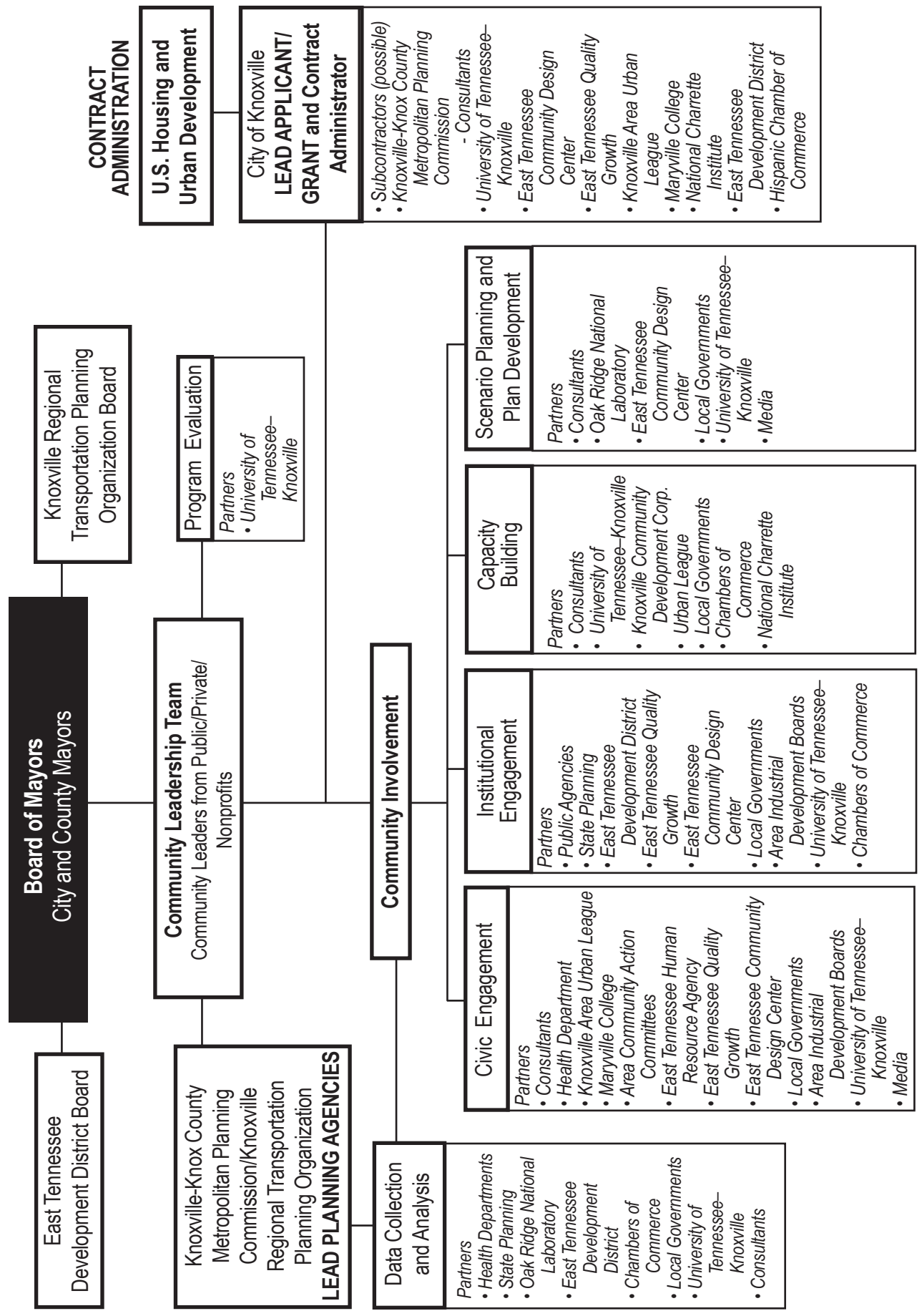
**Knoxville MSA Regional Plan for Sustainable Development
Budget Tables**

Three Year Budget Program			
Organization	Federal Funds	In-Kind Match Funds	Total
City of Knoxville	\$ 307,000	\$ 100,000	\$ 407,000
Consultants	\$ 2,012,000		\$ 2,012,000
Knoxville-Knox County MPC	\$ 706,108	\$ 470,000	\$ 1,176,108
University of Tennessee - Research	\$ 407,338	\$ 97,656	\$ 504,994
Potential Partners to Possibly Receive Funds ¹	\$ 895,000		\$ 895,000
Knox County		\$ 310,000	\$ 310,000
City of Oak Ridge		\$ 35,000	\$ 35,000
City of Alcoa		\$ 18,000	\$ 18,000
Blount County		\$ 68,325	\$ 68,325
Knoxville Community Development Corporation		\$ 244,000	\$ 244,000
Loudon County Development Board		\$ 20,000	\$ 20,000
East Tennessee Community Design Center		\$ 97,872	\$ 97,872
University of Tennessee School of Architecture		\$ 1,000,000	\$ 1,000,000
East Tennessee Development District		\$ 25,000	\$ 25,000
Total	\$ 4,327,446	\$ 2,485,853	\$ 6,813,299

¹ - Potential Partners include: East Tennessee Community Design Center, Knoxville Area Urban League, East Tennessee Quality Growth, East Tennessee Development District, Hispanic Chamber of Commerce, Maryville College, National Charette Institute, University of Tennessee - College of Architecture, and other community groups to be identified later.

Funds by Program Area			
Program Area	HUD Funds	In-Kind Match Funds	Total
Program and Contract Management	\$ 507,246	\$ 220,853	\$ 728,099
Capacity Building/Community Engagement	\$ 1,550,000	\$ 980,000	\$ 2,530,000
Data Collection and Analysis Analysis	\$ 350,000	\$ 160,000	\$ 510,000
Scenario Planning/Visioning and Plan Development	\$ 1,570,200	\$ 1,060,000	\$ 2,630,200
Program Evaluation	\$ 350,000	\$ 65,000	\$ 415,000
Total	\$ 4,327,446	\$ 2,485,853	\$ 6,813,299

APPENDIX 1: KNOXVILLE MSA RPSD ORGANIZATION CHART



APPENDIX 2: COMMITTED PARTNERS

Leveraged Support	Name	Contact	Amount
East Tennessee Community Design Center	David M. Watson, Executive Director	865-525-9945	\$97,872
East Tennessee Development District	Terry Bobrowski, Executive Director	865-273-6003	\$25,000
Loudon County Economic Development Agency	Patrick Phillips, President	865-458-8889	\$20,000
Knoxville Community Development Corporation	Alvin Nance, Executive Director/CEO	865-403-1100	\$244,000
City of Oak Ridge	Thomas L. Beehan, Mayor	865-425-3587	\$35,000
City of Alcoa	Donald R. Mull, Mayor	865-380-4795	\$18,000
Blount County	Jerry Cunningham, County Mayor	865-273-5700	\$68,325
City of Knoxville	Madeline Rogero, Director of Community Development	865-215-2865	\$100,000
Knoxville-Knox County Metropolitan Planning Commission	Mark Donaldson, Executive Director	865-215-2500	\$470,000
Knox County	Mike Ragsdale, County Mayor	865-215-4741	\$310,000
University of Tennessee Office of Research	Gerald L. Palau, Chair	865-974-3466	\$97,656
University of Tennessee College of Architecture & Design	John McRae, Dean of the School of Architecture	865-974-5267	\$1,000,000
Total amount leveraged			\$2,485,853
MOU	Name	Contact	Date
University of Tennessee	Dr. Gregory D. Reed, Assoc. Vice-Chancellor for Research	865-974-3466	8/17/10
Knoxville Community Development Corporation	Alvin Nance, President and CEO	865-403-1106	8/17/10
Knoxville Leadership Foundation Neighborhood Housing	Chris Martin, President	865-524-2774	8/17/10
Knoxville Area Urban League	Phyllis Nichols, President and CEO	865-524-5511	8/18/10
Legacy Park Foundation	Carol Evans, Director	865-215-6612	8/18/10
Knox County Community Action Committee	Barbara Kelly, Executive Director	865-546-3500	8/19/10
Center for Transportation Analysis, ORNL	Diane Davidson, Director	865-946-1475	8/17/10
Knoxville Regional Transportation Planning Organization	Jeff Welch, Director	865-215-2500	8/17/10
The Development Corporation of Knox County	Roger Osborne, Chair	865-546-5887	8/18/10
Oak Ridge Energy Corridor Coalition	Gary Gilmartin, Executive Director	865-241-8078	8/20/10
Knox County Office of the Mayor	Mike Ragsdale, Mayor	865-215-2005	8/19/10
East Tennessee Development District	Terry Bobrowski, Executive Director	865-273-6003	8/17/10
City of Oak Ridge	Tom Beehan, Mayor	865-425-3408	8/18/10
East Tennessee Community Design Center	David Watson, Executive Director	865-525-9945	8/18/10
Knox Housing Partnership, Inc.	Jackie Mayo, Executive Director	865-637-1679	8/17/10
Knoxville-Knox County Metropolitan Planning Commission	Mark Donaldson, Executive Director	865-215-2500	8/18/10
Maryville College Center for Strong Communities	Dr. Billy Newton, Director	865-273-8894	8/19/10
Letter of Support	Name	Contact	Date
2nd Congressional District Tennessee	Congressman John J. Duncan Jr.	865-523-3772	8/4/10
U.S. Green Building Council - East Tennessee Chapter	Gerald L. Palau, Chair	865-574-6747	8/19/10
Tennessee Housing Development Agency	Ted Fellman, Executive Director	615-532-2894	8/16/10
Tennessee Department of Economic and Community Development	Matthar Kisber, Commissioner	615-741-2373	8/16/10
Tennessee Department of Transportation	Gerald F. Nicely, Commissioner	615-741-2848	8/16/10
Tennessee Department of Tourism	Susan Whitaker, Commissioner	615-741-9001	8/16/10
Tennessee Department of Agriculture	Terry Oliver, Commissioner	615-837-5100	8/19/10
Tennessee Department of Health	Veronica Gunn, Chief Medical Officer	615-741-3111	8/16/10
Tennessee Department of Environment and Conservation	Paul Sloan, Deputy Commissioner	615-891-8332	8/16/10
Blount County	Mayor Jerry Cunningham	865-273-5700	8/16/10
Union County	Mayor Larry Lay	865-992-1937	8/3/10
Loudon County	Mayor Doyle Arp	865-458-4664	8/11/10
Lenoir City	Mayor Matt Brookshire	865-986-2715	8/6/10
City of Alcoa	Mayor Donald Mull	865-380-4795	8/12/10
City of Maryville	Mayor Thomas Taylor	865-273-3401	8/9/10
Town of Farragut	Mayor Ralph McGill	865-966-7057	8/12/10
Blount Community Action Agency	Nancy Sentell, Executive Director	865-983-8411	8/12/10
Knoxville-Knox County Food Policy Council	Stephanie Welch, Chairperson	865-215-5297	8/6/10
Knoxville Chamber	Michael Edwards, President & CEO	865-637-4550	8/2/10
Union County Chamber of Commerce	Julie Graham, President & CEO	865-992-2811	8/3/10
East Tennessee Quality Growth	Don Carson, President	865-579-5172	8/17/10
Smoky Mountain Regional Greenway Council	Ellen Zavisca, Chairperson	865- 215-3818	8/17/10
Oak Ridge National Laboratory Center for Transportation Analysis	Diane Davidson, Director	865-946-1475	8/17/10
Blount County Chamber of Commerce	Kathy DeLozier, Exec. Vice President	865-983-2241	8/16/10
Industrial Development Board Blount Partnership	Bryan Daniels, President & CEO	865-983-7715	8/16/10
KAT/ Knoxville Area Transit	Cindy McGinnis, General Manager	865-215-7800	8/18/10
KUB/Knoxville Utilities Board	Mintha Roach, President & CEO	865-524-2911	8/19/10
Arts & Culture Alliance	Liza Zenni, Executive Director	865-523-7543	8/19/10
US Department of Interior, National Park Service, GSMNP	Kevin M. FitzGerald, Deputy Secretary	865-436-1239	8/16/10
Tennessee Society of Professional Engineers	Bryon Fortner, President	865-242-2486	8/18/10

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800 MARKET STREET, SUITE 110 200 E. BROADWAY AVE, SUITE 414
KNOXVILLE, TN 37902 MARYVILLE, TN 37804-5782
PHONE: (865) 523-3772 PHONE: (865) 984-5464
FAX: (865) 544-0728 FAX: (865) 984-0521

6 EAST MADISON AVENUE COURTHOUSE
ATHENS, TN 37303-4297
PHONE: (423) 745-4671
FAX: (423) 745-6025

Congress of the United States
House of Representatives
Washington, DC 20515-4202

August 4, 2010

COMMITTEES:
TRANSPORTATION AND INFRASTRUCTURE
SUBCOMMITTEES:
HIGHWAYS AND TRANSIT—RANKING MEMBER
WATER RESOURCES AND ENVIRONMENT
AVIATION
NATURAL RESOURCES
SUBCOMMITTEE:
NATIONAL PARKS, FORESTS AND PUBLIC LANDS
OVERSIGHT AND GOVERNMENT REFORM
SUBCOMMITTEES:
NATIONAL SECURITY AND FOREIGN AFFAIRS
GOVERNMENT MANAGEMENT, ORGANIZATION
AND PROCUREMENT

The Honorable Shaun Donovan
Secretary
U.S. Department of Housing and Urban Development
451 Seventh Street, SW
Washington, D.C. 20410

Dear Secretary Donovan:

I am pleased to contact you on behalf of the City of Knoxville's Sustainable Communities Grant application.

If awarded, Knoxville and the surrounding Metropolitan Statistical Area (MSA) would be well positioned to leverage private and other public resources to develop a comprehensive regional planning policy that would have the effect of greatly increasing the sustainability of East Tennessee.

Located within a day's drive of one-third of the U.S. population, Knoxville, Tennessee is the state's third-largest city. Knoxville is within 40 miles of three major interstates—including main North-South and East-West thoroughfares. As such, coordinating the region's growth with transportation infrastructure needs will be vital to planning efforts undertaken by Knoxville and its neighboring municipalities.

Some of the area's best attributes also represent some of its most serious challenges. One reason why Knoxville was recently ranked eighth in Forbes Magazine's Top Ten Best Places to Raise a Family is the close proximity of the Great Smoky Mountains National Park.

According to the National Park Service, the Great Smoky Mountains National Park is the most visited unit in the United States. Its popularity is definitely due in part to its proximity to large population centers and its accessibility to so many interstates.

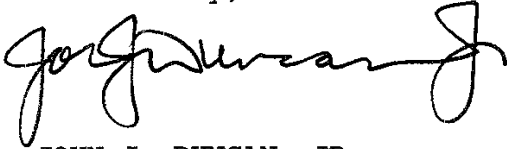
The amount of traffic that brings the nine million or so visitors to the Park places substantial burden on not only the area's beauty, but also the roads, bridges, highways, our local communities also depend on.

It is my hope that your office will very carefully consider Knoxville's grant application.

I am confident that the City of Knoxville and the other members of their consortium will prove to be worthy recipients of HUD's investment.

With kindest regards, I am

Yours truly,

A handwritten signature in black ink, appearing to read "John J. Duncan, Jr.", written in a cursive style.

JOHN J. DUNCAN, JR.
Member of Congress

JJD:jg



IN REPLY REFER TO:

United States Department of the Interior

NATIONAL PARK SERVICE
Great Smoky Mountains National Park
107 Park Headquarters Road
Gatlinburg, Tennessee 37738



A3815

August 16, 2010

Ms. Madeline Rogero, Director
Community Development Department
City of Knoxville
400 Main St., Suite 532
Knoxville, TN 37902

Dear Ms. Rogero:

I am writing in support of the Sustainable Communities Regional Planning grant request which is being submitted to expand development planning within the Knoxville MSA.

Great Smoky Mountains National Park was created to preserve and protect the incomparable natural biodiversity and cultural resources of the Smoky Mountains for the enjoyment of future generations. As managers, two of the most serious threats that we face in accomplishing that dual mission are air pollution and un-planned growth in our surrounding communities.

Any emissions reductions that can be made within the Knoxville MSA through alternative transportation, or through future development whose residents can reduce the miles they must drive, will have a positive influence on the future protection of the Park's resources and the health of its employees and visitors.

The future development of our gateway communities in a sustainable manner can positively impact both the experience of visitors even before they reach the Park and the visual quality of Park views. We strongly support any planning tools that will help these communities plan for quality, sustainable development.

We fully support your planning efforts and hope that you are successful in obtaining this very worth-while grant.

Sincerely,

Kevin M. FitzGerald
Deputy Superintendent

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IN AMERICA 



PO Box 2506
Knoxville, Tennessee 37901
Phone: 865-523-7543
Fax: 865-523-7312

August 19, 2010

To Whom It May Concern:

The Arts & Culture Alliance represents an active industry of nearly 100 arts and culture organizations and hundreds of individual artists who live and work in the Anderson, Blount, Knox, Loudon, and Union counties of East Tennessee.

I am writing on behalf of that industry to express our commitment to participate in and support the development of the Regional Plan for Sustainable Development as described in the attached request for support.

We feel the arts industry will be especially helpful in the three focus areas of civic engagement, institutional engagement and capacity building. Specifically, we are interested in the identification of Live/Work spaces, communication facilitation, improving each neighborhood's sense of place, and engaging those citizens whose voices often remain unheard in traditional civic planning processes.

The Arts & Culture Alliance has enjoyed a close and productive partnership with the City of Knoxville for more than 35 years. In the past eight years, that partnership has been especially fruitful in the development of a healthy, vibrant urban core triggering economic development and improving the quality of life in our region. The arts industry has long been an active advocate and supporter of community centers and has extensive experience in fostering neighborhood engagement. Unexpectedly, within the industry, concern about the availability and use of public transportation and the preservation of our region's vanishing landscapes is keen and growing.

We look forward to applying the abundant creativity of our field to all of these tasks.

Sincerely yours,

Liza Zenni
Executive Director
www.knoxalliance.com



1956-2006

Celebrating Fifty Years of Public Service



August, 18, 2010

Madeline Rogero, Director
Department of Community Development
City of Knoxville
400 Main Street
Knoxville, TN 37901

Dear Ms. Rogero:

The Knoxville-Knox County Metropolitan Planning Commission (MPC)/Knoxville Regional Transportation Planning Organization (TPO) are pleased to be a partner with the City of Knoxville and many other agencies in the preparation of a Regional Plan for Sustainable Development for the Knoxville MSA. We are excited about the opportunity to lead this comprehensive multi-county planning effort to address a wide range of regional issues.

The MPC staffs the TPO, which is the designated metropolitan planning organization for the Knoxville area. We are committed to provide \$470,000 of in-kind professional services over a 36-month period to support the preparation of the Regional Plan for Sustainable Development. Our services will include public involvement, data collection and analysis, assisting in comprehensive and scenario planning, transportation and air quality planning and plan development and review.

We look forward to partnering with the City of Knoxville on a great opportunity to develop the first regional plan for the Knoxville MSA.

Sincerely,

Mark Donaldson
Executive Director

Suite 403 • City County Building
400 Main Street
Knoxville Tennessee 37902
865 • 215 • 2500
FAX • 215 • 2068
www.knoxmpc.org



OFFICE OF COUNTY MAYOR MIKE RAGSDALE

400 Main Street, Suite 615, Knoxville, TN 37902

Madeline Rogero, Director
Department of Community Development
City of Knoxville
400 Main Street
Knoxville, TN 37901

Dear Ms Rogero:

Knox County Government is excited about being a partner with the City of Knoxville and many other agencies in the preparation of a Regional Plan for Sustainable Development for the Knoxville MSA. We are offering a level of commitment of in-kind services of staff, facilities and resources with a value of \$310,000 over a 36 month period

Our commitment is as follows:

- Knox County Neighborhoods & Community Development
 - Staff time: \$45,000
 - CDBG Public Service Fair Housing: \$30,000
- Knox County Health Department
 - Staff time: \$205,000
- Knox County Parks & Recreation
 - Staff time: \$15,000
- Knox County Engineering & Public Works
 - Staff time: \$15,000

We hope that the City of Knoxville is successful in obtaining funding from HUD to develop regional sustainability plan

Sincerely,

Mike Ragsdale
Knox County Mayor

Madeline Rogero, Director
Department of Community Development
City of Knoxville
400 Main Street
Knoxville, TN 37901

Dear Ms Rogero:

The University of Tennessee College of Architecture and Design is excited about being a potential partner with the City of Knoxville and many other agencies in the preparation of a Regional Plan for Sustainable Development for the Knoxville MSA. We are offering a level of commitment of in-kind services of faculty, students and space with a value of \$1,000,000 over a 36 month period.

We propose to offer one graduate studio course in architecture and landscape architecture in the fall and spring semesters over the span of the grant (6 studios). In the first year, the faculty and students of the studio would help with inventory, analysis and public outreach. In year two we would continue to assist in public outreach, analysis and begin assistance in scenario planning. In year three we would continue scenario planning assistance and examine the implications of the plan.

We hope that the City of Knoxville is successful in obtaining funding from HUD to develop regional sustainability plan.

Sincerely,

John McRae
Dean, School of Architecture

Ken McCown
Chair, Landscape Architecture Program

Scott Wall
Chair, Landscape Architecture Program

APPENDIX 3: KEY PERSONNEL BIOS

Madeline Rogero is director of Community Development for the City of Knoxville and leads a department with 25 staff that focuses on community development issues such as affordable housing, neighborhood and commercial revitalization, blighted property mitigation, business support, workforce training, economic development, fair housing, homeless services, and ADA/disability services. She has a Master's degree in Urban and Regional Planning from The University of Tennessee – Knoxville and a B.A. in Political Science from Furman University in Greenville, South Carolina. Madeline was elected to Knox County Commission and served from 1990-1998. She served as executive director of Knoxville's Promise – The Alliance for Youth, Dolly Parton's Dollywood Foundation, and The University of Tennessee Community Partnership Center; and was an economic development planner with the Tennessee Valley Authority.

Eugene C. Fitzhugh, PhD, is the Associate Professor, Dept. of Kinesiology, Recreation, and Sport Studies. And affiliated with both the Center for Physical Activity and Health and the Center for Obesity Research, is a physical activity epidemiologist with a research focus on how the built environment relates to physical activity. His work involves detailed auditing of roads, sidewalks, and park infrastructures in terms of bikeability and walkability. In addition, he has expertise in measuring physical activity in community and school settings through telephone and direct observation.

David Bassett, PhD, is Professor, Dept. of Kinesiology, Recreation, and Sport Studies. – Dr. Bassett is director of the Applied Physiology Laboratory and co-director of the Obesity Research Center at the University of Tennessee, Knoxville. Dr. Bassett studies the relationship between active transportation (walking, bicycling, and public transit) and health. In 2010, he helped plan a workshop on "Building Health Communities", which was co-sponsored by the UT Howard Baker Center for Public Policy, the Center for Public Health, and the Obesity Research Center.

David Watson is the Executive Director of the East Tennessee Design Center and graduate of the National Institute of Crime Prevention CPTED course and Certified Charrette Planner by the National Charrette Institute. He has served as Executive Director for over 15 years managing community development, planning, public involvement on projects in low to moderate-income and minority communities.

Matthew N. Murray, PhD, is the Ball Corporation Professor of Business at the University of Tennessee, Knoxville and Associate Director of the Center for Business and Economic Research. He also serves as chair of the Economic Development Board of Blount County and President of the Blount Education Initiative. Dr. Murray received his B.A. from the University of Northern Iowa and his M.A. and Ph.D. from the Maxwell School of Citizenship at Syracuse University. His research generally explores the intersection between public policy and the private sector. In CBER, Dr. Murray's research has focused on economic development incentives, economic impact analysis, transportation policy, analysis of education and welfare reform, along with a host of other topics. He also maintains the Tennessee Econometric Model which provides a short-term and long-term forecast for the state economy.

Billy Newton, PhD, is an organizer and director of the Center for Strong Communities at Maryville College since 2006. He attended Rhodes College in Memphis, holds a doctoral degree from Columbia Theological Seminary (1986), and is an ordained minister in the Presbyterian Church (USA). He completed the leadership certificate program with the University of Memphis Center for the Study of Higher Education and a sabbatical study of programs of that integrate social justice work with spiritual discernment. His professional and personal interests include college-community partnerships for civic engagement, the role of churches in social justice and community change, and servant leadership models that connect faith, service and learning.

Stephanie Welch is the Director of Community Development and Planning. Stephanie is recognized as a public health leader both locally and nationally in the areas of community engagement, strategic planning, grant writing and management, and active living and food policy initiatives. She is also the Project Director of a Knox County Robert Wood Johnson Foundation, Healthy Kids, Healthy Communities Grant.

Diane Davidson is the Director of the Center for Transportation Analysis at Oak Ridge National Laboratory. Diane has 30 years of experience in executive leadership, transportation management, planning and operations. Diane has held senior management roles at regional and state organizations and has worked extensively with federal funding partners over the years. She served the state of Tennessee as Director of Rail, Transit and Waterways from 2004-2007. She founded and directed a regional non-profit organization, the Transportation Management Association Group, a public-private partnership.

Terry Gilhula, PhD, is Assistant Research Manager for the Metropolitan Planning Commission (MPC). He joined the staff as a Planner after graduating from the University of Tennessee with a Master's degree in geography. His doctoral program in geography focused on econometric modeling, location analysis, and urban planning. Dr. Gilhula specializes in conducting socioeconomic research: demographic analyses of metropolitan area populations, examination of commuter travel trends, assessment of residential development impacts, and evaluation of real estate market conditions.

Mike Conger, P.E. is a Senior Transportation Engineer with the Knoxville Regional Transportation Planning Organization (TPO). He has led development and maintenance of both a travel demand forecasting model and a land use allocation model that encompasses a 9-county Knoxville Region. He is also responsible for completing all required air quality analyses to ensure conformity for transportation plans and eligibility for federal funding. He has Bachelor's and Master's degrees in Civil Engineering with an emphasis in transportation from the University of Tennessee.






Amy Brooks is a transportation planner with the Knoxville Regional TPO. Amy's focus at the TPO is on land use and transportation coordination. Projects include parking and traffic circulation programs, corridor studies, TOD policy development, and she is the project manager for a regional transit corridor study. She holds a master's degree in Urban and Regional Planning from the University of Michigan with a concentration in Transportation Planning.

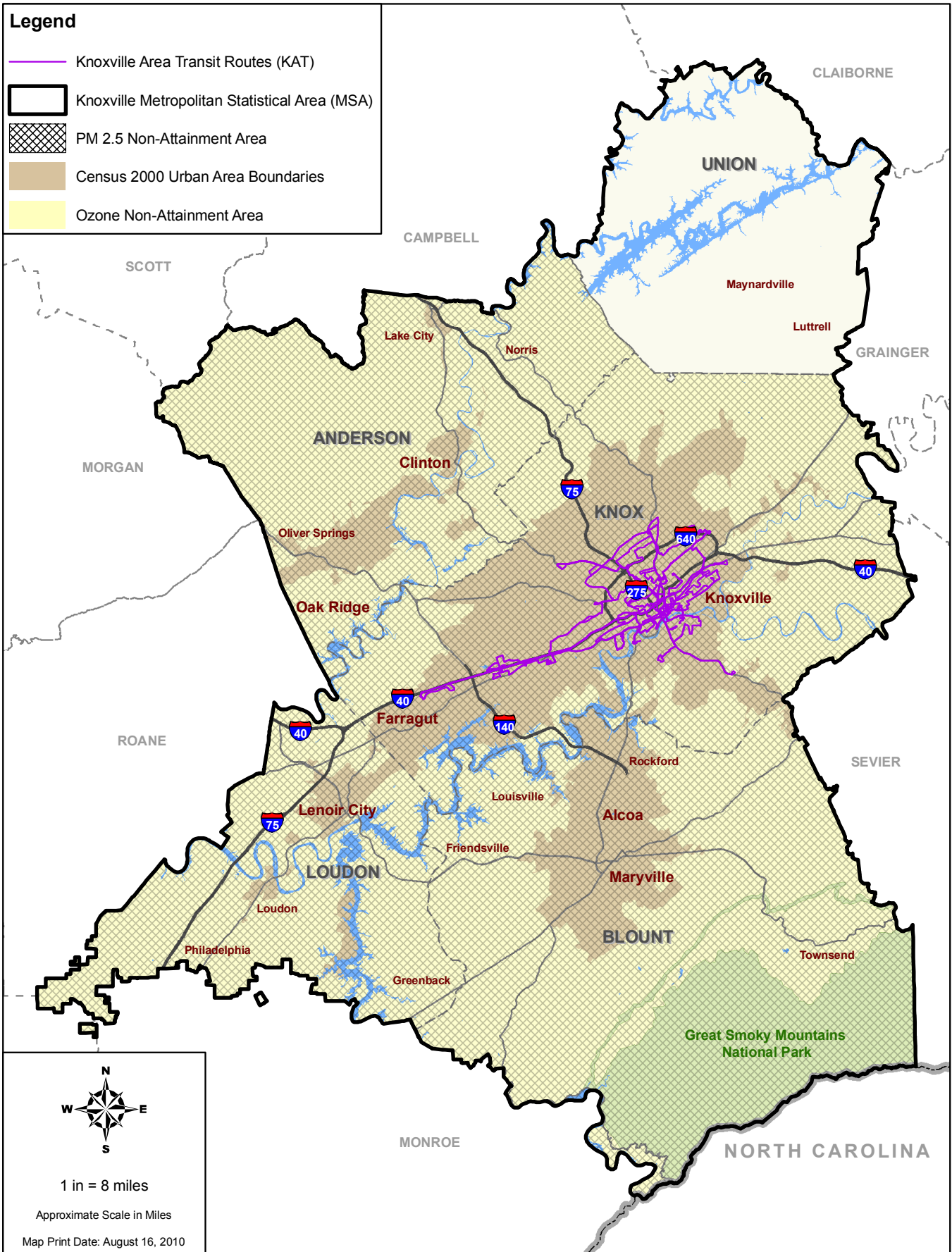
Tim Kuhn is Assistant Manager of Geographic Information Systems with the MPC. His expertise is focused on the development of GIS data, tools and applications to support planning including: land use mapping and development pattern tracking, school enrollment projections, regional dataset development to support assessments of building and land inventories, and models for the identification of vacant, blighted and abandoned properties developed using disparate local datasets. He holds a Bachelor's Degree in Political Science from the University of Iowa.

Ellen Zavisca is a transportation planner with the Knoxville Regional TPO, with a focus on pedestrian and greenway planning. Projects include creating Safe Routes to School programs, leading a regional Complete Streets Study, and serving as chair of the Great Smoky Mountains Regional Greenway Council. She is certified by the League of American Bicyclists as a bicycle safety instructor. She has a master's degree in urban planning with a transportation concentration from the University of Illinois-Chicago.

APPENDIX 4: KNOXVILLE MSA MAP

Legend

-  Knoxville Area Transit Routes (KAT)
-  Knoxville Metropolitan Statistical Area (MSA)
-  PM 2.5 Non-Attainment Area
-  Census 2000 Urban Area Boundaries
-  Ozone Non-Attainment Area




1 in = 8 miles

Approximate Scale in Miles


Map Print Date: August 16, 2010


APPENDIX 5: KNOXVILLE MSA HOUSING & TRANSPORTATION AFFORDABILITY


Legend

 Knoxville Metropolitan Statistical Area (MSA)

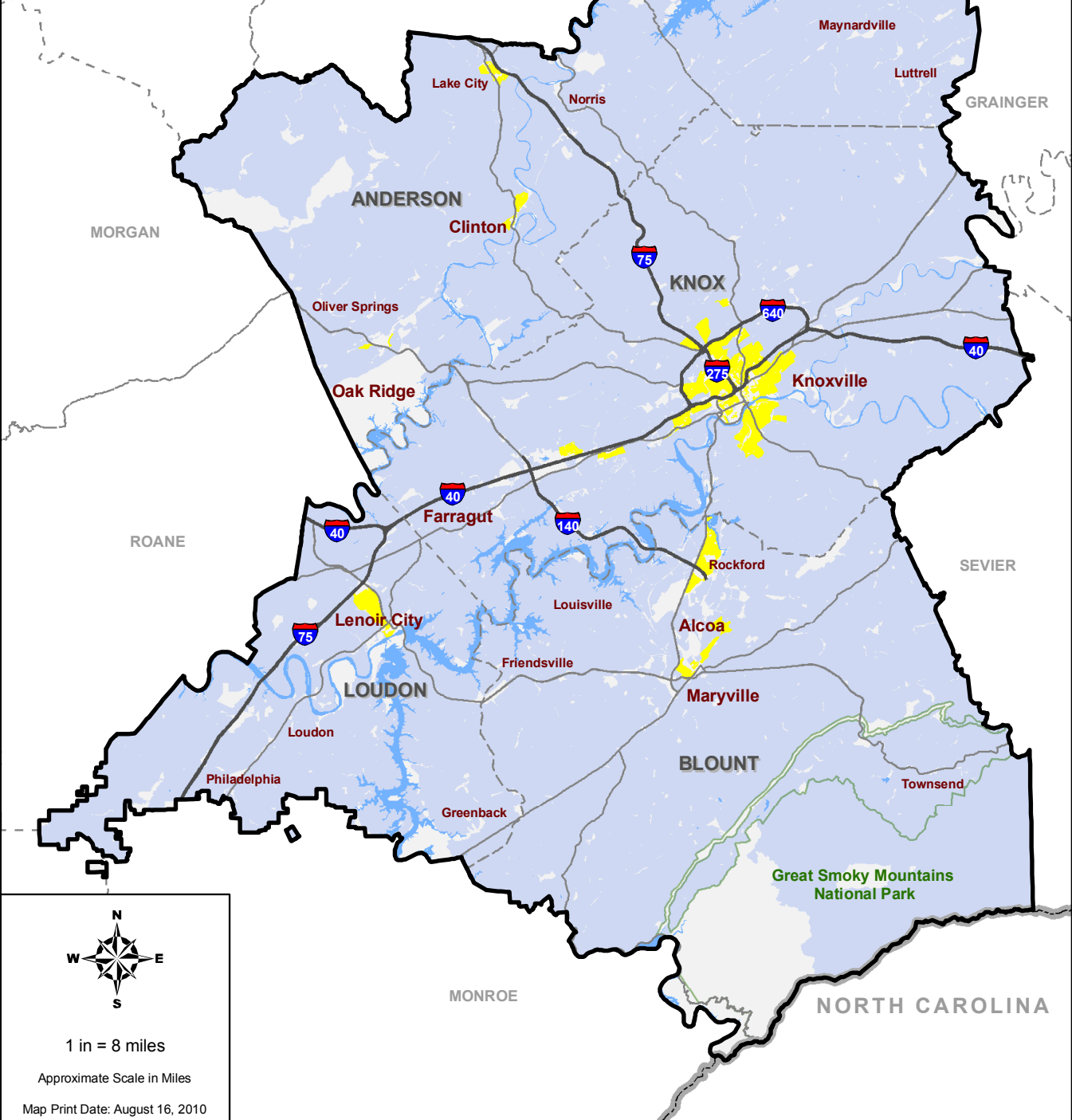
Housing & Transportation Cost - % Income *

 Data Not Available

 Less than 45%

 45% and Greater

*Center for Neighborhood Technology
(H & T Affordability Index, www.htaindex.org)



1 in = 8 miles

Approximate Scale in Miles

Map Print Date: August 16, 2010

APPENDIX 6: FOOTNOTES FOR RATING FACTOR 2 NARRATIVE

- ¹ U.S. Census Bureau, ACS Demographic and Housing Estimates: 2006-2008.
- ² SCRIP Grant Application Table 1.1 Median Regional Housing Prices Relative to Regional Household Income.
- ³ U.S. Census Bureau, ACS Economic and Housing Estimates: 2006-2008.
- ⁴ Local County Property Assessor Offices, Computer Aided Mass Appraisal, 2007.
- ⁵ SCRIP Grant Application Table 1.2 Proportion of Regional Population Paying More Than 45% of Income to Combined Housing and Transportation Costs.
- ⁶ SCRIP Grant Application Table 2.1 Urbanized Land Per Capita.
- ⁷ Smart Growth America, Measuring Sprawl and Its Impact, The Character and Consequences of Metropolitan Expansion.
- ⁸ University of Tennessee College of Social Work Office of Research and Public Service, Nine Counties One Vision Household Survey Report, 2003.
- ⁹ U.S. Census Bureau, ACS Housing Estimates: 2006-2008.
- ¹⁰ SCRIP Grant Application Table 3.2 Portion of Regional Trips: Automobile, Transit, Walking, and Bicycling.
- ¹¹ SCRIP Grant Application Table 3.1 Vehicle Miles Traveled Per Capita.
- ¹² East Tennessee Development District, Tennessee Department of Environment and Conservation, and Development Corporation of Knox County.
- ¹³ SCRIP Grant Application Table 7.1 Prevalence of Preventable Disease.
- ¹⁴ Tennessee Department of Health Office of Policy, Planning, and Assessment, The Burden of Asthma in Tennessee, 2008.
- ¹⁵ Knox County Health Department.
- ¹⁶ Tennessee Department of Health, Tennessee's Health: Picture of the Present, 2007.
- ¹⁷ Tennessee Department of Labor and Workforce Development, The Labor Market Report, June 2010.
- ¹⁸ Tennessee Department of Labor and Workforce Development, Quarterly Census of Employment and Wages Program, 4th Quarter 2007 and 4th Quarter 2009.
- ¹⁹ U.S. Census Bureau, Residence County to Work Place County Flows in Tennessee, 2000.
- ²⁰ SCRIP Grant Application Table 5.1 Availability of Subsidized Affordable Housing Near Employment Centers, 2009.

Appendix 7: RPSD Work Program

36 months, 3-year time frame

TASK	Year 1				Year 2				Year 3			
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Grant Administration												
Definition Phase												
Formalize the Consortium												
Finalize Workplan												
Create Board of Mayors												
Create Community Leadership Team												
Consortium Kick off Meeting & Announcement												
Hire Consultant Team												
Interim Report 1												
Capacity Building & Community Engagement												
Convene Board of Mayors												
Convene Community Leadership Team												
Formulate social capital strategy												
Develop project website												
Establish Key Staff Working Group(s)												
First public symposium												
Finalize public engagement process												
Develop Leadership Training Program <i>(Charrette training, capacity workshops & speaker series)</i>												
Regional Briefings (topic specific)												
Policy Papers												
Interim Report 2												
2nd Symposium												
Interim Report 3												
Final Symposium												
Data Collection & Analysis												
Begin data collection												
Begin data analysis												
Report: State of the Region												
Create a data Clearinghouse												
Scenario Planning & Visioning Development												
Conduct Scenario Planning Workshops												
Report on Workshop(s) Outcomes												
Program Evaluation												
6-month measure of progress report												
12-month measure of progress report												
18-month measure of progress report												
24-month measure of progress report												
30-month measure of progress report												
Final measure of progress report												
Plan Draft & Adoption												
Draft plan for review												
Final plan for review												
Plan Adoption												

Public meeting/event ★
Report/Milestone ▲

