



# Thriving Communities Network (TCN) Learning Series

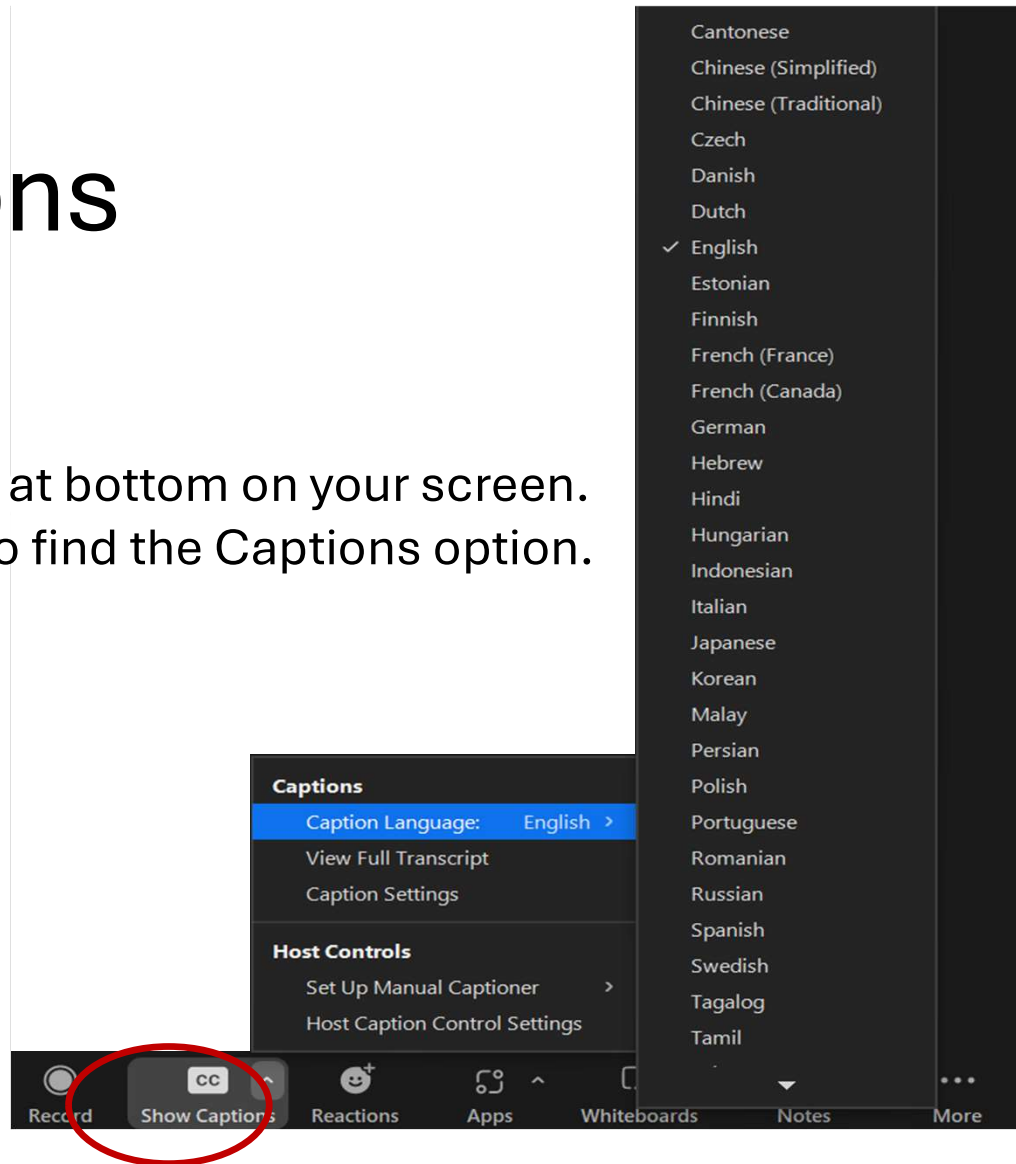
November 20, 2024

*Establishing Anti-Displacement Strategies  
Through HUD TCTA*

[ThrivingCommunitiesNetwork@dot.gov](mailto:ThrivingCommunitiesNetwork@dot.gov)

# Accessing Captions in Zoom

1. Click on “Captions” in the menu at bottom on your screen. You may need to select “More” to find the Captions option.
2. Click on “Caption Language.”
3. Select your desired language.



# What is the TCN?

**For decades, communities have requested resources and tools to successfully compete for federal funding.**

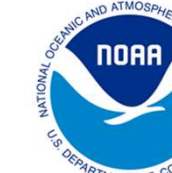
The Thriving Communities Network (TCN) is a federal interagency effort that coordinates place-based technical assistance (TA) and capacity-building resources for urban, rural, and Tribal communities experiencing a history of economic distress and systemic disinvestment.

TCN was established in response to disadvantaged communities' request for tools and resources to successfully compete and obtain funding that can address their economic, climate, and infrastructure needs.

These federal resources include grant and financial management support, pre-development assistance, community engagement, planning, and project delivery support.

# TCN Agency Partners

- Co-chaired by USDOT and EPA
- 12 participating federal agencies
- TCN's newest partner: National Oceanic and Atmospheric Administration (NOAA)



# What is HUD Thriving Communities TA?

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Thriving Communities Technical Assistance (TCTA) supports jurisdictions in **designing and deploying infrastructure investments** in ways that **support equitable development** and benefit residents and businesses through a coordinated approach to **connect transportation with other crucial investments** like housing.



# Presentation Team



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# Session Goals

- Learn about tools and strategies to address displacement around transportation.
- Learn about practices to address displacement innovated at the local level.
- Build capacity to develop anti-displacement strategies in a hypothetical scenario.

# Run of Show

- Introduction
- Problem Statement
  - Interactive Exercise
- Formulating An Anti-Displacement Strategy
  - Understanding Displacement Risk
  - Engaging
  - Tips on Policies
- Lessons Learned from the Redmond Community
- Small Group Exercise
- Wrap Up



# Stay Tuned: Mitigating Displacement Around Transportation Investments Tool

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## **What Does The Tool Contain?**

- Guidance on formulating a strategy.
- Guidance on data and engagement.
- Details policy actions for residents and businesses.
- Self-assessment on needed actions based on geography, market pressure, type of place.

## **Who Is The Audience?**

- Local governments and TSP agencies.

**STAY TUNED FOR RELEASE!**

# Discussion Question:

## What do you want to learn about displacement today?



Scan the  
**QR Code**

OR

Join at **menti.com** and  
use code **3908 8825**



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# Understanding Displacement: An Illustrative Scenario

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In a bustling city, the struggle to keep pace with **growing demands for affordable housing** is palpable. Once a vibrant and diverse community, it now faces mounting challenges as **rapid urban growth** strain its limited resources. The City recently began construction of a **new light rail system**, which will serve commercial corridors with lower density strip malls and industrial parks. The corridor is seeing redevelopment of these sites into transit-oriented development, and **long-time residents and businesses are moving out.**



The city's government, working with a tight budget and under immense pressure, is finding it increasingly **difficult to implement effective, market-driven anti-displacement strategies** and ensure long-term affordability for its residents and businesses.

# Discussion Question:

## What do you think is the most effective first step to address displacement?



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Join at **menti.com** and  
use code **3908 8825**

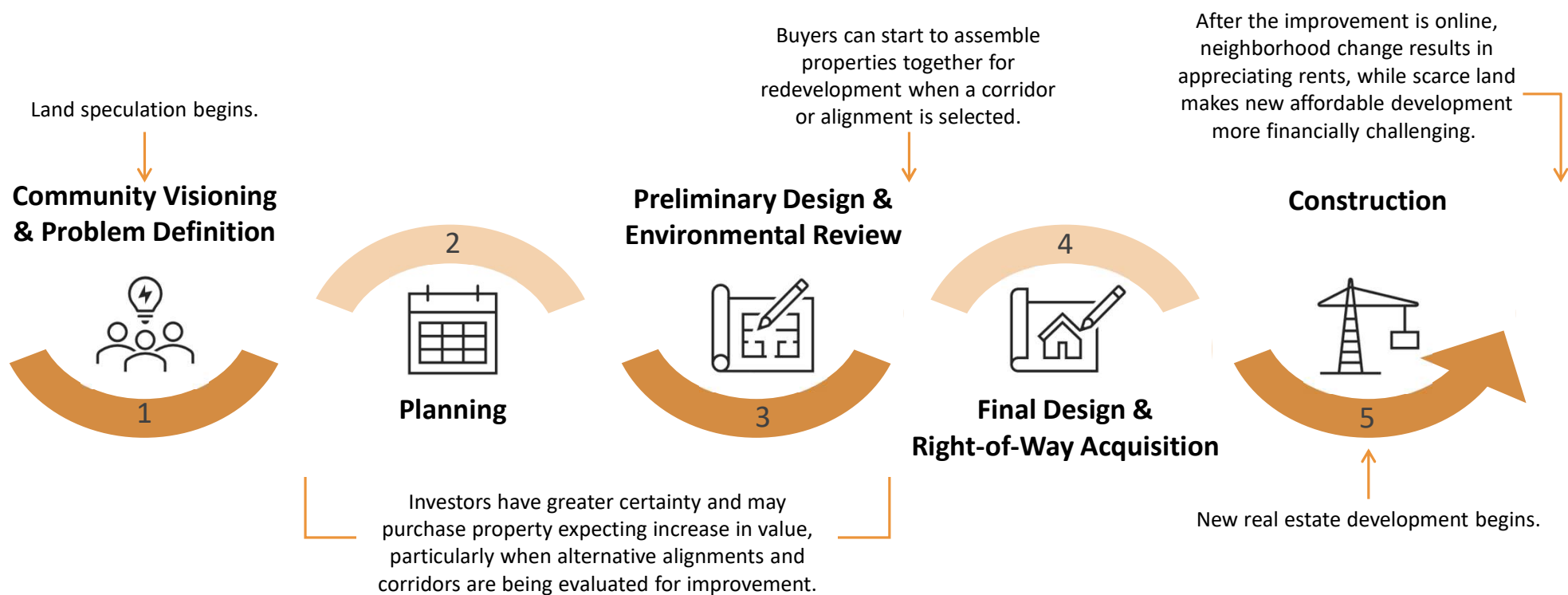
# Formulating An Anti-Displacement Strategy

# Formulating an Anti-Displacement Strategy



# Understanding and Assessing Displacement Risk

# Displacement Within Transportation Planning Process





# How Does Displacement Affect Residents and Businesses?

## Residents



Affordable housing decreases due to the redevelopment of existing residential properties.

New residential development targets higher income earners and includes family-sized units.

Rents rise and tenants lose housing (eviction or end of lease).

Home values rise, property taxes increase, and long-time residents are forced to sell.



## Businesses

Business is hurt by infrastructure construction that disrupts customer traffic.

Affordable commercial spaces are lost due to redevelopment of retail sites and industrial buildings.

Businesses lose their space due to building owners increasing rents or declining to renew leases.

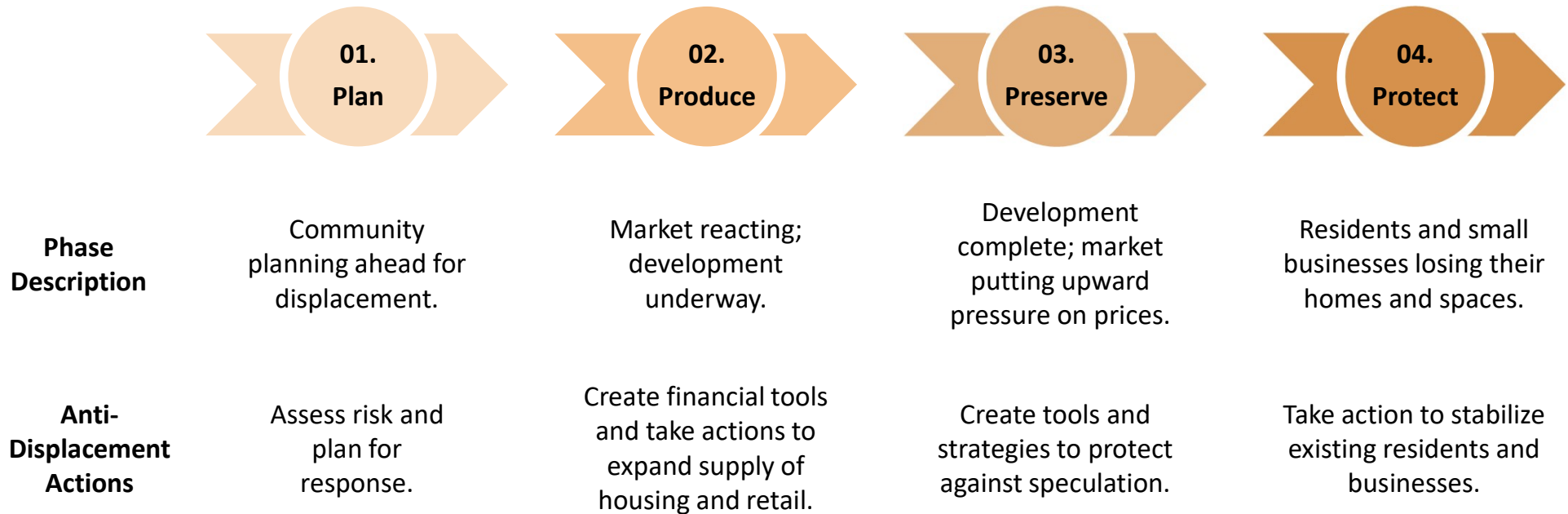
Small businesses look to relocate but new retail development isn't affordable or well-configured.



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# How Do We Plan Ahead for Displacement?

## 4 Phases of Anti-Displacement Strategy



# Bringing Residents and Partners Together

# Engaging Residents About Displacement

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Residents know their pressures better than government. They lack the resources, which government can facilitate. Good engagement brings these together.

**Meet people where they are**  
in their community,  
at institutions, and at events.

**Be honest about past harms**  
using specific examples of projects  
that have caused disparate impacts.



**Ask them about their needs**  
through surveys and events.

**Create accountability**  
through regular follow up on  
community benefits achieved.

# Who Should Be At The Table?

Local government can't lead every anti-displacement action.

Partnerships are key.



Housing and Human Services

- Community based organizations
- Homeless service organizations
- Faith-based institutions
- Childcare and eldercare facilities

Transportation

- Transportation agencies
- Metropolitan planning agencies

Economic Development

- Workforce development agencies
- Local development corporations or business improvement districts
- Chambers of commerce

Real Estate Development

- Affordable and non-profit developers
- Financial institutions
- Housing finance authorities



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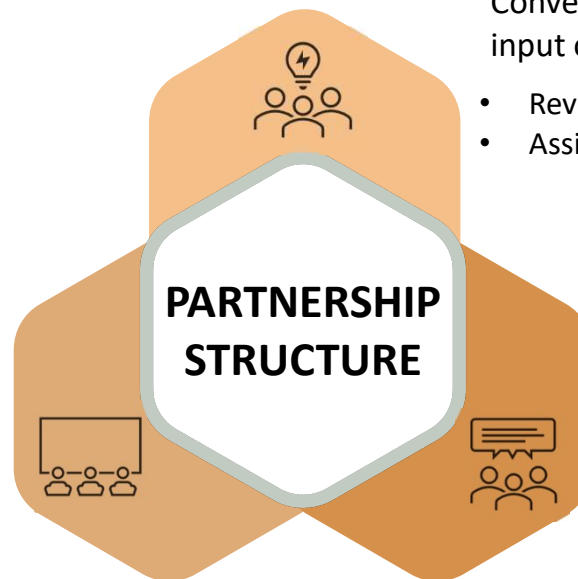
# Create The Right Partnership Structure

Partnerships convene, agree to goals, and align around needs.

## Work Group

Convenes mix of technical experts and community representatives to review and refine anti-displacement strategies.

- Foster open communication
- Create accountability measures



## Community Advisory Group

Convenes community members to provide input on specific projects or policies.

- Review development plans
- Assist in public outreach

## Collaborative Workshops

Convenes community members, business owners, and others to develop solutions for site.

- Facilitate divergent views
- Integrate feedback at site level

# Prioritizing Anti-Displacement Policies

**There is no  
panacea.**

Layer multiple  
actions into a strategy.



# Overview and Examples of Housing Actions

## **Increase** Overall Housing Supply Through Land Use and Zoning Reforms

- Allow increased height/density
- Accessory Dwelling Units
- Missing middle housing

## **Protect** and Support Existing Tenants and Homeowners

- TOPA Programs
- “Right to return” points
- Landlord-tenant protections



## **Create** New Income- Restricted Housing

- Redeveloping public land
- Inclusionary zoning
- Utilizing CLTs

## **Preserve** Affordable Housing

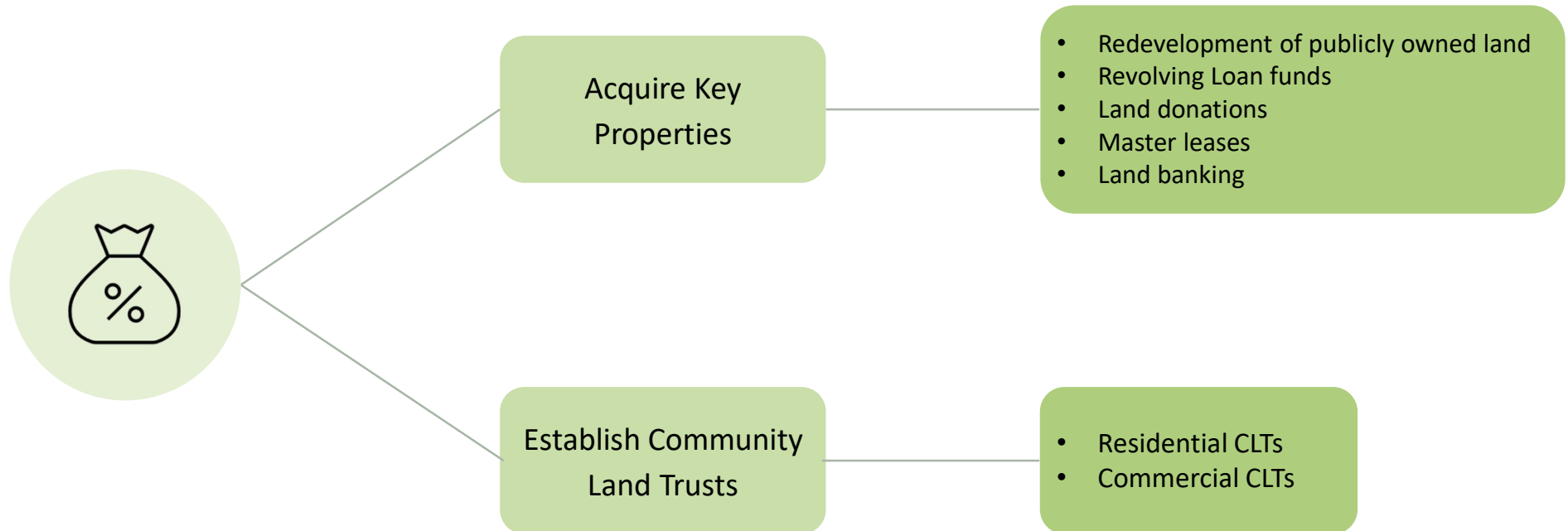
- Demolition fees
- Home repair programs
- Rental regulation programs

# Overview and Examples of Small Business Actions



# Overview of Site Control Actions

Public entity and/or a community partner can control sites and work together to include affordable housing and commercial spaces within a mixed-use or transit-oriented development.



# Addressing Displacement

11/20/2024



[redmond.gov/Redmond2050](https://redmond.gov/Redmond2050)



# Planning and Community Development Department



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# From Suburb to City

## Redmond:

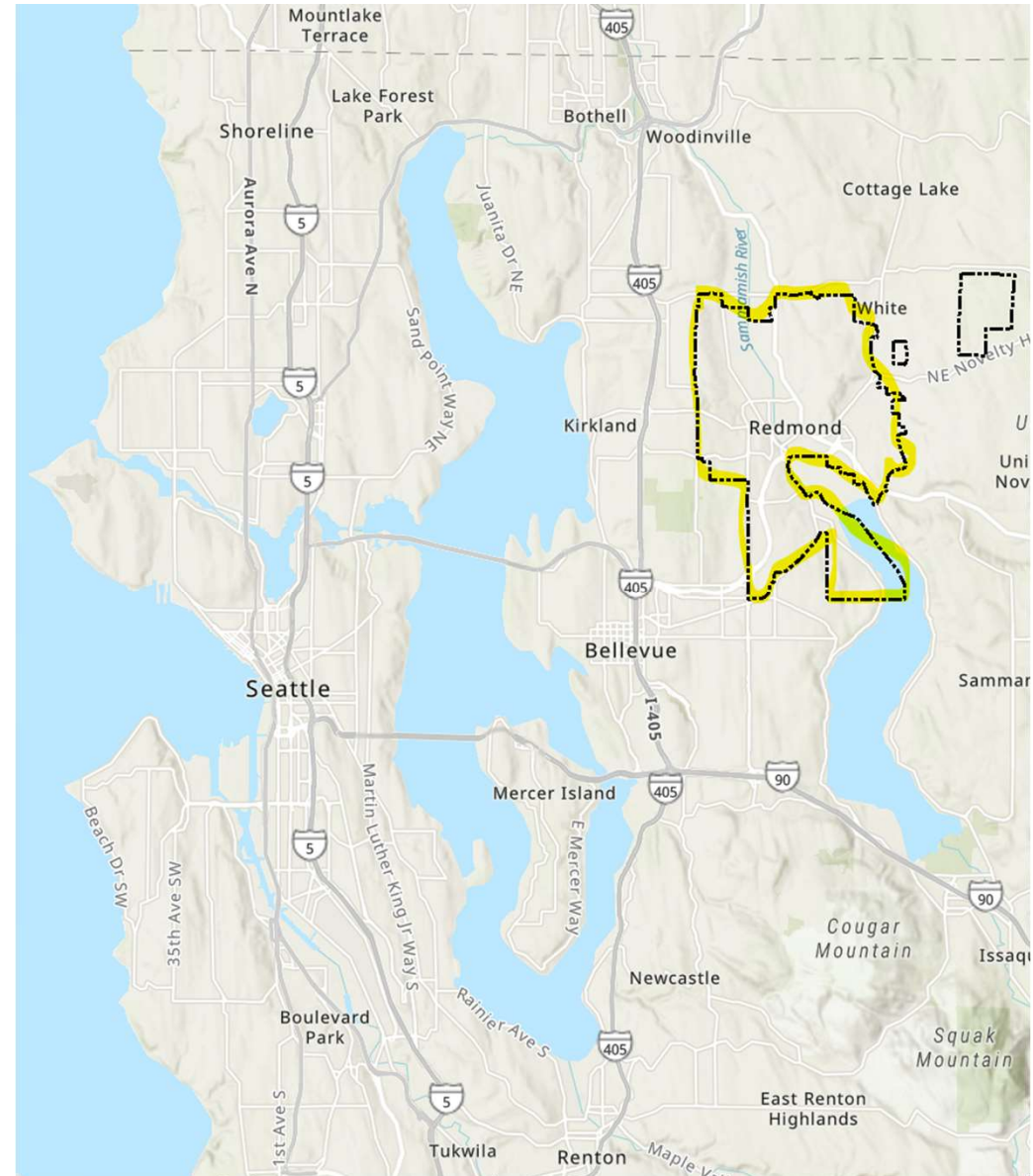
- King County, Washington State
- Seattle Metropolitan Area
- Growth is allocated to us through processes in state law and regional planning agreements.
  - **Redmond decides where and how to accommodate growth in our community.**

## Redmond Now:

- **73,256 residents** (Census, 2020 Decennial)
- **31,738 homes** (WA Office of Financial Management, 2020)
- **97,905 jobs** (PSRC 2020, Covered Employment)

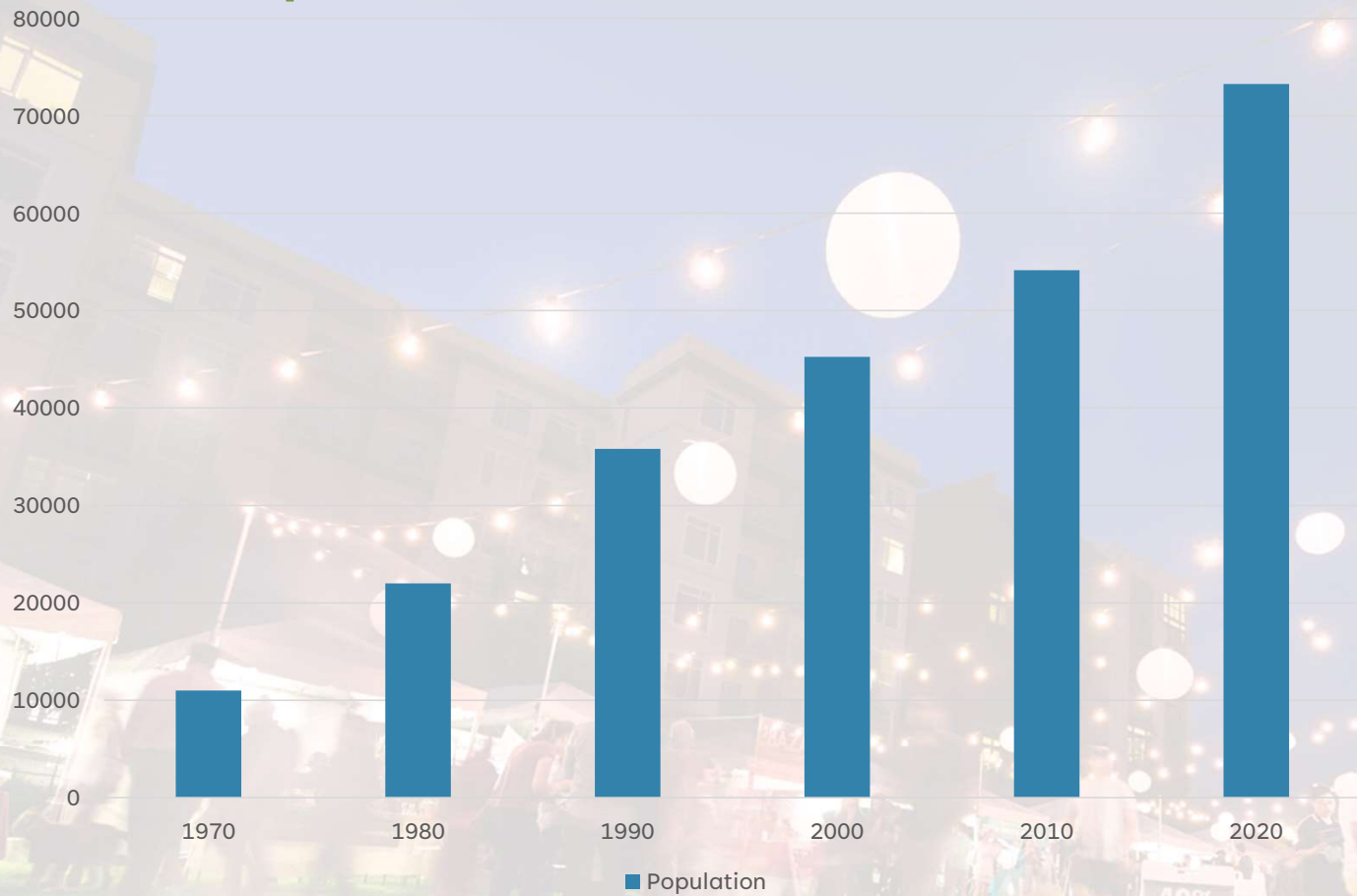
## Redmond in 2050:

- **+25,000 homes**
- **+30,000 jobs**





# Redmond Population Growth



# Redmond Housing Context

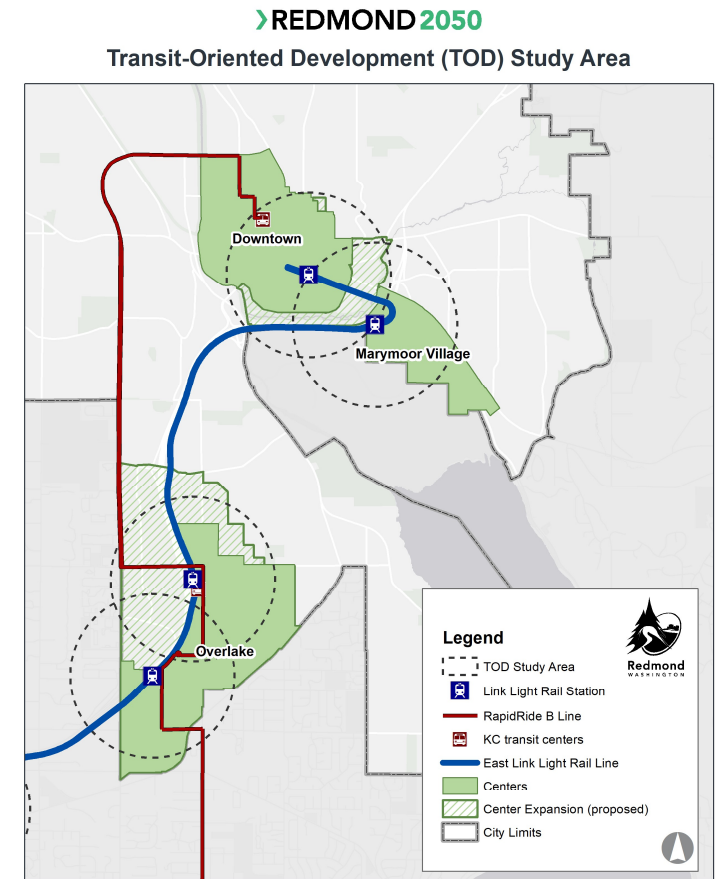
- Most growth occurred after 1970
  - After explicit exclusionary racial covenants were outlawed
- More growth in 1990s tech boom
  - Home to Microsoft Campus
- Redmond housing now
  - ~40% of housing units are DSFH
  - Most developable land has been developed
  - Many high-income households
- Predominantly economic displacement
- Much displacement already happened
  - How undo displacement





# Redmond Trends and Changes

- Implement transit-oriented development (TOD) on a large scale
  - Opening **4 new light rail stations**
  - Two of station areas expected to be rebuilt almost entirely
- Loss of retail as older strip malls and office become mostly housing with minimal/nominal non-residential on first floor
- Rising Costs even in areas not redeveloping








# Community Vision

- Inclusive and Welcoming Community
- Sustainability & Resiliency
- Affordability & Displacement (housing and commercial)
- Local & Regional Accessibility
- Vibrant Centers & Neighborhoods
- Complete Neighborhoods

**REDMOND**  
**2050**  
From suburb to city



# Local Considerations

	Market	<p>Consider the unique dynamics in your market.</p> <ul style="list-style-type: none"><li>• Why is displacement happening?</li><li>• What is the time horizon?</li></ul>
	Meaning	<p>Consider the words you choose to describe the problem and solutions.</p> <ul style="list-style-type: none"><li>• Anti-displacement or business retention?</li><li>• Commercial v. Small Business v. brick and mortar retail? Retail = restaurant, services and retail.</li></ul>
	Metrics	<p>Consider what you are measuring and what is not being measured.</p> <ul style="list-style-type: none"><li>• If you start to measure retail square ft– what do you discover?</li><li>• How do you define need and set targets?</li></ul>
	Money	<p>Consider who is paying or has ability to pay.</p> <ul style="list-style-type: none"><li>• Business, City, Developer?</li><li>• What opportunity costs and colors of money are available or not available?</li></ul>
	Motivation	<p>Consider intent and value proposition for different stakeholders</p> <ul style="list-style-type: none"><li>• What are the city priorities and developer opportunity costs?</li><li>• Where is there expertise or need for additional resources and support?</li></ul>

## What we heard:

Appreciate and look forward to the changes in Overlake and with the coming of light rail, esp the increase in foot traffic and improved walkability.

Would love to see more support for diverse small businesses by encouraging development of physical spaces that are attractive to small and BIPOC-owned businesses

Redmond's small and independent business community to its character and worry about growth edging out small businesses.

I am not sure I will be able to find a location for my business in Redmond, rent is expensive throughout the city even in areas that aren't redeveloping.

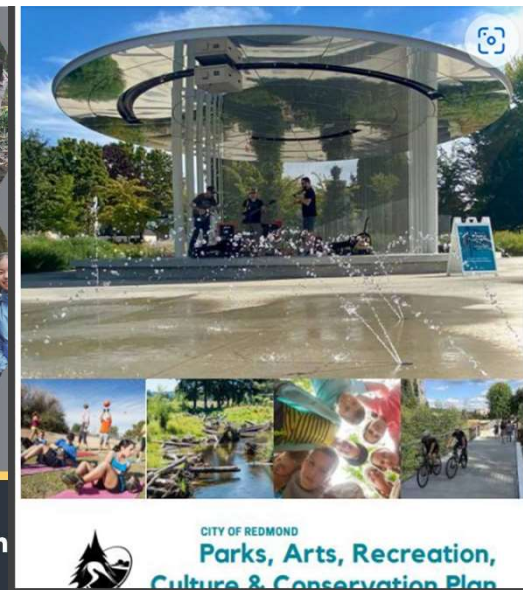
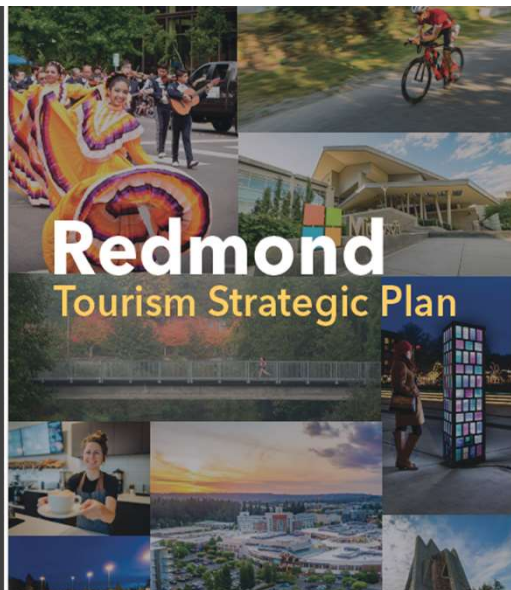


# What is Redmond doing?

1. Intentional and Aligned Planning
2. District Development
3. Development Incentives
4. Creative Opportunities
5. Business Support







**> REDMOND 2050**  
From suburb to city

## Collaboration and Planning

- Interdepartmental communication & teams
- Shared definitions
- Data sharing
  - Qualitative and Quantitative
  - Retail Vacancy and Space shrinkage
- Shared solution identification

# Cultural Districts

Redmond is committed to safeguarding the historical, social, and economic value of its neighborhoods to strengthen understanding and appreciation of our significant places and cultures, including partnering with local tribes.

As part of Redmond 2050, the City established Cultural Districts, including the new Overlake Intercultural District and the Marymoor Village Arts & Cultural District.



# New Incentive Program

> **REDMOND 2050**  
From suburb to city

<p>Points based menu of options</p> <p>Stackable bonuses based on outcomes</p>	<p>TOD Focus Areas have different priorities and greater incentives</p>	<p>Adds equity, anti-displacement, and other Redmond 2050 goals and priorities</p>	<p>BIPOC business protections, preservation</p>
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*First few years  
get the most  
benefit, highest  
incentive*



Triple incentives for mass timber projects for first few projects, hoping for mass timber tower in Overlake



# Incentives

Other incentives offered include:

- Support for BIPOC-owned businesses in Overlake Intercultural District and Arts and Cultural Businesses in Marymoor Village Arts & Culture District
- commercial kitchens, food courts, farmers markets to help support alternatives for small business
- inclusive design features to ensure spaces and places are accessible for all ages and abilities
- arts & cultural related incentives as part of our inclusive and welcoming community goals

## Small Business / Affordable Commercial Spaces

Small Commercial spaces (offers coop spaces or other varieties of spaces)

- micro spaces - less than 600 sq ft
- small spaces - 600 to 2000 sq ft
- Small Commercial condo/ownership bonus

Affordable Commercial (20%+ non-res space at 20% reductions from market rents)

- 5-9 years
- 10 or more years
- In perpetuity/ Life of building
- Displaced Business Bonus

## Shell building enhancements to Minimize TI Improvement Costs

Buildout for restaurant uses in shell (grease traps, venting, etc.)

## Displacement Assistance

Displaced business relocation (includes design of spaces to limit tenant improvement costs)

Relocation package offering financial assistance to off-set the cost of moving, tenant improvements, and/or impact fees for a new business location

First right of refusal for new spaces offered to existing on-site residents/businesses

## Community Services Co-location / Affordable Commercial Spaces

Childcare Facilities (10% reduction in market rents)

Co-location agreement with School District(s) or other educational organization/business

Co-location agreement with social services, cultural or art organizations, or other non-profit (with affordable commercial package)

Co-location of child-focused or child-friendly business (wordsmith this) - karate, dance, music, gymnastics, study/tutoring, indoor playground, children's museum, theater, etc.

Emergency Management Staging/Storage Agreement with city or other emergency management agency

# **Housing Developer Support: Encourage & Maximize Mixed-Use Potential**



- Market Data
- Retail Real Estate Advising
- Displaced Business Matchmaking

# Creative Opportunities

New Mixed-Use Zones / “No Net Loss” in UMU zone

Complete neighborhoods

Food truck / Pop-Up Retail Uses

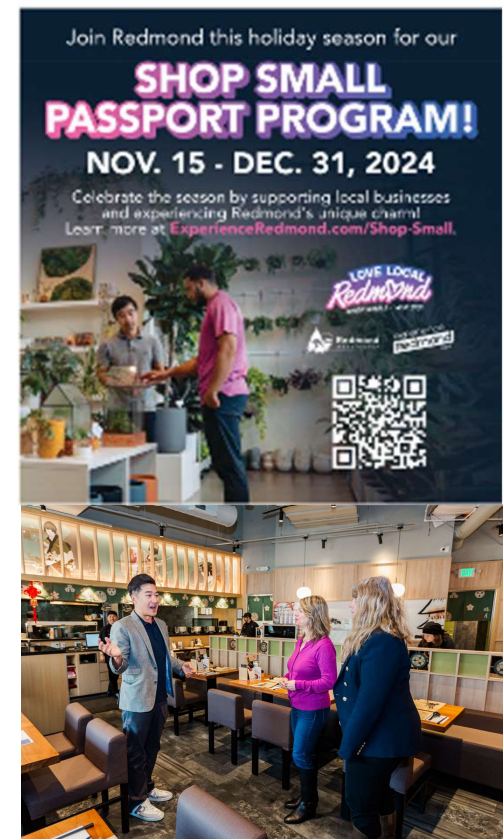
Accessory Commercial Allowances

Matchmaking







# Small Businesses and Entrepreneurship Resources

[www.Redmond.gov/1935/small-business-support](http://www.Redmond.gov/1935/small-business-support)



# Case Studies and Connections

	<p>In 1990, Together Center founders recognized the need for owned and controlled space to offer low-cost space to other agencies. The founders purchased a failing strip mall in downtown Redmond for \$1.6 million became one of the first nonprofit multi-tenant centers in the nation.</p>
<p>Overlake TOD</p>	<p>Nearly 10,000 sq ft of ground floor space dedicated to a coalition of partners serving businesses in East King County and beyond, including a space for business assistance providers, a shared commercial kitchen, incubation retail space and more.</p>
	<p>Supports jurisdictions in <b>designing and deploying infrastructure investments</b> in ways that <b>support equitable development</b> and benefit residents and businesses through a coordinated approach to <b>connect transportation with other crucial investments</b> like housing.</p>
	<p>The City of Redmond is promoting a “Passport Challenge” to encourage local holiday shopping &amp; dining. The program’s goal is to support Redmond’s small businesses.</p>
	<p>The BCO Fund secures fixed, affordable rents for business owners. This financial stability keeps current neighborhood businesses in place and brings displaced business owners back to their communities</p>





SBAN includes policymakers, nonprofit advocates, technical assistance providers, real estate developers, financial institutions, scholars, and small business owners who work to prevent displacement of BIPOC- and immigrant-owned businesses. We share knowledge and collaborate to advance innovative policies and practices that keep small businesses in place.

A promotional poster for the Small Business Anti-Displacement Network Summit on Community Ownership. The background is a light blue sky with white clouds. At the top left is the organization's logo. To the right of the logo, the text "Register now and join us November 14" is in bold black font, with "November 14" in red. Below this, a paragraph describes the summit as a virtual, day-long event focused on long-term solutions for controlling commercial assets, land, and enterprises. A yellow horizontal bar contains the URL "antidisplacement.org/2024-summit/". At the bottom, there is an illustration of hands placing puzzle pieces that form a colorful house. To the right of this illustration is a white box containing the text "Small Business Anti-Displacement Network", "SUMMIT ON", "COMMUNITY OWNERSHIP" in large green letters, and "NOVEMBER 14, 2024" in red.

**Register now and join us November 14**

The Summit on Community Ownership hosted by the Small Business Anti-Displacement Network, will be a virtual, day-long event focused on long-term solutions that allow community members and stakeholders to control commercial assets, land, and enterprises.

**[antidisplacement.org/2024-summit/](https://antidisplacement.org/2024-summit/)**

Small Business Anti-Displacement Network  
SUMMIT ON  
**COMMUNITY OWNERSHIP**  
NOVEMBER 14, 2024



Helping small businesses learn how to build and own their spaces for long-term stability

Incremental Development grows the capacity of regular people to develop hard-working, loveable small buildings in their neighborhoods.

We offer **aspiring small business owners and developers** training and mentorship to help them take the first steps toward their small-scale real estate development projects.

We coach **civic leaders** how to cultivate patient, healthy real estate development at scale accessible to locals, starting with supportive regulation.

<https://www.incrementaldevelopment.org>

Incremental  
Development Alliance

## Upcoming Events

nov 05	<b>Small Bites: Market Deep Dive for New Carlisle</b> 12:00 PM - 1:00 PM CST   Virtual Session Presented by Sharon Woods
nov 12	<b>Southern Indiana: Small Scale Development Lecture</b> 1:00 PM - 2:30 PM EST   FREE Virtual Session
nov 14	<b>Small Scale Development Workshop</b> 9:00 AM - 5:00 PM   Indianapolis, IN Englewood Community Development Corporation
nov 21	<b>Small Bites: Cost vs. Value</b> 12:00 PM 1:00 PM CST   Virtual Session Presented by Jennifer Krouse
dec 03	<b>Virtual Small Scale Development Workshop</b> Dec 3rd - Dec 12th   Four 2-hour sessions
dec 10	<b>Small Bites: Mixed-Use Buildings</b> 12:00 PM 1:00 PM CST   Virtual Session Presented by Richard Price
feb 25	<b>Virtual Small Developer Boot Camp</b> February 25th - March 25th   Five 3-hour sessions



<https://www.incrementaldevelopment.org/events>



# *Learn More and Connect*

## **City of Redmond**

### **Planning and Community Development**

**Philly Marsh**

Economic Development Manager

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**Beckye Frey**

Principal Planner

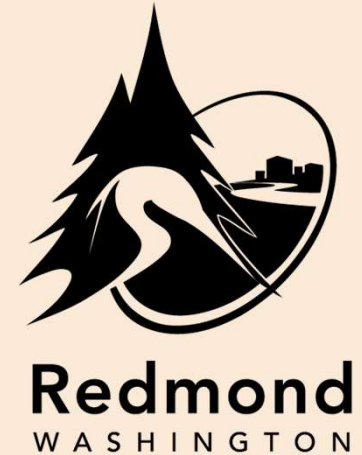
[bfrey@redmond.gov](mailto:bfrey@redmond.gov)

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**REDMOND**  
**>>> 2050**  
*From suburb to city*



# Place-based Scenarios for Engagement & Collaboration

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## Test Your Knowledge

Read the vignette and complete the following using a Mural board:

1. Identify the **partnership structure(s)** that you would recommend to bring the right people to the table.
2. Identify at least one **housing action** that could **produce** new housing, **preserve** existing housing, or **protect** tenants and homeowners.
3. Identify at least one **small business action** that could **produce** new affordable commercial space, **preserve** existing businesses, or **protect** commercial tenants.

# Place-based Scenarios for Engagement & Collaboration

## Mural Instructions

- Click on the Mural link provided in the chat or scan the QR code and enter as a visitor.



- Select the post-it icon to add to the board.
- Choose a color and type your response.
- Place the post-it note in your desired location.



## Place-based Scenarios for Engagement & Collaboration

### TEST YOUR KNOWLEDGE



In a bustling city, the struggle to keep pace with growing demands for affordable housing is palpable. Once a vibrant and diverse community, it now faces mounting challenges as rapid urban growth strain its limited resources. The City recently began construction of a new light rail system, which will serve commercial corridors with lower density strip malls and industrial parks. The corridor is seeing redevelopment of these sites into transit-oriented development, and long-time residents and businesses are moving out.

The city's government, working with a tight budget and under immense pressure, is finding it increasingly difficult to implement effective, market-driven anti-displacement strategies and ensure long-term affordability for its residents and businesses.

The City has identified the following key issues:

**Limited Budget and Resources:** Budget constraints and entrenched priorities limit the City's ability to invest in new initiatives, especially those that reflect the

### Identify the partnership structure(s) that you would recommend to bring the right people to the table.

NAME	Work Group	Community Advisory Group	Collaborative Workshops
DESCRIPTION	Convenes mix of technical experts and community representatives to review and refine anti-displacement strategies.	Convenes community members to provide input on specific projects or policies.	Convenes community members, business owners, and others to develop solutions for site or corridor.
GOALS	Foster open communication Create accountability measures	Review development plans Assist in public outreach	Facilitate divergent views Integrate Feedback At Site Level
EXAMPLE	Anti-Displacement Work Group is formed to tackle rising housing costs in a high cost pressured neighborhood.	A Community Advisory Group reviews and provides feedback on the redevelopment projects along a major corridor.	A city holds hold a series of workshops with residents, advocates, and developers to plan TOD.

### Identify at least one housing policy that would produce new housing, preserve existing housing, or protect tenants and homeowners.

# Contact for More Information

**Stay Tuned for HUD TCTA Anti-displacement Tool!**

## Contact Information

- Kyle Smith, ICF: [kyle.smith@icf.com](mailto:kyle.smith@icf.com)
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- Ian Lefcourte, Redmond, WA [ilefcourte@redmond.gov](mailto:ilefcourte@redmond.gov)

## TCTA Website

<https://www.hudexchange.info/programs/tcta/>

## Slide 51

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# Thank you for your participation!

## Slide 52

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