



ENHANCING COLLABORATION FOR SUCCESSFUL TOD IMPLEMENTATION

4/1/2014

Models From Across the US

Presentation Agenda

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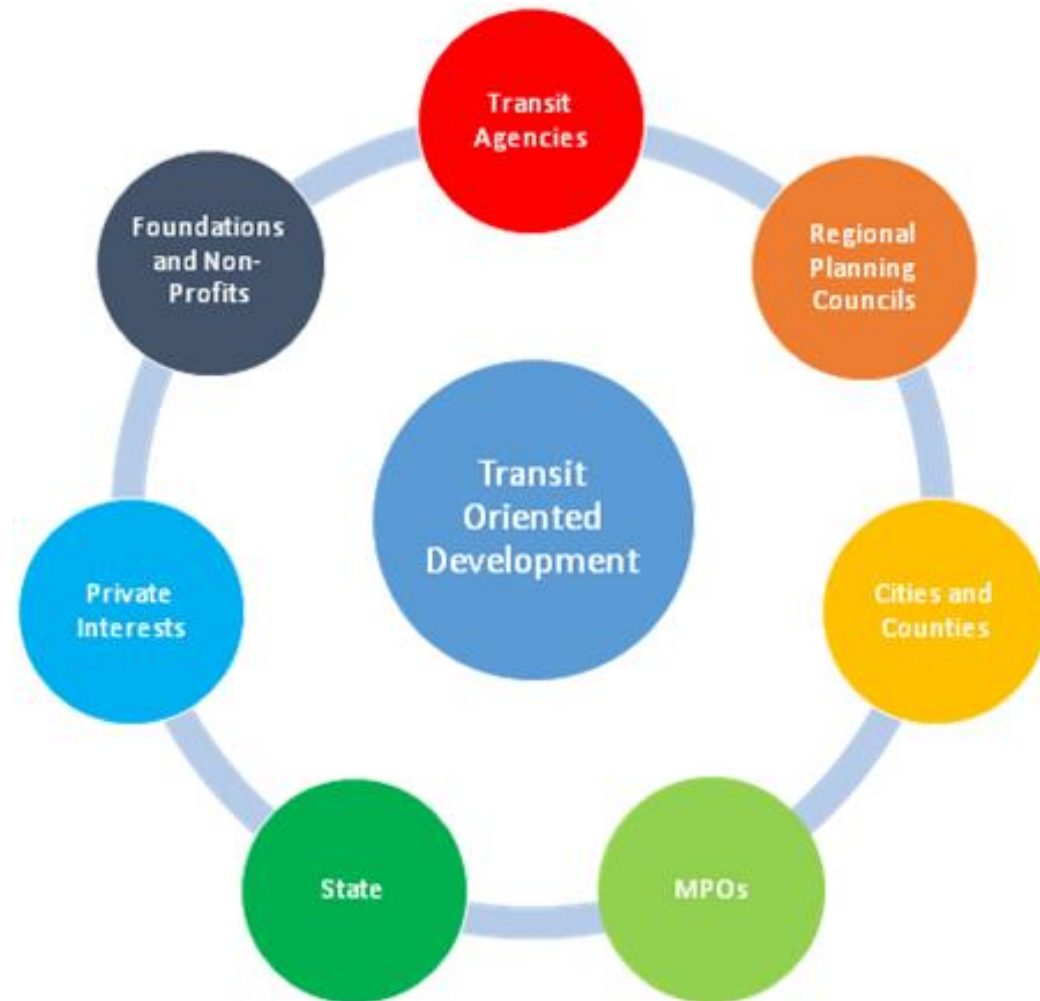
- Models of Collaboration
- Roles and Responsibilities Questionnaire
- Next Steps

Multiple Partners and Roles

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□ Models of Collaboration

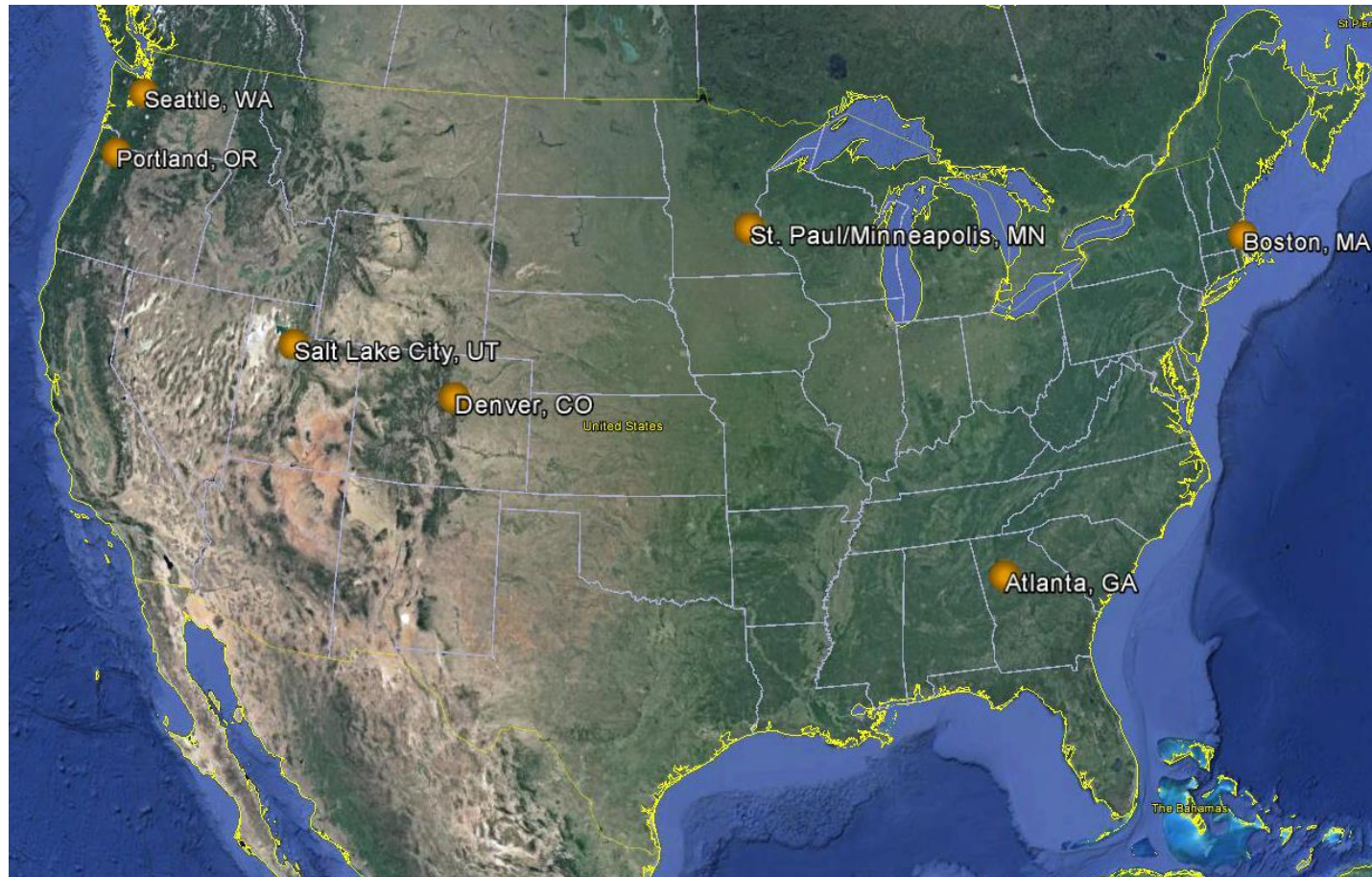
- ▣ Who are the partners involved in the implementation of TODs?
- ▣ What are their various roles and responsibilities?



Models of Collaboration

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- Atlanta
- Denver
- St Paul/
Minneapolis
- Salt Lake City
- Portland
- Seattle
- Boston



Models of Collaboration Typical Flow

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Ties land use and transportation together while building a regional consensus – where should density go?

Know where transit and TOD should go, but what needs to happen and who should do it?

Regional Plan or Vision

Lead by RPC – Close coordination with MPO, State and Transit Agency

Tools, Strategies & Policies

Lead by RPC / MPO

TOD Implementation

MPO/RPC/COG

- Financial Assistance
- Technical Assistance
- Educational Outreach
- Demonstration Projects
- Policy Creation

Transit Agency

- Joint Development on surplus property
- Transit System Expansion

Non-Profit Organizations

- Affordable Housing Initiatives and Funds

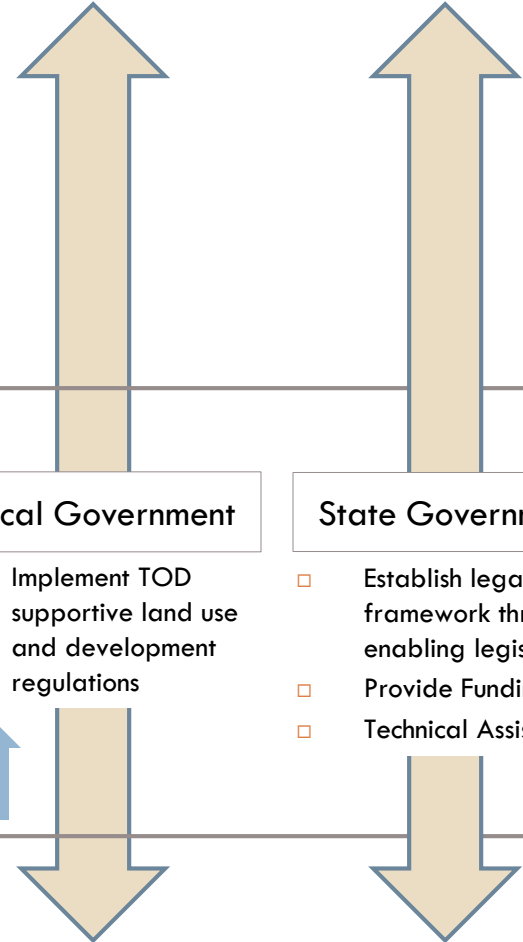
Local Government

- Implement TOD supportive land use and development regulations

State Government

- Establish legal framework through enabling legislation
- Provide Funding
- Technical Assistance

Developers Build Projects



Regional Plan / Vision

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- Where should higher density be focused?
 - How does density relate to transportation and transit?
 - Multiple partners in the region – Consensus is needed
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Salt Lake City

- Region has multiple regional planning councils
- Wasatch Choice for 2040 - visioning process created a more regional outlook among local municipalities
- Bridged the divide between agencies – Resulting in land use and transportation initiatives beyond individual agency boundaries

Implementation Strategies, Policies & Tools

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- Know where the region wants to go, but how to get there?
- Various agencies and partners – who should be doing what?
- Follow up to the Regional Plan / Vision

St Paul/Minneapolis

- TOD Programs were not reaching their potential
 - Lack of efficient collaboration
 - No specific strategies or roles for implementation
- Metropolitan Council developed its *TOD Strategic Action Plan* and TOD policy
 - Outlines roles and responsibilities for regional agencies
 - Shifted primary TOD planning and prioritization responsibility from local jurisdictions to a shared regional responsibility headed by the regional agencies

Implementation

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MPO/RPC/COG

- Financial Assistance
 - TOD Funds, TOD Subsidies, Funding Swaps & Grants
- Technical Assistance
- Educational Outreach
- Demonstration Projects

Transit Agency

- Joint Development on surplus property

Nonprofits

- Affordable Housing Initiatives and Funds

Local Governments

- Implement TOD supportive land use and development regulations

State Governments

- Legal Framework, Funding and Technical Assistance

MPO/RPC/COG – Financial Assistance Types

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1. TOD Funds

- For purchasing properties – focus on affordable housing and land assembly

2. TOD Subsidies

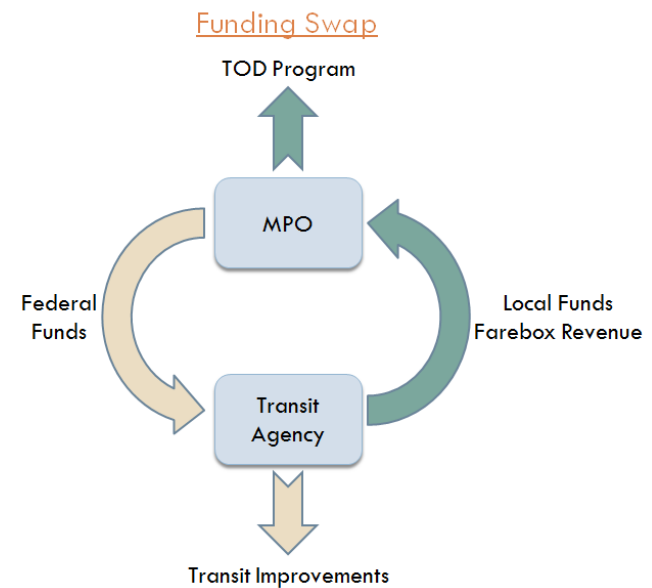
- Help developers offset the higher costs of constructing mixed-use TOD buildings where the market might not otherwise support the higher density

3. Funding Swaps

- Federal funds are transferred to the transit agency which then transfers local funds to the regional agency in return

4. Grants

- Awarded to local governments to update land use and development regulations to be supportive of TOD



MPO/RPC/COG – Financial Assistance Examples

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St Paul/Minneapolis

- Livable Communities Act Grant Program – TOD Grants
 - Incentive-based program to leverage partnerships and resources
 - Supports projects within walking distance of the region's growing transit system
- Employed funding swap for TOD land acquisition fund

Atlanta

- RPC/MPO's Livable Centers Initiative program targets resources towards transit nodes
 - Prioritizes resources for TODs as designated on regional plan
 - Allocates planning grants and subsequent implementation funding

Portland

- TOD Easement – Portland Metro
 - Agency makes an equity investment in project by purchasing an easement that guarantees the developer will build at the higher density
- Employs funding swap to flex federal dollars for TOD investment
 - Requires collaboration with transit agency

MPO/RPC/COG – Technical Assistance & Educational Outreach

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Technical Assistance (collaboration with local governments)

- Offered to local jurisdictions to help implement TOD elements of the regional plan/vision.

Educational Outreach (collaboration with local governments, residents and developers)

- Build support at the local level
- Educate developers on TOD and the process of financing and building it

Salt Lake City

- Regional Planning Council offers technical support to local jurisdictions for their implementation tools

Boston

- Regional agencies and state agencies offer technical assistance to cities and towns wishing to implement TOD or smart growth plans, policies, or projects

Portland

- Metro organized a trip for local officials to Vancouver, British Columbia
- Created new relationships and sparked conversations that led to more support for higher density

MPO/RPC/COG – Demonstration Projects

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- Implement using the strategies and tools outlined in the various plans
- Test-run of collaborative set-up
- Numerous benefits
 - ▣ Demonstrates that the challenges to TOD implementation can be overcome
 - ▣ Allows for a refinement and tweaking of the strategies and implementation tools
 - ▣ Results in an on-the-ground example of TOD
 - ▣ Grows a local pool of developers with capacity to create successful TOD

Salt Lake City

- Regional vision incorporated six demonstration projects throughout region
- Each offered unique setting and challenges
- Funding from a HUD grant

Implementation – Transit Agency

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- **Provide and operate the transit service**
- Pursue joint development
 - Pursued often but has numerous obstacles to success
 - Carried out by transit agencies with their surplus land

St Paul / Minneapolis

- Metro Transit tasked with developing TODs on surplus land
- Establishing a TOD Office within Metro Transit to coordinate the region's TOD efforts

Salt Lake City

- Utah Transit Agency enabled by State Legislature to become a limited liability partner in TOD projects on surplus land
- Use land as the equity contribution towards the TOD joint venture

Seattle

- Three counties each with a transit agency
- 1 regional transit provider - Provides regional connections supporting the local service
 - TOD policy and TOD Strategic Plan.
 - Plays a large role in the regional integration of transit and land use to support Vision 2040
- Coordination between transit agencies – not viewed as competition

Investment in Transit System Expansion

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- Triggering mechanism for regional TOD implementation
 - Existing TOD policies or plans in place
 - Impetus for the various TOD partners to act on them
- Spur private development
 - TOD requires private investment by developers
 - Looking to minimize risk through certainty – If investing in TOD, need guarantee that transit will be provided
- Not requisite for creation of TOD, but helpful

Atlanta

- Region with no current major expansions to its transit system
- Still implementing TOD near existing stations
- Focusing regional TOD efforts through Atlanta Regional Council's (ARC) Livable Centers Initiative
- Transit Agency – MARTA – Is pursuing joint development
- ARC and MARTA efforts can be combined

Implementation – Nonprofits

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- Tend to lead affordable housing initiatives
- Major funding from foundations
- Ability to focus on specific effort

Denver

- Mile High Connects – Umbrella organization of public, private and nonprofit organizations
 - Developed nation's first affordable housing TOD acquisition fund
 - Focuses efforts around future station areas

Atlanta

- Atlanta TOD Collaborative
 - Public-private partnership of Atlanta Regional Council and local nonprofits
 - To help the region realize high-quality, walkable, equitable, mixed-use development in and around its transit station areas
 - Atlanta Regional Commission hosts its website and provides a meeting space

Implementation – Local Governments

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- Responsible for instituting TOD supportive land use and development regulations
- How to encourage local governments to implement land use aspects of the regional plan / vision?

Atlanta

- Livable Centers Initiative
 - Collaboration with local governments to implement elements of the regional plan

Boston

- Local control is especially revered in Massachusetts
- Regional agencies/MBTA play a supporting role – heavy reliance on technical assistance
- *Growing Station Areas*
 - Outlines a station area typology
 - Functions as a unified platform for TOD partners to follow and use as a guide when pursuing TOD implementation

Implementation – State Governments

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- Provide a legal framework through enabling legislation
- Offer technical assistance
- Funding source

Boston

- Separate MPO and RPC – Boston
- Important steps for mechanisms to improving collaboration:
 - MassDOT is chair and MAPC (RPC) is vice chair of the Boston Region MPO
 - MBTA (Transit Agency) and MassDOT have the same governing board
- Governor created a Development Cabinet
 - Sustainable Development Principles guide state agency policies and programs, as well as investments in land and infrastructure
 - Enhanced Smart Growth/Smart Energy Toolkit
- State enabling legislation to promote affordable housing and Smart Growth / TOD zoning overlays

What Does This Mean for South Florida?

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- Coming together as a region is shown to be a key ingredient in successful regional TOD implementation
- The “T” in TOD functions as the catalyst for larger scale TOD implementation in nearly all regions studied
- We have many of the elements for success already in place:
 - Seven50
 - Regional Transit Plan
 - TOD Framework and Guidebook
 - Local governments have established TOD supportive regulations in transit nodes
 - Existing Tri-Rail system and Premium Transit Bus
 - Potential for Tri-Rail Coastal Link
- **Our region has numerous partners working towards implementing TOD**
- **Knowing and capitalizing on the roles and responsibilities for each partner is this next step needed**

Southeast Florida TOD Questionnaire

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- A roles and responsibilities questionnaire was sent to all members of the working group
- The purpose is to document who is doing what and who should be doing what in southeast Florida
- It is important to get as many responses as possible