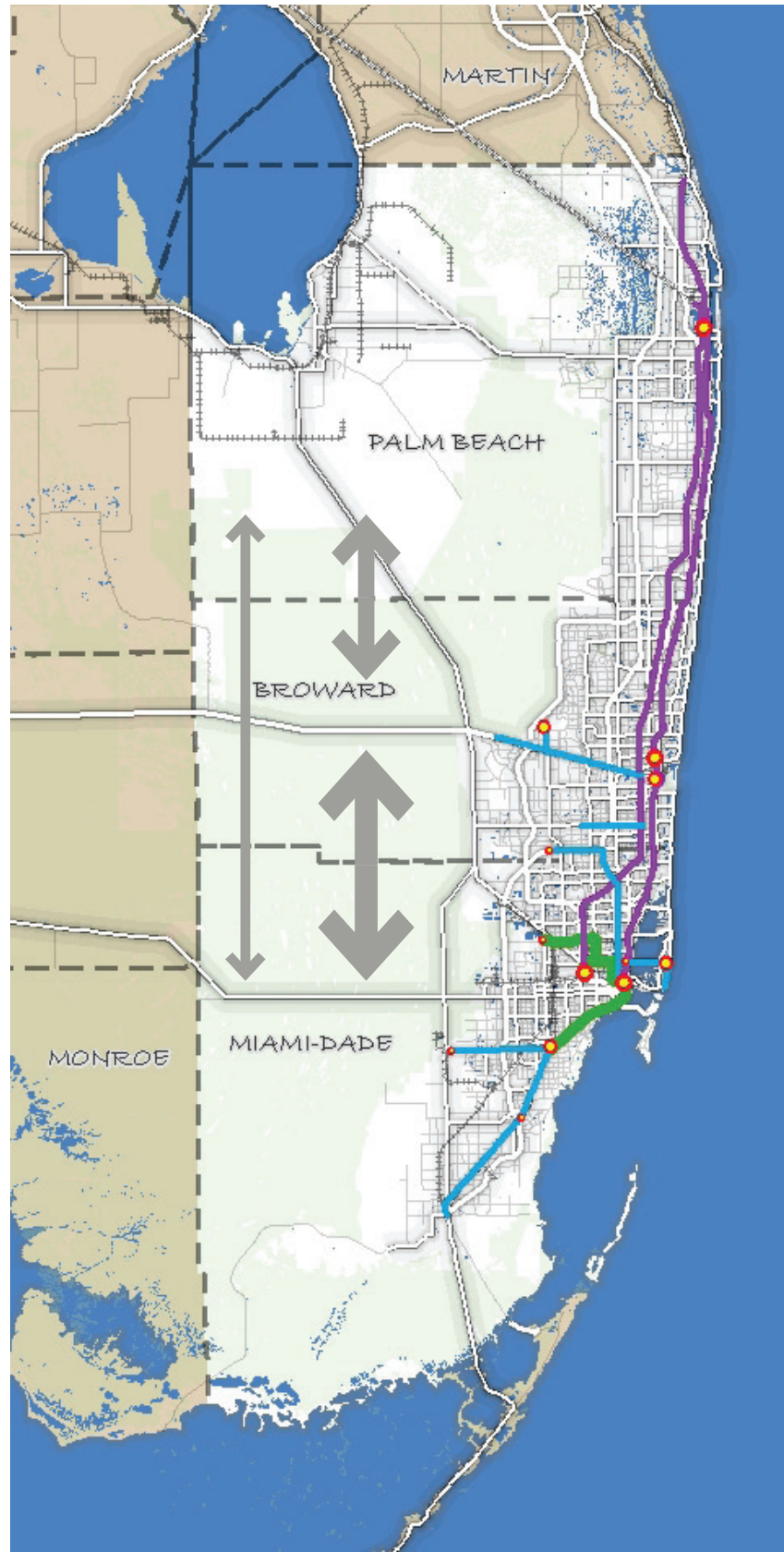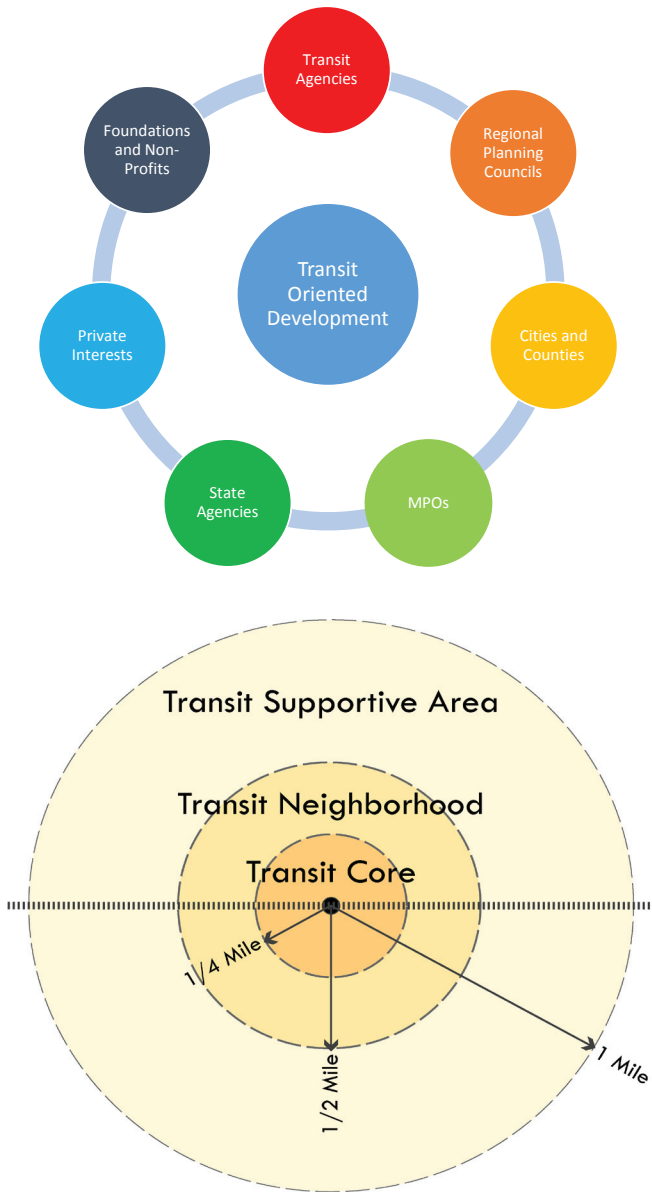# ENHANCING COLLABORATION FOR SUCCESSFUL TRANSIT ORIENTED DEVELOPMENT IMPLEMENTATION:

Models from North America

On behalf of the **Florida Department of Transportation, District Four**

Transit Agencies

Foundations and Non-Profits

Regional Planning Councils

Transit Oriented Development

Private Interests

Cities and Counties

State Agencies

MPOs

Transit Supportive Area

Transit Neighborhood

Transit Core

1/4 Mile

1/2 Mile

1 Mile

MARTIN

PALM BEACH

BROWARD

MONROE

MIAMI-DADE

September 2014

Submitted by:

RENAISSANCE PLANNING GROUP

FDOT

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Transit-Oriented Development
Overview

Regions throughout the United States and Canada with limited resources are looking to accommodate rapidly increasing populations in a sustainable manner through transit-oriented development (TOD). TOD emphasizes the connection and relationships between transportation and land use with both mutually benefiting from each other. By focusing higher-density mixed-use development near transit stations or along frequent bus service corridors, regions can accommodate growth while preserving rural areas, revitalizing existing communities and generating a larger transit ridership base that is less dependent on single-occupant vehicles.

While the benefits of TOD are numerous, so are the challenges of successfully implementing it. This memorandum offers a look at multiple regions around North America and how they have addressed some of the challenges of implementing TOD. Part I considers the collaboration required among multiple partners in creating successful TOD programs and projects. Part II is related to organizing and disseminating the numerous plans, reports and other information within a region so as to make them more accessible to local jurisdictions, transit agencies, developers and the public.

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Transit-Oriented Development
Part I – Models of Collaboration

Introduction

Successful implementation of Transit-Oriented Development (TOD) requires collaboration among a broad range of partners with various responsibilities. A partial list includes: local governments, transit agencies, regional planning commissions, metropolitan planning organizations, nonprofits, developers, places of higher education and the general public. While there are many examples of such collaborative efforts underway across the United States, several regions stand out due to their innovation and success in implementing TOD, whether through funding strategies, alignment of regional goals with local initiatives, developing regional visions, or other means. Seven of these regions were selected based on previous research on regions with TOD, combined with input received from the TOD Working Group. Part I of this memo begins with the key take-away findings, leading into summaries of each region. The seven regions are:

1. Atlanta
2. Boston
3. Denver
4. Minneapolis/St. Paul
5. Portland
6. Salt Lake City
7. Seattle

Key Findings

Several characteristics from the seven regions' collaborative efforts emerge as key elements contributing to successful TOD implementation. These are listed and summarized below. More detail is provided in the individual region descriptions. Please note that their order is not indicative of any ranking or prioritization.

- **Unified Regional Plan or Vision:** Each of the seven regions has a unifying regional plan or vision for future growth and high-capacity regional transit that guides investment decisions and supports a land use/development framework for future station areas. It is significant to note that strong links are established between the land use and transportation components. The locations of where higher density, mixed-use development should be focused at the regional level and how such areas relate to the transit system are clearly laid out and play an important role in building consensus on where resources should be prioritized. These regional plans and visions are typically developed by the regional governmental or planning agency, MPO, or Council of Governments. The Atlanta Regional Commission's PLAN 2040, Metropolitan Council's Thrive MSP 2040, the Wasatch Front Regional Council's Choice for 2040, Portland Metro's The

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2040 Growth Concept, Puget Sound Regional Council's VISION 2040 and Boston's Metropolitan Area Planning Council's MetroFuture are all regional plans/visions that emphasize the use of TOD-style centers and corridors to accommodate increasing populations.

- **Implementation Strategies, Policies & Tools:** Many of the regions and their local governments previously had plans supportive of TOD. However, implementation of TOD remained elusive and uncertainty of how to implement TOD was pervasive. To address these issues, many regions developed TOD specific plans, policies and programs outlining the strategies and steps needed for the actual implementation TOD. The Livable Centers Initiative (Atlanta), Livable Communities Act & TOD Strategic Action Plan (Minneapolis/St. Paul), Transit Oriented Development Program (Portland), and Growing Transit Communities (Seattle) are all designed to help implement their respective regions' plan/vision through encouraging TOD; they function as implementation tools for TOD in locations outlined by the regional plan/vision. The Growing Station Areas report from the Boston region defines ten distinct station typologies as a platform for cities and towns to follow and use as a guide when planning for and developing TOD.

- **Link Between Regional and Local Jurisdictions:** Collaboration between the regional agency and local jurisdictions is necessary for the TOD elements of a regional plan/vision's successful implementation. Local jurisdictions have much of the responsibility for implementing the strategies and goals of a regional plan. As most regional planning agencies and MPOs do not have the authority to directly control land use, several strategies have been developed by the regions in this study to encourage the implementation of regional plans at the local level. Atlanta's Livable Communities Initiative (LCI) offers planning grants to local communities to develop local plans meeting local needs, but which also incorporate aspects of the regional plan. Projects proposed in those plans are then eligible to receive further funding for implementation.

  The Boston region offers several strategies to bridge the gap between regional and state goals with local towns and cities. Local governments are encouraged, through the provision of technical and financial assistance, to utilize state-enabled land use and zoning regulations supportive of TOD. Similarly, the state and regional agencies provide financial support for key infrastructure projects tied to TOD. Both practices could be tied to the regional plan if such regulations and infrastructure funding are permitted only in areas specifically designated on the regional plan, such as multimodal centers and corridors.

- **Limited Number of Regional Agencies and Transit Agencies:** A common trait among regions successfully implementing TOD is a limited number of regional agencies. Atlanta, Seattle, Portland, Salt Lake City, Minneapolis/St. Paul, and Denver each have a single entity functioning as both the Regional Planning Agency and Metropolitan Planning Organization. This allows for the regional plan/vision and Long Range Transportation Plan to complement one another and ensure that the locations where TOD strategies and investments are applied are along corridors where transit will be implemented. Besides having a limited number of agencies, these regions tend to fall under a single regional jurisdiction. Both the limited number of agencies and a single regional jurisdiction simplify the collaborative process by reducing the number of planning

partners and easing competing interests. However, these are by no means requirements for successful TOD implementation, but call attention to the importance of regional coordination. Even the most multifaceted regional agencies experience challenges with the internal coordination between divisions necessary for implementing TOD.

The Salt Lake City region is comprised of multiple regional agencies with separate jurisdictions. Close coordination between the regional agencies proved vital in efforts to establish a regional framework designating the locations of TOD-type development. The Boston region has a separate Regional Planning Agency and Metropolitan Planning Organization. To improve coordination, the regional planning agency (MAPC) is the vice chair of the Boston Region MPO while MassDOT is the chair. This gives MAPC a platform to advocate for TOD and the regional plan.

Similarly, most of the regions in Part I, with Seattle as a notable exception, have a single transit agency. This helps in planning a transit network on a regional scale, focusing limited resources along key corridors. Regardless of the number of transit agencies operating within a region, the important element for TOD implementation is to have a well defined regional transit plan with an accompanying funding source, as demonstrated by the Seattle region.

- **Investment in Transit:** A large expansion of a transit network can act as a catalyst for TOD. In Salt Lake City, Denver and Minneapolis/St. Paul, the large investment in transit functioned as a triggering mechanism, or tipping point, for regional TOD implementation. In many cases there were existing TOD polices or plans in place and the transit investment acted as the impetus for the various agencies to act on them. In the Boston region, instead of a large scale expansion of the transit network, public funds are used for specific transit-related infrastructure improvements to spur associated private development projects. Examples of these infrastructure improvements include a new station along an existing rapid transit line and the conversion of surface parking to structured parking at a rapid transit station to free up space for development.

Transit-oriented development is dependent on having reliable transit service. The regions in this study tend to focus their TOD efforts along rail transit; although their guiding documents and TOD programs do include provisions for bus and premium service transit (Atlanta and Minneapolis/St. Paul are examples). Furthermore, private investors and developers desire a level of certainty in the variables impacting their investments. Public sector investment in transit demonstrates commitment to transit and certainty that transit service will be implemented. Private investors and developers depend on such certainty to justify the relatively high costs of developing TOD. In general, TOD will not be built by the private sector unless there are guarantees that transit will be provided.

- **Financial Assistance:** Successful TOD implementation in most of the regions required some sort of financial assistance or grant program. Generally speaking, there are two needs demanding the commitment of financial assistance. In some areas, market demand is strong enough that

high density TOD will be built by the private sector alone. However, such development may occur at the expense of more affordable housing options. For this reason, some metropolitan regions have efforts in place to ensure a more equitable outcome of TOD. Denver's Mile High Connects is a prime example. The second reason for financial assistance is to promote TOD in areas where market demand is not quite there for higher density, mixed-use TOD and so incentives are needed for developers to create truly transit-oriented, and not merely transit-adjacent, developments. Portland provides an excellent example of this scenario. Financial assistance may be offered to local governments, community redevelopment agencies (CRAs) or other entities to assist in the creation of plans and development regulations which allow or encourage TOD.

There are numerous types of financial assistance to support TOD implementation, but they can be categorized in four ways:

- TOD Funds: These are used to purchase land to develop TOD sites or to purchase existing residential properties to maintain as affordable housing. Such funds tend to be used to help stimulate affordable housing development in the vicinity of transit although they are also use to incentivize and subsidize general TOD projects. TOD funds can be used to preserve and create affordable housing by focusing resources at future station areas where transit service has not yet begun in full, when land values are lower than when transit service is fully operational. In some cases, the funds are used for land assemblage purposes to create larger parcels which can be more easily developed as TOD.

- TOD Subsidies: Subsidies are used to help developers offset the higher costs of developing TOD. Within the downtown areas of these regions the market is usually strong enough that TOD will be constructed by the private sector alone. However, in areas outside of the downtown core, the market may not be able to support TOD without assistance. The Portland Metro has a TOD Easement program which acts as a subsidy to build TOD at higher densities and with TOD design elements that developers might otherwise not supply. The TOD Easement allows Metro to transfer funds to a developer by purchasing an easement guaranteeing that the project will be of a higher density than the market would normally produce. The supporting rational is that by doing so, additional future transit riders are being created.

- Funding Swaps: Much of the funding available to transit agencies for transit and TOD comes from federal sources. The funds thus have numerous requirements and can be cumbersome to use for TOD implementation. However, the Portland Metro and Minneapolis/St. Paul
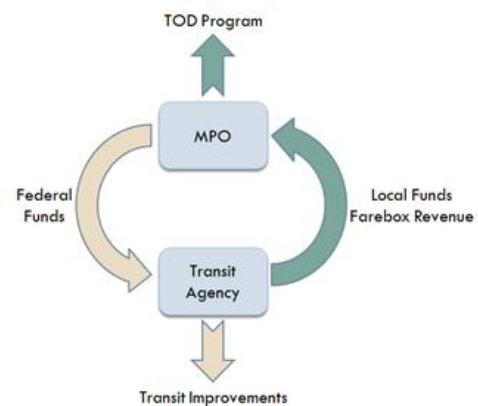

Figure 1: Diagram of the funding swap process

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Metropolitan Council have employed a strategy where federal funds are transferred to the transit agency and used as capital for transit improvements. The transit agency then transfers local and/or farebox revenue funds to the regional agency for use in their TOD programs, as these funds are more flexible. The funding swap process is illustrated in Figure 1.

- Grants: There are numerous categories and uses for grants. Many times grants are awarded to local governments or other agencies looking to update their land use and development regulations to be supportive of TOD. Other times, grants are given to nonprofit and community organizations for purposes related to TOD equity and affordable housing. Grant programs tend to be operated by nonprofit organizations and foundations or government agencies.

- **Joint Development:** Joint development is typically carried out by transit agencies on their surplus land, by leasing or selling the land to developers. Alternatively, a transit agency may use its surplus land as equity in the creation of a limited liability partnership with developers and investors for a specific project. While joint development may seem like the best route towards implementing TOD, there are numerous obstacles to its success. In several regions, transit agencies moved away from joint development to focus more on providing transit service due to a combination of funding shortages and a cumbersome regulatory environment. Recently, as demand for TOD and mixed use, walkable development has increased, transit agencies have once again began pursuing TOD through joint development, but with the lessons learned from earlier efforts.

  Joint Development projects faced numerous similar challenges within each of the regions reviewed. The main challenges are the various encumbrances attached to the transit agency's property due to the funding source the transit agency used to originally purchase the property. If federal funds were used by the transit agency to purchase the property, there are limits to what can be done with it. Some transit agencies prefer to lease the property, rather than sell it, to a private developer. While the agency will retain ownership of the property, many lending agencies are hesitant to finance such projects as the land would not function as collateral for the developer. However, there are still many successful examples of TOD joint development. As the market for more urban housing types expands and higher density mixed use developments become more common, joint development may become a better option than it is today.

- **Technical Assistance:** The Wasatch Front Regional Council, along with most of the other regions included in this section, offer technical support to local jurisdictions to help them implement TOD elements of the regional plan. This is crucial as local jurisdictions may lack the technical and/or financial abilities to carryout TOD planning and implementation. The Wasatch Front Regional Council has visited each local jurisdiction to teach them how to use the implementation tools developed through the regional planning effort. The Puget Sound Regional Council has also placed a large emphasis on connecting local planning efforts to regional ones. Their Growing Transit Communities program will offer the tools and strategies necessary for local

jurisdictions to implement TOD along the expanding transit network. In the Boston region, the regional and state agencies offer technical assistance to cities and towns wishing to implement TOD or smart growth plans, policies, or projects. The Smart Growth / Smart Energy Toolkit is a prime example from the state level.

- **Demonstration Projects:** The creation of TOD demonstration projects is a common strategy used by the regions in Part I. The Wasatch Front Choice for 2040, Puget Sound's Growing Transit Communities and Portland's Transit-Oriented Development Program all incorporate demonstration projects using the strategies and tools outlined in various plans to develop TOD. There are numerous benefits to implementing a TOD demonstration project. The process demonstrates to local jurisdictions, developers and investors that the many challenges of TOD can be overcome, as well as how to overcome them. It also allows for a refinement and tweaking of the strategies and implementation tools based on what was learned during the implementation process. Equally as important, the end result is an on-the-ground example of TOD for people to see – a physical example of what the program or plan envisions.

- **Educational Outreach:** Demonstrating what actual TOD of higher density and mixed-use look like, along with their benefits, can build support for such plans at the local level, which is critical for the implementation of transit-oriented development. Portland's Metro took local officials on a trip to Vancouver, BC to see firsthand what TOD outside of the City of Portland looks like. This experience led many of the more suburban local officials to become more supportive of TOD. It is important to demonstrate that there is not a one-size-fits-all TOD, but rather that TOD is a development type which can take many shapes, sizes and styles to fit within its context.

- **Affordable Housing:** All of the regions had some sort of affordable housing program to achieve equitable TOD. More often than not, such efforts were lead by nonprofit and community organizations with initial funds from charitable foundations. These efforts have been fairly successful in creating TOD projects as the organizations are able to focus their resources on that specific goal. Furthermore, the private funding can be used to directly purchase land and develop projects without the constraints of federal and other public funds used in similar public agency efforts. These nonprofit and community equitable TOD organizations have benefited the regions they are located in and have produced many units of affordable TOD housing, often times with public agencies joining the effort and contributing additional resources.

- **Organization**: The typical organization of the roles and responsibilities for the partners involved in the implementation of TOD within the seven study regions is shown in Figure 2.

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

Regional Plan or Vision

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

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

Tools, Strategies & Policies

Lead by RPC/MPO/COG

TOD Implementation

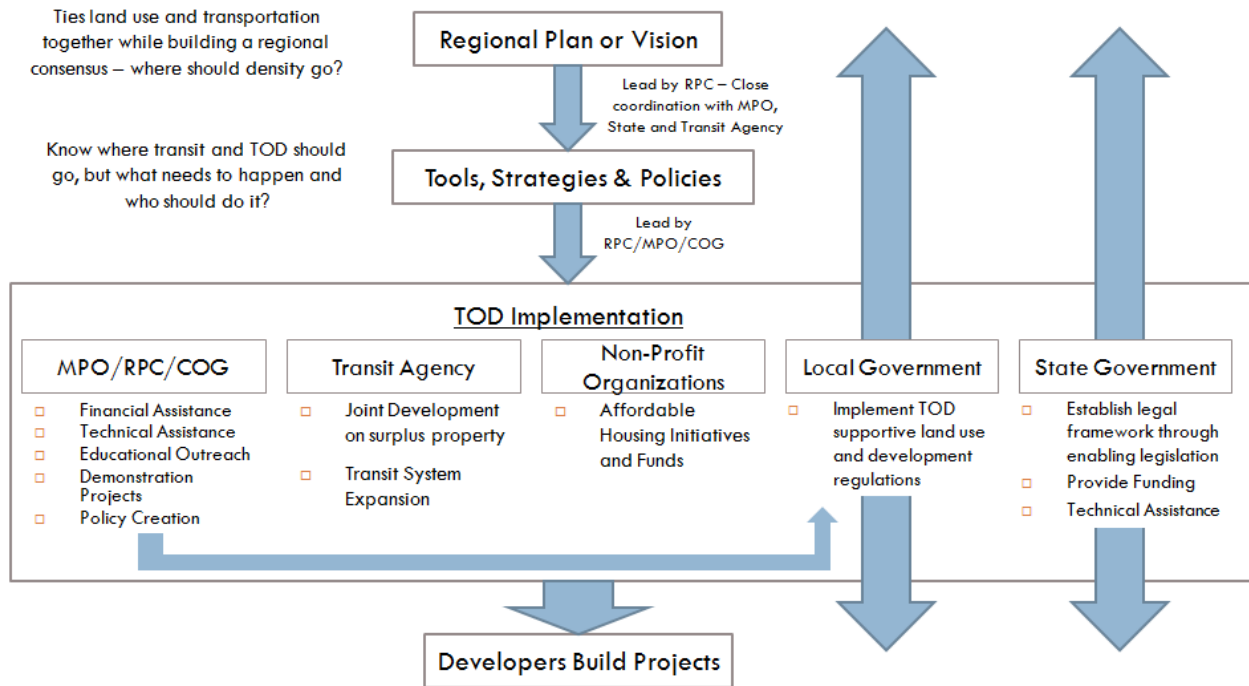| MPO/RPC/COG	Transit Agency	Non-Profit Organizations	Local Government	State Government
☐ Financial Assistance ☐ Technical Assistance ☐ Educational Outreach ☐ Demonstration Projects ☐ Policy Creation	☐ Joint Development on surplus property ☐ Transit System Expansion	☐ Affordable Housing Initiatives and Funds	☐ Implement TOD supportive land use and development regulations	☐ Establish legal framework through enabling legislation ☐ Provide Funding ☐ Technical Assistance

Developers Build Projects

Figure 2: Typical roles and responsibilities for the collaborative effort of implementing Transit-Oriented Development

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The Regions

The seven regions included in this study of TOD collaboration are shown on the map in Figure 3. These regions were selected from previous project research on regions with TOD, combined with input received from the TOD Working Group. The selection aims to represent a broad range of geographies, regional political and agency structures, and breadth of transit infrastructure. Each region shares at least one defining characteristic with Southeast Florida, whether a similar geographic constraint on growth or having multiple transit agencies. Uniting the seven regions is their ability to implement TOD despite numerous challenges faced along the way. While many of the same challenges are present in each region, the means of overcoming them vary markedly depending on the organizational structure of the partners involved and their collaborative efforts.
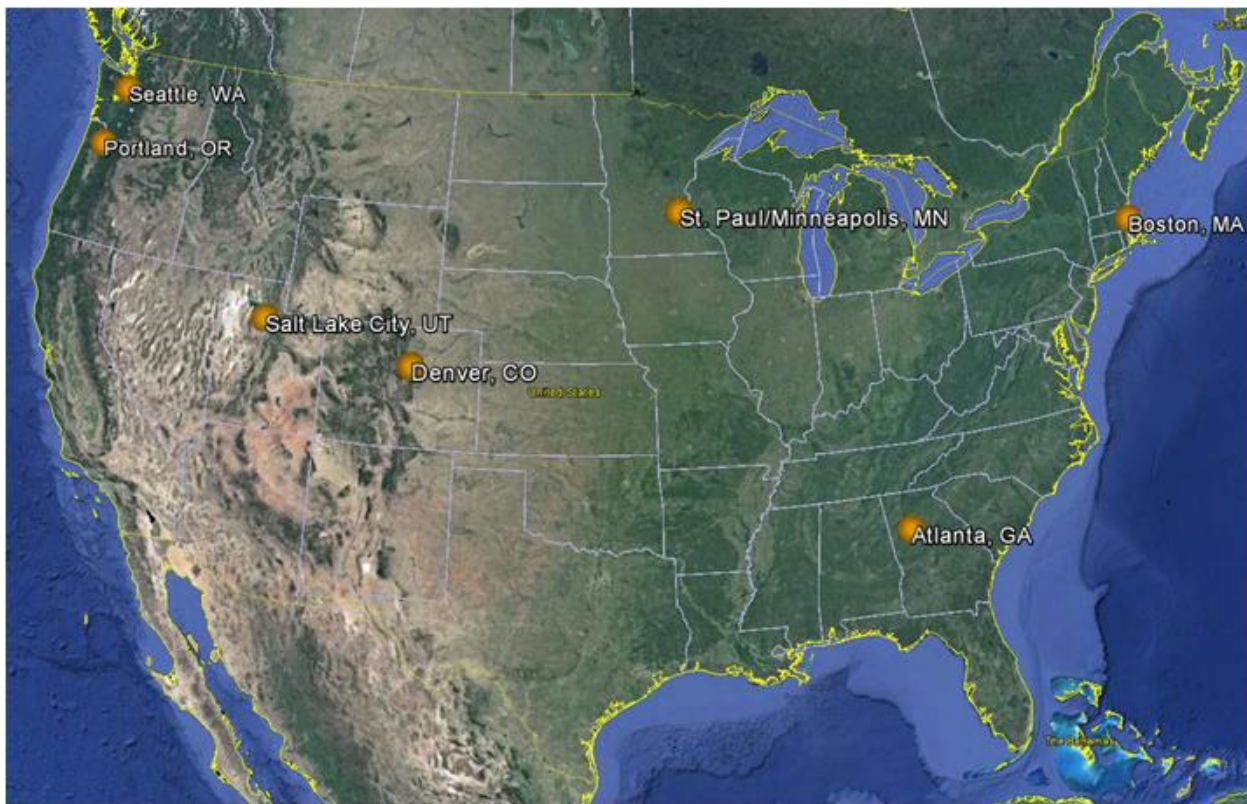
Regional Examples

Figure 3: Map of the US showing the 7 regions included in the Models of Collaboration (*Image from Google Earth*)

1- Atlanta, GA

Regional Background

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the 10-county Atlanta area as well as the federally-designated metropolitan planning organization (MPO) for the 18-county, larger Atlanta region. The 10-county region includes the City of Atlanta plus 69 other cities in addition to unincorporated county land. The region is served by multiple transit providers, the main one being MARTA, which operates in Fulton and DeKalb Counties and the City of Atlanta. MARTA operates fixed route bus service and a rapid rail system consisting of 48 miles of rail with 38 stations[1]. Other transit providers in the region include Gwinnett County Transit (GCT) and Cobb County Transit (CCT), both of which provide bus service. The Georgia Regional Transportation Authority (GRTA), a state authority created in 1999, provides express commuter bus service in partnership with GCT and CCT.

Organization and Actions

The Atlanta Regional Commission (ARC) plays a leading role in TOD planning and implementation. ARC's TOD program manager describes the agency's TOD program as a bridge connecting the region's rapid transit agency (MARTA) with local governments and developers.[2]

MARTA

MARTA has extensive land holdings around its stations and in recent years has taken more interest in developing the land for TOD. MARTA promotes TOD through its Office of Transit Oriented Development and Real Estate. The office has two divisions with a total of eight employees. One focuses on joint development while the other focuses on acquiring real estate for the transit system. One indication of the agency's renewed interest is new TOD Guidelines released in 2010 that MARTA uses to promote joint development and other station area infrastructure and development projects.[3] However, MARTA is not in a strong position to put financial resources behind TOD. The agency has faced budget shortfalls in recent years that have led to service cuts, although the agency has begun reversing this trend as ridership increases. It is difficult for MARTA politically to invest in TOD when it is reducing investments in its core mission of providing service.

Atlanta Regional Commission

Recognizing MARTA's funding priorities, one of ARC's key roles is planning and funding projects that support TOD in MARTA station areas. ARC provides planning funds through its Livable Centers Initiative, leads design charrettes involving MARTA and surrounding neighborhoods, and conducts education and outreach with local governments to build acceptance for TOD and establish supportive land use regulations. ARC has also studied and shared information about market trends through a TOD Market Report in 2013. The report identified 10 stations that are well situated for TOD.

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[1] http://itsmarta.com/uploadedFiles/News_And_Events/Newsletters/MARTA%20Fact%20Sheet%20010611.pdf

[2] Personal communication with Amy Goodwin, principal planner and LCI manager, and Jared Lombard, principal planner, February 10, 2014.

[3] http://www.itsmarta.com/TOD.aspx

ARC plays an important role in funding infrastructure improvements in support of TOD. For example, the TOD Market Report identified a lack of pedestrian infrastructure as one key barrier to TOD. ARC can help address this problem through its Livable Centers Initiative (LCI). The LCI awards planning grants each year to communities that are looking to enhance existing centers and corridors. These planning grants must further the goals of the LCI program. Areas eligible for LCI grants are existing town centers, activity centers, and corridors as well as emerging regional centers and corridors. Furthermore, such areas must be within a Region Core, Regional Corridor, or Regional Place as shown on the Unified Growth Policy Map (UGPM), be within a Station Community area as noted in the UGPM or within a half-mile of a proposed station. The UGPM is the regional development map that lays out the region's vision to accommodate anticipated growth[4]. It is an element of ARC's PLAN 2040, the region's comprehensive blueprint which functions as both the regional transportation plan and regional comprehensive plan. While the LCI program is not a TOD specific program, it gives priority consideration to centers that incorporate transit nodes or corridors that increase connectivity to transit station areas. Plans must enhance such locations in a manner consistent with regional development polices and goals included in PLAN 2040, and be within the PLAN 2040 designated locations listed above, and as such, the LCI program is an implementation tool for the regional plan.

The planning grants are backed with construction funds through the region's long-range transportation plan (LRTP). Once a community has been selected into the program and has created a LCI plan, it can later apply for additional funding to implement transportation projects which were identified in the plan or for supplemental planning studies. Such additional funding for LCI communities is very popular, with ARC committing more than 60 percent of LCI funds to existing LCI communities in 2013[5]. Taken as a whole, the program incentivizes communities to pursue local planning efforts that also meet the regional goals, including focusing growth in certain designated locations served by transit which are shown on the UGPM. The LCI program promotes regional collaboration and goals through funding local planning efforts and the identified infrastructure improvements which contribute to regional goals. As the region consists of numerous jurisdictions and there is not a single regional agency with land use authority, this program has been successful in encouraging the desired regional land use goals. Through the program, ARC has studied several MARTA station areas and allocated funds for projects to improve pedestrian access.

ARC also works with developers to promote TOD. In collaboration with MARTA, ARC organized a Developer Day. The two agencies used the event to educate developers about opportunities on MARTA-owned parcels and in station areas prime for TOD. ARC provides an online clearinghouse of information, and links to other sources, related to the LCI program on their website[6]. This includes best practices, innovative zoning and design codes, model resolutions and policies, and additional topics.

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[4] http://www.atlantaregional.com/plan2040/community/strategies
[5] http://www.atlantaregional.com/land-use/livable-centers-initiative
[6] http://www.atlantaregional.com/land-use/livable-centers-initiative/resources)

The Atlanta TOD Collaborative

The importance of public private partnerships is reflected in the new Atlanta TOD Collaborative. ARC has partnered with the Atlanta Housing Association and Neighborhood-based Developers (AHAND), the Atlanta Land Trust Collaborative (ALTC), Enterprise Community Partners, the Fulton County/Atlanta Land Bank Authority (FCALBA), Georgia STAND-UP, the Livable Communities Coalition (LCC), and the Partnership for Southern Equity (PSE) to address barriers to TOD and increase awareness throughout the region. The Collaborative's ultimate goal "is to help the region realize high-quality, walkable, equitable, mixed-use development in and around its transit station areas."[7]

Funding

These three main players – ARC, MARTA, and the Atlanta TOD Collaborative – rely on a variety of funding sources. ARC is the region's metropolitan planning organization, which gives it access to federal and state transportation resources. ARC has carved out some of its federal planning funds and Surface Transportation Program construction funds to create its nationally-recognized Livable Centers Initiative (typically 33 percent each year). The ARC funds about $1 million of planning studies each year through the program. Thirty-four of MARTA's 38 stations are in areas eligible for funding through LCI. To ensure that LCI plans do not collect dust on a shelf, the ARC also has allocated about $500 million worth of federal Surface Transportation Program funds in the region's long-range transportation plan to construct projects identified in the plans. ARC contracts directly with communities for the planning studies, while the Georgia Department of Transportation oversees the construction projects. ARC's role is to select the projects and provide technical assistance to the local government throughout the design and approval process. The awards for both the planning studies and transportation project implementation provide reimbursement of up to 80 percent of the project cost with the entity awarded the grant responsible for at least the remaining 20 percent of the cost. While state DOTs often pay the local match, based on ARC's Transportation Improvement Program, the local match for LCI program comes from the entity awarded the grant; GDOT does not directly contribute funds to the LCI program. ARC supported three TOD studies through the LCI program in 2011 and 2012 (College Park, East Point, and Kensington).

MARTA's capacity to invest in TOD is limited by service demands. However, the agency's 2014 budget shows that MARTA generates about $6.8 million per year from lease revenue, with a share (not identified) coming from property leases at TOD projects. On the expenditures side, the agency spends about $850,000 per year on TOD planning. It is not clear how much the agency spends on capital improvements associated with TOD and joint development.

ARC indirectly supports the Atlanta TOD Collaborative by hosting its website and providing a meeting space. The organization is still in its early stages of formation and it does not appear that they are investing directly in TOD at this time. However, the group has shown interest in a TOD Land Acquisition Fund similar to the $15 million Denver TOD Fund.

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[7] http://www.atlantaregional.com/land-use/transit-oriented-development/atlanta-tod-collaborative

Outcomes

The region's efforts to promote TOD through joint development have been somewhat limited by obstacles that are common throughout the country. Namely, developers are often hesitant in lower density regions to invest in infill projects that require them to lease land from a transit agency. This practice is far more common in older dense urban centers such as New York City, Boston, and San Francisco. Additionally, much of the land surrounding transit stations was acquired with federal funds and comes with federal requirements. However, market assessments conducted by ARC show that the market for TOD, and joint development, are improving. MARTA is now working with ARC on development projects at four stations. MARTA is in the process of selecting developers for these projects, so it is too early to tell if the new interest in TOD will bring success stories.

2- Boston, MA

Regional Background

The Boston region differs significantly from the other regions in Part I due to its established, robust transit system and its established historic development pattern, much of which is based on transit. Many of the other regions have only recently began developing larger scale transit systems and for the most part, these regions are much younger and do not have such a long development history shaping the region's form and typologies as Boston does.

The Boston region is further differentiated from the other regions in the study by its governmental structure. The region has a separate regional planning agency, metropolitan planning organization and transit agency. The Metropolitan Area Planning Council (MAPC) is the regional planning agency for the 101 towns and cities of Metro Boston. Established in 1963, MAPC's mission is to promote smart growth and regional collaboration[8]. The Boston Region Metropolitan Planning Organization (MPO) is responsible for the regional transportation planning process for the same 101 towns and cities[9]. Transit in the region is provided by the Massachusetts Bay Transportation Authority (MBTA) which was established in 1964[10]. MBTA operates the region's commuter rail, subway, buses, and ferries. Others involved in TOD efforts in the Boston region include the Boston Redevelopment Agency, MassHousing, MassDOT (which has the same oversight board as the MBTA), the Massachusetts Association of the Community Development Corporations, and the state Executive Office of Energy and Environmental Affairs.

Massive investment in transit is thus not the primary catalyst for TOD in the Boston Region. Instead, it is based more on a push to follow a smart growth pattern, leverage existing assets in transit, maintain historic development patterns and prevent sprawl. Some of the major TOD projects, however, required site-level transit and infrastructure investments from the state for the private development to initiate.

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[8] http://www.mapc.org/about-mapc
[9] http://www.ctps.org/Drupal/
[10] http://www.mbta.com/index.asp

Organization and Actions

The Boston region has numerous agencies and organizations simultaneously pursing their TOD goals through several overarching plans. The main drivers of TOD in the Boston region are the local, city-level governments. State and regional agencies have little authority and ability to implement projects. Adjoining cities and towns can be extremely different in form, density, and economy. Some are supportive of TOD, others want to stay single family/suburban or rural. This is a big stumbling block for MAPC in implementing their regional planning efforts.

Local control is sacrosanct in Massachusetts and the regional agencies/MBTA largely play a supporting role. The successful TOD projects in the region are driven by individual cities and towns with the state and regional agencies contributing technical assistance and financial resources for related infrastructure improvements. In these cases, it is the local level governments who initiate the projects. As an example, the region's HUD grant was aimed at working with cities and towns to change their zoning and do smaller area planning. As a result, the various TOD-related plans and efforts discussed below follow a trend of providing a suggested framework for TOD along with the tools and assistance to implement TOD. Incentives are provided to encourage local governments to follow the regional framework and to implement state enabled smart growth and TOD policies and regulations.

MetroFuture

MetroFuture is the Boston region's 30-year plan, published in 2008, which was developed by and serves as a guide for MAPC's work supporting a vision of smart growth and regional collaboration. The process of developing the plan was guided by a Steering Committee comprised of representatives from government, nonprofits, institutions, business, and advocacy organizations. MAPC retained fiduciary and supervisory control over the budget and staff. MetroFuture includes a detailed vision for the future; specific goals and objectives to assess whether the region is moving in that direction; and detailed implementation strategies that serve as a roadmap for policy, advocacy, planning, and development decisions[11]. The plan was developed through a series of alternative futures representing various paths for development and growth. In the end, a preferred scenario was chosen and 65 specific goals were adopted. The preferred scenario, MetroFuture, outlines a framework of where growth will be encouraged, building on sustainable growth patterns. Population and job growth is to be focused in municipalities and areas already well served by infrastructure. Furthermore, most new growth is to be located to promote transit use. A set of 13 implementation strategies were then organized to bring the plan's preferred scenario into fruition.

In 2010, MAPC was awarded a $4 million Sustainable Communities Regional Planning Grant from HUD on behalf of the Metro Boston Consortium for Sustainable Communities.[12] The grant supports the implementation of MetroFuture through local planning efforts, state and regional policy work, development of tools and data, and capacity building for local residents and leaders. To advance the implementation of the plan, Metro Boston Consortium for Sustainable Communities proposed twelve place-based planning efforts. One of these efforts recognized and sought to overcome the financial

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[11] http://www.mapc.org/sites/default/files/MetroFuture_Goals_and_Objectives_1_Dec_2008.pdf
[12] http://www.mapc.org/general-information

barriers to implementing TOD through the creation and coordination of regional TOD funding mechanisms. Another effort funded by this grant through the Consortium is the Orange Line Opportunity Corridor, which received $30,000 in funding. The Orange Line Opportunity Corridor explored the potential for promoting the MBTA's Orange Line as an Opportunity Corridor by advancing a long-term agenda for a diverse mix of commercial, residential, institutional and recreational opportunities along the transit line, building off of existing TOD planning efforts. The Orange Line Opportunity Corridor project was initiated by the Massachusetts Association of the Community Development Corporations with support from MAPC and resulted with a report in 2013.[13] These place-based planning efforts reflect the region's need for example projects implemented at the local level on an individual basis. The examples can then be used to demonstrate the possibilities of smart growth and TOD to other localities.

Growing Station Areas

MAPC defines TOD as, "a strategy for developing residential and commercial areas in places that are already accessible by public transit"[14]. To help achieve its TOD goals, MAPC conducted an analysis to define the need for different financing tools or prioritization of investments in the region. This analysis culminated in a 2012 report defining strategies to implement TOD in the region, *Growing Station Areas: The variety and potential of TOD*. *Growing Station Areas* was initiated as an effort funded by the Metro Boston Consortium for Sustainable Communities to develop new TOD financing tools for the region. However, the results are much broader in their applicability for policy creation, resource applications and project evaluation. Overall, TOD and *Growing Station Areas* are supportive of MetroFuture's sustainable growth patterns.

The Boston region's well established rail transit system has a diverse range of station types in an equally diverse range of towns, cities, villages, and rural areas. To fully benefit from all that TOD has to offer and to implement TOD in a contextually sensitive manner, necessary for local support, MAPC developed a station area typology that defined ten distinct station types. The types are distinguished by their population and employment density, transit service type, land use, demographics, and travel behavior. The types also reflect the appropriate nature and magnitude of development that could occur. The *Growing Station Areas* report provides a unified platform for the local governments, and the various agencies involved in implementing TOD, to follow and use as a guide when pursuing TOD implementation. The typologies section may be particularly useful for this.

 MAPC Data Services conducted a GIS-based analysis of 283 fixed-guideway MBTA transit stations, including assessment of demographics, development intensity, transit service, travel patterns, planned developments, and other constraints or opportunities for development. With a focus on rail transit, a station area typology was developed identifying ten station area types ranging from the high-density Metro Core job centers to mixed-use Town & Village Center stations and low-density undeveloped

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[13] http://www.mapc.org/orange-line-corridor
[14] http://www.mapc.org/TOD

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stations. Information about station type, existing conditions and planned development was used to set targets for housing units and employment development[15].

The State

The region and state have taken several important steps for improving collaboration. For example, MAPC is the vice chair of the Boston Region MPO (MassDOT is the chair). This gives them a platform from which to advocate for TOD and the MetroFuture plan. They have been strong supporters of flexing highway funds to both the Assembly Square Orange Line Station and the Green Line Extension. Also, the MBTA and MassDOT have the same governing board. This step was recently taken, in part, to improve integration among the various modes of transportation. MassDOT is taking the lead in mode-neutral transportation planning, a unique attribute for a state DOT.

In June 2007 the governor of Massachusetts issued Executive Order 487 formally creating the Development Cabinet, chaired by the governor. The governor's administration then released a set of Sustainable Development Principles to guide state agency policies and programs, as well as investments in land and infrastructure. A focal point of these efforts is the enhanced Smart Growth/Smart Energy Toolkit, which is designed as a technical assistance tool for the implementation of smart growth. The Toolkit consists of a number of modules, case studies and model bylaws with one of each dedicated to TOD[16]. The TOD module provides a background of TOD, why it is important, the characteristics that support it, its benefits, and financial considerations. Three case studies for TOD are included in the Toolkit outlining the process that the respective towns followed in implementing TOD. While the Smart Growth/Smart Energy Toolkit has no authority to implement a TOD process or project, it does provide a Transit-Oriented Development Overlay District model bylaw as a foundation for a municipality to develop a TOD bylaw for their community[17].

The State has enabling legislation for land use and zoning regulations that either directly or indirectly support TOD. Massachusetts Chapter 40B is a state law that promotes affordable housing development and has been used by some communities to build affordable housing/apartments near transit. The law generally requires ten percent of housing stock in cities/towns to be affordable. While it is not a TOD specific law, it is an example of a state law helping developers overcome an obstacle to TOD. Massachusetts Chapters 40R and 40S encourage cities and towns to establish new overlay zoning districts to promote housing production and, more generally, smart growth development[18]. Chapters 40R and 40S both provide financial incentives to communities to adopt these new zoning districts. These zoning districts allow as-of-right higher residential density located near transit stations, including rapid transit, commuter rail, or bus and ferry terminals. Four types of financial incentives are offered by the State Department of Housing and Community Development (DHCD):

1. Zoning Incentive Payments: Upon approval of a district a municipality receives a zoning incentive payment. The amount of the incentive payment is based on the potential number of

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[15] http://www.mapc.org/TODtypology
[16] http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tod.html
[17] http://www.mass.gov/envir/smart_growth_toolkit/bylaws/TOD-Bylaw.pdf
[18] http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-40R.html

new housing units that can be constructed in the district. The amount ranges from $10,000 to $600,000.

2. Bonus Payments: A community will also receive a bonus payment of $3,000 for each unit of new housing built in the district.

3. Educational Costs (Chapter 40S): Communities are reimbursed for any net cost of educating students living in new housing in a smart growth district.

4. Funding Preference: When awarding discretionary funds, DHCD and the Executive Offices of Environmental Affairs, Transportation, and Administration and Finance must give preference to municipalities with an approved smart growth zoning district.

Massachusetts Bay Transportation Authority

The Massachusetts Bay Transportation Authority (MBTA), working with the Executive Office of Energy and Environmental Affairs (EOEA), pursues transit-oriented development projects on some of its surplus properties located at or near transit stations[19]. MBTA pursues these TOD projects on an individual basis with towns, depending on where the surplus land is. For each project, MBTA works closely with the town in a planning process unique for that specific project.

Funding

As mentioned earlier, MAPC was awarded a $4 million Sustainable Communities Regional Planning Grant from HUD on behalf of the Metro Boston Consortium for Sustainable Communities. This grant supports place-based planning efforts including *Growing Transit Communities*. The MPO has supported TOD implementation by flexing federal highway funds to transit projects with a TOD component. The State Department of Housing and Community Development offers financial incentives to encourage towns and cities to adopt legislatively enabled smart growth and TOD zoning and land use regulations. Project specific funding examples are presented below in the Outcomes section.

Outcomes

There are two major TOD projects in the works at the moment:

1. Assembly Square - Somerville, MA: A massive TOD project on a former brownfield (Ford auto plant) just a couple miles north of downtown Boston. The project consists of a new Orange Line station (Assembly Station) and a $1.5 billion private development[20] consisting of 2,100 residential units, 2.75 million square feet of retail and office space and a hotel. Funding for the over $50 million new station has been established through a public/private partnership with state and federal agencies, as well as the developer Federal Realty Investment Trust[21]. The State contributed $25 million for construction costs, Federal Realty contributed $15 million for design and construction, and the FTA contributed station construction funds as well[22]. The MPO flexed $10 million of highway funds to contribute to the station's cost. MBTA is overseeing

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[19] http://www.mbta.com/about_the_mbta/t_projects/projects_tod/

[20] http://railvolution.org/rv2012_pdfs/20121610_4p_BringItHome_Raine.pdf

[21] http://www.mbta.com/about_the_mbta/t_projects/default.asp?id=22873

[22] http://www.mbta.com/uploadedfiles/About_the_T/T_Projects/T_Projects_List/ASQ%20Public%20 Meeting_2011-1115.pdf

construction and will operate the station once completed. The developer, Federal Realty Investment Trust, assembled the land and will be constructing the development. Implementation of the project required coordination with the State and City as well as the provision of the transit station.

2. Wonderland - Revere, MA: A large TOD project on the Blue Line, approximately five miles north of downtown Boston. The City of Revere's Waterfront Square TOD project would occupy the area once used as the MBTA Wonderland station's surface parking. The development is proposed to add about 900 apartments plus office space and a hotel. To open the former surface parking for development, the MBTA and State spent $50 million to build a new 1,500 space parking garage. Funding included an ARRA Stimulus Grant of $22.7 million, FTA Earmarked Section 5309 Grants of $3 million, MBTA Revenue Bonds of $11.3 million, Commonwealth MORE Grant to Revere of $10 million, and the Prior Programmed Wonderland Busway of $6.5 million (FTA Grant and State Infrastructure Fund Grant)[23].

Both of these efforts are locally driven by the Cities, but the State, MPO, MAPC, and MBTA all have policies in place which support TOD. Additionally, these projects both required large public infrastructure and transit investments, which the state and regional agencies carried out to enable the large-scale TOD projects to begin construction.

3- Denver, CO

Regional Background

The Denver metropolitan area is aggressively pursuing transit expansion through its FasTracks program that aims to add 122 new miles of light rail and commuter rail, 18 miles of bus rapid transit and 57 new transit stations.[24] This investment by the Regional Transit District (RTD) opens up tremendous opportunities for TOD that local governments, non-profit housing groups, and regional agencies are working to realize. The Denver Regional Council of Governments (DRCOG) is a regional association of local governments functioning as both a regional planning commission and federally designated Metropolitan Planning Organization[25].

The Denver region has numerous active nonprofit organizations working on improving communities throughout the area. Mile High Connects (MHC) formed in 2011 as a collaborative effort of over twenty of the region's private, philanthropic and nonprofit organizations in response to the region's large investment in FasTracks. The collaborative effort is committed to ensuring that existing and future transit service by RTD fosters communities that enable all people to connect to the opportunities that can lead towards a more affordable and higher quality of life[26]. MHC is focused on ensuring that the region's low-income populations benefit from FasTracks with an emphasis on improving accessibility to

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[23] http://www.mbta.com/about_the_mbta/t_projects/?id=1074
[24] http://www.rtd-fastracks.com/main_26
[25] http://drcog.org/documents/2009%20With%20One%20Voice%20Brochure%204%20web.pdf
[26] http://milehighconnects.org/main.html

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affordable housing, good-paying jobs, educational opportunities, healthcare, and essential goods and services[27].

Organization and Actions

Regional Transit District
RTD has a natural role to play in implementing TOD. The agency is overseeing the massive transit expansion. RTD works with local governments to improve access to stations and share best practices and technical assistance.

Denver Regional Council of Governments
DRCOG also supports TOD and has worked with RTD to create a TOD Project Viewer that provides information about development that is completed, under construction, or proposed in the FasTracks corridors. DRCOG serves as a resource and information clearinghouse for local governments on TOD.

Denver Housing Authority
While the regional agencies play somewhat typical roles, the Denver region stands out for its emphasis on affordable housing and the role that the Denver Housing Authority and non-profits are playing in TOD implementation. The Denver Housing Authority (DHA) has used its ownership of land near stations and its access to funding resources to build TOD near light rail stations. The Mariposa Project near the 10th and Osage Station is a good example. The DHA transformed a struggling public housing community near a light rail station by rebuilding the neighborhood with a transit-oriented focus, higher density (from about 15 units per acre to 40), more mixed income housing, and the introduction of retail and community uses. The U.S. Environmental Protection Agency in 2012 recognized DHA with the National Award for Smart Growth Achievement in the category of Equitable Development. DHA is working to replicate this success at other sites.

Mile High Connects
Another key partner in the region's TOD implementation efforts is MHC. This non-profit organization managed by the Denver Foundation views itself as a connector of all of the region's TOD efforts and works to "get everyone swimming in the same direction."[28] MHC is especially focused on making sure TOD projects serve the needs of all of the region's residents. MHC's partners include a wide range of public, private, and non-profit organizations including the City and County of Denver, Enterprise Community Partners, and the Urban Land Conservancy.

These three partners have teamed up to launch the nation's first Affordable Housing TOD Acquisition Fund. The fund invests in properties near proposed transit stations with the goal of creating or preserving 1,000 units of affordable housing.[29] There is an emphasis on investing in real estate around proposed transit stations before the rail and bus lines are fully operational to capitalize on current real estate values and preserve affordable housing as values will likely increase once transit operations

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[27] The Denver Regional Equity Atlas, 2012
[28] Personal communication with Dace West, Mile High Connects, February 10, 2014.
[29] http://milehighconnects.org/tod-funds.html

begin. MHC focuses its efforts at sites located within one-half mile of fixed-rail transit stations or one-quarter mile of high-frequency bus stops.

Funding

The TOD Acquisition Fund is a promising tool for implementing new projects. These funds are easier to use for TOD implementation than federal funds, which come with many requirements that some developers and transit agencies find cumbersome. The $15 million fund operates as a revolving line of credit. It offers three to five year loans for land acquisition. The lenders are more patient than traditional lenders, allowing land acquisition to occur before the market is ready for TOD while land is much cheaper than it will become when stations open. The fund has been so successful that its management is looking to expand it to $30 million. MHC does not affect transit investment decisions made by RTD, but rather MHC bases their investment decisions on where to purchase property on RTD investments in the transit system.

The Urban Land Conservancy[30] (ULC), a local nonprofit, made the initial equity commitment of $1.5 million and is leading the purchase of real estate. The MacArthur Foundation granted the Denver Transit-Oriented Development Fund $2.25 million while the Denver Office of Strategic Partnerships (DOSP) combined $2 million of Xcel Energy Franchise funds with $500,000 from other funds through the Office of Economic Development to bring the City's commitment of $2.5 million to the TOD Fund[31].

The DHA is tapping into several funding sources for its TOD work. The Mariposa project won $22 million from the U.S. Department of Housing and Urban Development's HOPE VI program. DHA also secured about $2 million in federal low income housing tax credits through the Colorado Housing and Finance Authority. The DHA also has its own funding sources for building and renovating housing units.

Outcomes

As of 2013, the TOD Acquisition Fund has acquired eight properties, creating or preserving 626 units of affordable housing and 120,000 square feet of commercial space for community assets near transit. The Fund has drawn down over $15 million leveraging nearly $200 million in investment from other sources[32]. MHC's goal is to create or preserve 1,000 housing units, and that goal is likely to grow to 2,000 units as the fund expands. The RTD also tracks development along its current and proposed transit corridors. By mid-2010, more than 17,000 housing units, 4,900 hotel rooms, 5 million square feet of retail space, and 5 million square feet of office space were complete or under construction along FasTracks corridors.[33]

Going forward, RTD is looking to work with MHC on joint development, although to date, RTD's involvement in these types of projects has been fairly limited. Additionally, the MHC program is working to develop new ways of reporting on their outcomes. MHC has collected output data (such as number of

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[30] http://www.urbanlandc.org/denver-transit-oriented-development-fund/tod-fund-activity/
[31] http://www.denvergov.org/strategicpartnerships/DenverOfficeofStrategicPartnerships/Partnerships Connections/DenverTransitOrientedDevelopmentFund/tabid/436574/Default.aspx
[32] http://www.urbanlandc.org/denver-transit-oriented-development-fund/
[33] http://www.rtd-fastracks.com/media/uploads/main/TOD_Fact_Sheet_July_2010.pdf

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units developed with the TOD Acquisition Fund), but now it is looking at outcome measures that show how TOD is having an effect on access for low income households in the region.

4- Minneapolis/St. Paul, MN

Regional Background

The Metropolitan Council was created in 1967 by the Minnesota Legislature to coordinate the growth of the seven-county metro area in a regional manner, focusing on issues that cannot be effectively solved at the local level. The Council has a broad range of functions and responsibilities which include serving as both the region's Metropolitan Planning Organization (MPO) and transit agency, Metro Transit. Its other responsibilities include: planning, funding, and developing the region's park and trail system; operating the regional wastewater collection and treatment system; supporting affordable housing through its housing and redevelopment authority; and developing the regional plan, Thrive MSP 2040. Thrive MSP 2040 includes goals promoting TOD and the general alignment of a multimodal transportation network with land use decisions; it is the region's first regional plan to include TOD.

The Minneapolis/St. Paul region is currently undergoing a multi-billion dollar expansion of its transit system and is looking to capitalize on this investment through the implementation of TOD along the transit network. The Metropolitan Council is using the large investment in transit and the opportunities for TOD to ensure the region's economic competitiveness.

Organization and Actions

The Metropolitan Council is a leader in TOD planning and implementation in the Minneapolis/St. Paul region. The Council has been involved in TOD since the state legislature created the Livable Communities Program in 1995. The Metropolitan Council provides technical assistance to local governments, funds predevelopment work for TOD, organizes design workshops for the recipients of its TOD grants and helps developers incorporate transit-supportive design elements into their proposals during the pre-application phase. The region's foundations and community development corporations (CDCs) also play an important role in implementing TOD. The McKnight Foundation, for instance, has given funds to provide affordable housing in lower income areas.[34] More detailed descriptions of the key TOD programs are given below.

Livable Communities Act

The Metropolitan Council's Livable Communities Act grant program is a voluntary, incentive-based program to leverage partnerships and resources supporting TOD through four separate grant accounts. The Tax Base Revitalization Account (TBRA) funds projects that cleanup sites for redevelopment. The Livable Communities Demonstration Account (LCDA) funds projects that link housing, jobs, and services. The Local Housing Incentives Account (LHIA) supports projects that add or preserve affordable housing. Finally, the Transit Oriented Development (LCA-TOD) program supports projects within walking distance

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[34] Personal communication with Adam Maleitzke, Senior Planner at Metropolitan Council, February 14, 2014.

of the region's growing transit system. The Livable Communities Act grant program and Metro Transit are both overseen by the Metropolitan Council, which is an arrangement that aids in coordination.

The LCA-TOD grant category was created in 2011 and allows applicants to apply for funding from the LCDA and TBRA grant accounts in a single application. LCA-TOD eligible projects must be within ½ mile of a light rail, bus rapid transit, commuter rail, or high-frequency express bus station that will be operational by 2020. Alternatively, projects within ¼ mile of a high frequency local bus route also are eligible. The funds can be used for a range of activities including site acquisition, land holding costs, publically-accessible infrastructure, place making, site plans, market studies, and cleanup of contaminated soil.

TOD Strategic Action Plan and TOD Policies

While the Minneapolis/St. Paul region has many existing TOD efforts, the Metropolitan Council believed that the programs were not achieving their full potential due to a lack of efficient collaboration[35]. Additionally, while Metropolitan Council policy had allowed engagement in TOD activities, there were no specific roles and strategies outlined for the Metropolitan Council to follow; despite being a single agency, internal coordination still posed a challenge. These concerns and limitations motivated the Metropolitan Council to pursue a number of efforts aimed at improving the process of implementing TOD throughout the region as a whole and within the agency.

In 2006 the Metropolitan Council released its *Guide for Transit-Oriented Development* as a resource for communities applying TOD concepts.[36] However, the larger efforts came to fruition in 2013 when the Metropolitan Council adopted its TOD Strategic Action Plan to guide the Council in supporting TOD throughout the region and to use the proposed strategies in creating and adopting an official TOD policy. The TOD Strategic Action Plan has four primary goals:

- Collaborate between the Metropolitan Council and its regional partners to accelerate the implementation of high-quality TOD.
- Prioritize limited resources by targeting investments in TOD to programs and locations where they can have the greatest success.
- Focus on implementation of, as well as planning for, TOD as part of a larger regional equitable economic competitiveness strategy.
- Improve internal coordination on TOD related programs and projects in order to align investments and priorities and support TOD implementation.

After the adoption of the TOD Strategic Action Plan, the Metropolitan Council created its first Transit-Oriented Development Policy. The Policy provides a framework for the Metropolitan Council to take a region-wide leadership role in the planning and implementation of TOD[37]. Previously, the primary

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[35] Metropolitan Council TOD Strategic Actions Plan, 2013
[36] http://www.metrocouncil.org/Communities/Services/Livable-Communities-Grants/Transit-Oriented-Development.aspx
[37] http://www.metrocouncil.org/Communities/Services/Transit-Oriented-Development-(TOD)/Transit-Oriented-Development-Policy-(pdf).aspx

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responsibility for TOD had been with individual local communities and cities instead of being a shared responsibility within the region. Overall, the TOD Policy will provide the regional goals and responsibilities specifically for TOD implementation based on the land use vision in Thrive MSP 2040.

TOD Office and Joint Development

The TOD Policy recognizes the substantial land holdings of the Metropolitan Council, which exceed $1 billion, and directs Metro Transit to use joint development to turn the holdings into TOD. As a result, Metro Transit is in the process of establishing a TOD office that is targeted to include five to seven people working to broker deals and coordinate the region's TOD efforts. The new office will focus on internal coordination between Metro Transit and other programs within the Council, such as the Livable Communities Act grant program, to address the Metropolitan Council's concerns of inefficient internal collaboration. The office will coordinate with an external advisory group of local governments, developers, and non-profit groups to guide its work.

Corridors of Opportunity

Corridors of Opportunity is a collaborative initiative focused on developing the region's transit system and providing opportunities for equitable transit-oriented development[38]. The initiative was created in 2011 through a merging of the Saint Paul Foundation and McKnight Foundation's Living Cities Integration Initiative grant and the Metropolitan Council's Sustainable Communities Regional Planning Grant from the US Department of Housing and Urban Development (HUD)[39]. The Corridors of Opportunity initiative consisted of numerous governmental, nonprofit, and foundation partners engaged in over twenty region-wide planning and implementation activities. These activities ranged from direct investment in real estate projects and small business development to comprehensive corridor-wide planning and intensive community engagement to demonstration projects, tool development, and policy analysis. Corridors of Opportunity provided loans and grants to support equitable TOD projects and the preservation and creation of affordable housing near transit lines. This loan program was administered by three entities: Twin Cities LISC, Twin Cities Community Land Bank, and the Family Housing Fund[40]. While the initiative only lasted for three years, from 2011-2013, it is continuing its efforts as the Partnership for Regional Opportunity[41]. This collaboration will continue for at least another year and focuses on transit-oriented development, regional competitiveness, transportation funding, and equity and community engagement[42].

Hiawatha Land Assembly Fund[43]

The Metropolitan Council created a $5 million Land Assembly program in concert with the opening of the Hiawatha light rail line to acquire and prepare sites for future TOD. This program was funded with federal Congestion Mitigation Air Quality (CMAQ) dollars and was developed as a pilot project to test how it might work and how it could be applied to other corridors. The Metropolitan Council required

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[38] http://www.metrocouncil.org/About-Us/Facts/PlannningF/FACTS-Corridors-of-Opportunity.aspx

[39] http://www.corridorsofopportunity.org/about/background

[40] http://www.corridorsofopportunity.org/affordable-housing-and-tod-investment

[41] http://www.metrocouncil.org/Communities/Services/Transit-Oriented-Development-(TOD).aspx?source=child

[42] http://www.corridorsofopportunity.org/Corridors_News (February 18, 2014 entry)

[43] Personal communication with Karen Lyons, Metropolitan Council Senior Planner, March 5, 2014.

approval from the federal government to use CMAQ funds for the purpose of the program. The Metropolitan Council's case was that development located along the transit lines as opposed to on the fringe would reduce the number of trips for accommodating the same population, resulting in a reduced impact to air quality. The funding was approved in 1999 with oversight switched from FHWA to FTA.

Grants were to be awarded through local governments to developers for individual projects requiring land assembly, with each project requiring FTA approval. The only project to receive approval and subsequent funding from the CMAQ dollars was a $1.5 million Minneapolis project to build underground parking in downtown Minneapolis along a transit line to support future development. With less than anticipated interest from cities and the challenge of receiving FTA approval for projects, the remaining funds were swapped with Metro Transit for local funds. The remaining $3.5 million were then applied towards three developments.

Funding

Livable Communities Act

The Metropolitan Council invests large sums in each of its Livable Communities Act grant programs. Between 1995 and 2012, Metropolitan Council made the following investments:

- Local Housing Incentives Account: 147 grants awarded for a total of $27 million.
- Tax Base Revitalization Account: 360 grants awarded for a total of $98 million.
- Livable Communities Demonstration Account: 256 grants awarded for a total of $101 million.
- Transit Oriented Development: 32 projects awarded for a total of $26 million.

The TBRA and LCDA programs are funded by a property tax levy established in the Council's annual budget on the Metropolitan Council's seven counties and 182 communities. LHIA funding comes from the LCDA and the Council's general fund. The LCA-TOD does not have its own funding source but rather draws funds from the TBRA and LCDA accounts. In 2013, Metro Council budgeted $5 million for TBRA, $7.5 million for LCDA, $1.5 million for LHIA, and $8 million for TOD grants.[44]

Corridors of Opportunity

In 2010, the Saint Paul Foundation and McKnight Foundation won nearly $16 million in grants and loans from the Living Cities Integration Initiative ($2.7 million in grants, $13million in loans)[45]. The Metropolitan Council was awarded a $5 million Sustainable Communities Regional Planning Grant from HUD at the same time. The two programs and their funds were merged in 2011 to create Corridors of Opportunity. The Corridors of Opportunity Loan Program has a loan pool of $14.3 million and the Local Implementation Capacity grant program awarded $953,000 in grants[46].

Hiawatha Land Assembly Fund

The pilot program had $5 million of funding from federal CMQA dollars.

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[44] http://www.metrocouncil.org/Communities/Publications-And-Resources/Annual-Livable-Communities-Fund-Distribution-Plan.aspx
[45] http://www.metrocouncil.org/About-Us/Facts/PlannningF/FACTS-Corridors-of-Opportunity.aspx
[46] http://www.corridorsofopportunity.org/affordable-housing-and-tod-investment

Outcomes

Livable Communities Act

As of 2013, the Metropolitan Council had awarded $26.2 million to 32 projects in two grant cycles through the LCA-TOD program. Metropolitan Council estimates that the projects will generate $449 million in private investment, $43 million in other public investments, more than 4,000 jobs, and more than 6,400 housing units (2,240 will be affordable). [47]

TOD Office

Metro Transit's TOD office is in the early stages of forming, but it is expected to use joint development strategies to implement TOD on the Metropolitan Council's land holdings. While the Minneapolis/St. Paul region has many existing TOD efforts, the Council believes that the program is not achieving its full potential due to a lack of efficient collaboration. [48] The primary responsibility for TOD had been with individual local communities instead of it being a shared responsibility within the region. It is hoped that the TOD Policy will formalize the Council's roles and responsibilities while providing staff and leadership with direction and authority to more easily move forward with the other elements of the Strategic Action Plan.

Corridors of Opportunity

The Corridors of Opportunity's loan program allowed investment in 631 new multi-family housing units, 75% of which were affordable, and funded the rehabilitation of 40 vacant homes along the transit lines[49]. In 2011 and 2012, more than $5.4 million in funds were leveraged and more than $36 million were realigned or re-purposed to support Corridor goals. In total, grant and loan resources are expected to produce up to 1,362 housing units (36% will be affordable), up to 190,000 square feet of commercial space, and 2,147 new jobs[50]. Even though the project has finished, there is still enough support at multiple levels that the discussion and efforts of the program will continue through at least 2014 under the name of Partnership for Regional Opportunity.

Hiawatha Land Assembly Fund

This program had a very rough beginning. No properties were closed on in the first 10 years of the program. Since funding originally came from a federal source, each allocation or grant required approval through a cumbersome process which became too troublesome for the purpose of the land assembly fund. A public underground parking garage will have a park built on top of it and it is still hoped that development will surround the park in the future. The remaining $3.5 million of funds swapped with the transit agency has been awarded to the City of Minneapolis for three projects, two of which have been completed and the third is in progress[51].

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[47] http://www.metrocouncil.org/Communities/Publications-And-Resources/TOD-Overview.aspx
[48] Metropolitan Council TOD Strategic Action Plan
[49] http://www.corridorsofopportunity.org/Corridors_News (February 18, 2014 entry)
[50] http://www.metrocouncil.org/About-Us/Facts/PlannningF/FACTS-Corridors-of-Opportunity.aspx
[51] Personal communication with Karen Lyons, Metropolitan Council Senior Planner, March 5, 2014.

5- Portland, OR

Regional Background

Metro[52] is an elected regional government for the Counties of Clackamas, Multnomah and Washington and the 25 cities in the Portland region. It is the only regional government agency in the United States whose governing body is directly elected by the region's voters. Metro provides leadership for cross-jurisdictional issues and oversees the operation of Metro's programs, develops long range plans and annual budgets, and establishes fees and other revenue measures. Unique when compared with other regional agencies, Metro has land use authority across the urban area, giving it the ability to coordinate land use and transportation investments in a more efficient, effective way than many regions across the country.

Metro also serves as the Portland region's designated Metropolitan Planning Organization (MPO) and as such, coordinates and plans investment in the three-county area's transportation system. Metro uses this authority as the MPO to expand transportation options, including improving public transit service. Metro works collaboratively with cities, counties and transportation agencies in the region to decide how to invest transportation funds.

TriMet is the independent transit agency for the Portland metro area. The agency provides bus, light rail and commuter rail service. The Portland Streetcar is owned and operated by the City of Portland, but its service is integrated with TriMet services.

One of the responsibilities of Metro is managing Portland's metropolitan urban growth boundary. Under Oregon law, a 20-year supply of land for future residential development must be contained within the boundary and a review of the land supply must be conducted every five years. The boundary encourages development and redevelopment within core areas, which promotes TOD and investment in existing roads and improving transit service.

The region's long range plan – the 2040 Growth Concept – focuses substantial amounts of the region's growth into medium to high density, mixed-use, walkable urban centers and corridors linked by transit service.

Organization and Actions

Metro has managed a regional TOD program since 1998. Metro views the TOD program as a key strategy for implementing the region's 2040 Growth Concept. The TOD program helps achieve this vision by working with developers to close their gap between the cost to build higher density TOD projects and expected revenue. This program allows Metro to generate built examples of TOD projects and to demonstrate the potential of public-private partnerships. Metro is able to engage in the design and construction of actual projects allowing them to help identify and remove obstacles to creating successful transit-oriented developments. TriMet, the regional transit provider, had played a similar

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[52] http://www.oregonmetro.gov/

role prior to 1998, but found it difficult to balance investing in TOD with service demands. Today TriMet manages its own TOD program, but it is focused on selling or leasing surplus land for joint development.

Metro

Many regions find the use of federal funding for joint development to be cumbersome and instead prefer local funds, which do not require the same level of federal oversight, making it easier to invest in TOD. Most of Metro's transportation funding comes from the Federal Highway Administration so Metro developed a creative technique to invest in TOD. Metro flexes the federal highway funds it receives to the transit agency, TriMet, which uses the funds to purchase buses or other equipment. In exchange, TriMet sends local farebox revenue back to Metro for use in its TOD program.

Metro uses its TOD funds to invest in projects in one of two ways. In the first example, a developer approaches Metro wanting to develop a TOD project in an eligible area, but has a financing gap. Metro analyzes the project to make sure it is providing more density than the market is providing in the area. If the project meets Metro's requirements, the agency makes an equity investment in the project by purchasing an easement that simply guarantees the developers will build at the higher density. The justification for Metro's equity investments is that the agency is buying transit riders. Accordingly, the agency estimates ridership and additional farebox revenue over 30 years to establish the parameters of its investment. The TOD strategic plan guides the allocation of these resources into prioritized station areas and corridors that have existing transit and an emerging market potential. The second way Metro invests in TOD is through projects on agency-owned land. Metro works with the local government to solicit bids from developers. Metro requires local governments to also contribute financially to these projects. Often the local contribution comes in the form of tax abatement or impact fee credits. The program has also developed an induced transit ridership model to compare transit impacts of various development programs.

The benefits of this program are twofold. First, a local pool of developers with the capacity to create successful TOD projects is grown. Second, the public is able to have actual examples of the visions outlined in the regional plans and the benefits afforded by such development types. Furthering the agency's goal of developing developers, Metro also provides technical assistance to developers and local governments. To this end, one of the agency's most successful actions was a trip it organized to Vancouver, British Columbia. Many suburban elected officials and developers were wary of TOD and higher density during the early years of Metro's program. Metro invited these developers and officials to Vancouver where the group toured TOD sites and met with local officials and developers. The trip created new relationships and sparked conversations that led to more support for higher density. Metro also organizes half-day Get Centered workshops that educate key members of the public on TOD.

TriMet

TriMet is the other major player in TOD planning and implementation. TriMet operates transit service throughout the metropolitan area and is an active supporter of the region's TOD goals. The agency's TOD office has two staff people charged with developing surplus land from prior light rail alignment

purchases. Metro is sometimes involved in these projects as a funder. TriMet also participates in the Metro Steering Committee that oversees Metro's TOD program.[53]

Funding

Metro's TOD program has a total budget of roughly $3 million per year. The operating budget, which pays for staff and other expenses, is about $600,000. Since the program's inception, Metro has spent 27 percent of the program's funds on land acquisition, 19 percent on program services, and 54 percent directly on projects.

Outcomes

The TOD Program through 2012 invested $34 million to support construction of 24 projects with 2,324 housing units. Metro estimates that the program has leveraged $350 million of private investment.[54] The program has also helped generate support for TOD among suburban communities that were opposed to higher density. However, TriMet has nearly tripled the number of light rail stations in the region since the TOD program's inception, while funding for TOD has remained fairly flat.

6- Salt Lake City, UT

Regional Background

The Salt Lake City region consists of eight counties encompassed by two regional agencies. The Wasatch Front Regional Council (WFRC) is an association of governments which represents Salt Lake, Davis, Weber, Morgan and Tooele counties. WFRC is also the designated Metropolitan Planning Organization (MPO) for the Salt Lake and Ogden/Layton urbanized area. WFRC was organized in March 1969 as a volunteer organization to address the regional problems and to obtain federal grants and loans. It was designated as the MPO in 1973. The second regional agency is the Mountainland Association of Governments (MAG) covering Summit, Utah, and Wasatch Counties. MAG was organized in 1972 via an Interlocal Cooperation Agreement and is the Rural Planning Organization (RPO) for Wasatch County.

Transit is managed by the Utah Transit Authority (UTA), which is the State's transit agency. The agency oversees bus, light rail, commuter rail, and streetcar modes within the entire Salt Lake City region. UTA is rapidly expanding in this region through its FrontLines 2015 program which aims to have five rail projects operational by 2015, adding 70 miles of light rail and commuter rail to the 64-mile existing network in seven years[55].

Organization and Actions

Wasatch Choice for 2040

WFRC had developed transportation plans for the metropolitan area over the course of several decades. While doing so, WFRC became concerned with the relationship between land use and transportation as

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[53] Personal communication with Megan Gibb, Metro TOD Program Manager, February 6, 2014.
[54] Portland Metro. 2011-12 Annual Report. http://www.oregonmetro.gov/index.cfm/go/by.web/id=140
[55] http://www.rideuta.com/mc/?page=Projects-Frontlines2015

well as which development patterns are more transportation-efficient than others. In 2004, WFRC in association with MAG, the Utah Department of Transportation, the Utah Transit Agency, and Envision Utah, decided to engage in a visioning process on how the region should accommodate the growing population. The result was Wasatch Choices 2040 which identified a series of growth principles.   The vision was further refined into the Wasatch Choice for 2040 and was adopted by WFRC in 2010 as the region's vision and as the foundation for the long-range transportation plan.

The Wasatch Choice for 2040 focuses growth in a variety of activity centers, many of which are coordinated with the existing, near-term, and future transit systems. It is envisioned that much of the population growth will occur in these new, transit-connected mixed-use villages and economic centers. The vision's goals rely heavily on the successful implementation of TOD, although it may not be worded as such.

The ambitious effort to implement this vision is what sets the Wasatch Choice for 2040 apart from other regional planning efforts. It was realized that implementing the vision would be no easy task as some communities lack necessary funding, staff, or public support. In some cases, developers and lending institutions may resist investing in new or different development types, while in other cases some local plans may be more ambitious than the market warrants and thus do not come to fruition.

Creating examples of vibrant, successful centers would be used to help demonstrate how to overcome the challenges and show the true potential of the vision and its TOD component. Six catalytic sites were selected which represented a range of community types and transportation modes as the locations for the example centers. Preferred development scenarios were selected for each site. The developments were then implemented using the various tools created by the partners of the Wasatch Choice for 2040 aimed at overcoming barriers to implementing the vision, and in turn, TOD. By testing the tools at the catalytic sites, they could be adjusted and then used by other communities to implement TOD in their own jurisdictions. To help ensure the successful use of the tools, WFRC offers technical assistance to local jurisdictions to help them use the tools to implement the vision and TOD projects. The tools related to TOD implementation are as follows:

1. Envision Tomorrow Plus – A scenario modeling software to allow stakeholders to better understand the impacts from various developments and thus make well-informed decisions. This helps to show the benefits of TOD. (University of Utah)
2. Regional Housing Analysis – A regional housing study to assess the current and projected supply and demand for different types of housing and recommend how a larger share of the region's housing could be provided in centers with multiple transportation options. (University of Utah)
3. Form-Based Codes – Model form-based codes for the types of centers and corridors envisioned in the plan which will be made available to local communities throughout the region, Utah and the nation. (Utah Chapter of the American Planning Association)
4. Regional Transportation Planning – The WFRC and MAG have developed regional transportation plans based on the vision of connected TOD centers. The goals and principles of the vision provide the context by functioning as the foundation and framework for developing the performance criteria used in identifying projects for the Regional Transportation Plan.

5. Implementing Centers – An implementation market analysis to help communities determine which types of development are economically feasible for their community. This way, when local plans are developed, they are more likely to encourage developers to pursue projects. (Utah Transit Agency)

Utah Transit Authority

The Utah Transit Authority (UTA) is interested in developing TOD near its transit stations. UTA's goals for transit oriented development are to increase ridership, foster sustainability, and to increase revenue for stakeholders. In 2010, UTA was authorized by legislation to participate on a limited basis in the ownership of up to five TOD sites on surplus UTA land near UTA stations and right-of-ways. Through this legislation, UTA was enabled to become a limited liability partner in these projects with the land owned by UTA serving as the equity contribution towards the TOD joint venture. FTA allows UTA to use federally funded land for such a purpose.

Since UTA does not have eminent domain authority, it has purchased larger-than-necessary lots while building its new rail lines, resulting in a large quantity of underused, tax-exempt land[56]. UTA has identified several of its properties located at existing and future central transit hubs as suitable for TOD with the growth principles of the Wasatch Choice for 2040 as the basis for its regional TOD vision[57]. To plan and implement a TOD at an identified site, UTA works with the City and County and selects a developer through a public Request For Qualifications and Financial Proposal process[58].

Like many other regions, however, there are numerous challenges facing UTA owned TOD sites, mostly involving the funding source used to purchase the site and the associated encumbrances attached to the property.

Funding

Wasatch Choices 2040, the precursor to Wasatch Choice for 2040, was funded by the agencies and organizations which implemented the process: WFRC, MAG, UDOT, UTA and Envision Utah. The Wasatch Choice for 2040 was funded by the same entities. In 2010, a $5 million Sustainable Communities Regional Planning Grant (Category 2) from HUD was awarded to Salt Lake County to implement the Wasatch Choice for 2040[59] through the creation of six catalytic sites as demonstration TOD projects, the development of tools and the preparation of a regional housing plan, among other elements of the Wasatch Choice for 2040. An additional $5.4 million for the implementation program was leveraged as match funds from WFRC, MAG, Utah Department of Transportation, Utah Transit Authority and Envision Utah and other HUD consortium members[60].

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[56] http://www.ncsl.org/Documents/transportation/TOD_Final.pdf
[57] http://www.railvolution.org/rv2011_pdfs/20111910_8a_BendMark_Olson.pdf
[58] http://site.demo.utah.gov/ulct/wp-content/uploads/sites/4/2013/02/Bruce_Jones.pdf
[59] http://www.nga.org/files/live/sites/NGA/files/pdf/1012TRANSPORTMATHESON.PDF
[60] http://www.slco.org/council/agendas/2012/cow2012/documents/051512SustainCommun.pdf

Outcome

The collaborative process has helped the region benefit from a more cohesive position on transportation and where growth will be focused. According to a case study on the Wasatch Front Region by the Institute for Sustainable Communities, "Although there has historically been tension between the legislature and municipalities when it comes to the State DOT, in recent years UDOT has become a key partner, according to Envision Utah's former executive director Alan Matheson. 'Now UTA and UDOT take a united front in talking to the public and legislature about the need for a balanced transportation system,'—a shift aided by Envision Utah's collaborative process, Matheson said[61]". The entire visioning process has created a more regional outlook among local municipalities. The Choice for Wasatch 2040 partners have been successful in implementing the plan and development is occurring at the demonstration sites.

There are currently dozens of TOD sites either existing or under construction in the region. Notable examples include: Bangerter Station on a light rail line, to start construction in 2014; and Vista Station and Kay's Crossing on the FrontRunner commuter rail line[62].

7- Seattle, WA

Regional Background

From a transit system and organization perspective, the Seattle region is most similar to Southeast Florida among the regions described in this report. The urbanized area spans much of three counties. Each county operates a local transit service and a regional transit authority (Sound Transit) is layered over top to provide regional connections. But, thanks to some of the highest per capita local transit revenue in the United States, the Seattle region is able to afford a more robust system, especially at the regional level.

Sound Transit plans, builds and operates express bus, light rail and commuter train services in the main three-county area. Like many of the regions describe in this report, the Seattle region is expanding its premium transit services by means of a voter approved $15 billion investment in regional rapid transit. This expansion was made possible in 2008 when voters of the Central Puget Sound region approved the Sound Transit 2 ballot measure[63].

Regional planning in the Puget Sound region began in the 1950s with the creation of the Puget Sound Governmental Conference. In 1973, the Puget Sound Governmental Conference was designated as the region's Metropolitan Planning Organization (MPO). In 1991, the Puget Sound Regional Council (PSRC) was created in place of the Governmental Conference as the regional planning agency for the three-county area.

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[61] http://sustainablecommunitiesleadershipacademy.org/resource_files/documents/envision-utah-planning-future-wasatch-front.pdf

[62] http://www.rideuta.com/uploads/TOD_factsheet452013.pdf

[63] http://www.soundtransit.org/About-Sound-Transit/News-and-events/Reports/ST2-project-details

Population and employment growth occurs within the 1,000-square-mile urban growth boundary. With an estimated increase of 1.5 million residents over the next 30 years, nearly 90 separate jurisdictions with land use and transportation implementation authority, six transit agencies, and a long, linear urban form, the region faces many challenges in achieving its vision.

Organization and Actions

Puget Sound Regional Council

The main work products of the Puget Sound Regional Council guiding the region's future are VISION 2040 and Transportation 2040.

VISION 2040 – Is the region's long range plan, adopted in 2008, focusing on growth management. A key element of VISION 2040 is the set of policies guiding the development of regional implementation plans, local comprehensive plans, their implementing development regulations, and a strong link between the regional vision and local plans.

Transit-Oriented Development is emphasized in VISION 2040 as growth is to be focused in existing urbanized areas to create walkable, compact, and transit-oriented communities. A regional growth strategy advances an increasingly compact urban development pattern by allocating 93 percent of population and employment growth to existing urban centers, with 27 Regional Growth Centers accommodating the majority of it. These locations contain transit stations and attracting transit-oriented developments to these centers is one of the plan's objectives.

Transportation 2040 – Is the region's long range transportation plan. It is based on the goals of VISION 2040 and supports the regional growth strategy and economic objectives through an integrated mobility, environmental and financial strategy.

Growing Transit Communities

In order to make the most of the large investment in transit, PSRC is leading Growing Transit Communities, a tool and TOD planning effort created to implement VISION 2040 and local comprehensive plans adopted under the state Growth Management Act.

Growing Transit Communities responds to the challenges the region has faced in implementing TOD. While the state has fairly advanced growth management laws and the region's planning documents all call for more TOD as a key strategy for managing growth, implementation has remained elusive. During the construction of Sound Transit's Central Link line, which opened in 2008, Sound Transit's TOD coordination with local governments and developers was weak. The agency was under pressure to deliver the light rail line quickly and so did not dedicate enough resources towards TOD. Local governments told the MPO (PSRC) that they needed more tools and coordination to implement TOD. PSRC also recognized that while the region's vision and long-range transportation plan advocated for TOD, they were largely silent on how to implement it and the region lacked a program to coordinate efforts. To address these issues, PSRC applied for a HUD grant in August 2010 for Growing Transit Communities on behalf of a consortium of partners and won funding in 2011. The Growing Transit

Communities coalition consists of more than 300 government, business, and labor and community organizations dedicated to improving the long-term economic prosperity for the region.

The Growing Transit Communities effort, like many regional planning programs funded by HUD, brought together a far wider cast of characters than usual. The group spent the first eight months examining existing conditions and preparing market assessments. During this time, PSRC established a task force for each of three future transit corridors. The task forces included community interests, affordable housing advocates, social equity groups, local government officials, public health agencies, the Washington Department of Transportation, businesses, educational institutions, philanthropic organizations, real estate developers, and foundations. These three task forces were responsible for developing broad consensus about the unique circumstances, challenges and opportunities for their respective corridor, making recommendations for specific strategies, as well as establishing a platform for Transit-Oriented Design Compacts. The task forces collectively identified 24 strategies and 200 separate actions to help implement TOD. Rather than assigning these actions to a single group, such as PSRC, the consortium assigned responsibilities to each participant.[64] The following are key tasks from Growing Transit Communities related to TOD:

- **TOD Compacts and Transit Corridor Action Strategies –** Develop TOD Compacts (agreements) to ensure that the various agencies, organizations and jurisdictions are taking the necessary steps to implement the vision and to increase the commitment to TOD. This includes identifying and agreeing to common regional policies and principles regarding transit corridor planning and implementation and convening task forces for the three light rail investment corridors to enhance coordinated decision making. The development of corridor-based compacts among affected jurisdictions, communities, agencies and other stakeholders creates a common understanding of the roles and responsibilities at each of the station areas within the corridors and identifies specific issues, priorities and potential projects.
- **Affordable Housing Planning –**A housing innovations program was launched in 2008 to support and incentivize local affordable housing efforts. Growing Transit Communities will build off of this earlier program as well as local nonprofit affordable housing efforts.
- **Catalyst Demonstration Projects –** Two regionally significant multimodal transit hubs will be used to demonstrate pre-development planning, environmental review, and policy changes to catalyze redevelopment. Catalyst demonstration and case study projects will be used in selected corridor neighborhoods to serve as templates for the region's sustainable development.
- **Innovative Tools and Analyses –** The tools and analyses include a regional analysis of impediments and a fair housing action strategy, a property acquisition fund for affordable housing, a tax increment financing alternative, a strategy for public surplus and underutilized land, and a growth visualization and analysis tool for the Puget Sound region (Decision Commons).

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[64] Personal communication with Ben Bakkenta, TOD Program Manager, Puget Sound Regional Council, February 7, 2014.

Sound Transit

The three counties served by Sound Transit voted in 1993 to participate in the Regional Transit Plan and to create the Regional Transit Authority (RTA) to move it forward. In 1996, the RTA Board adopted a ten-year regional transit plan titled *Sound Move*. The proposed plan was submitted to voters in each of the three counties within the RTA district and was approved by each county. The vote authorized a local 0.4% sales tax and 0.3% motor vehicle excise tax (MVET) to finance the construction and operation of the regional transit system. The RTA later changed its name to Sound Transit[65].

Sound Transit, the regional transit provider, has a primary objective of completing and expanding regional transit systems[66] and this is viewed as its role in meeting regional TOD goals. Recently, Sound Transit has become further involved in TOD by assessing the potential of TOD on its unused properties and working with local jurisdictions to facilitate TOD around its stations. The Sound Transit Board adopted a TOD policy in 2012 and the agency also has a TOD Strategic Plan. The Sound Transit TOD Policy outlines two types of TOD strategies Sound Transit will pursue. The first type is "Agency TOD" which is the facilitation or creation of TOD on Sound Transit property that has been acquired for transit purposes. Sound Transit will take the lead role for this strategy, which may include joint development and other partnerships. The second strategy type is "Community TOD." This strategy type supports and promotes TOD within a 1/2 mile or 15 minute walk of a Sound Transit facility. Sound Transit may take either a lead or support role for identifying or implementing such strategies[67].

Sound Transit plans to play a larger role in the regional integration of transit and land use to support Vision 2040 through connecting TOD and its transit expansion program (ST2 Project Development). The TOD Strategic Plan outlines the creation of a TOD Program and how TOD will be pursued in coordination with ST2[68].

Funding

Puget Sound Regional Council

HUD awarded the PSRC with $5 million over three years for the Growing Transit Communities program. At the conclusion of the grant, the PSRC decided to continue funding the work as part of a new regional Transit Oriented Development implementation program with three staff people. PSRC's 2014-15 Unified Planning Work Program provides the following description of the new program:

> "The Puget Sound Regional Council will work to establish and implement a regional Transit Oriented Development implementation work program. The program will focus on actions the PSRC can take to support, incentivize, and coordinate strategies to improve regional mobility, sustainability, and social equity through a comprehensive set of community development tools targeted to high capacity transit areas."

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[65] http://www.soundtransit.org/Documents/pdf/about/Chronology.pdf
[66] http://www.soundtransit.org/Projects-and-Plans/In-Your-Community/Transit-oriented-development
[67] http://www.soundtransit.org/Documents/pdf/about/board/resolutions/2012/Reso2012-24-Attachment%20A.pdf
[68] http://www.soundtransit.org/Documents/pdf/projects/tod/TOD_StrategicPlan.pdf

Sound Transit

Sound Transit is funded by tax dollars. Its taxing district includes the most populated parts of the three counties it serves, for the most part following the counties' urban growth boundaries, and was established by voter approval in 1996 and in 2008; the votes were tied with transit system expansions. The current taxes are a 0.9% retail sales tax, 0.8% rental car tax and a 0.3% MVET. Sound Transit is also authorized to collect an employer tax of $2 per employee but currently does not[69].

Outcomes

The outcomes so far are mixed in the Seattle region. Unlike the other regions describe in this report, the Seattle region offers little in the way of direct financial incentives for TOD. While the City of Seattle and its housing authority have promoted TOD, there has been little regional organization and effort.[70] That is changing with the MPO's decision to fund a TOD program. While this is a step forward, PSRC refused to fund a proposed $4 million TOD revolving loan fund. It would have functioned much like the Denver TOD fund by preserving land for affordable housing before transit is built. While the MPO unanimously supported the concept, they and Sound Transit were unwilling to divert funds to capitalize it. Sound Transit has had some recent success with TOD, converting some of it surplus land purchased for construction into TOD. One example is the Mount Baker Lofts at Mount Baker Station. Another prime example of a completed project is the Federal Way Transit Center TOD. Completed in 2010, this TOD was built as a response to Sound Transit's first surplus property disposition. Funding partners included the U.S. Department of Housing and Urban Development, King County, the State of Washington, Sound Transit, the City of Federal Way, and private contributions[71].

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[69] http://www.soundtransit.org/About-Sound-Transit/Taxing-district
[70] http://www.bizjournals.com/seattle/news/2013/05/23/who-is-tod-and-what-can-he-do-for-us.html?page=all
[71] http://www.soundtransit.org/Documents/pdf/projects/tod/TOD_StrategicPlan.pdf

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Transit-Oriented Development
Part II – Technical Assistance Centers

Introduction

Many regions that are successfully implementing TOD offer a wide array of technical assistance and tools to developers, transit operators, local governments, regional planning agencies, and the general public. The assistance may be offered through a single organization that exists primarily to promote TOD implementation and urban design, or it may be diffused through several public agencies and non-profit organizations that have a stake in TOD. These TOD promoters (called TOD technical assistance centers in this report) play an important role in education and sharing resources. The regions profiled in this section reveal useful insights about how the regions they serve have overcome obstacles to organize, fund, and staff TOD technical assistance centers. Several strategies used in the regions can be implemented within Southeast Florida.

Key Findings

Several of the most effective and interesting technical assistance strategies are listed below under three overarching categories – education, coordination, and focus. More detail is provided in the individual region descriptions and in the Models of Collaboration section.

- **Education**
  - *Provide opportunities for developers, planners, and local government officials to see TOD first hand.* Metro in Portland, Oregon organized a trip to Vancouver, British Columbia so that local suburban officials and developers could see TOD outside of the region. The trip helped them overcome concerns that TOD was more of a "Portland thing." The trip also supported Metro's goal of "developing developers" and strengthened relationships between the public and private sectors.
  - *Develop Developers*. Smaller local developers often lack experience building TOD projects. A technical assistance center can introduce them to case studies and best practices from across the country and assist developers in using complex financing tools such as federal Low Income Housing Tax Credits or New Markets Tax Credits.
  - *Support non-profit TOD advocacy groups.* This can be difficult for a public agency, but the Atlanta Regional Commission has provided soft support to the Atlanta TOD Collaborative by providing meeting space and hosting their website. While the Collaborative is not a technical assistance center per se, it has the freedom to advocate for legal and policy changes that make TOD more likely.
  - *Maintain an online library of TOD-related reports, case studies, design guidelines, model land development regulations, model zoning codes, PowerPoint presentations, and marketing materials.* Land development is regulated by a large and complex web of codes, statutes, policies, and plans that can differ substantially between jurisdictions.

Providing all of these key documents in one place can save developers, planners, and elected officials time and frustration while also helping people see the importance of integrated planning and collaboration.

- o *Provide education to the general public about the benefits of TOD.* It is important to have good communications people to complement technical expertise. The Metropolitan Transportation Commission of the California Bay Area developed a series of interesting plain language TODCasts, which are narrated audio tours of transit corridors and TOD sites that help the public understand the benefits and challenges associated with specific TOD projects in the Bay Area. The Transportation Research Board (TRB) recognized the audio tours as an outstanding way of "communicating concepts with John and Jane Q. Public" in 2011.

- **Coordination**
  - o *Collaborate rather than compete.* Each region has many government agencies, non-profit housing organizations, transit agencies, universities, and other groups that are knowledgeable and capable of providing TOD implementation assistance. It is important to have an organization that can be a bridge between these groups and make sure efforts are coordinated and in synch with a regional vision or plan.
  - o *Establish an advisory committee to maintain a dialogue between the community and decision-makers regarding TOD related issues.* Metro Transit in Minneapolis is in the process of developing a TOD office. Not only will the office work with cities and towns to implement TOD, but they will also be guided by an advisory group of local stakeholders including developers, elected officials, and non-profit housing organizations.
  - o *Affiliate with local universities.* The Nashville Civic Design Center's purpose is to advance good design in the region by serving as a resource for plans, designers, and national expertise. The design center's relationships with Vanderbilt University and the University of Tennessee help attract talented speakers, staff, and interns.
  - o *Ease the TOD implementation burden felt by many transit agencies.* The primary mission of transit agencies is to operate service. TOD planning and implementation often take a back seat and are susceptible to funding cuts when the agency budget gets tight. MPOs and local governments may also struggle to marshal the resources needed to implement TOD. A non-profit technical assistance center can tap into the expertise of these government agencies and connect them with developers or non-profit funding sources.

- **Focus**
  - o *Focus assistance to priority development areas.* Technical assistance resources are always limited, making it important to get the most bang for the buck. Programs such as Atlanta's Livable Centers Initiative or Metro Council's Livable Communities Program target resources to centers served by transit. This is an important strategy for increasing the odds of implementation.
  - o *Back up assistance with implementation dollars.* Atlanta's Livable Centers Initiative provides about $1 million per year for planning projects and an additional $5 to $30 million per year to implement projects coming from the studies. The potential for implementation funds ensures that most plans don't simply gather dust on a shelf.

o *Provide information about specific TOD opportunities.* The Denver and Salt Lake City regions both maintain online map applications that show TOD projects that are completed or underway and land that is in public ownership and may be available for TOD. The applications also show existing and future transit alignments making it a valuable tool for developers that aspire to build TOD.

Examples

A total of eleven examples representing TOD web-based programs and technical assistance centers throughout the United States and from other countries are described in this section:

1. Portland Metro TOD Program
2. BART (San Francisco) TOD Program
3. Atlanta Regional Commission
4. Nashville Civic Design Center
5. Denver Regional Council of Governments
6. Utah Transit Agency
7. Charlotte Area Transit System
8. Tri-State Transportation Campaign
9. City of Calgary, AB
10. Ontario Ministry of Transportation
11. Center for Transit-Oriented Development/Reconnecting America
12. Government of Western Australia

The following descriptions highlight key points about the centers, such as how communities and other organizations can apply for funding or receive TOD technical assistance.

TOD Programs and Technical Assistance Centers, Best Practices

Portland, OR - Metro TOD Program

Metro is the elected regional government of the Portland, Oregon region. Metro established its TOD Program in 1998 as a key strategy for implementing the region's 2040 Growth Concept, which is a vision for concentrating new growth in mixed use walkable urban centers connected by transit. Metro describes the role of its TOD Program as "breaking down market barriers" and "fostering public-private partnerships."[72] Among the program's strategies are investing in catalyst projects, creating market comparables for higher density TOD, cultivating developers with experience in TOD, and building community acceptance of TOD, particularly in communities with a suburban development style.[73]

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[72] Portland Metro. Transit-Oriented Development Program brochure. http://www.oregonmetro.gov/index.cfm/go/by.web/id=140

[73] Center for Transit Oriented Development, Nelson\Nygaard. *Transit Oriented Development Strategic Plan*. Portland Metro. http://www.oregonmetro.gov/index.cfm/go/by.web/id=140

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On the capital side, the TOD Program through 2012 invested $34 million to support construction of 24 projects with 2,324 housing units and leveraged $350 million of additional investment. Since the program's inception, Metro has spent 27 percent of the program funds on land acquisition, 19 percent on program services, and 54 percent directly on projects.[74] These investments are guided by the TOD Steering Committee, which includes representation from the governor's office, the Oregon Department of Transportation, the City of Portland, TriMet (the regional transit agency), and other state agencies.[75]

The TOD program also plays an important role in providing technical assistance to local governments, private developers, and other parties with a stake in TOD. Five full-time employees support the TOD Program, which has an operating budget of approximately $600,000 per year and an overall budget of roughly $2.9 million.[73] Among its technical assistance efforts are the "Get Centered!" workshops that "build the capacity of business and property owners, nonprofit and key city staff" to support infill development.[76] Early on the Get Centered! program was supported financially by The Business Journal, a local law firm, a development company, TriMet, Energy Trust of Oregon, and various non-profit planning and architecture organizations.[77] The TOD Program staff members also regularly participate in local and regional planning meetings and serve on various planning and technical advisory committees where they bring TOD perspective and expertise. Metro's TOD webpage is another important technical assistance tool. It provides information about Metro-owned properties in the region, local market conditions for TOD, and guidelines for developing TOD based on place type. TOD information is available on the website via PowerPoint presentations, brochures, an annual report, and a strategic plan.

While the program is recognized as among the most effective in the United States, it has some challenges that are described in Metro's TOD Strategic Plan. The program's regional scope presents one of the greatest challenges. Metro is responsible for promoting TOD throughout the region, but in many areas the market is not strong enough to support TOD. Poor communication between the TOD program and other Metro programs and local government partners is another major challenge. The TOD Program must communicate well so that its grant awards are coordinated with regional and local infrastructure investments, such as sidewalks and transit improvements. The TOD Program simply does not have enough funding to make all of the investments needed to support TOD. In response, the program's strategic plan calls for investing in more non-capital TOD investments, such as station area planning and implementation studies.[73]

Bay Area, CA - BART TOD Program & MTC Livable Communities Program

Bay Area Rapid Transit (BART), in the San Francisco Bay Area, does not appear to have a formal TOD program like Portland's Metro. But BART's Board of Directors adopted a TOD Policy in 2005 that guides its work with partners in the public and private sectors. The policy calls for increasing ridership and

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[74] Portland Metro. 2011-12 Annual Report. http://www.oregonmetro.gov/index.cfm/go/by.web/id=140
[75] http://www.oregonmetro.gov/index.cfm/go/by.web/id=30348
[76] Harrington, Kathryn. "Get Centered! workshop helps transform main streets into business destinations." http://news.oregonmetro.gov/5/post.cfm/get-centered-workshop-helps-transform-main-streets-into-business-destinations
[77] Kane, Karen. "Metro hosts Get Centered! event in historic Hollywood district." October 24, 2005. http://www.oregonmetro.gov/index.cfm/go/by.web/id=16133

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quality of life around stations through TOD, using value capture strategies to support TOD, and promoting multi-modal access to stations. In order to achieve these goals, BART lays out several strategies within the categories of land use, process, and finance. These strategies call for working closely with local jurisdictions, other transit agencies, regional agencies, and the private sector. BART also recognizes the importance of working with local government on community engagement for TOD.[78]

While BART has developed policies and provides TOD guidelines on its website, the region's metropolitan planning organization (MTC) appears to take a stronger role in TOD technical assistance and capital support. MTC funds capital projects that support TOD through its Livable Communities Program and the commission recently provided $10 million to establish the Transit-Oriented Affordable Housing Fund (TOAH).[79] The Livable Communities Program also supports TOD through a Smart Growth Technical Assistance Program.

In describing this program, MTC states "projects within PDAs (priority development areas) that call for creative, forward-thinking solutions for addressing typical impediments to the development of successful TOD, and that can help to build a higher level of support for development to complete communities within the Bay Area are ideal."[80] The program has funded a wide range of studies and technical assistance in support of TOD since its inception in 2010 including a TOD ordinance and form-based code study, a TOD development strategy, an evaluation of replacement parking requirements at TOD development sites, and a TOD market assessment. MTC offers up to $50,000 per project. Cities or towns must be the applicant and grantee, although MTC encourages them to partner with community-based organizations.

MTC also sponsors a Priority Development Area Planning Program (formerly known as the Station Area and Land Use Planning Program) that supports MTC's TOD policy. The policy stipulates that transit will only be extended to areas with transit-supportive land use or with policies in place that will allow TOD. The program helps cities and towns develop land use plans and policies for station areas that support TOD. MTC supplements these efforts with regional forums and best practices conferences where they share innovative solutions from around the Bay Area.[81]

MTC's website is also a key technical assistance tool. It contains a wealth of resources for local officials and citizens that are interested in promoting TOD. For example, MTC conducted a market analysis that looked at the factors that attract people to TOD neighborhoods, studied financing options for TOD in the Bay Area, and created TODcasts, which are narrated audio tours of transit corridors and TOD sites in the Bay Area. The five audio tours feature interviews with developers, planners, and stakeholders that made

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[78] Bay Area Rapid Transit. *Transit-Oriented Development Policy*. July 14, 2005. http://www.bart.gov/about/planning/strategic

[79] Metropolitan Transportation Commission. Transit-Oriented Development: Transit Villages, Policies, and Studies. Accessed January 16, 2014.

[80] Metropolitan Transportation Commission. FOCUS, Technical Assistance Program. Accessed January 16, 2014. http://www.bayareavision.org/technicalassistance/

[81] Metropolitan Transportation Commission. FOCUS: Building Partnerships. Accessed January 16, 2014. http://www.bayareavision.org/initiatives/partnerships.html

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the TOD happen. TRB recognized the tours as an outstanding way of "communicating concepts with John and Jane Q. Public" in 2011.[82]

Atlanta, GA - Atlanta Regional Commission (ARC)

The ARC is involved in several efforts to promote TOD. Perhaps the most visible is the Livable Center Initiative (LCI), which according to ARC's website "awards planning grants on a competitive basis to local governments and nonprofit organizations to prepare and implement plans for the enhancement of existing centers and corridors consistent with regional development policies, and also provides transportation infrastructure funding for projects identified in the LCI plans." ARC has supported the program with $1 million annually since 2000 (in 2013 the planning studies ranged from $24,000 to $120,000).[83] In addition to these funds for technical assistance, ARC has also committed about $500 million for transportation infrastructure projects coming out of LCI studies. LCI has worked in 109 communities and conducted studies around 36 of the region's 38 rapid transit stations since the program's inception.[84]

While the LCI is a powerful program for supporting TOD and providing incentives for implementation, it funds more than just TOD projects. The ARC-supported Atlanta TOD Collaborative is a group that focuses exclusively on TOD. The Collaborative has brought together eight non-profit and government agencies that are working to remove barriers and provide incentives for TOD. A presentation by ARC on its TOD activities described several roles for the TOD Collaborative such as identifying and removing barriers to TOD, managing stakeholder outreach, creating a media and marketing plan, coordinating research and analysis, developing seminars and leadership programs, and developing financing tools.[85]

Nashville Civic Design Center

The Nashville Civic Design Center emerged as a result of concerns among architects, urban thinkers, civic leaders and urban designers about transportation plans in the 1990s related to the Franklin Street corridor and its impact on downtown Nashville. An Urban Design Forum (UDF) was created to provide one voice to respond to the design issues of the corridor. Affiliations later developed with the University of Tennessee's School of Architecture and Design and Vanderbilt University's VIPPS (Vanderbilt Institute for Public Policy Studies) to offer more structured curriculum in urban design education and training. The group gained political support from the City's mayor in the 1990s, and invited national speakers and writers to help study and develop design recommendations for different parts of the community. A central recommendation from those efforts involved establishing a civic design center in Middle

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[82] Metropolitan Transportation Commission. The TODcast. Accessed January 16, 2014. http://www.mtc.ca.gov/planning/smart_growth/TODcast/

[83] Atlanta Regional Commission. Livable Centers Initiative. Accessed January 17, 2014. http://www.atlantaregional.com/land-use/livable-centers-initiative

[84] Atlanta Regional Commission. "2013 Livable Centers Initiative." http://www.atlantaregional.com/land-use/livable-centers-initiative

[85] Atlanta Regional Commission. Atlanta TOD Collaborative. Accessed January 17, 2014. http://www.atlantaregional.com/land-use/transit-oriented-development/atlanta-tod-collaborative

Tennessee. Those efforts were propelled through a Regional Planning Summit, co-sponsored by Vanderbilt University and the Greater Nashville Regional Council.

Over the next several years, the UDF took on more structure, gained additional political support through continuous engagement in public forums, and by 1999 formed a steering committee that ultimately became the NCDC's first board of directors. The NCDC basically functions as an organization to foster a continuing civic dialogue about the value of good design and its role in shaping the region. The organization sponsors forums and public events, produces videos, hosts lecture series, and engages young professionals and the public through a mentoring program and targeted events. The group has led or participated in several neighborhood studies and plans, urban design guidelines, treatises and projects, and undertaken project-specific activities. The NCDC has also played an important role in promoting regional TOD. In 2010, the NCDC worked with the region's metropolitan planning organization to develop design guidelines and strategies that support regional transit. The NCDC's website also includes basic overview information about TOD and examples from other U.S. regions.[86]

The NCDC appears to have a fairly small staff - four full-time staff members (executive director, design director, communications & outreach director, and an urban designer) and half a dozen design and research fellows, who appear to hold degrees in journalism/communications, design and planning. There are several interns on staff at any given time. Their work is overseen by a 20 person board of directors comprised of civic and business leaders with an interest in community design.

The NCDC has several sources of funding. People may join the NCDC as paid members; with different levels of dues for individuals, young professionals and students, or as businesses and small businesses. Funding is also provided by sponsors at different levels, including government, private companies and non-profit foundations. The NCDC has formal relationships with universities, civic commissions and foundations.

The NCDC is a good model for Southeast Florida to promote TOD across the region and at different scales. The affiliation with two universities, government agencies, as well as community associations and foundations gives the NCDC legitimacy. It is not necessary that a design center be physically housed within a university environment, but the affiliation is important.

The structure of the organization, with staff and a governing board, provides the framework for setting goals, establishing priorities, raising funding, and undertaking regular activities. A Southeast Florida board with representatives from various counties and organizations in those different counties or cities could help to bridge the gaps between agency jurisdictions. Unlike a regional planning council, a civic design center could have a strong partnership with philanthropic non-profit and civic organizations, providing it both a grass-roots orientation and also able to connect with decision-makers through its board of directors. The ability to conduct outreach and engage the media of all types is an essential element of success because, ultimately, the purpose of the center would be to shine a spotlight on design issues and opportunities, and encourage the more widespread application of TOD.

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[86] Nashville Urban Design Center. Accessed January 17, 2014. http://www.civicdesigncenter.org/.

There are potential partners in the corporate, civic, government and philanthropic arenas in Southeast Florida that may be willing to sponsor such a center. However, the first step appears to be convening a committed group of well-connected advocates who can develop strong political and institutional ties in the area of Transit Oriented Design. Forming a steering committee to give the group structure and guide development of a work plan toward creating the design center would be a next logical step. Ultimately, the organization would need some kind of endowment or other type of funding commitment (from political or civic organizations) to establish its presence within a university environment.

TOD Programs and Technical Assistance Centers – Other U.S. Examples

Denver, CO - Denver Regional Council of Governments (DRCOG) TOD Website

DRCOG has made a significant contribution to TOD in the Denver region through its extensive TOD website. The site (http://tod.drcog.org/) includes technical resources, recent DRCOG and national studies, TOD progress reports, and a map tool that shows proposed and existing TOD projects, a blog and discussion forum where people can stay informed and share ideas, and a calendar of events. Among the events DRCOG has organized in support of TOD are TOD Lunch Talks and TODay Workshops that brought local officials together with national TOD experts. The site also includes a multimedia section with videos and photos of TOD sites around the region.

TOD is a major focus of the region and it's not just DRCOG and the Regional Transit District (RTD) that are supplying information. The cities of Denver, Aurora, Lakewood, and Arvada also maintain TOD web pages. DRCOG is also a partner in the Denver Livability Partnership that with federal support has brought together several agencies, non-profit organizations, and local government to support new affordable housing near transit, transit enhancement studies, and a TOD strategic plan.

DRCOG's efforts, in partnership with the RTD and the City and County of Denver, have produced impressive results. Through July of 2010, the region had about 17,400 housing units completed or under construction along the region's transit corridors. In addition to the housing, there are about 4,900 new hotel rooms, 5.3 million square feet of retail space, 5.27 million square feet of office space, 2.3 million square feet of civic space, 1.58 million square feet of educational space, 5.96 million square feet of medical space, and 2.6 million square feet of convention space.[87]

Salt Lake City, UT - Utah Transit Agency (UTA)

UTA has implemented several instances of TOD near its TRAX light rail system and throughout the Wasatch Front (greater Salt Lake City). UTA's website includes a TOD page that provides staff contact information and a useful mapping tool. The map shows properties owned by UTA or the Salt Lake City Redevelopment Agency, transit stations, anticipated growth around stations, and TOD projects and

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[87] Regional Transit District. "TOD Fact Sheet." July 2010. http://www.rtd-fastracks.com/main_45

areas where UTA is pursuing TOD.[88] This information is all useful for developers that are interested in TOD.

In addition, the UTA supports the Envision Utah effort, which involves scenario planning and region-wide visioning with a variety of tools such as an open-access scenario planning software package, a user's manual for development form-based codes, housing and market assessment reports for the entire region and its communities, and a Demonstration Site Analysis report that provides examples of common barriers to development and strategies for overcoming them. Envision Utah also supports training workshops around the region for promoting smart growth development, including TOD.[89] As a result of these efforts, the Salt Lake City region's residents voted to fast track UTA's rail projects and turned the region into a model for other regions across the United States looking to invest in transit.[90]

Charlotte, NC - Charlotte Area Transit System (CATS)

The Charlotte region is using TOD to address its rapid growth and build the ridership base for its premium transit projects, such as the LYNX Blue Line. In support of TOD, CATS has developed policy and station area planning guidelines for Charlotte and several towns in Mecklenburg County and provides these on its website. The website includes contact information and allows anyone to sign up for public meeting alerts. The agency also has a TOD Program Manager. However, it does not appear that CATS nor the region's MPO have a formal TOD technical assistance program with the depth and funding of Portland or the Bay Area.

TOD Programs and Technical Assistance Centers, International and Non-Profit Examples

New York Metro, NY - Tri-State Transportation Campaign (TSTC)

The TSTC is a 501(c)(3) non-profit organization dedicated to reducing car dependency in New York, New Jersey, and Connecticut. As part of their campaign effort, TSTC established a competitive grant program that helps communities through the metro area promote TOD. The program supports a variety of projects including community visioning and technical assistance to design a specific TOD opportunity. TSTC awarded seven grants through the program in 2009. The largest grant was for $50,000.[91]

TSTC's website is also a valuable technical assistance tool. The website, which TSTC calls a TOD Clearinghouse, includes a smart growth primer, information about the key components of successful

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[88] Utah Transit Authority. Transit Oriented Development. Accessed January 17, 2014. http://www.rideuta.com/mc/?page=DoingBusiness-TransitOrientedDevelopment

[89] Envision Utah. Wasatch Choice for 2040. Accessed January 17, 2014. http://envisionutah.org/wasatch-choice-2040

[90] Jaffe, Eric. "How Utah Turned its Unpopular Public Transit System into a Hit." The Atlantic Cities. October 21, 2013. http://www.theatlanticcities.com/commute/2013/10/how-utah-turned-its-unpopular-public-transit-system-hit/7298/

[91] Tri-State Transportation Campaign. Transit-Oriented Development Clearinghouse. Accessed January 17, 2014. http://www.tstc.org/issues/tod/index.php

TOD projects, tools for implementing TOD, videos, images, case examples from other regions, and useful links. The website also provides information about other successful TOD projects, charrette planning, zoning, and legislation information. While TSTC appears to be an effective model, it is privately funded and managed. Public sector agencies are not necessarily involved in its work.

Calgary, AB

Calgary's planning department provides several resources and contact information on its website for citizens and other communities that are interested in TOD. Among the resources are TOD policy guidelines, station area plans and project information, a best practices handbook, links to outside resources, and staff contact information.[92]

Ontario Ministry of Transportation

The Ontario Ministry of Transportation has developed transit-supportive guidelines that are available from its website. The guidelines walk the user from district-level planning to site-specific design considerations. They also describe funding strategies, marketing and education approaches, ridership strategies, and case studies. Communities can use this information as they develop their own transit-supportive guidelines and make transit improvements.[93]

Center for Transit-Oriented Development (CTOD) and Reconnecting America

CTOD provides a national TOD database where anyone can obtain information on TOD projects across the United States. Cities, regions, and states may also request technical assistance or use CTOD's presentations, webinars, and research on a variety of best practices. Regions that are aggressively expanding transit, such as Denver, Los Angeles and Minneapolis/St. Paul, have received technical assistance on general TOD best practices, developing regional transit systems, innovative financing and linking transit to economic development.[94]

Government of Western Australia

The Government of Western Australia established a TOD program which provides project and contact information on its website for existing developments. The site also provides access to research on planning policies and strategies, performance indicators, affordable housing, livable neighborhoods, demand for housing near TOD sites, and the attraction and retention of businesses near TOD locations. Meanwhile, the Australian Council for New Urbanism (ACNU) website includes TOD presentation material and a report entitled "Realizing Development Oriented Transit" and is available to download.

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[92] City of Calgary. Transit Oriented Development (TOD). Accessed January 17, 2014. http://www.calgary.ca/PDA/LUPP/Pages/Current-studies-and-ongoing-activities/Transit-oriented-development-tod/Transit-Oriented-Development-(TOD).aspx

[93] Ontario Ministry of Transportation. Transit-Supportive Guidelines. Accessed January 17, 2014. http://www.mto.gov.on.ca/english/transit/supportive-guideline/index.shtml

[94] Center for Transit-Oriented Development. Accessed January 17, 2014. http://www.ctod.org/

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