FTA RESEARCH

FEDERAL TRANSIT ADMINISTRATION

Transit-Oriented Development Technical Assistance: First Summary Report

JANUARY 2017

FTA Report No. 0101
Federal Transit Administration

PREPARED BY
Smart Growth America

U.S. Department of Transportation
Federal Transit Administration

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Office of Budget and Policy
U.S. Department of Transportation
1200 New Jersey Avenue, SE
Washington, DC 20590

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Metric Conversion Table

SYMBOL	WHEN YOU KNOW	MULTIPLY BY	TO FIND	SYMBOL
LENGTH				
in	inches	25.4	millimeters	mm
ft	feet	0.305	meters	m
yd	yards	0.914	meters	m
mi	miles	1.61	kilometers	km
VOLUME				
fl oz	fluid ounces	29.57	milliliters	mL
gal	gallons	3.785	liters	L
ft^3	cubic feet	0.028	cubic meters	m^3
yd^3	cubic yards	0.765	cubic meters	m^3
NOTE: volumes greater than 1000 L shall be shown in m^3				
MASS				
oz	ounces	28.35	grams	g
lb	pounds	0.454	kilograms	kg
T	short tons (2000 lb)	0.907	megagrams (or "metric ton")	Mg (or "t")
TEMPERATURE (exact degrees)				
^oF	Fahrenheit	5 (F-32)/9 or (F-32)/1.8	Celsius	^oC

REPORT DOCUMENTATION PAGE	*Form Approved* *OMB No. 0704-0188*

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.

1. AGENCY USE ONLY	2. REPORT DATE January 2017	3. REPORT TYPE AND DATES COVERED April to November 2016

4. TITLE AND SUBTITLE Transit-Oriented Development Technical Assistance: First Summary Report	5. FUNDING NUMBERS DC-26-6082-00

6. AUTHOR(S)
Smart Growth America

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESSE(ES) Smart Growth America 1707 L Street NW, Suite 250 Washington, DC 20036	8. PERFORMING ORGANIZATION REPORT NUMBER FTA Report No. 0101
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Department of Transportation Federal Transit Administration Office of Budget and Policy East Building 1200 New Jersey Avenue, SE Washington, DC 20590	10. SPONSORING/MONITORING AGENCY REPORT NUMBER FTA Report No. 0101

11. SUPPLEMENTARY NOTES [https://www.transit.dot.gov/about/research-innovation]

12A. DISTRIBUTION/AVAILABILITY STATEMENT Available from: National Technical Information Service (NTIS), Springfield, VA 22161. Phone 703.605.6000, Fax 703.605.6900, email [orders@ntis.gov]	12B. DISTRIBUTION CODE TRI

13. ABSTRACT

Public transportation play a critical role in providing safe, reliable, and cost-effective mobility to the communities it serves. The U.S. Department of Transportation, Federal Transit Administration (FTA) launched the Transit-Oriented Development (TOD) Technical Assistance Initiative in 2015 to provide technical assistance activities leading to improved access to public transportation, new economic opportunities, pathways to employment, and support for TOD within transportation corridors and around public transportation stations, with a focus on supporting economically distressed communities across the country. The report outlines the project's history, objectives, and goals, with a preliminary analysis of the project at the end. It also provides a description of the technical assistance provided through the project and the associated results and outcomes.

14. SUBJECT TERMS Transit-oriented development, TOD, technical assistance, Section 5314	15. NUMBER OF PAGES 56

16. PRICE CODE

17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT

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U.S. Department
of Transportation
**Federal Transit
Administration**

Headquarters

1200 New Jersey Avenue, SE
Washington, DC 20590

Dear Colleague:

I am pleased to provide you with a copy of the Federal Transit Administration's (FTA) first summary report on the Transit-Oriented Development (TOD) Technical Assistance Initiative. This comprehensive report presents detailed information on FTA's TOD Technical Assistance Initiative, a project supported by Federal public transportation law (49 U.S.C. § 5314) that furthers key public transportation efforts. Section 5314 allows FTA to issue grants, contracts, and cooperative agreements to achieve impacts to increase transit ridership in coordination with metropolitan planning organizations and other entities through development around public transportation stations by means of technical assistance and the development of tools, guidance, and analysis related to market-based development around transit stations. Projects in Section 5314 promote FTA's strategic goals of economic competitiveness, environmental sustainability, and improving the quality of life in communities.

The TOD Technical Assistance Initiative launched in October 2015 and provides on-the-ground technical assistance and online resources to local stakeholders to advance TOD within transportation corridors and around public transportation stations, with a focus on supporting economically-distressed communities. Through this Initiative, FTA partnered with national non-profit Smart Growth America (SGA), which is leading a team of experts and providing various forms of assistance, including:

- on-site technical assistance
- online TOD resources database
- online peer network
- TOD demonstration program

SGA has extensive experience helping communities develop in ways that expand economic opportunity. It has worked with elected leaders, transit agencies, real estate developers, and community members to build cities, towns, and neighborhoods that are economically-prosperous, socially-equitable, and environmentally-sustainable. I hope you will find this report useful and informative. Thank you for your continued interest in the public transportation field.

Sincerely,

Carolyn Flowers
Acting Administrator

ACKNOWLEDGMENTS

The Federal Transit Administration, Office of Budget and Policy, acknowledges the work of Smart Growth America, its multidisciplinary project team, and the communities of Richmond, VA; Louisville, KY; Lynnwood, WA; Stamford, CT; San Antonio, TX; Oklahoma City, OK; Kansas City, KS: and Moline, IL for their contributions to this report. In addition, the Federal Transit Administration Office of Budget and Policy staff of Justin John, Daniel Schned, and Director Kimberly A. Gayle also contributed to the contents of this report.

ABSTRACT

Public transportation play a critical role in providing safe, reliable, and cost-effective mobility to the communities it serves. The U.S. Department of Transportation, Federal Transit Administration (FTA) launched the Transit-Oriented Development (TOD) Technical Assistance Initiative in 2015 to provide technical assistance activities leading to improved access to public transportation, new economic opportunities, pathways to employment, and support for TOD within transportation corridors and around public transportation stations, with a focus on supporting economically distressed communities across the country. The report outlines the project's history, objectives, and goals, with a preliminary analysis of the project at the end. It also provides a description of the technical assistance provided through the project and the associated results and outcomes.

EXECUTIVE SUMMARY

In October 2015, the U.S. Department of Transportation's Federal Transit Administration (FTA) launched a new initiative that provides on-the-ground technical assistance and online resources to advance transit-oriented development (TOD), improve access to public transportation, and build new economic opportunities and pathways to employment for local communities with a focus on supporting economically-distressed communities. The Transit-Oriented Development (TOD) Technical Assistance Initiative is a four-year project that brings together resources and training on public transportation, TOD, land use, urban planning, affordable housing, and community-based economic development to help local governments get the most out of transit investments. To assist in this project, FTA selected Smart Growth America (SGA) to lead a team of experts to support TOD activities that will benefit economically-distressed communities across the country.

The first year of work included a range of technical assistance activities that have resulted in various outcomes and successes. Most important, this first year of work has highlighted common themes from the technical assistance that was delivered—in particular, on-site technical assistance. Although every community and the associated technical assistance detailed within this report are unique, there emerged some key common themes that can contribute to the future success of technical assistance delivered in the subsequent years of the project.

- TOD Education – There remains a strong need for basic education about TOD—in particular, the components needed to advance and support successful TOD. These components, which include density and walkability, are critical to building TOD that supports a mix of resources and land uses and attracts individuals to public transportation and away from automobile dependency.
- TOD Case Studies – There were few comparable TOD case studies sufficiently relevant to the communities that received technical assistance. Due to the different economic and geographic scales of the communities and unique technical assistance requested, SGA and its multidisciplinary team broadened their horizons to identify best practices that were replicable and related to the communities.
- First- and Last-Mile Connections – When individuals decide to use public transportation to get to their destination, they usually use another mode of transportation to access transit. This is why first- and last-mile connections are critical for people, and the communities that received technical assistance lacked such connections. Non-motorized infrastructure (such as sidewalks, bicycle lanes, marked crosswalks, etc.) entices people to walk or bike to a destination and is critical for successful TOD.
- TOD and Market Dynamics – The public and private markets play a significant role in the potential of a TOD. Communities need to understand that the economic forces that support TOD are just as crucial as the physical

components, and communities should know when to leverage private investment in addition to public funding.

- TOD and Affordable Housing – Successful TOD can result in circumstances in which the costs of living become more than affordable. Therefore, it is important to include affordable housing strategies in all discussions related to TOD, as low-income families and individuals are more likely to use public transportation to get to their destinations. Several communities that received technical assistance had a limited perspective on incorporating housing affordability into their TOD projects.

SECTION 1

Introduction

The launch of the of the Transit-Oriented Development (TOD) Technical Assistance Initiative was announced in October 2015 by U.S. Secretary of Transportation Anthony R. Foxx. The Federal Transit Administration (FTA) launched the TOD Technical Assistance Initiative to assist communities around the United States by providing on-the-ground technical assistance and online resources to advance TOD with a focus on supporting economically-distressed communities. A diversity of communities was supported by the technical assistance activities in the project's first year of work, and this report provides a summary of outcomes and results of the types of technical assistance provided.

Through this Initiative, FTA partnered with national non-profit Smart Growth America (SGA), who is leading a team of experts that is providing various forms of technical assistance, including:

TOD is generally defined as a walkable community that is close to frequent, reliable transit service with a mix of resources and land uses. Moreover, equitable TOD (or eTOD), when done correctly, improves access to public transportation for people of all abilities, ages, and incomes; generates new economic opportunities and pathways to employment; expands housing options; and enhances a sense of community and place. However, not all municipalities have the tools, experience, or political wherewithal to implement transit projects in a way that achieves these outcomes.

- **On-site technical assistance** – in-depth or targeted technical assistance to eight communities,[1] which can serve as national case studies in achieving equitable and economic outcomes to the many smaller-scale TOD projects across the country. Figure 1 illustrates the first-year on-site technical assistance communities.
- **Peer-to-peer network** – a forum for communities selected to receive technical assistance to help build relationships with other technical assistance and non-technical assistance communities, noted as teaching members that have successfully advanced or implemented TOD within their community.
- **National resources and technical assistance for transit-oriented development website** – a website that is a one-stop online information hub providing tailored resources on the best information and tools to support TOD policy and planning and a 1-800 contact number and email address for general inquiries regarding TOD.

To ensure the assistance delivered was comprehensive and addressed the multifaceted considerations in TOD planning, SGA assembled a multidisciplinary team for the project that includes national experts in transportation, housing, community engagement and equity, economic analysis, and real estate development (see Appendix C for project team).

[1] Nine communities initially were selected; technical assistance to Honolulu will be highlighted in the subsequent summary report.

In the first year of the project, SGA was tasked with laying the groundwork for robust technical assistance, primarily via delivering quality direct technical assistance and creating a comprehensive online resource. Subsequent years of the project will build out and strengthen the capabilities of the peer network to help communities identify funding and training opportunities as well as short on-demand research, analyses, and technical assistance either from SGA staff or teaching member communities.

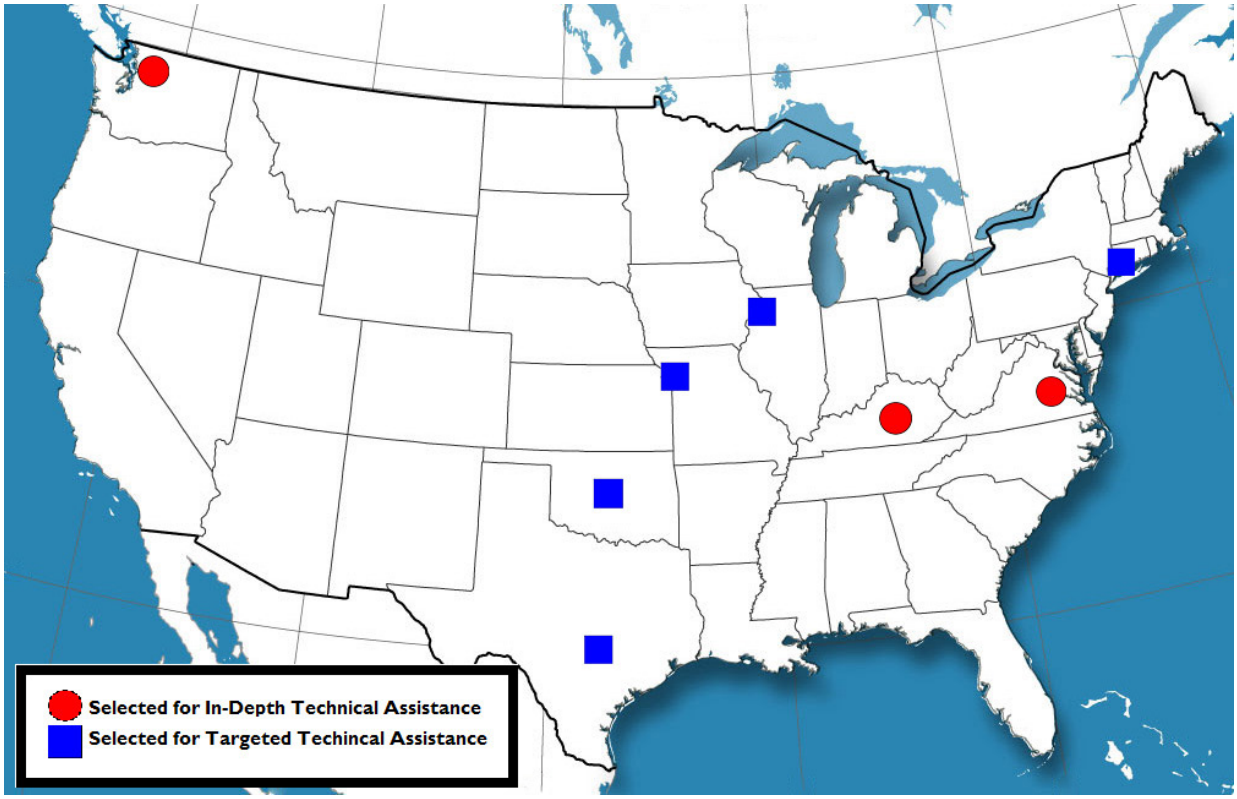


Figure 1.

First-year on-site technical assistance communities.

SECTION
2

On-site Technical Assistance

The primary type of technical assistance provided through this project focuses on direct delivery of assistance to communities contemplating or in the process of developing TOD. To identify the communities for TOD technical assistance, FTA and SGA released a call for applications in December 2015 for which three communities would receive in-depth technical assistance and six communities would receive targeted technical assistance. In-depth technical assistance is an extended engagement to support planning and policy changes needed to promote TOD. The in-depth technical assistance is intended not just to train, but also to build local technical capacity, support planning efforts, and examine development. Targeted technical assistance is limited engagement that can include a one-day workshop that could be an introduction to addressing TOD or highlighting specific TOD issues. The communities selected for technical assistance were evaluated based on the following criteria:

- statement on the challenges that require technical assistance
- focus on economically-distressed neighborhoods and commitment to achieving equitable outcomes
- commitment from elected and appointed leaders and senior staff
- high level of engagement from agencies and local stakeholders
- commitment of resources from local sponsors

In April 2016, FTA announced the nine communities that would receive in-depth and targeted technical assistance: Richmond, VA; Louisville, KY; Lynnwood, WA; Stamford, CT; Oklahoma City, OK; San Antonio, TX; Kansas City, KS; Moline, IL; and Honolulu, HI. Over the seven-month period between April and November 2016, SGA and its multidisciplinary team assembled community specific teams, developed scopes of work, reviewed project documents and data from each of the communities, and delivered technical assistance that included a variety of deliverables—charrettes, market analyses, peer exchanges, workshops, case studies, expert panels, and plan reviews.

The challenges in the communities that received technical assistance are representative of the types that communities building transit face

"This initiative will help these nine communities create stronger neighborhoods around their transit service.... We all know that an ideal place to develop—or re-develop—is near a transit station. This initiative encourages these cities to get the most value out of their investment dollars by capitalizing on the access that transit provides."

—Carolyn Flowers, FTA Acting Administrator

across the nation—for example, medium-size cities building an intermodal hub or implementing a bus rapid transit (BRT) project. As they act on what they have learned, the communities that received technical assistance can serve as case studies for best practices and lessons learned—knowledge that is currently scarce for cities of similar size. Summaries of the communities' challenges, the SGA team's approach, and outcomes of the project engagements are provided below.

Detailed descriptions of communities receiving technical assistance under this project are categorized first by form of technical assistance—in-depth or targeted—and then in numerical order by FTA Region. Each form of technical assistance notes the detailed description of TOD technical assistance, activities that occurred as a result of the technical assistance, and the impact as a result of the technical assistance. Each technical assistance description gives the details of the corresponding community, transit project, and transit agency partner.

In-depth Technical Assistance

Richmond, VA (FTA Region 3)

Technical Assistance Description

Project Name: Pulse BRT
Applicant: City of Richmond
Transit Agency Partner: Greater Richmond Transit Company (GRTC)
Location: Richmond, VA
Primary Federal Funding Source for Project: TIGER VI
Award Amount: $24,900,000

Transit Agency Profile: GRTC provides public transit for Richmond and surrounding suburbs with local, express, and paratransit service.

TOD Technical Assistance Description: The City of Richmond TOD technical assistance focused on two components: 1) a market assessment of the station areas along the corridor, aimed at identifying six station areas with the greatest near-term TOD potential, and 2) assist in the planning effort for successful, equitable TOD in the Orleans Station/Fulton area.

Background

Richmond is the capital of Virginia and located approximately 100 miles south of Washington, DC. The city is served by a multimodal transportation network, including highway, public transit, rail, and non-motorized transportation. GRTC provides public transit for Richmond and the surrounding suburbs with local, express, and paratransit service. In September 2014, GRTC received a TIGER

VI grant and was awarded $24,900,000 for the "Pulse" BRT line, a 7.6-mile, 14-station BRT that will serve two of Richmond's major corridors—Broad Street and Main Street—and connect several high-activity neighborhoods, from the riverfront at Rocketts Landing through downtown and west into Henrico County. To support the Pulse BRT, Richmond was selected for in-depth TOD technical assistance, which focused on general development issues regarding the corridor. Work from the technical assistance complements the "Pulse Corridor Plan" (previously, the "Broad & E. Main Street Corridor Plan") also under development throughout 2016 by the City in consultation with the Richmond Regional Planning District Commission (RRPDC).

Based on the City's needs, the TOD technical assistance focused on two components: 1) a market assessment of the station areas along the corridor, aimed at identifying the six station areas with the greatest near-term TOD potential and 2) urban design assistance for station area planning for the Orleans Station/Fulton area (Fulton Charrette), both intended to contribute directly to the Pulse Corridor Plan. To meet the needs of Richmond, the Richmond project team consisted of SGA staff, George Washington University, Enterprise Community Partners, MZ Strategies, and Van-Meter-Williams-Pollack.

Market Assessment

The first component of the TOD technical assistance included a market assessment of the station areas along the BRT corridor, aimed at identifying the six station areas with the greatest near-term TOD potential. Findings from the market assessment were intended to inform the City's urban design plans and recommendations to support land use for the six station focus areas. In conducting the market assessment, the Richmond project team used two geospatial data sources: 1) WalkScore™, a measure of the walkability of a point in a city, along with ease of access to amenities such as grocery stores and restaurants, and, 2) CoStar®, a real-estate data set that measures rental rates and real-estate inventory for commercial and income properties. By assessing the various proposed Pulse BRT station areas through these metrics, the analysis estimated a range of development potential along the corridor.

Preliminary results of the market assessment were presented during the Fulton Charrette (described below in greater detail). Information was conveyed over summer 2016 for inclusion in the City's draft of the Pulse Corridor Plan, and a presentation in Richmond was made by members of the Richmond project team in September 2016, at an event sponsored by the City.

The principal finding of the market assessment was that the following six station areas have strong near-term market potential to catalyze and accelerate TOD

redevelopment: Cleveland, Science Museum, Allison Street, Downtown Arts District, Main Street, and Orleans Street.

Fulton Charrette

The second component of the TOD technical assistance focused on supporting the planning effort for successful, equitable TOD in the Orleans Station/Fulton area (Fulton Charrette). The eastern terminal station of the Pulse BRT line is located at Orleans Street (also referred to as the Rocketts Landing station). The Fulton area refers to the area comprising the three Greater Fulton neighborhoods located just east of Orleans Street—Historic Fulton, Fulton Hill, and Montrose. The week-long community charrette was conducted in June 2016. This creative, collaborative process allowed residents to participate directly in crafting a vision for the future of their community. It was sought to address questions such as:

- What steps can the city take to ensure that implementation of the Pulse brings benefits to the Fulton community?
- How can development plans result in better services within reach of the neighborhoods?
- How will Fulton residents be able to enjoy better transportation access, for jobs and other destinations?

Figure 2.

Attendees gathered at the Fulton charrette to discuss the future eastern terminal station and surrounding areas.

Source: MZ Strategies

In preparation for the charrette, the Richmond project team held a preliminary presentation and question-and-answer session in the Fulton area. Outreach meetings with key members of the Richmond City Council and preparatory meetings with Richmond City staff were held the week before.

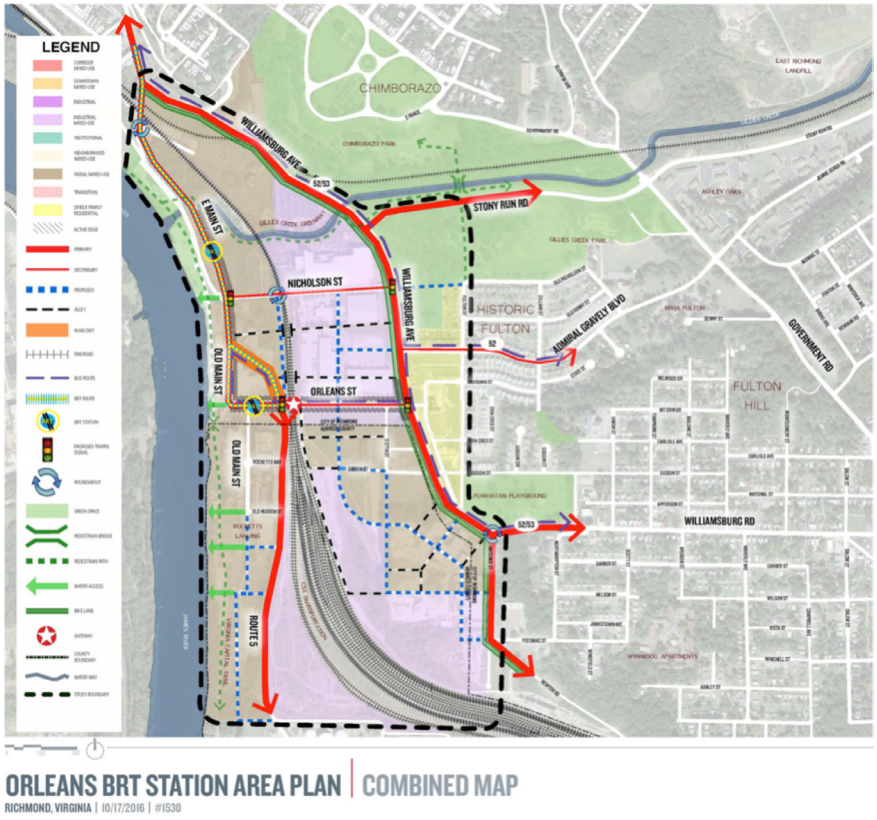
Organizationally, the charrette involved three major groups—the Richmond project team, a core group, and a public group. Each of the four days (Tuesday through Friday) began with a meeting of the core group (with 13–17 members participating each day); Tuesday through Thursday ended with a meeting with the public. In between, the project team made site tours, conferred with City of Richmond and GRTC staff, and conducted work in studio. Daytime meetings and work were conducted in space at Fulton Studios, while evening meetings with the public were held at the Powhatan Community Center in Fulton.

In total, 20–30 people participated each of the three evenings in the public portion of the charrette. This included residents of the three Fulton neighborhoods and the Richmond City Council Member for the Fulton area, Dr. Cynthia Newbille. Overall, about 60 individuals participated over the course of the week.

The charrette resulted in a preferred alternative scenario for land use, street connectivity, non-motorized transportation infrastructure, and open space all informed by the community's vision for Fulton (as shown in Figure 3). As a result of the charrette, detailed design elements were generated and delivered for inclusion in Pulse Corridor Plan during summer 2016.

Figure 3.

A combined map of land uses and supportive street connective developed by a member of the Richmond project team as a result of the Fulton charrette.



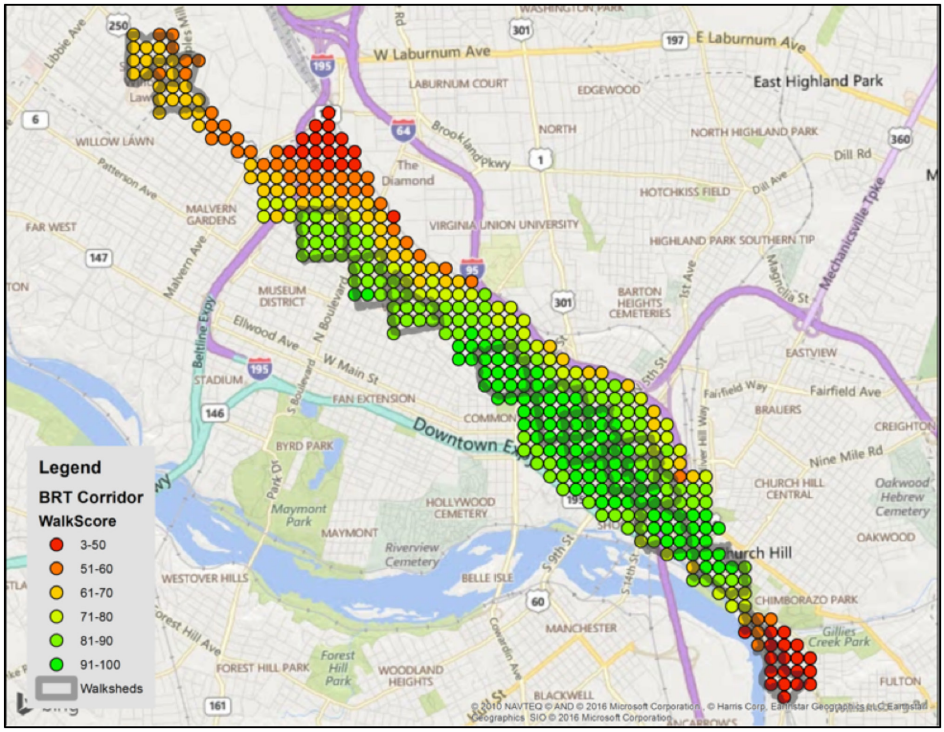
Source: Van Meter-Williams-Pollack

Additional Assistance

- **Study tour** – as part of the on-going technical assistance, in addition to the major deliverables, the City requested a one-day "study tour" in Alexandria and Arlington. The principal points of interest were to examine the Metroway BRT in northern Virginia and to see examples of TOD that incorporate affordable housing and grocery stores in a mixed-use context.
- **Additional WalkScore data** – upon receiving the Richmond project team's initial work on the market study, the City became interested in extending the WalkScore analysis, and the team produced the grid points necessary to develop a comprehensive WalkScore data set for Richmond. Through SGA's relationship with WalkScore, SGA facilitated the acquisition of this data set, which enabled the City to assess walkability in the Pulse corridor and in the rest of the Richmond.

Figure 4.

A majority of the Pulse BRT corridor received a high WalkScore. The walkability of the corridor is high because it traverses through downtown Richmond and connects focal points such as Virginia Commonwealth University.



Source: Smart Growth America

Impact

The Richmond City Council gave the final go-ahead to the Pulse BRT in January 2016, and implementation of the project is underway (revenue service is scheduled for late 2017). Concurrently, the City undertook development planning for the corridor. A critical output of the Richmond technical assistance was the City's first comprehensive TOD plan for the Pulse corridor, which is now being finalized. The Pulse Corridor Plan will be presented for formal adoption by the City Council early in 2017. The TOD technical assistance contributed directly to the plan, in particular with design elements for the Orleans Street/Rocketts Landing station and the adjoining Greater Fulton neighborhood area, and in the overall economic analysis of the 14-station corridor.

Beyond the specific outputs of the technical assistance, the process was intended to improve the prospects for successful equitable TOD implementation. The charrette brought together diverse members of the community, along with agencies from different units and all levels of government. The charrette facilitated the opening of dialogue with neighboring Henrico County (a partner in the Pulse BRT project and a key land use authority in the vicinity of the Orleans Street/Rocketts Landing station). The event sponsored by the City in September 2016 brought key developers and landowners into the conversation. Continued dialogue among all of these groups will be essential for achievement of the goals of the Pulse Corridor Plan and the realization of effective and equitable TOD.

Louisville, KY (FTA Region 4)

Technical Assistance Description

Project Name: Dixie Highway BRT
Applicant: Louisville Metro Government
Transit Agency Partner: Transit Authority of River City (TARC)
Location: Louisville, KY
Primary Federal Funding Source for Project: TIGER VII
Award Amount: $16,900,000

Transit Agency Profile: TARC provides public transit for both Kentucky and Indiana, with the main focus in Louisville.

TOD Technical Assistance Description: The City of Louisville TOD technical assistance focused on implementing equitable TOD along the city's planned Dixie Highway BRT and transforming nodes along the 15-mile corridor into transit- and pedestrian-oriented "Town Centers."

Background

Louisville is the most populous city in the Commonwealth of Kentucky and is located 75 miles west of the state capitol of Lexington. A primary hub for the United Parcel Service, Louisville has a well-structured transportation system to support associated development and economic activity. One such corridor, Dixie Highway, is one of Louisville's busiest corridors and provides a critical link for residents and businesses in southwest Louisville. The City of Louisville identifies Dixie Highway as "one of Louisville's most important transportation and development corridors." The highway carries more than 60,000 vehicles per day and up to 4,800 transit riders, serves as one of the region's freight routes, and is a key link for Southwest Louisville to downtown and job centers.[2] In October 2015, Louisville received a TIGER VII grant and was awarded $16,900,000 for the Transforming Dixie Highway project, which will upgrade the corridor with intelligent transportation systems and streetscape improvements. In addition, the TIGER grant will assist in the implementation of a new BRT system along the highway. To support the new Dixie Highway BRT and the implementation of equitable TOD along the route, Louisville Metro Government was selected for in-depth TOD technical assistance.

The City has taken a strategic approach in investing in the corridor, not only to increase safety (it is among the highest in the country for pedestrian deaths and accidents) and ease congestion, but also to build upon existing commercial and residential activity in the area. Based on the city's needs, the TOD technical assistance focused on transforming nodes along the 15-mile corridor into transit- and pedestrian-oriented town centers. Specifically, Louisville focused on four areas for technical assistance: 1) encouraging more development in targeted areas along the Dixie Highway corridor and at key proposed BRT stops, 2) capturing new businesses and revitalizing neighborhoods that use transit, 3) changing how developers, investors, and users perceive and respond to Dixie Highway, and 4) exploring how to create a regulatory framework and incentives that accelerate private investment for TOD projects. To meet the needs of Louisville, the Louisville project team consisted of SGA staff; staff from LOCUS, SGA's real estate development membership organization; LOCUS members with national expertise in TOD and incentives; and Enterprise Community Partners.

Initial Assessment

To kick off the work, the Louisville project team conducted a high-level economic, demographic, and real estate market overview to determine

[2] Louisville Metro Government. https://louisvilleky.gov/government/advanced-planning/transforming-dixie-highway.

opportunities in development phasing and possible gaps. The initial assessment resulted in the following findings:

- The economic environment along Dixie Highway is challenging. The corridor in its current state is not a particularly attractive investment opportunity for conventional real estate developers. Real estate values are generally lower than replacement cost, making most new projects unfeasible.
- Households along the corridor are unlikely to drive demand for higher-end retail or residential product.
- There appears to be a strong "shadow" market for renters, indicating unmet demand. As there are only a few examples of a mixed-used residential rental community in the area, the demonstrated demand for this product type could be artificially low despite a high underlying demand for such a product.
- Commercial real estate along the corridor is dominated by retail uses, although current retail offerings fail to offer anything that rises above the traditional strip-mall format. However, there may be an opportunity for a "first mover" to execute a new vision for what type of retail development is possible. The first mover would have the advantage of having no existing competition for attracting the kinds of higher-end retail tenants that would differentiate it from the competition.
- There is a limited opportunity for higher-density vertical mixed-use development, but there may be support for medium-density horizontal mixed-use. Additionally, despite the high auto dependence along the corridor, there is no economic base to support structured parking.
- Office development opportunity is likely a longer-term (next economic cycle) strategy.

TOD Project Readiness Assessment

Following the initial assessment, the Louisville project team developed a tool (as shown in Figure 5) to evaluate the TOD readiness of six possible Town Center nodes. The evaluation strategy was based on three primary market and economic factors—development potential, market readiness, and transit-oriented characteristics. Based on the quantitative analysis and qualitative reviews of the sites and the development pipeline, the Louisville project team made recommendations on two nodes, West Broadway and Crums Lane, on which to focus resources and incentives.

Figure 5.

TOD readiness tool developed to analyze the stations along the Dixie Highway BRT corridor.

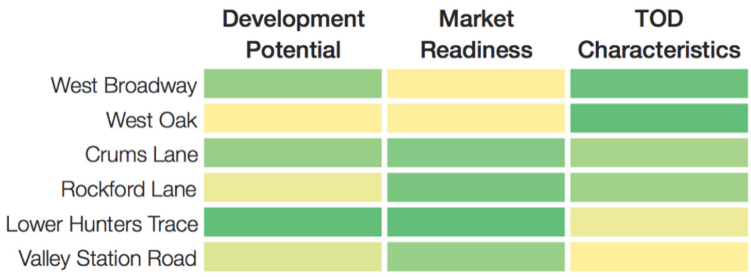
DATA ANALYSIS

	Measure	*Variable*
Development Potential	Planning Completed to Date	None-Station Area/Town Center Plan
	Vacant Land	Acres of Vacant Land
	Ownership	Number of Owners/ Acres of All Parcels
	Office Space	Square Feet of Office Space
	Retail Space	Square Feet of Retail Space
	Development Activity	Pipeline of Planned/Proposed Developments
Market Readiness	Household Income	Median Household Income and Disposable Income
	Commercial Property Values	Average Dollar Amount of Actual Value
	Commercial Land Values	Total Dollar Amount of Commercial Values
	Home Values	Avaregae Dollar Amount of Actual Value
	Residential Land Values	Total Dollar Amount of Home Values
	Housing Tenure	Percentage of Rentership
	Retail Rents	Average Commercial Rents - Dollar per Square Foot
	Residential Rents	Median Monthly Rent
TOD Characteristics	Employment Density	Jobs/Acre
	Population Density	Population/Acre, Households/Acre
	Housing Density	Housing Units/Acre
	Community Amenity Access	WalkScore
	Automobile Ownership	Percentage of Households with Vehicles
	Physical Form	Percentage of Blocks =< 4.0 acres
	Intersection Density	Number of Intersections per Square Mile

Source: Smart Growth America

Figure 6.

Based on the analysis by the Louisville project team, this nodal heat map was created to show the TOD readiness of six possible sites along the Dixie Highway corridor.



Source: Smart Growth America

As a part of the TOD project readiness, the Louisville project team found that the auto-oriented design standards, large surface parking lots, and subsequent excessive building setbacks along Dixie Highway prevent a pedestrian-friendly environment. Therefore, the Louisville project team recommended increased focus on walkability and a potential update of the City's existing Complete Streets policy, which is currently outdated and non-regulatory, into one that

ensures that all future street design efforts consider the needs of pedestrians, bicyclists, transit users, and persons with disabilities.

Impact

The Louisville project team's analysis and recommendations lay the foundation for an in-depth understanding of the real estate market opportunities to determine residential and commercial needs along the Dixie Highway corridor. The analysis and recommendations also guide the City of Louisville to a position to make necessary infrastructure improvements, focus its resources, and make tangible overtures to developers who might build the projects. Louisville is in a position to conduct a development feasibility analysis to understand if those needs are feasible to be developed. From there, Louisville can select one initial Town Center node as the demonstration area to focus development and pedestrian improvements and issue a Request for Qualifications to attract developers.

The size and scale of the BRT project coming to Dixie Highway is an opportunity for Louisville to review and improve its infrastructure and land use policies. The City will need data-driven site plans to promote transit-oriented and transit-supportive development in the proposed town centers that should detail the steps needed to transform nodes into transit- and pedestrian-oriented areas, identify the economic tools to attract compact and mixed-use redevelopment (both commercial and housing), and, ultimately, be replicable in other areas along Dixie Highway and Louisville.

Lynnwood, WA (FTA Region 10)

Technical Assistance Description

Project Name: Lynnwood Transit Center
Applicant: City of Lynnwood
Transit Agency Partner: Sound Transit
Location: Lynnwood, WA
Primary Federal Funding Source for Project: New Starts
Award Amount: $8,000,000

Transit Agency Profile: Sound Transit plans, builds, and operates express bus, light rail, and commuter train services serving the urban areas of King, Pierce, and Snohomish counties.

TOD Technical Assistance Description: The City of Lynnwood TOD technical assistance focused on transforming the area around the Lynnwood Transit Center from an auto-oriented, strip-mall shopping center into a pedestrian-friendly, high-density, compact, mixed-use TOD hub.

Background

Lynnwood is a suburban Seattle community located in between Interstate 5 and the Puget Sound. The city's close proximity to Seattle makes it a prime location for commuters to utilize when traveling to the city and its neighborhoods Lynnwood's main transportation facility, the Lynnwood Transit Center (LTC), currently services 17 Community Transit bus routes and three Sound Transit Express Buses that, collectively, connect every city in Snohomish County to major employment centers in downtown Seattle and Bellevue. To complement the LTC, Sound Transit's Lynnwood Link Extension Project will bring the first light rail station to Lynnwood and will give riders a reliable light rail connection to the University of Washington, Seattle, and other destinations. The TOD technical assistance focused on transforming the area around the LTC from an auto-oriented, strip-mall shopping center environment into a pedestrian-friendly, high-density, compact, mixed-use TOD hub. The technical assistance involved understanding barriers to achieving the vision outlined in the 2005 City Center Sub-Area Plan and recommending actions to support equitable TOD around the light rail Link station in City Center. To meet the needs of Lynnwood, the Lynnwood project team consisted of SGA staff; Enterprise Community Partners; and the Urban Land Institute which provided a technical assistance panel (TAP).

Figure 7.

The technical assistance provided to Lynnwood aims to transform the area around the Lynnwood Transit Center into a mixed-use TOD hub.

Source: Sound Transit

As part of this technical assistance, the Lynnwood project team presented new data and information related to demographic and real-estate market trends and property ownership patterns in City Center and shared examples of TOD in comparable regional markets. In collaboration with the City, the Lynnwood project team strategized about catalytic TOD projects, development phasing, and ways to attract private development and accommodate various transportation modes within the Link station area, resulting in a series of deliverables.

Early Accomplishments

These activities supported the following outcomes within Lynnwood as part of the TOD technical assistance:

- Fostered closer relationships among key decisionmakers and stakeholders, including elected leaders, City staff, transit agency staff, civic and business leaders, and real estate developers. Several activities brought a cross-sector group of stakeholders, including representatives from the City of Lynnwood, Sound Transit, Washington State DOT, and community and business leaders, to participate in both the preliminary assessment and TAP. Most notably, the technical assistance panel and presentation to City Council in September 2016 were designed to show the connected nature of this work and restart conversations among key decisionmakers.
- Built an understanding of local barriers, strengths, and market realities to ensure Lynnwood successfully capitalizes on its transit project. The Lynnwood project team conducted an assessment visit to Lynnwood in June 2016 to understand the vision in the City Center Sub-Area Plan, existing support from elected leaders, implementation challenges, and progress to date. A memorandum of findings and recommendations for technical assistance was shared with City staff and elected leaders in July 2016. The key findings of this assessment highlighted the growing urban character of the station area and its abundance of retail and entertainment destinations and civic amenities, including recreation facilities and a public library. The local barriers observed through this assessment are discussed in more detail below.

In their own words, local elected leaders and City staff recognized how the technical assistance built stronger partnerships, strengthened strategic thinking, and reinforced Lynnwood's ability to achieve its vision for the Link station area in City Center. Testimonials from the Mayor and City staff further highlight these outcomes and the City's overall satisfaction with the assistance.

> "I want to sincerely thank the Federal Transit Administration for providing the technical assistance to our city. Lynnwood is poised and ready to move our community forward. The technical assistance we received from FTA has already helped our City leadership to solidify our strategic planning efforts which have been in the works for several years. This strategic thinking, along with our Community Vision and the adopted City Center plans, have helped us to develop realistic and obtainable goals that will ultimately allow us to maximize the benefits that the arrival of light rail will bring to our community. We have a renewed commitment to advancing our City Center policies and initiatives to ensure that our city is not only prepared for light rail, but that increased transit opportunities, housing options, and economic development will create a sense of pride and place-making in Lynnwood."
>
> *— Nicola Smith, Mayor, City of Lynnwood*

Local Gaps Addressed

The Lynnwood project team also observed several gaps over the course of its technical assistance delivery, namely lack of concerted strategies to preserve affordable housing and small businesses and accommodate all transportation modes, resources, and financing tools used in other communities to achieve equitable TOD, and consistent messaging of the City Center vision to the public. Technical assistance delivery was tailored to address these local capacity gaps through knowledge-sharing, relationship-building, and recommendations for resource development. In particular, the preliminary assessment emphasized the following gaps:

- Readiness to pursue TOD, ranging from appropriate regulatory and financing tools to understanding of real estate market conditions to basic knowledge about equitable TOD approaches. Lynnwood lacked concerted long-term housing and small business preservation strategies to maintain affordability and address potential effects of gentrification as a result of light rail service and City Center investments. The City also faced challenges related to resources, particularly restricted bonding capacity, constraints on using future tax revenue to support project financing, and availability of publicly-controlled land, all of which are used by other municipalities as part of equitable TOD.
- Lack of focus on equity, including the needs of low-income and vulnerable populations, and a deliberate vision and strategy that incorporates equity into existing or planned projects. Lynnwood does not have strategies or tools in place to target existing low- and moderate-income residents and business owners who could be adversely affected by higher rental costs as a result of light rail investment and the development of City Center. The Mayor, City Council members, and stakeholders all noted the importance of engaging the foreign-born and small business community as TOD occurs around the Link station during the June 2016 assessment trip.
- Lack of public and political support for equitable TOD. The Lynnwood project team noted that the City did not project a clear and consistent message about the project to generate support and sustained momentum from the general public and City Council. The Lynnwood project team's efforts through the technical assistance panel and the presentation to the City Council were designed to address these gaps and generate additional local support for the development effort.

Impact

Over the course of the technical assistance, the City built stronger partnerships, improved its capacity to create a regulatory, design, and financing environment to spur private investment, and built wider support for this project.

The City is well-positioned to implement recommendations provided by the Lynnwood project team and work to achieve its overarching vision for the Link station in City Center. As recommendations are implemented, the City anticipates it will transform the City Center station area in a way that creates reliable, convenient access to job centers in downtown Seattle and Bellevue, ease regional traffic congestion, and safeguard a diverse neighborhood in close proximity to transit.

Figure 8.

The Lynnwood project team recommended that the City focus efforts to support the City Center goal by focusing on walkability within ¼ mile of the Lynnwood Transit Center.

Source: City of Lynnwood and Strategic Economics

Targeted Technical Assistance

Stamford, CT (FTA Region 1)

Technical Assistance Description

Project Name: Stamford Transportation Center
Applicant: City of Stamford
Transit Agency Partner: Connecticut DOT, CT Transit
Location: Stamford, CT

Primary Federal Funding Source for Project: New Starts
Award Amount: $59,000,000

Transit Agency Profile: CT Transit, a division of the Connecticut DOT, provides bus service for 8 metropolitan areas, accounting for 80% of annual bus ridership in the state.

TOD Technical Assistance Description: The City of Stamford TOD technical assistance focused on defining an appropriate use mix around the Stamford Transportation Center and using the development as a seam to enhance connectivity between Downtown to the north of the station and the South End.

Background

Stamford is the third most populous City in Connecticut and home to the Stamford Transportation Center (STC), the busiest Metro North commuter rail station outside of New York City. Originally a bedroom community for people working in New York, today Stamford sees as many people exiting the station each morning as people boarding the train to go to New York. The sheer number of people using the station makes it ripe for TOD; however, physical and cultural barriers have made implementing TOD a challenge. The station is bordered on the north by Interstate 95, with entrance and exit ramps adjacent to the station, hindering pedestrian access. In addition, the historic Downtown north of the station is dominated by office uses and lacks street-level activity near the station. The South End, an older industrial area south of the station, is experiencing rapid development and affordability pressures. Although much of Downtown and the South End are within ½ mile of the train station, many stakeholders view them as entirely separate districts rather than as the future hub of an active city center. The TOD technical assistance focused on defining an appropriate use mix around the STC and using the development as a seam to enhance connectivity between Downtown to the north of the station and the South End. To meet the needs of Stamford, the Stamford project team consisted of SGA staff; SK Solutions; and Enterprise Community Partners.

The challenge facing the Stamford project team was to assist the City in identifying an appropriate scale and mix of uses, including housing, commercial,

and other uses, to create an equitable TOD area around the train station, particularly within ¼ mile, and a set of improvements to provide a seamless connection between Downtown and the South End. To prepare the site visit and subsequent recommendations, the project team met with City officials, toured relevant sites, conducted numerous interviews, examined relevant documents, and reviewed previous studies.

Many of the major issues already had been identified in previous studies; however, they were examined in separate documents. One study focused on walkability and public spaces, another on the City's vision and development goals, and another on the physical condition of the train station itself. Stamford lacked a coordinated plan of action that would unite the previous work into a TOD-focused effort that could prioritize and implement recommended changes. The Stamford project team prepared a report that incorporated key recommendations from prior studies and addressed gaps in the prior work to generate a specific action plan for the City. Divided into near-term, mid-term, and long-term actions, the plan provides a pathway for the City to develop an affordable, walkable, mixed-use community around the train station, uniting the north and the south.

Impact

City staff were eager to receive the final report and begin to implement its recommendations. They expected that having an independent third party make a strong case for TOD would help them move forward by providing an objective source and specific recommendations for discrete actions to advance equitable TOD. In particular, City staff welcomed the report's vision for a unified City Center around the train station, and its focus on collaboration among all stakeholders, something that had not consistently happened in prior TOD projects.

The final report provides a roadmap for City leaders to follow to begin the conversion of the train station area into a true TOD. The Stamford project team anticipates that next steps will include the development of a more specific transportation and development plan for the train station area. The project team expects a new effort to improve pedestrian infrastructure and coordinate local transit and private shuttles at the station. In the longer term, the project team hopes that the City will work with the state to redevelop the station into a destination along the lines of Denver's Union Station.

Oklahoma City, OK (FTA Region 6)

Technical Assistance Description

Project Name: Oklahoma City Intermodal Transportation Hub (Santa Fe Depot)
Applicant: Central Oklahoma Transportation and Parking Authority (COTPA)
Transit Agency Partner: EMBARK
Location: Oklahoma City, OK
Primary Federal Funding Source for Project: TIGER V
Award Amount: $13,600,000

Transit Agency Profile: EMBARK, a transit services division of COTPA, provides fixed-route bus service, ferry river transit service, and Americans with Disabilities Act (ADA) paratransit in the greater Oklahoma City metropolitan area.

"The technical assistance team has been helpful in raising awareness of the need for a collaborative approach to TOD, with all stakeholders being involved. The team brought a fresh perspective that will assist us in developing a new vision for the area around the train station."

—Robin Stein, Special Assistant to the Mayor, City of Stamford

TOD Technical Assistance Description: The Oklahoma City TOD technical assistance focused on two components: 1) developing specific strategies to support TOD through zoning updates and transit planning, and 2) sharing best practices on TOD and BRT with key civic and development leaders and community members to begin the process of envisioning a more transit-supportive Classen Boulevard/ Northwest Expressway corridor.

Background

Oklahoma City is the capital of Oklahoma and located off of Interstate 35, a primary transportation corridor through the Great Plains region of the U.S. To go along with a robust road network, Oklahoma City is experiencing public transportation expansion with the introduction of streetcar service and the redevelopment and restoration of its nearby historic train station with funding from a $13,600,000 TIGER V grant. In recent years, city leadership also has promoted bicycling and active transportation to help address rising obesity rates and health concerns. Together, these investments are spurring an urban renaissance in Oklahoma City regarding new housing and development.

The TOD technical assistance focused on two components: 1) developing specific strategies to support TOD through zoning updates and transit planning, with a focus around the Santa Fe station, and 2) identifying potential TOD opportunities and needs along the Classen Boulevard/Northwest Expressway corridor, which is currently being considered for future BRT expansion. In addition, Oklahoma City wanted expertise in affordable housing, which was a key focus for the City as it thinks about initiating TOD in the downtown and nearby neighborhoods. To

meet the needs of Oklahoma City, the Oklahoma City project team consisted of MZ Strategies; and Enterprise Community Partners.

Over the course of the technical assistance, the Oklahoma City project team worked closely with the City and EMBARK to engage local stakeholders such as the Oklahoma City Urban Land Institute chapter and also Division and regional staff from Federal Highway Administration (FHWA) and FTA. This close collaboration reinforced opportunities to build local capacity that was grounded strongly in the local context and vision for Oklahoma City's future, not just replicating the type of TOD occurring in other communities.

"The Smart Growth America Transit Oriented Development Technical Assistance team provided a perfect opportunity to accelerate the TOD discussion in Oklahoma City. The workshops SGA organized are leading to a new and mutual understanding of TOD and its value among a wider range of people such as community leaders, developers, and social equity proponents."

—Jason Febrache
Administrator/Director, EMBARK

Impact

The technical assistance resulted in several recommendations, a number of which are already being implemented. Unfortunately, plans and funding already were approved to build surface parking lots on both sides of the Santa Fe Station, including a small parcel of land that creates a visual entrance to Bricktown, a redeveloping neighborhood that the streetcar will serve and that will provide important tourist attractions and new residential units. However, there are still opportunities to use the parking lot for community events during times of low usage, including as a site for a farmer's market, local art fairs, or other short-term public functions to help create more pedestrian vitality. This concept has intrigued EMBARK, who will be a future tenant of the historic depot. Several recommendations also were offered to inform upcoming analysis of the proposed BRT corridor along Classen Boulevard and the NW Expressway. From a transit perspective, this corridor makes a strong case for improved service, and the adjacent neighborhoods and retail nodes appear supportive of potential increased ridership and several TOD sites. As a result of the public forum supported by the technical assistance, local stakeholders have stepped forward to help plan for the corridor's future. This includes a number of local non-profits who recognize the potential for displacement and the need to preserve affordability at key nodes for housing and small businesses. The City reached out to Enterprise following the workshop for further guidance on addressing affordability within specific sites. EMBARK is moving forward with a cost-benefit analysis of the corridor that will include recommendations from the Oklahoma City project team for looking at TOD potential and including socio-economic benefits.

Figure 9.

The Oklahoma City project team noted that corner of Sheridan Avenue and K. Gaylord Boulevard near Santa Fe Station can be a site for place-making and pedestrian activity rather than just traffic

Source: MZ Strategies

The Classen Boulevard/NW Expressway corridor exemplifies a larger TOD challenge for the City—lack of sidewalks. The Oklahoma City project team recommended a series of shorter-term strategies to improve first- and last-mile connections, which may inform future capital budgeting by the City. Given the focus from city leadership on improving the public health and safety needs throughout the city, it is possible that improvements on Classen Boulevard will be prioritized.

Deep involvement by local staff was critical to the success of the TOD technical assistance provided and the early implementation of several recommendations. Through partnership between the Oklahoma City project team and EMBARK, key City staff were identified who directly influence local land use decisions. This facilitated detailed conversations to share best practices that can inform the current land use revisions that are occurring and identify models from other comparable cities such as Fort Collins (CO), Eugene (OR), and Austin (TX) that more closely resemble the land use, transit, and cultural values of Oklahoma City. EMBARK staff played a leading role in planning forums with key leaders, developers, and community stakeholders, providing access to a variety of planning documents and proactively coordinating technical calls with land use and housing staff, allowing the Oklahoma City project team to provide detailed support on key issues the City had identified.

San Antonio, TX (FTA Region 6)

Technical Assistance Description

Project Name: Centro Plaza (Westside Multimodal Transit Center)
Applicant: City of San Antonio
Transit Agency Partner: VIA Metropolitan Transit (VIA)
Location: San Antonio, TX
Primary Federal Funding Source for Project: TIGER III
Award Amount: $15,000,000

Transit Agency Profile: VIA is the transit agency serving San Antonio and surrounding municipalities, providing primarily bus, streetcar, and circulator service.

Transit Agency Profile: VIA is the transit agency serving San Antonio and surrounding municipalities, providing primarily bus, streetcar, and free circulator service.

TOD Technical Assistance Description: The City of San Antonio TOD technical assistance focused on implementing equitable TOD in conjunction with local comprehensive land use and long-range transportation planning.

Background

San Antonio is the second most populous City in Texas and is the center of the largest metropolitan area in the U.S. without fixed guideway transit.[3] In addition, the regional transit agency, VIA, operates under limited State resources. As a consequence, TOD is a fairly new concept within the city and, despite numerous planning and transit plans that specifically support TOD, no projects have been built that intentionally incorporate the concepts of mixed-use, transit-accessible development. However, San Antonio is seeking to adapt TOD principles around Centro Plaza. Centro Plaza, recently funded through a $15,000,000 TIGER III grant, is VIA's newest transportation hub that enables users to minimize transfers between the City's transit system. More importantly, Centro Plaza provides a sense of place for the community and there is hope that the plaza will stimulate development. The TOD technical assistance focused on implementing equitable TOD in conjunction with local comprehensive land use and long-range transportation planning. In addition, San Antonio wanted expertise in affordable housing, which was a key focus for the City as it thinks about initiating TOD around the new Centro Plaza transit station. To meet the needs of San Antonio, the San Antonio project team consisted of MZ Strategies; and Enterprise Community Partners. The San Antonio project team worked with the City and VIA to refine strategies for catalyzing TOD in the neighborhoods surrounding Centro Plaza. The area surrounding Centro Plaza is ripe for redevelopment,

[3] VIA Metropolitan Transit. Alternatives Analysis Program. http://www.smartwaysa.com/Documents/ModernStreetcar/VIA%20AA%20Program%20Grant.pdf.

and the timing for the TOD technical assistance provided some important opportunities to work with City and transit agency staff to coordinate efforts. The City's new comprehensive plan, SA Tomorrow, was adopted in August 2016, as was the new 2040 long-range transportation plan by VIA. The technical assistance offered numerous suggestions regarding how these efforts can be better coordinated during plan implementation to ensure that needs for housing affordability an equitable TOD are met.

Figure 10.

Centro Plaza, located across from VIA headquarters, sets the stage for potential eTOD.

Source: MZ Strategies

Impact

A key outcome of the technical assistance was to help coordinate locally how current City discussions on gentrification and affordable housing also need to be connected with potential efforts to promote TOD around Centro Plaza. The study area has enormous potential for adaptive reuse and redevelopment that could be advanced through changes to local zoning. In addition, many stakeholders such as the University of Texas are seeking to build a collaborative table to bridge ongoing work to support affordable housing, bicycling and trails promotion, and redevelopment opportunities. A central element of the technical assistance was a public forum with key stakeholders to identify potential TOD opportunities and coalesce around creating collaboration. Numerous partners stepped forward to work with the City to implement recommendations and continue collaboration.

"The conversation convened through the SGA technical assistance grant brought San Antonio to a new level of understanding local challenges and national best practices. Discussing past challenges faced by other cities showed us what to reinforce and what to improve. The national best practice of creating a Cross-Sector Coalition, known nationally as a Collaborative Table, will be a critical next step for San Antonio."

—Art Reinhardt, Assistant Director Transportation and Capital Improvements, City of San Antonio

"Having been involved in a light rail system in another city, I thought the discussion the SGA technical assistance program brought to San Antonio was on target and on message. I'm hopeful it provided the context and motivation our community stakeholders needed to understand how pivotal their leadership is to achieve success."

—Brian Buchanan, Senior Vice President of Development, VIA Metropolitan Transit

Figure 11.

Attendees of a September 2016 stakeholder forum learn about eTOD potential and coalesce around idea of collaborative table setting.

Source: MZ Strategies

The San Antonio project team also provided several recommendations to update zoning and housing policies to better support equitable TOD. As the City begins to implement SA Tomorrow and update zoning, there are immediate opportunities to put several of these recommendations into action. Current zoning makes it very challenging and provides minimal incentive for TOD. The City also is developing capital improvement priorities that will be supported with in a 2017 bonding measure. If these efforts focus on opportunities to improve the development and pedestrian environment around Centro Plaza, it could create additional market potential to support TOD.

Kansas City, MO (FTA Region 7)

Technical Assistance Description

Project Name: Prospect MAX BRT
Applicant: City of Kansas City, City Planning and Development Department
Transit Agency Partner: Kansas City Area Transportation Authority (KCATA)
Location: Kansas City, MO
Primary Federal Funding Source for Project: Small Starts
Award Amount: $29,900,000

Transit Agency Profile: KCATA is a bi-state agency serving the Kansas City region, operating local and express routes, demand-response, bus rapid transit, paratransit, and vanpool services.

TOD Technical Assistance Description: The City of Kansas City TOD technical assistance focused on stabilizing and revitalizing the Prospect Avenue corridor through reliable and enhanced transit service as well as providing existing residents with more economic opportunity.

Background

Kansas City is the most populous City in Missouri and its location in the center of the U.S. makes it the beneficiary of a well-developed transportation network. Over the past few years, Kansas City has completed several transportation projects over the past few years to to further advance its transportation network and enhance public transportation services. In May 2016, the KC Streetcar opened for revenue service. The KC Streetcar operates through Kansas City's central business district and supports transit services provided by KCATA, the main public transportation provider for Kansas City. KCATA mainly operates bus services including the Metro Area Express (MAX) BRT routes for which two currently operate in the city. Kansas City is planning a third MAX BRT line on Prospect Avenue, one of the busiest bus corridors in the city. The corridor is characterized by a concentration of low-income residents and high vacancy rates. The City and KCATA are investing in the Prospect MAX BRT to stabilize and revitalize this corridor through reliable and enhanced transit service.

The City has developed a TOD policy to develop specific overlays in conjunction with the neighborhoods and businesses along transit corridors. An effort to create a TOD policy for the Prospect Corridor will begin in the coming months. The TOD technical assistance focused on stabilizing and revitalizing the Prospect Avenue corridor through reliable and enhanced transit service as well as providing existing residents with more economic opportunity. To meet the

needs of Kansas City, the Kansas City project team consisted of SGA staff; and Enterprise Community Partners.

In August 2016, the Kansas City project team visited Kansas City to conduct an assessment. The team toured the Prospect Corridor and conducted a workshop that began with a stakeholder engagement session with community groups interested in the Prospect MAX BRT and associated development along the corridor. This conversation focused on the status of the project and receiving feedback from the community about their hopes for the outcomes of the BRT project for the neighborhood. Community members expressed hope that the project would attract economic development but were concerned that it could create affordability problems and would not connect to an employment center a few miles south of the project terminus. This discussion informed the workshop the following day with local government and project stakeholders.

The Kansas City workshop included four presentations:

- Geoff Anderson of SGA discussed best practices for using transit to tackle corridor redevelopment.
- Beth Osborne of SGA explained lessons learned in three BRT case studies (Pittsburgh, Grand Rapids, Eugene).
- Sarah Price of Enterprise Community Partners reviewed planning for affordability using Kansas City's Assessment of Fair Housing report, which was recently completed and is out for public comment.
- Meea Kang, a developer from Sacramento who specializes in affordable and sustainable infill development near transit, discussed some of her notable projects, barriers she faced, and how she worked with local government to overcome them.

The Kansas City project team followed up this workshop with a final memorandum providing key findings and recommendations from the workshops. Additionally, the Kansas City project team prepared five case studies of TOD projects and lessons learned about development near other BRT lines, including the three BRT projects addressed at the workshop and two light rail lines—the W Line in Denver and the Green Line in Minneapolis.

Impact

Reception of the workshop was positive, particularly a presentation about affordable and sustainable infill development near transit; attendees and City officials repeatedly stated that presentation provided a unique perspective and helpful specifics about making projects attractive to developers while protecting housing affordability and supporting transit use. The presentation noted the use of Tax Increment Financing (TIF) to support development of affordable housing, which is not common in Kansas City. In response to the follow-up memorandum

reiterating this recommendation, the City stated that they were considering using a TIF in this corridor to support housing.

Two other issues raised at the workshop by the Kansas City project team were 1) the City is spreading its economic development attention over too large an area, and 2) development in this corridor is rare and, therefore, each project had to be designed to support transit if BRT is to be a success.

On the first issue, the City's redevelopment targets covered entire neighborhoods. Because the market is not robust enough to support large-scale redevelopment, the City will need to use incentives and should concentrate them in one area, then build on that success. By the end of the workshop, the discussion had led to two to four sites for focused efforts in areas where there is real potential for redevelopment.

The second issue was that one of the rare developments in the area should not be auto-oriented. The City has put a substantial investment in the community with a police facility that is auto centric and creates a development hole. Also discussed was a grocery redevelopment that will be set back from the transit stop behind a large parking lot that is unjustifiable for an area with such low car ownership, thus undermining TOD. After discussion at the workshop, it appeared that the stakeholders understood the importance of appropriate development.

The City shared the Kansas City project team's draft recommendations to the 3rd and 5th District City Council representatives and presented them at the 3rd District meeting in November 2016.

Moline, IL (FTA Region 7)

Technical Assistance Description

Project Name: The "Q" Multimodal Station
Applicant: City of Moline
Transit Agency Partner: Rock Island County Metropolitan Mass Transit District (MetroLINK)
Location: Moline, IL
Primary Federal Funding Source for Project: TIGER II
Award Amount: $10,000,000

Transit Agency Profile: MetroLINK, provides fixed-route bus service, ADA paratransit, and seasonal passenger ferry river service in the Quad Cities region, which encompasses Moline.

TOD Technical Assistance Description: The City of Moline TOD technical assistance focuses on implementing equitable TOD in conjunction with the development of a mixed use multimodal station known as the "Q," located in the west gateway area of Moline's downtown riverfront district.

Background

Moline, Illinois is a part of the Quad Cities, a region of four cities in southeastern Iowa and northwestern Illinois. Moline is located approximately 165 miles west of Chicago and the City is currently developing a $35-million, mixed-use multimodal station known as the "Q". Located in the west gateway area of Moline's downtown riverfront district, the "Q" will connect Downtown Moline to Chicago via passenger rail service for the first time in 30 years and will complement MetroLINK's central bus transportation hub, Centre Station, which is located directly across the rail tracks. Together, the "Q" and Centre Station will form the core of a multimodal district intended to integrate rail, bus, auto, bicycle, and river transportation and attract an expanded range of supportive and complementary uses, all relating to travel, within the region and beyond.

The TOD technical assistance focused on implementing equitable TOD in conjunction with the development of a mixed-use multimodal station know as the "Q," located in the west gateway area of Moline's downtown riverfront district. To meet the needs of Moline, the Moline project team consisted of SGA staff and staff from LOCUS. In August 2016, representatives of LOCUS, SGA's real estate development group, visited Moline for a two-day targeted workshop centered on the implementation and advancement of equitable TOD in conjunction with the "Q". The workshop fostered open dialogue among the City, the development community, and other stakeholders and provided technical expertise in the development of walkable urban development projects. The technical assistance concluded with the creation of a final report with findings and recommendations designed to help the City identify barriers to development and attract investment capital that ultimately will create a vibrant, mixed-use TOD area in the City Centre. Findings from this report include the following:

1. A combination of funding and financing strategies are needed for TOD infrastructure and long-term maintenance.
2. Greater transit-supportive densities and land uses are needed around the inter-modal transit station and surrounding neighborhoods.
3. A Complete Streets policy needs to be adopted to ensure that all future street design efforts fully consider the needs of pedestrians, bicyclists, transit users, and persons with disabilities.
4. Pedestrian comfort and safety should be improved to attract more foot traffic and minimize conflicts with vehicular traffic and provide a safe environment.
5. Linkages to, through, and within Downtown, the riverfront, and adjacent neighborhoods need to be improved to ensure everyone shares in the benefits of TOD.

6. Good urban design principles need to be adopted and implemented. The building footprints and streets around the station are disconnected and lack good urban design.
7. There needs to be better coordination among entities. It is evident that many people are engaged and have taken smart actions to improve Moline.

By addressing these findings, the City can achieve its goal of creating a vibrant, mixed-use, and pedestrian-friendly TOD area in Moline's City Centre, better positioning the City to attract the capital investments needed to compete with its sister cities.

"Participating in the Smart Growth America TOD technical assistance program has afforded the City of Moline access to expertise and experience that will help ensure the success of our local TOD efforts."

—Jeff Anderson
City Planner,
City of Moline

Impact

Moline's future passenger rail service presents a unique opportunity for the City to re-envision the station, enhance intermodal connectivity within Moline and the Quad Cities region, and contribute to local and regional equity and sustainability by providing access to employment, housing, and services to a variety of populations. However, the City currently is faced with the challenges of the negative perceptions of the business climate in Illinois, low commuter rail ridership projections, physical disconnections and failed urban design around the proposed TOD site, a stable population that limits demand for new development, and a challenged real estate market. The City of Moline has the potential to transform its Downtown, the surrounding neighborhoods, and the transit station into vibrant hub of mixed-use activity that brings people together.

SECTION 3

Common Themes from On-Site Technical Assistance

Throughout the delivery of the technical assistance, several themes emerged with which many or all of the communities struggled:

- **Regardless of the type of transit, there remains a strong need for basic education about TOD**, in that it is more than simply development by transit. It was important to emphasize the importance of density, walkability, intermodal connectivity, and designing development to support transit use. Many of the basic principles and lessons learned from rail-focused TOD are still relevant for communities building BRT or intermodal projects.
- **Few comparable TOD case studies were sufficiently relevant to the communities.** One of the greatest values of the technical assistance provided through this project was that it supported early TOD efforts in a number of emerging transit regions. In working with places that traditionally have neither invested largely in transit nor had fixed rail, such as Moline, Oklahoma City, and San Antonio, SGA and its team were able to broaden the TOD conversation to include smaller-scale cities and transit systems. These communities motivated the TOD team to identify best practices that were more replicable and related to mid-size communities with bus transit and intermodal centers. The challenge is in finding case studies that will resonate with the audiences in these smaller cities. The basic themes to be addressed are the same as they have always been, but it was important to find the right messengers, the right pictures, and the right sense of scale. For example, a community working on corridor BRT would not get as much from a commuter rail example as from other BRT or corridor BRT.
- **First- and last-mile connections are critical to successful TOD**, yet are lacking in many of the regions where technical assistance was provided. Investments in sidewalks typically are funded locally, but there is a role that FHWA can play to share best practices with state DOTs on ways that such improvements can be funded with federal dollars or locally with how communities are supporting these investments to help support partnerships between state and local public works departments. Through the technical assistance, the role and value of groups such as the National Complete Streets Coalition and National Association of City Transportation Officials was referenced by local partners. Sidewalk improvements are critical, not only for TOD but for existing transit, whether that is provided by bus or rail.

- **Understanding of market dynamics remains limited in many mid-size communities**. There is significant interest and value in providing market analysis and technical assistance to help communities and transit agencies understand how to better support TOD potential. This includes thinking about station location and design, analyzing where private market potential is strong versus where public sector resources may be needed, and better recognition of how public regulations and actions can impede or incentivize development.
- **The need to proactively think about affordable housing often is perceived as unimportant to regions unaware of their existing housing needs.** For instance, the initial reactions of both Oklahoma City and San Antonio to incorporating housing affordability in their TOD work was limited. Providing data to stakeholders and municipal staff that showed the increase in housing prices for households at all income levels and number of households who are cost-burdened built awareness of existing housing needs and helped motivate support for thinking about proactive strategies while land values are relatively affordable, including supporting land acquisition and preservation of existing subsidized housing and "naturally-occurring" affordable housing.

SECTION

4

Peer Network

To cultivate and sustain the technical assistance provided through the project, SGA launched a TOD Peer Network in July 2016. The network is designed to help communities that received technical assistance connect with and learn from one another and connect them to "teaching communities" that have successfully implemented equitable TOD.

Each of the communities that received technical assistance during the first year of the project nominated staff to participate, which included a lead contact from the community and a representative from the transit or transportation agency on the project. Currently, more than 40 individuals from the 9 TOD Technical Assistance communities are part of the Peer Network. In addition, 13 members from Charlotte, NC; San Diego, CA; Austin, TX; and Normal, IL— all with experience implementing successful TOD projects—are "teaching members" of the network. Because their community's TOD projects have been completed, the teaching members are able to share the successes and challenges they have experienced throughout the planning and implementation process and how successful the project has been for their communities. Teaching members are able to participate with the same benefits as all members, so they also benefit from the peer exchange and programming of the TOD Peer Network.

The network creates a framework to build upon and bring the TOD Technical Assistance Initiative to scale. Communities who receive technical assistance in subsequent rounds of this project will nominate members for the network. Members of the Year 1 communities will become teaching members, as they will be able to share their experiences of project planning and technical assistance with Year 2 communities. Any future years of this project also can join in the same capacity, allowing the network annual growth.

In addition, members of the Peer Network are part of an email listserv, through which they can ask questions, share resources, and share experiences. Members have access to a members-only section within the project's website with exclusive resources, including webinars, resources specific to the needs and interests of Peer Network members, and a membership directory.

A kickoff webinar in July 2016 walked members through the project website to introduce all professional resources available to them. Each community also has the opportunity to share its expertise and technical assistance experience in detail through "Meet the Communities" webinars, which are recorded and posted on the project website as a members-only resource. Through the webinars, members can learn who is working on projects similar to theirs and

who may be working in a similar political climate. After all communities have participated in a webinar presentation, SGA will hold regular webinars on common TOD challenges to support the needs of the members.

FTA and SGA will host annual in-person meetings of the Peer Network, where members will be able to connect and form relationships with each other and build upon their knowledge of TOD to solve problems. The first in-person convening meeting is scheduled to be held in conjunction with a TOD-related conference. Year 1 members, Year 2 members, and teaching members will be invited. Peer sharing at in-person meetings will focus on making TOD a desirable goal for members and will connect members to models, peers, and example communities from whom they can learn. Members will be able to build relationships with each other and build upon their knowledge of TOD to solve problems. FTA and SGA aim to host meetings annually to support networking and peer sharing across communities.

> "We found the opportunity to network and learn from peer communities especially rewarding."
>
> *—Jeff Anderson, City Planner, City of Moline*

The TOD Peer Network is a great opportunity for TOD professionals to have a digital place to ask questions, air grievances, share anecdotes, search for and find quality research, and interact with other professionals working to implement TOD projects. By bringing technical assistance communities together as members of a peer learning network, members can build upon the lessons learned during the technical assistance process and continue to develop their knowledge of TOD best practices. They can implement their community's TOD projects with this expertise in mind and support the growth of TOD across their regions and across the country.

In subsequent years, members will have continuing opportunities for engagement with other professionals in the TOD Peer Network. As members present their experiences and work with others, participation in the network will continue to grow, allowing the network to eventually become self-sustaining.

SECTION 5

Project Web Site and Communication

To help more communities advance their TOD projects and to scale the benefits of the TOD Technical Assistance Initiative to a national level, FTA and SGA collaborated to launch TODresources.org. The project website is an online portal featuring resources beyond direct technical assistance and features a number of tools for professionals at all stages of TOD implementation, as well as password-protected access for communities of the project's technical assistance.

Advocates, community members, and professionals can access the website's online database that provides research conducted in recent years about TOD on the national, state, and local scales. The database offers an assessment tool to find tailored TOD resource recommendations by selecting from user type (e.g., concerned resident, elected official, transportation professional), mode of transit (e.g., bus line, commuter rail, streetcar), and the targeted issue (e.g., displacement and equity, health and environment, business support). The database currently features 170 resources, ranging from guidebooks, webinars, presentations, videos, and more. The database is not meant to be a catch-all, but rather a carefully-curated portal of the most useful quality TOD research and resources identified by SGA and its multidisciplinary team. Both FTA and SGA continue to monitor and assess the latest research regarding TOD to add to the database.

Funding and financing are a challenge for many TOD projects, and the website features a dedicated webpage about funding and financing options for TOD projects. The webpage highlights commonly-used federal funding programs that can support and advance TOD within a community, such as FTA's Pilot Program for Transit-Oriented Development Planning. Website visitors also can learn about financing opportunities for TOD, such as the Transportation Infrastructure Finance and Innovation Act (TIFIA) and Railroad Rehabilitation & Improvement Financing (RRIF). The FAST Act makes TOD expenses and projects eligible under the TIFIA and RRIF credit assistance programs.

The website makes it easy for users to access and revisit information and resources specifically related to their project. Anyone is allowed to create a personalized dashboard by registering for an account on the website, a space for users to browse and save resources relevant to their project and revisit them quickly each time they log in. Currently, there are 146 registered TODresources.org users.

The website strives to increase the awareness and implementation of equitable TOD. New and regular content posted on TODresources.org's blog keeps advocates updated on the latest developments in the field. Recent blog posts include Kansas City's efforts to raise an underserved neighborhood's economic prosperity by attracting new development around a proposed transit line. The blog also features the newest additions to the documents database—for example, two reports on the city-building power of intercity passenger rail. TODresources.org visitors also can subscribe to an e-list to receive TOD news, resources, and opportunities in their inbox. In total, 1,582 individuals already have subscribed to the TODresource.org e-list, many of them from public agencies across the country.

As TOD picks up momentum across the country, TODresources.org aims to support the efforts of these communities to build compact, mixed-use, equitable development around transit stations and foster sustainable economic development related to planned transportation projects. Advocates can directly reach out to a professional regarding TOD by sending an email to mailto:info@todresources.org or calling the TOD hotline at 1-866-508-3349.

SECTION 6

Conclusion

In this first year, SGA assisted in the launch of a project that has provided direct technical assistance to eight communities, established a Peer Network of communities to share TOD experiences, and created a website to serve as a national database for TOD resources. In particular, the on-site technical assistance has addressed a variety of TOD challenges, from retrofitting an old commercial corridor to support mixed-use development by a rail stop in Lynnwood, to spurring economic development while preserving affordability near corridor BRT in Kansas City.

Specifically, SGA and its team:

- assessed need and developed scopes of work
- reviewed existing plans, data, and documents
- assembled technical assistance teams
- conducted 15 site visits over the course of 5 months
- executed technical assistance

The form of technical assistance varied from community to community based on need but included deliverables such as charrettes, market analyses, peer exchanges, workshops, case studies, expert panels, and plan reviews. This is in addition to creating a new comprehensive online database of TOD resources and laying the groundwork for a peer-to-peer learning network for communities.

The challenges in the communities that received assistance are representative of the types that communities building transit face across the nation. Each has developed a new understanding for planning and supporting equitable TOD and, as they act on what they have learned, they can serve as case studies for those struggling with the same issues. Fostering development that supports transit, generates economic activity, and preserves affordability requires an understanding of the interaction land use, economic development, transportation, and housing policy in a way that most communities are not designed to execute. When done well, it maximizes public investment, connects people to daily needs, and keeps housing and transportation costs low.

In the following years of the project, SGA and its team will build upon the project analysis and lessons learned from the first year to enhance the technical assistance provided. SGA and its team will examine the common

themes identified from the first year to ensure future communities selected for on-site assistance maximize TOD potential. Furthermore, continuing to support these first-year communities and following their progress through the peer network will be crucial to better understand what worked and what did not work and applying these lessons to future technical assistance engagements.

APPENDIX

A

Technical Assistance Project Analysis

Following is a summary of the challenges encountered while delivering technical assistance, as well as recommended policy or performance changes that could improve the project's support of TOD.

Challenges

- Differing points of view among the various stakeholders was a common challenge. In many cases, the technical assistance report recommendations might not be well-received, particularly by those who prefer the status quo. Having a difference of opinion among local stakeholders is not unique, and it did not inhibit the team's ability to prepare the report recommendations.. The expectation is that having the recommendations will provide some additional rationale for local leaders who want to move beyond the status quo.
- Project teams encountered varied levels of municipalities' readiness/ preparedness to pursue TOD and ability to move from idea to action, ranging from appropriate regulatory and financing tools to understanding of real estate market conditions to basic knowledge about equitable TOD approaches.
- It was difficult to keep conversations with communities focused on equity, including the needs of low-income and vulnerable populations and a deliberate vision and strategy that incorporates equity into existing or planned projects.
- In some cases, the opportunity to provide meaningful TOD advice occurred too late. For example, in Oklahoma City, plans and funding approved to build surface parking lots on both sides of the Santa Fe Station already were approved.
- The communities receiving technical assistance had numerous challenges and needs, and the assistance likely would have been more helpful to them if more time was spent talking with stakeholders in person and delving more deeply into some of the bigger challenges, possibly through multiple workshops. It was difficult to address the multiplicity of considerations in the TOD planning process in the limited targeted technical assistance. Not all projects lend themselves to discrete engagements limited in scope and scale.

Recommendations

- Future technical assistance would benefit from an in-depth preliminary assessment of each selected community and a more rigorous intake process.
- The lack of focus on equity gaps in the technical assistance should be addressed moving forward by developing a common definition of equitable TOD and related vocabulary.
- Providing technical assistance to communities that are early in the transit process should be considered. For communities with very limited existing transit, there is a strong need to support them in the initial discussions and planning for considering transit to enable early actions related to housing, school location, capital budgeting, and place making that can be vital to the success of TOD but also help build a case for transit investment.
- Resources should be focused on in-depth technical assistance engagements, increasing the number of communities awarded for in-depth assistance, and decreasing or removing altogether the targeted assistance.
- Peer sharing among all communities should be supported, and the inter-community ties made via the Peer Network with an in-person conference for participants should be strengthened to build relationships with each other and build upon their knowledge of TOD to solve problems.

APPENDIX

B

Technical Assistance Project Teams

Richmond Project Team

- Christopher Zimmerman, Smart Growth America
- Michael Rodriguez, Smart Growth America
- Chris Leinberger, George Washington University
- Patrick Jordan, Enterprise Community Partners
- Mariia Zimmerman, MZ Strategies
- Tim Van Meter, Van Meter-Williams-Pollack
- Karen Murray, Van Meter-Williams-Pollack

Louisville Project Team

- Christopher Zimmerman, Smart Growth America
- Geoffrey Anderson, Smart Growth America
- Alex Hutchinson, Smart Growth America
- Andrew Peng, Smart Growth America
- Patrick Jordan, Enterprise Community Partners
- Sarah Price, Enterprise Community Partners

Louisville LOCUS Team

- Christopher Coes, LOCUS
- Kira Hibbert, LOCUS
- Hal Fairbanks, Catalyst Development
- Calvin Gladney, Mosaic Urban Partners
- Michael Lander, Lander Group
- Paul Morris, Atlanta Beltline
- Shannon Morgan, Londonberry Homes

Lynnwood Project Team

- Alex Hutchinson, Smart Growth America
- Lynn Peterson, Smart Growth America
- Chris Rall, Smart Growth America
- M.A. Leonard, Enterprise Community Partners
- Devin Culbertson, Enterprise Community Partners

- Frances Wang, Enterprise Community Partners
- Paul Bernard, Enterprise Community Partners

Lynnwood Technical Assistance Panel

- Al Levine, Runstad Center, College of Built Environments, UW
- Ben Wolters, City of Kent
- Peg Staeheli, SvR Design Company
- Gabe Grant, Spectrum Development Solutions
- George Petrie, Goodman Real Estate
- Kelly Mann, Urban Land Institute Northwest
- Jared Jonson, Urban Land Institute Northwest
- Eric Sanford, Urban Land Institute Northwest
- Victoria Oestreich, Urban Land Institute Northwest

Stamford Project Team

- Christopher Zimmerman, Smart Growth America
- Sarah Kline, SK Solutions
- Erika Ruiz, Enterprise Community Partners

Oklahoma City Project Team

- Mariia Zimmerman, MZ Strategies
- Susan Anderson, Enterprise Community Partners

San Antonio Project Team

- Mariia Zimmerman, MZ Strategies
- Susan Anderson, Enterprise Community Partners

Kansas City Project Team

- Geoffrey Anderson, Smart Growth America
- Beth Osborne, Smart Growth America
- Brian Lutenegger, Smart Growth America
- Sarah L. Price, Enterprise Community Partners
- Meea Kang, Domus Development

Moline Project Team

- Christopher Coes, LOCUS,
- Christopher Zimmerman, Smart Growth America
- Kira Hibbert, LOCUS
- Michael Lander, Lander Group
- Shannon Morgan, Londonberry Homes
- Francis DeCoste, TR Advisors

APPENDIX

C

TOD Demonstration Program

The goal of the Demonstration Program is to turn TOD planning into reality in the areas of a community that most need the benefit of equitable development. The Demonstration Program is designed to identify barriers and ways to best support the building of TOD in addition to pulling together officials from various federal agencies to discuss how they might collaborate in the funding and implementation of such a program. FTA and SGA agreed to focus efforts on this task after more work had been conducted in future project years.

The SGA team conducted preliminary work in June and July 2016 to engage internal and external experts to brainstorm and solicit ideas on a TOD Demonstration Program for FTA to pursue. From this correspondence, the team developed a brief memo proposing four different areas that could be tested through a demonstration program implemented by FTA:

1. Equitable Transit-Oriented Development Funds
2. Community Reinvestment Act funds for eTOD
3. Using TIFIA and RRIF for eTOD
4. Transit and TOD Project Procurement

ACRONYMS AND ABBREVIATIONS

BRT	Bus Rapid Transit
eTOD	Equitable Transit-Oriented Development
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GRTC	Greater Richmond Transit Company
KCATA	Kansas City Area Transportation Authority
LTC	Lynnwood Transit Center
MAX	Metro Area Express
RRIF	Railroad Rehabilitation and Improvement Financing
RRPDC	Richmond Regional Planning District Commission
SGA	Smart Growth America
STC	Stamford Transportation Center
TIFIA	Transportation Infrastructure Finance and Innovation Act
TOD	Transit-Oriented Development
VIA	VIA Metropolitan Transit

U.S. Department of Transportation

Federal Transit Administration

U.S. Department of Transportation
Federal Transit Administration
East Building
1200 New Jersey Avenue, SE
Washington, DC 20590
https://www.transit.dot.gov/about/research-innovation