



Urban Land
Institute

Daniel Rose Center for Public Leadership in Land Use

Planning Policy Goals

Aligning Transit Investments and TOD
Strategies

Rail~Volution
October 17, 2011
Washington, DC

What is the Urban Land Institute?

Mission: Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

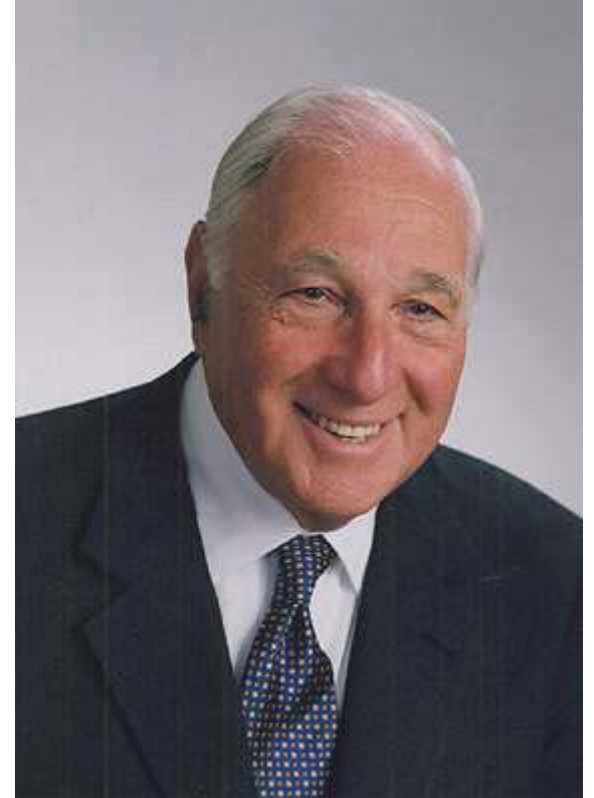
ULI expertise:

- Research
- Education
- Best practice
- Advisory panels
- Ideas exchange



ULI Rose Center

Mission: To encourage and support excellence in land use decision making by providing public officials with access to information, best practices, peer networks, and other resources to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Daniel Rose Fellowship Program

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Charlotte, Detroit, Houston, Kansas City, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento and Tampa



Charlotte

What are the implementation steps to re-energize, reposition, and ensure the long-term viability of development in the Independence Boulevard study area?

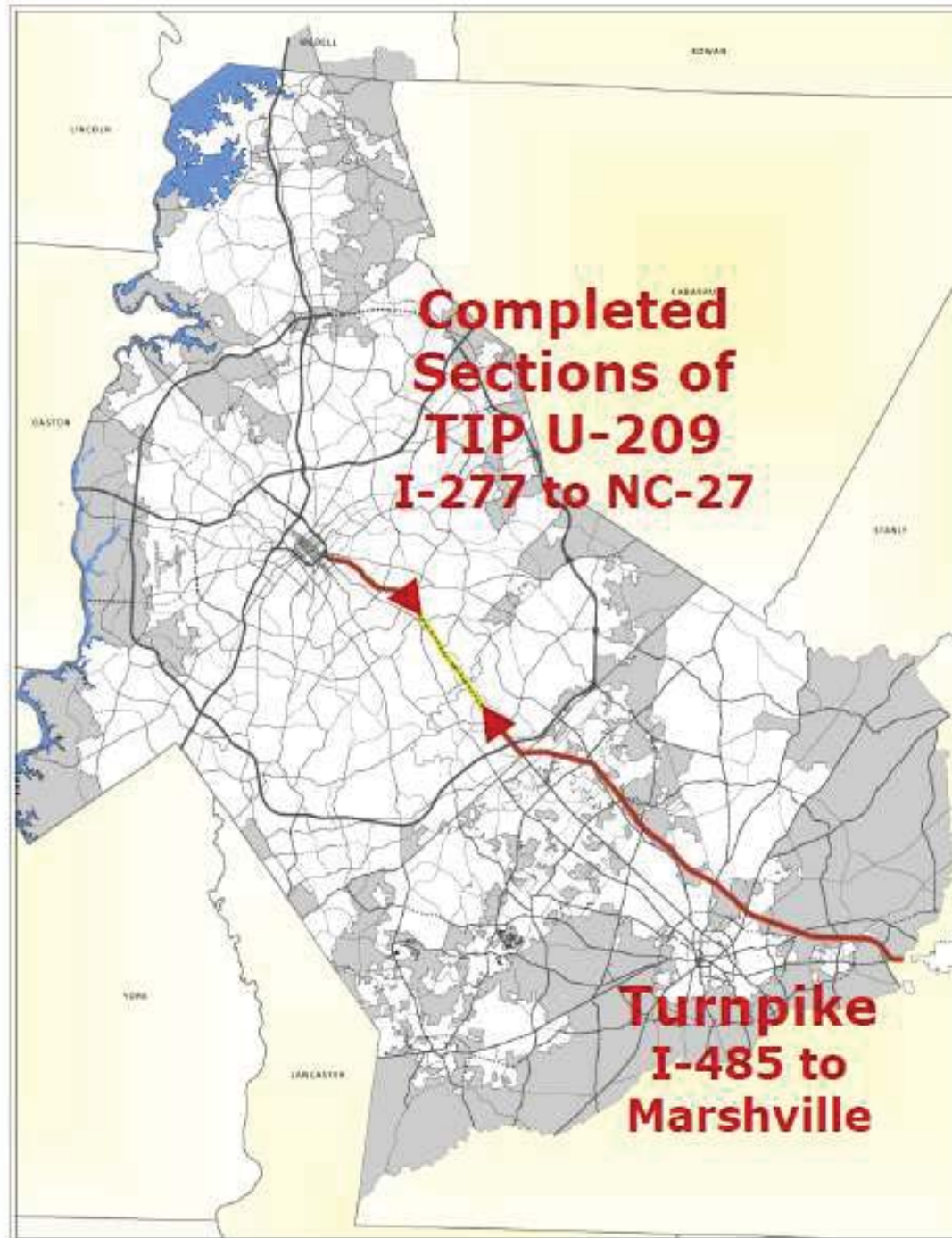


CITY OF CHARLOTTE

- 21-mile "Monroe Bypass" from I-485 to Marshville
- Expected to build project by 2013
- Estimate cost of \$756 million



NORTH CAROLINA
Turnpike Authority





Project U209-B Overview

(Sharon Amity to Conference Drive)

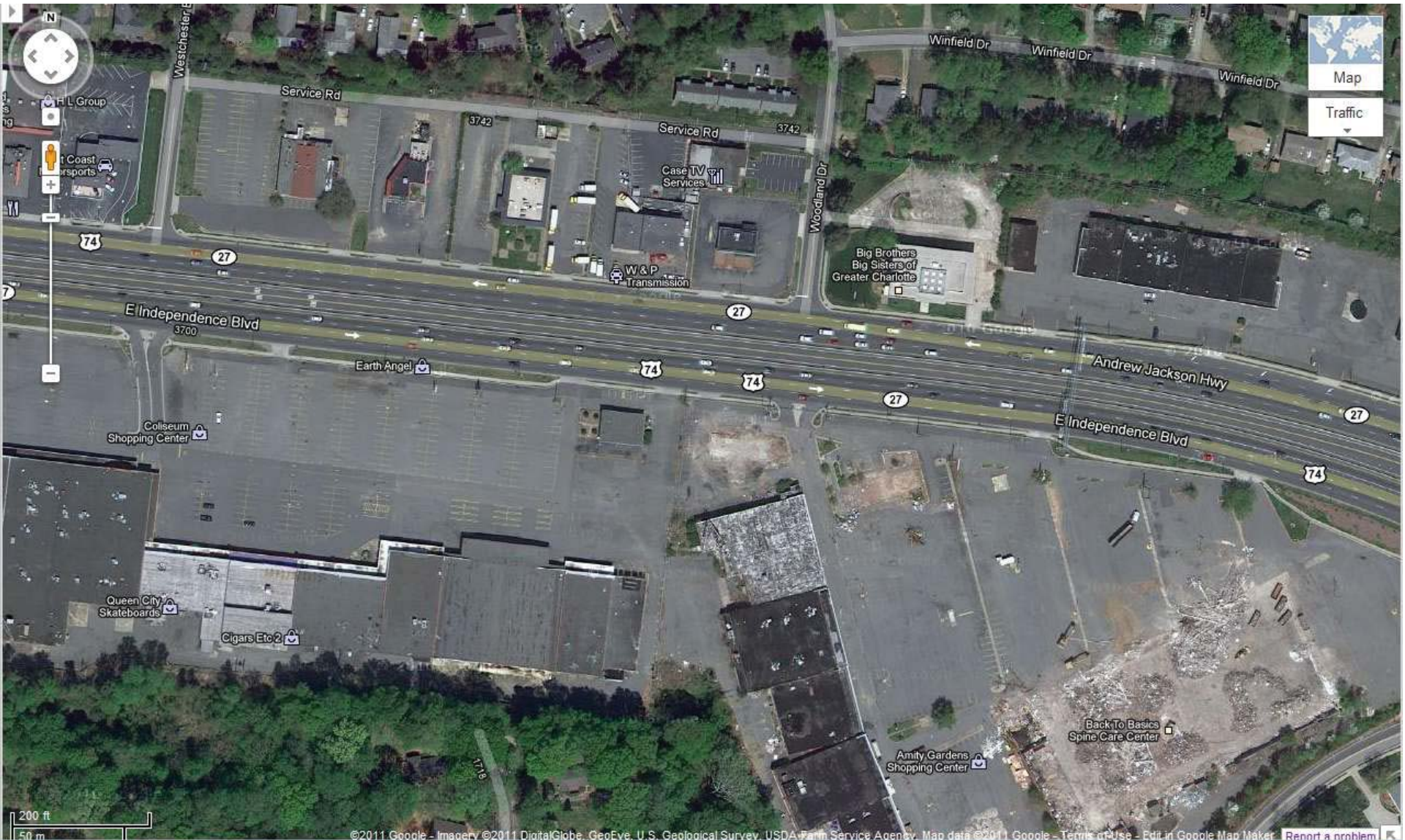


Independence Boulevard Area Plan Boundary



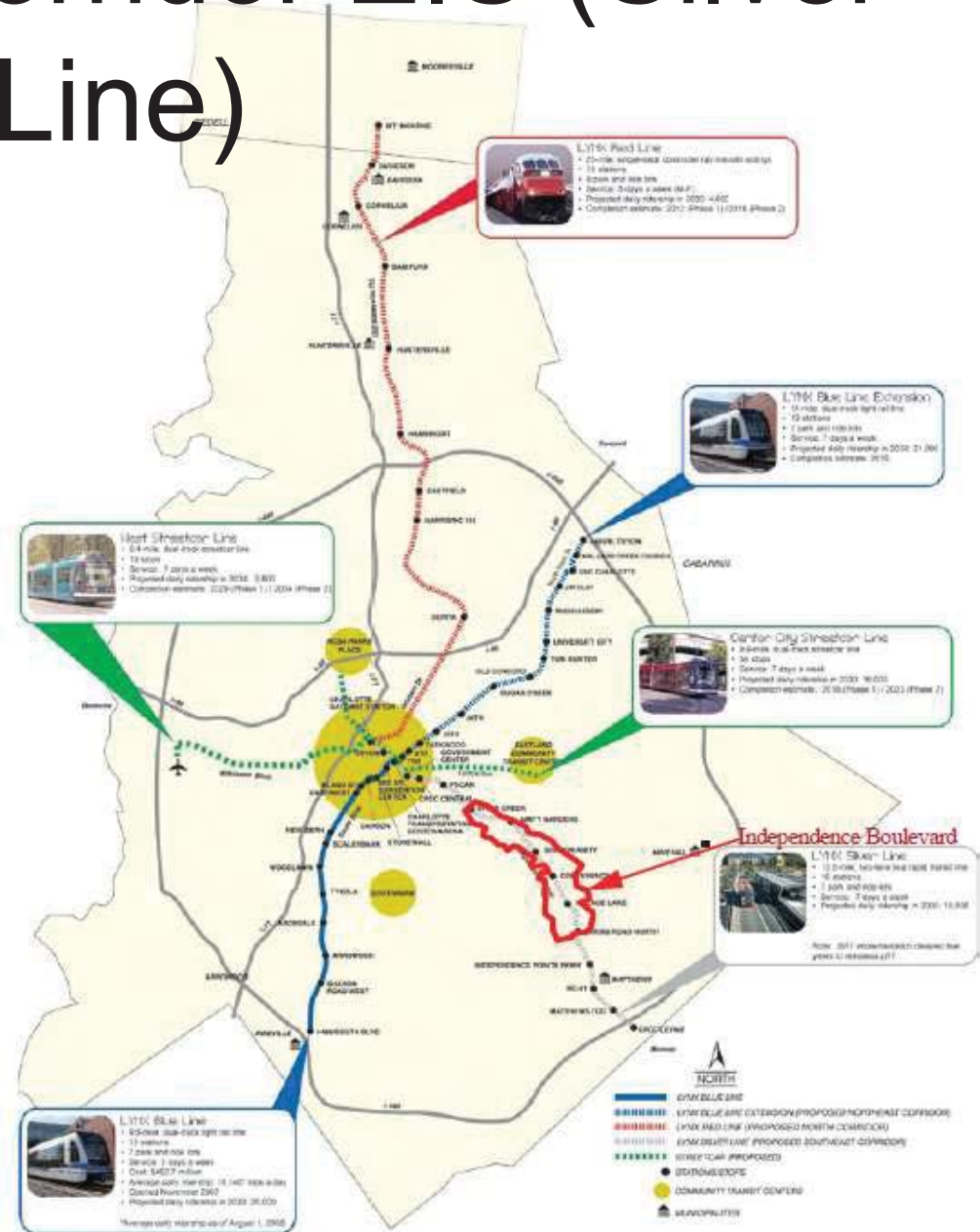
Area Plan Boundary

Current Context

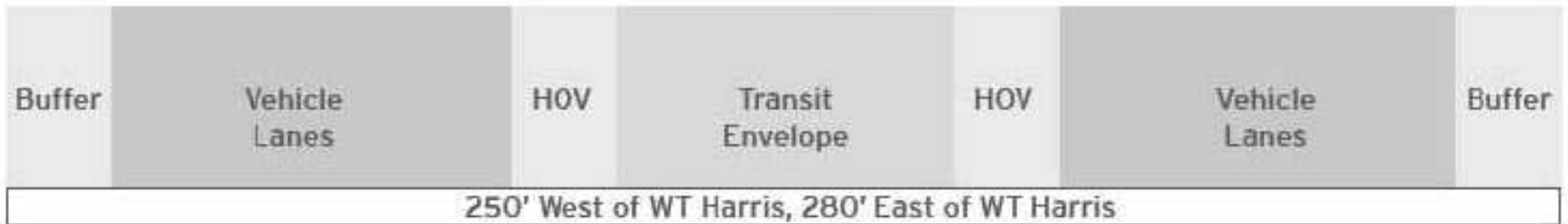


Southeast Corridor EIS (Silver Line)

- Completed in 2006
- Recommended 13.5-mile BRT in median
- Negative stakeholder reaction to BRT -- all other corridors are existing or planned LRT, streetcar or commuter rail
- MTC adopted with 5-year delay on implementation to allow consideration of LRT and coordinate with NCDOT on ROW design



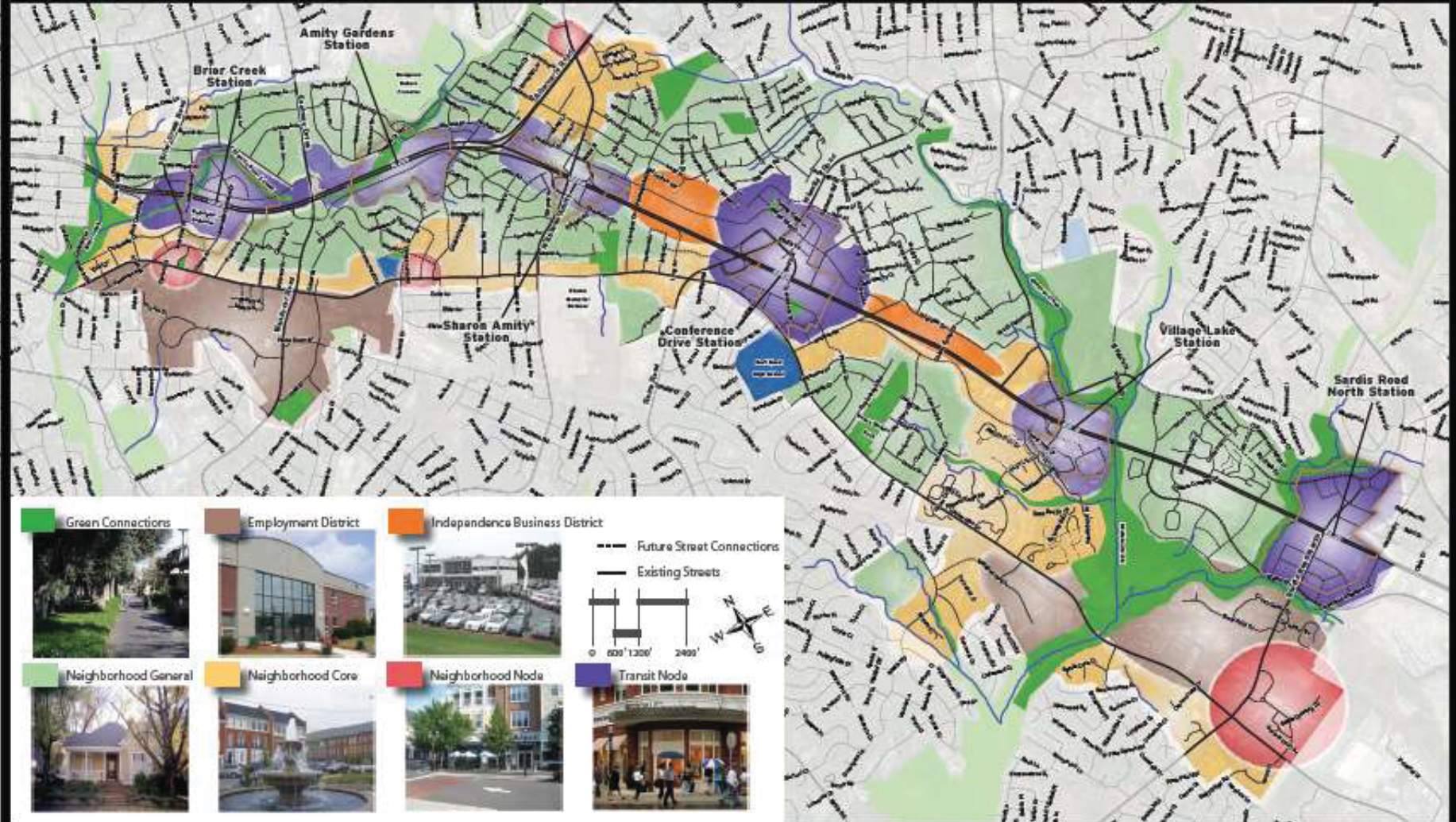
Planned Cross-Section



Corridor Land Use Plan

Independence Boulevard Overall Concept Plan

Map 3



General Observations

- A lot of good work has been done by city
- Cooperative spirit between Charlotte and NC DOT
- Project uncertainty and timeframe is harming local market



Area Plan

Draft area plan captures consensus about needs:

- start implementing, stop just planning
- need more highway capacity
- need more transit
- need local economic development

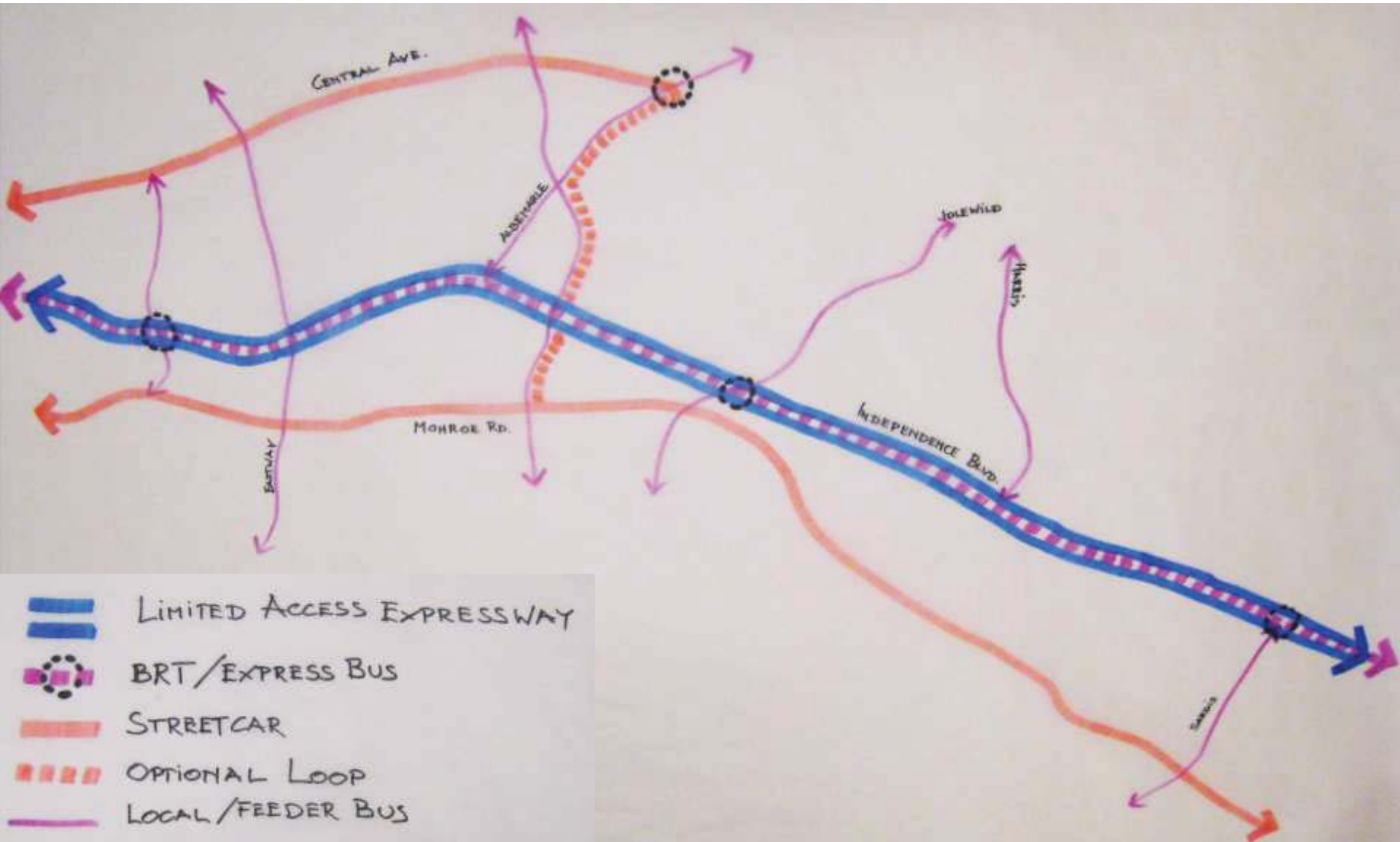
But lack of agreement on details of key issues is creating uncertainty, slowing progress and funding:

- BRT vs LRT
- Specific roadway design

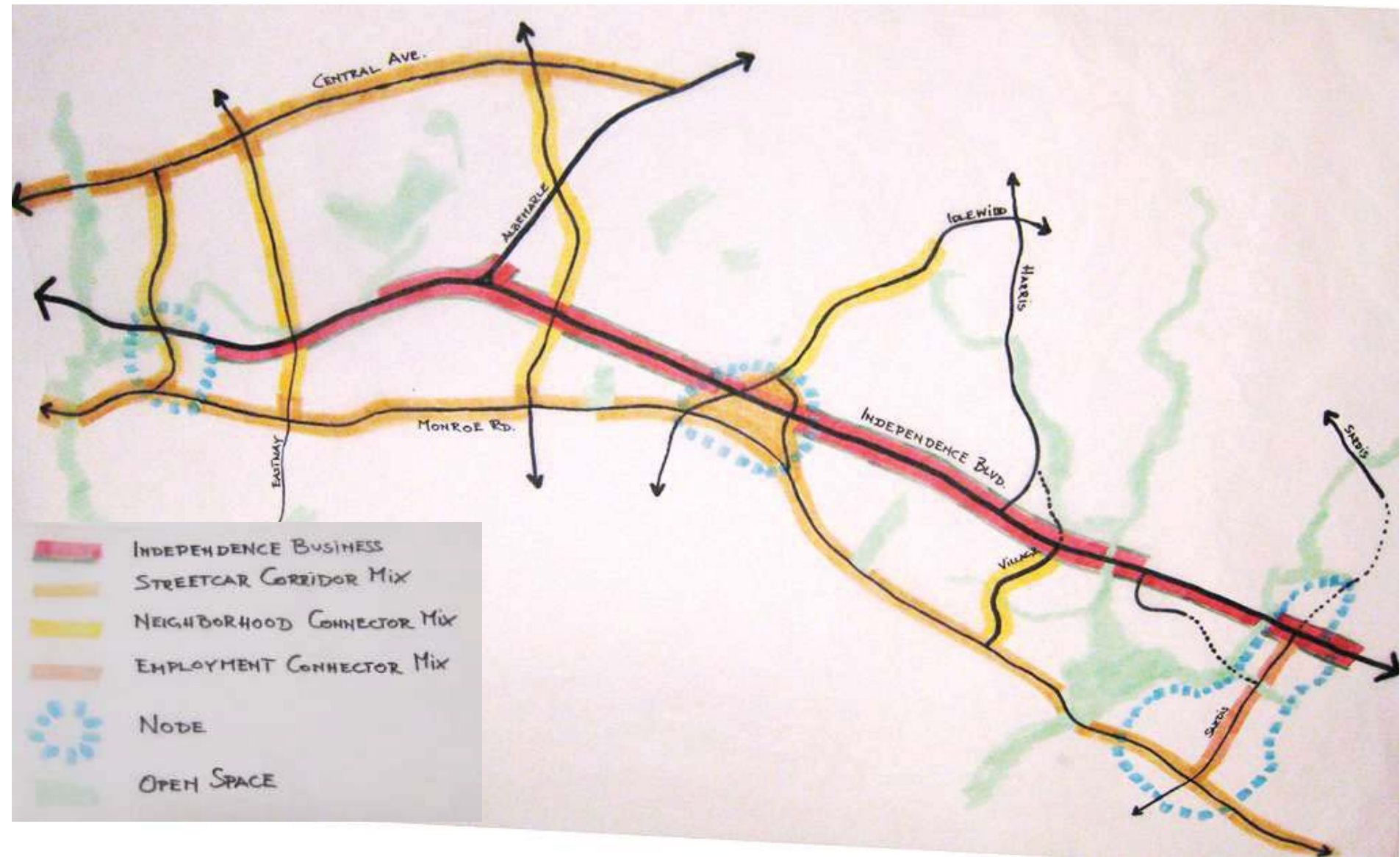
Challenges of Hybrid Approach

- Hybrid/compromise solutions are hurting chances for synergies
- Roadway + transit + land use plans don't necessarily reinforce each other
- In some cases may even be at cross purposes

Transportation Framework

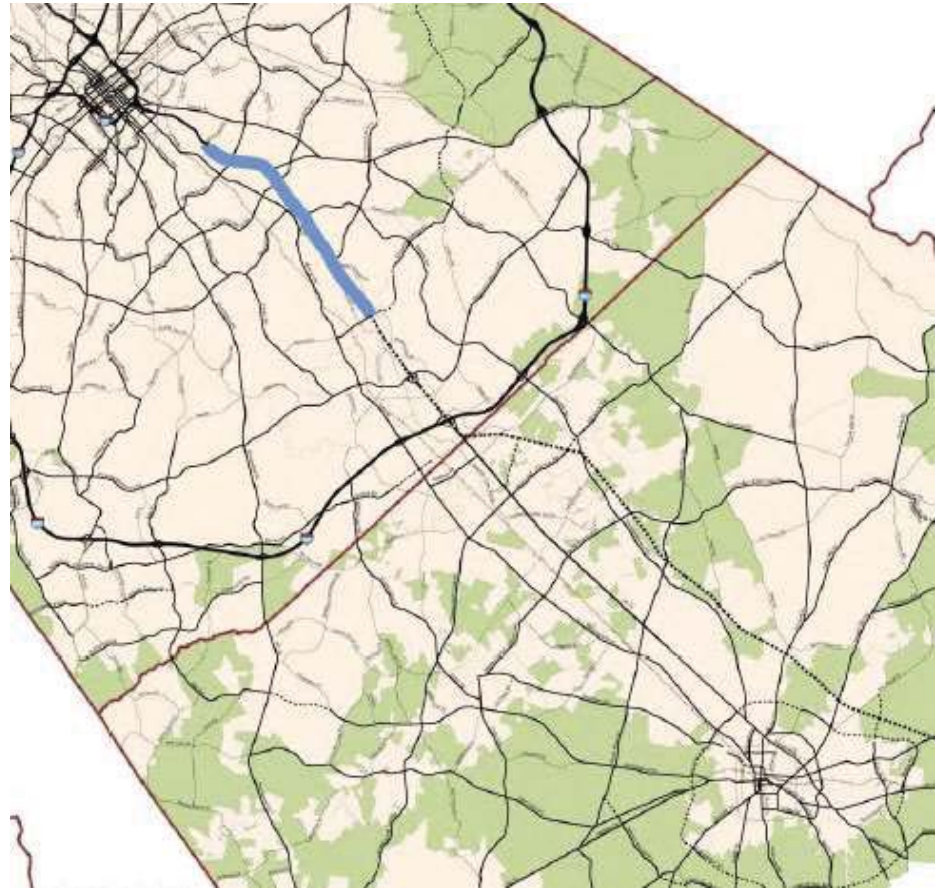


Community Structure



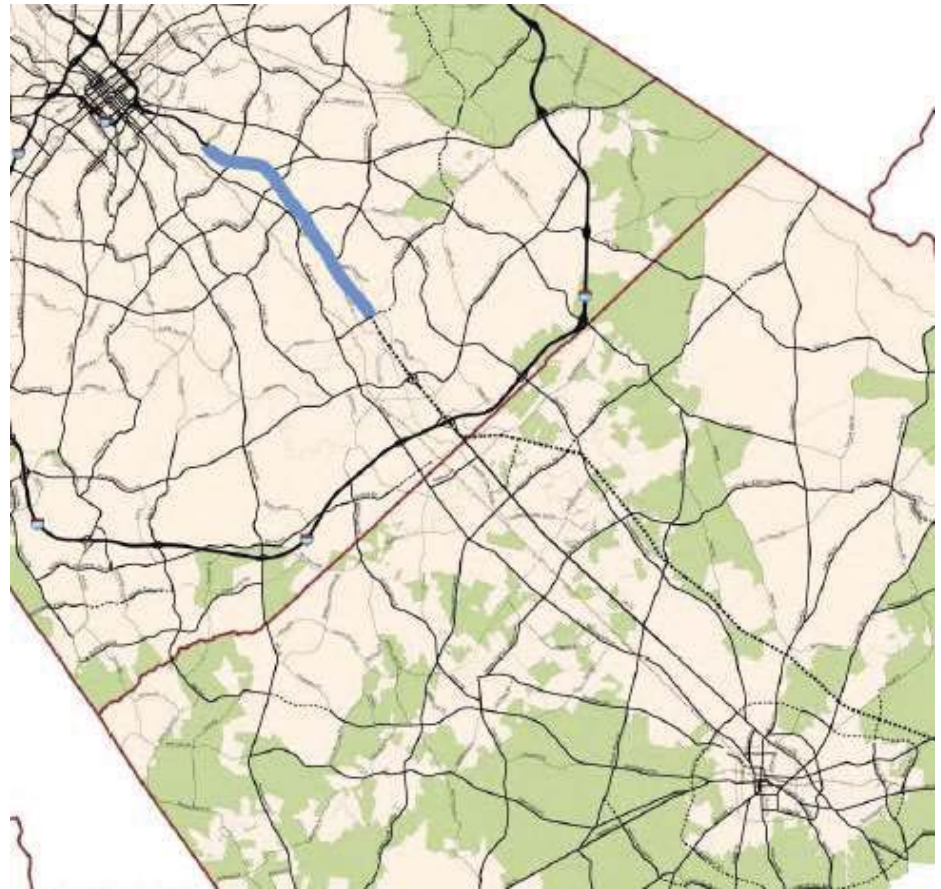
Transportation Context

- Needs identified locally are valid
- Functional long distance connection to Uptown
- Important regional connection – nearby counties as well as the coast
- Freight activity higher than other connectors in the region
- Adjacent parallel “spokes” and connecting roadway network create multiple options



Transportation Context

- Express regional (long distance commuter) service on Independence
- Local neighborhood (within the corridor) service on Monroe and Central
- Monroe and Central are two of the highest ridership bus corridors in the entire CATS system
- Development occurring along neighborhood convenient transit



Transportation Concepts

- Go with what's working in Charlotte
- Honor the commitment to rail by building streetcars on Central and Monroe
- Build BRT/high-quality express bus for long-distance commuting in the Independence Corridor
- Refine future designs to combine transit lanes with HOV/HOT lanes for long distance commuters
- Consider a streetcar loop connection via Sharon Amity
- Support local streetcar transit connections with feeder bus, bicycle, and pedestrian connections

Transportation Benefits

- Potential to narrow roadway footprint by approximately 50 feet
- Reduce ROW acquisition costs
- Provide faster travel time with fewer stops
- Create new revenue source through High Occupancy Toll (HOT) lanes dedicated to transit, bicycle, and pedestrian improvements that enhance neighborhood livability

Community Benefits

- Preserve commercial properties
- Reduce property, neighborhood, and environmental impacts
- Build on existing economic assets
- Support neighborhood economic opportunities with low speed walkable, livable street environments along Central & Monroe
- Support auto-oriented commercial opportunities along Independence (auto dealers, WalMart)
- Support neighborhood connector “Complete Streets” to connect across Independence and to connect to the region

Leadership on Independence Boulevard



Establish task force or organization made up of neighborhood, business & public sector

Phoenix

- How can Phoenix help attract TOD to station areas?
- How can rail transit & TOD help “green” the city?



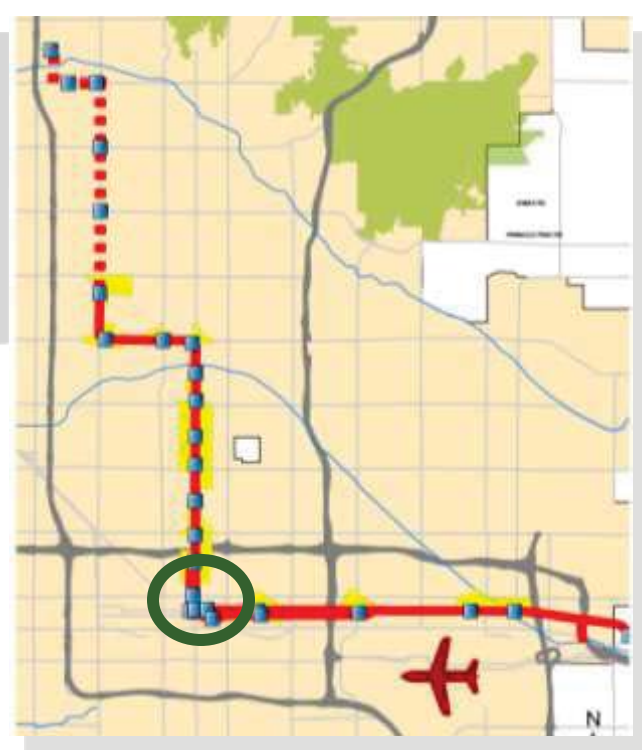
LRT in Phoenix



- ❑ 28 Stations
- ❑ 20 Mile line
- ❑ 2008 – Service Begins
- ❑ March 2010 ridership exceeds forecast by 58%



LRT Success Stories



Downtown ASU



LRT Success Stories

Mixed-Use Development



Portland Place



Artisan Lofts



Underdeveloped LRT Sites



- ❑ 4 sites
- ❑ Outside of Downtown
- ❑ All $> \frac{1}{2}$ mile from LRT
- ❑ 3 within TOD Overlay



Former Big Box



□ 15.5 acres

□ C-2 TOD-1





7th Ave

Camelback Rd



Light Rail – Next Steps



- Revise TOD
Overlays?
- Provide
additional
Incentives?



Challenges

- Lack of station area planning
- Contextually ~ missing a Corridor vision
- Definition of *Green* goals & metrics
- Fragmented roles with various agencies
- Regulatory Code ~ variances
- Limited tools for incentives
- Lack of disposition strategy for City-owned lands
- Communicating with one voice ~ public & private sectors

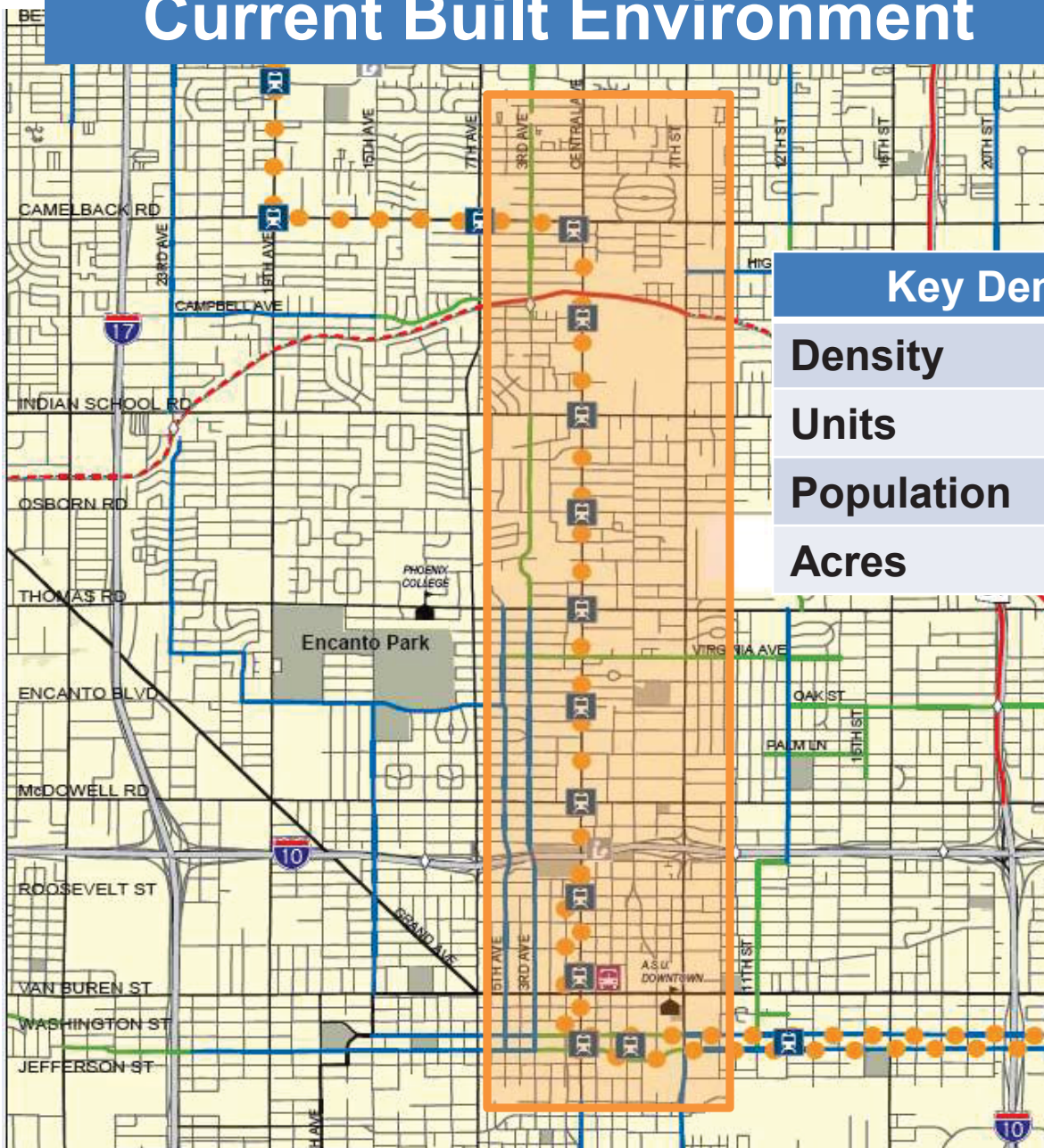
TOD Corridor Questions

- Light rail corridor demands higher level of density to be sustainable
- Current development patterns are auto-oriented suburban
- What is an appropriate level of density within the LRT corridor?
- Is it possible to achieve density with growth patterns in Phoenix?

Corridor Potential for Growth

- Position the corridor for growth
 - Grab the population share
 - 400,000 new Phoenix residents – Where do they live?
 - What percentage of future growth should go on the corridor?

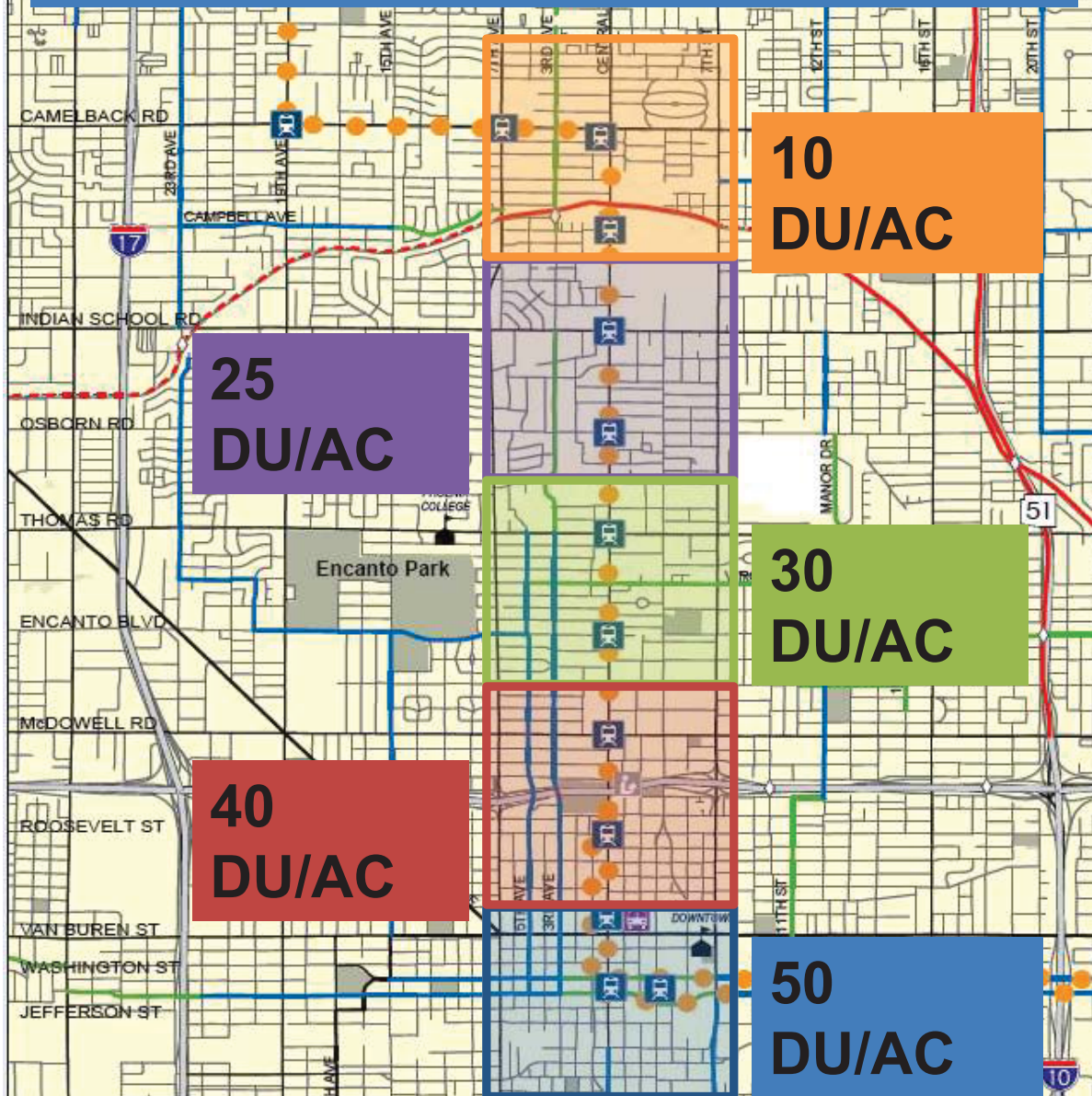
Current Built Environment



Key Demographics

Density	4-5 DU/AC
Units	5,400 Units
Population	10,800
Acres	1,360

TOD Corridor Density Gradient



Districts – One Mile Increments	DU/AC	People per acre	% of Roads	Net Acres	Units Allocated to TOD Corridor	Population allocated to TOD Corridor
Camelback/ Central Ave	10	20	15	272	2,720	5,400
Indian School/ Central Ave	25	50	20	256	6,400	12,800
Thomas/ Central	30	60	25	240	7,200	14,400
McDowell/ Central	40	80	30	224	8,900	17,920
Van Buren/ Central Ave	50	100	40	192	9,600	19,200
Totals				1184	33,540	67,080
Net Totals					28,140	56,280

Summary

- Develop a housing goal for the TOD corridor
- Determine the capacity for the corridor
- 1,500 to 2,000 units per year to absorb
- Patience – the market may not experience this absorption rate in the near term
- Over 20 years – 16% of future Phoenix growth in this scenario



Colter Park

Quarter-mile
radius

Multi Family

Valley Lutheran
High School
& Mt. Cavalry
Lutheran Church

Multi
Family

Metro Light
Rail Station

Osborn
Middle
School



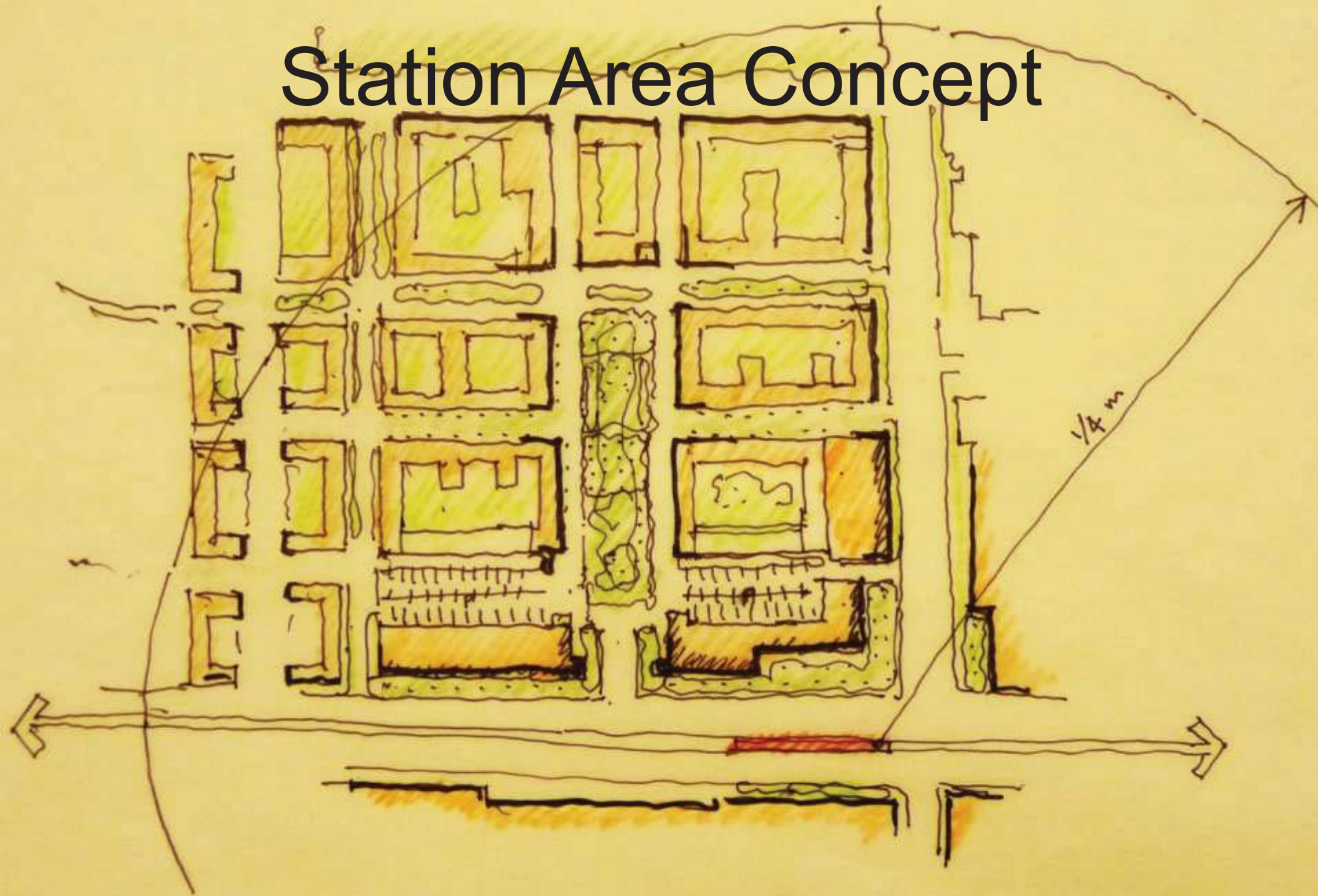
Quarter-mile
radius

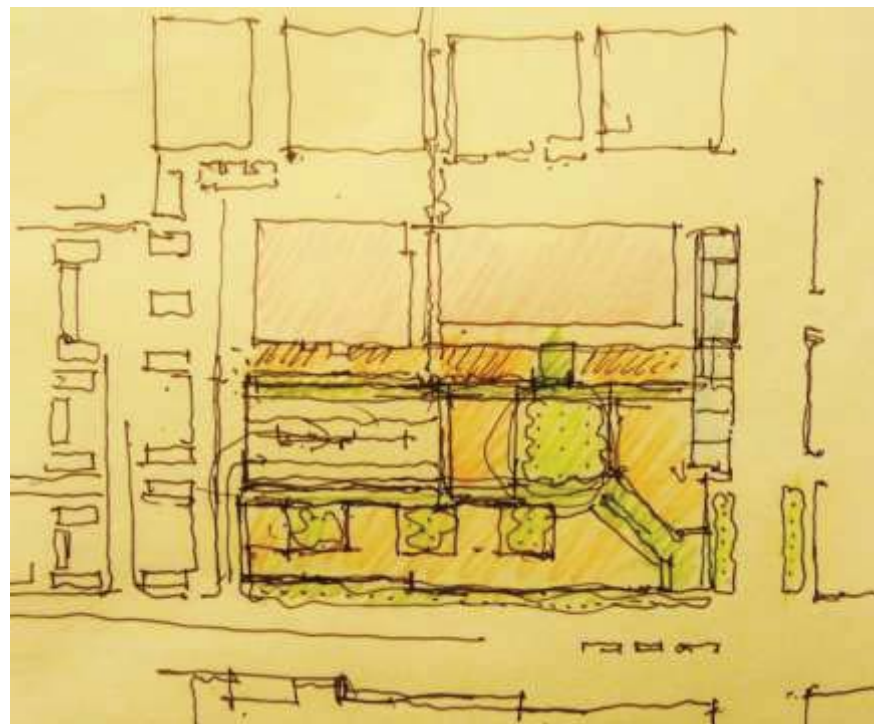
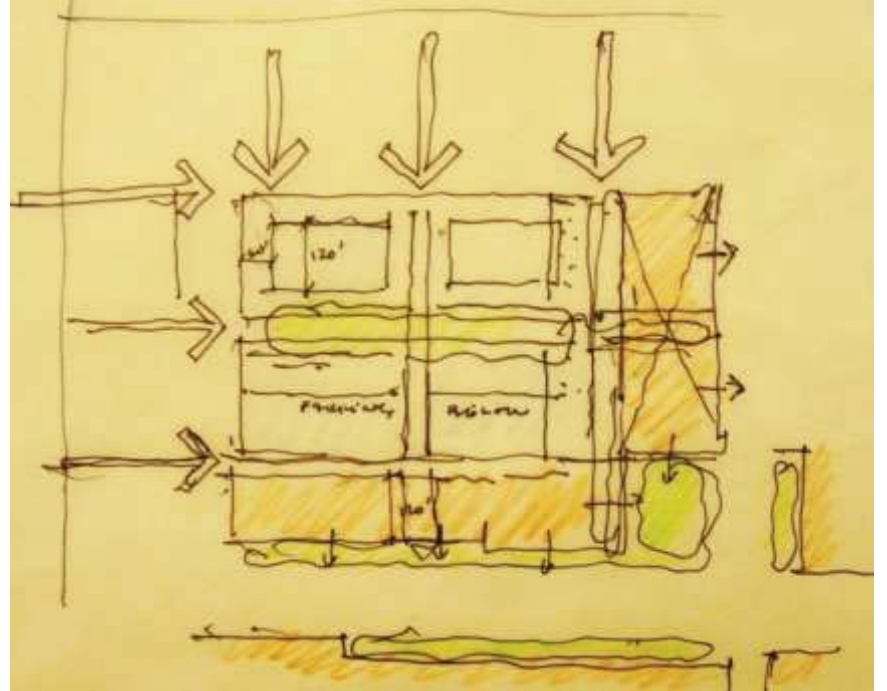
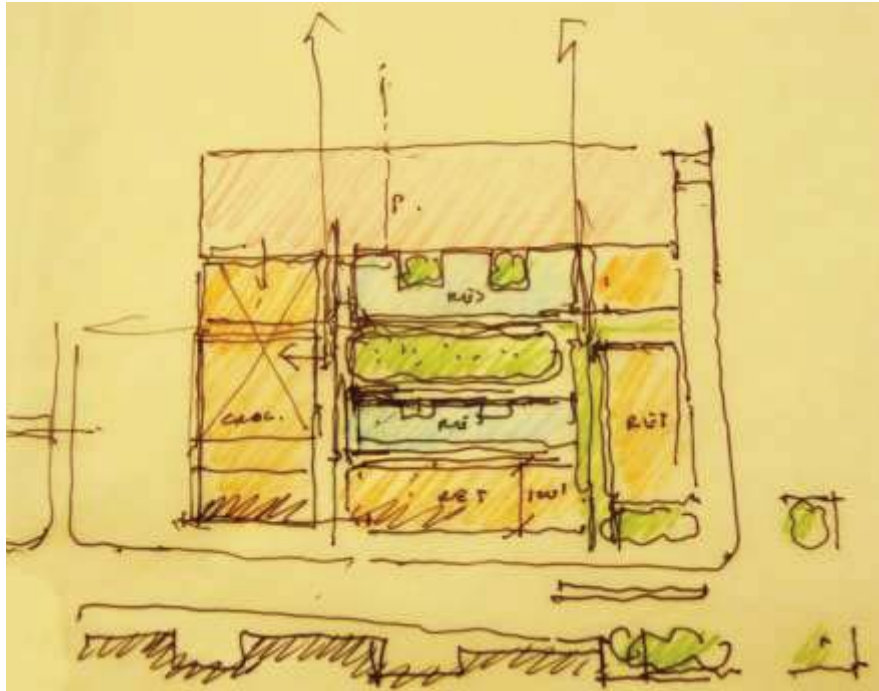
Barriers

Surface Parking

Metro Light
Rail Station

Station Area Concept





Action Plan for Phoenix Green Line

Strategies	Next Steps	Short Term	Long Term	Goal/Result
<p>First a Vision: A Collective & Collaborative Effort</p>	<ul style="list-style-type: none"> • Collaboration with agencies & stakeholders around Vision & Plan for the North Central Corridor 	<ul style="list-style-type: none"> • Complete the plan and communicate with the community • Track progress, successes & failures 	<ul style="list-style-type: none"> • Review Vision & Plan metrics for changes/benchmarks 	<p>Consensus North Central will have a vision that is unified and embodied by all its citizens & stakeholders.</p>
<p>Station Area Planning</p>	<ul style="list-style-type: none"> • Implement Station Area Planning • Create service delivery standards and expectations (timing, frequency and coordination with other modes) 	<ul style="list-style-type: none"> • Complete & Adopt Station Area plans for high priority locations • Achieve service delivery expectations 	<ul style="list-style-type: none"> • Complete & Adopt Station Area plans for all station locations • Maintain service delivery expectations 	<p>Realization The North Central corridor is identified as a “Great Boulevard”</p>
<p>Market & Urban Development</p>	<ul style="list-style-type: none"> • Create a strategic development policy that incorporates incentives, development opportunities and other tools • Facilitate redevelopment opportunities at Station 3 & 7 sites 	<ul style="list-style-type: none"> • Pursue redevelopment opportunities and initiate public private partnerships with highest priority locations 	<ul style="list-style-type: none"> • Continue to build on opportunities at all station locations along the corridor • Benchmark results and define metrics for success 	<p>Sustainability The North Central corridor will have a jobs/housing balance, and capture its share of the growth while maintaining quality of life and sustainability.</p>
<p>PR/Promotional Communications</p>	<ul style="list-style-type: none"> • Determine “who does what” to ensure accountability • Create a strategic marketing plan that communicates the vision • Create easy accessibility of information with a variety of tools 	<ul style="list-style-type: none"> • Create the “Cool Factor” to delight and excite the riders and stakeholders of the corridor • Create a strategy for programming the corridor (1st Fridays) 	<ul style="list-style-type: none"> • Accomplish enthusiasm and loyalty of riders and stakeholders 	<p>Market Success The North Central corridor will be regarded as a high value location and destination by the majority of target audiences both internally and externally</p>

Corridor

Sacramento



What actions will position the Railyards to attract a significant share of regional development over the long term and what activities or investments can be an early catalyst?

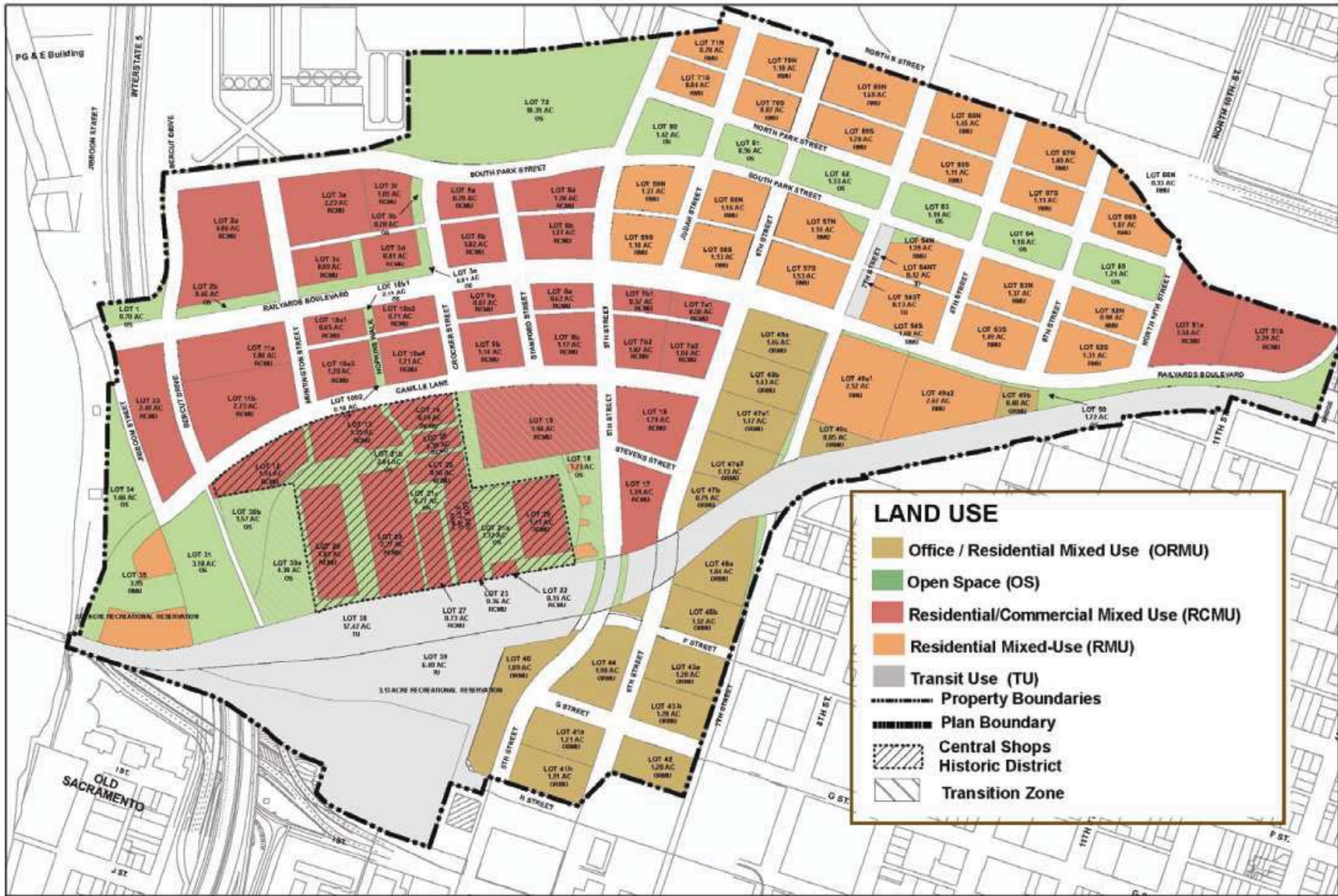


Photo courtesy AirFlight Service
Richard Rose, Photographer

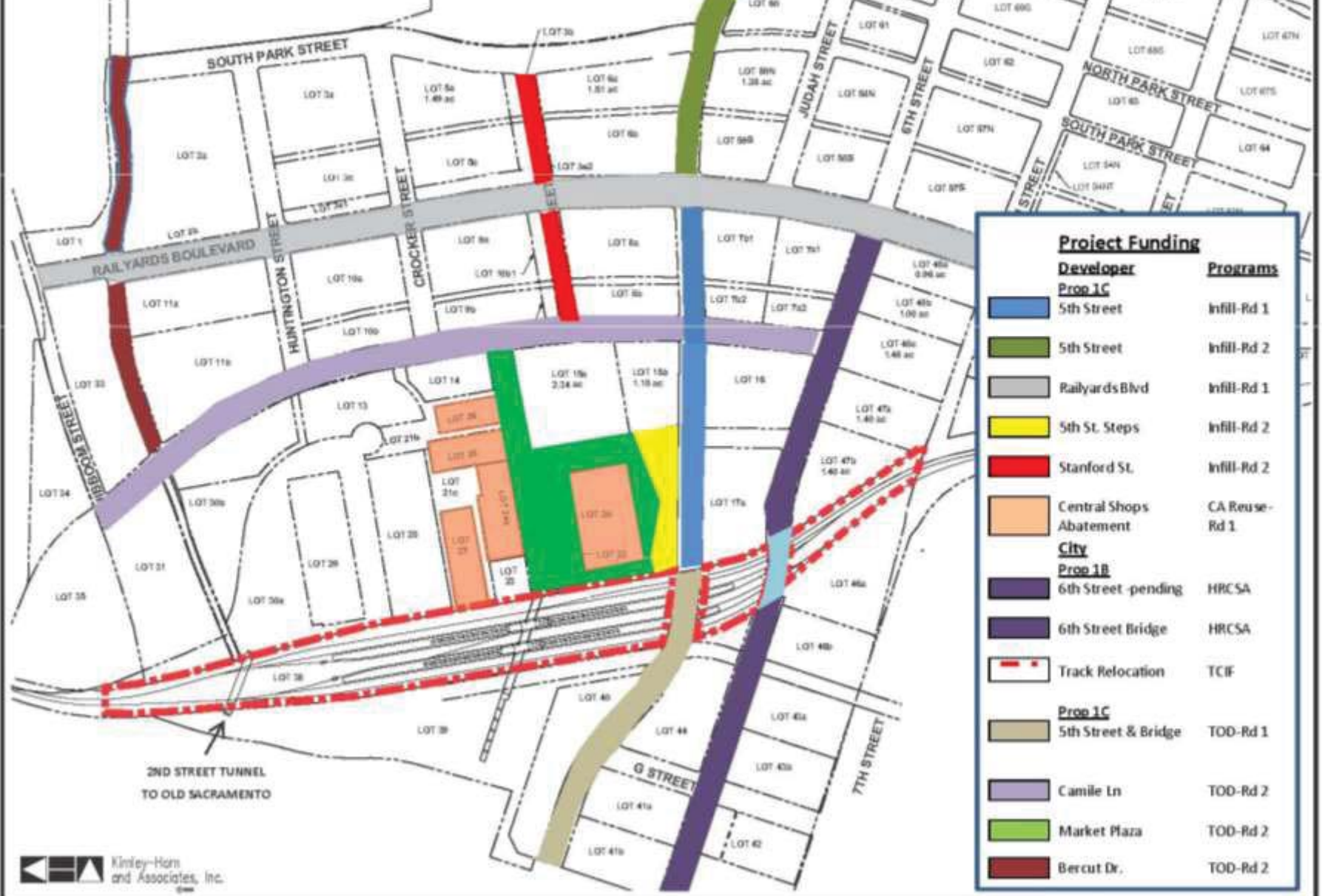
History



The Adopted Plan



Committed Infrastructure



LRT Extension

- Proposed loop to the Railyards
- Interface with Intermodal Center



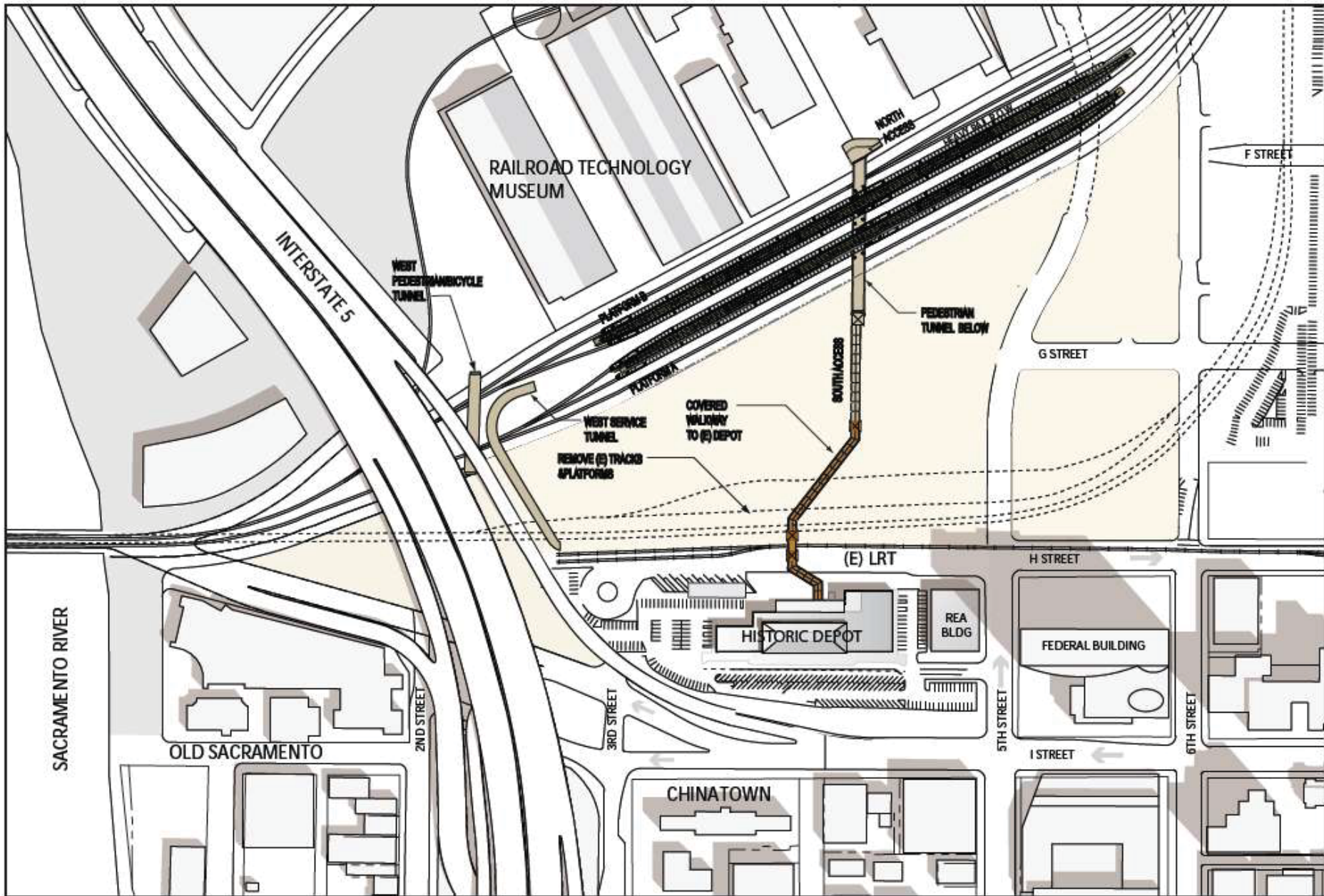
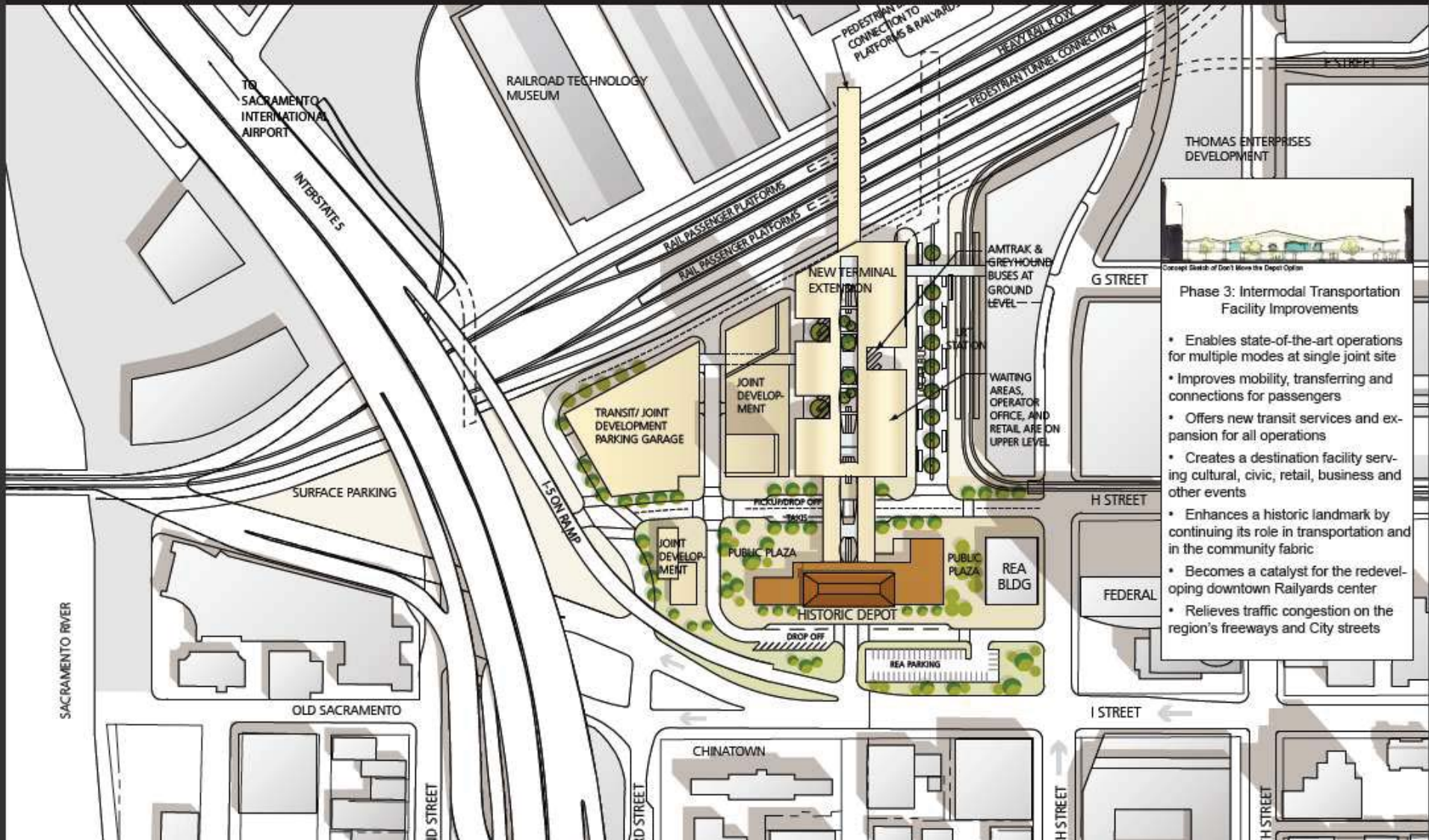


Figure 1-3
Phase 1 Track Relocation

Sacramento Intermodal Transit Facility Phase 3 Don't Move the Depot Option Conceptual Site Plan



Concept Sketch of Don't Move the Depot Option

Phase 3: Intermodal Transportation Facility Improvements

- Enables state-of-the-art operations for multiple modes at single joint site
- Improves mobility, transferring and connections for passengers
- Offers new transit services and expansion for all operations
- Creates a destination facility serving cultural, civic, retail, business and other events
- Enhances a historic landmark by continuing its role in transportation and in the community fabric
- Becomes a catalyst for the redeveloping downtown Railyards center
- Relieves traffic congestion on the region's freeways and City streets



Not a giant intermodal *facility* -- an intermodal *District*

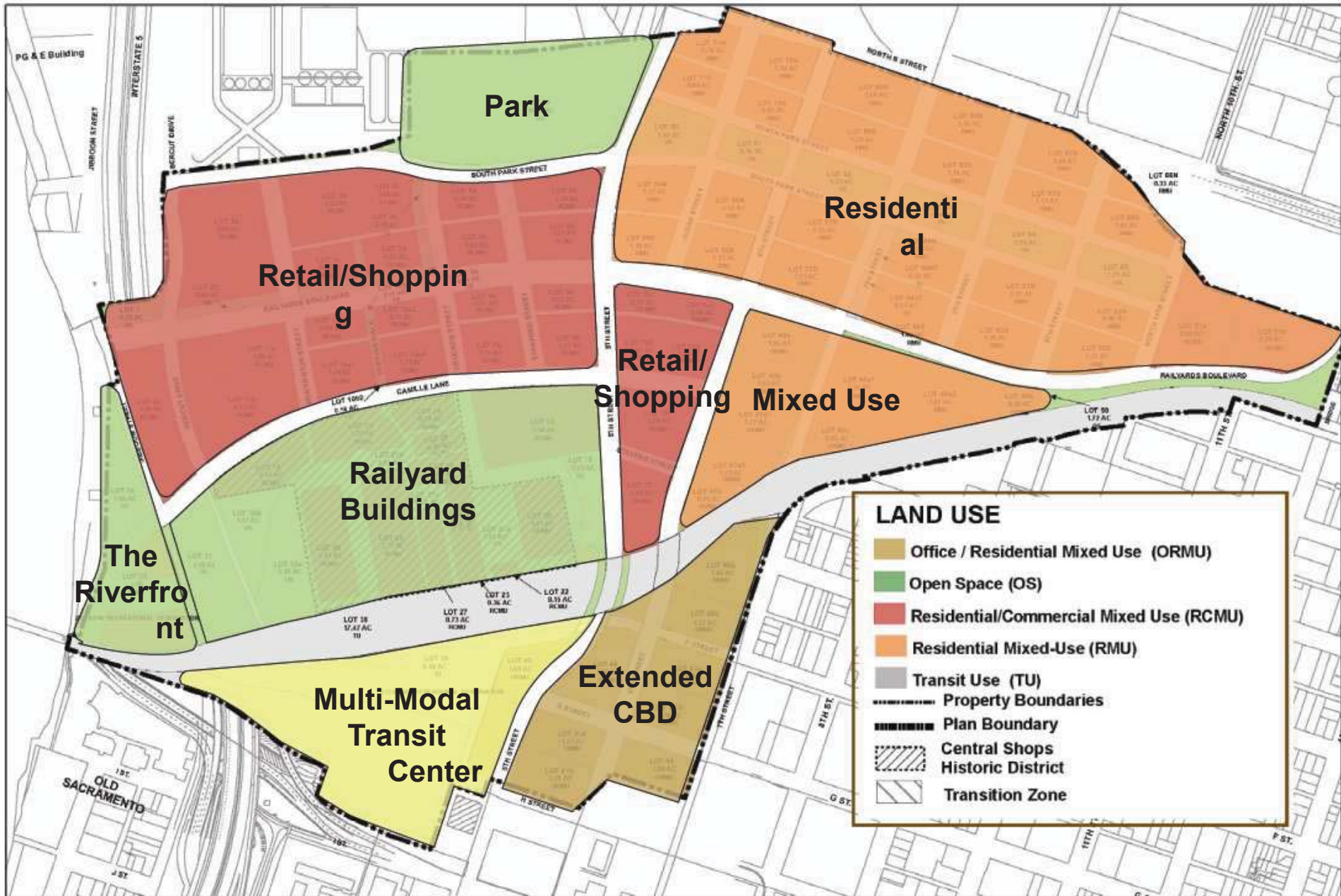
Massing could overwhelm the visual impact of the shops & divides more than it connects.

Consider:

- Shared use of conventional and high speed tracks in station vicinity, or
- New



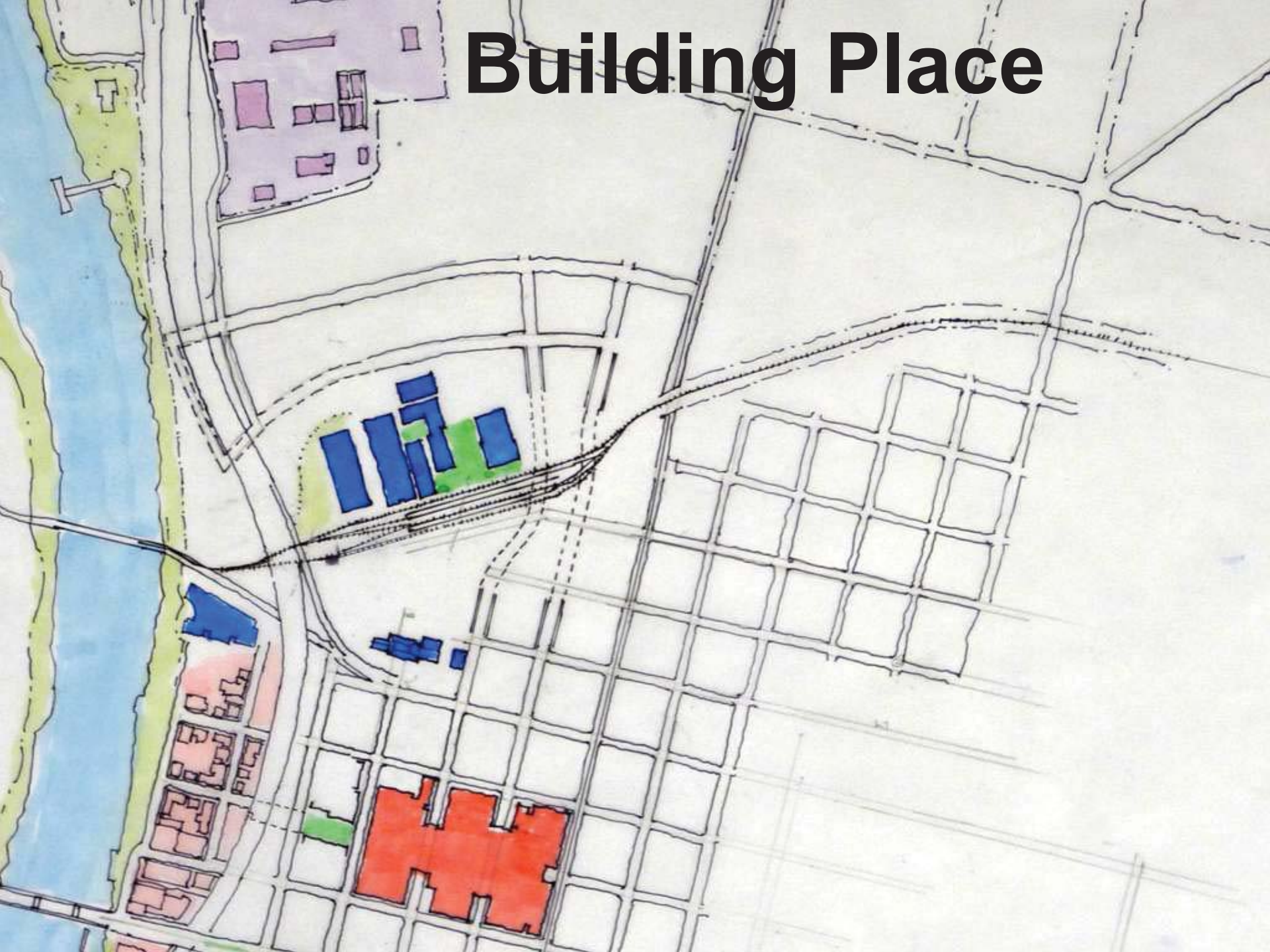
Resultant Pattern



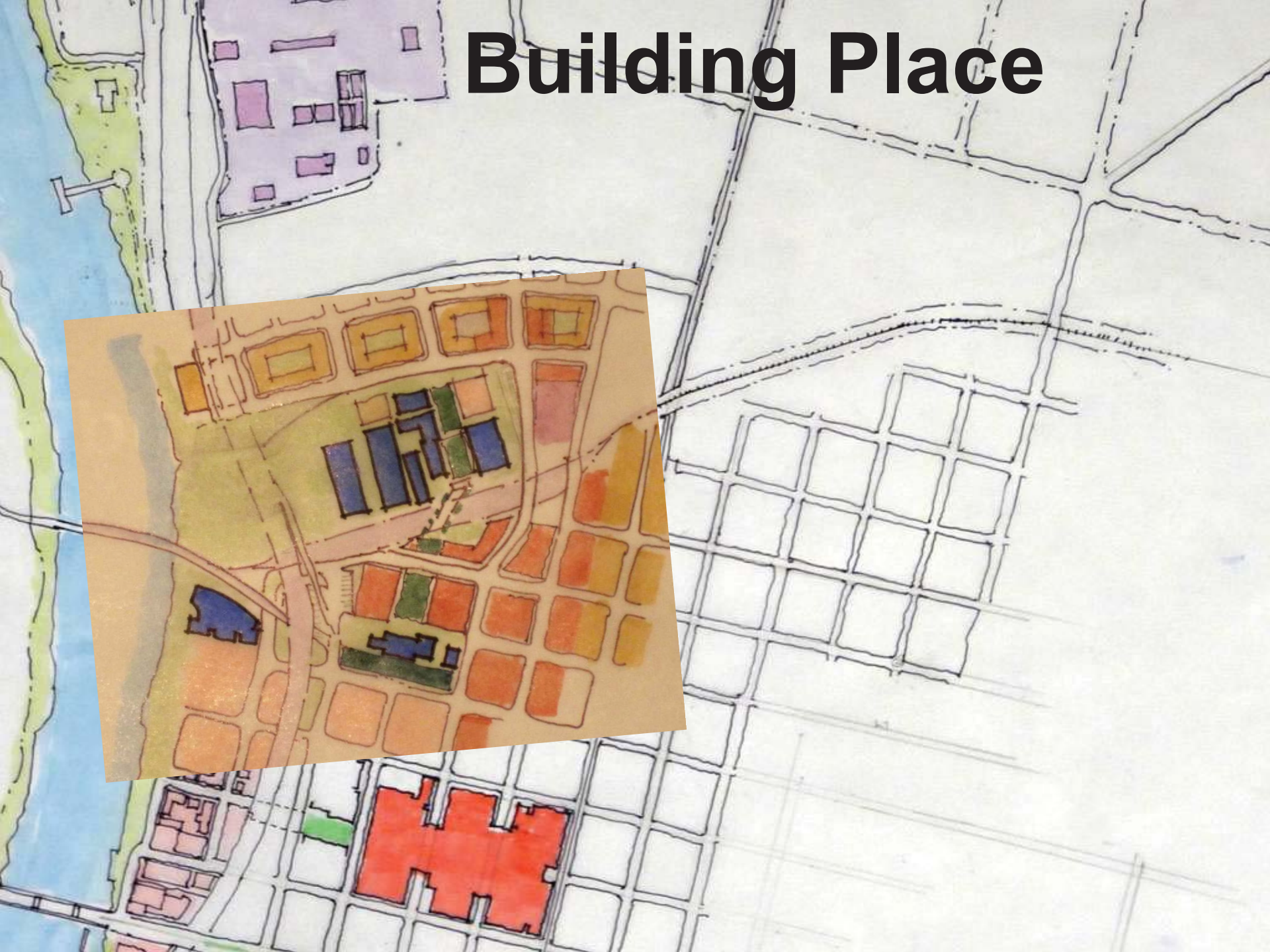
Building Neighborhoods



Building Place



Building Place



A hand-drawn map of a city block. The map features several buildings of different colors: blue, green, orange, and yellow. A central area is labeled 'Central Shops Park' and contains several blue buildings. Below this, a 'Train Depot' is labeled and contains blue buildings. To the left, a blue area is labeled 'River Trail + Parks'. The map is drawn with black outlines and colored washes on a light background.

**Central Shops
Park**

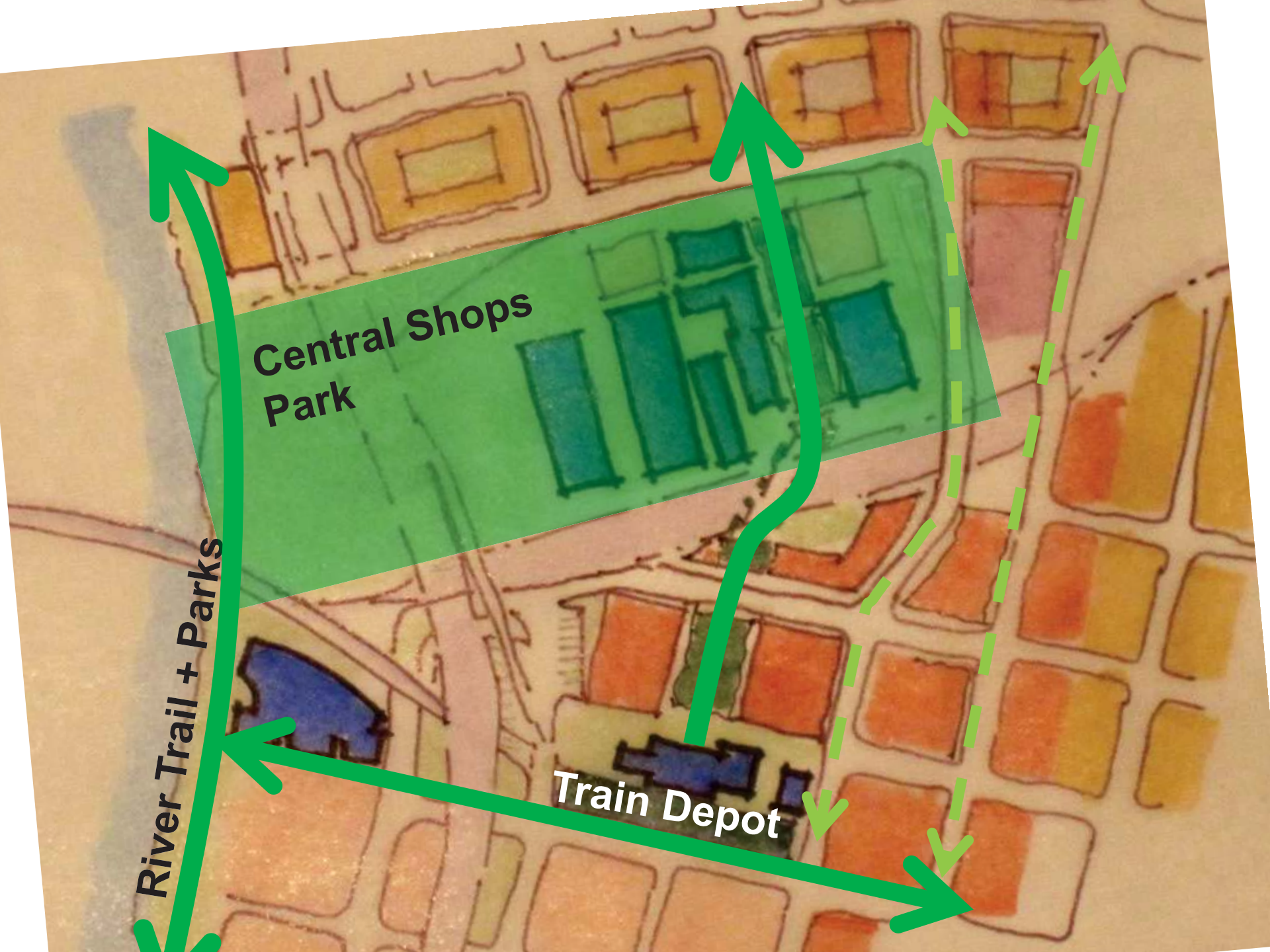
River Trail + Parks

Train Depot

River Trail + Parks

Central Shops
Park

Train Depot



An intermodal District



A watercolor-style map of an urban district. The map features a central cluster of buildings in blue and green, surrounded by a grid of streets and other buildings in shades of orange, yellow, and pink. A light blue area on the left represents a body of water. Three red circles with blue outlines mark transit nodes: one at the top right labeled 'Commuter Rail/ HSR', one in the middle left labeled 'Bus', and one at the bottom right labeled 'Light Rail/Streetcar'. A pinkish road or path runs through the center of the district.

Commuter Rail/
HSR

Bus

Light Rail/Streetcar

How About a New Arena Too?



Figure 1 - Conceptual site plan showing location of high speed rail terminus and station (green) with connections (purple) from 5th and 6th Streets to the rest of the intermodal transit district (yellow). The area is surrounded by mixed-use development (orange) and the historic central shops (dark red). Black arrows show the pedestrian connections between high speed rail and the intermodal transit district. The proposed entertainment and sports complex (white) is located southwest of the rail tracks (dark blue) adjacent to the public plaza (light green) and north of the historic depot building (brown). (Courtesy of City of Sacramento)

5
R
S
T
A
T
E
5
BRG



4TH ST

5TH ST

6TH ST

HIST

Takeaways

- Transit can cause transformative change, but cities need to carefully consider how it supports adopted community, economic development, and transportation goals
- Ensure that infrastructure impacts don't create new more problems than they solve
- Carefully communicate with stakeholders and decision makers about expectations; educate them about potential benefits and impacts

Questions?

Gideon Berger, AICP

Daniel Rose Fellowship Program Director

ULI Rose Center for Public Leadership

Washington, DC

Gideon.Berger@uli.org

202.624.7018