

Best Practices for Healthy, Equitable, Sustainable Transit Oriented Development



June 27, 2019

Portland Southwest Corridor
Area and Site Planning Project



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All Tools by Category



Land Use/Zoning

- Transit-Supportive Densities
- Getting the Parking Right
- Timing and Conditions of Rezoning
- Zoning for Living Wage Jobs
- Zoning for Spaces Supportive of Small Business
- Policy Strategies to Support Small Businesses
- Smaller Scale Incremental Housing Development

Equitable TOD

- Mariachi TOD
- Othello Square
- Oakland's Fruitvale
- Cultural EcoDistricts
 - Little Haiti
 - Little Tokyo

Community / Economic Development

- Community Wealth Building
 - Community Investment Trusts
 - Cooperatives and Land Trusts
 - Community-based Urban Renewal Program
- Local Entrepreneurship, Small Business Anti-Displacement, and Economic Opportunity
- Inclusionary Housing Policies within TODs
- Workforce Training Programs Tied to Station Area Build Out

Placemaking/Urban Design

- Active Transportation and Complete Street design
- Multicultural Gathering Spaces for Social Inclusion

Land Use and Zoning

This category contains the following tools and case studies:

1. **Transit-Supportive Densities**
2. **Getting the Parking Right**
3. **Timing and Conditions of Rezoning**
4. **Zoning for Living Wage Jobs**
5. **Zoning for Spaces Supportive of Small Business**
6. **Policy Strategies to Support Small Businesses**
7. **Smaller Scale Incremental Housing Development**

Transit-Supportive Densities

Problem

- How dense should each station area be adjacent to the station? How should this density taper off as distance from station increases?

Tool / Solution

- Zoning for intensity of uses adjacent to the station should be sufficient enough for adequate ridership based on the number of residents and employees within walking distance of station
 - **Core Area:** Most intense zoning within $\frac{1}{4}$ mile
 - **Primary Zone:** Fairly intense within $\frac{1}{4}$ to $\frac{1}{2}$ mile
 - **Influence Zone:** Tapering off from $\frac{1}{2}$ to 1 mile or beyond, but within walking distances on the existing or potential network.

Lessons Learned/Best Practices for Town Center TODs

- Min. FAR for core area: 2 to 3.75; Primary zone: 2 to 3; Influence zone: 1
- Min. res. density for the core area: 32; Primary zone: 25; Influence zone: 20 (avg. net)
- Min. employment density for the core area: 75 jobs/acre; 50 jobs/acre for primary zone
- Don't specify minimum densities in the zoning code, get there through other means
- 85 FT is current max height for cost-effective podium-style buildings. High rise requires 15+ stories to overcome major cost increase from wood-frame to steel.



Orenco Station, Hillsboro, OR

Equity Implications

- Densities need to be cross-checked against building types; don't want to push development into more expensive building types that are out of the reach of target, entry-level populations
- Setting minimum densities can lead to unintended consequences

Transit-Supportive Densities - Best Practices

Best Practices: Density Thresholds & TOD

Case Studies, Policies, and Guidelines

- Long-term data from cities around the world: fundamental threshold of urban intensity (residents and jobs) ~35 per hectare (14.2 per acre) where automobile dependence is significantly reduced.¹
- TOD 202: Transit Town Center contains a mix of mid-rise, low-rise, townhomes, small-lot single family; 3,000 to 7,500 DU in the station area within a half-mile radius around the station, about 500 acres in size. Net project density (new housing) should be between 20 and 75 du/acre, including several housing types; station area total jobs target is 2,000 to 7,500. Minimum FAR for new employment development should be 2.0 FAR. Transit plaza: 0.1 to 0.5 acres in size, adjacent to the station, linear or with a defined center, with primarily hardscape amenities, for station access and passive recreation.²
- MARTA TOD standards for a Town Center within a half mile of the station include FAR of 3.0 to 10, residential densities of 25 to 75, and 4 to 15 stories in height. Tapering is achieved with a core area density increase by 25% or more within the first quarter mile, and a transitional height plane at the edge of the district to taper down at 45 degrees to surrounding zoned heights.³
- Warm Springs Innovation District (WSI), Fremont, CA staggers density within ½ mile of the transit station (A), and for the balance of the plan area outside of that radius (B): Industrial FAR A-0.50, B-0.35; R&D FAR A-0.5, B-0.35; Office & Convention FAR A-1.5, B-0.5; Lodging FAR A-1.5, B-1.0, Residential Density A-50, B-30; Residential common areas 500 sf for first 5 units + 50 sf for each add'l; Residential private/unit 48 sf balcony (6' min interior dimension) or 80 sf patio (8' minimum interior dimension)⁴

Best Practices: Density Thresholds & TOD

Case Studies, Policies, and Guidelines (con't)

- BART's 2016 TOD policy expects a minimum net density of 75 units/acre within station areas, with no auto parking minimum, a minimum of 1 bike parking space/unit, max of 1 auto parking space/unit, max of 2.5 auto spaces / 1,000 sf office space, target of 5 stories minimum in town center areas.⁵
- The World Bank's TOD Handbook recommends classifying station areas into three TOD zones: the Core Area; the Primary Zone; and the Influence Zone.⁶
- The Metropolitan Council sets density thresholds for a 50 to 125 acre site in a suburban town center at 30 units per acre minimum, 50 minimum employees/acre, 1.5 min net FAR; 40 units acre minimum in an urban neighborhood, 75 employees/acre, 2.0 min FAR.⁷

SOURCES:

- ¹<http://www.reconnectingamerica.org/resource-center/browse-research/2006/urban-design-to-reduce-automobile-dependence/>
- ²<http://www.reconnectingamerica.org/assets/Uploads/tod202.pdf>
- ³https://www.itsmarta.com/uploadedFiles/More/Transit_Oriented_Development/TOD%20Guidelines%202010-11.pdf
- ⁴<https://www.codepublishing.com/CA/Fremont/html/Fremont18/Fremont1849.html>
- ⁵https://www.bart.gov/sites/default/files/docs/BART_TODGuidelinesFinal2017_compressed_0.pdf
- ⁶<http://documents.worldbank.org/curated/en/261041545071842767/TOD-Implementation-Resources-and-Tools>
- ⁷<https://metro council.org/METC/files/28/28589e70-38eb-47e6-aa3a-a99b91216ac0.pdf>

Getting the Parking Right

Problem

- Excess parking encourages more automobiles and undermines transit ridership, housing affordability, and climate action goals.

Tool / Solution

- Manage on-street parking and allow/incentivize shared use of off-street parking for efficient use of existing/future parking supply
- Help developers and lenders make informed decisions about on-site parking using a “right-size” parking calculator
- Prevent overbuilding: eliminate parking minimums altogether; consider setting parking maximums
- Discourage excess parking supply with impact fees for new and/or structured parking near transit stations

Lessons Learned

1. Existing parking supply is often more than adequate for desired SOV mode share; additional supply discourages commuting by transit
2. On-street supply must be managed to prevent spillover; revenues should be used to mitigate impacts to at-risk communities



King County Multi-Family Residential Calculator

Equity Implications

- Ample parking denies housing opportunity to households that do not own cars
- Parking is major factor in housing affordability
- Revenue from parking management can be used to encourage transit and other modes

Parking- Implementation considerations



Getting the Parking Right

Case Studies, Policies, and Guidelines

- Research shows “a clear relationship between increased access to guaranteed parking at home and the propensity to drive to work.” Building ample parking in areas around transit centers may undermine the effectiveness of the SW Corridor in reducing congestion. The data suggest “that parking should be further restricted in transit-rich zones“ through the use of strategies like parking maximums.¹
- Portland developed and adopted a Parking Management Toolkit in 2016² and a Performance Based Parking Management Manual in 2018³. These policies provide guidance to effectively manage parking demand and protect areas adjacent to new development from parking spillover and congestion.
- King County, WA worked with the Center for Neighborhood Technology to develop a “Right Size Parking Calculator” based on data collected from hundreds of developments. The tool is publicly available and allows developers, lenders, and community members to reconsider assumptions about “adequate” parking for new developments.⁴
- In 2017, Mexico City eliminated minimum parking requirements and, for many land uses, set the previous minimum requirements as new maximum entitlements. In addition, the city now imposes per-stall impact fees on parking that is built between 50-100% of the maximums. Revenue from impact fees is put in a trust fund to improve transit service.⁵

Getting the Parking Right

Case Studies, Policies, and Guidelines (cont)

- Portland’s Central Eastside Industrial District and Northwest Neighborhood are piloting advanced parking management policies with mixed permit/meter districts and demand-based permit prices. Revenue from these parking management districts is funding an innovative Transportation Wallet program.⁶ Similar programs could be implemented near SW Corridor stations and expanded to target delivery of transportation demand management funds to low income households.

SOURCES:

- ¹Weinberger, R. (2018). Parking Mismanagement an RX for Congestion. In D. Shoup (Ed.), *Parking and the City* (pp. 101-108), New York, NY: Routledge
- ²<https://www.portlandoregon.gov/transportation/article/567030>
- ³<https://www.portlandoregon.gov/Transportation/article/686017>
- ⁴<https://www.cnt.org/tools/right-size-parking->
- ⁵<https://usa.streetsblog.org/2017/07/19/its-official-mexico-city-eliminates-mandatory-parking-minimums/>
- ⁶<https://www.portlandoregon.gov/transportation/78470>

Timing and Conditions of Rezoning

Problem

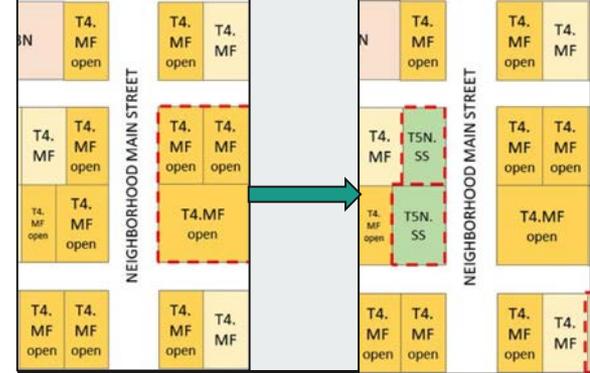
- Wholesale, dramatic and premature zone changes increase the potential for speculative land price increases; timing is key
- Increases in land values put upward pressure on new and existing rents

Tool / Solution

- Dynamic (Incremental) Zoning
 - Mitigates artificial scarcity driving speculative values
 - Allows for more rapid response to market pressures
 - Change happens incrementally without wholesale upzoning, allowing market to 'grow' into peak condition

Lessons Learned

- Dynamic zoning allows Council to establish triggers that permit gradual diversification of land uses or more intense densities and scale over time without requiring a separate hearing on each project or waiting for Comp Plan upzoning
- Implementation considerations:
 - a. Tradeoffs in flexibility vs predictability
 - b. Not appropriate everywhere



Equity Implications

- Long-term renters experience gradual changes in property values (rents)
- Appease homeowners concerned about wholesale change (community buy-in)
- Developers less likely to face speculative land pricing (lower rents)

Timing and conditions of rezoning- lessons learned

Example Text of Dynamic Zoning

If building footprints in a block reach 70% of maximum physical buildout and if according to the American Community Survey (ACS) 70% of households in that block's Block Group are occupied by renters:

Within 60 days of the ACS data release, the Planning Department must increase the zoning of all parcels in that block by one zoning increment (equivalent to up one transect zone).

Within 90 days, the Planning Department must make a recommendation to the Planning Board and the City Council whether to modify the zoning of parcels within 500 feet of the Census Block Group, either by allowing more diverse uses or by increasing the zoning district to the next increment of zoning.

What thresholds to look at?

- 70%? of properties build out to zoned capacity within a x (block? Block group?)
- FAR? Density? Unit types? Height? Building envelope? Sidewalk network completeness?
- Onus is on who to check these numbers on what update cycle? Annual? Can applicant make request? Deadline -- have to act within 60 days...

Case Study -- Bend, OR Intent to Rezone (4.6.400).

A. If the City Council determines that the public health and welfare and convenience will best be served by a proposed change of the zone, the City Council may indicate its general approval in principle of the proposed rezoning by the adoption of a "Resolution of Intent to Rezone." This resolution shall include any conditions, stipulations, or limitations, which the City Council may feel necessary to require in the public interest as a prerequisite to final action, including those provisions which the City Council may feel necessary to prevent speculative holding of the property after rezoning. The fulfillment of all conditions, stipulations and limitations contained in said resolution, on the part of the applicant, shall make such a resolution a binding commitment on the City Council. Such a resolution shall not be used to justify spot zoning, nor to create unauthorized zoning categories by excluding uses otherwise permitted in the proposed zoning. (A site plan may be required.)

SOURCES:

- <https://www.strongtowns.org/journal/2018/6/6/toward-dynamic-zoning-codes>
- <https://www.planetizen.com/node/36937>
- https://www.vtpi.org/aff_acc_hou.pdf (pg. 50)
- <https://citiesforeveryone.org/2018/07/20/dynamic-zoning-for-affordable-infill/>
- <https://www.codepublishing.com/OR/Bend/?BendDC02/BendDC0207.html>

Zoning for Living Wage Jobs

Problem

- How to create jobs with low barriers to entry that allow pathways for citizens to both enter the workforce and become entrepreneurs, particularly in the context of upzoning around TOD

Tool / Solution

- **Rainier Beach Food Innovation District (FID)** - within core area of transit station with concept for full range of employment and business development opportunities for Rainier Beach residents in a 104,550 sq ft multipurpose facility

Lessons Learned

- Generates jobs; opportunity to develop regional food infrastructure
- Provides access to fresh, local food, contributing to food security and public health goals
- Cultivates community-oriented activities that can enhance a sense of place and quality of life
- The food industry has low barriers to entry and thus is an excellent candidate to focus on to provide living wage jobs



Rainier Beach FID Concept, South Seattle, WA

Equity Implications

- Opportunity for businesses of color and immigrants to enter the market and cultivate ethnically diverse foods
- Potential for grassroots-led implementation with community-based orgs, development partners, residents, businesses, etc

Zoning for Living Wage Jobs - Implementation considerations

Implementing FID

Step 1: Planning and Zoning for Food Integration:

Zoning: Where zoning conflicts exist, planning and zoning conversations and related approval processes must take place to integrate food-related uses into plans and ordinances. Local governments may consider amending existing zoning to allow expanded agriculture and food related uses in applicable zoning districts. Other zoning solutions that could be adopted include:

- **New zones** - consider an entirely new zoning classification to focus their planning approach to food innovation districts. A new zoning district can provide a clean and clear start to the district, allowing the community to address potential needs and uses in a cohesive manner
- **Overlay zones** - can add flexibility, restrictions, or incentives to underlying land uses within a specified district or across several districts. It can add food innovation uses and standards without creating the need to change each underlying zone or rezone properties. Once a community has identified the boundaries of a food innovation district, an overlay zone could add more uses to those portions of the industrial, commercial, and residential areas that the proposed district spans
- **Form based zoning** - regulates the physical design of a building or site to a greater extent than its use. Because they focus more on the form or design of development, form-based zoning codes often allow for more of a mixture of uses such as residential and commercial. As such, form-based zoning could provide important flexibility for food innovation districts, which can encompass a broad variety of uses and activities and could expand to include other supportive sectors.

Step 2: Economic Development for Food Innovation Districts

Explore available or potential programs, approaches, economic development strategies and tools for food innovation district development. This will look at food innovation districts in the context of broader strategies for growing jobs and investment in a region as well as examining available programs and other approaches that communities are using or could apply to food innovation districts.

SOURCES:

- <https://www.seattletimes.com/seattle-news/politics/what-will-upzones-mean-for-rainier-beach-residents-harbor-hopes-fears-about-neighborhoods-future/>
- <https://www.seattle.gov/Documents/Departments/OPCD/On-goingInitiatives/RainierBeach/RainierBeachFoodInnovationDistrict.pdf>
- <http://www.planhillsborough.org/wp-content/uploads/2017/12/Food-Innovation-Districts-Report-low-res.pdf>
- Rainier Beach Neighborhood Plan Update <https://www.seattle.gov/Documents/Departments/OPCD/On-goingInitiatives/RainierBeach/RainierBeachNeighborhoodPlanUpdate.pdf>

Zoning for Spaces Supportive of Small Businesses

Problem

- Zoning can create unintentional barriers for local small business and entrepreneurs to enter the market by setting the framework for large-scale institutional investment which tends to favor corporate chain tenants

Tool / Solution

- Allow a range of small-scale, even semi-permanent options
- Allow residential-serving businesses in residential zones
- Modify use-based off-street parking tables to reduce or eliminate parking for desired uses, such as restaurants, which are normally very high
- No minimum lot size - don't mandate large sites
- Require minimal to no setbacks/buffers - large setbacks can be accommodated on large sites yet make small sites difficult to develop

Lessons Learned

- Consideration should be made for development types - driveable large format types are incompatible with fine-grained walkable types



Equity Implications

- More equitable to allow small-scale, incremental types where local investors and developers are often involved
- These types have flexibility for lower lease rates to accommodate local businesses

Zoning for spaces supportive of small businesses - Lessons learned

Zoning standards can create the framework to support local investment

Wall Street Real Estate Investment Trusts (REITs) have institutionalized 19 real estate development types that tend to look and function the same regardless of location and cater to national chain tenants. Zoning should not handicap local, community-based development types.

- Local, community-based development types have flexible options for lower lease rates
- Institutional investment lease rates are often out of reach for local business owners



SOURCES:

- Missing Middle Commercial: (<https://www.strongtowns.org/journal/2018/11/6/theres-a-missing-middle-for-commercial-spaces-too>)
- Catalytic development:
- (Re)creating walkable urban places: (<http://chrisleinberger.com/docs/reports/paper-may-2018.pdf>)



VS.

Wall Street Financed Conventional Real Estate Product Types						
Office	Industrial	Retail	Rental Apts	Miscellaneous	Hotel	Retirement
Build to Suit Office	Multi-Tenant Warehouse	Grocery Anchored Neighborhood Center	Garden Apartments	Self Storage	Budget Motel	Assisted Living
Medical Office	Build-to-Suit Industrial	Big Box Anchored Power Center	Urban Apartments	Mobile Home Park		Independent Living
Multi-Tenant Office		Lifestyle Center				
Mixed-Use Urban Office/Retail/Restaurant						



Policy Strategies to Support Small Businesses

Problem

- Often, the existing framework sets the stage to accommodate large-scale institutional investment which tends to favor corporate national chain tenants

Tool / Solution

- **Get zoning right for small businesses** - support multi-story, pedestrian-oriented, areas with mix of small and large commercial space
- **Set asides for local businesses** - require portion of first-floor space reserved for small storefronts and for locally owned businesses
- **Business Diversity Ordinance** - adopt ordinances that prohibit formula businesses, cap their total number, or require that they meet certain conditions to receive permission to open
- **Preference policy for locally owned businesses** - include clear definitions, goal-setting, and reporting to ensure procurement policies double as economic development strategies

Lessons Learned

- Form-based code alone isn't enough to mitigate displacement of existing businesses, but it can work well in combination with the above policies



Equity Implications

- Protective zoning policies for preservation of existing businesses
 - Oversight committee for retail preservation/development
 - Targeted education and assistance programs for small businesses

Policies to support small businesses - More info and sources



Lents Town Center: *Affordable Commercial Tenanting Program* offers rates 10% below market and assistance with tenant improvements (space build-out) to businesses led by owners who are underrepresented in the business community, are based in Portland, and meet neighborhood needs

SOURCES:

- <https://www.citylab.com/life/2017/07/how-cities-can-save-small-shops/534684/>
- <https://ilsr.org/8-policy-strategies-cities-can-use-to-support-local-businesses/>
- <https://ilsr.org/rule/set-asides-for-local-retail/>
- <https://ilsr.org/rule/neighborhood-serving-zones/2209-2/>
- <https://www.gothamgazette.com/city/6062-proposed-zoning-changes-raise-questions-about-small-businesses>
- <https://www.mcka.com/bulletin/help-local-small-businesses-by-revising-commercial-zoning-districts/>
- <https://brooklynworks.brooklaw.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1121&context=ilp>
- <https://ilsr.org/new-action-on-commercial-affordability/>

Smaller Scale Incremental Housing Development

Problem

- 75% of the housing stock in the WPTC are single-family homes
- Lack of housing diversity = lack of economic diversity and exclusion of people with different racial and economic profiles

Tool / Solution

- Missing Middle Housing (MMH): home types that can provide for economic diversity by design, and offer smaller, lower-cost homes at scale with the surrounding neighborhood
- Amend single family zone districts to allow house-scale building that include multiple units in places with existing infrastructure to keep costs and impacts low

Lessons Learned

1. Zoning and building code changes needed to allow for wider distribution of MMH types; some of these are currently in process (HB2001, RIP)
2. Developer training and financing tool expansion can allow wider distribution of incremental development and MMH types



Fourplex in existing neighborhood, Portland, OR

Equity Implications

- Incremental development enhances neighborhood context and local small business culture
- Missing middle housing, built incrementally, can provide pathways for affordability and wealth building to traditionally disadvantaged populations

Smaller Scale Incremental Housing Development - Missing Middle Housing types + Incremental Development Strategies

Implementation Considerations & Lessons Learned

Missing Middle + Incremental Development Best Practices

- Incremental development means small projects, one lot at a time, taking advantage of existing infrastructure to keep costs low, building trust with the community and support for future projects in the same area.
- “We have to convincingly explain why our proposed project makes the community a better place. To us, “a better place” means that a neighborhood becomes more walkable, inclusive, and transit-accessible. Significantly underutilized land is repositioned to house more residents who will support local businesses.” -Kronberg¹
- Missing Middle building types may be most appropriate for areas not directly adjacent to the transit station, yet still within a short walk.
- Parking requirements can make or break the pro formas and site plans of missing middle housing types, and thus their potential to deliver on the promise of workforce housing. Best to require no parking, and let the market decide how much parking each product needs to provide to be leased or sold.
- Small developer training can help to create new cohorts of people working locally at incremental development to bring new missing middle products to market.
- Demand for MMH is unmet by supply; there is an increasing demand for compact living environments outside of downtown districts, which does not match construction trends towards only the two ends of the spectrum: more SFR, and more large luxury condos and apartment buildings.

SOURCES:

- ¹[\(http://lafrancewalk.com/on-selling-missing-middle-housing-to-communities/\)](http://lafrancewalk.com/on-selling-missing-middle-housing-to-communities/)
- Metroscape: What is Missing Middle Housing? (<https://metroscape.imspx.org/missing-middle-housing>)
- Kronberg Wall: Missing Middle Housing (<http://kronbergwall.com/category/missing-middle-housing/>)
- FHA Mortgages for Multi-Unit Properties (<https://www.fhanewsblog.com/2017/05/fha-mortgages-multi-unit-properties/>)
- What is Missing Middle Housing? (<https://missingmiddlehousing.com/about/characteristics>)
- Missing Middle Insertion Into SFR N’Hood: (<https://www.cnu.org/publicsquare/2018/06/19/sophisticated-insertion-missing-middle>)
- Incremental Development, explained: (<https://www.cnu.org/publicsquare/2017/04/05/great-idea-incremental-development>)
- A mature MMH ecosystem examined: Boston, MA (<https://dspace.mit.edu/handle/1721.1/111424>)
- How to become a small-scale developer (<https://magazine.realtor/commercial/feature/article/2018/01/how-to-become-a-small-scale-developer>)
- Eugene guide to MMH types (<https://www.eugene-or.gov/3652/Missing-Middle-Handbook>)

Equitable TOD (E-TOD)

This category contains the following tools and case studies:

1. Mariachi TOD
2. Othello Square
3. Oakland's Fruitvale Village
4. Sound Transit's 80-80-80 policy and TOD program
5. Cultural Eco-Districts
 - a. Little Haiti, Miami
 - b. Little Tokyo, Los Angeles)

Mariachi TOD

Problem

- How to prevent displacement and support local business and diversity while ensuring that new amenities and housing promote equity

Tool / Solution

- Street vendors and mariachis dependent on plaza near transit advocated for an anti-displacement strategy. Pushed for development of culturally relevant public spaces to maintain vibrancy and more affordable housing.
- Design of public spaces, housing, and retail serve the specific needs of the population.

Lessons Learned

1. Engage local businesses to determine critical resources, e.g. parking was key to mariachis' customers who drove from all around the city
2. Urban design guidelines developed in partnership between transit agency and community to address how development will address community compatibility - respecting and enhancing



Mariachi TOD, Los Angeles, CA

Equity Implications

- Development that builds on existing heritage and leverages existing cultural capital as a key feature
- Equitable housing models that are targeted at specific needs of the local population

The Details - Mariachi TOD



CULTURAL CAPITAL

Boyle Heights is one of the largest Hispanic and Latino communities in LA with a vibrant working class and long-standing Mexican-American heritage. Under threat of gentrification from development of rail lines, community members rallied to stop a typical top-down plan for a TOD project; Metro selling land around station to private developer for a medical office complex/retail. Advocated instead for a more equitable plan.

- Renewed emphasis on public plaza for all ages. Plaza is already a key location where cultural festivals and celebrations occur.
- Proposal for incorporating street vending space into project; Metro developing pilot program to work with vendors to sell in designated areas and City updating its rules restricting sales on sidewalks.
- Development includes 2,000 SF cultural community space so that even as area changes, mariachis will always have physical, social and cultural presence on the plaza.
- Retail spaces accessible to local and community serving businesses, a grocery store, and community meeting rooms.
- Elevates status of youth as caretakers of community garden.

100% AFFORDABLE HOUSING

Very housing-poor community that was historically red-lined. Has low rates of ownership and increasing rents are displacing residents. New plan calls for 100% affordable units.

- 120 units of affordable housing between two projects.
- Include very low to low-income affordability levels (30 %, 50% AMI).
- Mix of family and senior housing.

OBJECTIVES OF GUIDELINES

- Embrace the rich culture of street vendor culture
- Promote access to healthy food at affordable prices
- Honor the history and historic landmarks
- Preserve eclectic character through public art, performances, and vibrant street life
- Address needs of mariachi in the program

SOURCES:

- <https://la.curbed.com/2017/1/27/14406092/metro-mariachi-plaza-plan-boyle-heights>
- <https://www.kcet.org/shows/city-rising/mariachi-plaza-development-and-its-effect-on-local-vendors>
- <https://la.streetsblog.org/2012/03/09/a-long-history-of-creating-a-sense-of-place-at-las-latino-triangle-parks-mariachi-plaza/>
- http://media.metro.net/projects_studies/joint_development/images/mariachi_plaza_presentation_devguide.pdf
- <https://la.streetsblog.org/2018/01/18/metro-committee-approves-developers-for-mariachi-plaza-and-cesar-chavezfickett-sites-board-to-vote-jan-25/>

Othello Square

Problem

- TOD design and programming often not inclusive of community, leaving them disenfranchised and resulting in a design that does not address the needs of the existing community and wealth creation shared equitably.

Tool / Solution

- A bottom-up model driven by non-profit developers in partnership with community groups produced mixed-use project with MMH and community-owned spaces.
- Communities at risk of displacement in the SW Corridor can be engaged through a process to determine how to prosper in place.

Lessons Learned

- Need buy-in from neighborhood. Proponents cultivated support through surveys, community meetings and other outreach, including lobbying of city and county officials.
- Need “equity” partners who could provide enough seed capital and financial credibility to get construction loans and grants, and the Seattle Housing Authority would sell the parcel at a discount.



Othello Square, Seattle, WA

Equity Implications

- Community-led process for TODs can preserve and expand unique cultural diversity and character of neighborhood while sharing prosperity
- Key factor is financial equity participation in project by partners

The Details - Othello Square

COMMUNITY-DRIVEN EQUITABLE DEVELOPMENT

A grassroots movement led by social-justice groups like Puget Sound Sage, South CORE, and several small-business associations in SE Seattle sought to fund developments to counter the economic displacement effects of transit.

- Coalition advocated for equitable growth and promoted a vision countering displacement with economic opportunity.

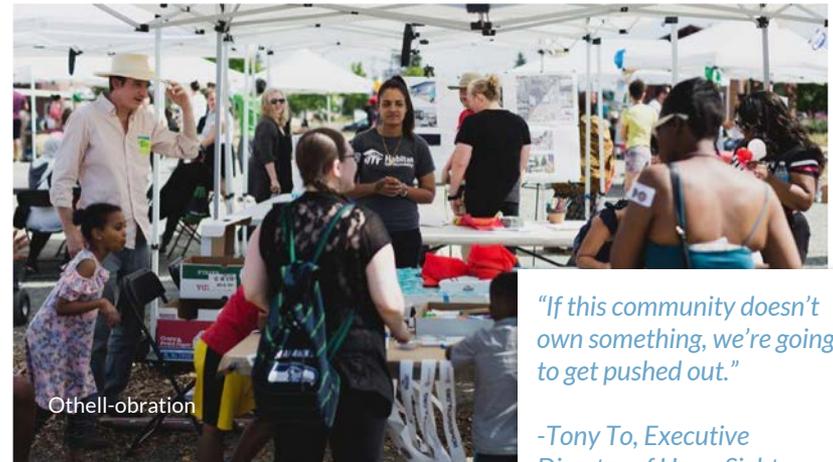
MIXED-USE COMPLEX

The Othello Square project is anchored by the HomeSight Opportunity Center. Collectively owned by multiple partners, it will provide programs and services to immigrants, refugees, and people of color to support entrepreneurial activities and homeownership.

- 200 units of mixed-income housing (4 stories) above 8,000 SF of commercial and community space, underground parking for 50 cars.
- Housing is mixed income producing \$1.5 million in revenue over the next decade that will be reinvested into below market retail space, loan programs, educational services, economic development opportunities, and other needs identified by the community.
- Units affordable to families earning up to 60 % of AMI. Focus on 2 and 3-bedroom units designed for families (60% of total units).
- Additional uses: Office space for affordable housing developers, supportive services, affordable retail space, early learning center, a high school, a business incubator, cooperatively owned and mixed-income housing, a health clinic, and a multicultural center

SOURCES:

- <https://www.seattletimes.com/business/local-business/with-othello-square-a-rainier-valley-community-gets-some-help-in-the-battle-against-gentrification/>
- <https://www.sightline.org/2017/05/25/anchors-against-displacement/>
- <https://homesightwa.org/community-development/othellosquare>
- <https://beststartsblog.com/2018/11/15/say-hello-to-community-driven-design-in-rainier-valley/>
- <https://othellosquare.org>



Othello-oration

"If this community doesn't own something, we're going to get pushed out."

-Tony To, Executive Director of HomeSight

Fruitvale Village

Problem

- Development of TODs can be a gentrifying force, displacing existing communities and diminishing options for affordable housing

Tool / Solution

- Local community development corporation with a social equity lens and a 40+ year history of serving neighborhood was major project partner
- Fruitvale Transit Village functions as a community hub by combining housing (including 21% affordable units), retail, community services—a library, community center, clinic, and school— and a generous public plaza and pedestrian path
- The project was phased with a second phase bringing in substantially more affordable units; a future phase will also add market rate units

Lessons Learned

1. Connect to existing community spaces by enhancing the pedestrian network and creating safe active public spaces to/through the project
2. A dynamic public space anchored by vital community services successfully connected to and strengthened existing local businesses



Fruitvale Village, Oakland, CA

Equity Implications

- Balance community services with broadly-serving retail
- Create generous public spaces that people want to use
- A community clinic as an anchor provides much-needed health services

The Details - Fruitvale Village

STRENGTHENED ECONOMY WITHOUT DISPLACEMENT

- Economic and demographic outcomes were compared to understand the impact of the TOD on the community.
- In Fruitvale, a majority -Latino neighborhood, homeownership, median household income, and educational attainment all increased between 2000 and 2015.
- The Latino population stayed roughly the same during that same period.

COMMUNITY DRIVEN DESIGN

- The transit agency planned to build a parking garage on the lot, but because of strong community resistance, the design was changed. The parking structure would have blocked a connection to International Boulevard, a major business corridor with Latino-owned and -serving businesses.
- Because of the success of the TOD, the adjacent business corridor was strengthened.

RETAIL FINDING ITS FOOTING

- Urban design strategies have activated the space and invigorated the retail, which was initially struggling, with a weekly farmers market, better lighting, seating and other pedestrian improvements.
- The nonprofit was inexperienced with managing a retail center, turning away national retailers in favor of locally-owned businesses, some of which were also inexperienced and undercapitalized.
- Retail is improved when transit commuters have convenient and direct access to it, visually and in close proximity along their path.

SOURCES:

- <https://www.citylab.com/equity/2018/04/how-transit-oriented-development-can-prevent-displacement/556373/>
- <https://www.cnu.org/publicsquare/retail-seen-%E2%80%98-achilles%E2%80%99-heel%E2%80%99-some-tods>
- <https://community-wealth.org/content/fruitvale-transit-village>
- <https://www.mercurynews.com/2018/03/29/development-without-gentrification-oaklands-fruitvale-is-the-model-report-says/>



Fruitvale Village is “a scalable project that ensures there is economic mobility and opportunity for the most disadvantaged, while still being something that makes economic sense for the wider community.”

- *Sonja Diaz, UCLA’s Latino Policy and Politics Initiative.*

Sound Transit's 80-80-80 policy

Problem

- Surplus property held by public agency are sold to the highest bidder, driving up land values and displacing residents and businesses

Tool / Solution

- 80% of suitable surplus property Sound Transit purchased for light rail expansion is offered to affordable housing developers; at least 80% of units on site must be affordable to people earning 80% or less of AMI
- Surplus ODOT, TriMet, City property exists in the both the West Portland Town Center and the South Portland transit station areas

Lessons Learned

1. Public/transit agency can be an active partner in the development of affordable housing by offering land ideally situated to focus growth at transit centers
2. Changed decision-making process to have transit agency plan public benefit for their properties and coordinate with those most impacted/who stand to gain the most in advance of offering properties.

Mount Baker Artist Lofts



Sound Transit 80-80-80 policy, Seattle, WA

Equity Implications

- Equitable TOD development can be an integral component of transit planning and delivery
- Increase transit ridership and equitable access

The Details - Sound Transit 80-80-80 Policy

HOW THE PROGRAM WORKS

Sound Transit purchases large amounts of land to support the expansion of light rail (construction, staging, etc.). Previously surplus property remaining would be sold to the highest bidder in order to recoup expenses. After extensive lobbying by housing, transportation, and community advocates, a new policy emphasizes equitable development instead.

- Sound Transit can offer surplus property at no cost, below market value, or long-term lease
- Qualified entities include local governments, housing authorities and nonprofit developers.
- Starting to look beyond housing to equitable commercial development.
- Sound Transit now uses TOD objectives as part of selection criteria during land acquisition phase.

IMPACT

As a result of this policy work is already underway planning/constructing 600 affordable units throughout Seattle (First Hill, Capitol Hill, and Roosevelt neighborhoods) to address both lack of affordable housing options and traffic congestion, two primary issues in the City. Early projects include

- Senior City – a \$16.9 million, 62-unit affordable housing development built in 2010 by the Korean Women's Association at the Federal Way Transit Center.
- Mount Baker Station – an \$18 million, 57-unit affordable housing development for artists built in 2014 by developer Artspace USA.
- Othello Station – a \$29.8 million, 108-unit affordable housing and mixed-use development built in 2017 by Mercy Housing Northwest.

SOURCES:

- <https://nextcity.org/daily/entry/seattle-raises-the-equity-bar-on-transit-oriented-development>
- <https://www.soundtransit.org/get-to-know-us/news-events/news-releases/board-adopts-policy-promoting-equitable-development-near>
- https://www.soundtransit.org/sites/default/files/Final%20ST%20Board_TOD%20Wkshp%20Briefing%20Booklet_042017.pdf



Little Haiti Ecodistrict, Miami

Problem

- Low-income households, particularly people of color and immigrants are vulnerable to being displaced from their neighborhood

Tool / Solution

- The Little Haiti Ecodistrict was created to preserve and foster the neighborhoods Afro-Caribbean identity, and address concerns around displacement spurred by the real estate boom in the neighboring Design District as well as a potential light rail station
- A proactive focus on unique identity and culture, and mechanisms to be recognized as a district, can help to combat displacement risk associated with infrastructure investment and growth

Lessons Learned

1. Community organizations should position themselves as stakeholders to the City and region to engage with economic development initiatives. To do this, Little Haiti created a historic district and governance structure.
2. An assets based approach emphasizes unique identity to help cultivate the community's long term socio-economic and cultural vitality.



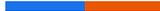
Little Haiti, Miami

EcoDistricts, *Little Haiti EcoDistrict Case Study*

Equity Implications

- Preserving unique culture and business ecosystem in the face of new transit investments and rising rents
- Build capacity of residents and grassroots organizations to collaborate with city and region

The Details - Little Haiti Eco-District



COMMUNITY IDENTITY

This initiative began with a grassroots effort to oppose a developer-led project to ‘rebrand’ the historic Afro-Caribbean neighborhood. Protests by Little Haiti stakeholders led to a vote to designate the area as a distinct neighborhood. This allowed the community began to explore a more equitable and sustainable neighborhood development framework including:

- A historic revitalization effort to identify key neighborhood assets to cultivate the neighborhoods socio-economic and cultural vitality
- Reopening historic Caribbean Marketplace as a Cultural Center and business incubator
- Expanding the Haitian Heritage Museum

AFFORDABLE HOUSING

Affordable housing is a top priority. A housing and renter affordability analysis demonstrated significant affordability gaps at the median household income for each census block group.

- Over the next 5 years, Little Haiti Eco-District Hopes to have constructed additional affordable housing

COMMUNITY DEVELOPMENT

This project defines equity as the ability to position the Little Haiti district itself as a stakeholder and viable asset to the City and region.

- Created the North East Second Avenue Partnership (NE2P) to bring together government officials, business owners and non-profits and stimulate the local economy and issue small business grants
- The Caribbean Marketplace offers employment opportunities and affordable business space, as well as small business training

SOURCES:

- <http://ecodistricts.org/wp-content/uploads/2018/03/ed-case-study-little-haiti-FINAL-march-9-2018.pdf>
- <https://ecodistricts.org/registered-districts/little-haiti-ecodistrict/>

Sustainable Little Tokyo, Los Angeles

Problem

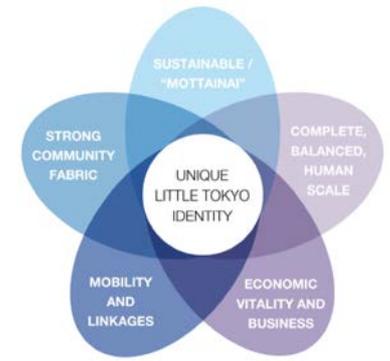
- City of Portland recognizes that past transit-related housing strategies may not have resourced community organizations to play an active role, eroding community trust

Tool / Solution

- Little Tokyo suffered internment, and recently, rapid development pressures. Sustainable Little Tokyo formed to establish community vision for sensitive and sustainable TOD - enhances Little Tokyo's cultural and historic assets; including the business district.
- CDC-led effort enabled proactive community benefits discussions with City; includes significant community, arts, and youth leadership programs to advance business support, and capacity.

Lessons Learned

1. Cultural values reinforce a unique community fabric and planning framework, while still welcoming change.
2. An assets based approach emphasizes unique identity and helps existing and new businesses succeed.



Little Tokyo, Los Angeles

Mithun, *Sustainable Little Tokyo Community Vision*

Equity Implications

- 'Bottom up' participatory design allow residents to define the vision for the neighborhood rather than vote on superficial options
- Celebrating culture is an opportunity for representation as well as district 'branding'

The Details - Sustainable Little Tokyo

BUSINESS AND ECONOMIC VITALITY

- The planned transit hub has the potential either to bring new customers and opportunity to Little Tokyo's existing businesses, or to displace them.
- To promote this, a Retail Action Strategy was developed to support the existing and future local economy.
- Maintaining access to 1st street for existing businesses, and constructed spaces that were affordable for new businesses arose as community priorities.

MOBILITY AND LINKAGES

- Increase pedestrian utilization by improving safety and experience
- Provide multimodal connections between transit and neighboring areas

SUSTAINABILITY

- Japanese cultural tenants such as 'Mottainai' (a buddhist principle; all things exist in a state of mutual interdependence and therefore one should not be wasteful), and 'Kodomono Tamenai' (to do things for the sake of children and future generations) made sustainability interventions relevant and meaningful for residents.
- The vision proposes innovative, cutting edge green infrastructure elements including a shared district energy grid, a shared heating/cooling system, a shared stormwater bank, and "living machine" greywater filtration systems. These systems express at a district level the community value of "mottainai".
- They also have the potential to create value for the community and its small businesses and non-profit institutions.

SOURCES:

- Sustainable Little Tokyo Community Vision: https://drive.google.com/file/d/0B_MmCNqUKsoyWGJKQ_1FLR2FkVDg/edit
- <http://sustainablelittletokyo.org/>



Community / Economic Development

This category contains the following tools and case studies:

1. **Community Wealth Building**
2. **Local Entrepreneurship, Small Business Anti-Displacement, and Economic Opportunity**
3. **Inclusionary Housing Policies within TODs**
4. **Workforce Training Programs Tied to Station Area Build Out**

Community Wealth Building - Community Investment Trusts

Problem

- Unique, affordable, and diverse neighborhood amenities and commercial development is stymied by lack of financial resources (resources that are willing and able to cover the cost of new commercial / retail development)

Tool / Solution

- Community investment trusts (CIT) are a financial resource that can allow neighbors to invest money into a trust to invest in commercial / retail spaces with a different financial return threshold than other traditional financing sources. CITs are also a wealth-building vehicle for residents.
- CITs could be a source of funding to support desired community amenities that are otherwise not financially feasible to develop.

Lessons Learned

1. Not many CIT real estate investment trusts currently exist
2. A CIT operating in the study area should be structured so that it is eligible for purchase by non-accredited investors



Plaza 122, East Portland
Mercy Corps Northwest

Equity Implications

- Can allow for affordable commercial and retail spaces and therefore a diverse tenant mix.
- If structured to allow for non-accredited investors, it can be a vehicle for wealth generation for low-income residents.

The Details - Community Investment Trusts



ORGANIZATIONAL CAPACITY

- Limited organizations doing this work
- Geographic program focus of organizations
- Mission-based goals of organization (re: non-accredited investors)
- Potential gap with capacity of organizations that focus on economic opportunity and entrepreneurship
- Capacity-building may need to occur to bring this tool to the Southwest Corridor

RELATIONSHIP TO TOD

- Expectation of scale for TOD - growing total capital needed for larger, new development could be difficult
- Maybe be a good fiscal vehicle to combine with smaller, more incremental, “missing middle” development types to match costs with available resources from the community

SOURCES:

- <https://www.mercycorpsnw.org/community/investment-trust/>
- <http://www.investcit.com/>

Community Wealth Building - Cooperatives, Land Trusts

Problem

- Displacement risk is typically less severe in neighborhoods with more property owners

Tool / Solution

- Cooperatives and land trusts create more opportunities and structures for ownership
- Used for purchase of both existing developments and for new construction

Lessons Learned

1. Not many land trusts currently exist in Portland (potential capacity issues)
2. Cooperatives typically require an interested and motivated founding group



Othello Square, Seattle
HomeSight CDC

Equity Implications

- Land trusts offer pathways to affordable homeownership and long-term affordability
- Cooperatives provide an alternative pathway to condominiums for non-single family home ownership

The Details - Cooperatives, Land Trusts



CASE STUDY: Proud Ground

- HUD-approved nonprofit organization that uses the Community Land Trust model to provide affordable homeownership opportunities
- Homes are kept permanently affordable upon resale via a legal agreement between Proud Ground and the homeowner

CASE STUDY: Peninsula Park Commons

- Residential
 - 9 private units and 1 communal unit
 - Common courtyard
- When available, units can either be rented or purchased

CASE STUDY: Othello Square HomeSight Opportunity Center

- 55,000 square feet of non-profit office, community space, education and job training
- 200 apartments
- 110 parking spaces
- Project is sponsored by HomeSight CDC

SOURCES:

- <https://proudground.org/>
- <https://www.portlandoregon.gov/bps/article/675328>
- https://ndconline.org/wp-content/uploads/2018/11/WA-OZ_Community-Panel-Slides.pdf

Community Wealth Building - Community-Based Urban Renewal Programs

Problem

- Provides resources and training to build organizational capacity in geographic areas with capacity gaps

Tool / Solution

- Urban renewal as the tool to support community-driven economic outcomes
 - Small TIF districts that support community-identified economic development priorities
- Can be used to support physical development of new commercial spaces and well as economic development and business support

Lessons Learned

1. Needs on-going staff and resource support.



Neighborhood Prosperity Initiative, Portland
Prosper Portland

Equity Implications

- Can be used to focus on low-income populations and communities of color

Local Entrepreneurship, Small Business Incubator

Problem

- There is a predominately East African community in the West Portland Town Center that lack access to business opportunities and shariah approved loans

Tool / Solution

- Portland Mercado is a business incubator and economic development initiative of the Hacienda Community Development Corporation. It is a response to wealth disparities in the region and the strong community desire to have a center for commerce based on Latino heritage.
- Culturally relevant business support is needed for the Latino and East African communities in the SW Corridor.

Lessons Learned

1. New development should complement, not replace existing businesses
2. Design affordable and appropriately sized business spaces for a range of tenants
3. Mix bottom up grassroots initiatives with slow, steady government grant funding



Portland Mercado, East Portland
Hacienda CDC, *Portland Mercado*

Equity Implications

- Bilingual business support and free classes make entrepreneurship and access to opportunity more accessible
- Small businesses and culture are cornerstones of a integrated and equitable city

The Details - Local Entrepreneurship



CROSS SECTOR COLLABORATION

- Portland Mercado is a community driven effort, developed by non-profit Hacienda Community Development Corporation, supported by federal, local, foundation and private sector dollars to support small businesses and a strong sense of community and place for Latinos.

ECONOMIC OPPORTUNITY

- Hacienda CDC, Portland Mercados' parent organization, believes access to business opportunity, along with affordable housing and education, are the pillars of an equitable community.
- Hacienda CDC provides client-focused financial coaching, intensive financial education courses, and active asset and credit building to help clients set and realize their goals

CULTURALLY APPROPRIATE BUSINESS SUPPORT

- Islamic credit unions and an increasing number of western banks are offering loans that comply with islamic laws that prohibit collecting or paying interest.
- Instead of interest, investors offer 'sukuk', or certificates, which act much like traditional bonds. They must be tied to some sort of physical asset, and instead of interest, investors are rewarded with a share of the profit derived from the asset.

SOURCES:

- <https://www.portlandmercado.org/about-us>
- <https://haciendacdc.org/economic-opportunity/>
- <https://www.economist.com/britain/2018/10/20/why-non-muslims-are-converting-to-sharia-finance>
- <https://www.marketplace.org/2014/01/06/how-do-muslim-investors-know-when-company-sharia-friendly/>

Inclusionary Upzoning within TODs

Problem

- Development of TODs can be a gentrifying force, displacing existing communities and diminishing options for affordable housing

Tool / Solution

- In 2010, Fairfax County adopted affordability provisions for Tysons Corner Station ahead of rail opening (2014) that expand on existing IZ policy (5-12.5% affordability for multifamily)
 - Density bonuses in exchange for 20% low and moderate-income units at sites within a ½ mile of the new transit stations .
 - Developers can build to an unlimited FAR with the provision of affordable housing within ¼ mile of new transit stations.
 - Higher density office, retail, and hotel developments must contribute to the county's affordable housing trust fund. Either one-time contributions at \$3.00 per SF or annual payments of \$0.25 per SF for 16 years - all of which must be spent in station area.

Lessons Learned

1. Voluntary program but builds in greater incentives for developers to include affordable/workforce housing in high density areas
2. Important to set the bonus amount high enough to entice the market - usually several times larger than the affordable component (3-5 times higher)



Tyson's Corner, Fairfax VA

Equity Implications

- Success requires transparent process
- Fairfax created Affordable Dwelling Unit Task Force, includes a variety of stakeholders representing a range of interests from developers to housing advocates
- Thus, all parties have a say in terms of what changes are made to the ADU program.

Inclusionary upzoning- Lessons learned for TOD



Very important to set the bonus amount high enough to entice the market. Usually the bonus amount needs to be several times larger than the affordable component (3-5 times higher).

The affordability requirements for developers choosing redevelopment options in Tysons Corner are significantly greater than those applied to developments in other areas of the county. Fairfax County's general inclusionary zoning policy, known as its Affordable Dwelling Unit (ADU) program, exempts taller, steel-and-concrete-based residential buildings and otherwise requires 5 to 12.5 percent affordability for multifamily housing. Given the strong expected demand for housing near the new transit stations and sharply higher allowable density under the comprehensive plan, private developers have shown a high level of interest in building notwithstanding the affordability requirements.

As of October 2013, the county had received redevelopment applications for most of the available development space subject to the affordability requirements. All of these rezoning applications have chosen to take advantage of the redevelopment options allowed through the Tysons Corner comprehensive plan, electing to build the required affordable units on site, within the same housing development as the market-rate units.

As of late 2013, over 1,000 total housing units were under construction, with an additional 13,640 units approved for development. If existing development proposals are fully built out, county staff estimates they will create more than 2,500 affordable units serving households earning less than 120 percent of AMI, and an additional 1,680 units serving households at less than 70 percent of AMI. These housing units will be required to be affordable for 50 years if rented and 30 years if owner-occupied. Approximately 36,000 square feet of retail space, 1.2 million square feet of commercial space, and 250,000 square feet of hotel space are also under construction in Tysons Corner. Another 20 million square feet of nonresidential space has been either approved or proposed. If these plans are fully built, staff estimates they will generate at least \$64.5 million in contributions to the county's affordable housing trust fund — all of which must be spent in the new Tysons Corner area.

SOURCES:

- <https://www.nhc.org/wp-content/uploads/2017/10/Inclusionary-Upzoning.pdf>
- https://www.huduser.gov/Publications/pdf/HUD-496_new.pdf
- <https://www.enterprisecommunity.org/download?fid=1945&nid=4098>

Workforce Training Programs Tied to Station Area Build Out

Problem

- Strong industry demand, tight labor market, unequal benefits

Tool / Solution

- Community workforce development programs tied to TOD opportunities

Lessons Learned

1. Projects are more likely to address the needs of working families if they:
 - a. Include a Community Benefits Agreement for guaranteed concessions such as local hiring, living wages, affordable housing
 - b. Are initiated by a CDC and are integral to the organization's neighborhood-improvement mission, and include components such as a jobs-access program, or
 - c. Are led by an exceptional private developer who intentionally designs a project for the benefit of low-income families/commuters
2. Every CDC-led and most developer-led projects require development subsidies in order to deliver on community benefits for working families
3. Poverty reduction can be integrated with transit if leaders are intentional



MileHigh Connects, Denver, CO

Equity Implications

- Workforce development should focus on both construction opportunities during the building phase, and on opportunities in businesses occupying space in the new buildings
- Focus needs to be on long-term workforce development, not only short-term project-related

Workforce Development and TOD - Lessons and Resources

Lessons Learned

Key Takeaways

- TOD can help meet the employment needs of those with limited means if a substantial attempt is made to create good jobs that can be filled by people from working families
- Workforce training programs can lead to job opportunities in construction and related fields during TOD build-out, as well as to opportunities in businesses clustered around the station in the finished buildings, especially if coupled with internship and/or apprenticeship programs or other placement opportunities
- La Clinica de la Raza at Fruitvale Transit Village in Oakland, CA, for instance, is the largest employer at that TOD, employing medical assistants and other health professionals; job seekers may also find work at local retail and restaurant establishments
- Workforce development systems can be complex, with multiple funding sources, organizational missions, target populations, and labor market demands; stakeholders include employers, public workforce agencies, community colleges, community-based organizations, state and local governments, unions and trade associations, and philanthropic organizations.
- Extensive outreach is required to ensure effective participating; at least need twice the number of eventual participants need to be recruit to ensure sufficient applicants
- Active presence of project owner, general contractor, or other employer can support recruiting efforts by showing specific employment pathways.
- Clear expectations become a resource and not a barrier to participation; set eligibility criteria standards sufficiently high to align with local employer expectations.

Lessons Learned

(con't)

- Employer engagement holds the most value in later stages of skills development programming, making learning practical by connecting it to employment pathways
- In project-specific construction workforce development, scheduling needs of the contractor may take precedence over skills development opportunities (so start skills development early)
- While a target project can benefit a program, placement success isn't necessarily associated with the targeted project; career growth opportunities within the industry is the ultimate goal
- Post-placement services can support higher levels of long-term employment with ongoing career coaching, access to training, informal industry networking, and personal supportive services such as transportation and personal protective equipment.

SOURCES:

- TOD & Jobs
(<https://www.goodjobsfirst.org/sites/default/files/docs/pdf/makingtheconnection.pdf>)
- Construction Community Workforce Programs: Recommendations from Three TODs in Denver
(<http://milehighconnects.org/new-report-examines-efforts-to-link-residents-to-jobs-at-three-local-tod-project-sites/>)
- Urban Institute: Workforce development systems
(<https://www.urban.org/policy-centers/cross-center-initiatives/building-americas-workforce/about/workforce-development-systems>)
- Better training and jobs
(<https://www.americanprogress.org/issues/economy/reports/2018/02/22/447115/better-training-better-jobs/>)

Placemaking / Urban Design

This category contains the following tools and case studies:

1. **Active Transportation and Complete Street design**
2. **Multicultural Gathering Spaces for Social Inclusion**

Active Transportation and Complete Street Design

Problem

- WPTC lacks a walkable and bikeable network, with hilly topography and a freeway that splits the pedestrian shed

Tool / Solution

- Articulate, map, design, and implement a SW Corridor Complete Network. This would be a SW-specific application of Active Transportation, Complete Streets, and Context Sensitive Design to the street-path network. Include technology and micro-mobility to reduce distances and overcome topographic challenges.

Lessons Learned

1. Best Practices consists of 1) Physical design of streets and paths (i.e. outdoor escalators); 2) Supportive land uses, and 3) Implementation that spans multiple jurisdictions—including all public properties and rights of way; and may include tactics for connection across private property.
2. In addition to street-path cross sections and network mapping, implementation measures may take the form of tactical urbanism, local improvement districts, and form based codes.



CNU Sustainable Street Network Principles

Equity Implications

"All residents have access to opportunities for meeting basic needs and advancing their health and well-being: good jobs, transportation choices, safe and stable housing, a good education, quality health care, a range of parks and natural area, vibrant public spaces, and healthful foods."

—The Regional Equity Atlas,
Coalition for a Livable Future, 2007

The Details - Active Transportation/Complete Street Design

SW CORRIDOR COMPLETE NETWORK

- Active Transportation is the intentional provision of pedestrian and bicycle streets and paths that allow seamless, safe, and attractive access and mobility for transportation, recreation and daily life. *"So the active choice is the easy choice"*
- Complete Street Design is street design that serves all modes. For this project we propose the term Complete Network. Not all modes need to be accommodated on each street, but each mode needs to have a complete interconnected network.
- Context Sensitive Design means the cross section and design is appropriate for the area or neighborhood it serves. The particular street or path supports the local physical and cultural context and enhances the beauty and unique character of the area. This means the cross sections may vary along the length of a street or path.
- The SW Corridor Complete Network should incorporate technology and micro-mobility to reduce distances and overcome topographic challenges that are unique to SW Portland and challenging to walking and biking generally.
- Stormwater conveyance needs to be incorporated into the design of the network and the design of the street or path.

EXAMPLE OF MODES/USERS WHO NEED COMPLETE NETWORK

- People walking, people bicycling and using micro mobility devices (e.g., scooters, e-bikes), people driving vehicles, emergency responders, and transit vehicles.

SOURCES:

Networks:

- <https://www.cnu.org/publicsquare/2017/03/06/great-idea-street-networks>
- <https://www.cnu.org/our-projects/street-networks/sustainable-street-network-principles>
- https://www.cnu.org/sites/default/files/sustainable_street_network_principles_op.pdf

Street and path design:

- <https://nacto.org>

Applying context sensitive design to a network, CWCOG Great Streets TSP:

- http://www.cwcog.org/documents/CWCOG_TSP_Final_12_12_17_FINAL.pdf



The Details - Active Transportation/Complete Street Design



Low Cost Paint & Bollards to Expand Sidewalks & Shorten Crossings





Akron OH (2016)

Team Better Block

BEST PRACTICES

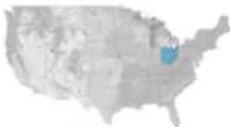
TEAM BETTER BLOCK

WHAT?

AKRON BETTER BLOCK

WHERE?

AKRON, OH



WHEN?

MAY 15th - 17th, 2015

HOW?



PARTNERS

Knight Foundation, Tina & John Light, Smile Minded, SmartSolutions AM25, International Institute, ECD, Keep Akron Beautiful, Countryside Conservancy, 427 Design, Akron Summit Public Library, Highland Square Neighborhood Association, The Office District, Peoples Bank

BEFORE BETTER BLOCK





Akron OH (2016)

Team Better Block

BEST PRACTICES

TEAM BETTER BLOCK

WHAT:

AKRON
BETTER
BLOCK

WHERE:

AKRON, OH



WHEN:

MAY 15th - 17th, 2015

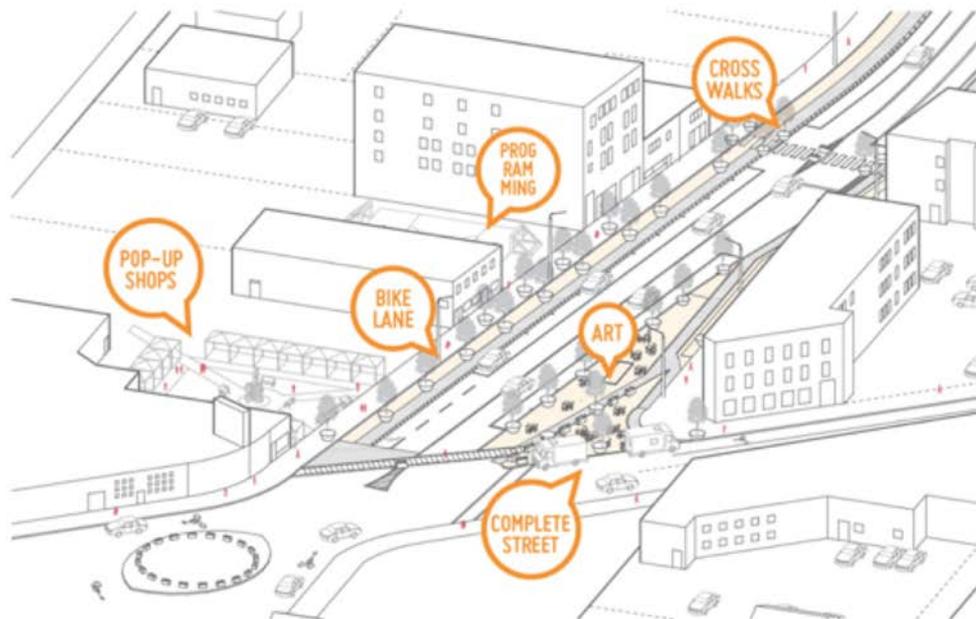
HOW:



PARTNERS:

Knight Foundation, Tina & John Ughetto, Undo-Minded, Smartworks AMATS, International Institute, ECH, Keep Akron Beautiful, Countryside Conservancy, A2T Design, Akron Summit Public Library, Highland Square Neighborhood Association, The Office Block, Peoples Bank

CONCEPT PLAN





Akron OH (2016)

Team Better Block

BEST PRACTICES

TEAM BETTER BLOCK

WHAT:

AKRON BETTER BLOCK

WHERE:

AKRON, OH



WHEN:

MAY 15th - 17th, 2015

HOW:



PARTNERS:

Knight Foundation, Tina & John Lighter, Sindy Minder, Sharbworks, AMAT, International Institute, ECCS, Keep Akron Beautiful, Countywide Conservancy, AZT Design, Akron Summit Public Library, Highland Square Neighborhood Association, The Office Bistr, Peoples Bank

EVENT PHOTO





Akron OH (2016)

Team Better Block

BEST PRACTICES

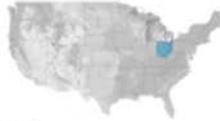
TEAM BETTER BLOCK

WHAT?

AKRON
BETTER
BLOCK

WHERE?

AKRON, OH



WHEN?

MAY 15th - 17th, 2015

HOW?



PARTNERS

Knight Foundation, Tito & John (TJR), Samba Maxwell, Smartworks AMRT, International Institute, ECCO, Keep Akron Beautiful, CountrySide Conservancy, A2T Design, Akron Summit Public Library, Highland Square Neighborhood Association, The Office Store, Peoples Bank

EVENT PHOTOS



Multicultural Gathering Spaces for Social Inclusion

Problem

- The north portion of the study area lacks parks and gathering places, and the WPTC lacks gathering spaces or plazas serving the community

Tool / Solution

- To promote inclusion in public spaces, we must design, program, maintain, and evaluate public spaces with the knowledge that our differences affect our experiences, perceptions, and needs.
- Accessible and welcoming public spaces promote socio-economic mixing, which improves opportunity, community health, and resilience.

Lessons Learned

1. Recognize community context by cultivating knowledge of the existing conditions, assets, and lived experiences that relate to health equity.
2. Support inclusion in the processes that shape public space.
3. Design and program indoor and outdoor multicultural gathering spaces, designed and programmed for social inclusion and health equity by improving quality, enhancing access and safety, and inviting diversity.
4. Foster social resilience and the capacity of local communities to engage with changes over time by promoting representation, agency, and stability.



Temporary Multicultural Market,
Portland, OR

Equity Implications

- Reflects shared values such as dignity, respect
- Promotes vibrant and diverse social interaction
- Democratization of public space is a significant driver of community resilience, trust, and health

The Details - Multicultural Gathering Spaces for Social Inclusion

CONTEXT

Practitioners should cultivate an understanding of the existing conditions in the community through collecting baseline data and establishing partnerships with local stakeholders to understand their lived experience.

- Health equity goals need to be context-specific and locally defined, because lived experience and health risks are influenced by place.
- Achieving health equity requires getting at the root causes of health disparities and inequities
- Assess indicators of economic inequality and discriminatory practices within the community
- Identify and build upon existing community assets

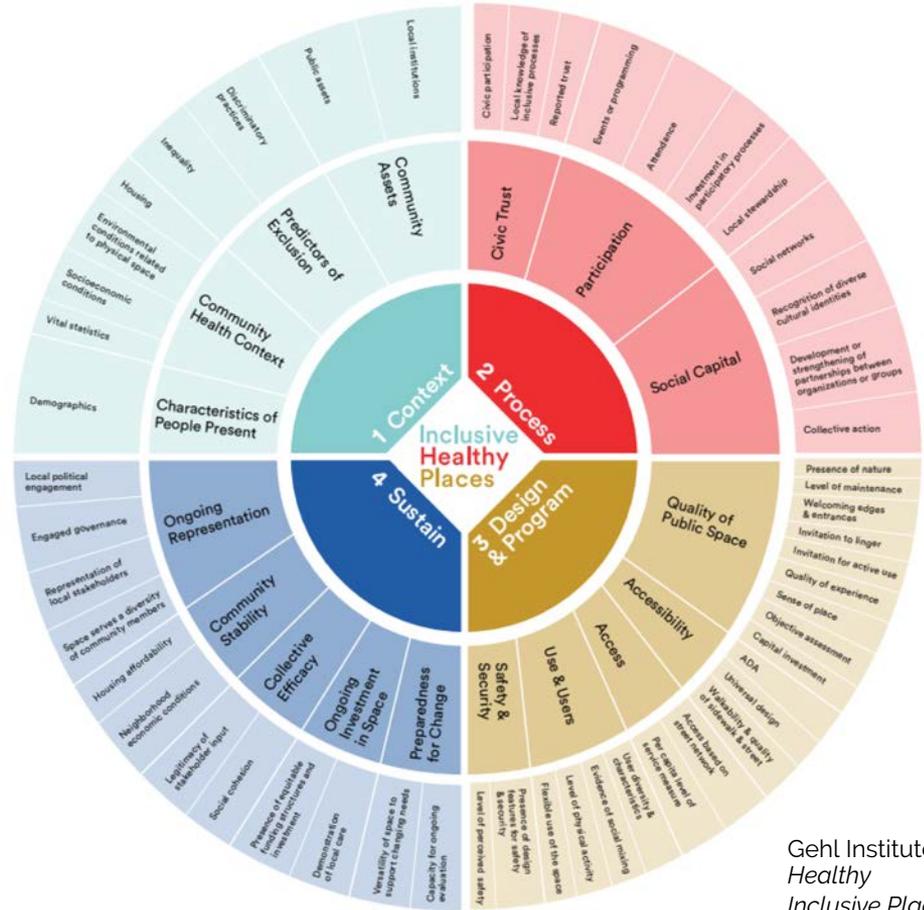
PROCESS

Inclusion is as much about the process of design as the end result. Resident participation in the process establishes the basic ingredients for social inclusion through building civic trust and social capital.

- Segregation and inequality have demonstrated, negative effects on civic trust.
- To overcome these barriers to inclusion, policymakers and practitioners must work directly with residents and grassroots organizations.

SOURCES:

https://gehl institute.org/wp-content/uploads/2018/07/Inclusive-Healthy-Places_Gehl-Institute.pdf



The Details - Multicultural Gathering Spaces for Social Inclusion

DESIGN AND PROGRAM

The quality, sense of safety, and accessibility of and access to a public space influence how a space is used and how people feel in that place.

- Enhance community connections with safe, visually interesting street design that encourages walking and biking
- Expand transportation options
- Incorporate nature through planting additional trees or incorporating community gardens, both of which have positive impacts on social cohesion and health indicators
- Make public spaces welcoming, easily navigable, and comfortable
- Include site furnishings and amenities that encourage people to actively use the space
- Encourage flexible use of the space
- Incorporate CPTED principles, design to increase the perceived safety of the space among all groups
- Celebrate community identity in public art, design elements, and through the preservation of historic assets

SOURCES:

- https://gehl.institute.org/wp-content/uploads/2018/07/Inclusive-Healthy-Places_Gehl-Institute.pdf
- <https://centerforactivedesign.org/assembly>



Mithun, *Mariposa Healthy Living Tool*

The Details - Multicultural Gathering Spaces for Social Inclusion

SUSTAIN

Connections among diverse populations in a public space can foster long term inclusion. To encourage these connections, ongoing representation in participatory decision making and the practices that shape and maintain spaces is key.

- Prioritize maintenance to shape civic perceptions and behaviors
- Promote community stability through housing affordability and improving neighborhood economic conditions
- Allow stakeholders to take a defining role in managing and developing the project
- Create funding structures that support equitable distribution of public assets
- Allocate funding for community generated projects

SOURCES:

- https://gehl.institute.org/wp-content/uploads/2018/07/Inclusive-Healthy-Places_Gehl-Institute.pdf
- <https://centerforactivedesign.org/assembly>



Dotte Agency, Community Design Collaborative, Wyandotte, Kansas

Best Practices for Healthy, Equitable, Sustainable Transit Oriented Development



June 27, 2019

Portland Southwest Corridor
Area and Site Planning Project