



Measuring  
Success:  
Promoting  
Equity with  
TOD

Developer's  
Perspective

# Observations: Challenges to Creating Equitable TOD

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- **The Money Dance: Sometimes It's Not Pretty**

# Long Term Vision May Not Match Today's Economics



## Policymaker Alternatives:

- **Push Forward: Time, Co-Investment, Flexibility, Assurances to Private Capital**
- **Market Timing: Be Patient for Market to Match Vision**



# Push Forward



**Lion Creek Crossing, Oakland**  
**Housing Authority Owned Land**  
**Housing Authority Predevelopment**  
**RDA/State/OHA Funding**

**2 Master Developers**

**5 Phases, 10 Years**

**Community Benefits:**

- **Economic Development**
- **Supportive Services**
- **New Park**
- **Affordable Housing**

# Market Timing



## **Pleasant Hill BART, Contra Costa**

**30 Year Effort – Many Cycles**

**125 Acres, 250 Parcels**

**BART, County & Private Land**

**Mixed Use, Mixed Income**

**Community Benefits**

- **Affordable Housing**
- **Trails/Parks**
- **Childcare**
- **TDM - Joint Powers Authority**

# TOD Partners From Different Planets



## Different Business Models

- Language
- Motivations
- Timing

## Success

- Open
- Listen
- Flexible
- Creative
- Understand Internal Constraints

# Coordinated TOD Takes a Loonggg Time



## MacArthur BART: Oakland

7 acres

BART Parking Lot + Acquisitions

Significant City Co-Investment

Significant State Investment

10 Year Program

City, RDA, State, 3 Developers,  
RWQCB, CalTrans, BART, AC  
Transit

# Coordinated TOD Takes a Loonggg Time



## MacArthur BART: Oakland Community Benefits

- Affordable Housing
- Childcare
- Local Hiring
- Local Businesses
- LEED ND
- Increased Ridership
- TDM

# What A Community Likes in Abstract May Not Be What They Like in Reality



- San Leandro Crossings**
- Extensive Community Planning Process**
- No Height Limits**
- Reduced Parking**
- Pre-Zoned**
- Program EIR**
- State Funding**

# What A Community Likes in Abstract May Not Be What They Like in Reality

July 28	City Council Study Session #1
Aug 7	Community Workshop
Aug 26	Community (HOA) Workshop
Sept 6	Project Bus Tour #1
Sept 17	Pacific Plaza HOA Workshop
Sept 22	City Council Study Session #2
Sept 23	Community (Business) Workshop
Oct 7 St.	Leanders Church Presentation
Oct 20	Chamber of Commerce
Oct 20	Community Workshop
Oct 23	PC Study Session
Oct 25	Project Bus Tour #2
Oct 30	Pacific Plaza Meeting
Nov 11	COR & Labor Meeting
Dec 3	Pacific Plaza Meeting
Dec 10	Washington Manor Meeting
Dec 18	OSI Software Presentation
Jan 14	Sentinels Meeting
Jan 21	Pacific Plaza HOA Meeting
Jan 21	Asian Business Council
Jan 22	Planning Commission Hearing
Jan 23	Downtown Business Assoc.
Jan 27	Kiwanis Club Presentation
Jan 28	Rotary Club Presentation
Feb 11	Sentinels Presentation
Mar 2	City Council Hearing
Apr 6	RDA Hearing
May 14	Planning Commission Hearing
June 15	City Council Hearing

## San Leandro Crossings

### 29 Meetings Later...



# Affordable Housing Can Be a Catalyst for TOD



## **Mandela Gateway, Oakland**

**First Phase West Oakland BART Area**

**46 Units => 182 Units**

**20,000 s.f. Retail**

**Community Benefits:**

- **Affordable Rental/Ownership**
- **Retail Services/Fresh Food**
- **Safe Open Space**
- **Local Hiring**
- **Public Art**
- **Enviro Clean Up**



# The Money Dance: Sometimes It's Not Pretty



**Multiple Sources**

**Different Recipients**

**Multiple Policy Objectives**

**Conflicting Timing**

# Lessons Learned: Challenges to Creating Equitable TOD



**Political Leadership**

**Upfront Patient Capital with Low/No Cost**

**Embrace Your Partners**

**Set Marathon Pace**

**Be Ready to Take Advantage**

**Build In Flexibility**

**Don't Let Go**

**Don't Lose Sight**