What is TOD …

Transit Oriented Development

• Walkable “villages” located at & around transit stations in a ¼ to ½ mile ring
• Contains broad mix of uses (such as residential, office, retail, entertainment, civic/cultural)
• Tie-into local transit (Palm-Tran, trolleys)
• Densities appropriate to context
• More compact than surrounding areas
• Built around civic plazas & community spaces
• Appropriate treatment of parking (shared, reduced & structured)
TOD vs. TAD

• Transit Oriented Development vs.

• Transit Adjacent Development

– Auto-oriented uses
– Large surface parking lots
– Suburban office campuses
– Big-box format retail
– Pedestrian unfriendly
TOD Typology

City Center

Town Center

Local Park-n-Ride

Regional Park-n-Ride
TOD Typology

- Special Event Venue
- Airport / Seaport
- Employment Center Station
- Neighborhood Station
Transit Oriented Developments

Job Growth Near TODs is Typically 2 to 4 Times Faster Than Non-Transit Locations

“A metropolitan economy, if its working well, is constantly transforming many poor people into middle class people… Cities don’t lure the middle class, they create it.”

-Jane Jacobs
Transit Oriented Developments

Many Cities See 15% - 25% Higher Premiums Paid for Residential Units Near Transit
Eric Fang
EEK Architects
(also representing
Vivian Baker
New Jersey Transit)
Enabling Transit Oriented Development Around Commuter Rail: What NJ TRANSIT Is Doing

Vivian E. Baker
Ass’t Director
Transit Friendly Planning, Land Use & Development
NJ TRANSIT

RAILVOLUTION
October 31, 2009
NJ's HISTORICAL CONTEXT

- Housing built near transit
- Walkable and diverse
- Thriving local economy
- Result: numerous "transit oriented" communities

POST WW II: SUBURBAN SPRAWL

- Developments - not communities - were built
- Separation of people and uses
- Auto-dependency and traffic congestion
NEW JERSEY'S "SMART GROWTH" POLICIES

- NJ TRANSIT created in 1979 to reverse decline of public transportation

- State Development & Redevelopment Plan adopted (1986) ...encourages growth in areas where population, jobs and infrastructure exist

- NJ TRANSIT's Transit-Friendly Planning Assistance Program (1999)

- NJ's Statewide "Transit Village Initiative" (1999)

- Urban Transit Hub Tax Credit Act (2009)
NJ TRANSIT RAIL SYSTEM

300,900 avg. weekday passenger trips*

700 daily trains

11 major services

164 stations

*(2009 ridership in total was about the same as 08 (+0.3%), but ridership fell dramatically following an exceptional summer, and by the 4th quarter was -5.4% lower than the same time in the prior year.)
NJ TRANSIT BUS NETWORK

559,146 avg. weekday passenger trips* (NJT Bus Ops, contract operators, community shuttles & jitneys)

247 bus routes
26 bus stations
19,800 bus stops

*(2009 ridership in total was about the same as 08 (+0.3%), but ridership fell dramatically following an exceptional summer, and by the 4th quarter was -5.4% lower than the same time in the prior year.)
NJ TRANSIT LIGHT RAIL NETWORK

Newark Light Rail = 19,419 avg. weekday passenger trips (1st Q FY10)
River LINE = 9,214 avg. weekday passenger trips (1st Q FY10)
Hudson Bergen Light Rail = 42,360 avg. weekday passenger trips (1st Q FY10)

3 different lines (Newark, River LINE, Hudson-Bergen)

60 stations in 21 NJ communities
...AND CREATE THE ONE-SEAT RIDE FOR OTHERS!

### Rail Lines
- Raritan Valley Line
- North Jersey Coast Line  
  (South of Long Branch)
- Pascack Valley Line
- Main Line
- Bergen Line
- Port Jervis Line
- Boonton Line (West of Montclair State)
- Morristown Line (West of Dover)
- And Future Rail Expansions

### Counties
- Atlantic
- Camden
- Hunterdon
- Mercer
- Middlesex
- Monmouth
- Morris
- Ocean
- Passaic
- Somerset
- Sussex
- Union
- Warren
- Bergen
- Hudson
THE ACCESS TO THE REGION'S CORE PROJECT

- Enables NJ TRANSIT to handle projected 2X today's rail ridership with capacity for 2X as many trains as today.
- Added service not just for access to NYC, but between points within NJ
- Targeted completion 2017
ARC WILL CREATE MORE FREQUENT SERVICE ALONG EXISTING LINES...

Rail Lines

- Northeast Corridor (River Line Connection)
- North Jersey Coast Line
- Morristown Line (Midtown Direct)
- Gladstone Branch (Midtown Direct)
- Montclair Line
SO THE QUESTION IS...How can a REGIONAL transit agency influence LOCAL land use above and beyond providing a multi-modal, interconnected network with frequent service?

- THE ANSWER: Transit Friendly Planning!
  - Engaging community leaders, advocates, residents and businesses
  - Collaborating with local, county, regional and state partners
  - Building consensus
  - Creating market-worthy plans
  - Executing good projects to create sustainable local economic opportunity around transit facilities (a.k.a. Transit-Oriented Development)
NJ TRANSIT’S APPROACH

- EDUCATE communities
- Create a VISION for TOD
- Municipality adopts redevelopment PLAN or new zoning to memorialize vision
- IMPLEMENT (build something!)
- If NJT-owned property involved:
  - RFP process
  - Development and/or conveyance agreements
KEY TOD SUCCESS FACTORS

- Transit must be welcomed by the community
- Stable local political environment
- Seek a local champion
- Open, transparent, engagement of local officials and community as a whole
- Active management of the effort; professional guidance and expertise must be offered (many communities don’t have it readily available)
- Partnerships are KEY! (engagement and funding between and amongst state agencies, MPOs, Counties, Municipalities, not-for-profits, etc.)
- Target effort to create platform for community to take further action (e.g., rezoning, redevelopment, etc.)
TOD IN NJ – SUCCESSFUL CASE STUDY

The Highlands at Morristown Station

- 300 space commuter lot
- 218 residential units
- 8000 sf of retail
- 750 space parking deck
- 415 commuter spaces
- Supportive community (adopted TOD Overlay zoning)
- Determined developer
- Strong apartment market
- Construction underway; Phase I parking deck opened July 1st
- Marketing for residential units underway
TOD IN NJ – PROGRESS REPORT

Somerville
Station Area
TOD Plan

• Great Location
• Local Champions
• Comprehensive Visioning Process
• Consistent leadership and professional administration
• State, County and local cooperation
CHALLENGES TO TOD IN NJ...LESSONS LEARNED PART I

- Achieving realistic, market-responsive mix and intensity of development
- Intercept parking
- Communities fearful of change
- Political opposition
- Perceived “urbanization” of suburbs
- Property tax impacts
- Traffic impacts
- Market conditions

...or are we truly ready to work together to achieve regional transit goals through more thoughtful local land use decisions?

Are we forever stuck repeating the same old bad land use decisions like this...?
NJ TRANSIT VILLAGE – THE CITY OF RAHWAY

- NJ TRANSIT
  Reconfigured and modernized rail station (mid-1990’s)
- Partnered with the community to provide commuter parking in downtown deck: 450 dedicated spaces
- Recent private TOD in downtown:
  - 800+ new residential units
  - 16,000 square feet retail
  - 40,000 sf civic/commercial
  - 100-room Indigo hotel (W chain) opened May 2008
TOD LESSONS LEARNED, PART II

- TOD is an economic empowering strategy that improves access to transit
- Transit providers need TOD to succeed in order to survive...we have to build our constituent base, don’t we? What better way than to foster development within closer walking and biking distances to transit stops, providing environments where walking and biking are attractive access alternatives to cars, encouraging communities to deploy effective shuttle bus and van systems to connect transit riders living further out and thoughtfully locating parking around our systems where we can reach a comfortable accommodation with host communities
- TOD can be a win-win for the community if the correct, helpful approach is taken
- Education and partnerships are central to success
- TOD cannot be mandated or pushed on communities – push back will occur in the form of anti-growth policies and actions
NJT’s Enhanced Approach to Transit Friendly Planning 2.0

- More tightly focuses on situations where NJT has land that can be part of the plan
- Emphasizes where we have existing transit services, stations or major bus stops
- Is multi-modal, so it absolutely will include locations where highly frequent bus services converge
- Needs to reflect market conditions
- Is applied where we see local community receptivity; transit is an ally in supporting and enabling local economic goals
- Rationalizes internal policies and project activities with external economic objectives and transparencies
- Supports statewide policy objectives for sustainability, housing choice, job growth, green house gas reduction and mobility choice
WANT MORE INFO ON NJ TRANSIT’s TRANSIT FRIENDLY PLANNING PROGRAM AND NJ TOD?

Vivian E. Baker
Assistant Director
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vebaker@njtransit.com

Thank you!
Challenges for Planning for Transit Oriented Development Around Commuter Rail

• Scale-less surroundings

• Balancing Commuter Parking and Development

• Finding the right entree for reorganizing established Land Use and Circulation patterns around Transit

• Prioritizing between transportation and development
Commuter Rail and TOD: The New Jersey Experience

Strategies for creating and advancing opportunities for Transit Oriented Development Around Commuter Rail

- Concentrate on the Small Scale
- Keep Parking Away from the Station
- Leverage Unrelated Infrastructure Projects to help Organize the Land and Circulation around Transit
- Lay-out a broad-based case
Focus on the Small Scale
Focus on the Small Scale
Focus on the Small Scale
Keep Parking Away from the Station
Keep Parking Away from the Station
Keep Parking Away from the Station
Keep Parking Away from the Station
Keep Parking Away from the Station
Keep Parking Away from the Station
Keep Parking Away from the Station

Future Potential Development
Finding the Entree for reorganizing established Land Use and Circulation patterns around Transit

Bypass Mandated by the Penns Neck EIS in 2002
The Vaughn Drive Connector provides an opportunity to:
• Rationalize Land Ownership Patterns
• Improve circulation to and around NJ Transit’s Rail Station
Finding the Entree for reorganizing established Land Use and Circulation patterns around Transit
Lay-out a broad-based case for development
Lay-out a broad-based case for development

### The Case for TOD: Seven Factors

<table>
<thead>
<tr>
<th>Effect on Ridership</th>
<th>Farebox Revenues</th>
<th>Cost to the Transit Agency</th>
<th>Long term value of the area</th>
<th>Traffic Impacts</th>
<th>Ratables</th>
<th>Value of the Land</th>
</tr>
</thead>
</table>

- *Effect on Ridership*
- *Farebox Revenues*
- *Cost to the Transit Agency*
- *Long term value of the area*
- *Traffic Impacts*
- *Ratables*
- *Value of the Land*
Lay-out a broad-based case for Development: Land Value

<table>
<thead>
<tr>
<th>Option A</th>
<th>Option B</th>
<th>Option C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximize Commuter Parking</td>
<td>Traditional Office Development / Single Use</td>
<td>Transit-Oriented Development / Parking</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Development Costs*</th>
<th>$0</th>
<th>$90.8 million</th>
<th>$81.5 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>$0</td>
<td>$7.6 million</td>
<td>$9.3 million</td>
</tr>
<tr>
<td>Land Value</td>
<td>$0</td>
<td>$-11.5 million</td>
<td>$16.5 million</td>
</tr>
</tbody>
</table>

• *The Traditional Office Development / Single Use Option is not a developable project.*

• *The Transit-Oriented Development / Parking Expansion is the only option that yields a positive land value.*

**Assumptions**

1. 9.5% cash-on-cash return on investment – *minimum return to attract investors in today’s market*
2. Annual Rents - *based on Street-Works’ experience with comparable projects and local, regional market trends*

- Office $26.50 /SF
- Retail (Stores) $35 /SF (Stores); $40 /SF (Restaurants)
- Hotel $29K /Key

*includes cost for Thornall/Wood intersection improvements, new access off Wood Ave and new & relocated bus loading stalls*
Lay-out a broad-based case for Development: Traffic Impacts

<table>
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<th>Option A</th>
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<th>Option C</th>
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</thead>
<tbody>
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</tr>
</tbody>
</table>

Trips Generated in the AM Peak Period

| New Trips Generated – AM Peak Period | 800 | 374 | 741 |

Trips Generated in the PM Peak Period

| New Trips Generated - PM Peak Period | 800 | 358 | 698 |

- The Maximum Commuter Parking Option will generate the highest number of trips and highest potential for conflicts with existing NJT commuters in morning and afternoon peak periods.

- All three options however, will require upgrades to the Route 27 / Wood Avenue Intersection and the Wood Avenue / Thornall Intersection.
Based upon evaluations of the adopted municipal budget, municipal, school district tax rates; fire district; open space and library tax rates; the aggregated assessed value of property based on property classifications (e.g., commercial, industrial, residential) and the number of parcels in the Township of each property classification obtained from the Township Tax Assessor.
### Lay-out a broad-based case for Development: Capital Costs

<table>
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<tr>
<th>Option A</th>
<th>Option B</th>
<th>Option C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximize Commuter Parking</td>
<td>Traditional Office Development / Single Use</td>
<td>Transit-Oriented Development / Parking</td>
</tr>
</tbody>
</table>

| New Pedestrian Tunnel and Platform Access | $7.0 million | $7.0 million | $7.0 million |
| New Commuter Buses | $2.7 million | $2.7 million | $2.7 million |
| Commuter Parking Spaces* | $25.0 million | $9.0 million | $21.5 million |
| **Total Cost** | **$34.7 million** | **$18.7 million** | **$31.2 million** |

**But none of the options yields enough land value to offset the costs necessary to set the stage for development**

*Includes cost to replace existing parking lost due to new construction and cost to construct new commuter parking*
## Lay-out a broad-based case for Development: Land Value

<table>
<thead>
<tr>
<th>Option</th>
<th>Maximize Ridership</th>
<th>Maximize Farebox Revenues</th>
<th>Minimize Cost to NJ Transit</th>
<th>Maximize Land Value</th>
<th>Minimize Traffic Impact</th>
<th>Maximize Ratables</th>
<th>Build longterm value of the Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option A</td>
<td>122,000 riders/yr</td>
<td>$648,700</td>
<td>$34.7 million</td>
<td>$0 million</td>
<td>800 AM / 800 PM</td>
<td>$0 million</td>
<td>No</td>
</tr>
<tr>
<td>Option B</td>
<td>25,400 riders/yr</td>
<td>$73,500</td>
<td>$18.7 million</td>
<td>$-17.0 million</td>
<td>374 AM / 358 PM</td>
<td>$1.9 million</td>
<td>No</td>
</tr>
<tr>
<td>Option C</td>
<td>146,900 riders/yr</td>
<td>$662,500</td>
<td>$31.2 million</td>
<td>$10.5 million</td>
<td>641 AM / 609 PM</td>
<td>$1.3 million</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*The Transit-Oriented Development and Parking Expansion produces the greatest benefits to NJ Transit with regard to ridership and revenues. It is also the only option that has a positive residual land value.*
Lay-out a broad-based case for Development

- Add one level to the East Garage
- Expand West Garage to the west
- Office/Educational
- New Retail Street
- Retail
- Hotel over retail
Focus on the Small Scale
Focus on the Small Scale
Focus on the Small Scale
Tom Daniel
City of Salem
Revitalization through TOD: Salem’s Story
City of Salem

- Historic, coastal community founded 1626
- Diverse population of 42,000 in 8 sq miles
- Notable for pre-1900 architecture, cultural/historic resources
- Fishing, shipbuilding, overseas trade, manufacturing dominated past
- Now regional judicial, medical, educational, creative economy, cultural tourism center
Downtown Salem

- Designated by APA as one of the 10 Great Neighborhoods in America (2008)
- Vibrant center of commerce and activity includes retail, restaurants, hotels, parks, offices, housing
- North Shore judicial center, Peabody Essex Museum, Maritime National Historic Site
- Linked to Boston with rail, ferry
- Compact and walkable
Downtown Salem

- Employment center
  - 6,100 workers
- Visitor destination
  - 1 million annual visitors
- Shopping and dining destination
- Residential community
Current station
Judicial Center
Peabody Essex Museum
NPS Visitor Center
NPS Salem Maritime Site
Commuter Rail Station
Pedestrian Mall
Salem Ferry
Shopping and Dining
TOD as a Priority

- TOD woven through revitalization strategy
  - Bring housing downtown
  - Grow employment base
  - Improve downtown amenities
  - Increase cultural heritage tourism
  - Expand retail and dining options
  - Preserve the unique historic character
• Vibrant center faded during the late 1950’s and 1960’s
• 1960’s: Urban renewal
• 1970’s: Shift to historic preservation
• 1980’s: fabric preserved, low activity
• 1990’s: new housing
• 2000’s: take off!
  – PEM expansion
  – Nearly new 500 units
  – New judicial center
  – Dining and shopping destination
  – Infrastructure investments
• In top 3 busiest
  – 2,370 daily boardings
• 61 trains/day
• 16 buses
• High percentage of pedestrians
  – ~50% riders walk
Existing Commuter Rail Site

- Inadequate parking supply (340 MBTA + 123 City)
- No station amenities
- Challenging accessibility
- Limited pedestrian connections
New Garage and Station

- Preliminary cost $45 million
- Approximately 1,000 spaces
- Net increase of at least 500 spaces
- Station amenities
- Improved accessibility
City Code Supporting TOD

• 1980’s had high vacancy and little vibrancy

• To facilitate downtown residential development, ordinance changed
  – 1 space required for existing buildings
    • can be on site or in a facility within 1,000 ft.
  – 1.5 spaces required on site for new construction

• No spaces required for commercial uses
Former Parker Brothers Headquarters

Jefferson at Salem Station
Jefferson at Salem Station (JPI)

- Completed in 2002
- 265 rental units
- $1,400 (1 bd), $1,600 (2 bd)
- 345 parking spaces
- 2 units available
Derby Lofts (RCG)
- Completed in 2006
- 54 condominiums
- $270,000-$580,000
- 81 parking passes
- 15,000 sf retail ($16 psf)
**Latitude** (Holloran)
- Completed in 2008
- 20 condominiums
- $180,000-$320,000
- 20 parking passes
- 3,000 sf retail ($14 psf)
Washington at Derby (RCG)
• Completed in 2009
• 24 rentals
• $1,500-$2,500
• 36 parking spaces
• 7,000 sf restaurant

50 St. Peter (New Boston)
• 2010 completion
• 23 rentals
• On and off site parking
• 3,000 sf restaurant
Lessons Learned

• Partnership
  – Public and private sectors
  – Development partners
  – Public engagement

• Entrepreneurial and Creative Approach
  – Multipronged
  – Try it, evaluate, revise

• Persistence
Thank you

Tom Daniel, AICP
City of Salem, Massachusetts
978 619-5685
tdaniel@salem.com
www.salem.com
Susie Petheram
CRSA
Creating a TOD Planning Framework
Putting the Right Tools in Place
Commuter Rail Station Area Characteristics

• Suburban location, various forms:
  – Older, traditional form
  – Conventional, built-out suburban form
  – Conventional, partially built-out suburban form
  – Outskirts, surrounded by conventional, suburban form

• Low-density residential often largest land-use component
Commuter Rail TOD

- TOD will walk the line between urban & suburban
- Principles remain the same: density, diversity, design
- Context-sensitive Design: Evaluate needs, trends - regulate to promote TOD principles within existing context
Design: Levels of Permanence

- Short term: Building Exterior, Building Use(s)
- Mid term: Building itself
- Long term: Infrastructure, Street Network
Conventional Zoning/Conventional Development Patterns

- Separation of Uses
- Minimum Front/Side Setbacks
- Wide Streets
- Collector/Feeder Street Network
- High Parking Ratios
Zoning for Traditional Development Patterns/TOD

- Flexibility for a Mixture of Uses
- High Quality Public Realm
- Building/Lot Standards - frame the public realm
- Establish a TOD Framework - Street network that facilitates circulation, connectivity
Core Tools for TOD Planning

- Regulating Plan (Site Design)
- Sub-district Areas (Diversity of Uses)
- Building Form & Site Envelope Standards (Density, Site & Building Design)
Regulating Plan

- Street Network
- Street Hierarchy of major, minor collectors, local roads
- Include pedestrian pathways in hierarchy
- Link network to existing and planned road network
Sub-district Areas

- Allows broad range of uses
- Overlap of uses between sub-districts
- Provides flexibility
- Ability to target certain uses for certain areas without being too prescriptive
- Allows the market to play a role
Building Form & Site Envelope Standards

• Site design/Density standards that promote/facilitate TOD
• Macro scale design standards
• More predictable outcome
• Compatibility between various developments
• Ability to frame the public realm
Case Study: Farmington, Utah

- Located 16 miles north of Salt Lake City
- Station stop on FrontRunner North
- Majority of land undeveloped or agricultural when commuter rail station opened in April 2008
- Proactive about encouraging a mixture of uses around the station
Case Study: Farmington, Utah

- City established TOD zone before commuter rail station constructed
- 450 acre area in TOD zone - bisected by arterial access road to interstate
- Initial development proposals led city to reevaluate TOD ordinance
Case Study: Farmington, Utah

- Initial TOD ordinance - generally promoted concept of TOD
- City felt that tools to direct the form/design of developments were limited
Case Study: Farmington, Utah

TOD Ordinance Update Components:

• Regulating Plan Graphic
  – Conceptual layout of street network
  – Framework for establishing sub-districts

• Regulating Plan Text
  – Street Standards
  – Street network provisions: Block size, connectivity, etc.
Case Study: Farmington, Utah

- **Sub-districts**
  - Residential MU
  - Office MU
  - General MU
  - Transit MU
  - Open Space

- **Provides framework for variety of uses, density levels**
Case Study: Farmington, Utah

- Building Form/Site Envelope Standards
  - Establishes density & characteristics of sub-districts
  - Allows flexibility within a predictable context
- Consistency in form, framing of public realm
Case Study: Farmington, Utah

- Standards for public realm - streetscape, sidewalks, landscape
- Parking Standards
- Review Process
  - Project Master Plan
  - Development Plan Review
  - Site Design Review
Case Study: Farmington, Utah

Circulation Plan submitted under new ordinance:
Lessons Learned

- Understand context of commuter rail area
- Education is key
- Understand importance of laying a functional framework
- Plan for incremental growth/development
- Ask for what you want
Kim DeLaney
Treasure Coast Regional Planning Council
The Tri-Rail System
Tri-Rail TODs (potentially)

Palm Beach County

Broward County

Miami-Dade County

"Good fortune is what happens when opportunity meets with planning."
-- Thomas Edison
West Palm Beach TOD Charrette

- Initial Charrette - Jan 2005
- Continued Implementation Assistance (since 2005)
- Updated Comp Plan & LDRs
- Inter-agency Negotiations for Development
- Updated Development Program per Market Changes
- A “4-P” Project (Public/Public/Private Partners)
How do you go from this …
To This …

- Inter-Agency Dialogue (on-going)
- Increase Private Ownership
- Public Office District
  - 1 Million SF Governmental Office
- Intense Residential Program
  - 2,000 New Residential Units
- Complement Existing Commercial
- Multi-Modal Hub & Service
Intermodal Center (Phase I)
• If you think it will take a long time, it will take longer.
• Public agencies don't always have normal profit motivations.
• Public entities can be just auto-oriented as private developers (especially re: parking).
• Sometimes the best time to plan can be in a down market.