Successful Public-Private Development: How [Not] to Do It

Presented by:

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Capitol Metro, Austin, TX

Jon Commers
Metropolitan Council Board, Minneapolis/St Paul, MN

Dan Cohen
McWhinney Development, Denver, CO

September 18, 2017
Session Panel

1. Dan Guimond, Economic & Planning Systems, Denver
   - Moderator
   - Transit agency development approaches
   - TOD and joint development challenges

2. Jolinda Marshall, AICP, Capitol Metro, Austin, TX
   - Identifying and prioritizing TOD opportunities
   - Partnering with the City
   - Capitol Metro TOD Priority Tool

3. Jon Commers, Met Council Board, Minneapolis/St Paul, MN
   - Developing a TOD program
   - Market response
   - Case studies

4. Dan Cohen, Senior VP, McWhinney Development, Denver
   - Private developer perspective
   - Understanding developer motivations
   - Recommendations for attracting developers
How Transit Agencies Implement TOD/Joint Development

- Establish TOD goals and policies
- Evaluate and prioritize agency properties
- Issue RFQs/RFPs
- Unsolicited development proposals
- Engage in Partnerships
What Have Been Some of the Challenges?

- Consensus on goals and policies
- Unrealistic expectations
- Development Timing
- Poorly executed solicitations
- Reliance on unsolicited proposals
Recent Successes and Innovations

- Prioritization
- Marketing
- Partnerships
- Measuring success

Olde Town Arvada Station, CO

TOD Priority Tool, Capital Metro
Railvolution

B04: Successful Public-Private Development: How [Not] to Do It

September 18, 2017
TOD Priority Tool

A Resource for Identifying TOD Opportunities to Support High-Capacity Transit

Prepared by Long Range Planning | TOD
Transit-Oriented Development

What is Transit-Oriented Development?
Transit-oriented development (TOD) is an attractive, walkable, and sustainable development pattern around high capacity transit that maximizes Capital Metro’s system ridership and offers Austin residents ample vibrant housing choices and convenient access to the City’s jobs, services and diverse amenities.

The TOD Priority Tool
Capital Metro is taking a system-wide approach to encourage TOD along the high capacity MetroRapid and MetroRail transit corridors and enable transit communities for all of Austin’s residents. These pages compose the new TOD Priority Tool, which provides a foundation to guide public and private investment around transit stations through:

- Creating an implementation action plan tool through research and analysis of the existing state of transit oriented development
- Providing on the ground, station-level action items with the intent to foster implementation of TOD at high capacity transit stations
- Establish a close interrelationship between land use decisions and transit system efficiencies to improve both.
Station Areas

This TOD Priority Tool is focused on areas within a ½ mile radius around high capacity transit stations on the MetroRapid and MetroRail system. The current version of the Tool provides information about MetroRapid 801 stations, and will roll out other station area information in 2016 and 2017.

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About TOD

Learn about the benefits and opportunities of TOD

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Typology

See station areas organized according to character and readiness

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Implementation

Find out what’s needed to bring TOD to reality

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Interactive Map

Learn where the opportunities are
More healthy and active lifestyles

Stage 1: Long Term
- Exhibiting few of the place typology characteristics

Stage 2: Emerging
- Beginning to demonstrate some of the place typology characteristics

Stage 3: Ready
- Showing place typology characteristics in much of the station area, but with gaps that are reasonably expected to be closed

Stage 4: Arrived
- Demonstrating place typology characteristics in much of the station area, particularly in the primary corners or areas adjacent to the stations, with some opportunity for continued infill or redevelopment
As a guide for:

- Making real estate decisions
- Indicating renovation value of home/business
- Opening or expanding their business

**Property/Business Owners**

**Public Sector Stakeholders**

For key input in:

- Understanding the relationship of potential capital investments to TOD
- Directing finite resources for the biggest impact
- Prioritizing, funding, implementing civil infrastructure
- Informing planning decisions

**Developers/Builders**

An information resource on:

- Capital Metro’s TOD focus areas
- Funded infrastructure projects
- Potential development properties
- Leveraging potential with public sector investments in station areas

**General Public**

The biggest stakeholder can:

- Evaluate where to live
- Find the best commute opportunities
- Be informed on good TOD land policy
- Learn about transit station locations and what there is around them
Benefits to Capital Metro

- Provide support for FTA grant awards
- Elevate the importance between supportive land use and vibrant transit services
- Improve connections/access to transit, increasing ridership
- Better manage our assets
SoCo Station | MetroRapid 801

**FACTS**
- Segment: South
- Service Open: 2014
- Target Weekday Ridership: 290-640
- Profile Date: 2016

**PLACE TYPOLOGY**
- TOD Village

**READINESS SCORE**
- Connectivity: Medium
- Market Strength: High
- Land Availability: Low
- Government Support: Medium

**READINESS METRICS**

**NEEDS**
- Safety and security
  - Lighting in parking lots, along sidewalks and stations
  - Wayfinding to Texas School for the Deaf
- Streetscape improvements
  - Sidewalk repairs on South Congress Avenue
  - Widen sidewalks in certain locations
  - Mitigate utility obstructions in middle of sidewalk
  - Bike lane on east side of South Congress Avenue, currently only on west side
  - Bike parking corrals in public areas
  - Enhanced visual cues at crosswalks, e.g., lighting in pavement
  - Traffic calming, e.g., landscaped median, streetscape enhancements, building awnings, decorative lighting, street banners

**CATALYST PROJECTS**
- Little Stacy Neighborhood Park-General Park Improvements (Parks and Recreation)
4. IMPLEMENTATION

4.1 Strategies to Increase TOD Readiness

4.1.1 Community

Improvements to station access and Community walkability will improve physical access and through a variety of transportation modes, and will increase access to the potentially high value retail area in the potential of retail area that might exist on this site.

Table 2. Strategies to Increase Readiness

<table>
<thead>
<tr>
<th>Merit</th>
<th>Strategy to Increase Readiness</th>
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<tbody>
<tr>
<td>Density</td>
<td>Increase station area and encourage mixed-use development near train stations.</td>
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<td>Improve station access and pedestrian circulation.</td>
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Figure 13. Station access and pedestrian circulation. |

4.1.2 Market Strength

Improvements to station access and Market strength will improve the fundamental conditions necessary for the successful implementation of development and complete transitions to other areas within the Central Valley region.

Table 3. Strategies to Increase Readiness

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Figure 14. Station access and pedestrian circulation. |

4.1.3 Land Availability

Land is limited, and the ability to increase the supply of land is limited, especially in rural areas. The potential for significant development is limited by the availability of underutilized parcels of developed property, by existing zoning policies that are inappropriate for urban development areas, and by existing land use development standards. Areas using these types of standards for mixed-use development and complete transitions to other areas.

Table 4. Strategies to Increase Readiness

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Figure 15. Station access and pedestrian circulation. |

4.2 Station Area Needs

In the course of developing the TOD Priority Tool, the Central Valley is a significant focus. The station area needs are significant in the potential for retail area that might exist on this site.

Table 5. Strategies to Increase Readiness

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Figure 16. Station access and pedestrian circulation. |

4.3 Station Area Case Study Projects

Some of the projects included in the TOD Priority Tool are significant in the potential for retail area that might exist on this site. The projects are significant in the potential for retail area that might exist on this site. The projects are significant in the potential for retail area that might exist on this site.
Reduced cost of living
Preparing our region for the future

Transit Oriented Development at Metropolitan Council

DATE: September 18, 2017

Presenting to: Rail-volution 2017
A Brief History of TOD in Twin Cities

- Twin City Rapid Transit Co.
- Use of Land-Value Capture model

1914 map of the Twin Cities Rapid Transit Co. streetcar system
Development Schedule:

2004 - METRO Blue Line
2010 - Northstar Line
2013 - METRO Red Line
2014 - METRO Green Line
2019 - METRO Orange Line
2021 - METRO Green Line Extension
2021 - METRO Blue Line Extension
2024 - METRO Gold Line
TOD Office

- Founded in 2013
- Has four key goals:
  1. Maximize the development impact of transit investments
     - Community building
  2. Support regional economic competitiveness
     - More people connected to jobs
  3. Advance equity
     - Housing affordability & jobs accessible
  4. Support a 21st century transportation system
     - Ridership & revenue
Market Response

- 33% of multifamily development since 2010 built along existing and future LRT
- 18% of commercial development since 2010 built along LRT
Case Study: 38th Street Station

- Adjacent to LRT station
- Mixed use development – including affordable housing
- Long-term ground lease
Case Study: Hi-Lake at Lake Street

- Final plans include:
  - 565 residential units
  - A 100,000-square-foot county office
  - 840 off-street parking stalls
  - Public plaza and marketplace
Case Study: Snelling/University

- Partnering with the City of St. Paul and the St. Paul Port Authority
- MLS Stadium under construction
- Planned phased development of 35 acre site over the next 15 years
Case Study: Central Station Block

- Complicated project due to multiple land owners
- Enormous potential
- Working toward competitive solicitation in next 6 months
1. The environmental aspects of redevelopment in this area
2. The complexities of funding agreements
3. Regional fees and how they impact development potential – specifically Sewer Access Charge (SAC) credits
4. Developed a public property database to raise awareness
THE DEVELOPER’S PERSPECTIVE ON JOINT DEVELOPMENT

Railvolution Conference | Denver, Colorado | September 18, 2017
SAME SAME . . .
... BUT DIFFERENT
GET YOUR DUCKS IN A ROW
SET YOUR VISION
SELL! SELL! SELL!
THANK YOU!

DAN COHEN
SENIOR VICE PRESIDENT, MIXED-USE DEVELOPMENT

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