How to Mix Uses – The Transit Agency Perspective

Abby Thorne-Lyman
athorne@bart.gov
Rail~Volution 2019
**BART’s TOD Policy Goals**

A. **Complete Communities.** Places offering a mix of uses & amenities.

B. **Sustainable Communities Strategy.** Achieve regional greenhouse gas reduction goals.

C. **Ridership.** Increase BART ridership where the system has capacity to grow.

D. **Value Creation and Value Capture.** Capture the value of transit.

E. **Transportation Choice.** Encourage non-auto transportation choices.

F. **Affordability.** Serve households of all income levels.
BART’s TOD-related policies: TOD Performance Targets

- **Increase pace of development:** 20,000 housing units and 4.5 million sf of office/commercial by 2040
- **Increase scale of development:** min 75 du/ac net
- **Build equitably:** 35%, or 7,000 units affordable to low, very-low income households

- **Reduce VMT/GHG:** Eliminate parking minimums, cap parking maximums
  TDM programs in 3/4 of projects, equivalent to GreenTRIP
Evolution of BART’s TOD Priorities

**TOD 1.0 (Pre-2005)**
- 1:1 Parking Replacement
- Value Capture
- Sale/Lease Revenue
- Placemaking/Economic Revitalization

**TOD 2.0 (2005-2016)**
- Ridership – Variable Parking Replacement
- Value Capture
- Long term lease revenue & participation
- Defer to City Visions for TOD (& Redevelopment Funds)

**TOD 3.0 (Current)**
- Ridership – Diverse Times/Locations & Variable Parking Replacement
- Value Capture & Diversify BART Revenue (Ground Lease)
- Community Benefits/Equity
- Complete Communities/Regional Climate & Housing Goals
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- Ridership – Diverse Times/Locations & Variable Parking Replacement
- Value Capture & Diversify BART Revenue (Ground Lease, etc.)
- Community Benefits/Equity
- Complete Communities/Regional Climate & Housing Goals
- Workforce Development/Local Hire
- Climate Adaptation/Sea Level Rise
- Small Business Participation
### Strategy 1: Look Across the Portfolio

<table>
<thead>
<tr>
<th>Project (Year completed)</th>
<th>Total Units</th>
<th>Affordable Units</th>
<th>% Affordable</th>
<th>Office (SF)</th>
<th>Retail (SF)</th>
<th>Hotel (Rooms)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Castro Valley (1993)</td>
<td>96</td>
<td>96</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fruitvale Phase I (2004)</td>
<td>47</td>
<td>10</td>
<td>21%</td>
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<tr>
<td>Pleasant Hill Phase I (2008)</td>
<td>422</td>
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<td>Hayward (1998)</td>
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<td>0</td>
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<tr>
<td>Ashby (2011)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>80,000</td>
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<tr>
<td>Richmond Phase I (2004)</td>
<td>132</td>
<td>66</td>
<td>50%</td>
<td></td>
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<tr>
<td>MacArthur Ph I &amp; II (2016 &amp; 2019)</td>
<td>475</td>
<td>90</td>
<td>19%</td>
<td></td>
<td>33,000</td>
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<tr>
<td>San Leandro (2017 &amp; 2019)</td>
<td>200</td>
<td>200</td>
<td>100%</td>
<td>5,000</td>
<td>1,000</td>
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<tr>
<td>West Dublin (2013)</td>
<td>309</td>
<td>0</td>
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<td></td>
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<tr>
<td>East Dublin (2008)</td>
<td>240</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>South Hayward Ph I (2017)</td>
<td>354</td>
<td>152</td>
<td>43%</td>
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<tr>
<td>West Pleasanton (2019)</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>410,000</td>
<td></td>
<td></td>
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<tr>
<td>Coliseum (2019)</td>
<td>110</td>
<td>55</td>
<td>50%</td>
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**TOTAL COMPLETED**

<table>
<thead>
<tr>
<th></th>
<th>2555</th>
<th>753</th>
<th>29%</th>
<th>522,000</th>
<th>115,590</th>
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</thead>
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<th>Hotel (Rooms)</th>
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</thead>
<tbody>
<tr>
<td>MacArthur Ph III (began 2018)</td>
<td>787</td>
<td>56</td>
<td>7%</td>
<td>13,000</td>
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<tr>
<td>Walnut Creek (began 2017)</td>
<td>596</td>
<td>0</td>
<td>0%</td>
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<td></td>
</tr>
<tr>
<td>Pleasant Hill Block C (began 2018)</td>
<td>200</td>
<td>0</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fruitvale Phase IIA (began 2018)</td>
<td>94</td>
<td>92</td>
<td>98%</td>
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**TOTAL UNDER CONSTRUCTION**

<table>
<thead>
<tr>
<th></th>
<th>1677</th>
<th>148</th>
<th>9%</th>
<th>0</th>
<th>13,000</th>
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<th>Hotel (Rooms)</th>
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</thead>
<tbody>
<tr>
<td>Millbrae (Approved)</td>
<td>400</td>
<td>100</td>
<td>25%</td>
<td>150,000</td>
<td>45,000</td>
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</tr>
<tr>
<td>Pleasant Hill Block D (Approved)</td>
<td></td>
<td></td>
<td></td>
<td>~290,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fruitvale Phase IIB (Approved)</td>
<td>181</td>
<td>179</td>
<td>99%</td>
<td>6,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balboa Park (In Negotiation)</td>
<td>131</td>
<td>131</td>
<td>100%</td>
<td>3,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Oakland (In Negotiation)</td>
<td>~750</td>
<td>~240</td>
<td>~32%</td>
<td>~380,000</td>
<td>~50,000</td>
<td></td>
</tr>
<tr>
<td>Lake Merritt (In Negotiation)</td>
<td>~500</td>
<td>~200</td>
<td>~44%</td>
<td>~500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Concord (Solicitation in 2019)</td>
<td>~360</td>
<td>~90</td>
<td>~25%</td>
<td>~800,000</td>
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<td></td>
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</tbody>
</table>

**GRAND TOTAL - ALL PHASES**

<table>
<thead>
<tr>
<th></th>
<th>5673</th>
<th>1841</th>
<th>32%</th>
<th>2,642,000</th>
<th>232,590</th>
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</thead>
</table>
Strategy 1: Look Across the Portfolio

Development Work Plan
Local Interest in Timing for a Solicitation

Source: Interviews with Local Jurisdiction Staff for AB 2923 - Spring 2019
Development Work Plan: Local Preference for Future Uses

Source: Jurisdiction Staff Interviews, April/May 2019
No market feasibility screen applies

Legend

- Flexible Use
- Prefer Housing
- Prefer Jobs

- No developable BART-owned land

☐ May not be subject to AB 2923*

☐ Existing Development Agreement

*Orinda: BART does not own land but a development would require BART staff time
Daly City: Only a small portion of property is subject to AB2923
Irvington: Application of AB 2923, and BART-owned land depends on cost of project, TBD
Strategy 2: The Master Planned Site
Horizontal mixed income development

Assume set-aside of 1-2 acres per affordable housing project
Assume 80-180 affordable units per phase
Leverage adjacent market rate housing to fill subsidy gap

Differing physical needs for office

Reaching economies of scale to draw tenants (total square feet needed)
Different tenants want different floorplates (larger for tech, smaller for medical)

Be flexible in *where* things go, use solicitation process to evaluate what is feasible
The Lake Merritt BART Example

**Site 1:**
- 1.4 acre
- BART parking (200 spaces)
- Part of 2012 solicitation
- 2 station entrances, bike parking & bus waiting facility
- Bisected by underground trackway

**Site 2:**
- 1.4 acre
- BART Police HQ (former MTC/ABAG headquarters)
- 5-year lease with AHS & EBALDC
- BART parking (18 spaces, rest BPD)
Implementing Lake Merritt Station Area Plan

• TOD Project will Implement the Plan
• Multi-year extensive community engagement
• Vision for BART Sites:
  • Redevelop – catalyst project
  • Reflect Chinatown’s historic role
  • Critical hub of activity, commerce, accessibility & safety
  • Activated ground floor
  • High-density uses: 275’ limit
  • No BART Patron Parking Replacement
• Identifies access & circulation improvements
• Community benefits
• High rise residential and office
• High share (min 20%) affordable housing
• Engage community in design of project
• Create high quality public and civic spaces
• Enhance livability and vibrancy of neighborhood
• Support active transportation through sustainable design
• Deliver a feasible project with revenue to support BART operations

High level of community benefits, and support for community desires
Phase I: Request for Qualifications
Evaluation Criteria

- Experience with similar TOD projects (high rise office, residential, affordable housing)
- Experience engaging community in design and leading community benefit negotiation process
- Strong urban design and sustainability in past project history
- Working in challenging infill environment, and around operating transit
- Knowledge of local/community context
- Financial capability and references
Phase II: Request for Proposals: Evaluation Criteria

1. Development Program
   Consistency w Goals & Objectives
   Urban Design
   Affordable Housing – Depth and Quantity

2. Financial Package/Proposal
   Financial Return to BART
   Risk Profile
   Community Benefits Package

3. Community Engagement
   Engagement Approach
   Community Benefits Negotiations Approach

4. Team Qualifications/Experience
   Org Chart and Experience of Team
   Small Business Participation


**Measuring “Community Benefits”**

“Evaluate Proposals on the Basis of Depth and Quantity of Affordable Housing”

- BART Affordable Housing Policy

“Community Benefits: Improvements benefiting the general public and/or contributing to local and regional equity”

- Lake Merritt RFP

<table>
<thead>
<tr>
<th>Affordable Units by Income Level</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely Low Income (&lt;30% AMI)</td>
<td>62</td>
</tr>
<tr>
<td>Very Low Income (31-50% AMI)</td>
<td>65</td>
</tr>
<tr>
<td>Low Income (51-80% AMI)</td>
<td>64</td>
</tr>
<tr>
<td>Moderate Income (81-120% AMI)</td>
<td>33</td>
</tr>
<tr>
<td>Affordable Housing Managers</td>
<td>2</td>
</tr>
</tbody>
</table>

| Depth Afford | 60% |
| Depth Afford and Mkt | 83% |

<table>
<thead>
<tr>
<th>COMMUNITY BENEFITS (Year 2018 dollars)</th>
<th>Cost to Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>LINK TO PRO FORMA</td>
</tr>
<tr>
<td>Below-Market-Rate Office Space</td>
<td>LINK TO PRO FORMA</td>
</tr>
<tr>
<td>Plazas/Open Space</td>
<td>$ -</td>
</tr>
<tr>
<td>Streetscape/Pedestrian Improvements</td>
<td>$ -</td>
</tr>
<tr>
<td>Public Art</td>
<td>$ -</td>
</tr>
<tr>
<td>Other (describe)</td>
<td>$ -</td>
</tr>
<tr>
<td>Oakland Impact Fees (Year 2018 dollars)</td>
<td>$ -</td>
</tr>
<tr>
<td>Total, Community Benefits Costs (estimated)</td>
<td>$ -</td>
</tr>
</tbody>
</table>
EBALDC/Strada Proposal: Preliminary Site Plan
Excerpt from EBALDC/Strada Proposal

EBALDC/Strada

Site 1:
- High rise residential
- Mid-rise affordable housing

Site 2:
- High rise office
- Mid-rise affordable housing

- 519 units
- 44% affordable @ 56% AMI
- 0.28 spaces/unit
- 517,000 sf commercial
- 21% affordable @ 50% market
- 0.14 spaces/1,000 sf