Rail, bus, streetcars, wide sidewalks, density, a rich mix of uses and a concentration of destinations combine to make San Francisco’s Market Street corridor a “natural habitat” for transit.
**AMERICA HAS ENTERED A TIME OF CHALLENGE, CHANGE AND OPPORTUNITY.**

Last year’s spike in oil prices and the collapse of the drive-until-you-qualify real estate paradigm signaled that it is time to rethink our transportation investments and the way we build our communities. The fact that Congress is debating the six-year federal transportation bill offers tremendous opportunity to enact change and make it law. This tumultuous period provides an opportunity to set national objectives for our transportation investments that bolster national security and this country’s financial security by reducing dependence on foreign oil, that reduce greenhouse gas emissions, and that advance the health and prosperity of all Americans.

America is changing. Singles are replacing families with children as the new majority, and the population is getting older and more diverse. As a result the housing market has changed, and there is more and more interest – on the part of renters and buyers as well as investors – in walkable, mixed-use communities where destinations can be reached without a car. At the same time cities and regions across the country have proposed massive transit investments that could provide the infrastructure that would make it possible to construct more housing and mixed use development near transit – neighborhoods that would help us achieve all of the above-stated goals.

It’s time for far-sighted plans and investments that can carry us through the 21st century as the interstate highway system provided the blueprint for the second half of the 20th century. The Center for Transit-Oriented Development is conducting the research necessary to help make fact-based decisions about how to reinvest, rebuild, and reconnect America in a way that helps us achieve broad national goals for infrastructure investments. Our vision and our work is the substance of this book.
WHAT WE DO

THE CENTER FOR TRANSIT-ORIENTED DEVELOPMENT is the only national nonprofit effort dedicated to providing best practices, research and tools to support market-based development in walkable communities near public transportation. We are a partnership of two national nonprofit organizations and a for-profit research and consulting firm, and we work at the intersection of regional planning, climate change and sustainability, affordability, economic development, real estate and investment. Our goal is to help create neighborhoods where young and old, rich and poor, can live comfortably and prosper, with affordable and healthy lifestyle choices and ample and easy access to opportunity for all.

We work with the public and private sectors – transit agencies, cities, regions, developers, communities, foundations, other nonprofits – to help build transit systems that maximize the potential for development, and to ensure that it is equitable and sustainable. We provide innovative tools and strategies to address complex problems that require cross-disciplinary solutions. We believe this work will help address 21st Century challenges ranging from national security to economic and environmental sustainability, and including climate change and equity.

We focus on transit-oriented development in order to make it possible for people to walk, bike and take transit, and to own one car or no cars, thereby minimizing their cost of living, and providing for active lifestyles. Our goal is to boost transit ridership and minimize traffic congestion, to help provide diverse housing and transportation options, and to capture the value of the public investment in public transit through development that generates revenues for local governments, public benefits for the community, profit for developers and investors, and that creates a sense of place for everyone.

The Center for Transit-Oriented Development (CTOD) is a partnership of:

Reconnecting America is a national nonprofit that provides both the public and private sectors with an impartial, fact-based perspective on development-oriented transit and transit-oriented development (TOD), and seeks to reinvent the planning and delivery system for building regions and communities around transit and walking rather than solely around the automobile. Reconnecting America is based in Oakland and has offices in Washington DC, Los Angeles and Denver. Reconnecting America manages the Center for TOD.

The Center for Neighborhood Technology is a creative nonprofit “think-and-do tank” that has been a national leader in promoting more livable and sustainable urban and suburban communities, and is the recipient of the 2009 MacArthur Award for Creative and Effective Institutions. CNT researches, invents and tests urban strategies that use resources more efficiently and more equitably, and focuses on climate, energy, natural resources, transportation and community development. CNT is based in Chicago.

Strategic Economics is a for-profit consulting and research firm specializing in urban and regional economics and planning. The firm helps local governments, community groups, developers and nonprofit organizations understand the economic and development context in which they operate in order to take strategic steps toward creating high-quality places where people can live and work. Strategic is based in Berkeley.

The CTOD is guided by these values in all our work:

- **Collaboration**: Comprehensive change cannot be realized and sustained without coordination and collaboration among diverse partners.
- **Intellectual Integrity**: We conduct research to drive our theory, support our practice, and flesh out our ideas for change.
- **Primacy of Practice**: Our strategic engagements and technical assistance program keep us rooted in reality and inform all our work.
- **Community**: Our goal is always to support people and the creation of affordable, sustainable, healthy communities.
- **Ongoing Learning and Evaluation**: We believe in fostering explorations and learning with peers and stakeholders with the goal of continuously improving our service delivery.

We are an unique partnership of two national nonprofits that focus on sustainability and affordability and work at the intersection of transportation and land use, and a for-profit economics consulting and research firm with real estate and market expertise. Our research drives our theory and supports our practice; our strategic engagements and technical assistance program keeps us rooted in reality and informs all our work. Our goal is to effect change by building capacity and leadership among a variety of implementers with the goal of supporting people and creating equitable, sustainable, healthy communities.

We’ve found that development near stations has tremendous power to link community revitalization and sustainable transportation.
THE OPPORTUNITY: Emerging Markets for Transit and TOD

Market research shows that demographic changes and frustration with traffic have created tremendous demand for housing in walkable, mixed-use neighborhoods near public transportation. Our research shows at least 25 percent of renters and buyers will be looking for housing near transit by 2030. Meantime, the demand for transit has never been greater: 78 regions in 37 states have proposed 400 new rail, streetcar and bus rapid transit projects. Both trends offer huge opportunity to reduce household transportation expenditures, dependence on foreign oil, and greenhouse gas emissions.

THE CHALLENGE: Constrained Transit Funding

Coming up with the money to pay for all the transit projects that communities want will be a big challenge. The proposed projects would cost $248 billion, and over the past five years the federal government has only spent about $1.6 billion on new transit systems per year. At this rate, building these new transit projects would take 77 years. This relatively low level of transit investment is in sharp contrast to investment in countries such as China, which is spending $88 billion, and India, which is spending $56 billion, over the next five years. Ironically, the long and difficult federal funding process drives up the cost of projects - with the result that there are fewer projects in the federal funding pipeline - meaning that we'll build less transit and TOD at the same time that there's more demand.

In the old transit towns households spent an average of 3 percent of household income on transportation, but transportation costs have climbed to a national average of 19 percent of the household budget, the second highest expense after housing. Our research shows that where you live determines how much you’ll spend: Transportation costs range over a spectrum and are lowest in communities with a good jobs-housing balance and mix of uses including shopping and entertainment, and where it’s comfortable – or better yet, pleasant – to walk and bike and take public transportation. Households in these “location efficient” neighborhoods spend less than 10 percent of income on transportation, whereas households in auto-oriented single-use neighborhoods can spend 25 percent of income on transportation. In many sprawling regions working families (those earning under $50,000 annually) now spend more money on transportation than they do on housing. This burden falls heavily on lower-income households, which typically spend a much higher percentage of their household budgets on transportation since they have less disposable income. It was ‘30s-era humorist Will Rogers who said that America would be the first country to drive to the poorhouse in an automobile.

Our belief in the inherent value of places that provide for diversity – of people, of incomes, of housing types, of transportation options, of uses such as housing, jobs, shopping, parks – drives our work. We are concerned about equity and affordability, and believe that transit and development, when planned together, can significantly reduce the cost of living. We are concerned about climate change,
**BELIEVE**

and believe we cannot reduce greenhouse gas emissions unless we reduce driving because projected increases in the number of vehicle miles traveled will wipe out gains from tougher emissions standards and cleaner fuels. We are concerned about national security and global competitiveness, and believe our country will be stronger and more financially secure if we aren’t dependent on foreign oil. And we are concerned about public health, community, and the environment – and the fact that children can’t walk to school, that our parents can’t “age in place” if they can’t drive – and we believe that walkable, bikeable, transit-oriented communities will address these concerns as well.

**CONSIDER THIS . . .**

According to the American Public Transportation Association, in 2008 households could have saved an average of $9,499 if they used transit instead of driving, money that could instead be used to:

- Buy food for a family for a year
- Pay off a 30-year $150,000 mortgage 20 years early
- Pay for 75 percent of a health care policy
- Pay for community college tuition for two kids
- Pay for child care for one year

Source: APTA, CTOD

The real estate market and demographic changes that are driving the market have put wind in our sails. The collapse of the drive-until-you-qualify real estate paradigm – the foreclosure crisis has hit exurban communities hardest – has served notice that we are nearing the end of an era that began in the 1950s with a national focus on building the interstate highway system and sprawling suburbs. Traffic and the high cost of owning and maintaining more than one car has made the suburban lifestyle less attractive. Our more diverse population is showing a preference for more diverse lifestyle choices. And while the real estate market has come to a standstill today, “walkable urbanism” and transit-oriented development – and the diversity, flexibility, affordability and “location-efficiency” that these neighborhoods provide – has remained attractive to investors, buyers and renters.

At the same time demand for transit is soaring, with 400 new rail, streetcar and bus rapid transit projects proposed in 80 communities across the United States. Ridership is at a 52-year high. Mayors value transit because it helps spur urban regeneration and reduces traffic congestion. Businesses value transit because it helps employees get to work on time and is viewed as a key amenity that can attract the highly desirable “creative class” to local economies. Developers and investors see the untapped market for housing near transit. And communities recognize that when all the pieces come together transit can be a powerful tool to improve quality of life and help lower the cost of living for current residents and for new ones. The urban road network has reached a level of connectivity best described as “saturated,” and returns on the road investment are diminishing.

But rail transit still offers net benefits in part because it concentrates development, business activity and the tax base in a way that allows for the efficient allocation of resources and for focused “value capture strategies” – such as fees and taxes – that can increase local revenues.

We believe that increased investment in transit, walking and biking is necessary to exploit the trends in the housing market with a goal of increased affordability and sustainability. We believe we have entered a new era with challenges that require a different understanding about the transportation investments that best serve our national objectives. We believe that we will continue to sprawl and to reinvest in existing neighborhoods simultaneously, but that the balance is like to shift to the latter because of the volatility of gas prices, and because infill development can be very lucrative and financing is getting easier. We face tremendous challenges, which provide us with tremendous opportunity to re-focus, rebuild and reconnect at a more equitable, more sustainable, more human scale.
Our work as the Center for Transit-Oriented Development began with an evaluation of the first generation of TOD projects. We published the lessons learned in a book titled *The New Transit Town: Best Practices in Transit-Oriented Development* (Island Press), one of the very first books on this new real estate product and one that remains relevant to the second and third generation of projects being built today. With this book we gained an audience, and since then we have worked with transit agencies, cities, communities, developers, CDCs and affordable housers across the country to improve the quality and quantity of TOD and help projects deliver on TOD’s promises to communities.

The National Transit and TOD Database
Federal Transit Administration (FTA), Surdna and Ford Foundations

One of CTOD’s key assets is a national transit and TOD database and GIS platform that includes every fixed-guideway transit system in the U.S. and demographic and land-use data for the half-mile radius around all 4,000 stations. This database enables us to generate maps and detailed reports on local markets and land development opportunities in communities and regions around the U.S. – thereby alerting investors, developers and public partners to the huge potential of the emerging market for TOD. This national database will be posted online in late 2009 so that it can be used by everyone to generate reports on a wide variety of topics in their region or community.

Hidden in Plain Sight: Capturing the Demand for Housing Near Transit
FTA, Surdna and Ford Foundations

CTOD used this national transit and TOD database to help generate a national TOD market study in 2005 that found the demand for compact housing near transit would more than double by 2025 because of changing demographics and housing preferences. This means nearly a quarter of all renters and buyers will be looking to rent and buy near transit. Meeting this demand would require building an additional 2,000 units of housing at every station in the U.S.

CTOD Focuses on Equitable, Mixed-Income TOD

**The Center for TOD** was funded by Congress in 2005 to serve as a national clearinghouse on best practices for transit-oriented development. Since then we have worked closely with the Federal Transit Administration and the U.S. Department of Housing and Urban Development to build and support an interagency effort linking transit and land use policy and funding, to be a national research partner, provide technical assistance to communities, and to build local capacity and leadership through publications and education. U.S. Department of Transportation Secretary Ray LaHood and U.S. Department of Housing and Urban Development Secretary Shaun Donovan announced a formal interagency partnership in March 2009. The CTOD report that was issued as a result of our work with FTA and HUD is entitled “Realizing the Potential: Expanding Housing Opportunities Near Transit”; it examines five case study regions and the strategies being used to create and preserve mixed-income housing near transit.

**CTOD Timeline**

- 2004: CTOD creates national transit and TOD database with info on half-mile radius around every station
- 2004: CTOD publishes national market study showing demographic changes, traffic and transit building boom will more than double demand for housing near transit by 2015
Realizing the Potential: Expanding Housing Opportunities Near Transit
FTA, U.S. Department of Housing and Urban Development

CTOD studied the characteristics of households living near fixed-guideway transit, the interplay between housing and transportation costs, urban form and transit accessibility, and the role of transit in helping to create and preserve housing affordability and mixed-income communities. We published a report entitled “Realizing the Potential: Expanding Housing Opportunities Near Transit” in 2007 on the barriers and opportunities for mixed-income transit-oriented housing. It included detailed case studies of five regions (Boston, Charlotte, Minneapolis-St. Paul, Denver, Portland) and the policies and strategies that were being employed to ensure continued affordability. We updated the report in 2008 to determine the effect of the changing market on housing affordability.

The Housing and Transportation Affordability Index
Brookings Institution, Surdna and Ford Foundations

CTOD’s Housing and Transportation affordability index combines housing and transportation costs into a more realistic measure of affordability than housing costs alone. The affordability index helps make it clear that housing and transportation are inextricably linked and led to an historic initiative funded by the Federal Transit Administration and the U.S. Department of Housing and Urban Development that presaged their recently announced formal partnership called Livable Communities. The affordability index is available online at http://htaindex.cnt.org so that households and local governments can understand the trade-offs between housing and transportation costs in different communities.

The Affordability Index map on the left shows the light yellow area considered affordable when one considers housing costs alone (calculated as 28 percent of income), and how much that area shrinks when one considers the combined cost of housing and transportation (calculated as 47 percent of income).
Land Acquisition for Mixed-Use, Mixed-Income TOD
Surdna, Ford, and Casey Foundations with Living Cities, 2009
CTOD is working to assess the challenges and opportunities of using land acquisition as a tool to accelerate the implementation of TOD plans. The work has included two national convenings of transportation, housing, and finance experts, as well as detailed case studies in the San Francisco Bay Area and the Twin Cities in Minnesota. A diverse set of stakeholders in each case study region is working to develop local funding and acquisition strategies, and CTOD has helped outline a framework for these activities in each region.

Job Density: The Hidden Force Behind Smart Growth
FTA, 2009
CTOD is studying the wealth of recent literature on job sprawl and walkability to come up with better measures of the “jobs/housing balance,” and a better understanding of the role that transit should play.

The Transit Corridor: Definitions, Theories, and Practices
FTA, 2009
CTOD is compiling the conclusions of all of our transit corridor work into a document that will explain the best ways to conduct planning and analysis at the corridor scale. Examples include Baltimore, Cleveland, the Twin Cities, and Los Angeles.

Assessing the Potential for Reducing GHG Emissions Through Transit and TOD
FTA, 2008
CTOD has examined the transportation-related GHG emissions of households living in compact, mixed-use neighborhoods with good transit access and compared them to households living in more remote locations without transit. We have found GHG reductions of 43 percent for households living in compact, mixed-use neighborhoods near stations, and 78 percent reductions for households living in central business districts. The study also examined the GHG emissions resulting from three different growth scenarios in the Chicago region. The overall conclusion: the transit zones that are most densely populated and have a good jobs-housing balance and mix of uses produce significantly less transportation-related emissions per household.

Sustainability and Urban Design Standards Program
American Public Transportation Association (APTA), 2008
CTOD is facilitating the development of standards for urban design, land use and access for transit agencies. The standards will address a range of topics in support of transit-oriented development goals. National experts will work with staff to develop the standards by consensus.

Measuring and Standardizing Performance, GIS skills, and national transit and TOD database allow us to undertake national studies as well as detailed regional and local analyses. This research provides an impartial fact-based perspective essential for catalyzing change, setting policies and priorities, and targeting resources where they are needed most – whether the goal is to reduce greenhouse gas emissions or provide more affordable housing. Below are selected examples of this work.

CTOD prepares this briefing book for a recent gathering of 50 developers, investors, foundations, government officials and nonprofits, where we discussed how to bring equitable, sustainable TOD to scale. The gathering was co-hosted by Living Cities, a collaborative of 21 of the world’s largest foundations and financial institutions.
Preserving Housing Opportunities Near Transit to Foster Successful Aging: Saving Affordable Homes Near Transit
AARP, National Housing Trust, FTA, 2008
This study identified all privately owned federally subsidized housing units near transit and determined when their 15-30 year contracts were due to expire. The good news is that there are 260,000 units, but 70 percent of the contracts will expire in 2014 and a quarter are designated for seniors.

Preserving and Promoting Diverse Transit-Oriented Neighborhoods
Ford, Surdna Foundations, 2006
We studied neighborhoods near transit nationally, and found that they are more racially and socio-economically diverse than other neighborhoods. We prepared a white paper on the tools that can be used to support mixed-income housing in these locations, and continue to advocate for policies that support creating and preserving mixed-income housing in these locations.

CTOD raises private funding to self-publish award-winning Street Smart: Streetcars and Cities in the 21st Century

CTOD convenes practitioner working group to discuss New Starts/Small Starts and funding criteria

CTOD partners with AARP to look at relevance of TOD to aging population

CTOD assesses demand for TOD housing for low-income and very-low-income households, analyses racial and economic diversity of households near transit

CTOD creates funders collaborative in Twin Cities to leverage public investment in light rail for mixed-use, mixed-income TOD
Where Our Work Takes Us

The Center for TOD values partnerships and acts as a convener in the belief that comprehensive and lasting change requires strong working relationships with national, regional and local organizations that understand the impact of transportation and transit-oriented development on their constituencies. These partnerships have expanded our reach, our audience, and our influence. Our partners include:

- AARP
- American Public Health Association
- American Public Transportation Association
- Annie E. Casey Foundation
- Apollo Alliance
- Arcadia Land Institute
- Arup
- Atlanta Development Authority – Beltline
- BART, Bay Area Rapid Transit
- Brookings Institution
- Calthorpe Associates
- Caltrans
- Center for Housing Policy
- Central Corridor Funders Collaborative
- Citiventure
- Central Houston, Inc.
- Central Maryland Transportation Alliance
- City of Austin
- City of Charlotte
- City of Cleveland
- City of Dallas
- City of Los Angeles
- City of Miami
- City Odgen, Utah
- City of Pasadena
- City of Portland
- City of Providence, Rhode Island
- City of Seattle
- City of St. Louis
- City of Somerville, Maine
- City of Washington, D.C.
- City and County of Denver
- City and County of Honolulu
- Community Streetcar Coalition
- Congress for the New Urbanism
- DART, Dallas Area Rapid Transit
- David Evans and Associates
- Denver Regional Transportation District
- East Bay Community Foundation
- Enterprise Community Partners
- Fairmount/Indigo Line Collaborative
- Federal Transit Administration
- Ford Foundation
- Free Congress Foundation
- Gold Line Construction Authority
- Goody Clancy and Associates
- Great Communities Collaborative
- Greenbelt Alliance

Regional Planning
Research
Mixed-Income Development
Transit Investment
Market/Real Estate Studies
Typology and Strategy
Streetcar Planning
Implementation Tools
Education/Capacity Building
CTOD IS WORKING TO MAKE it easier to plan, build and finance development near transit so that this development can deliver public and community benefits – from minimizing traffic to increasing local revenues to preserving existing neighborhoods. We have been funded by the Federal Transit Administration and the U.S. Department of Housing and Urban Development to work on livable communities initiatives that increase development potential and ensure that this development is equitable and sustainable. We have been invited to help these agencies think through the goals, agendas and strategies of their Livable and Sustainable Communities partnership. Below are selected examples of our policy work.

**Twin Cities Transit and TOD Initiative**
*McKnight Foundation, Ongoing*
We have been working since 2005 with a broad group of local, regional and state officials, business interests, community-based organizations, and urban and suburban communities to expand the understanding of the potential of TOD. We have worked on state and regional policy to support TOD and help fund TOD, we have helped craft local implementation strategies for development at individual stations, and we have convened communities to reach consensus on development goals. We have also created an online TOD Toolkit for stakeholders engaged in planning and implementation.

**Overcoming Five Major Barriers to Mixed-Income TOD**
*Federal Transit Administration, 2009*
CTOD is completing its third year of mixed-income TOD research with an in-depth look at the major challenges and issues facing affordable housing developers, planners, and transit practitioners in Charlotte, Denver, and Minneapolis.

**TOD For All**
*Great Communities Collaborative, UC-Berkeley, 2009*
Providing housing for a mix of incomes in all communities is good, but providing for all incomes in housing near transit is even better because transit broadens access to opportunity and deepens affordability. This "making the case" report was done for the Great Communities Collaborative, which is working to ensure that half of all new homes constructed in the San Francisco Bay Area by 2030 will be in walkable neighborhoods near transit.

**CTOD Typology and Strategic Plan**
*City and County of Denver, 2006*
CTOD created a TOD typology and strategic plan for City and County of Denver to assess the development potential of 45 stations along 119 miles of rail that will be built as part of the FasTracks initiative. The
Removing Barriers

Strategic plan provides clear direction on short, medium and long-term actions required to optimize development, and identifies where the market will drive development and where public resources will be required to catalyze development activity. CTOD has also helped to identify strategies to stabilize neighborhoods by preserving existing mixed-income housing and building new affordable housing.

Making the Case for Mixed-Income TOD in the Denver Region

Enterprise Community Partners, 2007

CTOD evaluated strategies to facilitate the preserve and create affordable and mixed-income housing around planned stations. Demographic and market data was analyzed to determine the feasibility of setting up a TOD land banking loan fund.

Creative Financing Strategies for Seattle’s South Lake Union Streetcar

City of Seattle, 2005

The Center for TOD inventoried creative financing strategies that have been used elsewhere to finance transportation infrastructure and development projects, and provided case studies and feasibility analyses.

San Francisco Bay Area Regional TOD Policy

Metropolitan Transportation Commission, 2005

MTC conditions the allocation of new transit funding on supportive local land use policies in order to ensure the cost-effectiveness of the public investment, to build more housing and to direct growth to transit. CTOD helped MTC develop this policy and the funding criteria, and prepared a station area planning manual that included a station typology that provides development guidelines for the number of housing units, density and jobs that can be expected.

TOD Real Estate Policy

Bay Area Rapid Transit, 2005

CTOD worked with BART commissioners and staff on revising the agency’s joint development policies and protocols and reducing the amount of parking required at stations in order to attract higher-density development that will deliver more ridership.

Our TOD typology and strategic plan for the City and County of Denver provided clear direction on short, medium and long-term actions required to optimize development, and identifies where the market will drive development and where public resources will be required to catalyze development.

TOD for Older Americans

AARP Board of Directors Consumer Committee, 2007

We toured Portland’s transit system, and staged a focus group with seniors who live near transit in order to draft a TOD policy, research and agenda for the AARP board.

TOD and Economic Development

FTA, 2006

Congress made “economic development” a funding criteria for the FTA’s New Starts/Small Starts funding programs, along with land use and cost effectiveness. But there has been a lack of consensus on how to measure and predict “economic development” and how to implement it as a funding criteria. Reconnecting America commissioned several white papers on the topic and staged a forum in Washington D.C.
Charlotte, NC: We staged four national streetcar workshops based on our award-winning book Street Smart: Streetcars and Cities in the 21st Century, with the intent of creating a learning network among cities, transit agencies and property owners interested in building streetcar lines.

**BOOKS**

**New Transit Town: Best Practices in TOD**  
Island Press, 2004  
Planning experts examine the first generation of TOD projects and derive lessons for the next generation. Topics include a TOD typology; the planning, policy and regulatory framework of successful projects; financing strategies; traffic and parking; roles and resources for various actors; performance measures. There are case studies of Arlington, Virginia; Dallas; Atlanta; San Jose; and San Diego.

**TOD 100 and 200 Series**  
FTA, Ongoing  
This series of booklets explains the theory and best practices of TOD:  
- Mixed-Income Housing: Increasing Affordability With Transit, 2009  
- Transit and Employment, 2008  
- Station Area Planning, 2008  

**CONVENINGS**

**Railvolution**  
Ongoing  
Shelley Poticha serves on the board of directors and Gloria Ohland on the steering committee of the USA’s premier conference on building livable communities with transit.

**TOD Marketplace**  
Railvolution, Various Transit Agency and Private Sector Partners, Ongoing  
CTOD organizes the TOD Marketplace at Railvolution to help bridge the gap between the public and private sectors and provide a forum in which developers, investors, transit agencies, cities and communities can meet, greet, talk about the art of the deal and maybe even make a deal.

**Transit Tours: Portland, San Francisco, Washington D.C.**  
Various, Ongoing  
CTOD has developed TOD tour programs and itineraries for various groups of stakeholders from elected officials to community members.

**TOD Training Workshops for the Tappan Zee Bridge Corridor**  
Project for Public Spaces, Regional Plan Association, 2009  
CTOD is developing TOD training workshops for municipalities in Rockland and Westchester counties north of New York City to get new transit investments as part of the Tappan Zee Bridge replacement project. Developing model training programs for use throughout New York state.

**Thinking Beyond the Station**  
APTA, Hampton Roads Transit, 2008  
CTOD conducted a half-day training session for 85 transit agency board members and community members in Norfolk, Virginia, to encourage that they think about the transit investment not just as transportation infrastructure but as a way to help create livable communities.

**National Streetcar Workshops, 2007 and 2008**  
APTA, Community Streetcar Coalition, Private Sponsors  
CTOD organized a series of national workshops in Portland, Denver, Charlotte, Los Angeles to create a “learning network” of communities interested in constructing streetcar systems.

**Transit and Urban Form**  
FTA, Corporate Sponsors, 2006  
We convened transportation and land use experts in Dallas to brainstorm on performance standards and strategies resulting in better integration of transit and urban design.

**CTOD helps San Francisco Bay Area Metropolitan Transportation Commission expand and deepen programs supporting TOD**

**CTOD launches online H+T interactive mapping tool to allow planners, policymakers, advocates to calculate true cost of housing choices across U.S.**

**CTOD TIMELINE**

**2008**  
Pioneering FTA/HUD study on mixed-income TOD updated to examine how market downturn affects affordability

**2008**  
Release “Human Scale” video about need to build communities at the scale of people, not cars
Jumpstarting the Transit Space Race, 2008.
An assessment of the demand for new transit lines and systems and the cost, with the goal of making the case for a greater transit investment and for leveling the playing field between transit and highways.

This guide walks users through a three-step process to determine the strategies most effective for promoting mixed-income TOD in specific contexts.

This longitudinal analysis assesses the effectiveness of policies used to promote housing near transit in five case study corridors.

Preserving Affordable Housing Opportunities Near Transit to Foster Successful Aging, 2008.
This report, written for AARP, discusses the finding that contracts on more than 70 percent of all privately-owned HUD-subsidized housing units near transit are due to expire in 2014, nearly a quarter of which are designated for seniors.

Capturing the Value of Transit, 2008
This report examines strategies for maximizing and capturing the value that is created by transit, and discusses the emerging practice of leveraging private investment for the construction of new lines and stations.

TCRP 128: Effects of TOD on Housing, Parking and Travel, 2007
Finds that TOD projects generate about half the automobile trips of conventional development. With G.B. Arrington, Robert Cervero and the Urban Land Institute.

Tools for Mixed-Income TOD, 2006
Explains how strategies are being used and evaluates the success, and discusses best practices and provides examples.

Online Best Practices Clearinghouse, www.reconnectingamerica.org
CTOD has been funded by the federal government to serve as a best practices clearinghouse for transit-oriented development. The clearinghouse is housed on Reconnecting America’s website and includes hundreds of studies on topics ranging from affordability to zoning. It is searchable by subject, author, region, type, sponsor and year. The clearinghouse is updated often and CTOD encourages the submission of new (and old) best practices to info@reconnectingamerica.org.

“Jumpstarting the Transit Space Race” report documents dramatic increase in demand for transit and calculates the federal investment required

CTOD and Somerville Community Corporation analyze needs and opportunities for equitable TOD and partner with city on implementation

CTOD partner CNT receives prestigious MacArthur Foundation “Award for Effective and Creative Institutions” for pioneering urban solutions
CTOD’S TECHNICAL ASSISTANCE program provides place-based analysis, solutions and tools to multi-sector partnerships that hold the promise of creating new models for sustainable and equitable TOD at all scales. For example, we can calculate the affordability index for communities in regions, customize our TOD typology and craft TOD strategic plans to help with the allocation of resources, provide strategies for creating and preserving mixed-income housing, or work on urban design, zoning, comprehensive corridor planning and/or detailed development feasibility analyses. We work with transit agencies, cities, metropolitan planning organizations, community groups, developers and foundations. Below are selected examples of this work.

Twin Cities Central Corridor Funders Collaborative
McKnight Foundation and Other Partners, Ongoing
CTOD helped establish a funders collaborative to help promote a learning network of public agencies, business groups, nonprofits and community organizations interested in maximizing the transformative potential of the public investment in light rail. The common understanding built through this engagement helped 11 local and national foundations raise more than $1.5 million for a “catalyst fund” to seed innovative strategies for equitable TOD and to promote partnerships.

Regional TOD Strategy
Central Maryland Transportation Alliance, 2009
We are working with the alliance and a steering committee of agencies, nonprofits and foundations to develop a strategic vision for TOD in the Baltimore region. The goal is to provide a framework for decision-making as well as to identify key locations for investments, build consensus among stakeholders, and create an implementation timeline.

Template TOD Zoning Code
NeighborhoodsNow in Philadelphia, 2009
CTOD is working with Farr Associates and NeighborhoodsNow, a nonprofit organization that provides support to community development corporations, on a TOD zoning code template. The template will inform a city-led rezoning process to help direct reinvestment in the city, to assess barriers to reinvestment in TOD, and take full advantage of TOD opportunities.

LA TOD Typology, Case Studies and Community Outreach
Caltrans, 2009
CTOD is working with Caltrans, the City of Los Angeles and LA Metro on a TOD typology and outreach effort to help communities around stations understand the parameters of development that can be expected (density, number of housing units, mix of uses, and parking, for example). Case studies of various corridor segments (light rail, BRT, heavy rail, streetcar) are being examined in greater detail to assess development potential.

CTOD developed a range of TOD strategies for the Baltimore region including tools for determining which stations are ready for TOD and which require some intervention.

$ Portland, OR: The decision to focus growth within the urban growth boundary and along light rail and streetcar lines has revitalized the city, now ranked as a top draw for the “creative class” and as one of the most livable and vibrant cities in the U.S.
Transportation and Land Use Connections Program Support
Metropolitan Washington Council of Governments, Ongoing
CTOD has helped implement the pilot phase of a grant program designed to help support local efforts to plan for TOD, walkable communities and mixed-income, mixed-use neighborhoods. The first phase was so successful that funding has been doubled and CTOD is currently helping identify strategies to create and preserve affordability as part of the second phase. We are preparing a web-based affordability index toolkit.

CTOD has developed several methodologies for assessing development opportunities near stations.

Pasadena, CA Streetcar Project
Pasadena Civic Operating Company and City of Pasadena, 2009
CTOD is assessing the potential to finance a streetcar using local funding mechanisms such as tax increment financing, assessment districts, BIDs and contributions from local education and research institutions. We are also evaluating the financial feasibility of several streetcar alignments.

Washington D.C. Streetcar Project
D.C. Surface Transit, Brookings Institution, 2008
CTOD completed case studies of three streetcar corridors to assess the value created in each place, with the conclusion that large areas of vacant and underutilized land are necessary to leverage significant value.

Affordability Index Toolkit and Case Studies
Southern California Association of Governments, 2008
CTOD’s affordability index toolkit calculated the housing plus transportation costs for communities in the region and developed case studies to help explain why costs are lower in walkable communities with transit, a good jobs-housing balance, and a good mix of uses. The toolkit included policy recommendations for reducing both housing and transportation costs in communities and made the case for “Compass Blueprint,” the region’s smart growth plan.

Community-Based TOD Support
Surdna Foundation, Ongoing
Since 2006, CTOD has worked with grant recipients from the Surdna Foundation’s Community Revitalization Program to support local TOD initiatives. Technical assistance efforts have taken many forms, including:
• A 2-day regional TOD summit in Baltimore;
• Case studies of TOD projects in low-income neighborhoods;
• A tour of recent transit-oriented neighborhood revitalization efforts in Washington, DC;
• Outreach and education on the benefits of TOD and transit-supportive zoning in Jamaica, Queens, NY;
• An issues brief on barriers to the implementation of mixed-income TOD in Boston;
• Technical analysis to support advocacy for mixed-income TOD in Somerville, MA.
Support efforts are conducted based on the needs identified by Surdna’s grantees and often form the starting point for larger TOD initiatives in the community.

Opportunities for Equitable Transit-Oriented Development
Somerville Community Corp., City of Somerville
CTOD identified the needs and opportunities for equitable transit-oriented development in the city, focusing on the planned extension of the Green Line. Our final report highlights demographic and real estate trends, and outlines strategies for achieving mixed-income TOD.

CTOD report analyzes performance of 19 transit lines to show connecting destinations is key to high ridership

CTOD report shows households near transit emit 43 percent less transportation-related GHG emissions, and 78 percent less in CBDs

CTOD publishes Moving Minds: Conservatives and Public Transportation by renown conservative transit advocates Paul Weyrich and William Lind

CTOD organizes New Urbanist salon-in-motion on Amtrak’s California Zephyr line to CNU in Denver
CTOD is working with PolicyLink to develop outreach, engagement, education, workshop, and best practices material and processes for neighborhood planning, starting with new light rail station areas in the diverse and rapidly changing South East communities.

Phoenix Light Rail Northwest Extension TOD Strategic Plan
City of Phoenix, Citiventure 2009
CTOD is working with Citiventure and utilizing intense community engagement, site analysis, and case studies to develop a TOD strategic plan with key sites, players, and actions in a diverse community along the city’s first light rail extension.

Taking Stock of San Francisco Bay Area TOD
San Francisco Bay Area Metropolitan Transportation Commission, 2008
How successful has the first generation of TOD projects been? We worked with Nelson/Nygaard and Associates to examine built projects in order to understand the lessons learned. We also did a series of TOD trainings and helped organize a TOD Marketplace that was staged by ULI.

Transit Corridors Strategy
City of Houston, 2006
CTOD partnered with Citiventure Associates and Van Meter Williams Pollack to lead a citizen engagement effort in neighborhoods affected by six planned transit lines. We worked with a multi-agency/multi-party steering committee to help define the city’s role in TOD and transit planning, to map out a strategy enabling the city to meet Houston Metro’s planning and construction schedule while also realizing the city’s interests in making streetscape improvements, and we staged a community workshop to engage all stakeholders in the transit corridors.

The Proposed Foothill Extension of the Gold Line in SoCal
Gold Line Joint Powers Authority, 2006
CTOD worked with the IBI Group to assess the development potential of 12 stations along the proposed extension of the Gold Line from Pasadena to Pomona in Southern California, and to develop station area plans. We took elected officials on a tour of transit and TOD in Portland to help them better understand the potential of the planned light rail corridor.

Aerial Tram Mobility Study
City of Hercules, 2008
This study discusses the possibility of using an aerial tram to connect the city’s waterfront to a new town center, compares it to the alternatives of a bus or streetcar line, and explains how the aerial ropeway and tram or gondola would work.
K E Y S T A F F A N D B O A R D M E M B E R S

S H E L L E Y P O T I C H A  is president and CEO of Reconnecting America, where she has become a national leader for the reform of land use and transportation planning and policy with the goal of creating more sustainable and equitable development. Her efforts have stimulated a national conversation about the role of transit in shaping communities and the importance of building diverse and inclusive neighborhoods. She has worked intensively in the San Francisco Bay Area on the first regional TOD policy that conditions the allocation of new transit funds on good land use planning; in Denver, where she worked with the city and transit agency on a TOD typology and strategic plan; in the Twin Cities to educate a broad coalition of community, business and government groups about the value of focusing the region’s growth in neighborhoods served by transit; and in Seattle, where she helped define a funding program for construction of a new streetcar. Previously she was executive director of the Congress for the New Urbanism, where she guided its growth into a national coalition with a prominent voice in national debates on urban revitalization, growth policy, and sprawl.

S C O T T B E R N S T E I N  is president and co-founder of the Center for Neighborhood Technology. He leads CNT’s work to understand and better disclose the economic value of resource use in urban communities, and helps craft strategies to capture the value of this efficiency productively and locally. Scott studied at Northwestern University, taught at UCLA, and was a founding board member at the Brookings Institution Metropolitan Center. President Clinton appointed Scott to the President’s Council for Sustainable Development, where he co-chaired its task forces on Metropolitan Sustainable Communities and on Cross-Cutting Climate Strategies, and to other federal advisory panels on global warming, development strategy, and science policy. Scott is a Fellow of the Center for State Innovation, works with governors, mayors and metropolitan organizations across the U.S., and helped create the Chicago Climate Action Plan at the request of Mayor Richard M. Daley. CNT is a signer of the Charter of the New Urbanism and Scott is a member of the Urban History Association, which includes urbanists old and new.

D E N A B E L Z E R  is president of Strategic Economics, and specializes in connecting regional economic and demographic growth trends to real estate development activity and local policy initiatives. Her work draws upon a traditional urban economics framework and innovative analytical techniques to provide strategies for addressing growth and development-related issues. Dena is an expert on transit-oriented development, fostering mixed-use districts and local-serving retail. She’s helped establish best practices for TOD in many communities and has written extensively on the topic. She has worked on many interdisciplinary teams where short-term market conditions and long-term economic and demographic trends inform community planning efforts. She has conducted economic analyses for general plans, economic development strategies, economic indicators reports, redevelopment implementation plans and land utilization studies. Dena serves on the boards of the University of California College of Environmental Design Alumni Association and Community Economics Inc., a nonprofit specializing in affordable housing finance. She is widely published.


Janette Sadik-Khan (Chair)  Commissioner, New York City Department of Transportation
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Shelley Poticha (Secretary)  President & CEO, Reconnecting America
William Fleissig  President, Communitas Development Inc.
Art Lomenick  Managing Director, Trammell Crow/High Street Residential
William Millar  President, American Public Transportation Association
Honorable John Robert Smith  Mayor of Meridian, Mississippi

P A S T B O A R D M E M B E R S

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JEFFREY WOOD is a program associate and GIS specialist, works on communications, and writes the popular daily “Other Side of the Tracks” transit and TOD news report. Previously he founded a nonprofit called Connect Austin at the University of Texas.

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RECONNECTING AMERICA
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CATHERINE COX BLAIR is a program director focused on providing support to regional planning organizations and transit agencies, and who is helping create land acquisition funds. Previously she worked for Cherokee Investment Fund and the City of Denver.

MARIIA ZIMMERMANN is policy director and leads RA’s work on federal transportation and housing policy. Previously she served as chief of staff for Congressman Earl Blumenauer.

SAM ZIMBABWE is technical assistance director, and provides analysis and strategic planning support to regional and local governments and community organizations. He leads RA’s work on weak market cities and developing urban design standards for the America Public Transportation Association.

Gloria OHLAND is communications director. She is responsible for RA’s and CTOD’s publications and website. She also does program work and serves on the steering committee of Railvolution. Previously, she was a journalist.

CATHERINE COX BLAIR is a program director focused on providing support to regional planning organizations and transit agencies, and who is helping create land acquisition funds. Previously she worked for Cherokee Investment Fund and the City of Denver.

MARIA CHOCA-URBAN is director of transportation and community development and leads CNT’s initiatives in land use, transportation, housing and economic development. Previously she was general manager for policy at the Chicago Transit Authority.

LINDA YOUNG is research director and oversees design, management and evaluation for projects related to urban planning, environmental issues, affordability, TOD and climate change. She managed the 22-member team conducting research for the City of Chicago’s climate action plan.

PETER M. HAAS, PH.D. is chief research scientist and has been integral in the development of the location efficiency metrics that led to the location efficient mortgage, housing and transportation affordability index, and TravelMatters, CNT’s online emissions calculator.

ALBERT BENEDICT is a GIS specialist and urban planner who has helped develop strategies that capture the hidden assets of urban neighborhoods near transit. He has also developed market analyses for identifying economic development opportunities.

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SUJATA SRIVASTAVA is a senior associate who specializes in services related to planning and real estate development for public agencies, private developers and landowners. She manages projects related to economic development, TOD, project feasibility and downtown revitalization strategies.

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MASON AUSTIN is an associate who brings previous experience in transportation planning and affordable housing finance to bear on the analysis of opportunities for TOD. He works on strategic plans and has helped develop CTOD’s guides for fostering mixed-income TOD.

NADINE FOGARTY is a principal who specializes in market and financial feasibility analysis, development strategies and implementation of public/private development. She manages SE’s many projects involving the market analysis of development opportunities.

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