



APTA STANDARDS DEVELOPMENT PROGRAM
RECOMMENDED PRACTICE

American Public Transportation Association
1666 K Street, NW, Washington, DC, 20006-1215

APTA SUDS-RP-UD-006-12

Published September 28, 2012

APTA Sustainability and Urban Design
Program

SAMPLE ONLY
(Not for distribution)

Transit Agency Partnerships to Improve Urban Design and Enhance Service Effectiveness

Abstract: This *Recommended Practice* provides an overview of the importance of developing partnerships with other public and private sector entities to maximize the transportation planning process.

Keywords: partnerships, design, private sector, public entities, developer, state DOT, government, transit-oriented development

Summary: This document outlines a variety of approaches for transit agencies to develop partnerships with other public entities and the private sector. These partners can include, but are not limited to local governments, regional agencies, state agencies, private developers, and special interest groups. The document provides a menu of approaches, an agency checklist, brief case studies, and lessons learned for a wide range of potential teaming arrangements.

Scope and purpose: This *Recommended Practice* is intended for use by transit agencies and operators to advance service improvements and capital projects more effectively through public and private partnerships. It will assist agencies in identifying opportunities to benefit from partnerships, establishing working relationships with potential partners and maintaining and leveraging those partnerships for application in subsequent projects. Through these partnerships, the transit agency can overcome common jurisdictional barriers. Representative examples in this manual identify uses of partnerships to:

- influence site design and infrastructure at the project level;
- influence infrastructure and land use in large-scale private developments;
- secure operating funding from other public and private sources;
- improve transit operations in mature and developing areas;
- encourage transit-oriented development (TOD) at new fixed-guideway stations;
- encourage access improvements and TOD at mature fixed-guideway stations;
- assemble land and coordinate public sector improvements along new fixed-guideway routes.

This *Recommended Practice* represents a common viewpoint of those parties concerned with its provisions, namely, transit operating/planning agencies, manufacturers, consultants, engineers and general interest groups. The application of any standards, practices or guidelines contained herein is voluntary. In some cases, federal and/or state regulations govern portions of a transit system's operations. In those cases, the government regulations take precedence over this standard. APTA recognizes that for certain applications, the standards or practices, as implemented by individual transit agencies, may be either more or less restrictive than those given in this document.

© 2012 American Public Transportation Association. No part of this publication may be reproduced in any form, in an electronic retrieval system or otherwise, without the prior written permission of the American Public Transportation Association.



Participants

The American Public Transportation Association greatly appreciates the contributions of the APTA Sustainable Urban Design Standards Working Group, which provided the primary effort in the drafting of this *Recommended Practice*.

At the time this standard was completed, the working group included the following members:

Ron Kilcoyne, *Chair*
 Jillian Detweiler, *Vice Chair*
 Peter Albert
 Mary Archer
 GB Arrington
 Paul Bay
 Carrie Butler
 Aspet Davidian
 Jeff Deby
 Kim DeLaney
 David Feltman
 Tian Feng
 Lucy Galbraith
 Ellen Greenberg
 Jeff Harris
 Susan Herre
 Eric Hesse
 Jack Kanarek
 Jeremy Klop
 Stan Leinwand
 Trent Lethco
 Doug Moore
 Cynthia Nikitin
 Elena Patarini
 Tamim Raad
 Moreno Rossi
 Christof Spieler
 David Taylor
 Gary Toth
 Dave Wohlwill
 Shannon Yadsko
 Ryan McFarland
 Jerry Walters
 Todd Hemingson
 Val Menotti
 Jason Green
 Audrey Trotti
 Ken Anderson
 Jim Parsons
 Mike Harbour
 Judith Kunoff
 Christian Bauer
 Mary Kay Christopher

Contents

1. Overview.....	1
2. Partnership approaches	2
2.1 Transit agency structures	2
2.2 Types of partners	2
2.3 Elements of successful partnerships	3
3. Approaches to develop effective transit partnerships	4
3.1 Make cold calls to engage new partners	5
3.2 Strengthen prior working relationships.....	5
3.3 Use professional organization relationships	5
3.4 Use transit planning activities as an outreach opportunity	6
3.5 Engage with local planning processes	6
3.6 Use third-party requirements that can leverage transit involvement	6
3.7 Hold special events	7
4. Lessons learned	7
4.1 Make an investment.....	8
4.2 Cast a broad net	8
4.3 Expect success	8
4.4 Not a one-time effort	8
4.5 Establish expectations.....	8
4.6 Celebrate successes.....	8
5. Examples of effective partnerships.....	9
5.1 Local partnerships.....	9
5.2 State and regional partnerships	15
5.3 Other organizations.....	17
6. A self-assessment partnership checklist	19
6.1 Build working relationships.....	20
6.2 Develop tools, standards and plans with partnerships in mind..	20
6.3 Use external tools (policies and regulations).....	21
References	22
Definitions	22
Abbreviations and acronyms	22

Transit Agency Partnerships to Improve Urban Design and Enhance Service Effectiveness

1. Overview

Most public transit operators face a peculiar challenge: serving land uses over which they have no control along public rights-of-way on which they have no inherent authority to operate. In order to provide effective service, transit agencies are largely dependent upon the cooperation of other jurisdictions. This situation applies both to operation of transit service and to provision of the supporting transit capital investments. Virtually all aspects of transit service depend upon successful partnership with one or more outside parties that control the environment in which transit operates. Good partnerships may, over time, result in long-lasting institutional arrangements such as: multi-agency review processes, establishment of tax improvement financing and/or benefit districts, establishment of regional oversight entities, inter-local agreements, advisory committees, legislation, initiatives and referenda, staff sharing, and workshops, among other institutional arrangements.

Representative areas in which transit depends upon these partnerships include the following:

- **Land use:** Coordination of land use and transit planning to provide both the type(s) and intensity of development along major travel corridors that facilitate operation of high-quality transit service for local residents and businesses.
- **Access:** Integration of transit with adjacent land uses, provision of public infrastructure to accommodate transit access and egress by all modes (walk, bike, car, other transit), and adoption of urban design standards that prevent or remove barriers between transit service and local residents and businesses.
- **Operations:** Management and design of the local roadway network and traffic control systems in a manner that facilitates efficient movement of transit vehicles.
- **Funding:** Provision of operating support for specialized/expanded services, capture of enhanced property values resulting from transit improvements for reinvestment in the transit system, shared capital investment by transit and local/private entity, community/business support for transit referendums and established partnerships, and policies to strengthen the likelihood of receiving federal capital funds.

These areas reflect the wide variety of potential public and private entities that can have a major impact upon the quality of service that transit provides to the community. Identifying key partners and building strong relationships is essential to maximizing the value of transit to the community. Transit must encourage and pursue an environment that enhances communication, facilitates dialogue and establishes trust with other agencies, organizations, jurisdictions, and the development community. Such efforts are essential to forming the partnerships that facilitate effective transit service.

2. Partnership approaches

Successful partnerships are built upon a core set of principles, tailored to unique local conditions. The position of the transit operation within the local governmental structure largely determines its reliance upon others in the public sphere. The nature of the project or program being pursued by the transit operator also influences the range of public and private partners from which the agency may benefit.

2.1 Transit agency structures

The position of the transit authority within local/regional government varies substantially depending upon local politics and state enabling legislation for transit. While the majority of the approaches to partnership development are applicable regardless of the transit agency structure, the position of an agency is still a worthwhile consideration. Examples of organizational structures are identified below:

- **Part of city or county government:** The Charlotte Area Transit System (CATS) is a department of the City of Charlotte government. The director of public transit reports to the Charlotte city manager. This position within city government provides the opportunity for the transit operator to work closely with other city departments, such as Traffic Engineering and Planning, on a regular basis.
- **Multijurisdictional/regional agency:** Metro Transit is a division of the Metropolitan Council serving seven counties in the Minneapolis–St. Paul metro area. In addition to providing transit service, the council provides regional planning services for wastewater treatment, community planning, population forecasting, affordable housing and parks. Metro has the opportunity to call upon “sister” regional agencies’ implementation authority to help leverage implementation of major transit projects that cross local jurisdictional borders.
- **Free-standing agency:** The Metropolitan Transit Authority of Harris County (METRO) is an independent entity providing transit service to the Houston metropolitan area. METRO is governed by a board of directors appointed by the City of Houston, Harris County and the remaining cities within the county. The autonomy of independent agencies such as METRO provides greater flexibility in internal decision-making but can increase the reliance upon others for service or project implementation.

2.2 Types of partners

Depending upon the nature of the project, the transit operator may want to draw from a broad range of partners to enhance the opportunity for success. Potential partnerships could include any or all of the following:

- **Individual residents and interest groups.** They establish the market demand for the kinds of homes, streets, neighborhoods, stores, offices and communities in which they live and work.
- **Developers and other private sector entities.** They finance, plan, design and construct residential, commercial retail, office and industrial developments, and other physical facilities needed to serve those developments, all in response to market demands.
- **Local governments.** They establish zoning and development standards, approve and permit the final development plans that private entities undertake, construct and maintain infrastructure including streets, utilities, green (vegetation, trees, etc.), manage station area planning, and open space park and recreation areas required to support development.
- **Regional planning agencies and metropolitan planning organizations (MPOs).** They have the ability to encourage, facilitate and allow local governments, citizen groups and the private sector to develop a shared vision of:
 - desirable urban form;
 - general plans for land use and development in the region;

- an appropriate balance of highway and transit development; and
- general standards of urban design for the region.
- **State and/or City Departments of Transportation (DOTs) regulatory agencies, resource agencies, and other community agencies or boards.** They implement highways, public buildings and other physical facilities, and/or give approvals for the implementation of those physical buildings and facilities.
- **Transit operators.** They often times have unique perspective and insight regarding various urban design/land use and service issues.
- **Internal transit agency departments.** They can be helpful in enabling the agency to commit staffing and financial resources to different projects. In the case of projects that occur within stations, the transit system or beyond, getting internal buy-in before engaging external partners is often critical.

Transit providers that establish good working partnerships with these groups can influence urban design in a manner that supports effective transit service that is responsive to community needs.

2.3 Elements of successful partnerships

Specific partnering methods and approaches vary widely among agencies. However, several general principles are applicable in creating successful partnerships.

2.3.1 Leadership

Transit providers must be willing to take leadership and reach out to the public and to other agencies to invite partnerships and coordination in urban design issues. Leadership in improved urban design may also be available from individuals in the private sector, from public interest groups, from elected officials or from other public agencies. But the transit agency must be ready and willing to enter into joint discussion and shared actions and to provide support and assistance to those parties, sharing leadership roles with them. Someone within the transit agency must take responsibility for this process of reaching out to others. This can best happen when the general manager specifically assigns that role to key staff members, and does so with the full support of the policy board.

2.3.2 Public involvement and a shared vision

The process of developing a shared vision of the desirable future for a community is one that must involve individual residents. There are many different ways that have been used successfully in various cities and regions to achieve this shared vision among residents, but it is clear that without public understanding and buy-in, it will be hard to achieve change. Transit agencies must provide for this kind of continuing public involvement, working in concert with other agencies. There must also be emphasis on listening to members of the public, and effort put forth to let community members and the public know that they have been heard through these public engagement processes. Staff expertise in techniques of public involvement and communications is critical.

2.3.3 Communications and trust through shared work

Communication means not only talking to other agencies and parties, but *listening* to them as well. Transit agencies must find mechanisms for continuing dialogue—for working together over an extended period of time with both elected officials and with the staff of local governments, MPOs, DOTs and other community agencies and groups. It takes time to build trusting relationships, and transparency of information and processes is a critical factor in successfully doing so. Just holding a single meeting and then going away and doing business independently of one another does not result in real partnership. Successful transit agencies have created or supported those mechanisms for continuing dialogue by entering into shared work programs and by allo-

cating staff time to those efforts. Staff must be easily accessible and early engagement of stakeholders is essential to forming and nurturing effective partnerships. For another agency to be willing to partner with the transit agency on urban design issues, it may also require willingness of the transit agency to work on issues important to the other agency.

The most successful efforts have often evolved into an ongoing, tiered set of discussions, including community design charrettes at the beginning of a project, giving the community a voice and stay in transit agency project activities throughout the length of a project. Hard interagency work is done at the working staff levels; agreement on proposed courses of action is reached in interagency meetings at the executive levels (general manager, executive director, city manager, etc.), and then agreement to carry proposed policy actions to the separate policy boards is made by meetings of key individuals at the policy board level.

2.3.4 Written agreements

Informal shared work programs may be successful. Sometimes, however, a formal work program and written agreements are required. Written agreements can spell out the aims and purposes of the parties, the obligations and expectations each party has for the other, the mechanisms for communication, and the general schedule for continuing meetings. Some transit agencies have found such agreements helpful in establishing a new pattern of partnerships with local governments and other agencies. Special written agreements may be required for particular defined work efforts that involve monetary contributions from each party for the accomplishment of specific work by consultants or other third parties.

2.3.5 Committing staff resources

Transit agency partnerships with other agencies cannot happen without a commitment of staff time from both the transit agency and its partner agencies. This obviously means the use of staff resources –and money –to achieve the purposes desired.

The more thought that is given to which staff members should be involved in these joint efforts, and how to ensure that agreements reached are communicated to the rest of the agency, the more successful the long-term outcome will be. Typically, transit agencies use staff involved in capital development and communications/public affairs. Local governments tend to use planning or public works directors, or sometimes staff from the mayor’s office. MPOs rely on long-range transportation and land use planners.

The commitment of staff resources is not enough, unless people with the right technical skills and personal communication characteristics are used. Many agencies have found that the use of staff with private sector development experience is especially critical for partnerships with developers involved in urban development projects.

3. Approaches to develop effective transit partnerships

There are a wide range of approaches to establishing partnerships with private and public sector entities. These include the following:

- reaching out to potential new partners
- prior working relationships
- professional organizations
- transit planning activities
- local planning processes
- third-party requirements
- special events

3.1 Reaching out to potential new partners

Starting from scratch is the most challenging approach to establishing a partnership; however, engaging new partners can be a rewarding experience. Just as in the sales business, cold calls begin without common ground or personal relationships already established. Fortunately, this is an uncommon situation in the transit industry unless the agency is new or has experienced extensive staff turnover. The nature of the transit business generally requires significant interaction with other entities on a daily basis.

There are several approaches that can help make a cold call effective. First, do your homework about the potential partner and the agency/business he or she represents before establishing contact. Based upon this information, identify realistic benefits the individual or business can realize as a result of the partnership. Also identify any shared working relationships with other individuals or agencies who might offer a positive reference if contacted. Use transit planning tools such as those outlined below in Section 3.3 as a base to solicit participation by new partners.

Many transit agencies have marketing and educational materials highlighting success stories that can be used with new partnership “prospects.” These materials should be geared to show others the benefits of partnering, and should include facts and examples of benefits, as well as successful examples of partnerships.

Finally, don’t waste the person’s time. Approach the potential teammate with a plan that clearly identifies your goals for the partnership and the likely benefits. Listen to his or her ideas so that you can understand his or her point of view and respond constructively. Expedient follow-up can further reinforce a good start. Charge ahead and invite the person to lunch to discuss next steps!

3.2 Strengthen prior working relationships

Building on prior working relationships establishes partnerships more quickly than cold calling. Prior working relationships come in many shapes and sizes. The process of establishing new bus stops typically requires working with city service or traffic engineering staff. Fixed-guideway projects such as bus rapid transit or light rail generally result in contact with many city agency departments, state and federal agencies, and possibly private developers. Whenever a relationship has been developed for a particular effort, look for opportunities to “mine” that contact for other connections or applications.

3.3 Use professional organization relationships

Transit agency personnel have numerous opportunities to develop useful working relationships through professional organizations and volunteer participation in related planning activities and commissions. Membership in local chapters of national organizations such as the [American Planning Association \(APA\)](#), [Institute for Transportation Engineers \(ITE\)](#) and [Women’s Transportation Seminar \(WTS\)](#) provide diverse contacts as well as professional growth.

[The Urban Land Institute \(ULI\)](#) recognizes the connection between land use and transportation, and sometimes funds visioning exercises that can be supportive of transit. Private sector relationships with ULI members can help broaden support for transit initiatives. Private sector relationships also can be developed through membership on a Special Improvement District board in which your office is located, or through which your service operates.

Volunteer roles can also build a broad network that can be useful for future partnerships. Look for appointments to city commissions or special working groups related to planning or transportation. Represent your agency on Metropolitan Planning Organization (MPO) committees. Offer to become a “transit liaison”

for neighborhood or area planning studies conducted by the city. Make a presentation on transit service planning or transit-oriented development (TOD) to the local chapter of the Building Industry Association.

The key to building upon any of these kinds of relationships is to make sure that they are not contrived exclusively for your benefit. Nurture the relationship through opportunities for both parties, and it will offer rewards to both for some time.

3.4 Use transit planning activities as an outreach opportunity

Development of short- and long-range transit plans offers a natural opportunity to develop working relationships that can provide a base for later partnerships. In fact, these plans are most useful to the agency when they incorporate broad input from city staff, neighborhood organizations and commissions, city planning commissions, elected officials and private developers. In addition to providing valuable community input and broadening support for the plan, involvement of these various parties creates trust and builds credibility for future endeavors.

Many transit agencies have a design standards manual that includes information ranging from design templates for bus shelters and bus pads to guidelines for transit-supportive land use patterns. Agency staff should make periodic presentations to city staff, planning commissions and the building industry regarding the information in the manual. In addition to introducing the material, the presentations can provide another opportunity to establish working relationships.

Developing a new manual or updating an old one can also provide an opportunity for establishing relationships. The approach can be similar to the short- or long-range planning process, inviting public and private sector participation in the manual's creation or update. Incorporating input from the "outside world" reinforces others' ownership of the document and strengthens the working relationship for the future. This input can also help to identify information formats that enhance the usefulness of the manual to other parties (i.e., providing design templates using specific computer programs that are widely used in the transit service area).

3.5 Engage with local planning processes

All urbanized areas with a population of more than 50,000 residents are required to allocate federal transportation funds through an MPO. The planning requirements imposed by this process allow for a significant amount of local discretion regarding the nature of transit involvement; however, there can be great opportunity for transit participants to influence local transportation investments and land use development decisions as a member of the MPO. Specific examples are outlined in FTA publications ["Transit at the Table"](#) and ["Transit at the Table II."](#)

In addition to the MPO activities, some regional or local land use or transportation planning efforts are occurring most of the time. Listen and watch for those planning activities in which transit is not currently participating. Contact local planning officials and suggest opportunities where transit can be an added value, such as reducing parking requirements, increasing accessibility or improving quality of life. Ask questions to determine how transit can help meet their goals. Identify actions that can be beneficial to both parties.

3.6 Use third-party requirements that can leverage transit involvement

Most of the partnering foundations outlined above are based upon voluntary conditions founded upon trust and recognized mutual benefits. In some instances, third-party requirements can force a reluctant partner to participate in a transit partnership.

Some states mandate local jurisdiction or developer “responsiveness” to transit needs in order to address environmental impacts associated with land use change. Similarly, some local jurisdictions codify requirements for transit-sensitive design or offer benefits for doing so (increasing intensity of use or decreasing parking requirements). The nature of these mandates can vary significantly among locales.

The [U.S. Green Building Council \(USGBC\) LEED](#) building rating program is another example of leveraging opportunities created by a third party. This program rates buildings with respect to their energy and environmental sensitivity. Proximity to transit is one of the rating evaluation criteria. As private developers approach transit operators to provide service in order to achieve a higher LEED rating, the operator has some opportunity to pursue a more aggressive service plan than the developer had considered.

Transit agencies should take full advantage of these third-party mandates and programs. While the mandates offer leverage, the agency should attempt to wield that power with sensitivity and sensibility. If the enforced partnership can end with a spirit of cooperation and recognition of benefit by the coerced party, then future partnerships may occur outside of the mandate. Even if there are no future partnering opportunities, a constructive outcome can help establish partnerships with other similar parties.

Where these requirements do not exist, transit agencies can work with local or state legislators to draft them.

3.7 Hold or participate in special events

Transit agencies can take the lead or partner with other organization by holding special events that can be used to educate stakeholders and/provide network opportunities. These events can take many forms including but not limited to guest speakers, panel discussions, video or media presentations, networking receptions and static displays. Transit agencies do not necessarily need to sponsor or co-sponsor events and can participate in existing events within the community or region. Educational and outreach efforts at local community events, for example, is effective in raising awareness among members of the general public, and creating a foundation for future collaborative efforts. These events include farmers markets, street fairs etc. This approach is an excellent way to kick off new initiatives or partnerships at the local level.

An example of a special event occurred in Bridgeport CT in 2005. City and business leaders gathered to share ideas about parking management and discuss a vision for a mixed use vibrant Downtown. The purpose was to introduce effective measures to manage the supply of parking through such means as universal transit passes and car sharing as well as spreading the message of parking expert Donald Shoup on parking management. This one session gave birth to several initiatives which ultimately lead to a Downtown Master Plan, a significant reduction in city required parking minimums, the adoption of eco passes by two institutions (with more anticipated) and a consensus on the role of parking in future development.

Another example occurred in Eugene, OR, where Lane Transit District partnered with local chambers of commerce and environmental groups to put on an annual three hour event promoting transportation, economic development and land use integration. The most recent event held in February 2012 was attended by 250 people and included keynotes by Brookings Institute Fellow Christopher Leinberger and Reconnecting America CEO John Robert Smith along with a local panel.

4. Recommendations

There is no shortcut to creating partnerships; however, there are several guidelines that can enhance opportunities for success in both the short and long term.

4.1 Make an investment

Effective partnerships do not happen spontaneously. Spend the time to learn what partnerships have been useful in other cities, and determine if and how they might apply to your own circumstances. Research potential local partners to better understand their goals, constraints and working environments. Take the time to build the relationship, and then suggest a potential partnership that could be mutually rewarding. The first experience will determine if there will be others. Make sure it is worthwhile for both parties.

4.2 Cast a broad net

It is difficult to have too many potential partnering opportunities. Build relationships beyond standard professional contacts. Don't worry whether a relationship might bear fruit in the short term. There maybe an opportunity for a project that you are not currently contemplating. In addition, you may have the opportunity to assist your partner in the short term. In the worst case, you have made only a new friend.

4.3 Expect success

Establishing relationships and partnerships that work is largely dependent upon your attitude. If you expect failure, that is what you are likely to encounter. The same is true for success. Assume that existing and potential partners will be interested and willing participants. Your positive attitude will help reinforce this result. When roadblocks occur, look for solutions instead of giving up. The partnerships that require extra effort may become the longest lasting and most rewarding.

4.4 Not a one-time effort

One partnership can lead to another in many instances. Just as in establishing the initial relationship, "repeat" efforts require an investment. Relationships need to be refreshed in response to time and changing conditions. Over time, "What's in it for me?" will change. Key contacts within other organizations may also change. Stay on top of changes for individuals and their organizations. Nurture the relationships over time.

4.5 Establish expectations

Make sure all team members understand one another's unique needs. This is particularly important when the transit agency is using state or federal funds, which may require reviews, approvals and/or contractual requirements to which local entities are not accustomed. This also works in reverse, as the transit agency must respect local city planning commission/council processes and private developer financial considerations.

Next, establish the project scope and approach, and define the schedule. Determine the responsibilities and authority of all participants. Documentation of these decisions may vary based upon the relationships among the participants. It can range from a general memo to a memorandum of understanding, or potentially even a contract. In general, it is wise to err on the side of formal documentation. This action will provide a clear target and roadmap to be shared by all key participants.

4.5.1 Adhere to Title VI Requirements

Title VI requirements should play a major role in the ways in which an agency conducts its daily business, This includes outreach and partnership efforts. Consider the development of a Public Participation Plan, or a Limited English Proficiency Plan to reach communities in which English is not the first language.

4.6 Celebrate successes

When a project is completed, make a big deal of it. Make sure all the major participants in your extended team are recognized for their contribution. Hold an event for all, and enjoy the satisfaction of the completed effort. Communicate with your teammates' supervisors regarding the success of the project, its value to the

community and the role these individuals played. Consider identifying the next possible partnership opportunity, and ask this individual or his or her firm might participate.

5. Examples of effective partnerships

The following examples describe both formal and informal partnerships entered into by transit agencies with local jurisdictions that have positively influenced planning and design solutions undertaken within their area of influence. These examples are not prescriptive for direct application by other agencies, but they offer potential approaches and outcomes for consideration. Transit agencies must tailor their approaches to their local conditions.

5.1 Local partnerships

Local jurisdictions largely exercise control over the type and intensity of development that occurs within their boundaries. This occurs directly through land use controls and indirectly through public infrastructure investments. Transit providers are substantially dependent upon these local jurisdictions for approval of transit service and facility improvements inside their boundaries. This section identifies a variety of tools and techniques that transit agencies have used to encourage and/or leverage partnerships with the jurisdictions through which they operate.

5.1.1 Orlando

Florida state development regulations offer the Central Florida Regional Transportation Authority, which runs the LYNX bus system, some planning advantages not found in other states. Eleven regional planning councils (RPCs), commissioned by state law, provide comprehensive planning and intergovernmental coordination for managed, responsible growth. Florida state legislation provides that any development that would have a substantial impact on the health, safety or welfare of residents of more than one county is considered a development of regional impact (DRI). The RPC has the lead role for coordinating the multi-agency review activities for a proposed DRI within its region. The RPC recommends either denial or conditions of approval of DRIs to the local government.

The rapid residential, commercial and office growth in Florida frequently left transit in a “catch-up” mode responding to new development patterns that were not particularly suitable for effective transit service. LYNX needed an approach to reinforce transit consideration early in the land development process. Working within the RPC review process for large projects, LYNX has been able to leverage cooperation with the development community to ensure that transit issues receive the appropriate attention, along with other infrastructure and public service needs.

5.1.1.1 Altamonte Springs

An early application of this leverage occurred in 1986 when the business community of Altamonte Springs, a suburb of Orlando, wanted to create a central business district to attract more businesses to the area. To accomplish these goals, a Community Redevelopment Agency (CRA) was established for the Altamonte Springs downtown area. The City of Altamonte Springs and the CRA, as the developer, applied to the RPC for approval as a DRI. The DRI and CRA together allow the city to more directly partner with the private sector.

A traffic impact analysis for the area indicated that traffic mitigation would be required in order to accommodate new development anticipated for the area. LYNX proposed an innovative transit approach called Flex Bus to help address traffic congestion and to respond to development concerns of the RPC. This approach combines the advantages of dedicated bus lanes, intelligent transportation system (ITS) technology, route deviation and demand-response systems to deliver fast, economical and convenient bus service.

The system is fully designed but is being implemented incrementally due to funding constraints. Developers and property owners have provided exclusive right-of-way and space for shelters, as well as lobby space for Flex Bus reservation kiosks. Current operation is largely within public right-of-way with off-line stations on private property. Operating costs are funded by the property owners through an assessment district.

5.1.1.2 Downtown core

The City of Orlando desired to enhance the quality of life, reduce traffic congestion and encourage additional growth in the existing downtown core. The state growth management regulations stipulate that new development is permitted only when the infrastructure can support new growth. Therefore, the state required the creation of a downtown transit system to support expanded development in the downtown area.

To accomplish its overall goals, the city created a special taxing district for the downtown area administered by the Downtown Development Board (DDB). The purpose of the DDB is to encourage redevelopment, with tax revenue used for planning and programming. The DDB and the City of Orlando worked together to create a downtown CRA that allows for the capture of future tax increments to be used for the redevelopment projects and infrastructure improvements.

LYNX worked with the two new organizations to provide a downtown shuttle that satisfies state development requirements. The LYMMO, introduced in 1997, operates within dedicated bus lanes and takes advantage of ITS technology such as signal priority. Through its partnerships, LYNX was able to secure dedicated lanes to ensure that the shuttle operates smoothly and reliably. In order to facilitate the free service desired by the city, LYNX was also able to negotiate operating support through revenues from approximately 9,000 downtown parking spaces.

Over time, LYNX has adjusted its approach in working with developers to satisfy state development requirements. The agency requests operating assistance for specific service improvements that will enhance the proposed development. LYNX provides the developer with information describing how the proposed transit services will positively affect the development. This has been a much more successful approach than pursuing transit capital improvements, such as shelters, which often can be funded through other means.

5.1.2 State College, Pennsylvania

The Centre Area Transportation Authority (CATA) works closely with the Centre Regional Planning Agency (CRPA) to influence individual private development projects in a manner that makes them more attractive for transit use. This strategic approach is facilitated by the unique role of the regional planning agency in development review. Most of the local jurisdictions lack their own technical staff and rely upon staff at the CRPA. CATA and CRPA have a long-term working relationship, which is reinforced by their sharing a transit planner. The resulting development review provides review and input from the transit planner early in project development, when plans are still flexible. The tendency of many local officials to forgo a development, rather than approve a project that does not adequately address transit needs, further reinforces a strong transit-supportive approach by the CRPA.

CATA participation in design review of the Colonnade Shopping Center proposal resulted in design changes giving transit a prominent, effective presence within this suburban development. The plans for a new Wal-Mart/Sam's Club were revised to include a transit center, improving transit travel times, reducing walking distances and offering enhanced passenger amenities. Developers have demonstrated a willingness to provide transit amenities to reduce parking requirements and avoid paying additional roadway impact fees.

CATA has found that requesting reasonable transit elements, gaining respect and credibility among local stakeholders, and building on past accomplishments is a successful strategy. This approach reinforces a constructive working relationship with all parties involved in the process.

5.1.3 San Bernardino

Omnitrans takes advantage of the California Environmental Quality Act project review requirements to provide input at the early stages of project development, when there is still significant flexibility in project design. The trigger for this input is the enactment of zoning ordinances, adoption of a general plan, issuance of conditional use permits or approval of tentative subdivision maps. As those early action events take place, Omnitrans has the opportunity to recommend transit-supportive plan modifications such as preservation of transit right-of-way, enhancement of pedestrian facilities or changes in land use/density.

In addition to the formal environmental review process, informal communication regarding new developments occurs through contacts established at the staff level as a result of that process. Omnitrans also reinforces the working relationships with city and county staff when it updates its Short Range Transit Plan to identify developing areas and the need for new transit service.

During the planning for a majority of greenfield development crossing both city boundaries, Chino and Ontario each found that their independently developed “Specific Plans” did not accomplish their own goals to promote transit use within their portion of the development. To address this, Chino and Ontario undertook a joint effort with Omnitrans to address transit service design, funding and land use for all the new communities proposed for development. The effort culminated in the June 2005 publication of the Community Based Transportation Plan (CBTP).

The CBTP is a good example of interagency cooperation, in which two cities and the transit authority jointly developed a plan to benefit future residents. The plan transcends municipal borders and integrates proposed new services with an existing network. As the area develops, the need for transit service will grow. Omnitrans and the cities of Chino and Ontario will monitor growth and implement services as necessary.

5.1.4 Minneapolis–St. Paul

Metro Transit has focused upon building effective communication networks with local governments to enhance transit service at both the corridor and the project level. The transit agency’s unusual position within the regional planning agency (Metropolitan Council) reinforces the local community connection, as the council has review authority over local planning activities to ensure consistency with the regional plan. The council reviews all environmental assessment worksheets, rezoning requests and amendments to the Comprehensive Plan related to new developments. Planning staff review ensures compliance with regional policy, while transit staff review provides project evaluation with respect to transit. This early involvement facilitates project changes before major investments are made in project development.

Metro Transit worked closely with the City of Minneapolis to plan transit service for the Midtown Exchange Project. This adaptive reuse of a former Sears store includes rental apartments, condominiums and town homes; the headquarters of Allina Hospitals & Clinics; a Hennepin County Service Center; a new Sheraton Hotel; and the Midtown Global Market. A new transit center was incorporated into the development that consolidates five bus stops and makes transfers between the two bus routes more convenient. Transfers between routes are safer, and waiting customers are more protected from the possibility of street crime. The facility provides adequate space for buses and frees up space at the intersection for turn lanes and additional street parking. The development also provides access to a large number of potential new customers, and ridership on the two routes serving the development is expected to increase.

As a result of Metro Transit's effective outreach, the City of Richfield invited Metro to participate in the initial discussions regarding the multiuse City Bella development. The development was planned on an existing route to take advantage of the available transit service. The proposed development was incorporated into Metro Transit's own service planning efforts, resulting in a higher level of service appropriate for the new development.

5.1.5 Salt Lake City

The Utah Transit Authority (UTA) is in the midst of an aggressive fixed-guideway program crossing multiple local jurisdictions. Because UTA lacks any eminent domain powers, the agency is reliant upon local government for acquisition of any property through condemnation. This situation has required extraordinary coordination and cooperation between UTA and local jurisdictions in order to advance fixed-guideway implementation throughout the region.

In order to accomplish this relationship, UTA entered into a single, multiparty, inter-local agreement that has every one of the 45 local governments in the UTA service area as signatories. This master inter-local agreement spells out UTA's aims for improved transit service and identifies UTA commitments to work closely with local leaders on plans for rail transit. The agreement outlines how UTA will involve local governments in resolving issues such as noise mitigation, utility relocations and right-of-way takes. In the agreement, UTA also commits to produce a written environmental assessment document for public review on each individual project (even on projects using no federal money and in spite of the fact that Utah does not have a "little NEPA" statute).

This master inter-local agreement also provides corresponding commitments from the local governments to work in good faith with UTA to expedite permitting reviews and approvals, etc. The fact that every local jurisdiction, from Salt Lake City down to the smallest town, has signed the same document reassures everyone that UTA will treat them fairly and not play favorites.

In addition to the master inter-local agreement, UTA signs individual agreements with each of the local jurisdictions through which a capital project (light rail, commuter rail or BRT) is passing, providing for a project policy advisory committee made up of local mayors and/or county commissioners to provide advisory oversight to the UTA project staff during planning, design and construction. Those policy advisory meetings are attended by the press, with support from UTA communications staff, and local elected leaders have a place of prominence in the project news, side by side with the UTA board members.

UTA has entered numerous special study agreements with individual local governments to conduct studies of interest to both parties, with UTA funding some share of the study costs. Sometimes those studies are led by UTA staff, and sometimes by the local government staff, depending upon the subject matter and availability of staff expertise. Frequently, the MPO and Utah Department of Transportation have also been a party to those agreements. Examples include studies of how best to optimize traffic signals in downtown Salt Lake City to provide for both street-running light rail transit (LRT) and good vehicular and pedestrian traffic flows; studies in several cities about how to modify the zoning code to provide for more transit orientation in new development projects; studies to produce new long-range transportation plans for some rapidly growing individual cities, with plans for pedestrian, bike, transit and highway needs; and corridor studies to assess specific highway and transit options and to provide for future right-of-way preservation.

The UTA Board of Trustees also works to reinforce a close working relationship with local jurisdictions. Board members are appointed by local elected officials and meet regularly with those officials to report regularly on UTA affairs, making UTA very much aware of local government concerns and wishes—and local leaders aware of UTA activities, problems and plans. As a result of these coordination and cooperation

efforts, each of the initial five rail projects have been completed on time and under budget. Current plans for an aggressive expansion of the system build upon this record of success.

5.1.6 Vancouver, British Columbia

TransLink obtained federal grant funding for several projects that would increase transit ridership through improvements in bus transit operations and enhanced rail station connections to the surrounding communities. These federal grants required substantial local funding match from the local communities. TransLink staff used the federal funds, anticipated transit improvements and associated local infrastructure investments to leverage financial and technical participation by the local jurisdictions.

The Main Street Transit and Pedestrian Priority Project included street improvements from building face to building face along a major arterial street. Transit benefited from improved bus stop amenities and reduced transit delays. The local businesses along the street experienced higher business activity, attracted by the improved sidewalks, enhanced lighting and increased transit service. The details of the projects required close coordination between TransLink and the City of Vancouver, from planning through implementation.

TransLink also worked with several jurisdictions to better integrate SkyTrain rail stations with the communities they serve. At the Commercial–Broadway station, TransLink worked closely with City of Vancouver engineering staff to identify and implement roadway modifications to improve pedestrian access to the station, to enhance the connection with feeder buses, and to encourage TOD around the station.

The Surrey Station required a broader approach to enhance its connection with the community. The auto-oriented development in this suburban area severely impedes access at the station, and from the surrounding area. As part of the federal grant program, the City of Surrey proposed projects that will both improve station access and enhance the station area as a downtown center, creating a “sense of place” in the sprawling area. The grant helped create an incentive for the city to propose these improvements. TransLink staff anticipate a continued, long-term working relationship with Surrey planning and engineering staff during implementation of these projects.

5.1.7 Charlotte

The Charlotte Area Transit System (CATS) operates the public transit system in Charlotte, North Carolina. It is a department of the city and provides service primarily within Mecklenburg County and adjacent suburbs.

As a unit of the city government, CATS can work closely with other city departments to enhance coordination of both private and citywide public infrastructure investments with transit. CATS staff are routinely included in all internal review of development/zoning proposals, and have the opportunity to request inclusion of transit amenities such as shelter and bus stop waiting pads. CATS staff provide the specifications for the requested elements to ensure that they are built to appropriate standards.

This process ensures that adequate facilities are incorporated into the initial project, and there is no need to retrofit the development at a later date. This approach also avoids the need to obtain easements and/or disrupt traffic in order to construct facilities at a later time. The community benefits from transit service that can be implemented with the opening of the private development, and CATS is able to invest its staff and financial resources in a more efficient manner.

This cooperation between departments is nurtured by an unwritten understanding that each department recognizes the common goal of serving the community and looks beyond its own project boundaries to make infrastructure investments that extend beyond its own direct responsibilities. For instance, if CATS is installing shelter pads in an area that has a gap in the sidewalk network proximate to the shelter, CATS staff

will also take action to close that gap. Conversely, when the Department of Transportation is building or rebuilding a roadway, it will place new pads that CATS will use subsequent to completion of the project.

CATS also has strongly pursued incorporation of transit-supportive infrastructure in new development plans in order to enhance potential ridership. For the new Lynx light rail project CATS has taken this approach a step further to reinforce TOD at stations along the route.

CATS staff have extended their working relationships beyond the boundary of the taxing district. The regional commuting patterns result in a large number of trips entering Charlotte from outside of the transit service area. CATS has worked with these jurisdictions to implement express service for which CATS receives 50% of the operating cost. These jurisdictions are also responsible to provide park and ride spaces at no cost to CATS. Everyone benefits from the relationships as more cars are removed from the road, suburban commuters get an attractive commuting option, and new customers are created who may be asked to become taxpaying participants in the CATS system in the future if its boundaries are expanded.

CATS has also strongly pursued incorporation of transit-supportive infrastructure in new development plans in order to enhance potential ridership. For the new LYNX light-rail project, CATS has taken this approach a step further to reinforce TOD at stations along the route.

5.1.8 San Francisco

The San Francisco Metropolitan Transportation Agency (SFMTA) service area is entirely developed, leaving little opportunity to attract new transit ridership through greenfield development. In order to increase the potential transit market in the area, SFMTA is encouraging redevelopment of existing parcels at increased densities following TOD patterns.

SFMTA's success with TOD has depended upon partnerships with other local, regional and state agencies, as well as the development community. These agencies include city departments of Planning, Public Works and SF Environment; the San Francisco Redevelopment Agency; the Office of Economic and Workforce Development; the Port of San Francisco; and the San Francisco County Transportation Authority.

At the regional and state levels, SFMTA works with the Metropolitan Transportation Commission (MTC), and regional bodies concerned with air quality management, local Bay Area governments, CalTrain, the San Francisco Bay Area Rapid Transit District (BART) and other transportation agencies serving the Bay Area. Much of the coordination and collaboration activity relates to achieving the environmental goals, regional mode split targets and infill housing allocations.

Proposition G, passed by the voters of San Francisco in June 2008, establishes an agreement between the city and a private developer to revitalize Candlestick Point and Hunters Point Shipyard (a former naval base) through a mixed-use development project. The project is being managed by the San Francisco Office of Economic and Workforce Development (OEWD), and includes approximately 10,500 dwelling units, 700,000 square feet of retail, and more than 2 million square feet of office and industrial use.

In response to regional sustainability goals, the city, SFMTA and the developer propose to double the transit mode split for the new project over existing transit usage levels. To achieve this, land use patterns are being developed that encourage walking, optimize transit, and manage parking supply and vehicular traffic. The transit components are being designed based upon SFMTA service standards for route spacing, service frequency and quality of service.

The proposed transit investments and walking/bicycling targets are vetted by SFMTA for practicality and reinforced by an aggressive management parking policy supported by the developer. Key to the successful operation of the new transit services to support the development are agreements by the developer to pay a share of SFMTA's operating and capital costs. Implementation of the transportation components of the plan will be driven by financial negotiations identified in Proposition G, and by environmental mitigation requirements and policy agreements brokered by public and elected officials. SFMTA's past working relationships with the San Francisco Redevelopment Agency and the OEWD have been critical in moving these negotiations toward the completion of environmental review documents in full compliance with California's rigorous Environmental Quality Act, a necessary precursor to full development entitlements.

The OEWD is pursuing a similar planning approach with SFMTA at several other similar large-scale redevelopment projects with willing development partners, such as at Treasure Island (another former naval base) and Park Merced.

5.2 State and regional partnerships

Next to local governments, the agencies with the best opportunity to influence urban design within an urban region are probably the MPO, the state DOT, and those federal and state resource agencies issuing permits related to land, air, water and other environmental resources.

The following are some examples of partnerships and processes that transit agencies have entered into with these other important agencies –partnerships that have positively influenced regional patterns of urban form and conditions and requirements affecting the urban design details for specific projects.

5.2.1 Portland

There was no particular reason to believe that the Portland, Oregon, metropolitan area would become an outstanding example of partnerships among the transit agency, MPO, State DOT and resource agencies, as well as among local governments. In fact, two factors would seem to work against such partnerships:

- The transit agency, TriMet, has its board members appointed by the governor, not by local elected officials. Further, funding for TriMet comes from a payroll tax paid by businesses, and so the appointed board members are all non-elected businesspeople.
- The regional planning agency, Metro, has board members who are directly elected from geographic districts within the three Oregon counties, and thus are also not appointed by local elected officials.

These factors would make it very easy for an unhealthy competition to exist among appointed and business-oriented TriMet board members, directly elected Metro board members, and the mayors and county commissioners from local governments. In spite of these challenges –or perhaps in part because of them – there have been extra efforts over many years to ensure that real partnerships have been forged and maintained, and that they work well.

Regular, frequent –sometimes weekly –meetings are held by key top staff from ODOT, Metro, TriMet, the mayor's offices of the largest cities in each county, and the top planning and public works officials in each county. By agreement, these key staff keep one another informed of existing and pending issues related to planning, funding, design and implementation of all major transportation projects, including how federal funds should be sought and used and which state legislative issues should be pursued. These key staff members also keep their elected or appointed policy boards informed.

A regular monthly meeting is also held by a specially created policy group, the Joint Policy Advisory Committee on Transportation (JPACT), composed of local elected officials from each county, top ODOT

officials, a member of the TriMet board and a member of the Metro board. JPACT formally functions as the MPO policy body for Metro, thus facilitating endorsement of its actions by the elected Metro board. This interlocking combination of informal meetings of key transportation staff from all agencies and the JPACT policy members ensures that there are no surprises, that full discussion of issues takes place with everyone fully informed, and that decisions can be made with confidence that they will be honored.

The result is an exceptionally strong relationship among all levels of government on transportation, land use, urban design and environmental resource decisions. It has also enabled real shared work programs among the agencies.

For example, TriMet prepares and regularly updates its Transit Investment Plan (TIP) based upon long-term goals and strategies for both land use and transportation established by Metro and then works closely with the local governments to implement the TIP and to ensure that the roadways, sidewalks, pedestrian crossings and building codes promote pedestrian-friendly access to transit. Several cities have implemented tax incentives for businesses in transit-oriented developments around light rail stations. Other cities have enacted local improvement districts to fund sidewalk improvements and other pedestrian enhancements around stations. Metro, ODOT and TriMet share responsibility for corridor planning and preparation of alternatives analyses and environmental documents for new facilities. ODOT has participated actively with TriMet in the design and construction of new light-rail extensions, providing right-of-way in freeway corridors in several cases.

5.2.2 New Jersey

NJ Transit is a state-owned and statewide transit agency, separate from NJDOT. Since the early 1990s, NJ Transit has been a leader in promoting TOD. NJ Transit's 1994 publication, "Planning for Transit-Friendly Land Use: A Handbook for New Jersey Communities," is still a valuable and relevant resource today.

By partnering with its sister agency, NJDOT, NJ Transit has been able to accomplish a great deal more in achieving transit-friendly land use and urban design improvements. In 1999, NJ Transit and NJDOT partnered in creating the Transit Village program. Since then, 24 municipalities have become designated Transit Villages, and more are seeking to gain this designation. In order to do this, municipalities must demonstrate a commitment to revitalizing and redeveloping the area around transit stations into a compact, mixed-use neighborhood with a strong residential component. Once designated, those localities benefit from technical support and priority funding from state agencies, and the ability to apply for grants from a fund set aside by NJDOT. These efforts have resulted in some dramatic neighborhood revitalization in such cities as Rahway, Jersey City, Cranford and New Brunswick.

5.2.3 San Diego

During the 1980s, when the San Diego Metropolitan Transit Development Board (MTDB) was implementing the initial light-rail line, it entered into agreement with the California Department of Transportation, CalTrans, for technical assistance. CalTrans actually provided full-time staff engineers to MTDB to assist with design, contract procurement, construction oversight and similar areas of technical expertise. This not only provided needed strong design and construction experience to a fledgling transit agency, but it also meant that CalTrans became invested in the light-rail project's success. That investment greatly influenced subsequent highway planning and design decisions by CalTrans in the years that followed, ensuring transit input into those decisions.

In a similar way, MTDB worked closely with each of the cities being served by transit, and with the MPO, the San Diego Association of Governments (SANDAG), to enable land use and design decisions that facilitated transit success. The relationship with SANDAG was significant enough that, in 2004, the California Legislature gave SANDAG the responsibility for all transit facility design and construction, with MTDB and

other county transit agencies becoming transit operators only. That experiment in combined regional and transit government is now in its eighth year.

Similar institutional MPO-transit agency arrangements exist in the Twin Cities, Las Vegas and Reno.

5.2.4 Salt Lake City

The UTA, much like TriMet in Portland, has made partnerships with the MPO and the state DOT a major hallmark of its planning, design and construction programs. As in Portland, the initial planning and alternatives analysis for new transportation facilities in the Wasatch Front region are carried out by the MPO, with close involvement of UDOT and UTA, as well as local governments. Once a decision has been reached by the MPO on a preferred corridor alignment and mode, UTA or UDOT take lead responsibility for the detailed design and environmental reports. The two MPO agencies –the Wasatch Front Regional Council (WFRC) covers the Salt Lake and Ogden urbanized areas, and the Mountain Association of Governments (MAG) covers the Provo urbanized area –are thus significant leaders in determining the ultimate transportation network and the relationship of that network to urban development and urban form in the region.

That is quite different from the role played by MPOs in most areas of the country. In other areas, the MPO is expected to simply endorse, adopt or include in its long-range transportation plan the corridor, mode and alignment decisions reached by the state DOT or the transit agency, with little or no influence on the decision.

5.3 Other organizations

Transit agencies provide services that are important to many quasi-public and private sector groups, including universities and colleges, hospitals and medical centers, concentrated business and employment centers in downtown areas or other locations, homebuilders, condo and shopping center developers, and some other special groups. These institutions or associations are therefore potentially important partners for transit agencies seeking to achieve greater ridership or other aims that are important to both parties, including improvements in urban design of new developments.

The following are some examples of formal and informal partnerships entered into by transit agencies that have positively influenced planning and design solutions undertaken by such groups.

5.3.1 Downtown associations

5.3.1.1 Denver

The Downtown Denver Partnership (and its forerunner downtown association, led by a visionary leader, Phil Milstein) has long played a key role in the development of improved transit to and within the downtown area of Denver, going back to the days when the private corporation Denver Tramways operated bus services in Denver. After the multicounty Regional Transportation District (RTD) was created and funding was approved by the voters, RTD worked closely with the Downtown Denver Partnership in the planning, funding and development of the 16th Street Mall, including working with businesses located on the mall and gaining support for the streetscape and urban design features that have made that facility such a success for both RTD and downtown Denver. More recently, the partnership worked with both RTD and the City of Denver in plans for the restoration and reuse of the historic Denver Union Station as a downtown terminal for two new light-rail lines, two new commuter rail lines and some key bus routes into downtown.

5.3.1.2 San Antonio

In the 1990s, VIA Metropolitan Transit implemented \$50 million of improvements in downtown bus access and circulation plans that featured significant streetscape and urban design upgrades by entering into a three-

way partnership with the City of San Antonio and the Downtown Alliance. Known as the TriParty Project, the formal partnership split the costs of new construction and transit facilities among the three partners. Since that time, the VIA partnership with the city and the Downtown Alliance has continued, via downtown streetcar circulator routes and additional urban design and wayfinding improvements. Those improvements are important not only to downtown business owners and employees, but also to the large number of tourists who stay and shop in downtown San Antonio, drawn by the River Walk and other urban design amenities, as well as by the presence of the historic Alamo.

As part of the more recently adopted VIA Short Term Capital Plan, a new Downtown Amenities program that will soon be implemented, provides for a comprehensive strategy to address the transit patron environment along downtown streets. It will not only upgrade the level of amenities for transit patrons, and enhance the urban design character of the streetscape, but will make a significant investment in a sustainable approach to transit facilities, and provide advanced technologies for ‘real time’ information. These advancements will complement the new modes of sustainable transit that will also be launched over the next several years.

5.3.2 Hospitals and medical centers

5.3.2.1 Houston

The Houston Medical Center, three miles south of downtown, includes several private and public teaching hospitals, medical schools, nursing schools, dental and veterinary medical facilities, and other medical offices and facilities. It is a major employment center and also attracts many daily outpatient and patient visitor trips. It is located near a historic part of Houston known for its fine trees, landscaping and urban design features, and is close to Rice University and to a major city park. When Houston Metro was planning for a new light-rail line from downtown Houston to the Medical Center, it entered into agreements with the Medical Center and the City of Houston to preserve and enhance key urban design features, to protect landscaping, and to avoid negative impacts to medical facilities and equipment resulting from noise, vibration and electromagnetic interference.

5.3.2.2 Salt Lake City

UTA worked closely with the University of Utah and the University Medical Center to complete two extremely successful light-rail extensions to those two institutions. The region’s largest private health care organization, Intermountain Healthcare (IHC), observed how rail access had helped the University Medical Center. As a result, when IHC began searching for a site for a proposed new hospital and medical center, it discussed those plans with UTA. For reasons of land costs, IHC might well have located on a suburban site accessible only by automobile, as some other health care groups have done. Ultimately, IHC settled on a recently demolished industrial site immediately adjacent to an existing UTA light-rail station, and that new high-rise medical facility opened in 2007. Detailed plans for walking access from the light rail station were developed by IHC, UTA and the City of Murray, the local government having jurisdiction.

5.3.3 Private nonprofit groups

5.3.3.1 San Francisco

San Francisco Planning and Urban Renewal (SPUR), a private, nonprofit organization based in San Francisco, is dedicated to improving planning and urban design in San Francisco by harnessing the volunteer efforts of planners, architects, engineers and other interested residents to review public project proposals. For more than 40 years, SPUR has worked closely with –and provided constructive criticism to –the city-owned transit agency (Muni), the regional rapid transit agency (BART), the East Bay bus operator (AC Transit) and the agencies providing commuter rail service from the south (CalTrain), and bus and ferry service from Marin County (GGBHTD), to improve transit designs, to gain support of the business community and to lobby San Francisco officials for improved urban design. SPUR has positively influenced the original BART station

designs and the Muni Metro Market Street plans; the plans for reconstruction of the TransBay (bus) Terminal; plans for a new CalTrain terminal; and plans for light rail extensions, among other actions.

5.3.3.2 Salt Lake City

Envision Utah is a private foundation created by leaders from the government and business community to address long-range planning issues of importance to the rapidly growing Wasatch Front region, to create a unified vision among residents on how growth should be managed, and to strengthen community livability. Early on, UTA reached out to Envision Utah to offer support and help in dealing with issues of transportation and urban design. Together, UTA and Envision Utah funded public “visioning” workshops to bring leaders and individual residents together for one or two days of intensive exercises and discussions about what they did and didn’t like in current growth patterns, and what they would like to see happen to make it better.

As a result of those workshops, Envision Utah funded studies by Calthorpe Associates of how improved and transit-oriented urban design could be put into place in several growing cities in the region. Those studies were closely watched by other nearby communities as well. Envision Utah also funded studies of the costs of sprawl and the benefits of increased transit investments, and UTA provided some technical assistance in those efforts. UTA followed up with financial assistance to some other key cities, enabling those cities to hire consultant teams to develop new transportation plans, urban design plans and zoning ordinances that implement the kind of transit-oriented design proposed by the Calthorpe studies.

5.3.4 Universities and colleges

5.3.4.1 San Diego

In planning for the Mid-Coast Corridor extension of the light-rail system north of San Diego, MTDB (and later SANDAG) worked with the University of California San Diego (UCSD) for the location of stations to serve that campus. Those initial efforts resulted in a partnership that finally placed the rail line right through the heart of the campus, with wonderful access for students and faculty. Ironically, this success frustrated the officials of the nearby San Diego State University (SDSU), because the light-rail line alignment dictated by available right-of-way did not permit a similar penetration of the SDSU campus desired by those officials.

5.3.4.2 Tucson

The City of Tucson Department of Transportation, which operates the transit system for the Tucson region, is implementing a streetcar line that will cross the campus of the University of Arizona and then traverse a two-mile street alignment, connecting the campus with downtown Tucson and an adjacent new development area. The project will include streetscape improvements and other amenities along the streetcar alignment.

5.3.4.3 . Phoenix

During the planning phase of the Central Phoenix/East Valley (CP/EV) Light Rail alignment, METRO coordinated with Arizona State University (ASU), the largest public university in the United States. With the main campus located in Tempe, ASU considered opening a satellite campus in downtown Phoenix. The proximity of the light rail to the downtown core greatly influenced ASU's decision to open the Phoenix campus, with light rail providing a direct transit connection to both campuses. Today, the ASU faculty, staff, and students contribute to approximately 30% of the ridership base.

6. A self-assessment partnership checklist

The partnership approaches outlined in Section 3 result from a broad range of small steps that a transit agency can incorporate into its corporate culture. The checklist below provides both a guide and an assessment of the

agency's preparedness to pursue partnership opportunities. An agency's ability to pursue these approaches may be dependent upon their resources.

6.1 Build working relationships

- Is your staff accessible to/by other jurisdictions?
- Does your staff offer to review city/county plats and plans?
- Does your staff provide input in a constructive and timely manner?
- Is your staff viewed as a resource by other local agencies?
- Does your staff celebrate successful transit project implementation with other partners?
- Does your staff view local planners and engineers as an asset as they develop transit projects?
- Is there regular contact between the board members and the elected officials or staff of the jurisdiction they represent?
- Does the general manager meet regularly with local elected officials and city managers?
- Does your planning and engineering staff meet regularly across levels with the appropriate planning and engineering staff responsible for local land use and transportation planning?
- Does your staff meet with others who influence land use and development decisions, such as economic development, natural resources, housing, parks, social services or utility agencies and departments?
- Does your staff have a relationship with local planning and zoning commissioners and city councils?
- Is your planning staff active in local and regional planning professional organizations and activities?
- Do you include other jurisdiction or department staff in your consultant procurement process and/or on staffing interviews?
- Are you building the skills of your staff to create effective partnerships with local jurisdictions around transportation and land use planning and implementation?
- Is your staff encouraged to work with other jurisdictions on land use and transportation projects, and do they have adequate time and resources to be effective?
- Are you evaluating the effectiveness of local jurisdiction partnership efforts to improve planning and service delivery and using the evaluations to allocate future staff resources?
- Is there continuity in terms of partnerships from planning through implementation?

6.2 Develop tools, standards and plans with partnerships in mind

- Do you use a design standard manual that addresses the broad range of transit-related planning and design issues ranging from transit-supportive land use patterns to model zoning ordinances and specifications for transit stops or stations?
- Are your design standards easy for local jurisdictions and others to incorporate into their own plans and regulations?
- Do you involve local jurisdictions in updating your design standards manual?
- Are the design templates available in electronic format using common CADD software?
- Is your design manual available on the Web?
- Has the manual been presented to local planning and zoning commissioners?
- Does the manual identify transit benefits to the community with respect to both attracting jobs and serving residents?
- Does the manual include a standard memorandum of understanding and other agreements that facilitate cooperation on projects?
- Do you involve local jurisdictions in short- and long-range plan updates?
- Is your long-range plan also a good marketing and communications tool?

6.3 Use external tools (policies and regulations)

- Is your planning staff aware of local, regional and state entities and regulations that can reinforce transit consideration in land use?
- Does your agency use state requirements such as Florida's Development of Regional Impact (DRI) or California's Environmental Quality Act to reinforce transit in local project development?
- Do you promote consideration of transit options in areas that administer roadway impact fees?
- Do you team with other entities, such as community redevelopment agencies, to pursue common goals?
- Do you support adoption of land use and development plans, such as provision of pedestrian infrastructure and mixed-use zoning, which are not directly related to transit but support effective service?
- Are there opportunities for shared staff resources, either on a long-term basis or on a project-specific basis?

References

Transit Cooperative Research Program, TCRP Synthesis 67, “Bus Transit Service in Land Development Planning,” 2006.

Definitions

headway: The time between arrivals of transit vehicles.

“little NEPA” statute: A state law that regulates environmental quality.

local jurisdiction: A county, city, village or township that exercises some level of control over land use and development within its boundaries.

new urbanism: An urban design movement that emphasizes mixed-use, walkable neighborhoods with a diverse range of housing and jobs.

Abbreviations and acronyms

APA	American Planning Association
BRT	bus rapid transit
CADD	computer-aided drawing and drafting
CATA	Centre Area Transportation Authority (State College, Pennsylvania)
CBTP	Community-Based Transportation Plan (Chino and Ontario, California)
CNG	compressed natural gas
CRA	Community Redevelopment Agency (Orlando)
CRPA	Centre Regional Planning Agency (State College, Pennsylvania)
DDB	Downtown Development Board (Orlando)
DOT	department of transportation
DRI	Development of Regional Impact (Florida)
FTA	Federal Transit Administration
GGBHTD	Golden Gate Bridge Highway and Transportation District
IHC	Intermountain Healthcare
ITE	Institute for Transportation Engineers
ITS	intelligent transportation system
JPACT	Joint Policy Advisory Committee on Transportation
LEED	Leadership in Energy and Environmental Design
LRT	light rail transit
MPO	Metropolitan Planning Organization
MTC	Metropolitan Transportation Commission (Oakland)
MTDB	Metropolitan Transit Development Board (San Diego)
NEPA	National Environmental Policy Act
NJDOT	New Jersey Department of Transportation
ODOT	Oregon Department of Transportation
OEWD	Office of Economic and Workforce Development (San Francisco)
RPC	regional planning council
RTD	Regional Transportation District (Denver)
SANDAG	San Diego Association of Governments
SDSU	San Diego State University
SFMTA	San Francisco Metropolitan Transportation Agency
TCRP	Transit Cooperative Research Program

TOD	transit-oriented development
UCSD	University of California San Diego
UDOT	Utah Department of Transportation
ULI	Urban Land Institute
USGBC	U.S. Green Building Council
UTA	Utah Transit Authority
WFRC	Wasatch Front Regional Council
WTS	Women’s Transportation Seminar