



**City of Phoenix**  
PUBLIC TRANSIT DEPARTMENT




# NWEII Transit Oriented Community (TOC) Who We Are

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## NWEII Memo



This section explores outstanding practices within the realm of Equitable Transit-Oriented Development (eTOD) across diverse regions in the United States. This overview delves deep into noteworthy strategies, innovative approaches, and success stories of eTOD initiatives. By examining the experiences of different cities, this compilation aims to serve as a guiding document, providing valuable insights and knowledge to shape the trajectory of our local application within the Phoenix North West Extension initiative.

# What is eTOD?

Transit-oriented development (TOD) is a way of planning and designing neighborhoods near public transit stations with a goal is to make them compact, with a mix of uses, all within a short walk from the transit station. However, traditional TOD practices, while beneficial, might not fully address all challenges faced by a community.

The concept of Equitable Transit-Oriented Development (eTOD) introduces the crucial “E” for Equity, emphasizing the fair distribution of transit benefits to create inclusive neighborhoods catering to residents of diverse income levels. The goal of eTOD is to give communities the chance to have good access to jobs as well as essential services that promote healthy & stable neighborhoods. This approach aims to counteract displacement, ensuring that the advantages of transit-oriented living are accessible to all present and future city residents.





## What makes up an eTOD?

- 1** A **Mixed-Use Development** that enables a diverse range of uses and activities, providing residents, employees, and visitors with convenient access to various amenities and services.
- 2** Locating **Housing near Transit** enhances access to employment, healthcare, education, and essential services, reducing travel times and costs, particularly beneficial for lower-income families.
- 3** Prioritizing **Transit Access** to emphasize the efficiency of the system through a focus on transit and active transportation.
- 4** **Compact design** and a higher concentration of populations for enhanced efficiency and streamlined services.
- 5** Ensuring **local business stability** is crucial, as increased property values near a station attract new businesses. Sustained establishments can leverage higher foot traffic for employee engagement.
- 6** Prioritizing **Pedestrian Comfort** with designated sidewalks & bike lanes, secure crossings, and an appealing streetscape to foster an age-friendly environment, enhancing overall quality of life.
- 7** Incorporating **affordable housing** within transit districts to aid those who stand to gain the most by providing access to opportunities along a comprehensive transportation network.
- 8** Developing a **Sustainable Public Realm** to interlink transit activities to pedestrian realm to support a thriving local business environment.

# Learning from Our Peers

This memo investigates diverse regions, placing a particular emphasis on identifying successful elements and potential areas for improvement in the Equitable Transit-Oriented Development (eTOD) efforts of the Phoenix North West Extension. The selection of case studies is deliberate, focusing on national examples that offer rich insights and lessons beneficial for our project. The primary objective is to examine domestic applications, unraveling policies and programs applicable to our specific context, evaluating locations with comparable demographics and trends.

The chosen case studies serve as instructive examples, providing relevant, equity-focused approaches to transit expansions. These approaches stand in contrast to cities that have predominantly relied on more traditional Transit-Oriented Development (TOD) models. The intention is to draw upon these diverse experiences and innovative strategies to inform and optimize the efforts in the Phoenix North West Extension.

**Chicago, IL**

Chicago is one of the first cities to realise potential for mixed-use dense development that has evolved its policy framework with extensive public engagement



**San José, CA**

East San José's Multimodal Transportation Improvement Plan reflects community efforts and is a successful example of inclusive and equitable public outreach to implement improvements within study area

**Austin, Tx**

City of Austin and CapMetro, through its Project Connect is addressing city's housing affordability issues by developing a citywide policy plan and customized priority tool to phase out development

**Raleigh, NC**

Raleigh's guidebook is developed considering planning at different scales but with a focus of implementable urban design solutions within station area plans.

# 1. Austin, TX Study

*Transit Type*  
**Light Rail**

*Transit Project Type*  
**Transit Expansion**

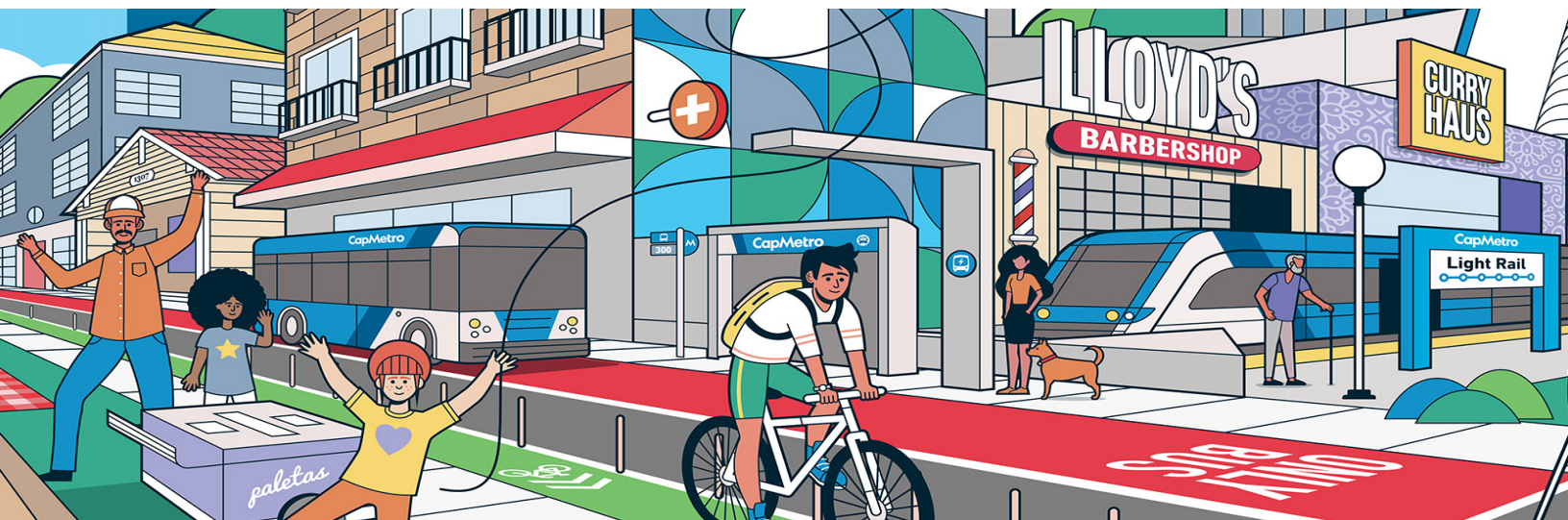
*System Network*  
**9.8 miles**

*Sponsor Agency*  
**FTA, Grants CapMetro**

*Scope*  
**Corridor-wide**

CapMetro is spearheading the Study in collaboration with the City of Austin (COA) and the Austin Transit Partnership (ATP) to align future transportation investments with accompanying tools and policies. The emphasis is on preserving existing communities and improving their access to economic opportunities.

The study advocates for community-centered policies and strategies, particularly for stations outlined in Project Connect—a voter-approved transit expansion plan featuring a zero-emissions fleet, a new rail system, and an expanded bus system with additional routes.



Source: Project Connect



# Methodology

Austin’s study is an outcome of public transit network expansion focusing on connecting larger parts of the city while addressing affordability issues and reducing displacement. Following are the major steps that the agencies developed in preparing and implementing the corridor-wide study:

## **1. Existing Conditions Analysis:**

To strategically plan for culturally responsive investments, the project team utilized an online Conditions Analysis Tool. This tool enables users to investigate various demographic, economic, and land-use variables in key station areas within the transit corridor, providing a comprehensive understanding of the factors influencing the study area.

## **2. Policy Toolkit:**

The eTOD Policy Toolkit, developed through extensive community and agency reviews, offers policy recommendations spanning housing, small business, workforce, mobility, land use, and urban design, as well as real estate strategies. The toolkit, comprising over 40 policy tools, aligns with the six goals and is organized into five sections, each addressing key aspects of , with three overarching strategy categories in each section.

## **3. Priority Tool:**

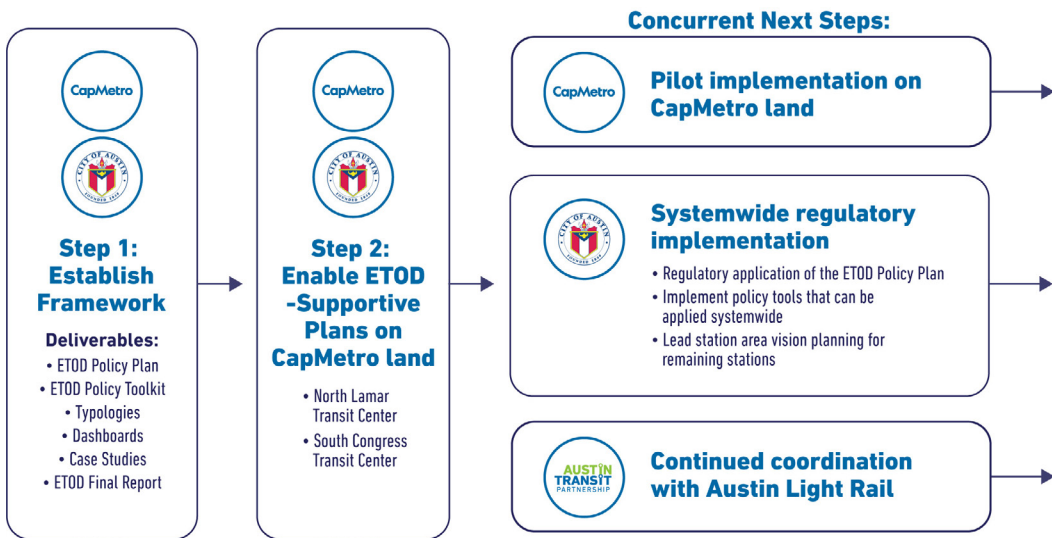
The Priority Tool recognizes the dynamic nature of communities surrounding transit stations, necessitating adaptable policy interventions. It shifts the focus from place-specific outcomes to people-centric outcomes, particularly those residing near upcoming transit stations, and introduces Prescription Sets recommending policy tools tailored to each station’s alignment with the six goals.

## **4. Station Area Vision Plans:**

The Station Area Vision Plans will define priorities for land uses and area characteristics within a half-mile radius of each station, laying the groundwork for regulatory changes in subsequent phases to facilitate equitable transit-oriented development. The planning process involves reviewing existing conditions, hosting community workshops, developing concept and preferred alternatives, and documenting the Station Area Vision Plan.

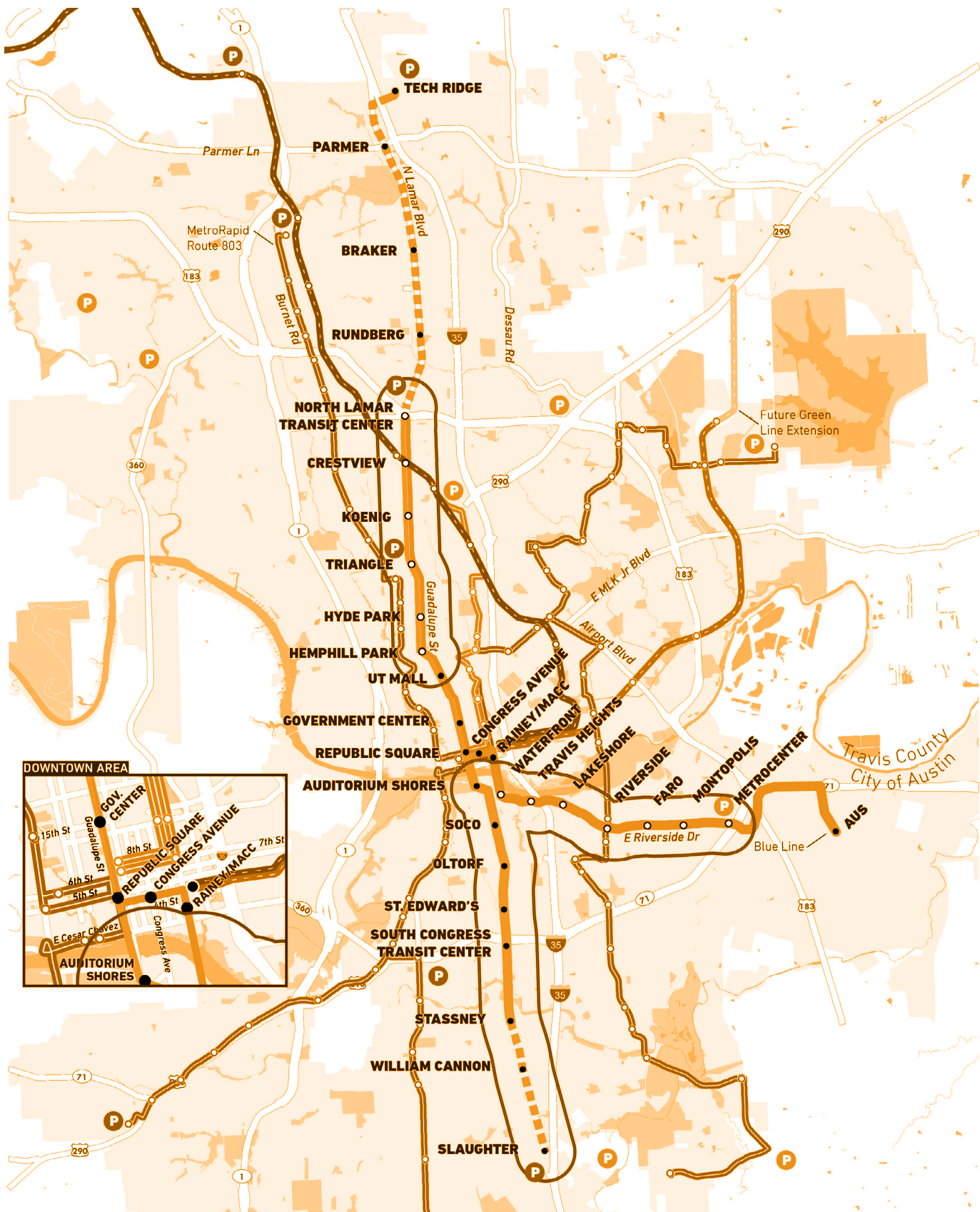
# Implementation

In its delivery of eTOD, CapMetro is concentrating on site-specific implementation, exemplified by station area vision plans for the North Lamar Transit Center and South Congress Transit Center. The City of Austin, serving as the land use authority, is implementing policy tools across the system, emphasizing a comprehensive approach to regulation. This includes applying the plan through amendments to the City’s comprehensive plan, land development code, and station area vision planning for the remaining stations.



## Project Implementation

Source: Project Connect



Study Area

Source: Project Connect

# 2. Raleigh, NC Guidebook

Transit Type  
**BRT**

Transit Project Type  
**Transit Expansion**

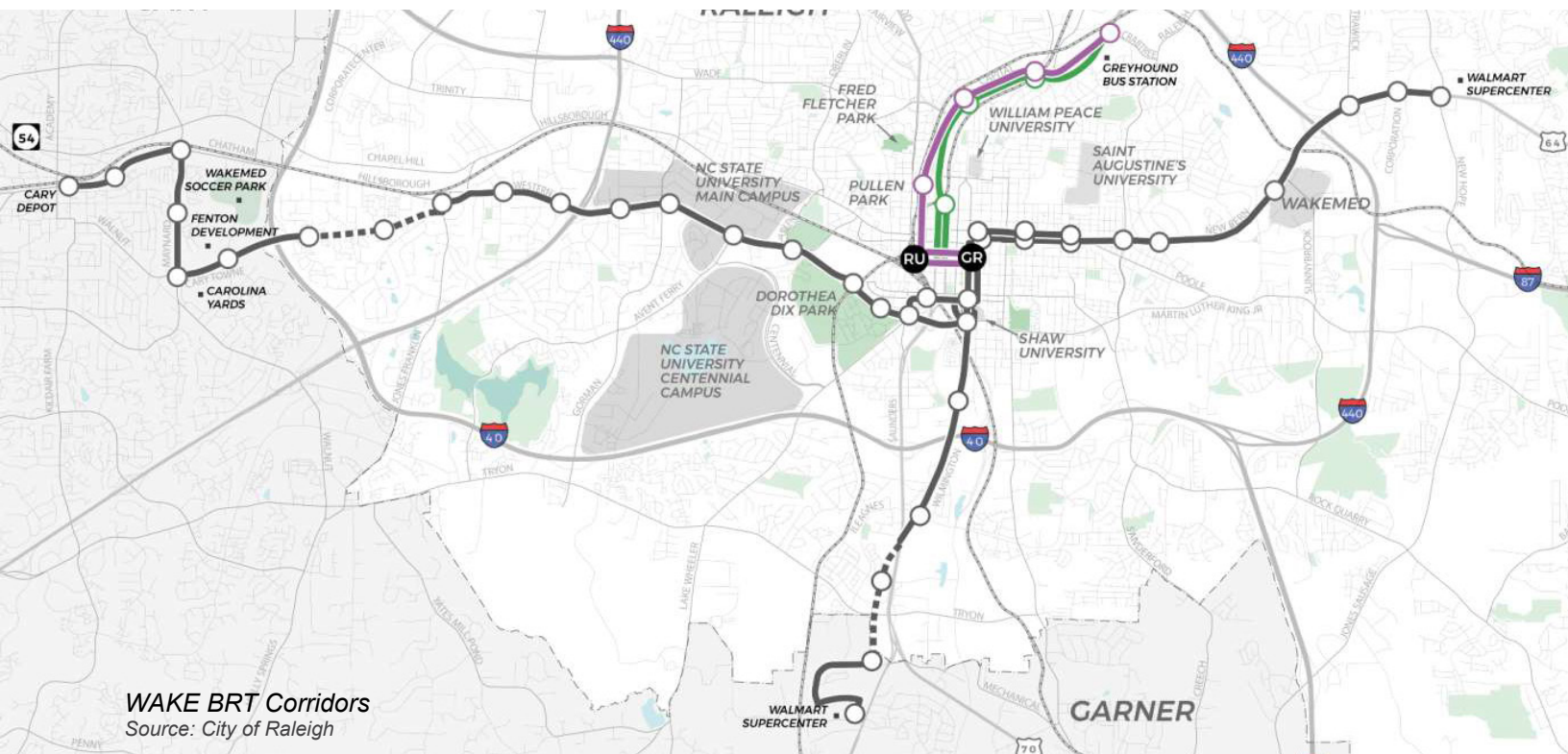
System Network  
**24 miles, 30+ stations**

Sponsor Agency  
**City of Raleigh**

Scope  
**Citywide**

Raleigh, the capital of North Carolina, stands out as the state's most rapidly expanding city and is also among the nation's fastest-growing. Its population, exceeding 470,000, has surged by around 15% since 2010 and a remarkable 110% since 1990. Projections suggest that the city is on track to reach a population of 600,000 by 2030.

The Equitable Transit-Oriented Development Guidebook, crafted as part of the Equitable Development Around Transit study, presents a planning framework aimed at steering forthcoming growth around transit infrastructure, emphasizing principles of equity and affordability.



# Methodology

In order to achieve a holistic equitable development and goals for equity & affordability, City of Raleigh developed a four pronged approach:

## 1. Design Principles

The city identified following six urban design principles, commonly found in the design and implementation of successful places, that offer a standardized framework for the formulation of station area plans.



**Encourage  
Mix of Uses**



**Concentrate  
Density around  
Transit**



**Support  
Repurposing & Infill  
Development**



**Complete  
Streets for  
Better Transit**



**Manage  
Parking  
Efficiently**



**Create  
Engaging  
Public Spaces**

## 2. Station Area Types

The typical procedure for the development of Station Area Plans (SAP) begins with gaining insight into the challenges and possibilities within the station area. Subsequently, a concept plan is crafted, employing policies and urban design strategies to effectively attain the established goals.

## 3. Policy Toolkit

City of Raleigh aims at integrating equity into transit-oriented policy tools, aiming to guarantee that positive quality of life outcomes extend to both current and future residents and employees in the vicinity of the corridors. These outcomes encompass accessibility to affordable housing, opportunities for living-wage employment, a conducive and healthy environment, and dependable transportation.

## 4. Action Plan

The action plan is organized in three parts:

- Planning at Different Scales, efforts are anticipated at the city scale, corridor scale, and station area scale. This involves outlining the general process and essential components for the development of station area plans.
- Timetable for Station Area Plans, a phased schedule outlining the development of plans for all four Bus Rapid Transit (BRT) corridors.
- Following Actions, tangible and formal steps that the City of Raleigh can promptly take as immediate, intermediate, and continuous measures to implement Equitable Development.

# Implementation

Planning and implementation efforts for Raleigh BRT corridor are coordinated at several scales to achieve a successful outcome:

## 1. Station Area Planning

The Station Area Plan (SAP) involves the application of policy toolkits and design principles to a specified station area, aiming to formulate a vision and blueprint aligned with specific community goals and needs. These plans should take into account the distinctive characteristics of the surrounding neighborhood and offer guidance to synchronize land use, urban design strategies, and improvements in infrastructure and the public realm.

## 2. Corridor Planning

The corridor approach incorporates a strategic analysis looking at the development potential for all stations together and in relationship with each other, in order to differentiate their roles with a complementary mix of land uses that plays to each of their strengths, instead of competing for similar market.

## 3. Citywide Planning

The Raleigh Guidebook is the result of the Equitable Development Around Transit Study, a citywide planning effort for equitable development.

### Key Components of Station Area Plan



Source: City of Raleigh Guidebook



Source: City of Raleigh Guidebook

# 3. Chicago, IL Policy Plan

Transit Type  
**Heavy Rail**

Transit Project Type  
**Existing Transit**

System Network  
**106 miles, 144 stations**

Sponsor Agency  
**City of Chicago**

Scope  
**Citywide**

In partnership with the local non-profit organization Elevated Chicago, the City of Chicago formulated an Equitable Transit-Oriented Development Policy Plan. This plan conducted an analysis of the achievements and shortcomings of Chicago's Transit-Oriented Development (TOD) policy, suggesting policies to ensure a more equitable distribution of benefits in future TOD initiatives.

The Policy Plan delineates the City's eTOD objectives, presenting a set of strategies and evaluation criteria for their accomplishment. Additionally, it provides a three-year implementation timeline for each policy proposal and designates implementation responsibilities to various city agencies.



Chicago Plan

Source: The City of Chicago eTOD Policy Plan



# Methodology

The policy plan serves as a guiding document for promoting equitable development across Chicago, extending the preceding TOD efforts into a comprehensive community engagement approach. The methodology is segmented into three parts:

## 1. Evolution of Policy Framework

The timeline below provides an overview of the evolution of the policy plan:

- **2013:** Starting in 2013, the City of Chicago has been promoting the development of compact, mixed-use transit-oriented developments (TOD) in close proximity to CTA and Metro rail stations.
- **2018:** The update to the Transit-Oriented Development (TOD) ordinance instructs the administration to formulate an inclusive TOD plan.
- **2019-2020:** Collaboration with more than 80 community stakeholders and experts to craft a preliminary plan.
- **2020-2021:** Extensive public involvement phase regarding the preliminary plan, involving over 330 Chicago residents in 41 meetings to gather community feedback. Additionally, the process included the receipt of 59 public comment letters from both organizations and individuals.
- **June 2021:** The city releases the revised final plan, incorporating feedback from public comments, and subsequently gains unanimous approval and adoption from the Chicago Plan Commission.
- **July 2022:** Approval of the Connected Communities Ordinance by the City Council.

## 2. Pilot Program

The City encourages other organizations to propose equitable and inclusive solutions for upcoming Transit-Oriented Development (TOD) through the Pilot Program. In this program, the City provides grant funding to facilitate community engagement efforts and to test recommendations outlined in the Policy Plan. This initiative significantly progresses projects that embody the principles of , spanning from early-stage initiatives to those poised for financing. It places a priority on community engagement, encourages diverse community-driven submissions, and works towards establishing a pipeline of forthcoming projects.

## 3. Mapping Calculator

The Mapping Calculator evaluates the potential impact of affordable housing developments in regions offering incentives. The tool can aid planning decisions by examining the economic, social, and health implications of projects.

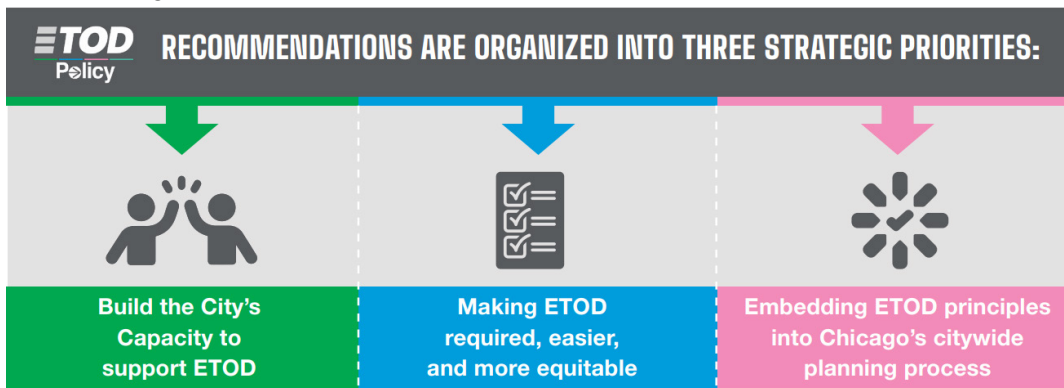
# Implementation

The policy plan is a live document that will be refined in parallel to various city planning efforts. The two main implementation milestones include development of the this policy plan and later being incorporated into an ordinance. Below is a brief description for each of these:

## 1. Policy Framework Recommendations

The following set of recommendations are based on the collected feedback from community and other stakeholders. These policy commitments set the direction for the City of Chicago's equitable TOD policy agenda and implementation plan post pandemic.

### Three Strategic Priorities



Source: The City of Chicago Equitable Transit-Oriented Development Policy Plan

## 2. Connected Communities

The culmination of a two-year collaboration involving more than 80 community and civic stakeholders, Connected Communities represents a genuine effort to establish an equitable transit-oriented development eTOD policy. Formulated in partnership with Elevated Chicago and a diverse group of stakeholders, including the Mayor's Office and the Departments of Planning and Development, Housing, and Transportation, it aligns with Chicago's Policy Plan and overarching goals for inclusive growth.

This initiative seeks to promote equitable development and foster vibrant neighborhoods in proximity to transit, into the following 3 categories:

- Create jobs and allow for more homes and businesses near transit by expanding existing TOD incentives.
- Improve the safety of our streets and sidewalks near transit, and encourage walking, biking, and rolling.
- Increase housing opportunity, affordability and accessibility, especially near transit.



Source: *The City of Chicago Equitable Transit-Oriented Development Policy Plan*

# 4. East San José, CA

## ESJ MTIP

Transit Type  
**Light Rail**

Transit Project Type  
**Transit Extension**

System Network  
**42 miles, 61 stations**

Sponsor Agency  
**City of San José**

Scope  
**Citywide**

The City of San José has experienced substantial economic prosperity and employment growth in recent decades, along with a set of challenges. The ongoing economic expansion in the city and the broader Silicon Valley region has resulted in heightened traffic congestion, reaching levels that are deemed unsustainable.

To transition from planning initiatives to actual project implementation, the City initiated the East San José Multimodal Transportation Improvement Plan (ESJ MTIP). This plan aims to identify and prioritize specific projects dedicated to enhancing the mobility of East San José residents. The ESJ MTIP, also known as En Movimiento, focuses on six East San José Urban Villages, proposing strategies and infrastructure investments to support transit, walking, and bicycling.



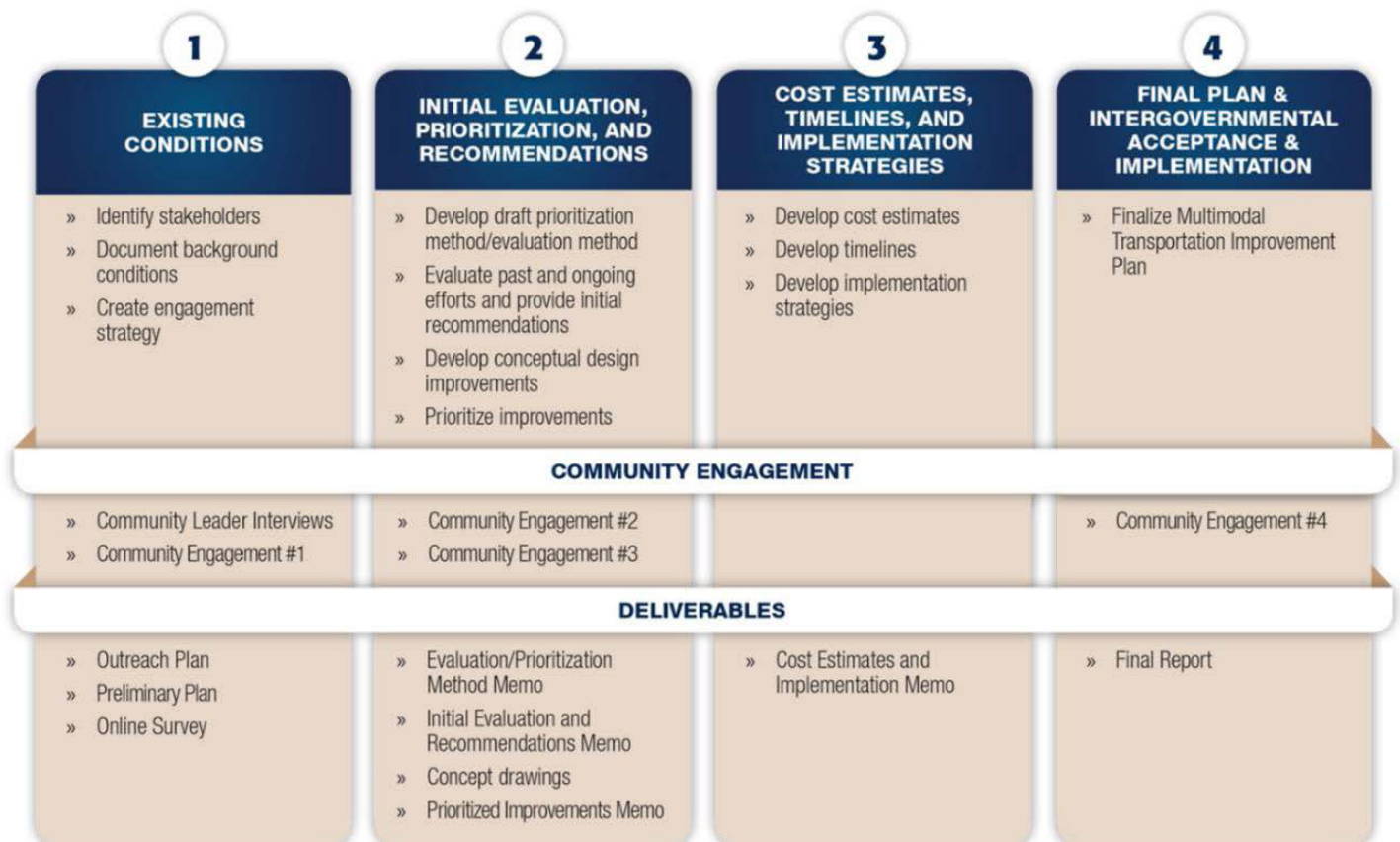
Study Area

Source: En Movimiento Final Report

# Methodology

City of San José developed a Public Involvement Plan (PIP) that outlined strategies to engage the diverse communities and populations of East San José, specifying approaches for involving a broad spectrum of stakeholders and projecting expected outcomes from their participation. It organized community outreach into four focused engagement rounds, aligning feedback obtained through diverse engagement tools and techniques with project objectives and technical materials. Following diagram outlines the engagement plan as well as overall strategies undertaken for developing the plan:

## Project Process



Source: *En Movimiento Final Report*

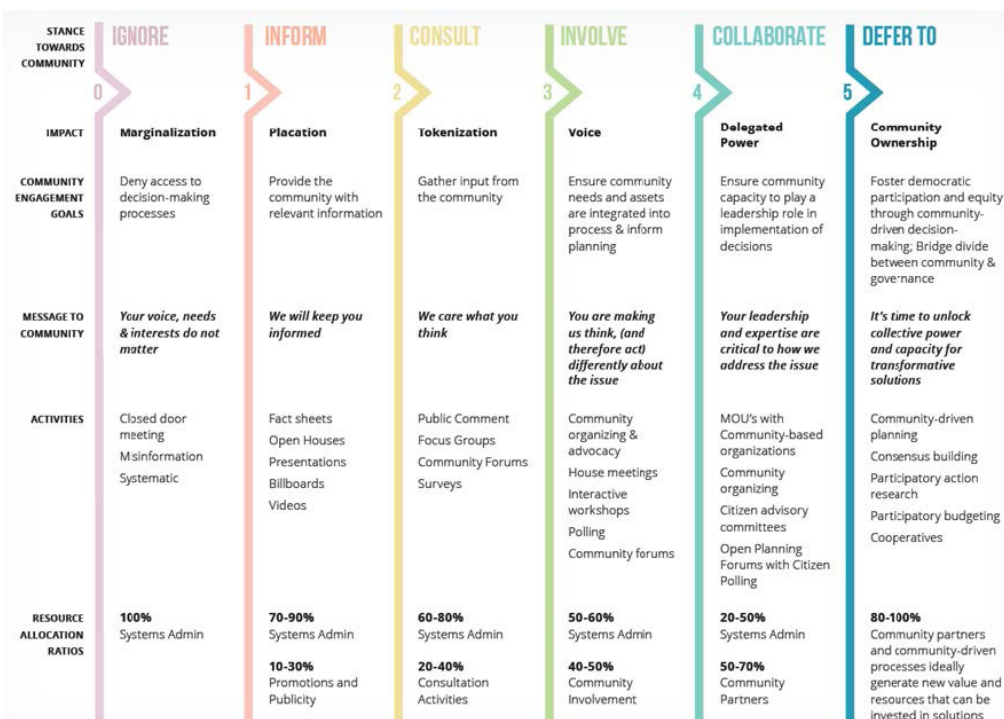
# Implementation

The City of San José is executing En Movimiento projects within its annual pavement maintenance program. As part of the Quick-Strike project under En Movimiento, seven corridors in East San José were identified with the aim of enhancing safety and creating a more welcoming environment for pedestrians and cyclists. Furthermore, En Movimiento has formulated conceptual plans for twenty-nine project corridors, categorized as follows:

- Bike Boulevards
- BART Connections
- Major Streets
- On-Street Trail Crossings
- Transit Priority Projects
- US-101 Overcrossings

## Sustained Engagement and Community Ownership

The evaluation framework for the Preservation and Protection priority employs a process-oriented strategy. This strategy is crafted to emphasize a commitment to maintaining stakeholder roles throughout project implementation, prioritizing locally-driven projects, and ensuring continued meaningful community involvement beyond the conclusion of the current project team’s role. This process-oriented approach draws inspiration from the Spectrum of Community Engagement to Ownership, a tool that outlines different levels of community ownership, spanning from zero to full ownership, along with corresponding forms of community engagement. As community ownership grows, the City’s accountability to the community increases proportionally.



*The Spectrum of Community Engagement to Ownership*

Source: Rosa González, *Facilitating Power in Partnership with Movement Strategy Center (2019) via En Movimiento Final Report*



Source: San José Spotlight

