

User's Guide TOD Classification Tool

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Introduction

The TOD Classification Tool is a quantitative measure developed to assist regional, state, local agencies and communities understand the impacts of prioritizing investments in transit station areas. Station areas in this analysis are differentiated based on the existing urban form and social characteristics, and on the potential market strength for TOD development. The TOD Classification Tool provides guidance for determining the type and timing of investments along a continuum of station types.

Advisory Committee

The advisory committee on this project includes representatives from state, regional, county, and local government and the private sector, who are responsible for allocating the resources related to implementing TOD across the region. These include staff from GreaterMSP, ULI, the Met Council, Hennepin County, Minnesota Housing, DEED, local jurisdictions and the McKnight Foundation.

Goals for the TOD Classification Tool

Public and private actors across the Twin Cities have widely acknowledged the benefits of transit and TOD, including generating economic development and revitalization, reducing congestion and VMT, strengthening neighborhoods, increasing transit ridership, and providing people of all backgrounds with better access to opportunities. Now, the focus is on how to achieve those benefits by making strategic public investments that can spur private market investments.

However, the region lacks a common language for talking about the different needs in station areas based on their existing and planned characteristics, and public and private resources could be better aligned to support the implementation of TOD.

By factoring in elements of the built environment and market potential in individual station areas across the region and scoring them on a comparative basis, the TOD Classification Tool can help the region identify the different kinds of investments that make sense in different places at different times, and how these investments can be prioritized to leverage the greatest TOD benefits.

The goals for the TOD Classification Tool are to:

- Prioritize and drive public and private investment in TOD
- Coordinate actors making investments
- Inform local community strategies

To achieve those goals, the Tool:

- Differentiates TOD areas based on quantitative factors
- Measures TOD readiness with a market lens
- Creates a shared understanding of implementation needs

The TOD Classification Tool is not meant to replace local planning and policy decisions, nor will it be the sole measure that any one entity uses to determine where to make transit-oriented investments. Instead, the Tool provides a framework for decision-making, allowing individual actors to pick up the pieces most relevant to them, while aligning resources and investments across the region.

How to use this Guide

This document is designed to be a guide for the actors responsible for implementing TOD. This includes leaders and staff at state, regional, county, and local governments, neighborhood groups, philanthropy, and the private sector. Of course, the TOD Classification Tool is not meant to replace local planning and knowledge. It will always be crucial to take into account specifics of a place when making plans and decisions about it. The implementation types are meant to help think about the broad set of activities needed to bring TOD to places across the region, and to better anticipate private market response to different kinds of public investment. Station areas that fall near the border of an implementation type in particular may have characteristics that mean that they may benefit from investments of another type.

This “How To?” section explains the different components of the User's Guide and how to use them. The User's Guide includes:

Activities

The types of activities and investments that can be made to support TOD within a station area are outlined here. This includes a description of the activity and the programs and resources available to support that activity.

Implementation Priorities

This chart sorts the activities outlined in the previous section into priorities for each implementation type. (For example, in Connect station areas, infrastructure improvements, placemaking and urban amenities, urban design and zoning updates, and economic development strategies are all high priority activities.)

Implementation Types

Descriptions: A variety of station areas fall into each implementation type, but they share similar features, including where they are located in the region (more urban areas vs more suburban areas), their density, market strength, redevelopment opportunities, and more. The descriptions of each type also include a discussion of the

following implications. Station areas within the same type may have different priorities based on the type of transit and the timing of the transit investment. In addition, some station areas may be a priority for investments that advance equity, while others may be the focus of investments in economic development and job growth.

- *Transit Type Implications:* Station areas around light rail or streetcars may be more of a priority for certain investments than those around arterial BRT or high frequency bus. This section discusses these implications.
- *Transit Timing Implications:* Station areas on existing or very near term transit corridors may have different priorities than those on corridors planned for the long term.
- *Equity Implications:* This Guide uses the Racially Concentrated Areas of Poverty (RCAPs) identified in the Met Council's Fair Housing and Equity Assessment (FHEA) as a proxy to discuss where investments to support the existing community, and when appropriate, prevent displacement, may be a priority. Maps showing how these areas overlap with each implementation type are in Appendix C, and are detailed in the spreadsheet and shapefiles in Appendix D. The “Opportunity Clusters” also identified in that work could be added on to this analysis as another layer to this analysis. Other analysis completed in the region can build the picture of what kind of equitable investments are a priority in different station areas. (For example: Housing Link's analysis of where existing subsidized and market rate affordable housing is available today.) Specific investment tools are called out in the section following the description.
- *Economic Development Implications:* When station areas are located in major employment centers, these places may be a priority for DEED to make investments, or GreaterMSP to focus their efforts. The type of job center (retail vs office vs industrial) is mentioned here, and specific investment tools are called out in the sections following the description. These are also mapped out in Appendix D.

Each description also includes an example of a station area within that implementation type. The examples tend to be places where existing investments and activities align with the investment priorities outlined in the tables.

How to use this Guide // TOD Classification Tool User's Guide

Case Studies

Similar classification tools, or typologies, have been developed in other regions across the country and offer the Twin Cities an opportunity to understand how these tools are applied in other places. Baltimore and Portland's typologies are some of the oldest, while Seattle and Washington, DC's are still being implemented as part of regional planning.

Recommendations for Next Steps

The analysis and classification of activities described in this User's Guide are only the first step in accomplishing the goals of the TOD Classification Tool. In order to coordinate actors making TOD investments, prioritize and drive public and private investment, and inform local community strategies, a series of next steps are needed to apply this tool on the ground. This section outlines what some of those steps should be.

Appendix A. Methodology

The Methodology describes in detail how each metric used to create the typology was created and how they were combined to sort stations into implementation types. The Methodology can be used to recreate this analysis for additional station areas or to update this analysis in the future.

Appendix B. Transit Corridor Timelines

Shows the anticipated timelines of transit corridors included in this analysis and those not included. The transit corridors included in this analysis were chosen based on their timing and mode. (Near term ABRT corridors were chosen, and somewhat longer term LRT/BRT.)

Appendix C. Implementation Type Maps

Shows maps of the transit station areas included in the TOD Classification Tool and how they overlap with RCAPs and job centers.

Appendix D. Mapping Individual Metrics

Shows maps of the individual metrics for each station area. Maps are from first draft of the TOD Classification Tool and do not include all updated metrics.

Appendix E. Developing TOD Classification Tool

Graphic that describes how individual metrics are combined to measure existing transit-orientation and future TOD development potential.

Appendix F. Corridor Classifications

Shows eleven corridor maps with station classifications.

Activities

Activities	Description	Examples of Programs
Infrastructure Improvements	Investments in new streets, improved sidewalks, and other pedestrian and bicycle amenities. Where necessary, ensuring that multi-modal transit connections are smooth and facilities are well-connected will also be important.	<ul style="list-style-type: none"> >Local jurisdiction Capital Improvement Plans (CIPs) >Metropolitan Council's Transportation Policy Plan >DEED and MNDOT's Transportation for Economic Development (TED) Program > Metropolitan Council's Livable Communities TOD Grant Program
Placemaking and Urban Amenities	Place-making activities including both hard infrastructure (parks, street lights and trees, benches, etc.) and programming (farmer's market, street fairs, and other activities), as well as more creative placemaking including art installations and other activities.	<ul style="list-style-type: none"> >Hennepin County Community Works Activities >Local jurisdiction Capital Improvement Plans (CIPs) > Metropolitan Council's Livable Communities TOD Grant Program
Catalytic Development	Investments to support new development projects, particularly as model projects, to show "TOD" style development will work in different markets, or to jump start revitalization in neighborhoods that have seen relatively little private market activity. May also include land disposition, acquisition and joint development strategies.	<ul style="list-style-type: none"> >Metropolitan Council's TOD Office >Metropolitan Council's Livable Communities TOD Grant Program >Hennepin County TOD Fund >Hennepin County Community Works Activities
Design and Zoning	Implementing station area planning and getting station areas "development ready" sets the stage for implementation. This can include tailoring zoning around transit (i.e. reducing parking requirements, requiring minimum densities, and requiring active ground floors in key areas) and streamlining permitting and approval processes.	<ul style="list-style-type: none"> >Met Council and Local Jurisdiction Comprehensive Planning and Local Technical Assistance. >See ULI MN's (Re)Development-Ready Guide for more details of the kinds of activities.

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Planning	Detailed station area planning lays the groundwork for future implementation activities, identifying opportunity sites, prioritizing infrastructure investments, and engaging with existing communities around the benefits of TOD. On planned transit corridors, this activity should be a priority to ensure the groundwork is laid before the transit begins running.	>Met Council and Local Jurisdiction Comprehensive Planning and Local Technical Assistance.
Build Local Capacity	In station areas without strong and well-versed community leaders, investments in community capacity and organizing to prepare for deeper and more engaged implementation of station area planning will be necessary.	>The The Corridors of Opportunity Community Engagement Team (CET) serves a model for this kind of activity.
Visioning	Building an understanding of the benefits of TOD, the market realities (based on the timing of the transit investment as well as the private market), and the opportunities and challenges within each city. Beginning the conversation of what kind of place the station area or transit district should become is also important.	>Met Council's Local Planning Assistance
Affordable Housing Strategies	Depending on the market, can include inclusionary zoning, mixed-income, 100% affordable projects, identifying long-term development opportunities, and focusing on preservation opportunities.	<ul style="list-style-type: none"> > Met Council Livable Communities Programs > Minnesota Housing and Financing Agency Investments > Living Cities and PRI Investments
Economic Development Strategies	Public subsidies (redevelopment, clean-up of contaminated land, and connecting existing residents to new job opportunities) can encourage market rate development, particularly in station areas that overlap with job centers.	<ul style="list-style-type: none"> >DEED's Redevelopment Grant Program >DEED and MNDOT's Transportation for Economic Development (TED) Program >Livable Communities Tax Base Revitalization Account (TBRA)

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<p>Regional Access and Transit System Improvements</p>	<p>Integrating TOD planning with transit planning will ensure that planned corridors are successful, and prioritizing future transit investments at stations with high opportunity to capture market activity.</p>	<p>>Metropolitan Council's Transportation Policy Plan > MetroTransit's Minneapolis and St Paul Streetcar Planning</p>
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Implementation Priorities

The table below shows how different implementation types have different sets of activities that are priorities. The diagrams on the next page show the process by which stations are classified as an implementation type.

Activities	Raise the Bar	Catalyze	Connect	Transition	Plan and Partner
Infrastructure Improvements	Medium Priority	Medium Priority	High Priority	Medium Priority	Low Priority
Placemaking and Urban Amenities	High Priority	High Priority	High Priority	Medium Priority	Medium Priority
Catalytic Development	Medium Priority	High Priority	Medium Priority	Low Priority	Low Priority
Design and Zoning	High Priority	Medium Priority	High Priority	High Priority	Medium Priority
Planning	Medium Priority	Medium Priority	Medium Priority	High Priority	High Priority
Build Local Capacity	Low Priority	Medium Priority	Medium Priority	High Priority	High Priority
Visioning	Low Priority	Low Priority	Low Priority	Medium Priority	High Priority
Affordable Housing Strategies	High Priority	High Priority	Medium Priority	Medium Priority	Low Priority
Economic Development Strategies	Medium Priority	High Priority	High Priority	Medium Priority	Low Priority
Regional Access and Transit System Improvements	High Priority	High Priority	Medium Priority	Medium Priority	Medium Priority

Key:

High Priority	High Priority
Medium Priority	Medium Priority
Low Priority	Low Priority

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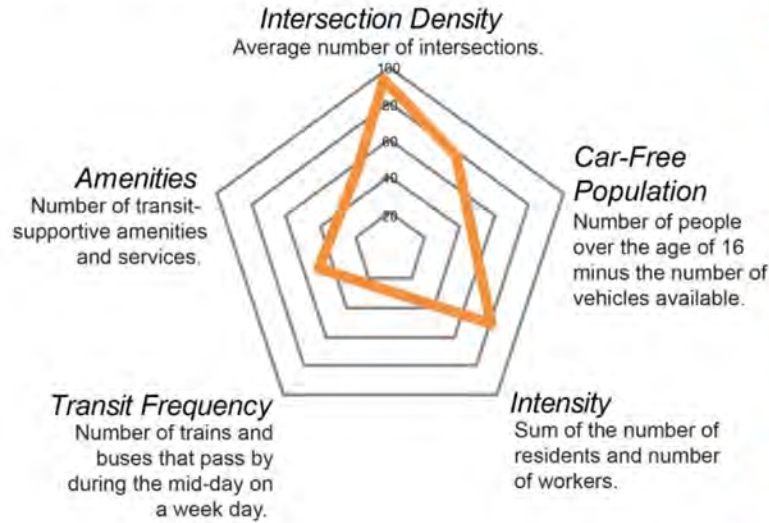
These charts, also found in Appendix E, illustrate the metrics that affect the Implementation Priorities on the prior page.

Developing the TOD Classification Tool

The Fairview station area on the Green Line is used as an example.

1. Score station areas on nine different metrics.

Stations are scored on a scale of 1 (low) to 100 (high). The diagrams show how Fairview scores on each metric.



Measuring the **Transit-Oriented** of a station area includes how easy it is to get around by transit, walking and biking and whether there are shops and services, nearby.

2. Add metrics to calculate composite scores.

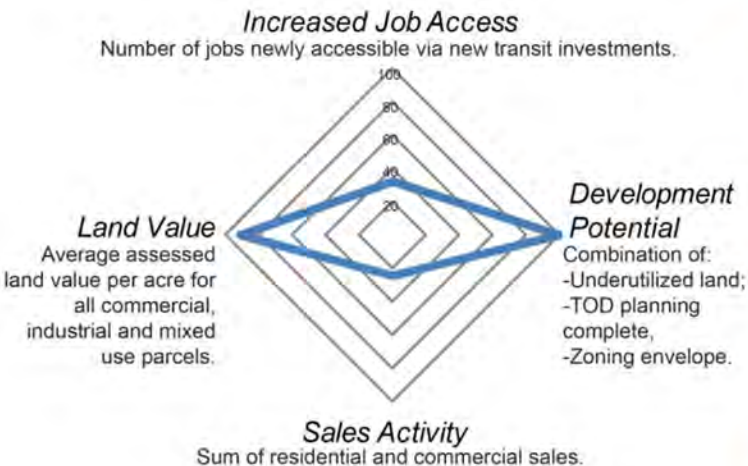
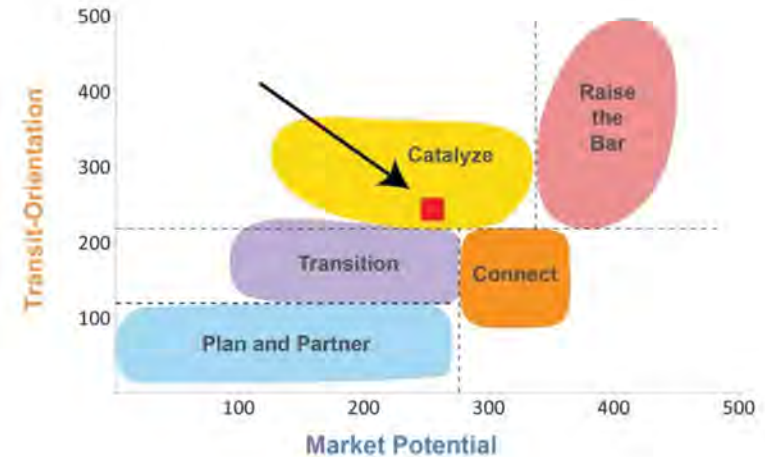
Stations with higher individual scores have higher overall composite scores. Fairview has a relatively high transit-orientation score and moderate market potential score.

Transit - Orientation = 248

Market Potential = 218

3. Graph implementation type.

Fairview falls into the "Catalyze" type. The implementation types prioritize different kinds of investments (street improvements vs predevelopment costs for a TOD project) and can set expectations for the impact of public investments.



Measuring the **Market Potential** of a station area includes how active the market for TOD is today, how transit may impact the market, and what the opportunities are for development.

Descriptions of Implementation Types

Linking TOD Activities to Implementation Types

The TOD Classification Tool sorts stations into five implementation types, based on a quantitative assessment of 1) their market potential for transit-oriented development and 2) how transit-oriented the station area is today. The methodology describing the specific metrics used to measure those factors and how the scoring is used to sort stations into different implementation types is described in Appendix A. The five implementation types are described in detail beginning on page 8, and include:

- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner

Based on their characteristics, as identified in the quantitative analysis, each implementation type is prioritized for a different set of activities. Priority activities for each type are those that will most effectively drive the private market to build TOD projects (whether those are residential, retail, employment, or a mix) and supporting residents and workers in having more transportation choices, especially walking, biking, and taking transit.

The Tool measures existing conditions in a station area, but does not imply that all station areas should be moving towards one ideal vision of TOD. TOD will look different in different contexts across the region. Station areas in the region exist along a spectrum, and neither end is necessarily good or bad, but simply will respond differently to different investments in TOD. For example, it is unlikely that any Plan and Partner station area would become a Raise the Bar station area, in part because they are not located in communities that want to see the same densities and intensity of activity. However, successful TOD is possible in both places, but it will look different. Public investments will have different impact on the entire station area, and private investment will respond differently to those investments in different places.

All of the places included in this analysis and on future transit corridors are part of the region's investments in transit, and no place should be ignored. However, it is important to recognize that the impact of public investments will differ according to the implementation type in which a station area falls.

Raise the Bar

The strong existing transit-orientation and TOD development potential make these places where conditions are ready to support TOD, and investment activities are not needed to spur the market, so much as “raise the bar” to ensure that high potential is achieved. Implementation activities should focus on leveraging the strong market for desired community outcomes. Investments in affordable housing may be a priority here, because the market will make it difficult to provide lower housing costs without subsidy. Many of these station areas are in the major urban job centers (downtowns) in the region, and economic development investments should leverage the existing urban form.

- *Transit Type Implications:* Currently, all but one of the station areas within this type are light rail, which reflects good transit alignment planning. (Nicollet and Grant, along an existing hi-frequency bus corridor and proposed streetcar corridor is the only other station area in this type currently.) Generally, the priority implementation activities outlined below will be important for bus and arterial BRT station areas, particularly in supporting access to transit by non-auto modes, but are less likely to have a transformative effect on the environment for development.
- *Transit Timing Implications:* Currently, stations in this type exist along the Blue Line or Green Line and possess strong urban form and TOD development potential. Planned or proposed stations that fall into this category likely already have some transit access, and thus can be treated like existing stations. This will help ensure that these station areas are ready for TOD once the transit comes online.
- *Equity Implications:* Several Raise the Bar station areas overlap significantly with RCAPs, including: Lexington Pkwy, Robert Street, Hamline Ave, Snelling Ave, 10th Street, and Union Depot. The other stations in this type are located in close proximity to RCAPs as well. The implementation activities outlined below call out specific strategies for station areas that also fall into an RCAP.
- *Economic Development Implications:* All of the station areas in “Raise the Bar” include some portion of a major employment center (including the central city downtowns, the retail activity center along University Ave, and the diversified industrial and retail center at Hwy 280 and University Ave.)

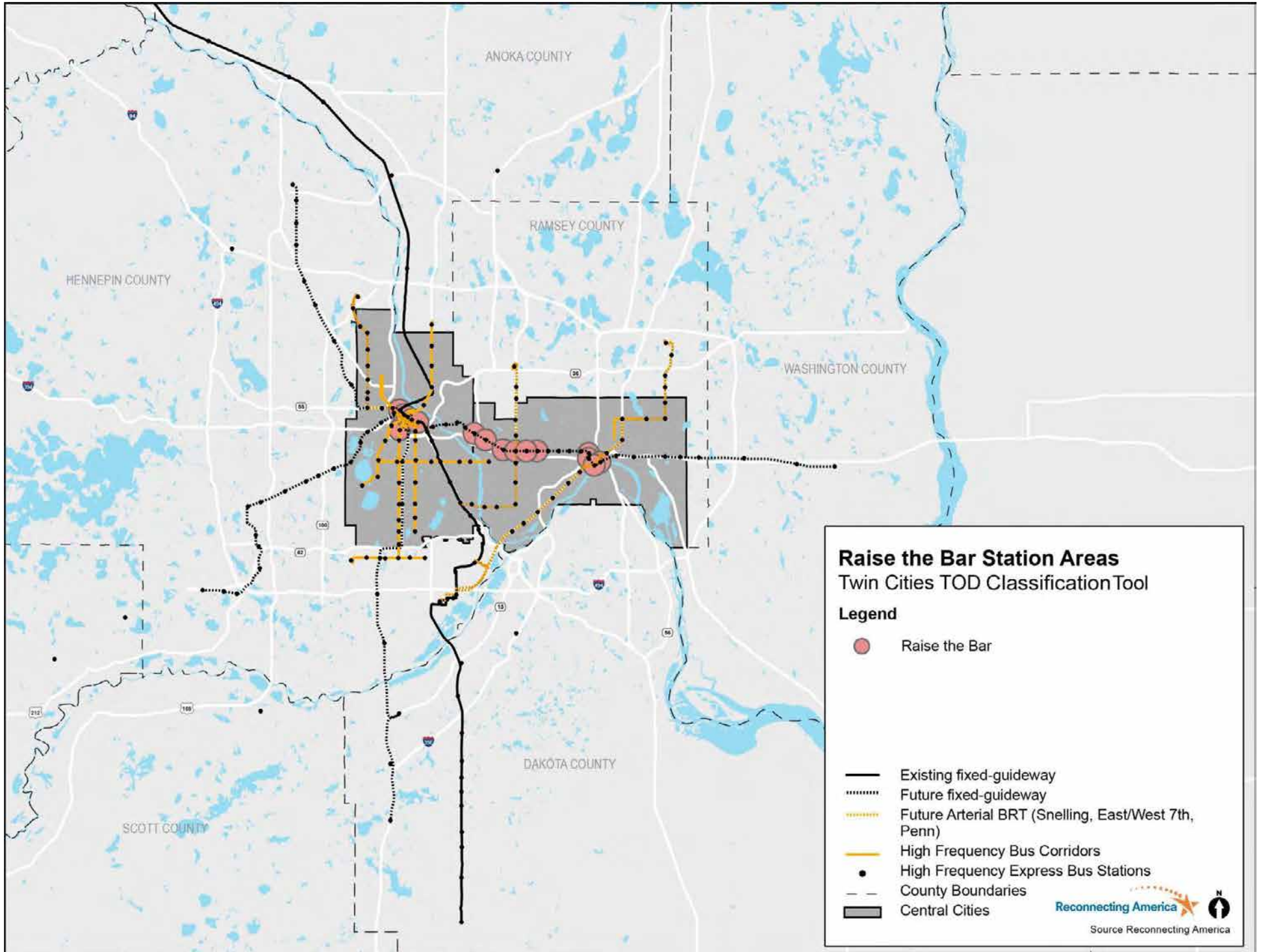
Example: Nicollet Mall station

Nicollet Mall station, like many of the “Raise the Bar” stations, is in one of the region’s central city downtowns and is a major activity center with commercial and office towers. Because of that combination, these are places where the highest quality TOD in the region is possible, but they need to “raise the bar” to ensure that high potential is achieved. As the spider graphs below show, this station area has high scores on the individual metrics that make up both the transit-orientation score and the TOD development potential score. (The farther the orange and blue lines are towards the edge of these graphs, the higher the score for that station on the individual metric.)

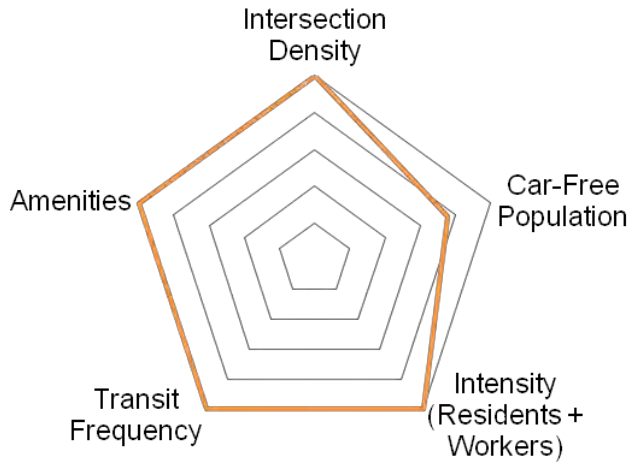
The Nic on Fifth development project is currently under construction near the station, and will be the first high-rise luxury apartment development in downtown Minneapolis in nearly three decades. While the project will take advantage of the transit station, it is also closely aligned with the City of Minneapolis’s vision to revitalize the north end of Nicollet Mall and expand the residential population of downtown.

One example of the kinds of investments that should be prioritized in Raise the Bar station areas is the Met Council’s plan to extend the station platform to the sidewalk along Nic on Fifth, allowing passengers to board directly without crossing the tracks.

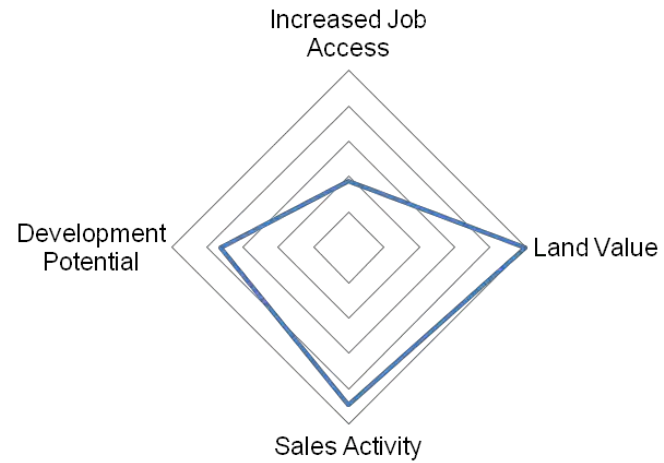
Raise the Bar // TOD Classification Tool User's Guide



Transit-Orientation



Market Potential



HIGH PRIORITIES		
Activity	Description	Strategies
Placemaking and Urban Amenities	Investments to strengthen the pedestrian environments and activate spaces through placemaking and urban amenities will be key to capturing the potential for high quality TOD. In stations that overlap with RCAPs, retention of existing business and financing for grocery stores and other needed daily services should be prioritized.	<ul style="list-style-type: none"> • Capital improvements in hard infrastructure (parks, street lights and trees, benches). • Placemaking programming (farmer's markets, street fairs). • Small business retention and development. • Financing for grocery stores and other amenities and services necessary to supporting a more transit-rich lifestyle.
Design and Zoning	<p>TOD in these areas will likely be influenced less through public investments, but zoning can shape the outcomes of private investments. Activities should focus on pushing densities up, parking maximums lower, and high quality design.</p> <p>Station areas that overlap with RCAPs may prioritize including community benefit agreements to leverage the development market.</p>	<ul style="list-style-type: none"> • Tailor Zoning/Development Controls around transit, i.e. reducing parking requirements, requiring minimum densities, and requiring active ground floors along key corridors or in close proximity to stations. • Streamline permitting and approval processes to capitalize on development opportunity. • Local jurisdictions should refer to ULI MN's (Re)Development-Ready Guide to assess development-friendly environment (i.e., re-think project review and

Raise the Bar // TOD Classification Tool User's Guide

		clearly define process, establish development expectations) or completing feasibility studies.
Regional Access and Transit System Improvements	<p>Currently, all of the stations in this category are existing transit or very nearly completed. As new transit investments are planned, particularly the streetcar extensions being considered by both Minneapolis and St Paul, these areas offer a ready-made environment to support ridership as well as TOD organized around transit.</p> <p>In addition, improvements to the existing transit service and infrastructure. One example of this kind of investments is the platform extension planned at Nicollet Mall station.</p>	<ul style="list-style-type: none"> • Identify needed multi-modal connection improvements. • Consider transit service improvements or aligning multi-modal connections.
Affordable Housing Strategies	<p>Because of the strong market, affordable housing strategies can take several forms. Inclusionary policies can be one way to provide mixed-income housing. While strategic investments in near term equitable development opportunities will require a more substantial commitment of public resources. In station areas that overlap with RCAPs, engaging with existing communities around issues of neighborhood change, mixed-income development, and how the benefits of TOD can be equitably shared will also be priorities.</p>	<ul style="list-style-type: none"> • Utilize inclusionary zoning to help maintain income diversity. • Conduct a targeted feasibility analysis of acquiring strategic sites for equitable TOD. • Draft a public land disposition strategy to help facilitate short-term development objectives. • Focus funding and financing for 100% affordable projects. • Engage with existing communities around identifying desired community benefits associated with new development.

MEDIUM PRIORITIES		
Activity	Description	Strategies
Economic Development Strategies	<p>Economic development strategies in this type will likely focus on redevelopment, clean-up of contaminated land, and connecting existing residents to new job opportunities. DEED, GreaterMSP and city economic development departments are all already active in these areas, and should consider how to encourage projects they are investing in or firms they are working with to be as transit-oriented as possible. Investing in amenities for workers and residents are also important to building communities where it's easier to get around without a</p>	<ul style="list-style-type: none"> • Target economic development and job creation investments that meet TOD goals. • Consider local hire policies or other jobs-related community benefits. • Focus investments in small business retention and development, in particular targeting women and minority-owned businesses. • Working with BIDs to identify and implement missing placemaking elements.

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	<p>car.</p> <p>One example of this is DEED's recent investment in the Surly Brewing Company, which needed to relocate to a larger facility, but was interested in being near transit and eventually including a restaurant space as part of their brewing facility. The firm pays living wages to their employees, and DEED was able to help them find a location on land in the Hwy 280 and University Ave area, providing funding to help clean up the contaminated land so the site could be reused.</p>	<ul style="list-style-type: none"> • Financing for grocery stores, financial institutions, and other daily essentials will help support lower income workers and residents.
<p>Infrastructure Improvements (streets, sidewalks, bikeways)</p>	<p>These station areas have some of the most transit-oriented urban form, including more walkable street grids, and investments in infrastructure alone are not likely to transform these station areas, as compared to "Connect" types. However, some improvements to streets and sidewalks will be necessary to improve the quality of the pedestrian environment.</p>	<ul style="list-style-type: none"> • Develop a priority list of pedestrian and multi-modal access improvements, and/or ensure existing station area plans or access studies are implemented as planned. • Use City or County Capital Improvement Program (CIP) to fund multi-modal access, infrastructure and/or planning projects.
<p>Catalytic Development</p>	<p>Again, the private market is more likely to lead development in these station areas, these areas should not be a priority for regional funding sources. However, investments in TOD projects may be helpful to develop comparables in markets where higher density, mixed-use development has not been the norm, or where the market is lagging behind other Raise the Bar station areas.</p> <p>Likewise, public entities who own key pieces of land should ensure that projects built in these areas are helping to move the district towards the vision for TOD laid out in community and city plans.</p>	<ul style="list-style-type: none"> • Draft a public land disposition strategy to help facilitate short-term development objectives. • Identify districts with need for TOD project comparables and opportunities for investment by key stakeholders.
<p>Planning</p>	<p>These locations do not require comprehensive planning efforts, and have completed station area planning. However, they may require targeted planning for TOD opportunities.</p>	<ul style="list-style-type: none"> • Engage with existing communities around issues of neighborhood change, mixed-income development, and how the benefits of TOD can be equitably shared will also be priorities. • Assess community needs, particularly around defining community benefit agreements.

Raise the Bar // TOD Classification Tool User's Guide

<i>LOW PRIORITIES</i>		
Activity	Description	Strategies
Visioning	These activities are mostly complete for station areas in Raise the Bar, but if new stations fall into this category, and there is need for community building and visioning, these may be higher priority activities.	<ul style="list-style-type: none"> • Funding to support CBO outreach and engagement can be critical to ensuring a broad spectrum of community members can participate in early conversations around TOD. • Engaging the business community, through existing organizations like BIDs.
Building Capacity of Local TOD Champions		

Catalyze

These station areas have strong urban form but are in cooler or emerging markets. Investments that catalyze private development and increase activity can be transformative, and are where these investments have the most potential to shift emerging markets. Mixed-income housing may be an affordable housing priority in neighborhoods that are areas of concentrated poverty—in order to both invest in these places and provide a broader mix of incomes. Many Catalyze station areas are on the edges of major regional job centers or are located in or near regional and subregional centers, and public and private sector investments can be transformative for these job centers as well as residential development.

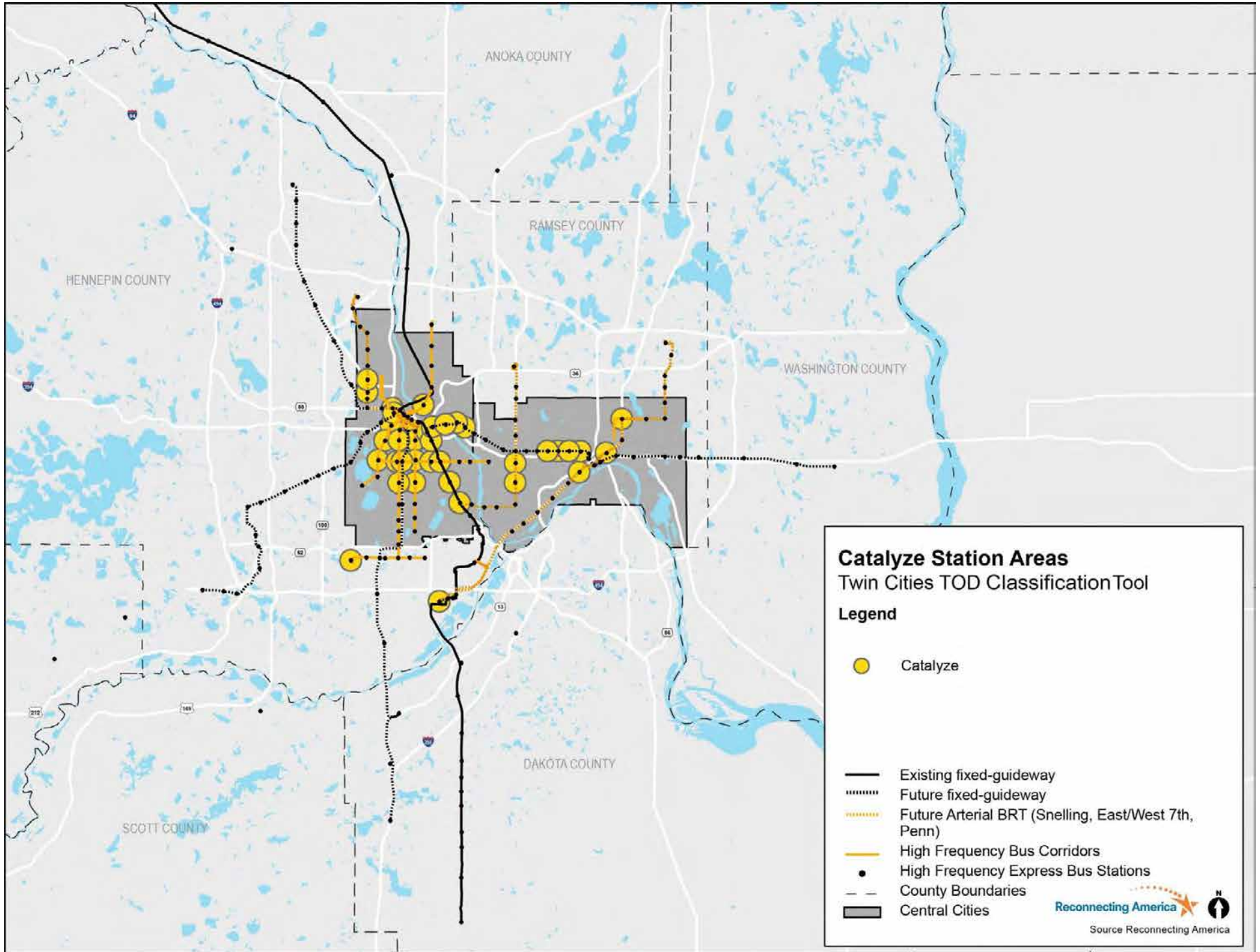
- *Transit Type Implications:* These station areas are a mix of light rail and high frequency bus station areas, with a few arterial BRT stations. This reflects the urban form of these places, many of which are in the Uptown and Midtown areas along Lake Street in Minneapolis. Existing and planned rail station areas should be a priority for large scale catalytic development activities, given the region's massive investment in the transit system. However, as these bus corridors potentially transition to streetcar or other more fixed-guideway corridors, they may become more important priorities for regional dollars. Supporting increased densities and TOD-friendly design can support ridership on bus and BRT corridors, and can provide great access for the people living and working in these places, but may not spur the market to the same degree, and may require a higher lift in terms of public time and subsidies.
- *Transit Timing Implications:* The majority of station areas in this type will be on existing or very near term transitways, with just eight being on lines that will not be running for another 5 years or more. Some of the implementation activities apply across all stations, independent of their timing, especially the planning and zoning/design. However, catalytic investments should be prioritized for more near term corridors, as investments in development projects are more likely to spur district-scale TOD when the transit line is under construction or running, and having the transit in place will be crucial in some of these areas to supporting the kind of development that meets TOD goals (higher density, lower parking requirements, etc.) There may be some value in seeing a limited number of TOD-style projects in places that are more suburban in nature today (particularly places with better transit-orientation than their peers) to start making the case for this style of development.
- *Equity Implications:* The majority of Catalyze stations intersection with RCAPs, excluding only: 38th St, 46th St., and the Mall of America on Blue Line, and Prospect Park and Stadium Village on the Green Line.
- *Economic Development Implications:* Most Catalyze station areas include a major regional or subregional job centers, including 14 that are located on the edges of major job centers (the downtowns of Minneapolis and St Paul and the University of Minnesota). These 14 include some portion of a regional or subregional center with retail activity centers, professional job centers, and diversified centers (which include a mix of industrial, professional and retail jobs). These include Franklin Avenue and Nicollet Avenue; Hiawatha Avenue and Lake Street; Hwy 65 and Hennepin Avenue; Midtown Minneapolis; South Loop Bloomington; Southdale Center Area; University Avenue St. Paul – East; University Avenue St. Paul – Midway; and the Uptown and Wedge Minneapolis. 38th St, 46th St., Victoria St, and Penn & 16th and Penn & West Broadway are the stations with no existing job centers that overlap with the station areas.

Example: Western Ave station on the Green Line

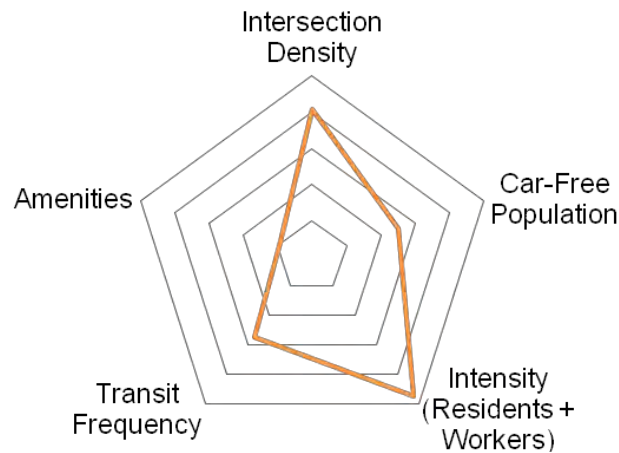
Western Ave station is on the Green Line, in an urban area that has a traditionally weaker market. Many Catalyze station areas are located in similar neighborhoods, with higher densities, walkable street grids, but little development activity. (See spider graphs below.)

The Old Home site is being transformed into 53 units of affordable family housing and 5,000 SF of commercial real estate, and shows how to leverage resources to support catalytic development and affordable housing in station areas of this type can be transformative. The Western U Plaza received a \$1,665,261 predevelopment loan from the Corridors of Opportunity Affordable Housing and TOD Loan Fund, but has also been supported by the Twin Cities Community Land Bank and LISC.

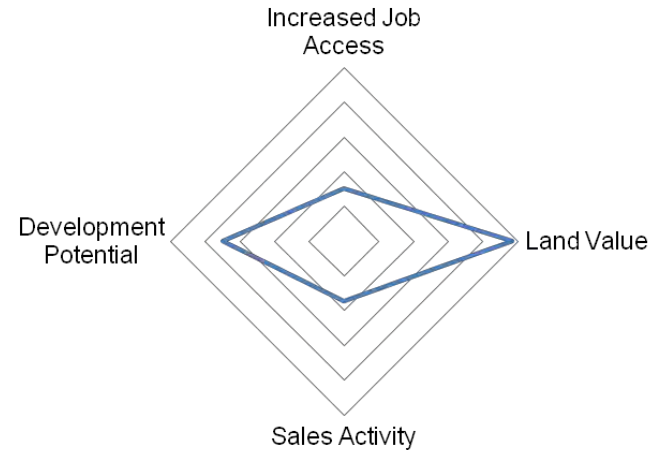
Catalyze // TOD Classification Tool User's Guide



Transit-Orientation



Market Potential



HIGH PRIORITIES		
Activity	Description	Example Strategies
Placemaking and Urban Amenities	<p>As part of catalytic development projects, these investments can support district-wide transformations. Parks, plazas, and public buildings are all investments that public entities can direct to these station areas and use to leverage other activity.</p> <p>Grocery stores can be anchor institutions and provide access to healthy foods in neighborhoods without sufficient supply.</p>	<ul style="list-style-type: none"> • Capital improvements in hard infrastructure (parks, street lights and trees, benches). • Placemaking programming (farmer's markets, street fairs). • Small business retention and development, particularly in RCAPs. • Financing for grocery stores and other amenities and services, especially when tied to district-wide redevelopment visions. • Site public investments in schools, parks, and other neighborhood amenities to catalyze development and take advantage of long-term potential.
Catalytic Development	<p>Public investments in these places may spur the private market to invest in TOD, showing that TOD can work in weaker market areas. Investments to support new development projects, particularly as model projects, to</p>	<ul style="list-style-type: none"> • Focus programmatic funding in TOD projects on Catalytic areas, and leverage partner agency funding streams.

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	<p>show "TOD" style development will work in different markets, or to jump start revitalization in neighborhoods that have seen relatively little private market activity. Deploying public financial tools, including: land assembly, tax increment financing, tax abatement, special assessment bonding, joint venture investment, and brownfield remediation are all specific strategies that should be prioritized in these station areas.</p> <p>Likewise, public entities who own key pieces of land should focus on creating projects that can provide comparables to spur market development in these areas.</p>	<ul style="list-style-type: none"> • Identify transformative development projects (projects that have the potential to demonstrate a market for TOD, but may not provide immediate market return) and opportunities for investment by key stakeholders. • Develop a strategy for public acquisition and disposition of land to control land development costs near transit stations and catalyze TOD that stimulates the development market in target neighborhoods.
<p>Affordable Housing Strategies</p>	<p>Affordable housing strategies in Catalyze areas may prioritize supporting mixed-income housing, particularly in RCAPs. These areas may not provide mixed-income housing through inclusionary policies, and instead can benefit from public subsidies that both provide affordable housing and shift the mix of incomes to help attract more private development.</p>	<ul style="list-style-type: none"> • Focus funding and financing for on mixed-income projects in RCAPs. • Conduct a targeted feasibility analysis of acquiring strategic sites for equitable TOD. • Deploy Homeownership Programs to help current residents stay in proximity to transit or new households move in. • Focus on long-term development opportunities, and consider tools like housing trusts and land banks that can build long-term investment and equitable outcomes.
<p>Economic and Workforce Development Strategies</p>	<p>Given the number of job centers that overlap with stations in the Catalyze category, economic development projects (for example, DEED's Redevelopment Program) can be a major force in sparking the private market in these areas.</p> <p>Public subsidies (redevelopment, clean-up of contaminated land, and connecting existing residents to new job opportunities) may be key to bringing in new firms, or supporting small business retention or expansion.</p> <p>Investing in anchor businesses that include important services or amenities for workers and residents can build equity and work in tandem with catalytic development.</p>	<ul style="list-style-type: none"> • Linking lower-income residents to opportunity (community colleges, workforce centers, hospitals, etc.). • Target economic development and job creation investments to job centers in these areas, pushing the market to create more transit-oriented uses and design. • Focus investments in small business retention and development, in particular targeting women and minority-owned businesses. • These areas will be most responsive to targeted, project or site-specific market interventions and place-based organizations like BIDs. • Financing for grocery stores, financial institutions, and other daily essentials will help support lower income workers and residents.

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<p>Regional Access and Transit System Improvements</p>	<p>Several existing high frequency stations areas in this type are along planned or proposed streetcar alignments. Given the strong existing transit-orientation of these areas, these stations may provide higher ridership than others with more auto-oriented environments, and thus may be a priority for new transit investments.</p> <p>Improving multi-modal transfer points can also support ridership goals in these areas.</p>	<ul style="list-style-type: none"> • Prioritize new transit investments to districts or station areas that fall into this type. • Identify needed multi-modal connection improvements. • Consider transit service improvements or aligning multi-modal connections.
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<p>MEDIUM PRIORITIES</p>		
<p>Activity</p>	<p>Description</p>	<p>Example Strategies</p>
<p>Design and Zoning</p>	<p>Though in the short term, TOD in these areas will likely be driven by public investments, ensuring that the zoning reflects desired TOD outcomes will be important to guiding both public and eventual private investment in these areas.</p>	<ul style="list-style-type: none"> • Tailor Zoning/Development Controls around transit, i.e. reducing parking requirements, requiring minimum densities, and requiring active ground floors along key corridors or in close proximity to stations.
<p>Infrastructure Improvements (streets, sidewalks, bikeways)</p>	<p>These station areas have some of the most transit-oriented urban form, together with the Raise the Bar types, including more walkable street grids. Investments in infrastructure may also be necessary to improve the pedestrian and bicycle environment, but alone are not likely to transform these station areas, as compared to “Connect” types.</p>	<ul style="list-style-type: none"> • Develop a priority list of pedestrian and multi-modal access improvements, and/or ensure existing station area plans or access studies are implemented as planned. • Use City or County Capital Improvement Program (CIP) to fund multi-modal access, infrastructure and/or planning projects.
<p>Planning</p>	<p>Station area planning should drive higher priority implementation activities, and most station areas have completed station area planning. Those that have not should raise the priority of this activity, especially as transit corridors become closer to coming online.</p> <p>In station areas that overlap with RCAPs, engaging with existing communities around issues of neighborhood change, mixed-income development, and how the benefits of TOD can be equitably shared will also be</p>	<ul style="list-style-type: none"> • Engage in a community visioning or station area planning process to determine long-term transportation and land use goals and strategies and short term investments.

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	priorities.	
Building Capacity of Local TOD Champions	In station areas without strong and well-versed community leaders, investments in community capacity and organizing to prepare for deeper and more engaged implementation of station area planning will likely be necessary. The Corridors of Opportunity Community Engagement Team (CET) has funded this kind of activity in many places, which may lower the priority of this activity where this work has already been done. Certainly, continuing to engage with these groups through planning and implementation work will be critical.	<ul style="list-style-type: none"> Utilize the model built by the Corridors of Opportunity Community Engagement Team to build community capacity through leadership training for CDCs and faith-based organizations to identify long-term implementation roles and responsibilities. Engage with business-oriented groups or identify where such groups are missing, and work to build engaged business community.

LOW PRIORITIES		
Activity	Description	Example Strategies
Visioning	The majority of station areas have moved beyond visioning for TOD, but those along the Bottineau corridor in particular, and perhaps along proposed streetcar alignments this may be a necessary first step.	<ul style="list-style-type: none"> Design charrettes and visioning exercises. Engaging the business community, through existing organizations like BIDs.

Connect

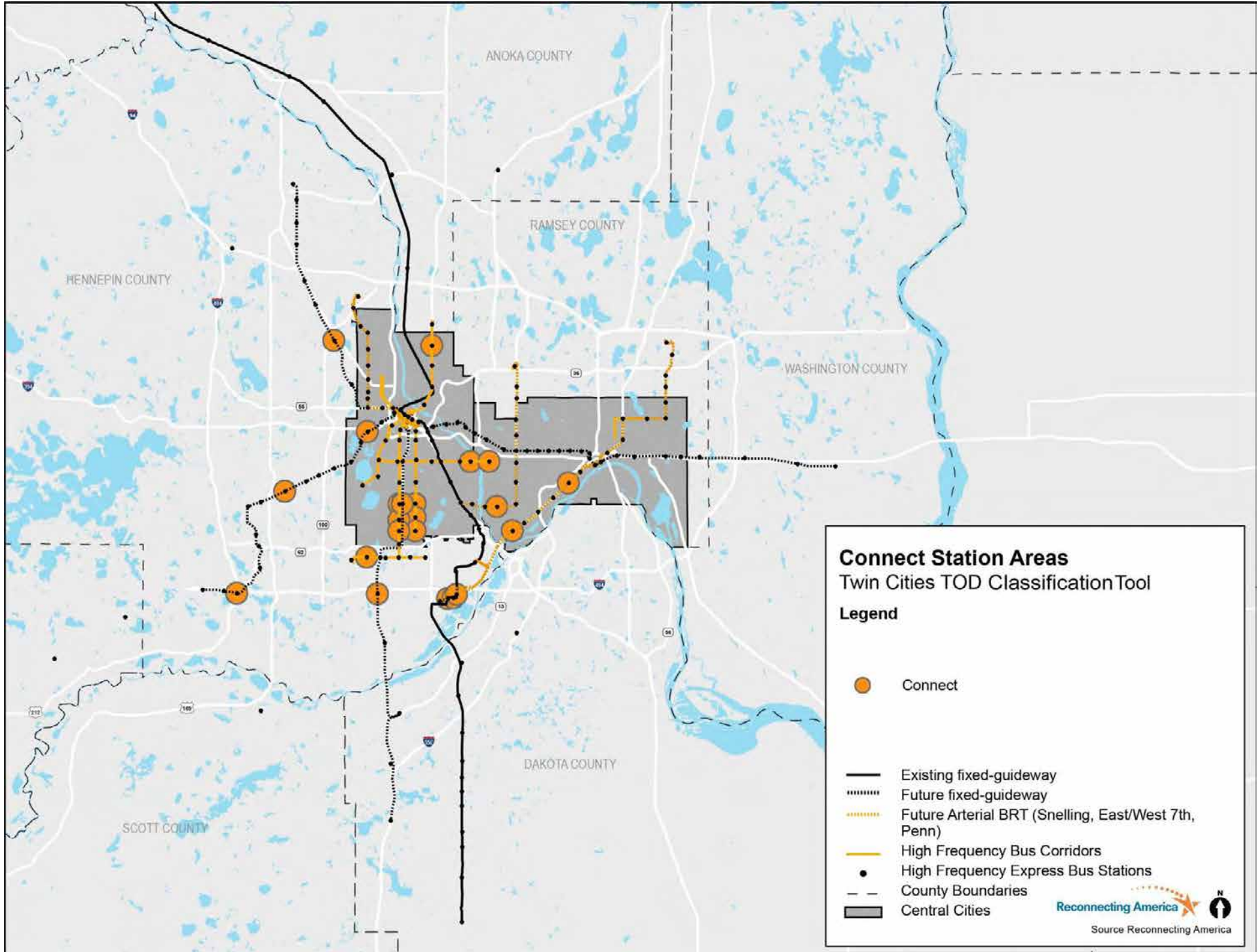
These station areas have warm real estate markets, but their urban form is more auto-oriented than transit-oriented. Some of these stations are in strong suburban activity centers, but lack the supportive pedestrian and bicycle environments, and may require significant investments to change the character of these areas. Others are in residential markets with high land values, where redevelopment may be challenging if zoning and infrastructure investments do not support more vertical construction patterns. Infrastructure investments have the potential to transform these areas into more transit-oriented places. Major infrastructure improvements, including new streets and pedestrian and bicycle connections, can be transformative for these station areas, changing the character of these places into becoming more transit-oriented.

- *Transit Type Implications:* These station areas are a mix of light rail and high frequency bus station areas, with a few arterial BRT stations. Existing and planned rail station areas should be a priority for large scale infrastructure improvements, as with catalytic investments discussed above, given the region's massive investment in the transit system. However, as these bus corridors potentially transition to streetcar or other more fixed-guideway corridors, they may become more important priorities for regional dollars. Supporting improved pedestrian and bicycle environments can support ridership on bus and BRT corridors, and can be important investments in creating more equitable connections to these areas, but are not likely to impact the market for TOD.
- *Transit Timing Implications:* About half of the station areas are along existing bus or rail corridors, and half are along proposed fixed-guideway corridors. Planning and zoning/design implementation activities should be engaged in across all stations, but regional investments in planning or zoning implementation may focus on existing station areas. Major infrastructure investments should be prioritized for existing and near term corridors, particularly those planned to be opened in the next five years. Particularly in areas where connectivity investments will be critical in creating better access to stations and more friendly pedestrian environments around stations, these investments are more likely to support TOD development as well as ridership goals.
- *Equity Implications:* No Connect station areas overlap significantly with RCAPs. Instead, these areas tend to be located in strong suburban markets, with stable residential neighborhoods or strong activity centers. Equity strategies in these areas may be more about providing new connections to low income people to opportunities available in these areas.
- *Economic Development Implications:* The job centers that Connect stations located in or near are primarily activity (or retail-focused) or more diversified (a combination of retail and industrial). These include: Eden Prairie Center Area (Eden Prairie Town Center Station); South Loop Bloomington (28th Avenue Station, Bloomington Central Station, and American Blvd 34th Ave Station); I-494 and I-35W (American Boulevard Station); Cleveland Avenue and Ford Parkway (Kenneth Street on the Snelling ABRT corridor), and the Blake Station, which connects to both Hwy 169 and Excelsior Blvd Hopkins and Hwy 7 and Louisiana Avenue.

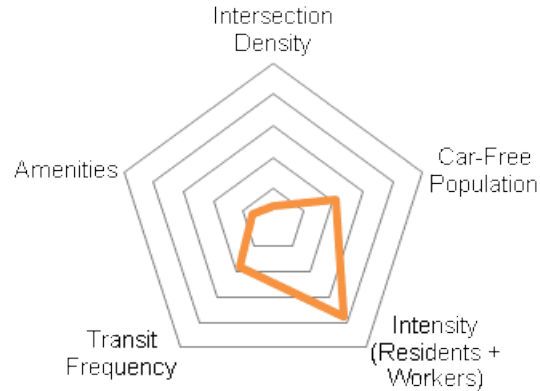
Example: Bloomington Central station

Bloomington Central is in some ways typical of a Connect station area, with historically auto-oriented infrastructure and a strong real estate market. Investments and planning by the City of Bloomington and the Met Council have been working to move the station area to being more auto-oriented, including the new park and planning to add new streets in the parcel around the station itself. The City of Bloomington's vision for the station area – “to transform the District from suburban to urban” – are reflected in those investments as well. And today, within the station area, there is a 302-room, 8-story hotel planned.

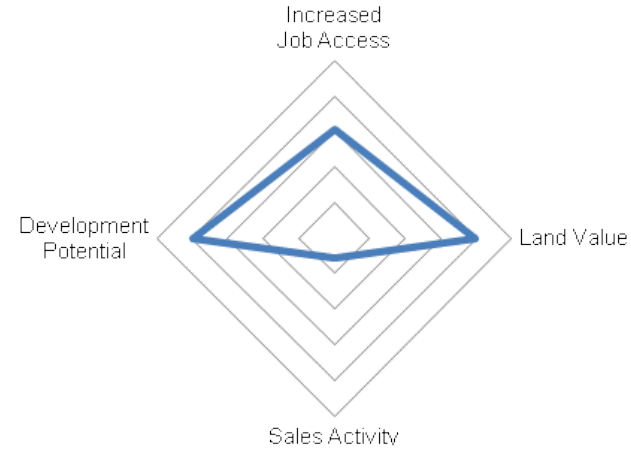
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Transit-Orientation



Market Potential



HIGH PRIORITIES		
Activity	Description	Example Strategies
<p>Infrastructure Improvements (streets, sidewalks, bikeways)</p>	<p>Significant infrastructure investments in multimodal and public infrastructure can help unlock market opportunities. These investments may be necessary to intensify existing employment concentrations or add a mix of housing to job centers. Streetscape improvements may also be necessary to build pedestrian and bicycle traffic in stable residential areas and support additional TOD investment.</p> <p>These investments will ensure existing station areas are better connected to the station, that development opportunities around stations are unlocked, and that major job and activity centers are more connected to transit stations, which can help build ridership.</p>	<ul style="list-style-type: none"> • Use City or County Capital Improvement Program (CIP) to fund multi-modal access, infrastructure and/or planning projects. • Regional discretionary transportation dollars should be prioritized in these areas. • Identify where public/private partnerships to build or finance infrastructure can be developed, or where major infrastructure projects that can qualify for DEED's TED program. • Investments may include: expanding or reconnecting the grid through investments in new streets (ex. Franklin Blue Line station), improving sidewalks, and other pedestrian and bicycle amenities. • Ensure that multi-modal transit connections are smooth and facilities are well-connected. • Ensure existing station area plans or access studies are implemented as planned.

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Placemaking and Urban Amenities	<p>Placemaking improvements share common elements with infrastructure improvements, providing more space for people in the public realm. Parks, plazas, and public buildings are all investments that public entities can direct to these station areas and integrate with street and sidewalk improvements. (The investments around the Bloomington Central station are one example of this.)</p> <p>Encouraging amenities may be more appropriate through encouraging a mix of uses in zoning codes.</p>	<ul style="list-style-type: none"> • Capital improvements in hard infrastructure (parks, street lights and trees, benches). • Placemaking programming (farmer's markets, street fairs). • Site public investments in schools, parks, and other neighborhood amenities that are transit-oriented in design can shift these strong markets to being more transit-oriented.
Design and Zoning	<p>Zoning and design guidelines that encourage compact, pedestrian and transit-oriented development can help shift these station areas into being more transit-oriented places. High land values in some of these station areas mean higher density development may be necessary in order to see redevelopment occur.</p> <p>Encouraging a mix of uses through zoning can also be an important strategy in these station areas. This may mean encouraging retail, service, and employment uses around stations in more residential areas, and/or making it possible for housing to be built in or near more employment focused areas.</p>	<ul style="list-style-type: none"> • Encourage a mix of uses in station areas, particularly within quarter mile around stations. • Tailor zoning and design guidelines around transit, i.e. reducing parking requirements, requiring minimum densities, and requiring active ground floors along key corridors or in close proximity to stations. • Local jurisdictions should refer to ULI MN's (Re)Development-Ready Guide to assess development-friendly environment (i.e., re-think project review and clearly define process, establish development expectations) or completing feasibility studies.
Economic and Workforce Development Strategies	<p>In station areas with major job centers, working with employers to provide transportation demand management (TDM) solutions (shuttles, transit passes, etc) will help support public investments in connectivity improvements, creating more pedestrian and transit friendly districts.</p> <p>Because the majority of job centers that overlap with Connect station areas are retail-based activity centers, investments that link employees to jobs can also link transit riders to the retail amenities in these places.</p> <p>Because these are stronger market places, public Investments that support new businesses and business expansion (through redevelopment, clean-up of contaminated land, etc.) should require TOD design elements, in order to help support the transition of these</p>	<ul style="list-style-type: none"> • Work with employers or employer groups (BIDs, etc.) to support better access to transit through shuttles, transit passes, etc., and identify where district level policies or programs may bring employers together. • Require transit-oriented elements be included where for public economic development and job creation investments are made, pushing the market to create more transit-oriented uses and design.

	places to becoming more transit-oriented.	
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Medium Priorities		
Activity	Description	Example Strategies
Planning	<p>Station area planning should identify the priority list of pedestrian and multi-modal access improvements needed in Connect station areas, and completing this planning in collaboration with local residents and businesses will be important in supporting these infrastructure investments in the future.</p> <p>Station areas that have not completed station area plans should raise the priority of this activity, especially as transit corridors become closer to coming online.</p>	<ul style="list-style-type: none"> • Develop a priority list of pedestrian and multi-modal access improvements, especially as related to development opportunities. • Engage in a Station Area Planning process to determine long-term transportation and land use goals and strategies and short term investments. • Conduct Transitional Station Area Action Plans (TSAAP) process to identify interim strategies or investments.
Affordable Housing Strategies	<p>Investments in affordable housing in Connect station areas will be important to providing better access to low income people to jobs and existing stable neighborhoods. Investments in 100% affordable housing are likely to help create mixed-income districts.</p> <p>However, because of the higher land values in some station areas, these investments may require higher public subsidies than similar projects in cooler markets. Thus, these investments are not as high a priority as those in Raise the Bar station areas, which have similar market potential but better existing transit-orientation and access to job centers.</p> <p>Connect stations are almost all located in the Yellow Opportunity Areas defined in the Twin Cities FHEA, so affordable housing investments in these areas could also serve Fair Housing goals, while ensuring residents have access to the regional transit system.</p>	<ul style="list-style-type: none"> • Inclusionary zoning may be useful in taking advantage of stronger markets to provide a range of housing options. • Focus funding and financing for 100% affordable projects. • Identify long-term development opportunities, and consider tools like housing trusts and land banks that can build long-term investment and equitable outcomes.
Catalytic Development	<p>Because the potential market for TOD development is relatively strong in these areas, catalytic development projects are less likely to have the same transformative</p>	<ul style="list-style-type: none"> • Draft a public land disposition strategy to help facilitate short-term development objectives. • Identify districts with need for TOD project comparables

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	<p>effect on the market. Instead, investments in development projects should focus on design, and ensuring that public resources are helping to transform these relatively auto-oriented places into more transit-oriented ones.</p> <p>Likewise, public entities who own key pieces of land should ensure that projects built in these areas are helping to move the district towards the vision for TOD laid out in community and city plans.</p>	<p>and opportunities for investment by key stakeholders.</p>
<p>Regional Access and Transit System Improvements</p>	<p>The urban form in these station areas needs improvement before it can support transit and TOD to the same degree as Catalyze and Raise the Bar station areas, so these stations may not on their own be a priority for regional access investments. However, because many are major activity centers, or are along corridors that include ridership generating uses, investments that work in conjunction with infrastructure improvements may be necessary.</p> <p>Improving multi-modal transfer points can also support ridership goals in these areas.</p>	<ul style="list-style-type: none"> • Identify needed multi-modal connection improvements. • Consider these station areas within the corridor context and identify what role they play (feeder stations, activity generator, etc.).

Low Priorities		
Activity	Description	Example Strategies
<p>Building Capacity of Local TOD Champions</p>	<p>In station areas without strong and well-versed community leaders, investments in community capacity and organizing to prepare for deeper and more engaged implementation of station area planning will likely be necessary. Engaging with the business community may be critical at station areas in job centers.</p>	<ul style="list-style-type: none"> • Engaging the business community, through existing organizations like BID. • Funding to support CBO outreach and engagement can be critical to ensuring a broad spectrum of community members can participate in early conversations around TOD.
<p>Visioning</p>	<p>A vision for how these station areas can transform into more transit-oriented places will help bring together stakeholders invested in seeing implementation happen over the long term.</p> <p>Most station areas have moved beyond visioning for</p>	<ul style="list-style-type: none"> • Design charrettes and visioning exercises. • Engage residents and neighborhood groups to educate them on the benefits of transit and TOD.

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	TOD, but those along proposed transitways with longer term horizons may prioritize this more highly.	
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Transition

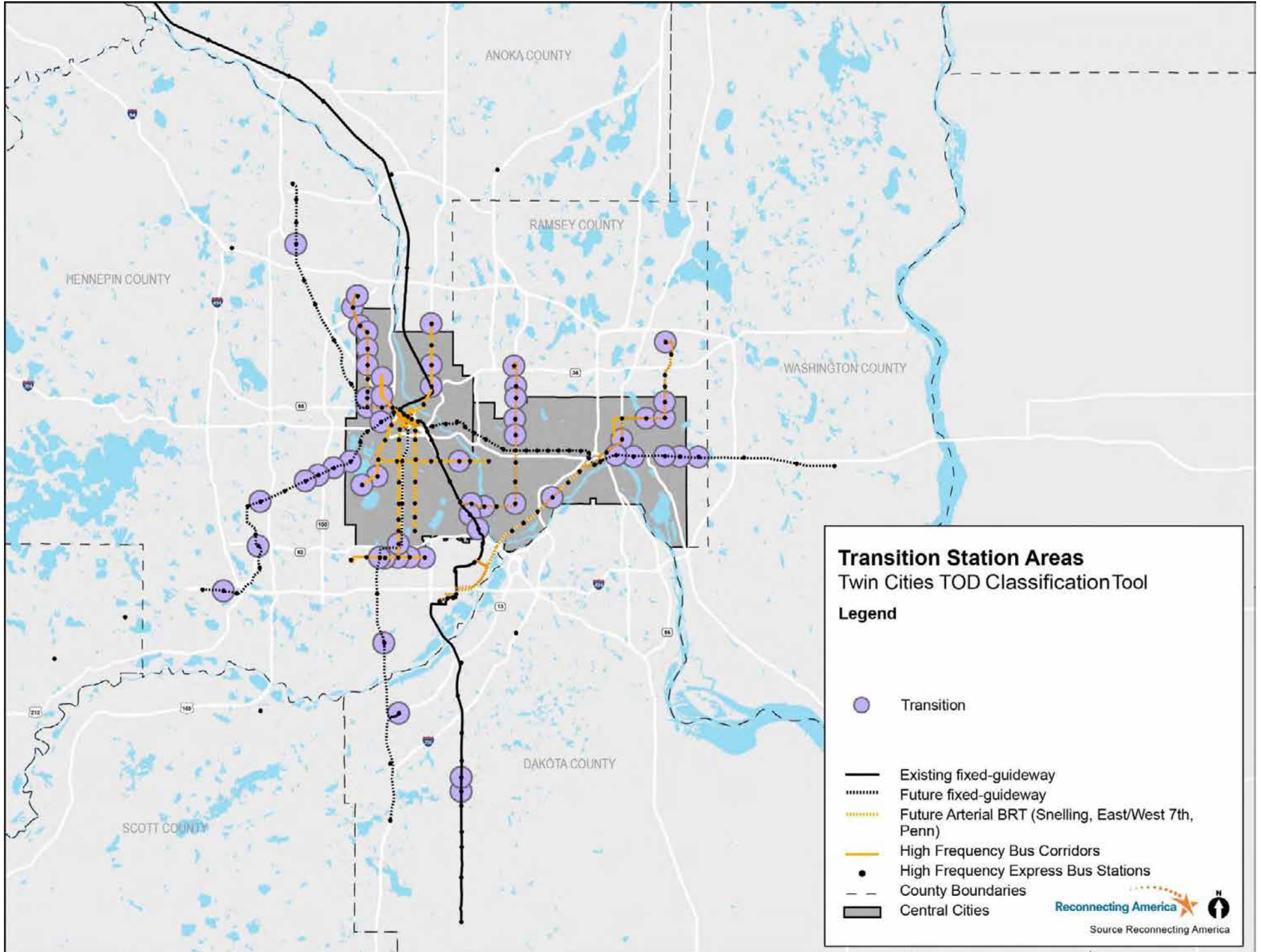
Transition station areas are in cooler markets, and are more auto-oriented in nature compared to Catalyze and Raise the Bar areas. Smaller scale investments are essential to prepare these station areas to transition into implementation, including investments in planning, zoning, and infrastructure. Many of these station areas have been getting ready for investments in TOD by doing the planning necessary to set the stage for those investments, and beginning to implement those plans by updating zoning codes, making smaller scale infrastructure and public facility investments, and ensuring the community is on board will set the stage for those more catalytic investments in connectivity or development. For station areas where that initial planning and visioning is just beginning, including places along Bottineau and Gateway, that work should be prioritized. More station areas fall into the Transition category than any other, but they tend to be collections of stations along planned transit corridors. Portions of the near term ABRT corridors are in this category, and many of those overlap with RCAPs, making these transit investments important connectivity investments for those lower income and minority neighborhoods. Job centers that overlap with these station areas are less compact than downtowns or more urban job centers, and can apply strategies oriented at retrofitting these areas to be more oriented towards new transit investments.

- *Transit Type Implications:* The majority of station areas are bus or BRT, and several station areas that are on corridors that have yet to make a final decision on a transit technology. Eight stations along the planned Southwest LRT are also in this category, and are a near term priority for the kinds of implementation activities described below. ABRT station areas on more near term corridors may be a heavier lift in terms of incentivizing market rate TOD district wide, but because many station areas along these corridors are in this category, corridor planning for TOD may be an appropriate strategy for these areas. Visioning, planning, and capacity building along fixed-guideway corridors will also be important for long term successful TOD implementation.
- *Transit Timing Implications:* The majority of Transition station areas are planned to be completed in the next 5-10 years, including eight of the Southwest corridor stations, as well as a mix of stations along the planned Gateway, Bottineau fixed-guideway corridors and the planned Penn, Snelling and East and West 7th ABRT corridors. Existing station areas and those where transit will be running in the next 5 years should be prioritized for major regional investments. Both planning, zoning, and infrastructure investments can support applications to federal funding sources, and prepare station areas for eventual transit service. Planning investments will be more of a priority at station areas with longer time horizons, and corridor planning for transit and TOD may be more appropriate along some of those corridors.
- *Equity Implications:* About half of Transition station areas overlap with an RCAP area. In contrast to Catalyze station areas, which are more concentrated in more central urban areas, these are located in North Minneapolis and near north suburbs like Brooklyn Center (particularly along the planned Penn ABRT), as well as to the East, in East St Paul (along the planned East 7th ABRT.)
- *Economic Development Implications:* About half of the Transition station areas have some overlap with sub-regional or local job centers, with a combination of retail, office, and industrial jobs. These include activity or retail centers like the Eden Prairie Center, Maplewood Mall, and Rosedale Center; diversified centers like Central Avenue NE Minneapolis, Golden Triangle, and Hwy 100 and Excelsior Blvd; and Professional (office) centers like 66th Street and Lyndale Ave and I-94 and McKnight Road.

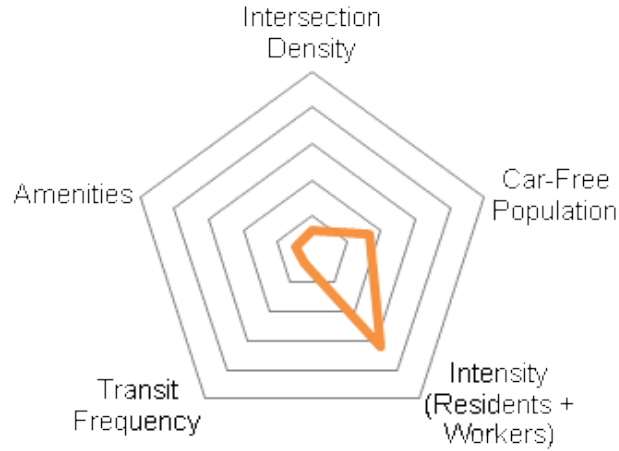
Example: Southwest station

Eden Prairie station (on the Green Line extension) is currently in the process of transitioning from long range transportation planning to planning for development and infrastructure improvements around the station. The station itself is located adjacent to the major express bus park-and-ride development, with a mix of office and restaurants nearby. The urban form in the station area is very auto-oriented, with large blocks and few walkable amenities or transit options. However, development potential is relatively high, and with the new jobs that will be accessible once the Southwest Corridor opens, the station has moderately strong TOD development potential. Eden Prairie along with the Southwest LRT Community Works team is working to identify those first investments that will lay the groundwork for TOD in the station area, and the draft TSAAP calls for infrastructure improvements to enhance connectivity to the station, so it will be easily accessible when the transit line opens.

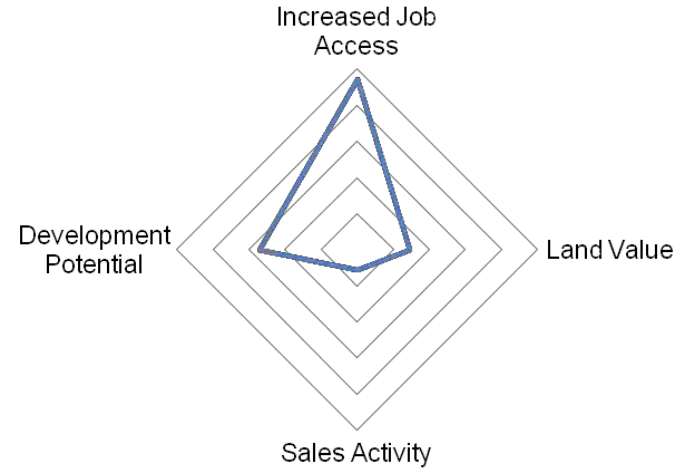
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Transit-Orientation



Market Potential



HIGH PRIORITIES		
Activity	Description	Example Strategies
Design and Zoning	Station areas that have a vision and station area plan should prioritize implementing the zoning and design elements called for in those plans. Though zoning alone will not guide TOD development around stations, getting these elements in place will ensure that station areas are "development ready" and set the stage for the next steps in implementation.	<ul style="list-style-type: none"> • Regional investments should prioritize technical assistance or resources to complete zoning changes and plans. • Tailor zoning and design guidelines around transit i.e. reducing parking requirements, requiring minimum densities, and requiring active ground floors along key corridors or in close proximity to stations. • Local jurisdictions should refer to ULI MN's (Re)Development-Ready Guide to assess development-friendly environment (i.e., re-think project review and clearly define process, establish development expectations) or completing feasibility studies. • Develop a transit oriented form-based code such as the one being developed in St. Louis Park.

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<p>Planning</p>	<p>Detailed station area planning lays the groundwork for future implementation activities, identifying opportunity sites, prioritizing infrastructure investments that not only connect to the transit station, but also knit together the surrounding communities.</p> <p>Particularly because so many station areas in this group are on planned transit corridors, this activity should be a priority to ensure the groundwork is laid before the transit begins running.</p> <p>Completing feasibility studies for the kinds of developments or community benefits identified through station area planning is also a priority for these station areas.</p> <p>In station areas that overlap with RCAPs, long-range planning and engagement focused on multi-modal transportation improvements and community development needs will ensure that tools and investments support equitable TOD outcomes for all members of the community.</p>	<ul style="list-style-type: none"> • Regional investments should prioritize technical assistance or resources to complete station area planning or supportive feasibility studies in these areas. • Engage in a station area planning process to determine long-term transportation and land use goals and strategies and short term investments. • Engage with existing communities around issues of neighborhood change, mixed-income development, and how the benefits of TOD can be equitably shared.
<p>Build Capacity of Local TOD Champions</p>	<p>In station areas without strong and well-versed community leaders, investments in community capacity and organizing to prepare for deeper and more engaged implementation of station area planning will likely be necessary.</p> <p>Because communities in this category are more suburban, they may not have the same long standing community groups that more urban areas have developed over the years.</p> <p>The Corridors of Opportunity Community Engagement Team (CET) has funded this kind of activity in many places, which may lower the priority of this activity where this work has already been done, but that model can be applied to station areas that are not along those five corridors.</p>	<ul style="list-style-type: none"> • Utilize the model built by the Corridors of Opportunity Community Engagement Team to build community capacity through leadership training for CDCs and faith-based organizations to identify long-term implementation roles and responsibilities. • Engage with business-oriented groups or identify where such groups need support or creation.

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MEDIUM PRIORITIES		
Activity	Description	Example Strategies
Infrastructure Improvements (streets, sidewalks, bikeways)	<p>Transitioning these station areas from more suburban to more transit-oriented places will take significant infrastructure investments, but because these are in cooler markets, these investments are less likely to spur private market development.</p> <p>These investments may be necessary to intensify existing employment concentrations or add a mix of housing to job centers. Streetscape improvements may also be necessary to build pedestrian and bicycle traffic in stable residential areas and support additional TOD investment.</p> <p>The Transitional Station Area Plans along the Southwest Corridor are identifying the first set of infrastructure and connectivity improvements needed to build access to station areas, and these investments should be a priority.</p>	<ul style="list-style-type: none"> • Develop a priority list of pedestrian and multi-modal access improvements, and/or ensure existing station area plans or access studies are implemented as planned. • Use City or County Capital Improvement Program (CIP) to fund multi-modal access, infrastructure and/or planning projects. • Ensure that multi-modal transit connections are smooth and facilities are well-connected. • Conduct Transitional Station Area Action Plans (TSAAP) process to identify interim strategies or investments.
Placemaking and Urban Amenities	<p>These investments are unlikely to capture market activity, but small improvements around stations may help prepare these areas for transit investments, while addressing community development needs.</p> <p>Investments in schools, parks, and other neighborhood facilities can help support market activity, while also improving the quality of life for existing residents.</p>	<ul style="list-style-type: none"> • Local improvements in infrastructure (parks, street lights and trees, benches), focused around stations. • Site public investments in schools, parks, and other neighborhood amenities to catalyze development and take advantage of long-term potential.
Visioning	<p>A vision for how these station areas can transform into more transit-oriented places will help bring together stakeholders invested in seeing implementation happen over the long term.</p> <p>Most station areas have moved beyond visioning for TOD, but those along proposed transitways with longer term horizons may prioritize this more highly.</p>	<ul style="list-style-type: none"> • Corridors studies for TOD that begin to bring together jurisdictions have been completed for many of the Corridors of Opportunity and provide an example of this kind of activity. • Design charrettes and visioning exercises. • Engage residents and neighborhood groups to educate them on the benefits of transit and TOD.
Affordable Housing Strategies	<p>Because there will be limited opportunities for new construction, these strategies will target investment in existing structures and in strengthening neighborhoods</p>	<ul style="list-style-type: none"> • Identify affordable housing preservation opportunities, including Housing Link research that identified existing subsidized and market rate affordable housing.

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	<p>through community development and multi-modal transportation investments.</p> <p>Affordable housing projects in these areas can help prep the market for more transit-oriented development models, while providing access to the region's transportation network for lower income residents. Both 100% affordable and mixed-income projects may be important in these areas, though neither are likely to have district-wide transformative effects (as compared to Catalyze station areas).</p> <p>Affordable housing preservation may also be a priority in these areas, through long-term strategies including land banks and land trusts.</p>	<ul style="list-style-type: none"> • Create long-term affordable housing preservation and infill development opportunities (for example, community land trusts). • Ensure investments in affordable housing reflect transit-oriented design.
<p>Regional Access and Transit System Improvements</p>	<p>Continuing to develop and seek funding for transit corridor investments is obviously critical for making any kind of TOD possible in proposed station areas. Integrating TOD planning with transit planning will ensure that corridors are most successful at building ridership and at funding applications.</p>	<ul style="list-style-type: none"> • Integrate recommendations to on TOD planning, visioning and development readiness with transit planning. • Identify needed multi-modal connection improvements. • Consider transit service improvements or aligning multi-modal connections.

LOW PRIORITIES		
Activity	Description	Example Strategies
<p>Catalytic Development</p>	<p>The combination of a cooler market and less transit-oriented urban form means that investments in development projects in these areas are less likely to spur market rate development in the near term.</p> <p>Identifying long term opportunities (including joint development opportunities) and getting the planning, zoning, and community approval in place are higher priority activities for these station areas.</p> <p>Some investments in development projects to take advantage of existing opportunities or resources may be appropriate, and should aim to go beyond what the market would provide in terms of density, mix of uses, etc.</p>	<ul style="list-style-type: none"> • Identify short and long term development opportunities, including land acquisition for joint development, to facilitate projects have the potential to demonstrate a demand for TOD, but may not provide immediate market return.

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<p>Economic and Workforce Development Strategies</p>	<p>In station areas with major job centers, engaging with major employment centers and business owners in the planning stage sets the stage for implementation, including potential changes on land owned by those stakeholders.</p> <p>This can include both zoning changes and master plans for major redevelopment opportunities, but also infrastructure improvements to create better connections between stations and businesses.</p>	<ul style="list-style-type: none"> • Engage business community in planning identifying priority infrastructure investments and long-term redevelopment opportunities. • Work with employers or employer groups (BIDs, etc.) to support better access to transit through shuttles, transit passes, etc., and identify where district level policies or programs may bring employers together.
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Plan and Partner

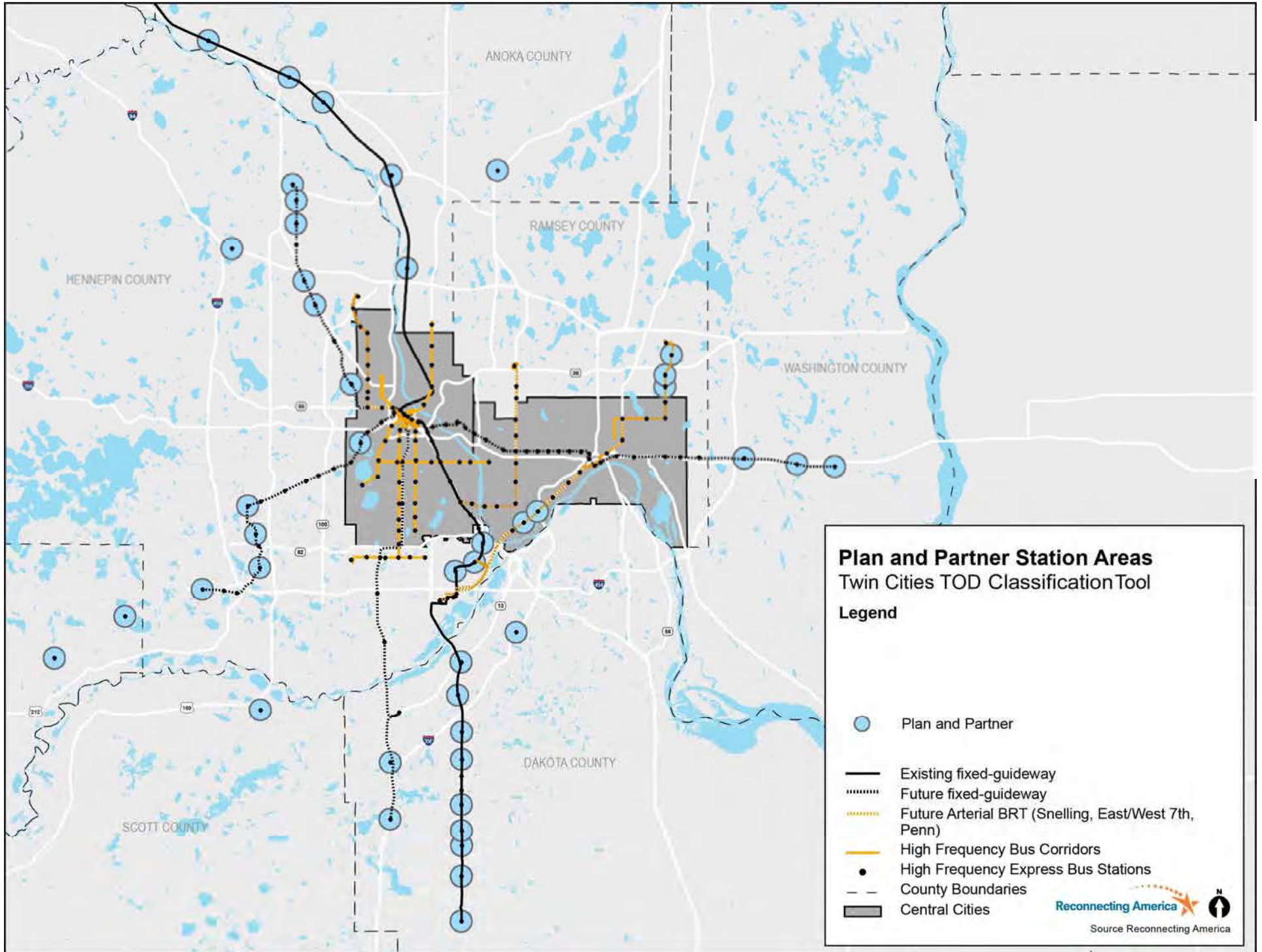
Station areas that fall into Plan and Partner are in cool market areas and have very little existing urban form to support TOD. They are located on the outskirts of the region, and some stations are surrounded today by farmland. All of the Park and Ride (High Frequency Express Bus) hubs, all of the Northstar station areas, and many stations along the Cedar Ave (Red Line) BRT planned extension south are in this category. These areas are less likely to see the private market respond to major public investments in catalytic development or infrastructure, today. Regional investments of time and resources should prioritize planning and visioning, and building the capacity of local stakeholders. Many of these stations provide important connectivity to workers commuting to regional job centers at the Mall of America, the MSP airport and the central city downtowns, but because of the existing urban form and cool market, they are not likely to be places that see wide-scale TOD development. Prioritizing station areas that are more near term and have frequent and fixed transit service will be a priority for regional investments in TOD.

- *Transit Type Implications:* The transit technology of station areas in this category is mixed, with some fixed-guideway, some LRT, BRT, commuter rail, and Park and Ride transit hubs. Given the overall cool market and very low existing transit-orientation, regional investments should focus on fixed-guideway transit investments with frequent transit service to ensure those transit dollars are supported by local planning and policy. Park and Ride stations may offer local jurisdictions a place to focus more compact growth and development, but are unlikely to support the same kind of all-day connectivity as station areas along the Green Line extension. Likewise, Northstar station areas, which have low mid-day transit service, offer a model for the kinds and the scale of implementation activities that existing station areas in this category can take on. Visioning, planning, and capacity building along fixed-guideway corridors will also be important for long term successful TOD implementation.
- *Transit Timing Implications:* Most Plan and Partner station areas are along transit corridors that will be running in the next 5-10 years, including some stations along the Southwest corridor, as well as the proposed Gateway, Bottineau, and ABRT extensions. However, many station areas in this category are on existing corridors or transit nodes, including all four of the Northstar stations within the metro area of the Twin Cities, the express bus Park and Ride stations, and a few of the Red Line BRT stations. Station areas on corridors that are planned should focus on visioning and planning to support the transit investment, and building local champions for both transit and TOD. Existing station areas may also need this kind of support, though regional attention should focus on both fixed-guideway and existing or near term transit corridors.
- *Equity Implications:* The planned 63rd Avenue station along the Bottineau Corridor is the only station area that truly overlaps with a RCAP, among the Plan and Partner stations. These station areas are located on the edges of the region, at the ends of transit corridors and in areas with much lower residential densities than more urban areas of the region. Some affordable housing may be appropriate, particularly in station areas that connect to job centers or other opportunities, but these may not be a priority for major equity initiatives.
- *Economic Development Implications:* About a third of Plan and Partner station areas overlap with job centers, primarily subregional and small subregional centers that are a mix of activity, industrial, professional, and diversified centers. These include industrial job centers along the Bottineau Corridor and retail activity centers near Park and Ride hubs.

Example: Northstar station areas

Northstar station areas exemplify what the impact of different public investments can be on station areas in the Plan and Partner category. The St. Cloud Times recently reported that “New apartment and townhome complexes and other businesses geared at Northstar riders have gone up recently within walking distance of the train stations in Big Lake, Elk River, Fridley and Ramsey.” These include a 72-unit apartment complex called Northern Star Apartments, a 33-unit income-restricted townhome complex called the Crossings, and a 20-unit assisted living facility called Cherrywood Advanced Living at Big Lake; 50-units of affordable rental housing for low-income housing in the Seasons Townhomes, as well as high end apartments around the COR in Ramsey. Some station areas have had to re-envision their master plans and station area goals, to readjust them to market expectations, putting more focus on housing rather than commercial uses. Many of these projects are subsidized, but over time will build up the transit-oriented communities around these stations. As in Ramsey, this could lead to market rate infill development.

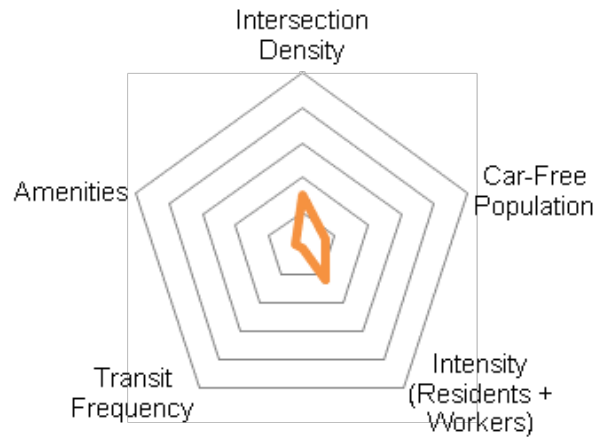
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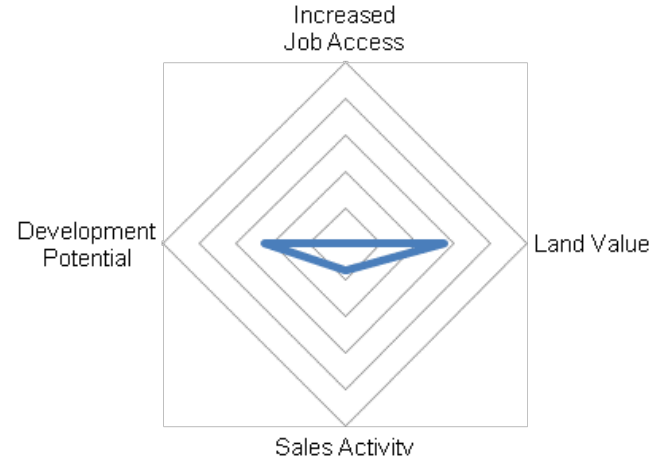
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Coon Rapids, one of the Northstar stations in this category, has very auto-oriented existing urban form, and low potential for TOD redevelopment opportunity.

Transit-Orientation



Market Potential



HIGH PRIORITIES		
Activity	Description	Example Strategies
Visioning	<p>Partnering with local actors to create a vision for TOD, set near term expectations, and identify the kinds of investments that could make these places more transit-oriented over the long term are some of the primary regional strategies.</p> <p>A vision for how these station areas can transform into more transit-oriented places will help bring together stakeholders invested in seeing implementation happen over the long term.</p> <p>Most station areas have moved beyond visioning for TOD, but those along proposed transitways with longer term horizons may prioritize this more highly.</p>	<ul style="list-style-type: none"> • Corridors studies for TOD that begin to bring together jurisdictions have been completed for many of the Corridors of Opportunity and provide an example of this kind of activity. • Design charrettes and visioning exercises. • Engage residents and neighborhood groups to educate them on the benefits of transit and TOD.

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<p>Planning</p>	<p>Detailed station area planning lays the groundwork for future implementation activities, identifying opportunity sites, prioritizing infrastructure investments that not only connect to the transit station, but also knit together the surrounding communities.</p> <p>In station areas that overlap with RCAPs, long-range planning and engagement focused on multi-modal transportation improvements and community development needs will ensure that tools and investments support equitable TOD outcomes for all members of the community.</p>	<ul style="list-style-type: none"> • Identify priority multi-modal improvements that improve access to existing or planned transit station locations. • Address long-term barriers to development using the Comprehensive Planning process. • Strategic neighborhood transportation and community amenity planning can help realize TOD benefits. • Engage with existing communities around issues of neighborhood change, mixed-income development, and how the benefits of TOD can be equitably shared.
<p>Building Capacity of Local TOD Champions</p>	<p>In station areas without strong and well-versed community leaders, investments in community capacity and organizing to prepare for deeper and more engaged implementation of station area planning will likely be necessary.</p> <p>Because communities in this category are more suburban, they may not have the same long standing community groups that more urban areas have developed over the years.</p> <p>The Corridors of Opportunity Community Engagement Team (CET) has funded this kind of activity in many places, which may lower the priority of this activity where this work has already been done, but that model can be applied to station areas that are not along those five corridors.</p>	<ul style="list-style-type: none"> • Engage residents and neighborhood groups to educate them on the benefits of transit and TOD. • Utilize the model built by the Corridors of Opportunity Community Engagement Team to build community capacity through leadership training for CDCs and faith-based organizations to identify long-term implementation roles and responsibilities. • Engage with business-oriented groups or identify where such groups need support or creation.

<p>MEDIUM PRIORITIES</p>		
<p>Activity</p>	<p>Description</p>	<p>Example Strategies</p>
<p>Design and Zoning</p>	<p>Station areas that have a vision and station area plan should prioritize implementing the zoning and design elements called for in those plans. Though zoning alone will not guide TOD development around stations, getting these elements in place will ensure that station areas are</p>	<ul style="list-style-type: none"> • Regional investments should prioritize technical assistance or resources to complete zoning changes and plans. • Tailor zoning and design guidelines around transit i.e. reducing parking requirements, requiring minimum

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	"development ready" and set the stage for the next steps in implementation.	<p>densities, and requiring active ground floors along key corridors or in close proximity to stations.</p> <ul style="list-style-type: none"> Local jurisdictions should refer to ULI MN's (Re)Development-Ready Guide to assess development-friendly environment (i.e., re-think project review and clearly define process, establish development expectations) or completing feasibility studies.
Placemaking and Urban Amenities	<p>These investments are unlikely to capture market activity, but small improvements around stations may help prepare these areas for transit investments, while addressing community development needs.</p> <p>Investments in schools, parks, and other neighborhood facilities can help support market activity, while also improving the quality of life for existing residents.</p>	<ul style="list-style-type: none"> Local improvements in infrastructure (parks, street lights and trees, benches), focused around stations. Site public investments in schools, parks, and other neighborhood amenities to catalyze development and take advantage of long-term potential.
Regional Access and Transit System Improvements	Continuing to develop and seek funding for transit corridor investments is obviously critical for making any kind of TOD possible in proposed station areas. Integrating TOD planning with transit planning will ensure that corridors are most successful at building ridership and at funding applications.	<ul style="list-style-type: none"> Integrate recommendations to on TOD planning, visioning and development readiness with transit planning. Identify needed multi-modal connection improvements. Consider transit service improvements or aligning multi-modal connections.

LOW PRIORITIES		
Activity	Description	Example Strategies
Infrastructure Improvements	Infrastructure investments are less likely to spur private market development, but can improve connectivity to stations from surrounding community and businesses.	<ul style="list-style-type: none"> Develop a priority list of pedestrian and multi-modal access improvements, and/or ensure existing station area plans or access studies are implemented as planned. Use City or County Capital Improvement Program (CIP) to fund multi-modal access, infrastructure and/or planning projects. Ensure that multi-modal transit connections are smooth and facilities are well-connected.
Affordable Housing Strategies	Because there will be limited opportunities for new construction, these strategies will target investment in existing structures and in strengthening neighborhoods through community development and multi-modal	<ul style="list-style-type: none"> Identify affordable housing preservation opportunities, including Housing Link research that identified existing subsidized and market rate affordable housing.

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	<p>transportation investments.</p> <p>Affordable housing projects in these areas can help prep the market for more transit-oriented development models, while providing access to the region's transportation network for lower income residents. Both 100% affordable and mixed-income projects may be important in these areas, though neither is likely to have district-wide transformative effects (as compared to Catalyze station areas).</p> <p>Affordable housing preservation may also be a priority in these areas, through long-term strategies including land banks and land trusts.</p>	<ul style="list-style-type: none"> • Create long-term affordable housing preservation and infill development opportunities (for example, community land trusts). • Ensure investments in affordable housing reflect transit-oriented design.
<p>Economic and Workforce Development Strategies</p>	<p>In station areas with major job centers, engaging with major employment centers and business owners in the planning stage sets the stage for implementation, including potential changes on land owned by those stakeholders.</p> <p>This can include both zoning changes and master plans for major redevelopment opportunities, but also infrastructure improvements to create better connections between stations and businesses.</p>	<ul style="list-style-type: none"> • Engage business community in planning identifying priority infrastructure investments and long-term redevelopment opportunities. • Work with employers or employer groups (BIDs, etc.) to support better access to transit through shuttles, transit passes, etc., and identify where district level policies or programs may bring employers together.
<p>Catalytic Development</p>	<p>The combination of a cooler market and less transit-oriented urban form means that investments in development projects in these areas are less likely to spur market rate development in the near term.</p> <p>Identifying long term opportunities (including joint development opportunities) and getting the planning, zoning, and community approval in place are higher priority activities for these station areas.</p> <p>Some investments in development projects to take advantage of existing opportunities or resources may be appropriate, and should aim to go beyond what the market would provide in terms of density, mix of uses, etc.</p>	<ul style="list-style-type: none"> • Identify short and long term development opportunities, including land acquisition for joint development, to facilitate projects have the potential to demonstrate a demand for TOD, but may not provide immediate market return.

Case Studies: How other regions are using similar tools

Similar classification tools or typologies in the Baltimore, Portland, Pittsburgh, Boston, Seattle, and Washington DC regions provide a regional framework for investments in station areas. These typologies are not designed to supplant local or citywide initiatives such as station area planning or zoning, but offer guidance on understanding implementation needs across an entire fixed-guideway (light rail / bus rapid transit) system, prioritizing regional resources, and coordinating the many actors who are responsible for implementation of successful, equitable transit communities.

Though each region has a unique focus, method, and set of partners to developing their implementation-based typology, they all recognize that not all investments make sense for every neighborhood. For example, a weaker market community may not benefit as much from investment in development projects, as it would from investment in civic amenities such as parks, streetscape improvements, or schools. A station area in an emerging market may benefit most from investments in catalytic development projects. Classifying study areas in a series of implementation types helps to differentiate between unique kinds of places, and coordinate appropriate sets of investments for each place.

Central Maryland TOD Strategy

In Baltimore, the typology was developed as one piece of a broader TOD Strategy for the Central Maryland region. This Strategy used an analytical approach to identify eight TOD approaches, based on the TOD opportunity (market strength and land availability) and neighborhood context (These include Facilitated Development, Market Catalyst, Proactive Infrastructure Investment, Proactive Mixed-Income, Neighborhood Reinforcement, Quality of Life Improvement, and Monitor and Respond). CTOD recommended a set of policy and investment tools for each approach, to be used as a starting point for approaching TOD planning and implementation.

CTOD led the analysis, and worked closely with the Central Maryland Transportation Alliance and the with the guidance of a Steering Committee composed of representatives from the State of Maryland (including staff from Departments of Transportation, Housing & Community Development, Planning, and the Maryland

Transit Administration), from the City and County of Baltimore (including economic development, planning and housing representatives), and from the non-profit sectors.

Since the typology was completed in 2009, the TOD Strategy and the Steering Committee have been used to frame conversations and decisions around TOD in the region. These include:

- The typology has influenced how the State of Maryland thinks about TOD as well. When the State identified 14 “State TODs”, staff selecting those areas used the typology to choose stations, considering not only the transit in each station area but also how implementation approaches are different in different types.
- The typology identified some corridor and sub-corridor level strategies as well, including developing a mixed-income TOD strategy for the east portion of the Red Line, to take advantage of the warmer market, and a vacant properties strategies for the western portion of the line, with more focus on predevelopment activities, because the cooler market there.
- One of the major recommendations of the TOD Strategy was to foster cross-sector partnerships, and the Steering Committee has continued to meet to discuss cross-sector issues related to TOD. In 2010 and 2011, the Steering Committee was instrumental in pushing the region’s MPO to apply for a HUD Sustainable Regional Planning Grant, and formed the base of the consortium that came together in the successful grant application in 2011. As the life of the HUD grant ends in the Baltimore region, the Steering Committee is considering meeting more frequently in order to ensure the last 18 months of the HUD grant are spent in making sure the regional plan strengthens TOD.
- Most recently, staff from Maryland DOT office of real estate have teamed with Baltimore and Washington DC ULI Councils to create a working group to build the capacity of developers to work on TOD projects, which require a broader set of knowledge than the typical development project (ie, understanding commercial and residential

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markets, understanding infill challenges and resources, etc.). Though this wasn't a recommendation to come out of the typology work, because the Steering Committee was continuing to bring these actors together, they were able to conceive of this need and how to fill it.

The Portland Metro TOD Typology & Strategic Plan

Portland Metro's typology was developed as part of a strategic planning effort to guide the investments of Metro's TOD Program. The TOD Program invests in market rate and affordable development projects in regional transit areas and centers to catalyze land use change in support of its regional growth plan.

Although its budget had increased since its inception, the TOD Program had not kept pace with the growth of the region's transit system. Though its annual funding had increased by 80 percent, areas eligible for funding had expanded from 12 to 93 square miles due to the addition to three new MAX lines and the inclusion of all frequent bus corridors to the program. Given its limited resources, the economic downturn presented an opportunity to reevaluate where the program's funding could yield the greatest return on investment.

The typology provided the TOD Program with an objective evaluation methodology that allows the program to target its investments in ripe areas and, conversely, defer investments in areas that were unlikely to catalyze private development. The typology divided transit station areas and bus corridors into three types, focusing on their physical and economic characteristics. If a transit area has a market that is too strong, the program's investments would not be effectively catalyzing the market. Conversely, if a transit area has a market that is too weak, there may not be enough market potential for other private development projects to follow suit. Likewise a minimum level of supportive urban form is needed to ensure nearby residents and workers are actually able to walk, bike, and take transit more often, thus reducing vehicle miles traveled and greenhouse gas emissions.

Since the TOD Typology and Strategic Plan were completed, Portland Metro has used the work in the following ways:

- TOD Program funding was limited to projects in Infill and Enhance and Catalyze and Connect areas. (These are the areas with middle or high transit-orientation and moderate or

strong markets.) Exceptions could be made within Plan + Partner areas if the project was truly transformational in nature.

- Plan and Partner stations were prioritized for TOD Program technical assistance related to station area plans and development opportunity studies.
- TOD Program staff have informally used the typology to push for higher densities, less parking, etc. at some Infill and Enhance stations. However, because they recognize that all projects are context-sensitive, they chose not to create standards that call for specific densities or other elements.
- Developers have also used the typology in making decisions about where to site projects. The TOD Strategic Plan was a clear signal that there was public support for projects in Infill + Enhance and Catalyze + Connect areas.
- Local municipalities have used the typology and spider graphs to assess how they can improve their station areas, both in terms of transit orientation and program funding eligibility. The TOD Strategic Plan gives them a clear path of ascension and commits to updating the evaluation every 3-5 years.
- TOD Program staff also used the typology to support projects in key areas, testifying in front of design commissions on behalf of projects.

Boston eTOD Score – A Rating System for Equitable Transit-Oriented Development

The Barr Foundation supported the development of an "equitable TOD" rating system for the Boston region. This rating system was developed to help planners, policymakers, community groups and municipal officials make better decisions about how to invest in equitable transit-oriented development (TOD) planning and projects. Each station area, including rail and major bus stations, in the Boston region received an "eTOD Score" designed to identify neighborhoods with built, social, and transit attributes that reduce driving, encourage higher transit ridership, and promote transit equity and accessibility.

The composite and disaggregated eTOD Scores give an indication of the relative transit supportiveness of a station area – and identify where improvements in a particular element can be a game changer. The eTOD system emphasizes that different investments are

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necessary for different station areas in the region. For example, places that are high on development and transit, but low on orientation should be prime places for new affordable or workforce housing projects given their high levels of accessibility. Other areas may exhibit high proportions of transit-oriented populations, yet lack adequate transit or neighborhood-serving retail and services. These communities would be best suited for enhanced service and potential mixed-use or commercial development.

The eTOD Score was developed first as a research project, and has yet to be implemented at a policy or program level. Discussions with the Steering Committee for the project circled around wanting to create a tool that was grounded in quantitative analysis and research, in order to be used for those policy and resource allocation decisions in the future. The data outcomes of the eTOD scores revealed that higher eTOD Scores were tied to lower VMTs. Additionally, the project team considers the following as two potential ways the eTOD Score may be used in the Boston region.

- Directing or advising the allocating of Low Income Housing Tax Credits: the eTOD score identifies places with good transit-orientation and good transit, and these areas could be a priority for investments in affordable housing.
- Influencing how a State TOD Program would allocate its funds. Currently there is not State TOD Program in Massachusetts, but it is an idea that continues to be raised, and the eTOD Score could help the State identify where any resources raised for such a program would make the biggest GHG reduction “bang”.

The eTOD Score offers policy makers a way to look at the myriad opportunities for funding and financing of affordable housing and allow programs to pick and choose with solid reasoning behind the decisions.

Pittsburgh TOD Typology Strategy

The impetus for Pittsburgh's TOD Typology Strategy was a desire to better understand why transit and TOD planning around light rail and BRT stations in the region had not resulted in TOD development, and to provide a roadmap for how the region could maximize the several billion dollars' worth of investment in fixed-guideway that had

been made over the past several decades while reconnecting the transit with those it is meant to serve.

A steering committee made up of local community groups, advocates, and public agencies informed the development of the typology. The typology was designed to identify realistic and implementable goals, and to provide information that city and regional planners, economic development professionals, and transportation planners could use to inform investment priorities. Pittsburgh Community Reinvestment Group (PCRG), who led the effort, wanted to create a framework for the region that would identify the key transit-oriented investments that could unlock TOD potential in station areas and leverage the economic, access, environmental and fiscal benefits of TOD.

Since the TOD Typology and Strategy was completed, stakeholders in the region have used it in the following ways:

- Because the typology showed how poor the urban form is in some parts of the transit system, it has helped PCRG prioritize their investments in places with more transit-oriented urban form, where they can afford to do something forward thinking.
- At the same time, community groups and suburban governments see transportation as more important than they used to, and they understand that raising awareness of the transit as an asset is a major priority—not development. Within the same vein, PennDOT is using the typology to rethink mobility through eastern suburbs.
- The typology reinforced the need to make a new investment in premium transit service along the Oakland to Downtown Corridor, where the market and physical form is in place to support transit ridership.
- The MPO (Southwestern Pennsylvania Commission, or SPC) has used the typology in creating their long range transportation plan, and through the process of creating the typology, PCRG built connections to the MPO such that they now have access to offer recommendations for the TIP (Transportation Improvement Plan).
- Along the East Busway, an existing corridor that has seen years of disinvestment PCRG, the MPO, and local philanthropy are using the typology and the data behind it to

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understand what kind of investments, based on the market and urban form, will be most effective at building connections between stations and the neighborhoods they serve.

- The incoming mayor for the City of Pittsburgh supports the work of the typology and is thinking about how to use it to direct local transportation and planning dollars.
- The typology has helped bring attention to the transportation funding crisis, not just for transit, but for the wider economic and community development impacts of not funding transit.
- And PCRG itself is rethinking their own organizational functions and how they converge and interact, based on how market and transit orientation of station areas dictates what will maximize investment for private and public sector.

Ultimately, the typology has changed the conversation in the Pittsburgh region, and given community groups and public agencies an evidence-based platform to advocate for more resources for transitways, and for planning and implementation dollars.

Seattle's People and Place Implementation Typology *Part of the Growing Transit Communities Strategy*

Like Portland, the purpose of the Seattle typology was to help guide regional policies and investments within station areas. PSRC's proposed approach, however, sought to incorporate a strong equity component, addressing housing affordability, economic diversity and access to employment and educational opportunities.

This was reflective of the goals of PSRC's larger Growing Transit Communities partnership:

- Accommodate more of the region's residential and employment growth near transit;
- Provide housing choices affordable to a full range of incomes near high capacity transit; and
- Increase access to opportunity for existing and future community members in transit communities.

To achieve these goals, it was determined that the evaluation and resulting typology would inform and direct regional and local investments in a broad spectrum of implementation activities

including transit access enhancements, catalytic development, neighborhood stabilization programs, affordable housing production, and investments in education and social services.

The clustering of station areas within the two profiles formed the basis for eight different approaches to implementation. Although each implementation category included recommendations for catalytic development, public realm enhancements, housing strategies and community development initiatives, they each differed in terms of focus and near-term prioritization.

The Growing Transit Communities Strategy was released recently in the summer of 2013, and the typology has yet to be integrated into investment decision-making. However, the MPO (Puget Sound Regional Council, PSRC) and other stakeholders are considering using the typology in the following ways:

- PSRC plans to use the typology as a framework in evaluating local plans in the upcoming comprehensive plan cycle, to help local jurisdictions include the kinds of strategies outlined for stations in those jurisdictions, and may also use the typology when developing long range planning guidelines. The typology outlines what kinds of steps are appropriate for low market strength places, and can create detailed guidelines to support local jurisdictions currently in that place.
- The typology identifies tools and funding resources that do not yet exist but are currently under consideration by PSRC and others in the region are considering, including:
 - Property/TOD Land Acquisition Fund: If this tool materializes, the typology identifies the medium market areas where land values have not yet skyrocketed, but are likely to change. These would be a priority for this kind of tool.
 - Station area planning and implementation grants: This tool would use the typology to guide local jurisdiction applications, so the type of planning or investment grant they request matches the typology. For example, a place with no near to mid-term market potential should not apply for a market study, but rather should think about a community needs assessment, to identify needs that will improve

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quality of life that will lead to stronger market down the road.

- Outside of PSRC, the City of Seattle is interested in replicating the typology for other transit areas in Seattle that PSRC did not include in their analysis, including some rapid growth areas and BRT corridors.
- The Growing Transit Communities process has led to stronger ties with nonprofit and philanthropic actors, and the typology may be a means of defining program areas for the CDFI's of Seattle's Housing Levy. The Opportunity Mapping that made up components of the typology has already been integrated into the State Housing Tax Credit Allocations for King County.

The typology has been generally accepted by communities and jurisdictions across the region, in large part because each place type does include a set of strategies aimed at improving quality of life in those places. The message of the typology is not that station areas need to move up or down the spectrum, but that different places need different investments to improve quality of life.

Washington DC Activity Center Typology (Still in draft form)

The WASHCOG Activity Center Typology has not yet been released, as of December 2013, but the MPO and project steering committee have considered the following as ways to implement the work:

- A resource to inform local government decision making about their planning and implementation activities.
- Inform WASHCOG's TLC Program that supports local jurisdictions with small planning grants. In the past, the TLC Program hasn't restricted itself to activity centers alone, but it is moving in that direction, and the typology could help inform local jurisdictions about what kinds of grants would be most beneficial to them.
- WASGCOG partners with ULI Washington to provide technical assistance panels on a particular project or location. WASHCOG helps select those places and contributes funding as well, and the typology will help inform WASHCOG's selection of those locations. ULI Washington

served on the project steering committee and supports the typology as well.

- Inform future partnership with WMATA (transit agency).
- Share detailed urban design scores (one of many inputs to typology) with local jurisdictions to help them apply information in local decision-making. WASHCOG would need to provide TA to local jurisdictions to help interpret the data, to help them link the data results to prioritizing different types of investments.
- Likewise, sharing the equity data with local jurisdictions would allow them to scan the analysis and see what they have implemented and what still needs to be done.
- Other ideas that the steering committee discussed but are not feasible in the region today include:
 - Identifying the high performers within individual types of centers and using those to benchmark other centers in the same type.
 - Performing a detailed analysis of local Capital Improvement Plans to determine how much funding is devoted towards the kinds of strategies recommended by the typology within activity centers.

Recommendations for Next Steps

Work with TOD Office to take on role of hosting the TOD Classification Tool. As the regional agency, and with the new TOD Office, the Met Council is a natural fit to host this data. Other agencies should feel free to pick up different pieces of the typology, including individual metrics, or refine the classification to better suit their needs. But having the Tool housed at one location will help with coordination in the future. The TOD Office will be working with internal partners to identify how departments can take on work that advances the TOD Policy, and the TOD Classification Tool can help inform those decisions, as well as guiding where different activities are focused.

Work with PRO-TOD (external advisory committee for TOD Office) to integrate TOD Classification Tool into the TOD activities across the region. The process to develop this tool has involved a small but highly involved advisory committee. Pushing the TOD Classification Tool out to a wider audience will require discussion about how to apply this tool within individual agencies, how it can be used to align and leverage investments, and what role the TOD Office and PRO-TOD group will play in leading that work. This may also involve revisions to the activities prioritized for each implementation type. A broader set of stakeholders who embrace the TOD Classification Tool will make it easier to implement in individual programs or agencies.

Update the TOD Classification Tool using the methodology outlined in Appendix A, but not more than every five years. The metrics used to develop the Tool were chosen in part because they could reflect more than a single moment in time, but an average of conditions over the past 10 years. Many of the metrics are very unlikely to change significantly, even as planning and implementation work goes ahead. They are measured at the district scale, and thus one or two development projects are unlikely to change the overall fabric of the half mile around a station area. However, as new transit corridors are prioritized, or as significant changes to transit frequency or other elements change, sections of the typology can be updated in order to see what affect those changes have on those individual

corridors or stations. One entity should be charged with making comprehensive updates to the TOD Classification Tool (likely the Met Council, with the TOD Office and research team working together), and this can be done with a small advisory committee made up of stakeholders using the tool at the time.

Develop implementation strategies for each place type that are tied to the opening of the transit line. While the Classification Tool has established the transit orientation and market potential of current and future station areas, prioritization of strategies and investments should be *tied to the opening of the transitway*. The Transitional Station Area Action Plans (TSAAPs), recently completed by Hennepin County, identify several new infrastructure improvements and development opportunity sites within future station areas along the Southwest Corridor that would ideally be implemented by opening day of LRT. The TSAAP process could be a model for other corridors to follow, and it should be listed as part of a planning and development continuum that is created for each implementation type. The continuum could include, in sequential order:

- Visioning
- Planning
- TSAAP-like process
TOD zoning
- Pre-Development (site investigation, market studies, RFP solicitation, concept planning, etc.)
- Redevelopment

The Classification Tool, with its strategies tied to implementation types, could frame these conversations. The implementation strategies would provide more detail about specific investments for each station area that are necessary to support TOD before, during, and shortly after construction of the transitway.

Consider whether and how to publically share the information in the TOD Classification Tool. This information could be shared as

Recommendations // TOD Classification Tool User's Guide

spider diagrams, which have been useful to local decision-making in other regions, or as part of station profiles. In order for the Tool to be integrated into decision-making across the region, having this information publically available in some form will allow those seeking funding or resources from agencies to have a better understanding of why some activities are more suited to their station areas than others.

Individual advisory committee members should identify the activities that fall under their scope and develop a plan for how they can integrate the TOD Classification Tool into their work.

This should be coordinated with the activities of the PRO-TOD group, and could eventually be wrapped up into a broad regional work plan for TOD. This could also involve individual agencies examining how past investments do or do not fit into the priorities outlined above. The Met Council's Comprehensive Planning process is one example of a place where the TOD Classification Tool could be used to give local jurisdictions recommendations of the kinds of strategies they might pursue in order to support TOD. See the Seattle/PSRC case study for an example of another region taking a similar approach. The following offers a range of ideas for individual agencies to consider:

- LOCAL GOVERNMENTS:
 - Target efforts to enhance local tax base
 - Target economic development strategies
 - Track return on investment from capital improvement projects
 - Identify where transportation demand management planning is most effective
- EQUITY ADVOCATES:
 - Target affordable housing efforts to locations most vulnerable to displacement
 - Identify areas needing more mixed-income development
 - Identify areas lacking critical retail and services
 - Improve safety and accessibility for areas with limited transit access and poor pedestrian and bicycling connections
- TRANSIT AGENCIES:
 - Identify transit-ready locations
 - Provide land use framework to guide multi-model corridor and station-area planning
- DEVELOPERS and INVESTORS:
 - Identify places where public/private partnerships can catalyze new infrastructure and investment (e.g. transit)
 - Evaluate investment and development decisions across the region
 - Identify physical attributes that increase economic performance and improve resilience in changing market cycles
 - Inform underwriting standards
- STATE and FEDERAL AGENCIES:
 - Inform public funding allocation decisions
 - Measure effectiveness of grant programs
 - Target economic development strategies

Appendix A. Methodology

Identify Geography

The first step in this process was identifying the geography on which to focus the quantitative. Half mile circles around defined transit stations or hubs were chosen. A half mile is the geography used in many funding programs related to TOD investments in the Twin Cities and nationally, and is generally understood to be the distance that people are willing to walk to transit. Understanding existing conditions at the district scale gives a sense of what the overall market strength and urban form is like in these areas, and underlines the scale of opportunity for investment.

The following corridors were identified with the help of the Advisory Committee. These corridors exist today or are planned to be completed in the next ten years. These include:

- Blue Line (Hiawatha)
- Green Line (Central)
- Green Line extension (Southwest)
- Northstar Commuter Rail
- Red Line (Cedar Ave BRT)
- Orange Line (I-35 BRT)
- Bottineau Corridor
- Gateway Corridor (Alternatives 3 and 5 from the Alternatives Analysis which will be studied in DEIS process)
- Express bus stops as defined under the LCA TOD Eligible Areas.¹
- Near term Arterial BRT stations, including Snelling, W7-E7, and Penn.
- Half mile around select bus stops on high frequency local bus routes. Stops were selected based on identifying

¹ (Express bus stops with buses that operate at least once every 10 minutes during one AM peak hour (6-9 am), have significant passenger infrastructure investments in place, and are on or outside of I-464/I-694 Highway, as defined by Metropolitan Council LCA TOD staff.

natural transit nodes (major intersections or stops) and to ensure the entire routes were covered.²

Future updates to the TOD Classification Tool can add additional stations or corridors. This analysis does not include every transitway in the 2030 Transitway System (from the Transportation Policy Plan). Areas around the planned and proposed I-35W North, Central Ave/TH65/BNSF, Rush Line, TH36/NE, Midtown and Red Rock are not included.

Methodology

The TOD Classification Tool measures existing conditions in station areas on two axes:

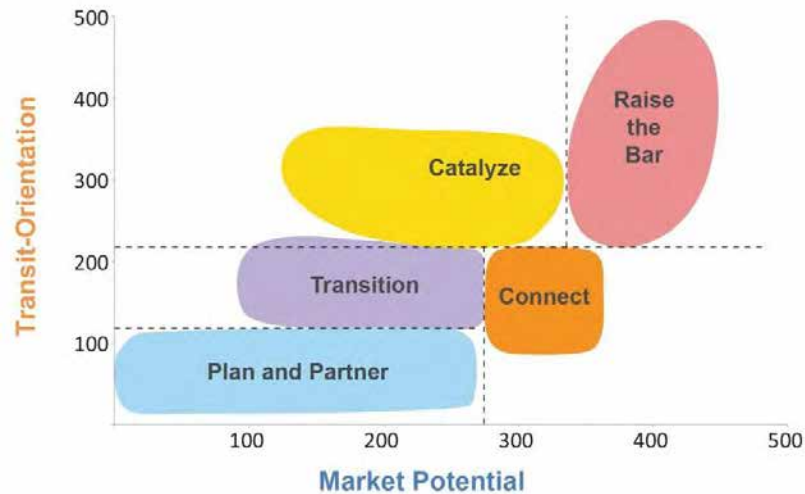
- The Y-axis measures the potential for TOD development, based heavily on today's market strength.
- The X-axis measures how transit-oriented a station area or bus segment is today, based on the built and social environment.

In addition to these axes, the Tool includes two overlays:

- an economic development overlay that identifies when a station area is in a major employment center,
- an equity overlay that identifies when a station area is within an area called an RCAP (racially concentrated area of poverty).

² Bus routes include those that run every 15 minutes (or better), Weekdays 6 am to 7 pm, and Saturdays 9 am to 6 pm.

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For each station area, the X and Y axes represent a composite score of several data points. By combining multiple inputs, the Classification Tool is able to gather a more holistic set of information about a community in order to categorize it and measure TOD-readiness. For each of the following data points, reference either:

- **The GIS shapefile:** Twin_Cities_Typology_Data_12.2.13.zip. This shapefile includes the indexed score for each station area, along with the original data point. There is a data dictionary included in the zipped folder.
- **The excel spreadsheet:** Twin_Cities_Typology Data Points 12-17.xlsx. This excel file includes a tab for each of the data points below and shows how each index was calculated.

Appendix D shows maps of these data points across the station areas in the Twin Cities.

To request access to the Classification tool data (shapefiles and Excel), please contact:

Allison R. B. Bell

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Program Manager, Transit Oriented Development

Metro Transit

Transit Orientation Data Points

Transit Orientation is a combined measure of how well the urban form or physical infrastructure in a station area supports transit ridership, walking, and biking. A place's transit orientation cannot be distilled to a single factor. It is the function of a number of interworking mobility and activity characteristics. Thus, a composite score that captures a blend of existing physical characteristics likely to generate transit ridership and walking and biking trips is proposed.

In the Twin Cities, the composite transit orientation score includes elements of the built environment that have a demonstrable relationship to increased levels of active transportation use in the region, including:

- combined residential and employment densities
- access to amenities and services
- intersection density
- transit frequency, and
- transit-dependent population.

The composite transit-orientation score is a combination of the indexed score of each of these data points. The average for each data point is calculated for each station area, and then is indexed on a scale of 1 to 100. Indexing each data point means they can be added up and be weighed equally when comparing station area conditions.

Intensity. (See Intensity tab.)

The number of residents and number of workers, divided by the total acres. (There are 502 acres within a half mile station area.)

Description: The number of residents and workers in a station area has a direct correlation with the number of car trips. More people means less driving and more walking and biking. 14 people per acre is considered the lowest density at which transit can operate, it is commonly held that light rail and bus rapid transit station areas

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should seek to achieve or exceed 25 people per acre in order to optimize a region's investment in fixed guideway transit.³

Source: Census (residents), LEHD (workers).

Method: This data is accessible at the block group (or block) level. Calculate the total acreage of each block group, and then the number of acres of each block group that falls within the half mile station area. Apply that proportion to the number of residents or workers in the block or block group to determine how many people live and work within the station area.

Index: The index is capped to 25 people per acre (The actual intensity is divided by 25. Station areas with 25 people/acre or more receive a "100" and those with less scored proportionally less. I.e., a station area with 7 people/acre would score "28."

Retail and services. (See Amenities tab.)
Number of transit-supportive amenities and services.

Description: Areas with commercial urban amenities such as restaurants, grocers, and specialty retail not only allow residents to complete daily activities without getting in a car, but they also improve the likelihood of higher density development by increasing residential land values.

Source: GreaterMSP provided access to ESRI Community Analyst, which provided the number of businesses in different categories in each station area.

Method: Identified the types of businesses that meet the description above, including the following:

- Grocery stores**
- Specialty food stores
- Health & personal care stores

- Clothing & clothing accessories stores
- Sporting goods, hobby, book and music stores
- General merchandise stores
- Miscellaneous store retailers
- Full service restaurants
- Limited-service eating places
- Drinking places with alcoholic beverages
- Banks, savings & lending institutions
- Motion pictures & amusements
- Health services
- Education Institutions & Libraries

Counted the number of businesses in each category, and added them together. Each grocery store was weighted times 4, given the importance of access to fresh food from both an equity perspective, and to support car-free or low-car households.

Index: The number of amenities was indexed with 600 at a maximum.

Transit frequency. (See Transit Freq tab.)
Number of trains and buses that pass by during the mid-day on a week day.

Description: The overall transit frequency of a node can be measured by counting the number of bus and rail vehicles that pass through over a period of time. This data point uses off-peak frequencies to identify places with all-day transit service, those where it will be easier to get around without a car during weekends and the middle of the day, as well as weekends. The availability and frequency of bus and rail connections allows residents to take transit to multiple off-peak destinations in addition to the traditional commute trip downtown.

Source: Metro Transit

Method: MTS staff calculated the number of transit vehicles during one hour in the middle of a weekday that pass within 400 feet of each transit station or hub. Existing frequencies were used for all transit corridors but Central (which had not opened at the time of this research).

³ Peter Newman and Jeffrey Kenworthy (2006) "Urban Design to Reduce Automobile Dependence", *Opolis: An International Journal of Suburban and Metropolitan Studies*: Vol. 2: No. 1, Article 3.

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Index: Indexed to a scale of 100. The highest transit frequency calculated was 103 vehicles per hour.

Intersection density. (See Intersect_dens tab.)

Average number of intersections in a station area.

Description: This measures the number of intersections in a station area, which corresponds closely to block size — the greater the intersection density, the smaller the blocks, and the more walkable a district is. A 2010 Ewing and Cervero report found that of all the ways to measure urban form, intersection density has the largest positive correlation with walking and taking transit. The more intersections in an area, the more people are likely to walk or take transit to destinations.⁴

Source: MTS provided a shapefile with average intersection density per block group.

Method: The proportional average for each station area was calculated by calculating the proportional total intersections (as described under Intensity), and by dividing that by the acres within the station area.

Index: Indexed to the highest intersection density (at Nicollet Mall.)

Car-free population. (See NoCar tab.)

The number of people over the age of 16 less the number of vehicles available.

Description: Whereas the other measures are reflections of the built environment, this data point is a measure of social environment that contributes to transit ridership. Areas with high numbers of people who do not have access to a car may include both lower income households who do not have the financial resources to purchase a car and rely on transit to reach jobs and other destinations as well as families who choose to go car-free for financial and other benefits. This measure would look at the number of people over the age of 16

and subtract the number of vehicles available, which is also the methodology used by the Metropolitan Council as one input in how they define transit market areas.

Source: American Community Survey.

Method: This data is accessible at the census tract level. Calculate the total acreage of each tract, and then the number of acres of each tract that falls within the half mile station area. Apply that proportion to the number of residents over the age of 16, and the number of cars in the tract. Then divide to determine the share of people without access to a car.

Index: Indexed to the highest share of people without a car: 69.9%.

TOD Potential Data Points

TOD Potential incorporates data representing existing market strength, and potential for TOD development, to differentiate places based on where the market is cool, emerging, and warm. Because proximity to jobs is a key factor in how transit can influence real estate markets, the change in job access as a result of transit investments is used as one data point. Development potential also uses underutilized land, the available zoning envelope, and whether local cities have the planning and zoning in place to support TOD.

In the Twin Cities, the data points that best represented both existing market strength and TOD development potential include:

- land value,
- sales activity,
- increased access to jobs with new transit,
- underutilized land,
- the TOD plans and zoning in place, and
- The available zoning envelope.

Like the transit orientation score, the TOD Potential composite score is a combination of the indexed score of each of these data points. The average for each data point is calculated for each station area, and then is indexed on a scale of 1 to 100. Indexing each data point means they can be added up and be weighed equally when comparing station area conditions.

Land Value. (See LandValue tab.)

⁴ Ewing, Reid and Robert Cervero. "Travel and the Built Environment: A meta-analysis," JAPA, May 2010.

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Total land value per acre for all commercial, industrial and mixed use parcels

Description: The assessed market value of land around transit stations was used as a proxy for market strength. Assessments take into account not just the property, but also property values and market conditions in the surrounding areas, and are conducted annually, making them a decent proxy for market strength. Though assessed land values rely on county level assessments, with different methodologies, because this data point is seeking to identify broadly the market strength of a district—whether the market is cool, emerging, or warm—discrepancies are less likely to affect the scale of market strength. Excluding residential properties from this analysis allowed the assessment to focus on properties that were more likely to have redevelopment potential, and excluded highly valued single family parcels, which are less likely to have TOD development potential.

Source: Met Council Parcel Data, 2009

Method: This analysis averaged the land value of all all non-residential and non-exempt parcels within each station area—summing the assessed land value and total acres, and then calculating assessed value per acre based on those totals.

Index: Index at \$500,000 per acre, approximately 80th percentile of data (one-fifth of station areas had averaged assessed land values of over 500,000.) This data pointed was weighed double, and was counted twice in the composite score.

Sales Activity. (See Sales Activity tab.)
Combined residential and commercial sales.

Description: Sales represent actual market activity, and in this analysis the combined number of residential and commercial sales over 10 years was used to supplement the assessed land value data point. By capturing sales over multiple market cycles, this measure provides a relative order of magnitude comparison over time.

Source: Met Council Parcel-level data, 2000-2009; MNCAR Commercial Sales Data, 2003-2013

Method: Residential sales and commercial sales were calculated and indexed separately and then average together to create this measure. Residential sales were calculated by adding the number of home sales made between the years of 2000 through 2009 (as identified in the parcel dataset). “Residential-miscellaneous” uses, including garages, as well as tax-exempt properties, were not included. Commercial sales were calculated adding the number of sales between 2003 to 2013.

Index: Residential sales were then indexed to 1,000 sales. Commercial sales were indexed to 100 sales. The average of the two indices was used in the composite score.

Increased access to jobs with new transit. (See Change_JobAccess tab.)
Increase in number of jobs accessible via transit in 2030.

Description: As the Transitway 2030 system is built out, some neighborhoods will see a shift in the number of jobs that will be accessible by transit within a 30 minute commute. A 2011 CTOD report found that stations that see the most development (both residential and commercial) after a rail line is built tend to be those located in or near existing job centers.⁵ Professor Yingling Fan's research identified the existing job access (via transit) in today and in 2030 when the transitway system is built out.

Source: Professor Yingling Fan's Maximizing the Benefits of Transitway Investment study.

Method: Professor Fan shared this data at the TAZ level. Station areas tend to fall within TAZs; in those cases, the increased number of jobs that would be accessible in the TAZ was used. Where station areas overlapped with several TAZs, the average increased job accessibility was used.

Index: Indexed to the highest number of jobs newly accessible: 154,498.

⁵ CTOD. “Rails to Real Estate,” March 2011.

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TOD Development Potential

The following three data points were combined into one measure of TOD Development Potential. This effectively lowers how much each individual data point weighs in the composite score for TOD Potential.

Underutilized land. (See underutilized tab.)

The number of nonresidential parcels where the land is worth more than the building.

Description: Underutilized land is often used as a proxy for redevelopment potential. Land where the value of the land is worth more than the value of the building on it is a natural candidate for redevelopment, if there is a market to support a higher value development project. The exception to this standard tends to be single family neighborhoods, where property values may be higher than the cost of the homes, but because of the zoning and neighborhood desires, redevelopment of these parcels is less likely.

Source: Metropolitan Council parcel dataset.

Method: Sum of the acreage of all commercial, mixed-use and industrial parcels that have a higher assessed land value than assessed building value. Parcels must have at least \$1 building value and all tax-exempt parcels were excluded.

Index: The index was capped at 100 acres. Station areas where more than half of the land is underutilized have significant market challenges, and are not necessarily better candidates for redevelopment than those with relatively more constrained land.

TOD Planning Readiness. (See TOD Readiness tab.)

Station areas get points if planning and zoning is in place.

Description: This measure draws from the research of a student from the University of Minnesota's Humphrey School of Public Affairs, who looked at the extent to which cities have planned for TOD around existing and future transit stations. The study evaluated the planning activities of 20 cities along 6 transitways in the region and identified whether three specific planning activities had been

completed: comprehensive planning, station area planning (SAP), and zoning.

Source: Planning for Transit Oriented Development in the Twin Cities: A baseline study for corridors of opportunity study from the University of Minnesota's Humphrey School of Public Affairs, plus additional research.

Method: Station areas can receive 0 – 3 points. Stations located in cities with any mention of “transit-oriented development” in their comprehensive plan receive one point. Stations with a specific or station area plan receive one point. Stations with TOD zoning in place receive one point.

Index: The maximum a station area could score on this data point is 3, so each station is indexed to 3. (A station area with 3 points gets 100 indexed points, etc.)

“Available” zoning envelope. (See zoning potential tab.)

Share of residential land where zoning allows for higher densities than exist today.

Description: This data point is a measure of redevelopment potential in station areas. Comparing the maximum densities allowed in the zoning to the existing densities on the ground gives a sense of the scale of redevelopment potential. Station areas with low existing densities and higher zoned densities have more redevelopment potential than those where existing densities and zoned densities are more closely aligned.

Source: Census and Metropolitan Council's Regional Planned Land Use dataset.

Method: Calculate the average existing density (households per acre). Calculate the average maximum density across the station area. Subtract the difference.

Index: Indexed to the highest difference of 10.5.

Economic Development and Equity Overlays

Adding a layer to identify stations that serve as major job centers can help focus economic development and employment focused

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agencies on the kinds of TOD opportunities in existing employment areas. Similarly, the equity overlay allows organizations interested in preserving access to transit and enhancing access to jobs and TOD opportunities to understand where there are high performing stations and where the market for TOD may be weaker today.

Job Center Overlay. (See Overlays tab.)

Presence of regionally significant job centers and activity centers, by Industry Type.

Description: This overlay uses analysis completed by the Met Council that identifies job centers based on the density and type of jobs, including Metro Centers (50,000 or more jobs at 50-plus jobs per net job acre or major regional activity center), Regional Centers (15,000 to 49,999 jobs at 10-plus per net job acre), and Sub-regional Centers (7,000 to 14,999 jobs at 10-plus per net job acre).

The overlay also includes information on what kind of jobs are in each job center. Different jobs centers will be attractive to different businesses interested in locating near transit. The types of jobs in these centers also have implications for the urban form and building types in each area, as well as the kinds of investment in TOD that make sense in each place. The Met Council has identified five types of employment centers based on the North American Industry Classification System (NAICS) codes associated with jobs in those areas, including:

- Metro Centers—diverse employment types and/or regional activity center;
- Professional Job Center—more than 50% of jobs classified as Information, Insurance & Finance Real Estate, Professional, Scientific & Technical, Management of Companies, Educational Services, Health Care or Government.
- Industrial Job Center—more than 50% of the jobs classified as Transportation, Warehousing, Utilities & Manufacturing, Wholesale Trade, Construction, or Administrative, Support, Waste Management;
- Activity Center— more than 40% of the jobs classified as Retail Trade, Hotels, Arts, Entertainment & Recreation, Food Service, Other Services (except NAICS code 814);
- Diversified Center—mixed distribution of job classifications

Source: Met Council

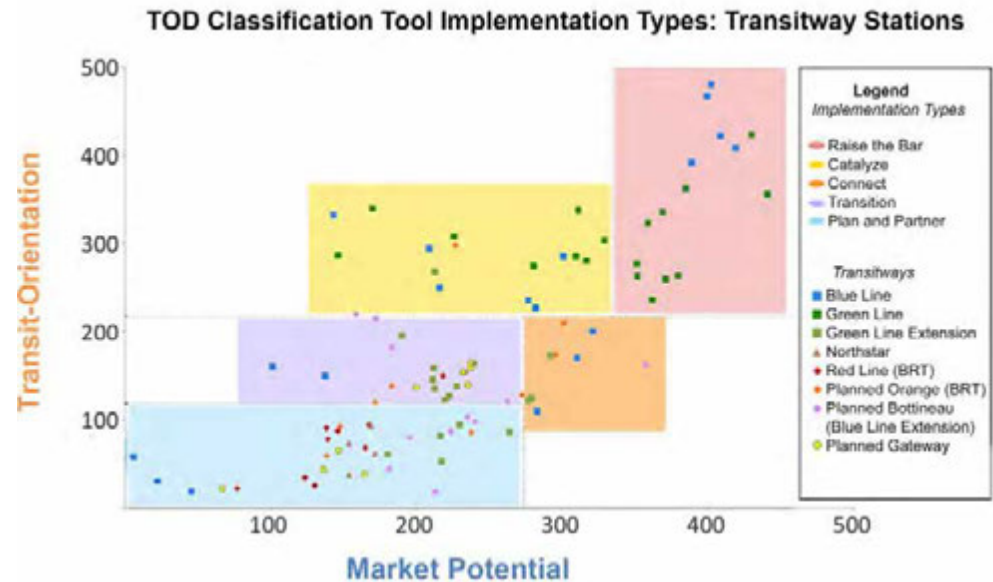
Equity Overlay. (See Overlays tab.)
Racially concentrated areas of poverty.

Description: In order to fulfill the grant requirements of the HUD Sustainable Regional Planning Grant, the Met Council conducted a “Fair Housing and Equity Assessment” (FHEA) as prescribed by HUD. This included identifying areas that are racially concentrated areas of poverty (RCAPs) and Opportunity Areas. Both of these geographies are relevant to the kinds of investments in TOD, an in affordable housing, or equitable TOD in particular, that should be deployed in different station areas.

Source: Met Council

Combined Transit Orientation and Market Potential

With composite scores for Transit Orientation and TOD Potential, each station can be graphed onto a chart, as shown in the graphic.



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The station areas that fall in the upper right have the highest existing TOD potential (Market Potential) and Transit Orientation, while those in the lower left have the lowest.

This analysis reflects existing conditions, and should not imply that all station areas need to be moving towards the upper right.

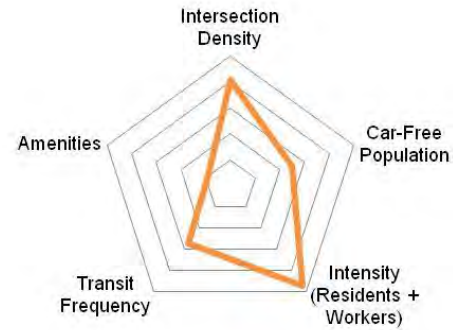
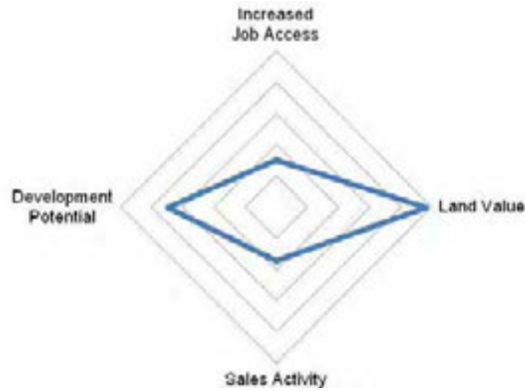
Investments in different areas will have different impacts on the market, but there are different implementation strategies that should be deployed in all station areas.

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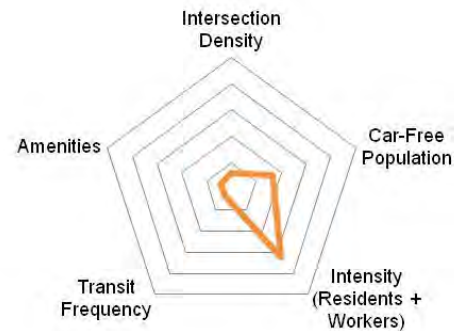
Station Area Comparisons

The data points can also be used to compare each station area relative to others. As the graphics below show, some locations may be strong on one or more factors but weaker on the others. These graphic tools are valuable in communicating relative strengths and weaknesses with local planners and public officials.

Western Station (Central Corridor/Green Line)



Southwest Station (Southwest Corridor/Green Line Ext.)



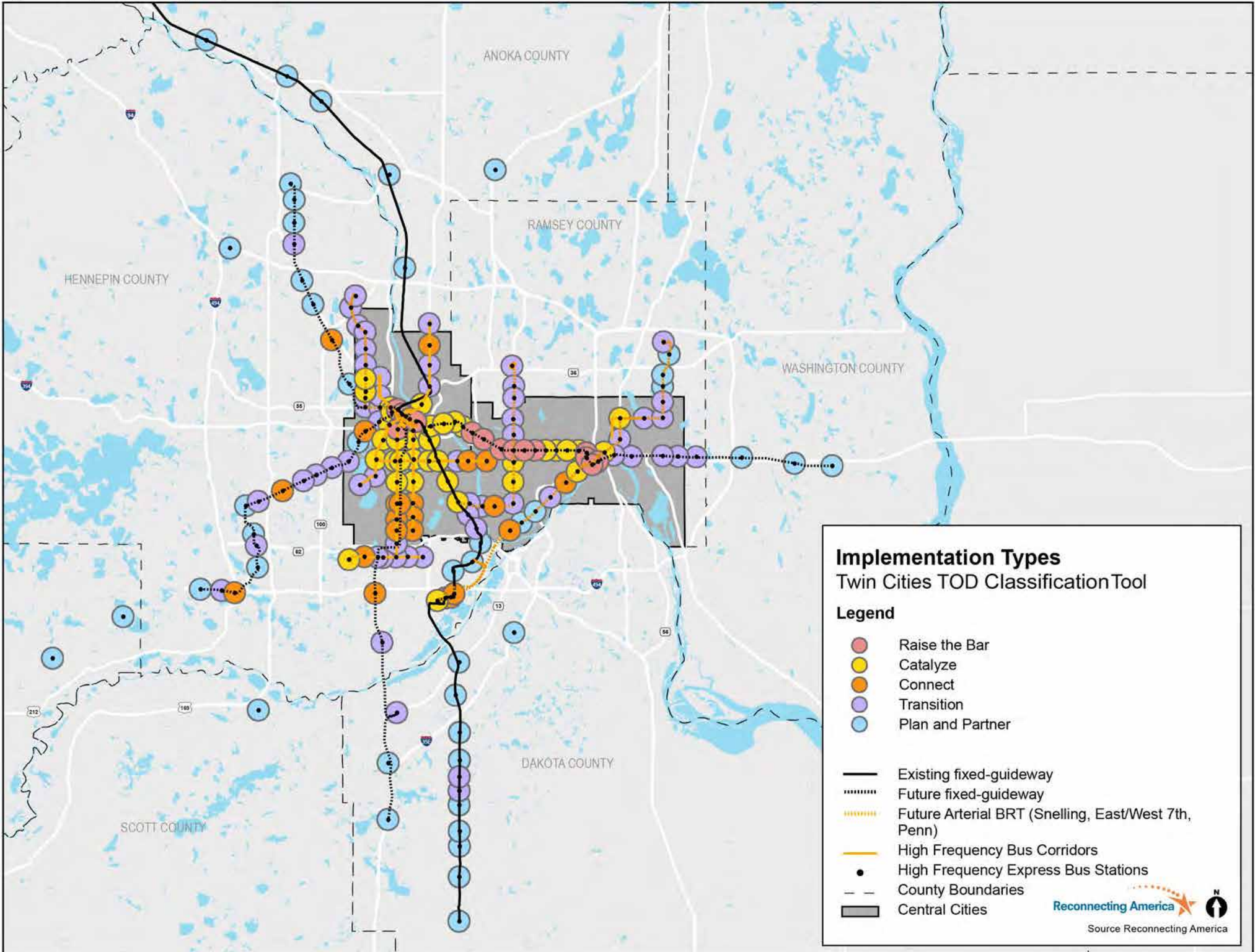
Appendix B. Transit Corridor Timelines

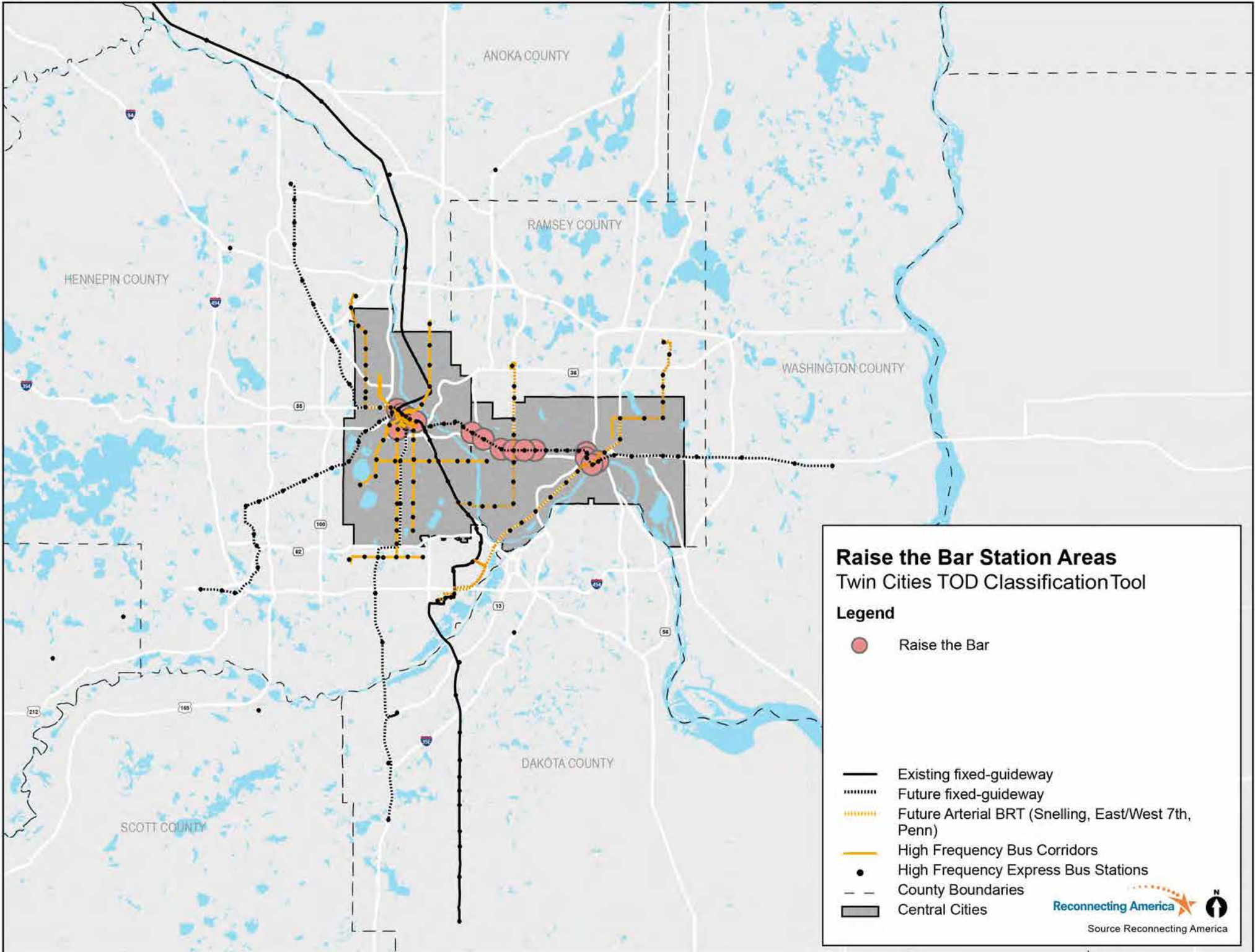
CORRIDOR	NAME	MODE	OPENING YEAR
Hiawatha	Blue Line	LRT	2004
Northstar (Big Lake)	Northstar Line	Commuter RR	2009
Cedar (Phase 1)	Red Line	BRT	2013
Central	Green Line	LRT	2014
Snelling	Snelling /Ford ABRT	Rapid Bus	2015
West 7th	West 7th ABRT	Rapid Bus	2016
Nicollet-Central	Mpls. Streetcar	Streetcar	2017
Penn	Penn ABRT	Rapid Bus	2017
Chicago-Fremont	Chicago-Fremont ABRT	Rapid Bus	2018
Southwest	Green Line	LRT	2019
I-94W	Orange Line	BRT	2019
Bottineau	Blue Line	LRT/BRT	2020
Gateway	Gateway	LRT/BRT	2022
Red Rock	Red Rock	Commuter RR	2022
2 Corridors	St. Paul Streetcar	Streetcar	TBD
Cedar (Phase 2)	Red Line	BRT	TBD
Rush	Rush Line	Commuter RR	TBD
Rochester Rail Link	Zip Rail	Commuter RR	TBD
Lake	Lake Street	Rapid Bus	TBD
Hennepin	Hennepin	Rapid Bus / Hi Freq	TBD
West Broadway	West Broadway	Rapid Bus / Streetcar	TBD
Robert Street	Robert Street	BRT/LRT/Rapid Bus	TBD
Dan Patch	Northfield	Commuter RR	Indefinite
Northstar (St Cloud)	Northstar Line	Commuter RR	Indefinite

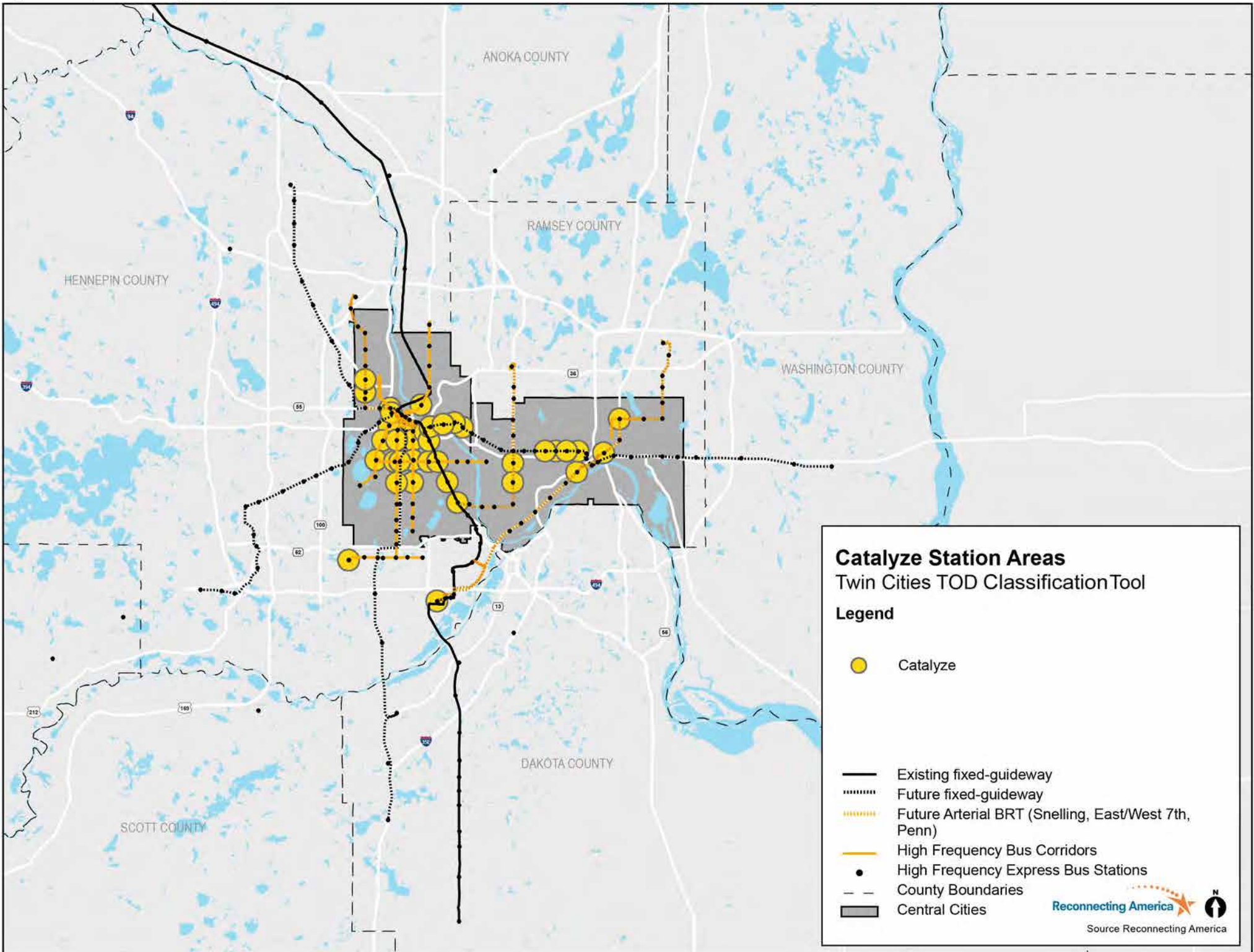
Appendix C. Implementation Type Maps

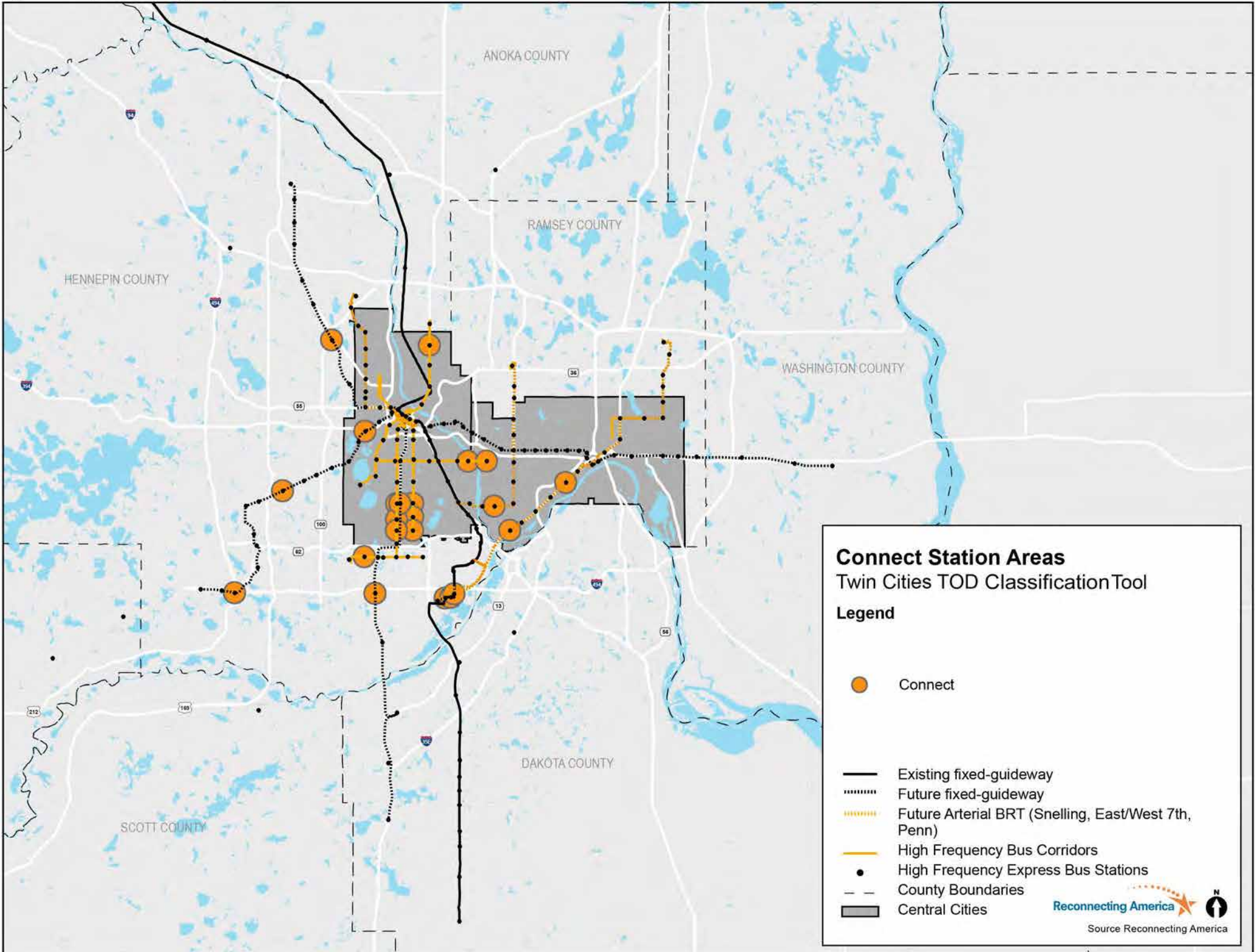
Shows maps of the transit station areas included in the TOD Classification Tool and how they overlap with Racially Concentrated Areas of Poverty (RCAPs) and job centers.

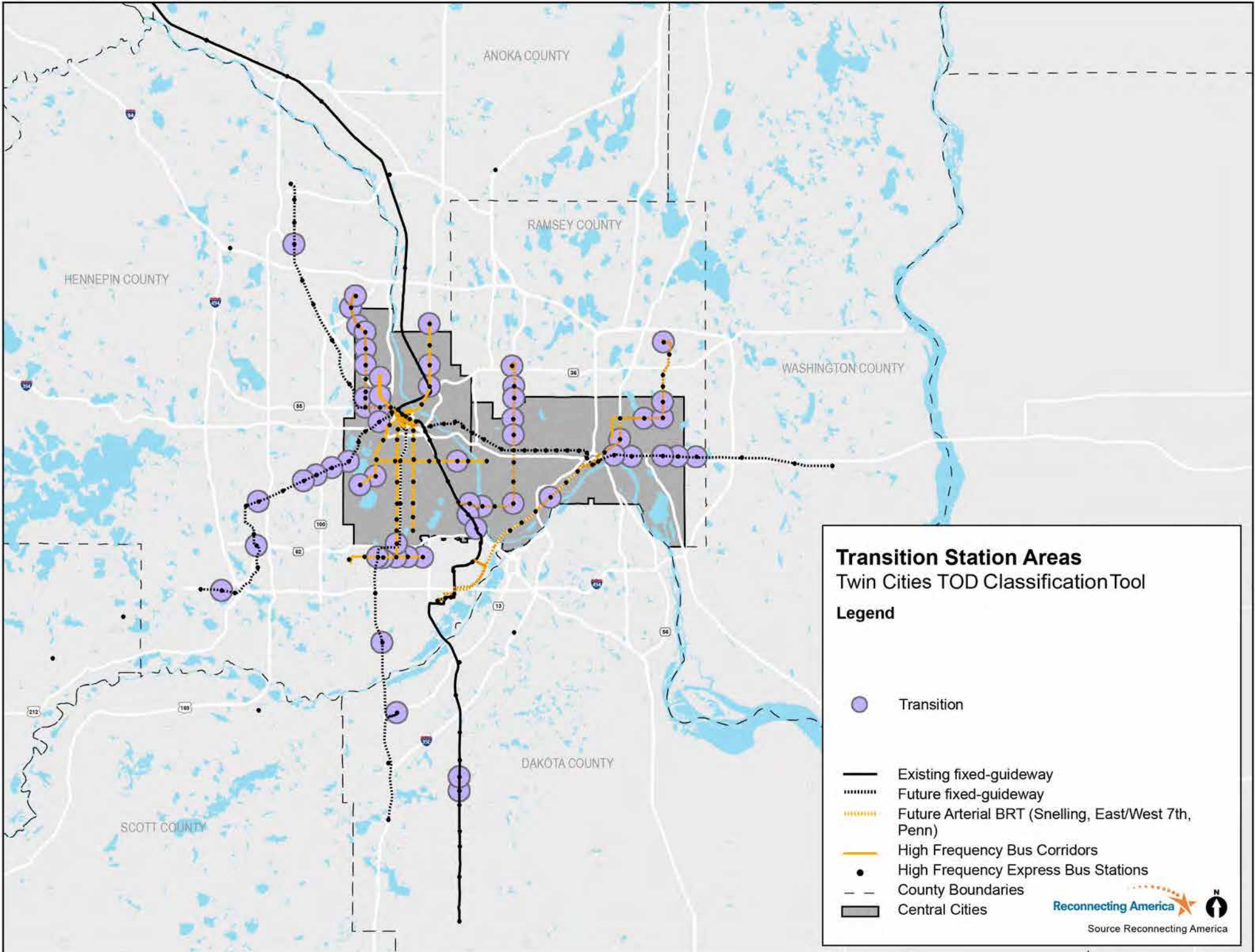
- Implementation Types
- Raise the Bar Station Areas
- Catalyze Station Areas
- Connect Station Areas
- Transition Station Areas
- Plan and Partner Station Areas
- Raise the Bar Station Areas + RCAPs
- Catalyze Station Areas + RCAPs
- Connect Station Areas + RCAPs
- Transition Station Areas + RCAPs
- Plan and Partner Station Areas + RCAPs
- Job Centers by Type
- Raise the Bar + Job Centers
- Catalyze Station Areas + Job Centers
- Connect Station Areas + Job Centers
- Transition Station Areas + Job Centers
- Plan and Partner + Job Centers
- Opportunity Clusters

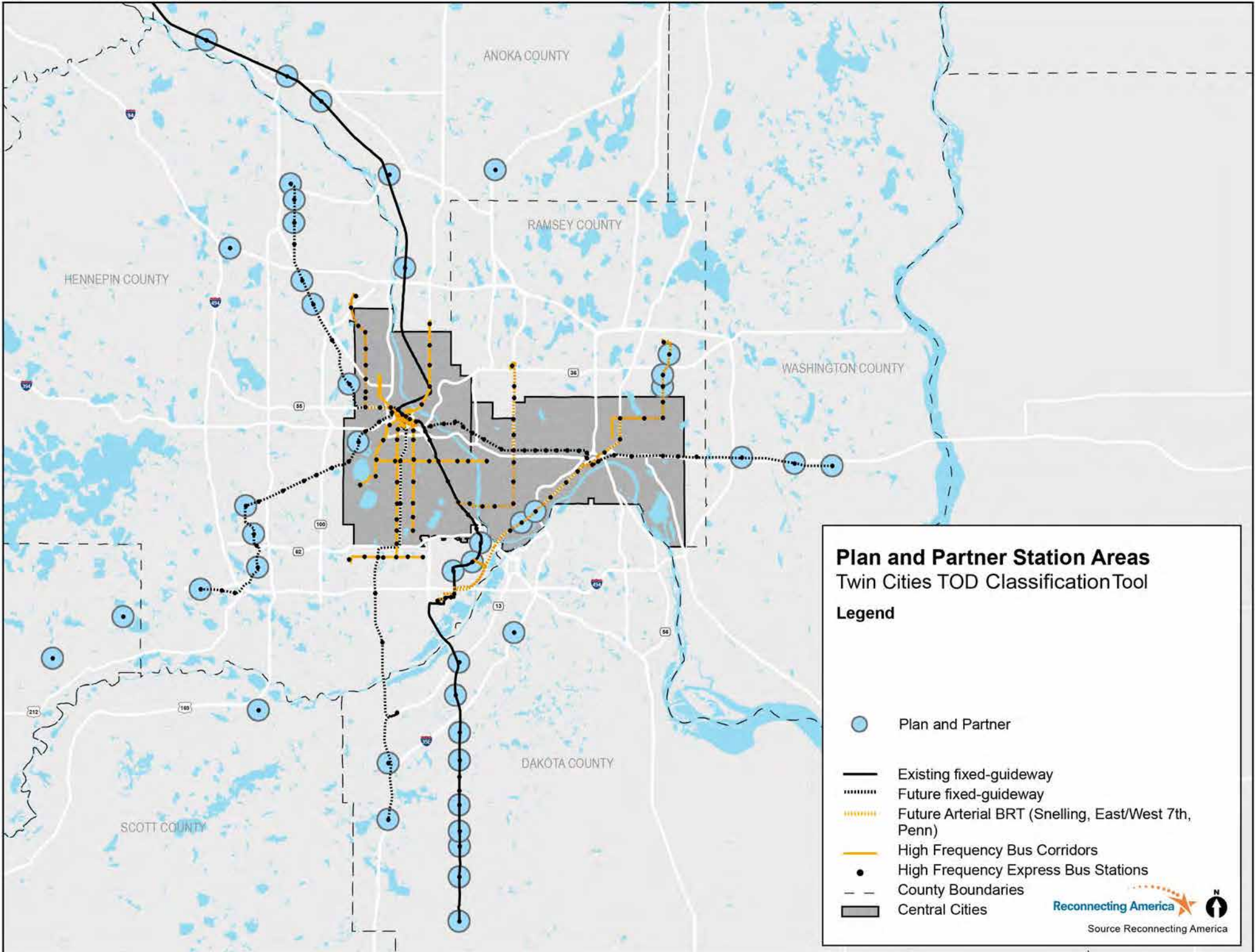


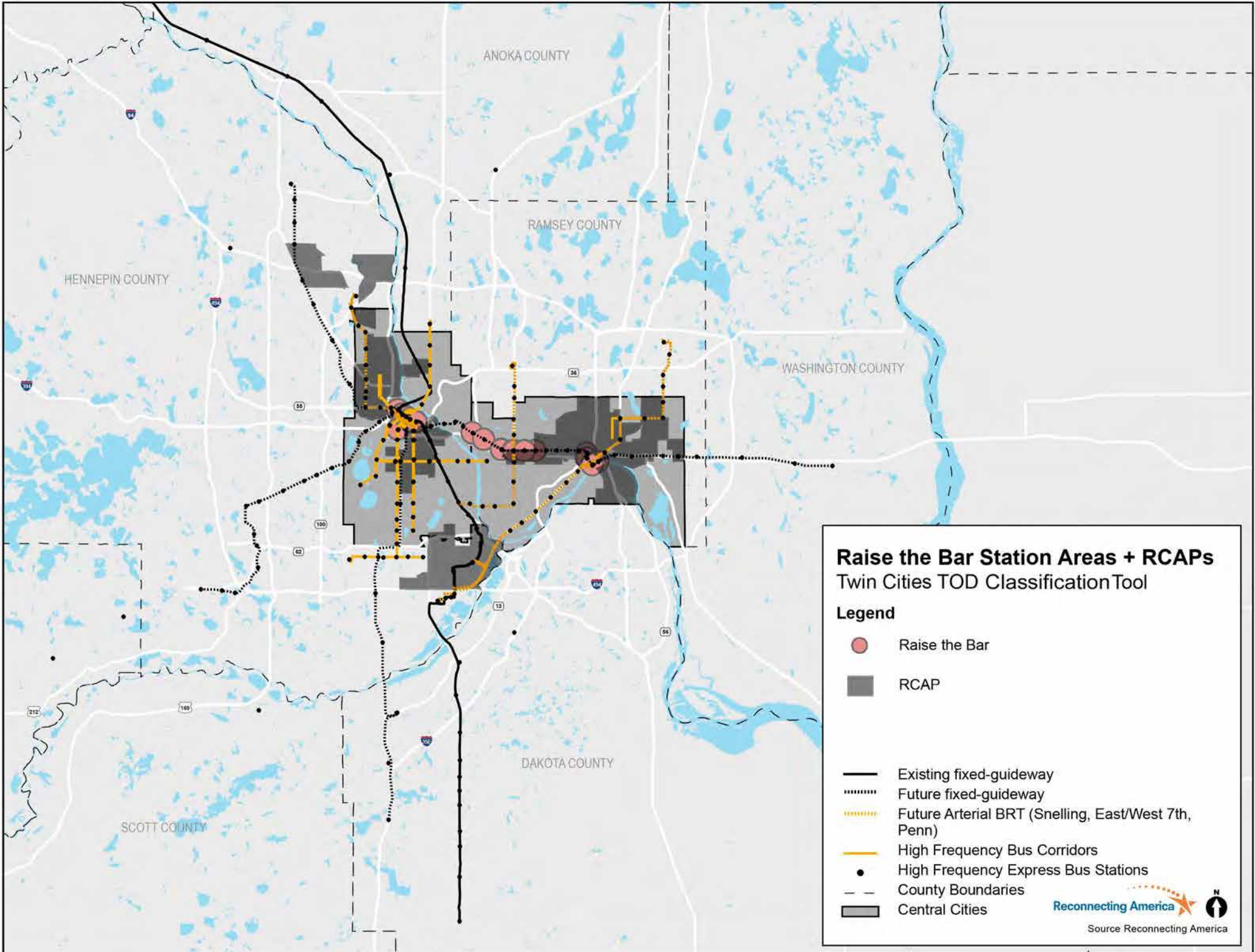


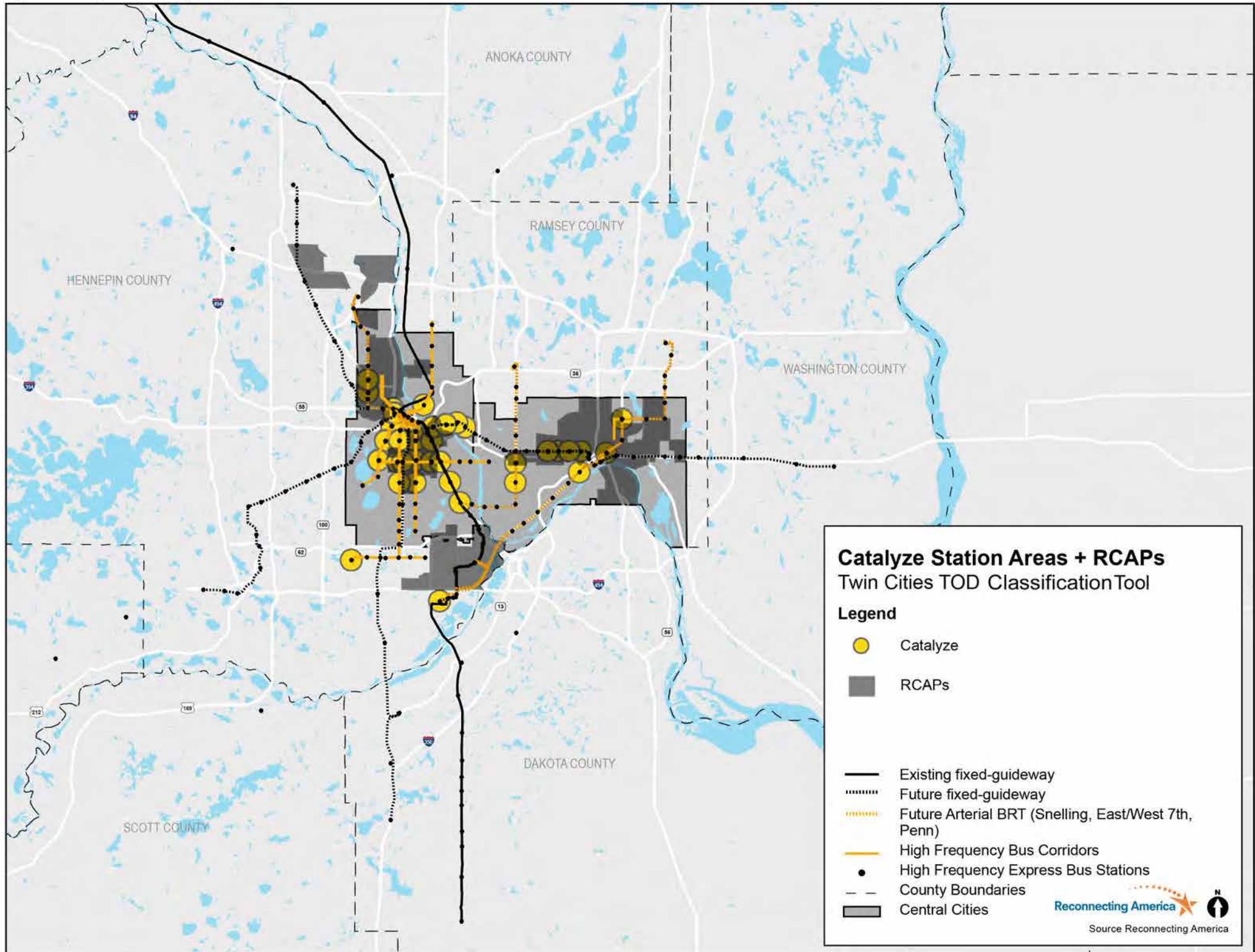


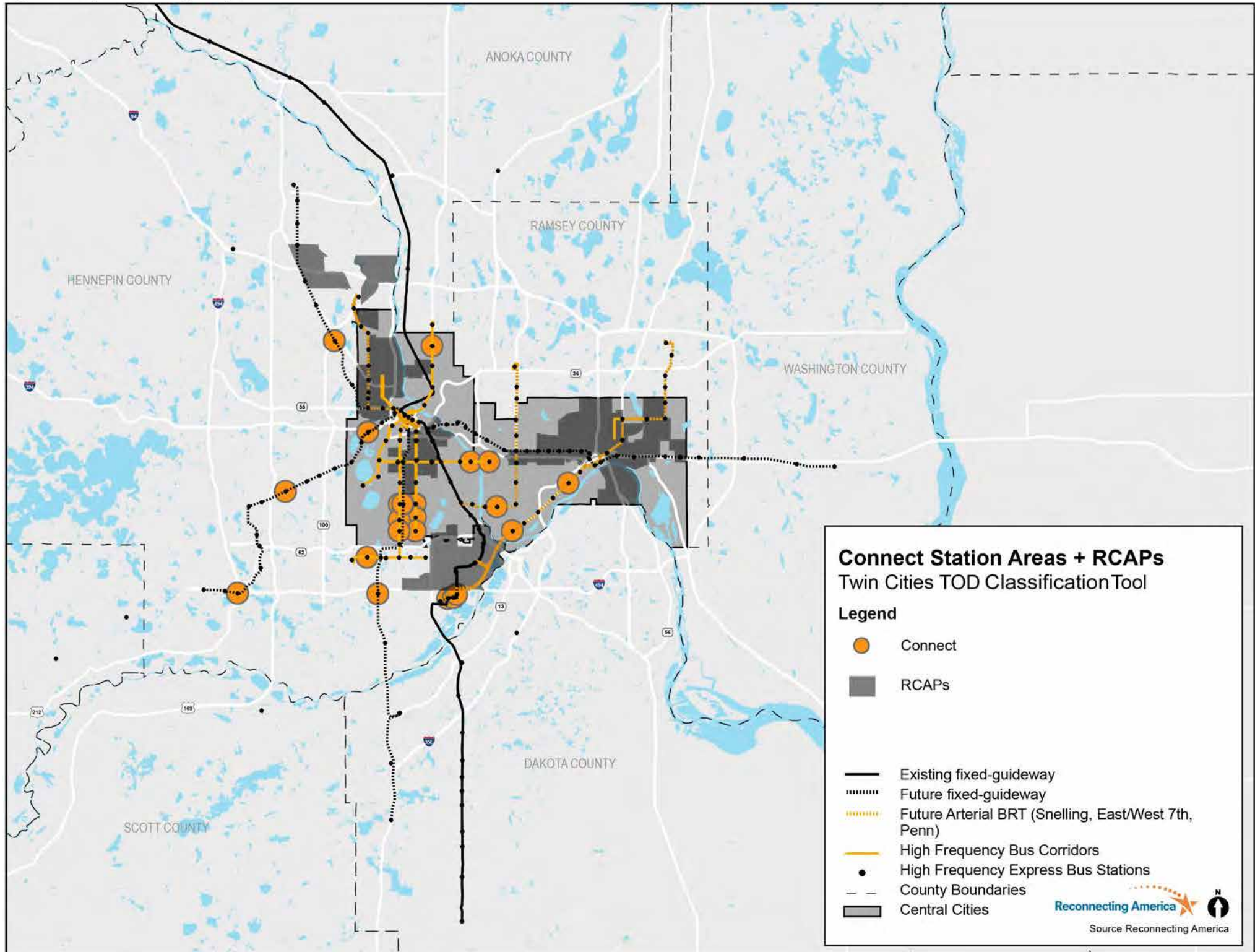


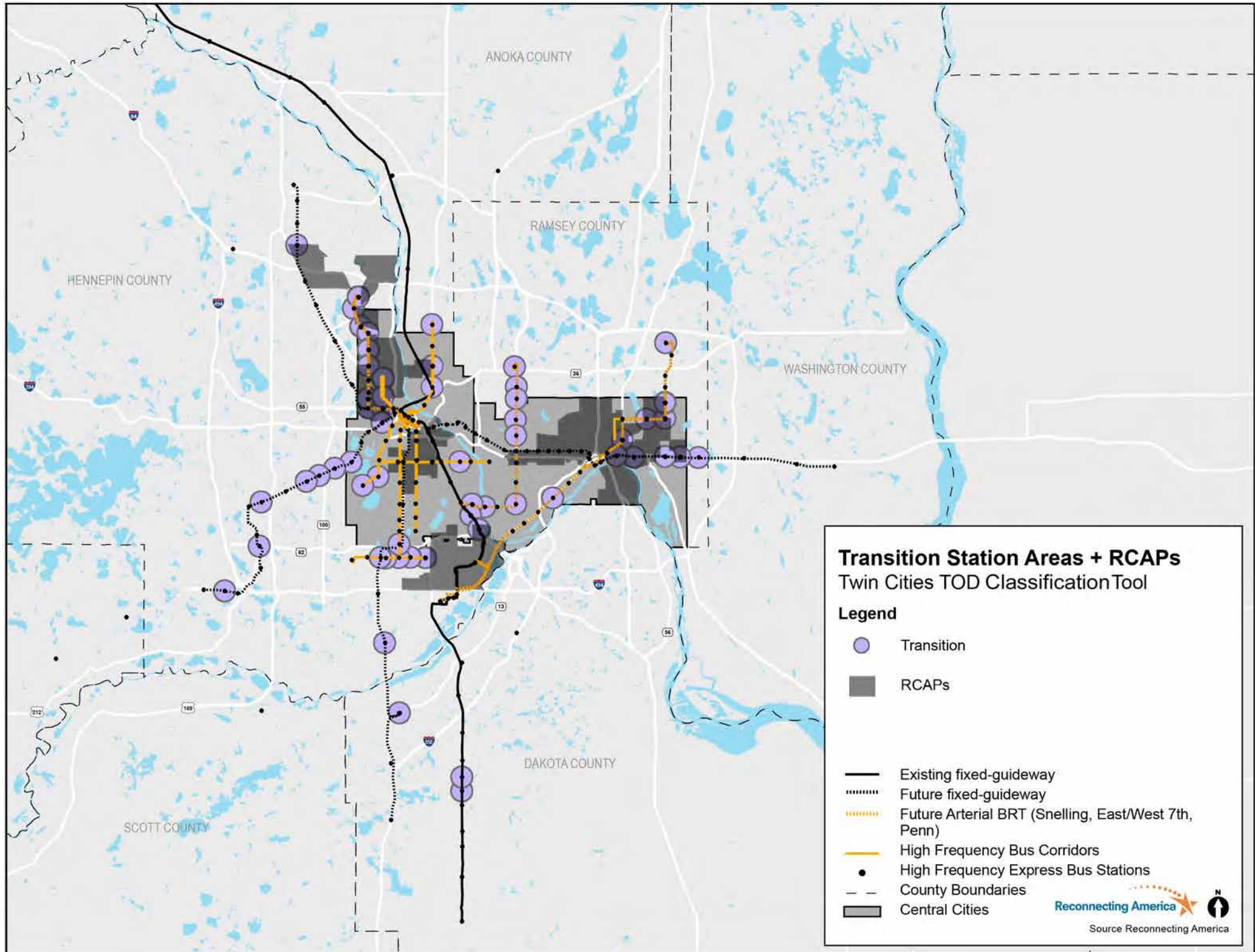


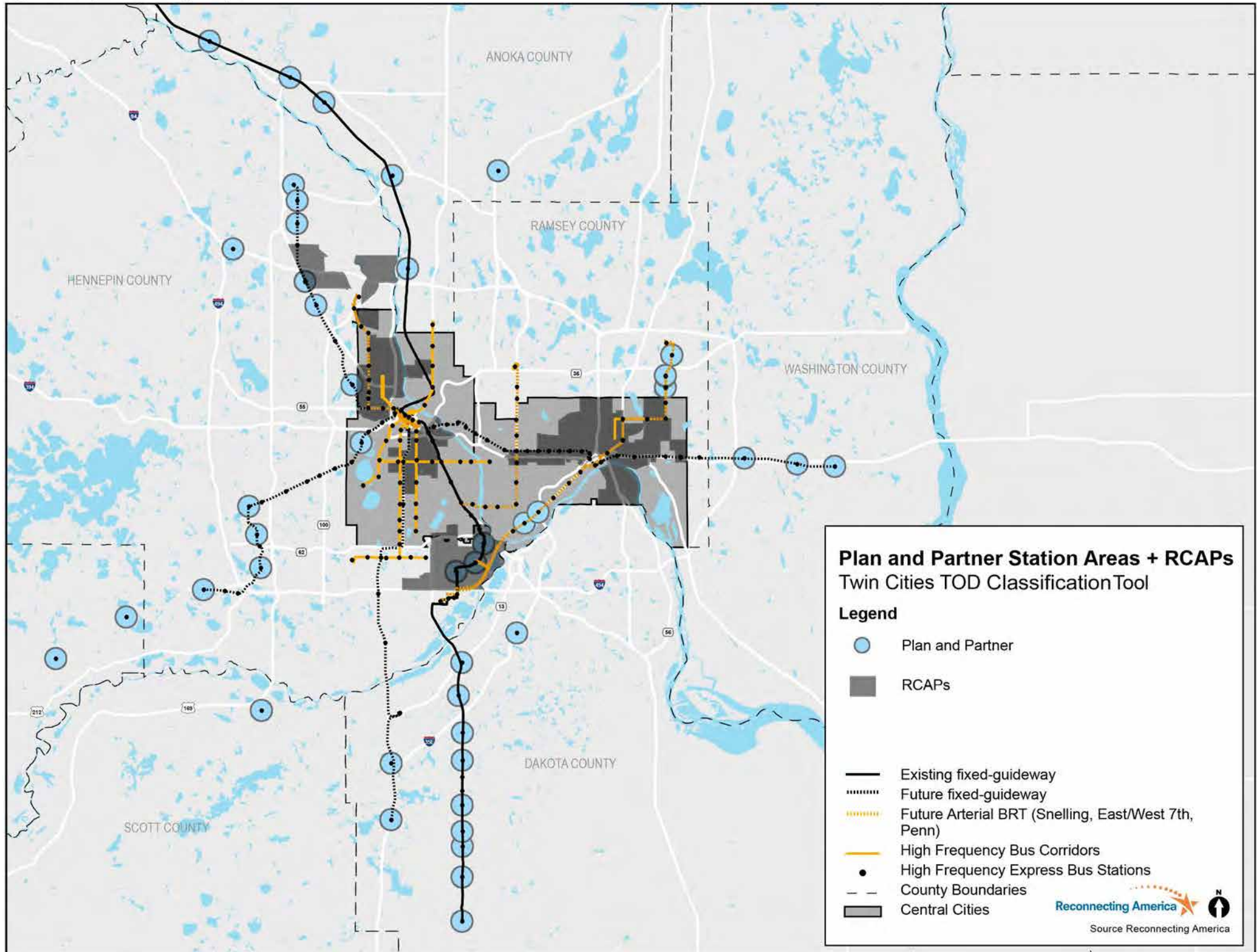


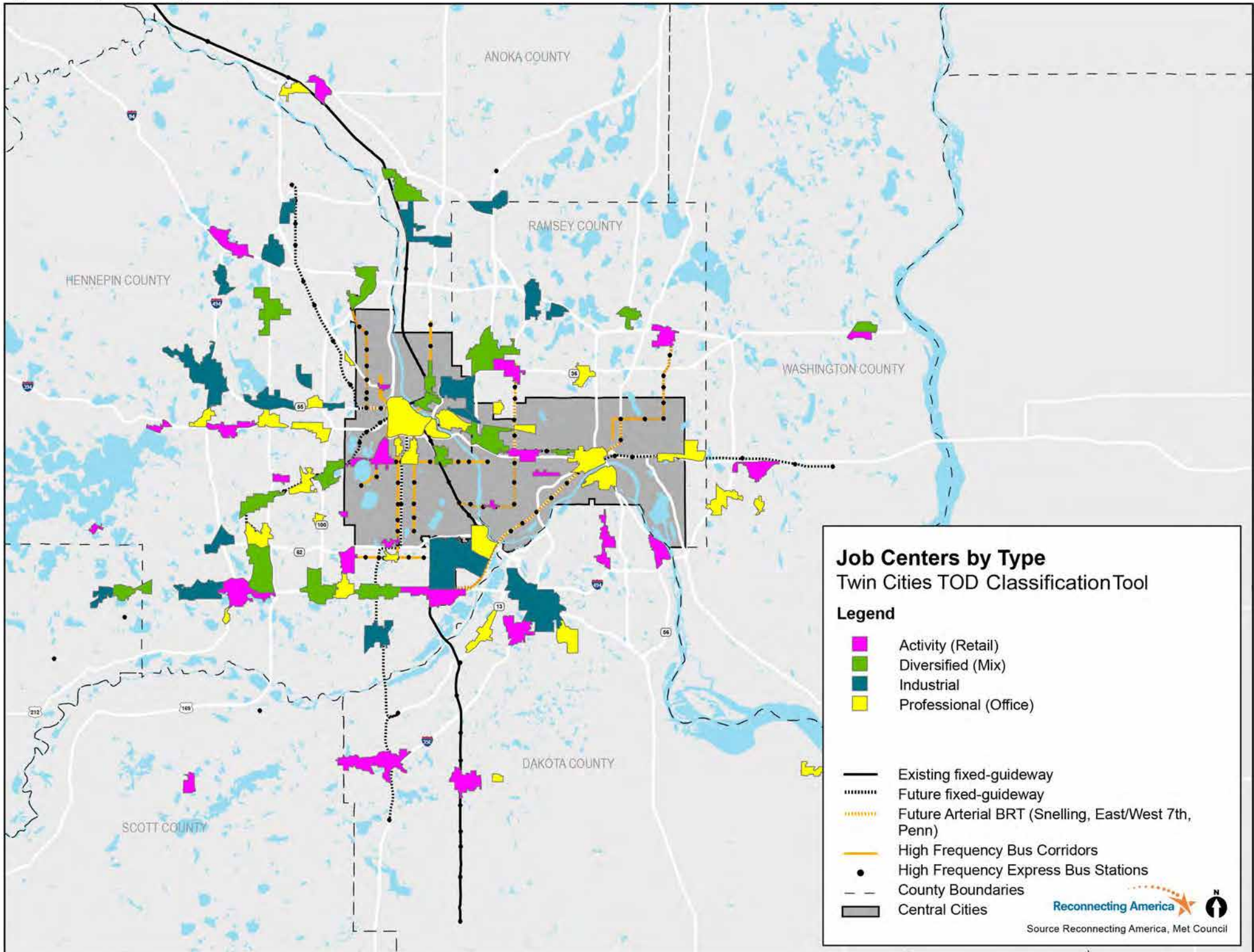


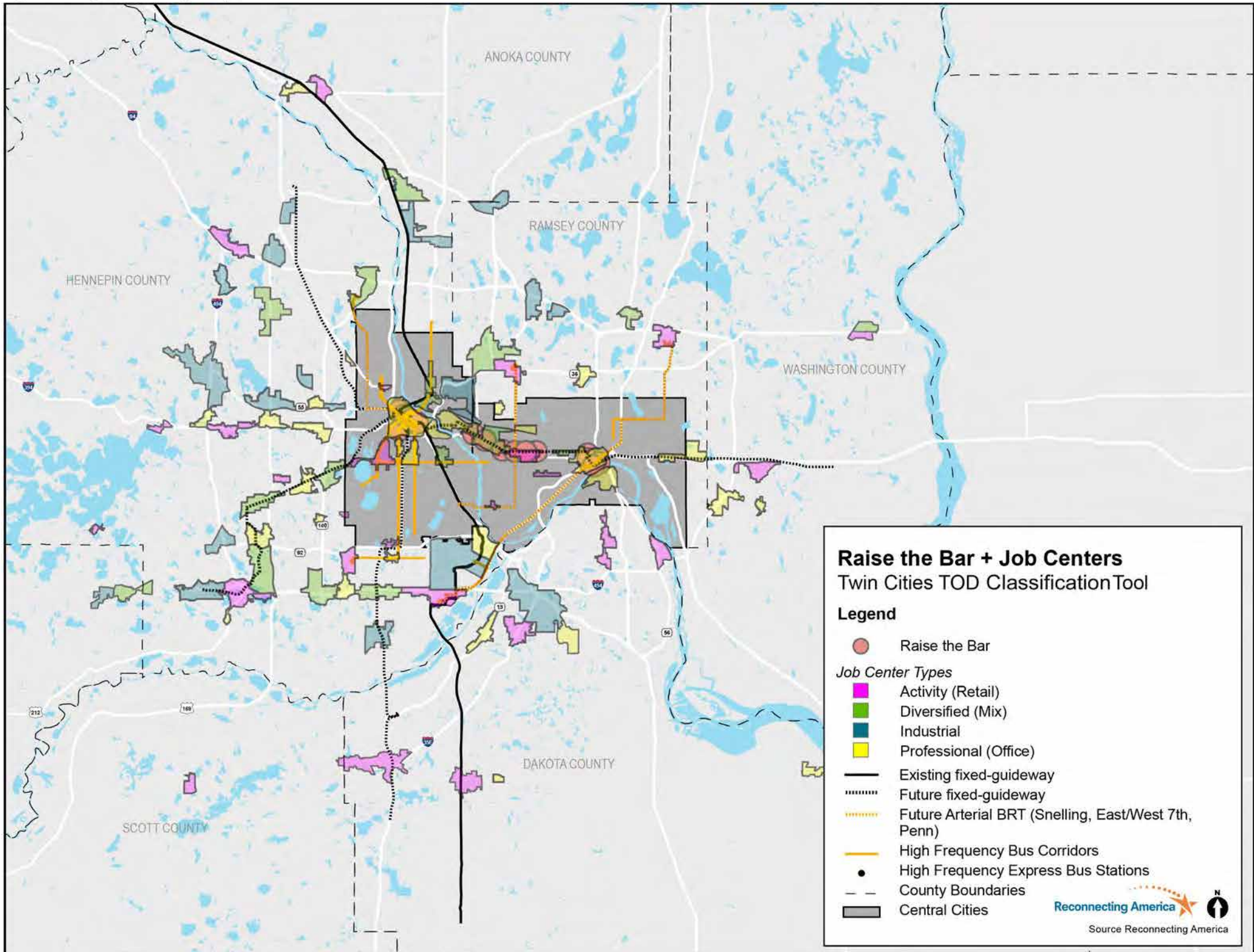


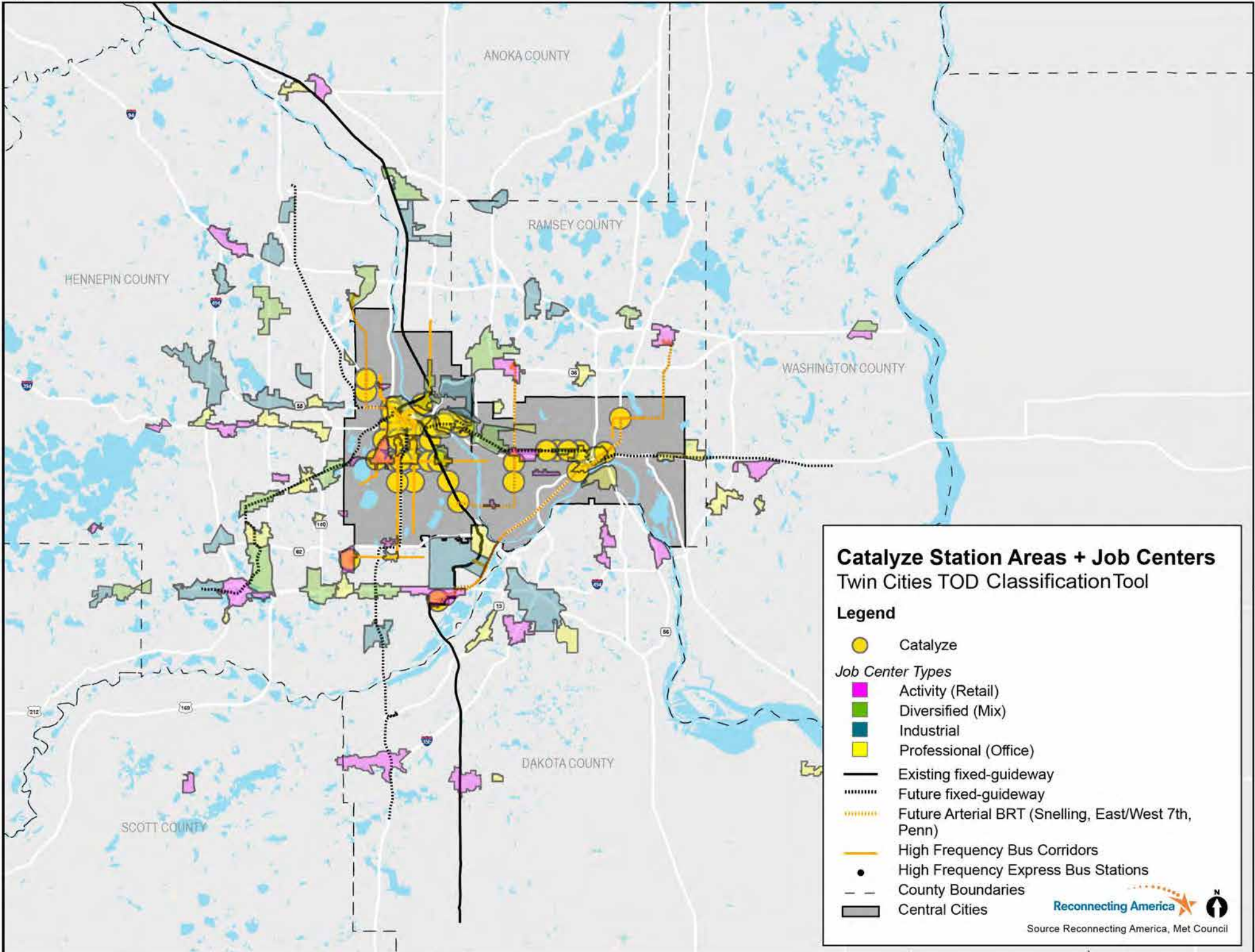


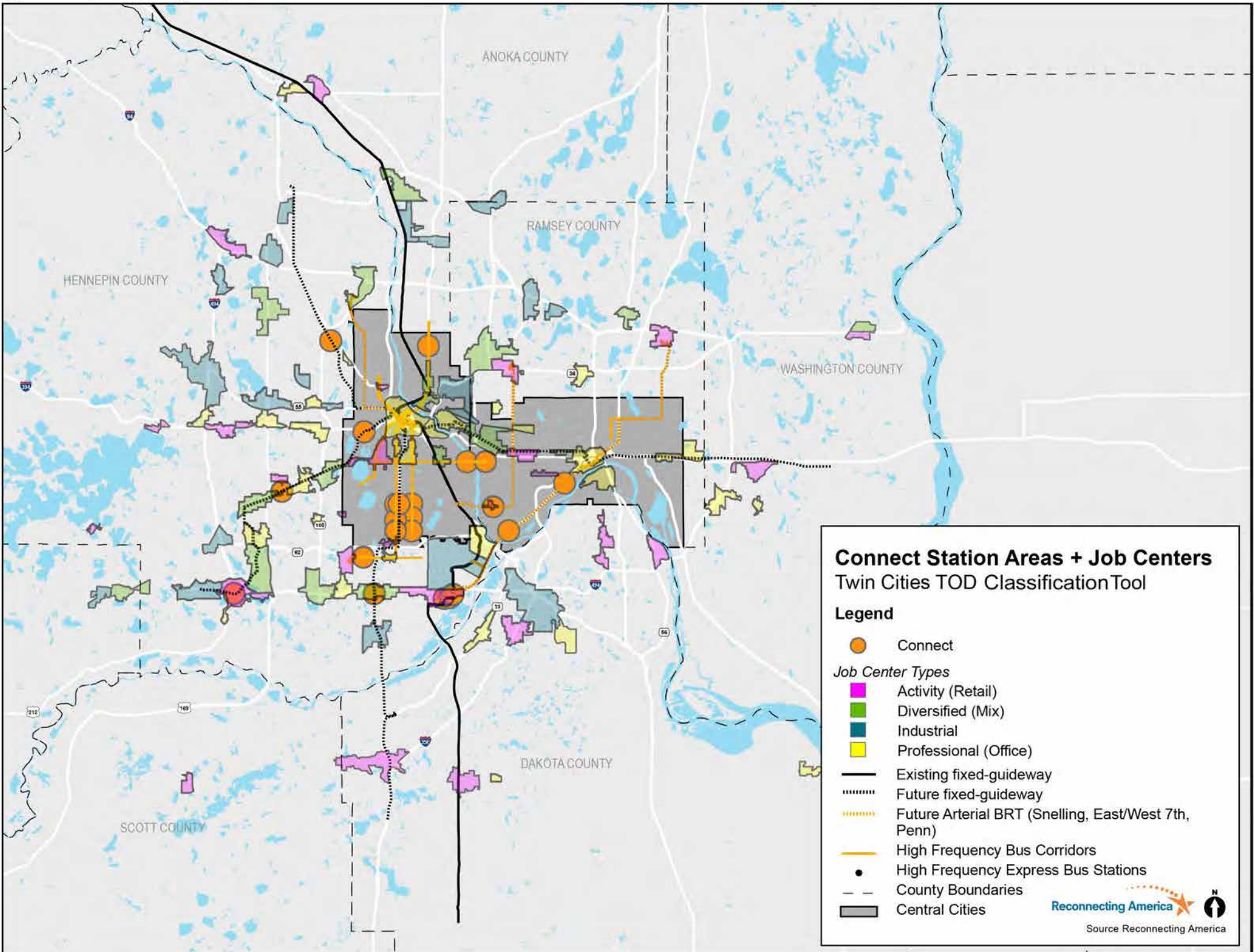


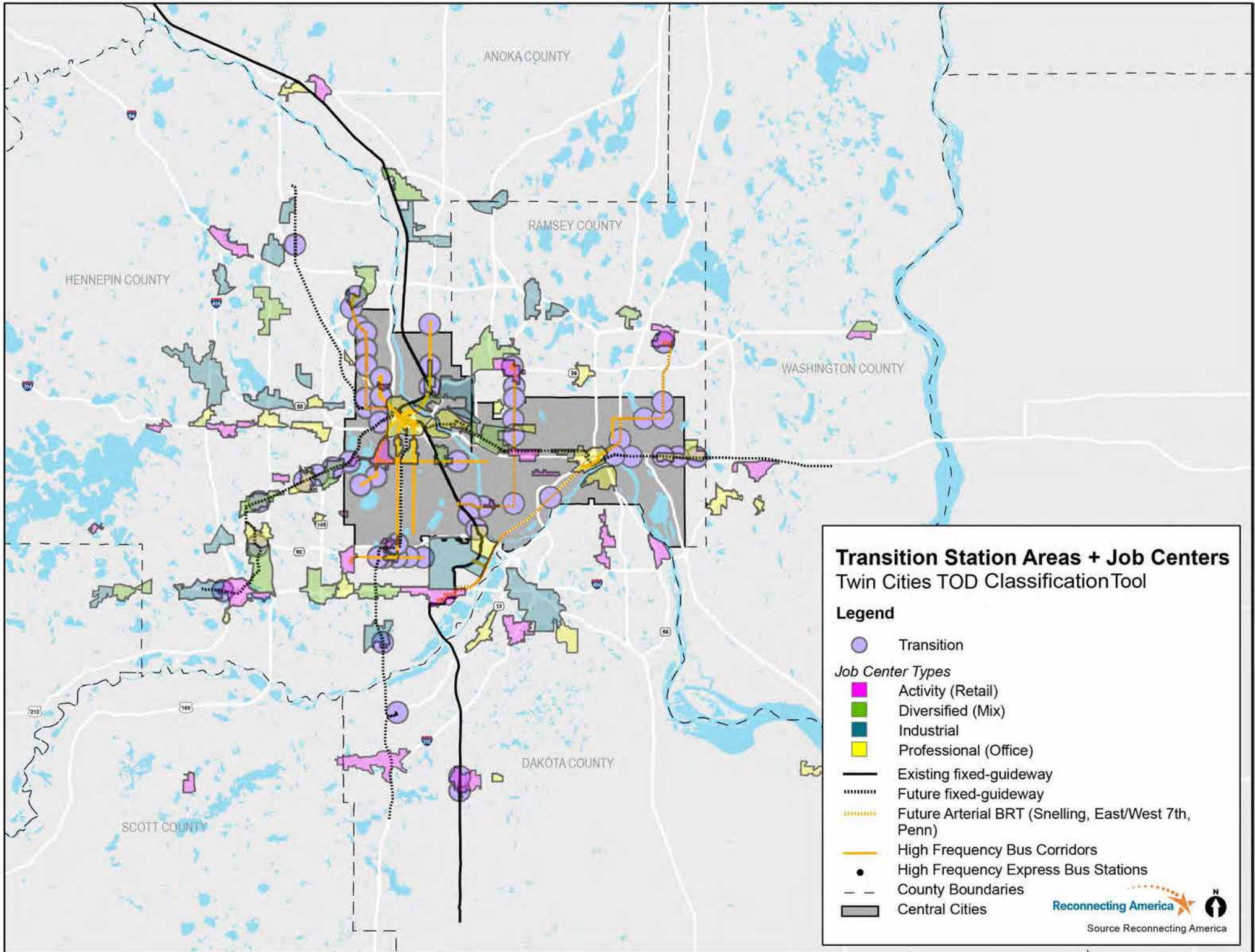


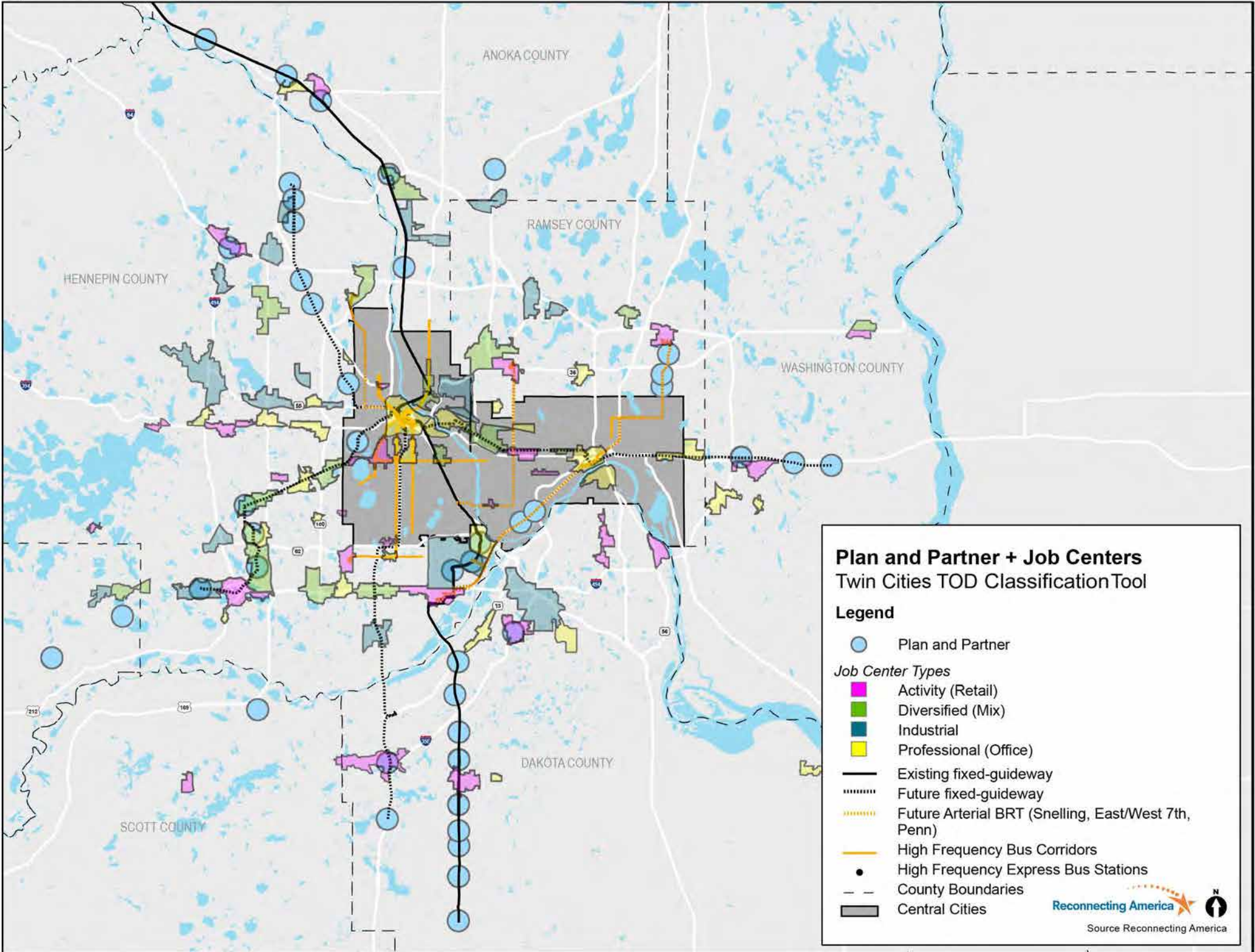


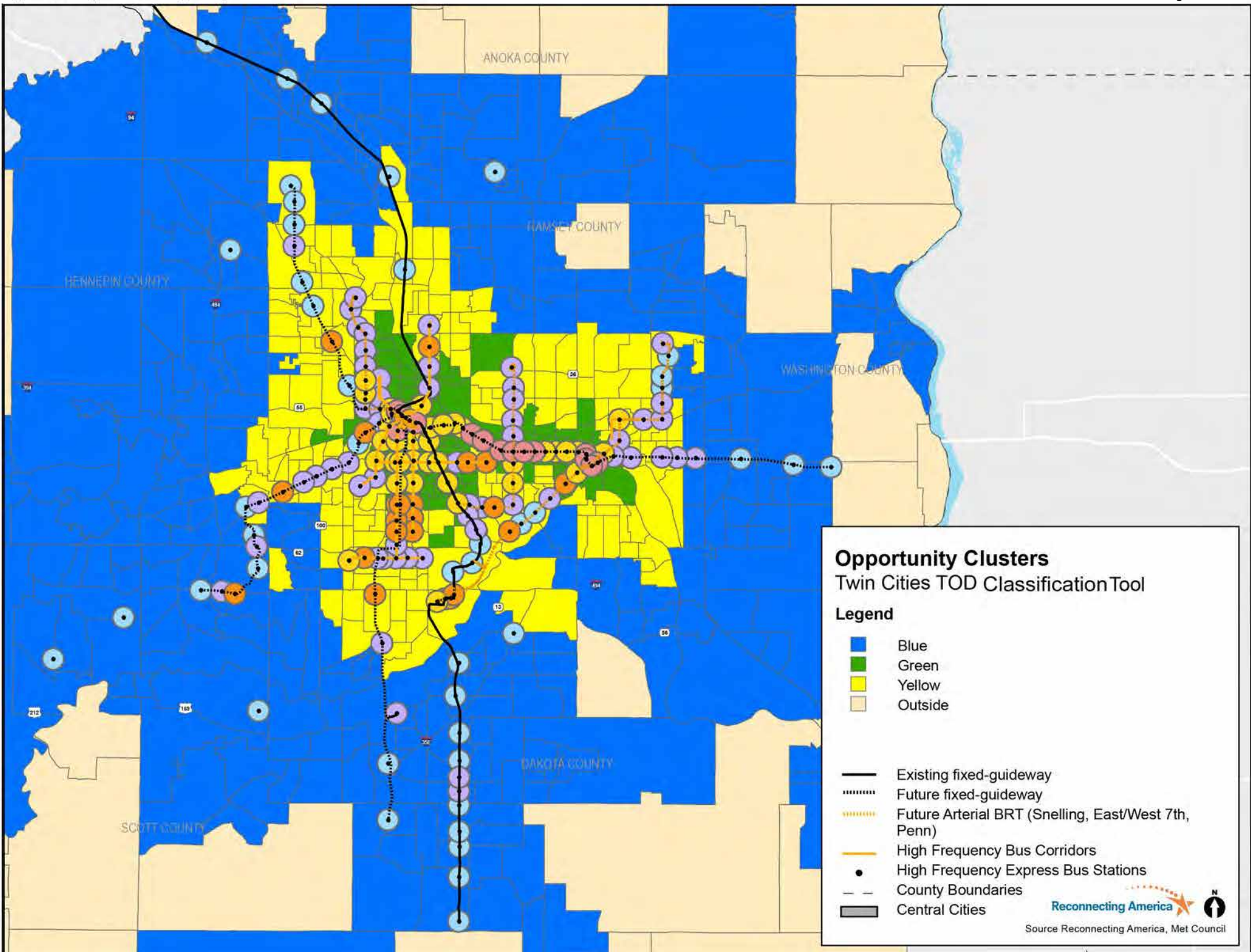












Appendix D. Mapping Individual Metrics

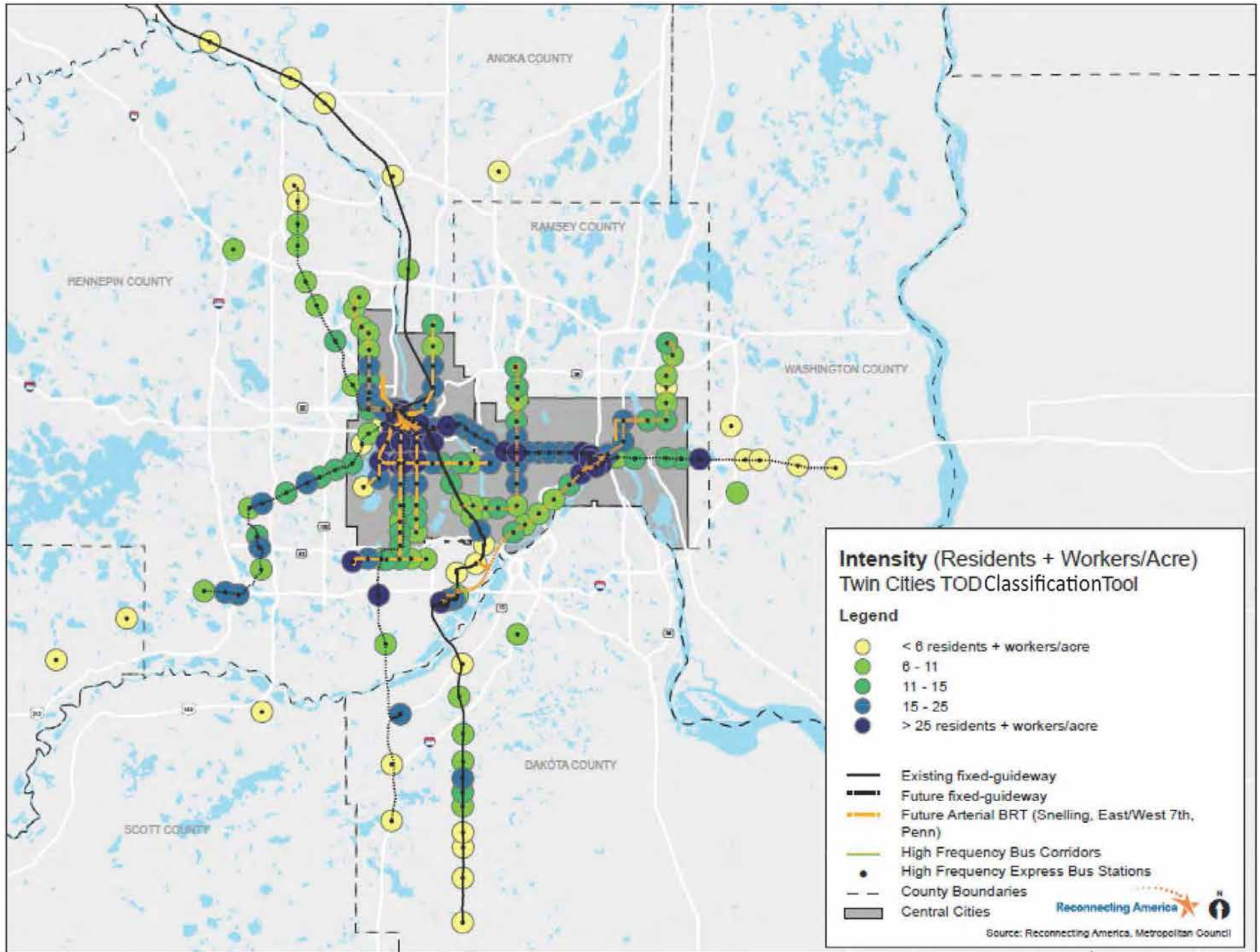
Mapping Individual Metrics TOD Classification Tool

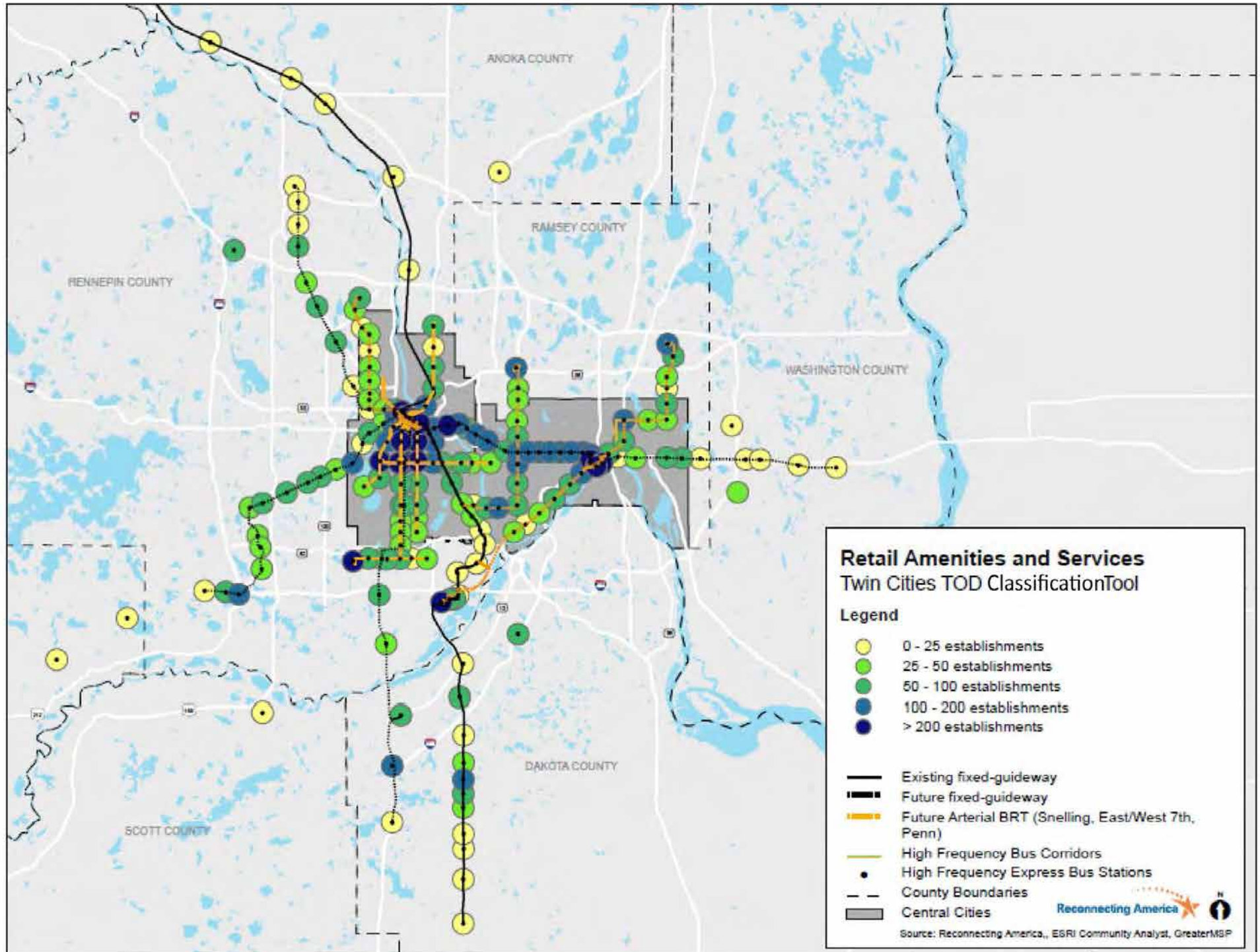
From August 27th, 2013 Advisory Group Meeting

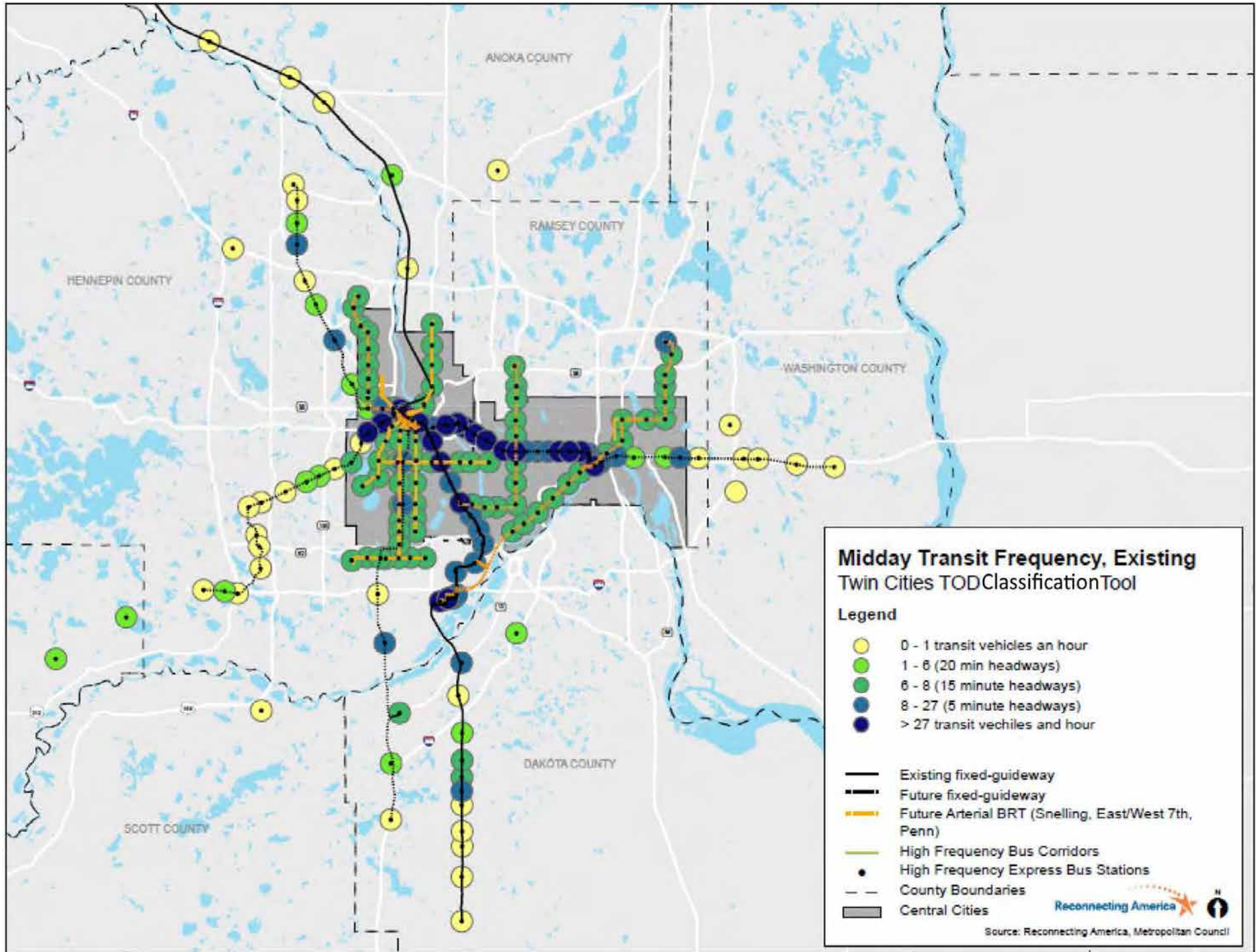


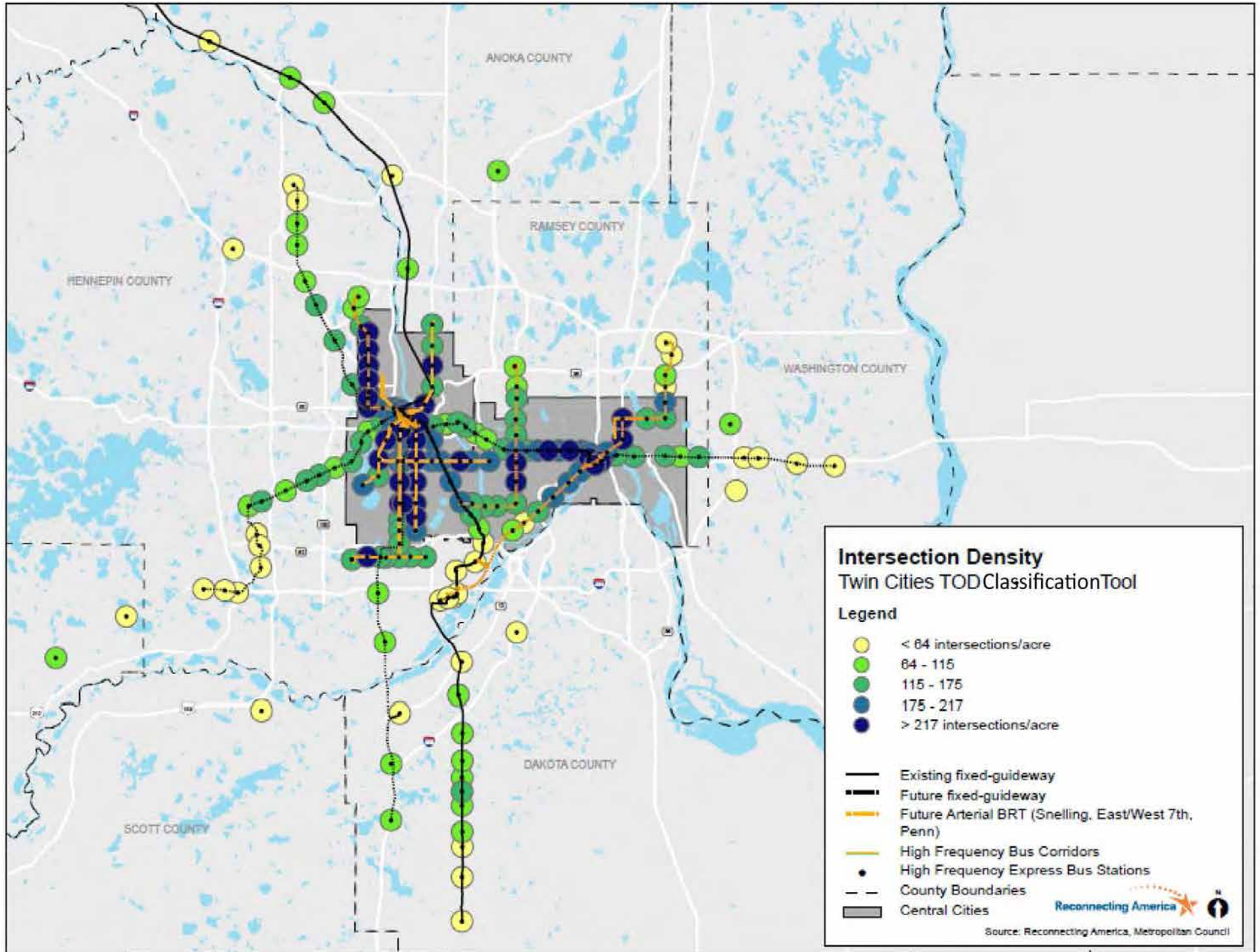
Measuring Transit-Orientation

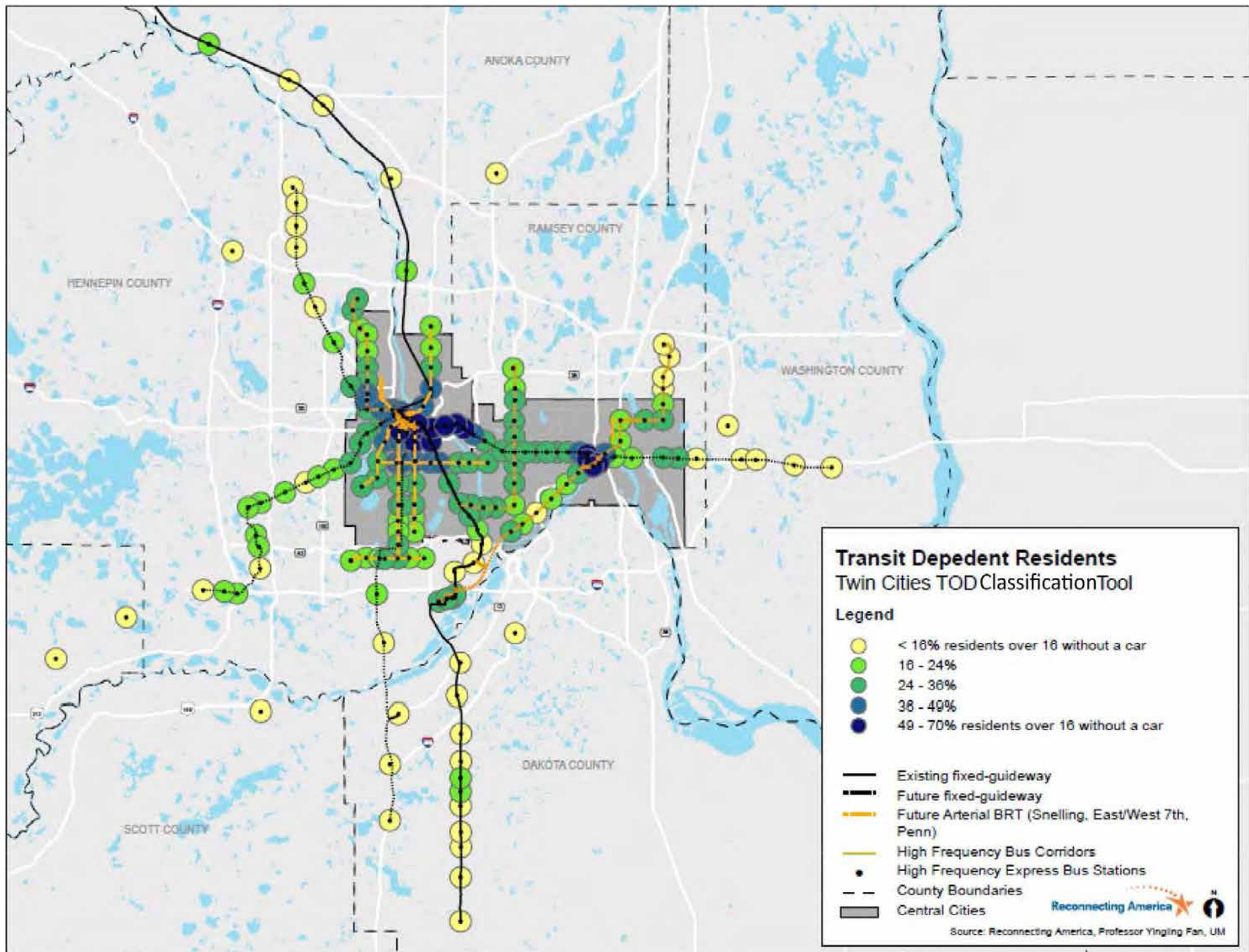
- **Intensity.** The combination of the number of residents and number of workers. (Source: Census, LEHD.)
- **Retail and services.** Number of transit-supportive amenities and services. (Source: ESRI Community Analyst, GreaterMSP.)
- **Transit frequency.** Number of trains and buses mid-day on a week day. (Source: MTS.)
- **Intersection density.** Average number of intersections in an area. (Source: MTS.)
- **Car-free population.** The number of people over the age of 16 less the number of vehicles available. (Source: Census.)

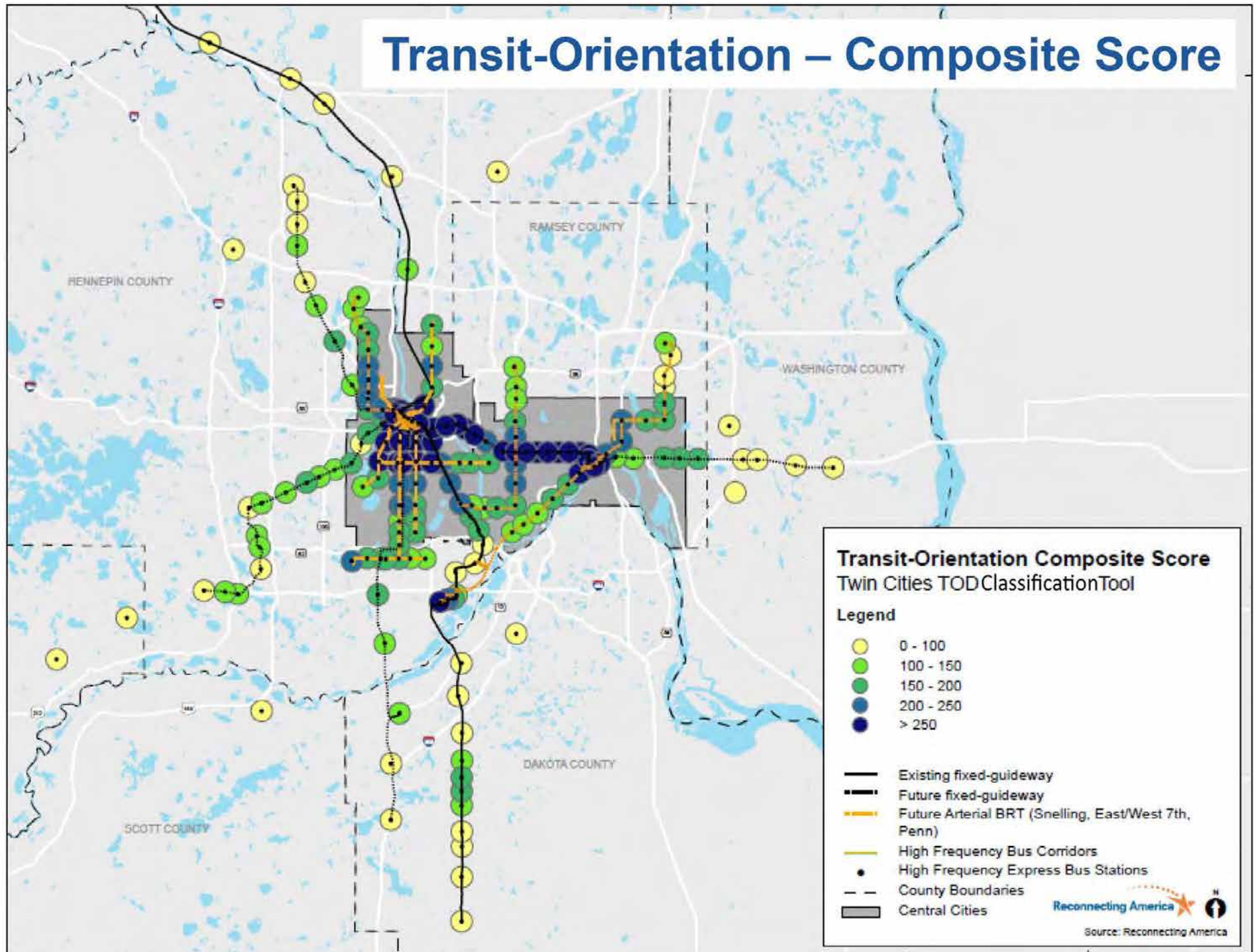






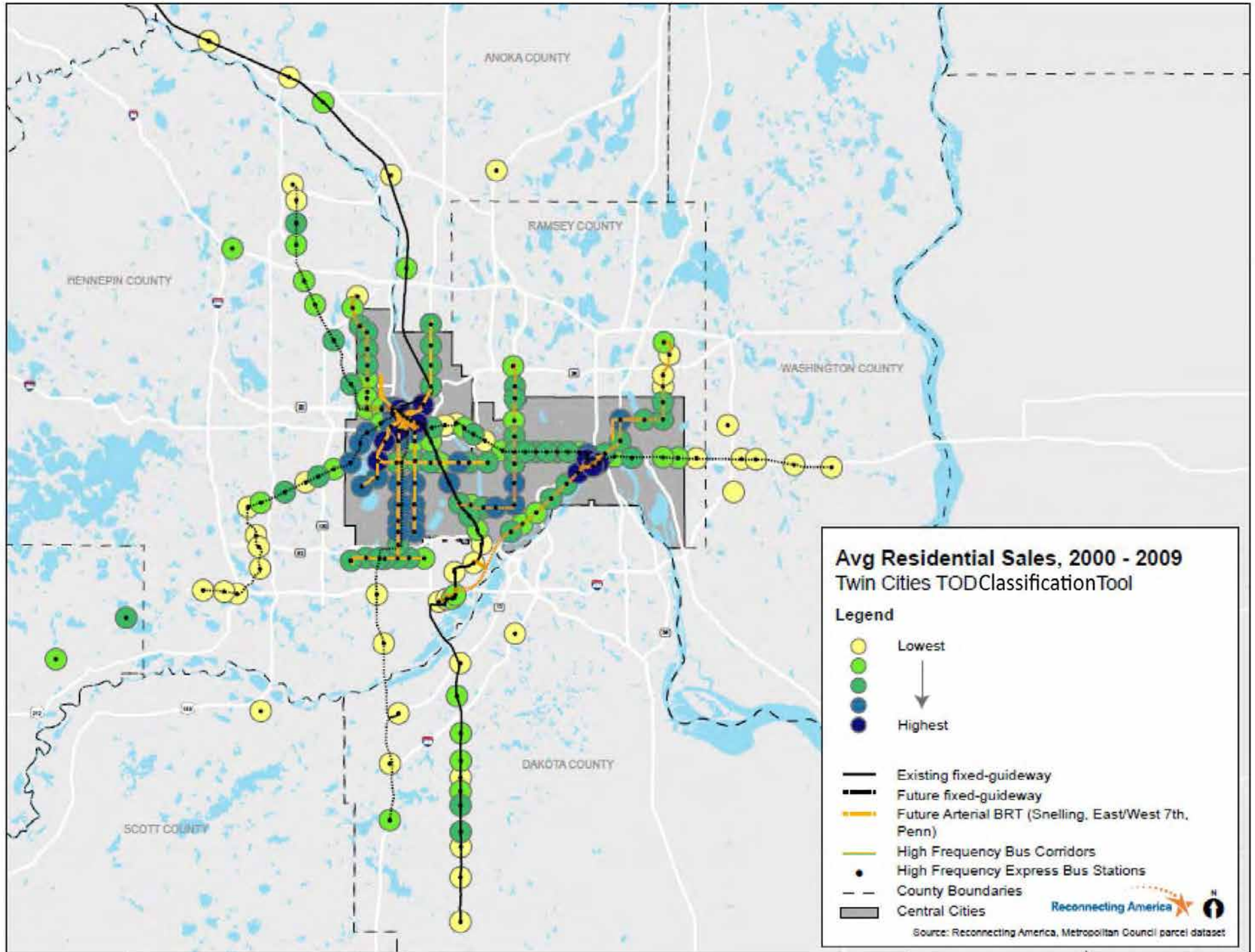


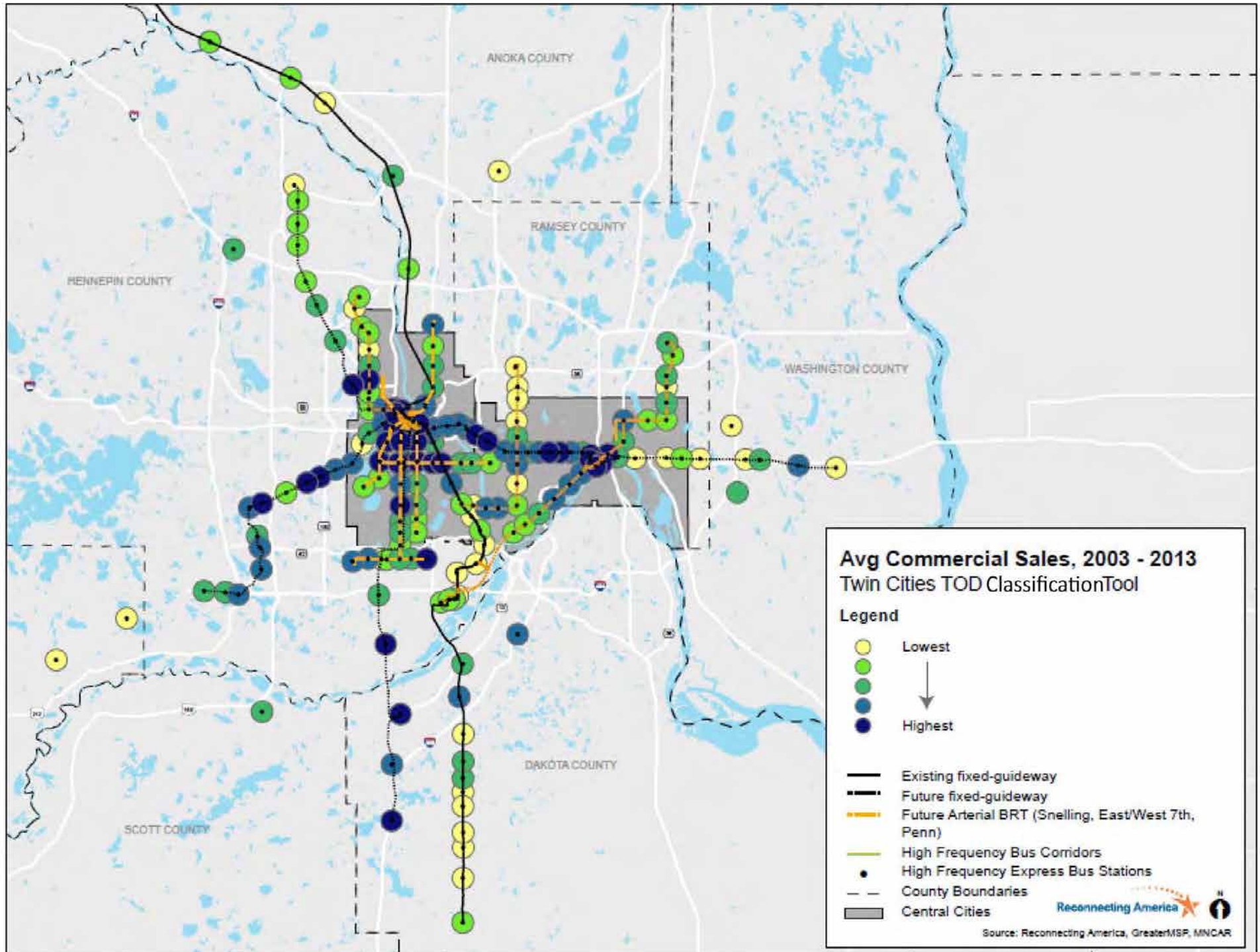


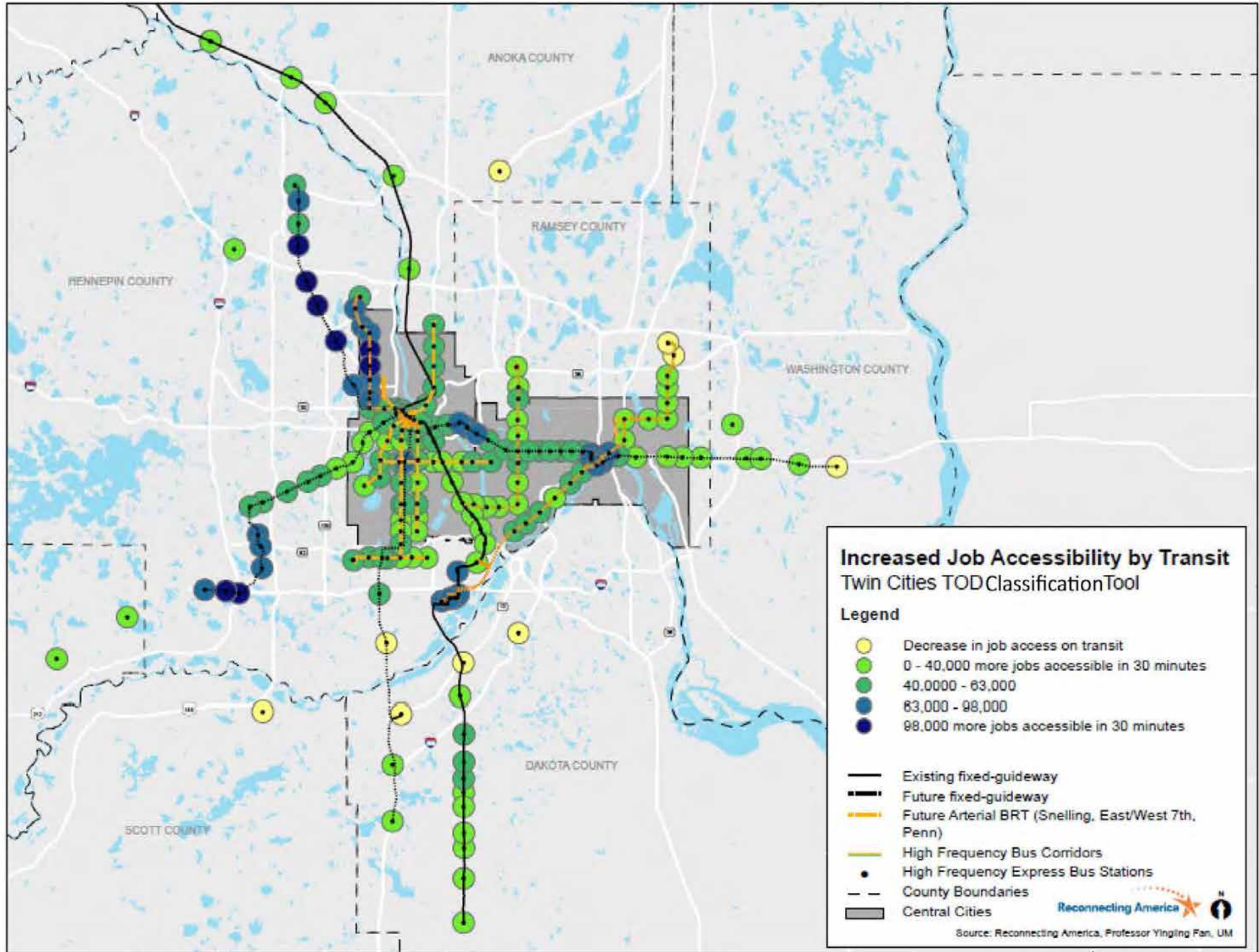


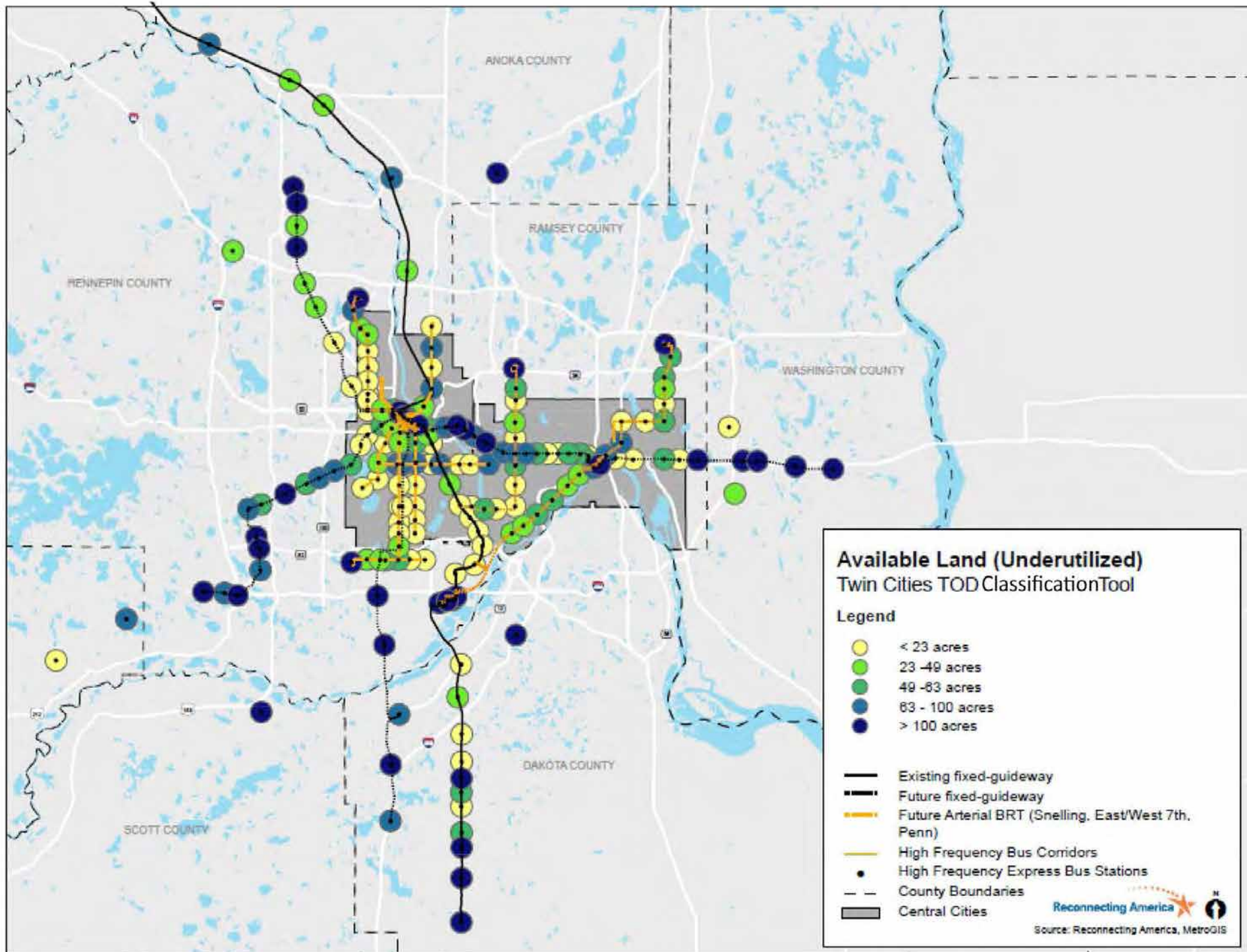
Measuring Future Market Potential

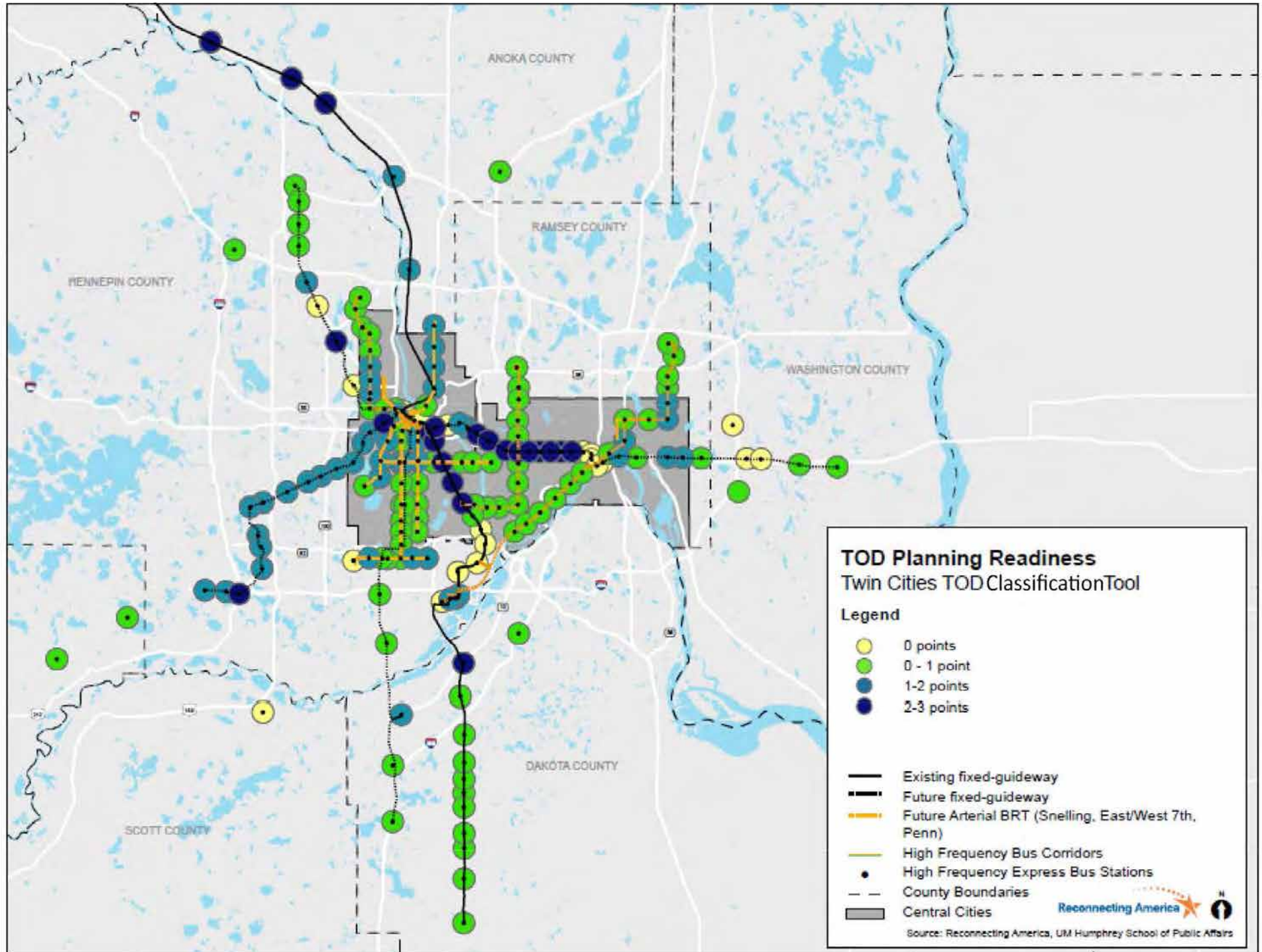
- **Residential market activity.** Average residential real estate sales * number of residential sales, 2000-2009. (Source: Metropolitan Council parcel dataset.)
- **Commercial market activity.** Average commercial real estate sales * number of commercial sales. (Source: MNCAR, GreaterMSP.)
- **Increased access to jobs with new transit.** (Source: Professor Yingling Fan's Maximizing the Benefits of Transitway Investment study.)
- **Underutilized land.** (Source: Metropolitan Council parcel dataset.)
- **TOD Planning Readiness.** (Source: Planning for Transit Oriented Development in the Twin Cities: A baseline study for corridors of opportunity study)
- **"Available" zoning envelope.** Share of residential land where zoning allows for higher densities. (Source: Census and Metropolitan Council's Regional Planned Land Use dataset.)

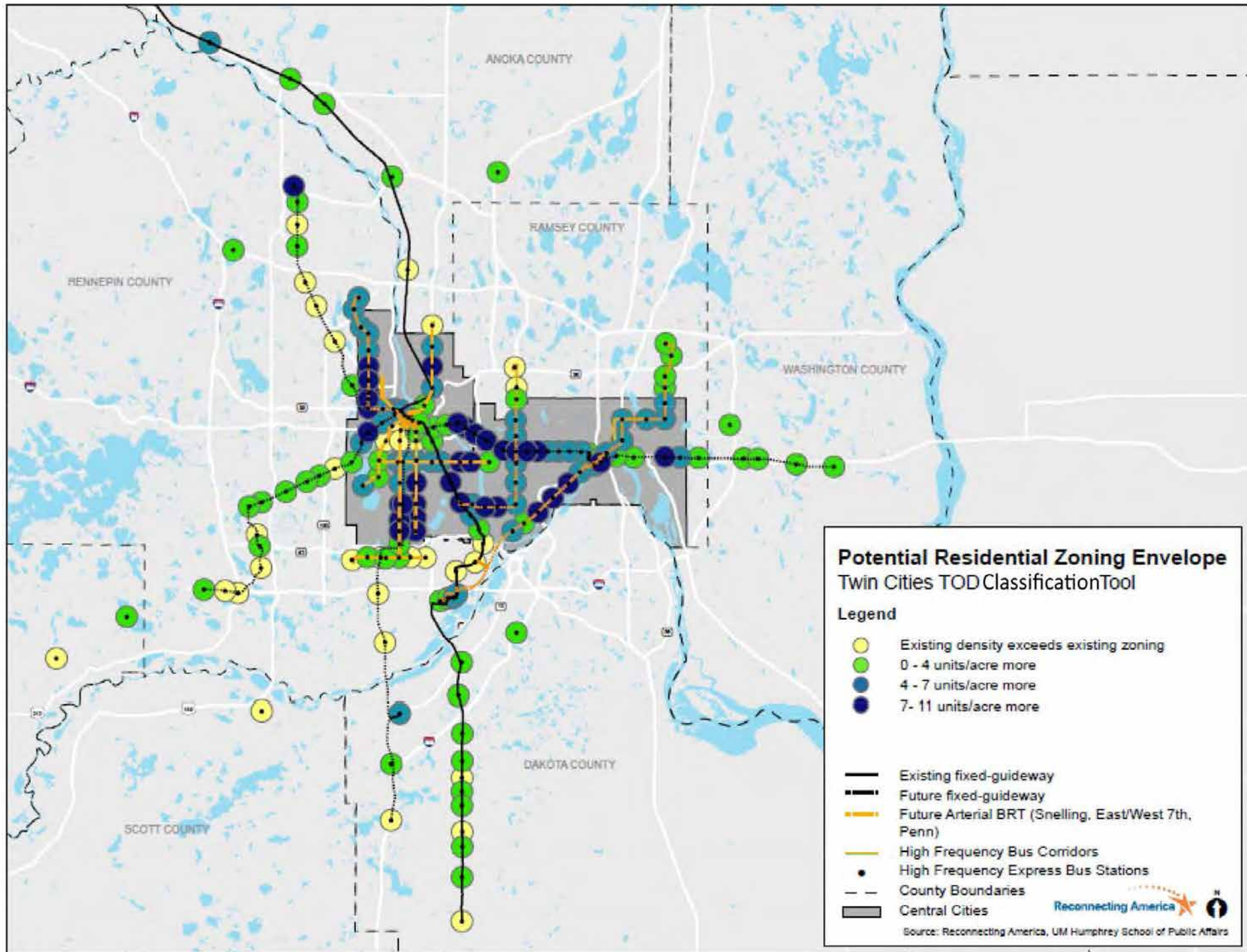




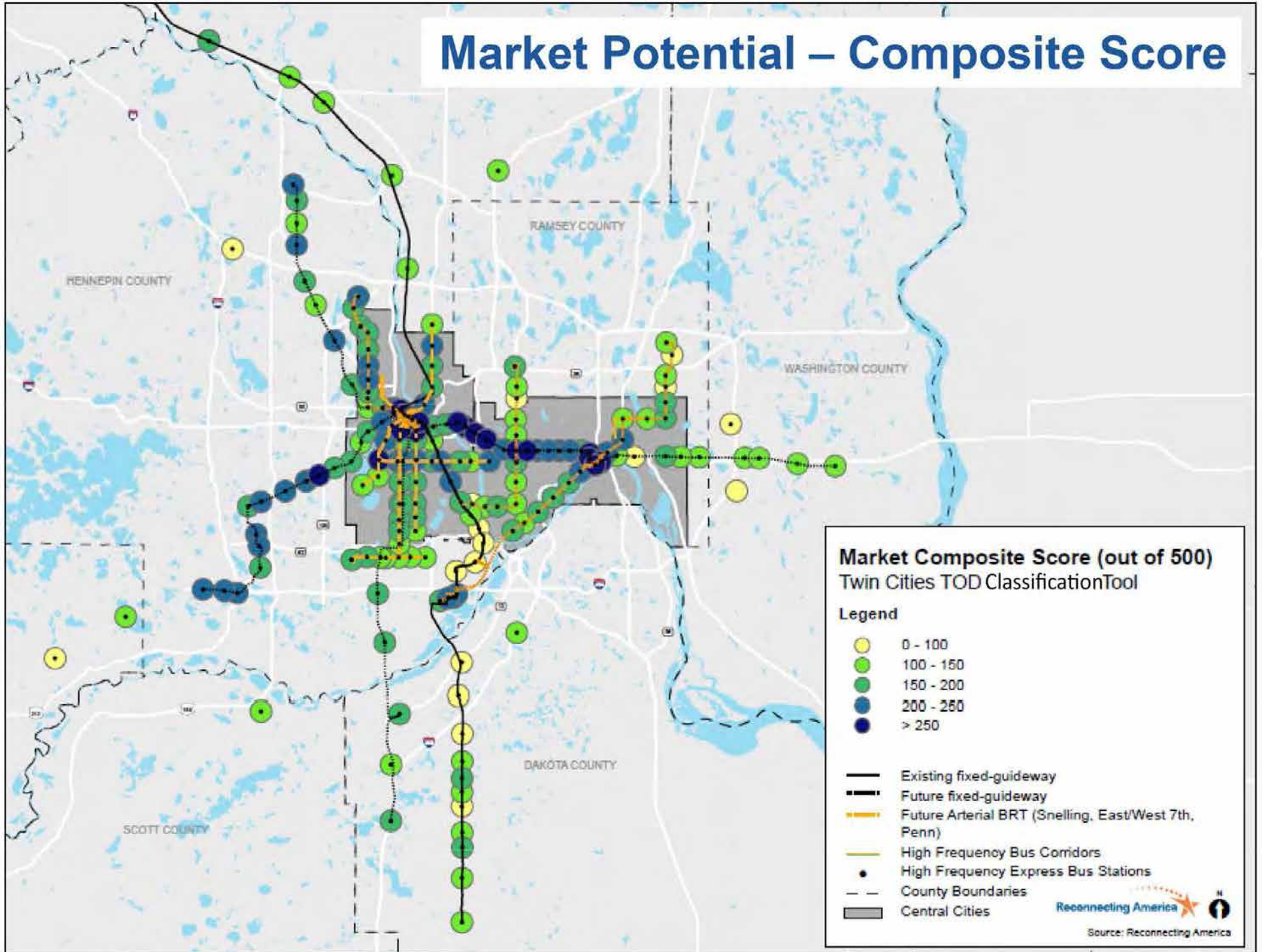








Market Potential – Composite Score



Appendix E. Developing TOD Classification Tool

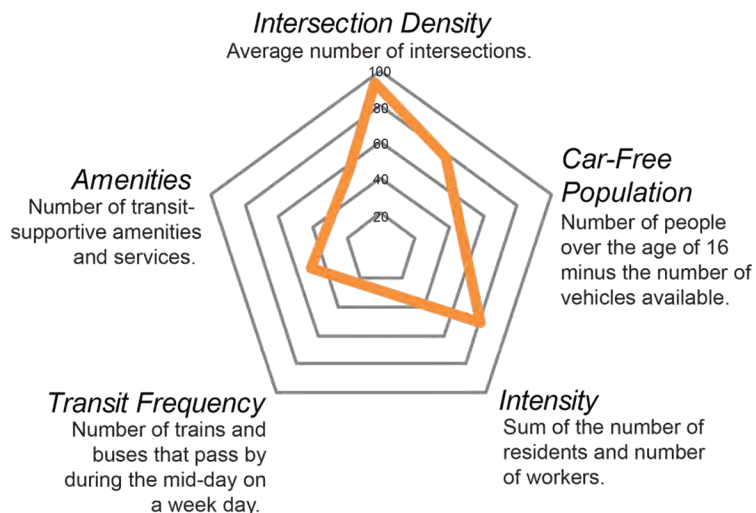
The following graphic describes how individual metrics are combined to measure existing transit-orientation and future TOD development potential.

Developing the TOD Classification Tool

The Fairview station area on the Green Line is used as an example.

1. Score station areas on nine different metrics.

Stations are scored on a scale of 1 (low) to 100 (high). The diagrams show how Fairview scores on each metric.



Measuring the **Transit - Orientation** of a station area includes how easy it is to get around by transit, walking and biking and whether there are shops and services, nearby.

2. Add metrics to calculate composite scores.

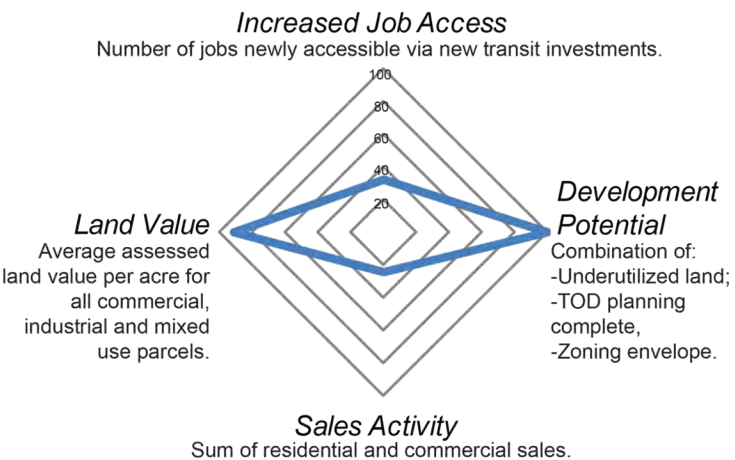
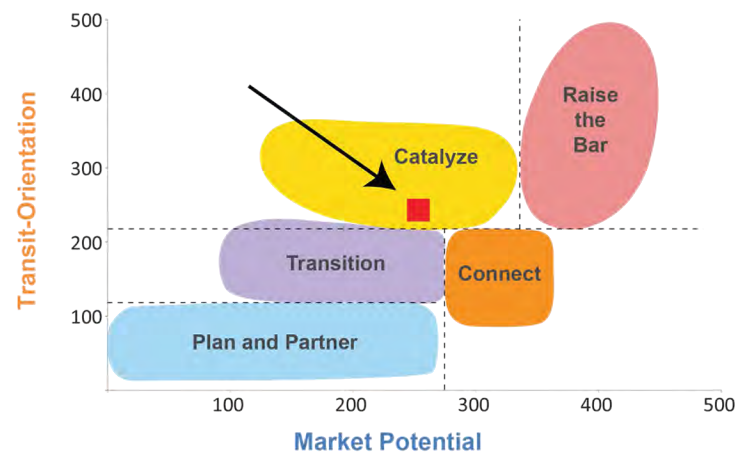
Stations with higher individual scores have higher overall composite scores. Fairview has a relatively high transit-orientation score and moderate market potential score.

Transit - Orientation = 248

Market Potential = 218

3. Graph implementation type.

Fairview falls into the "Catalyze" type. The implementation types prioritize different kinds of investments (street improvements vs predevelopment costs for a TOD project) and can set expectations for the impact of public investments.

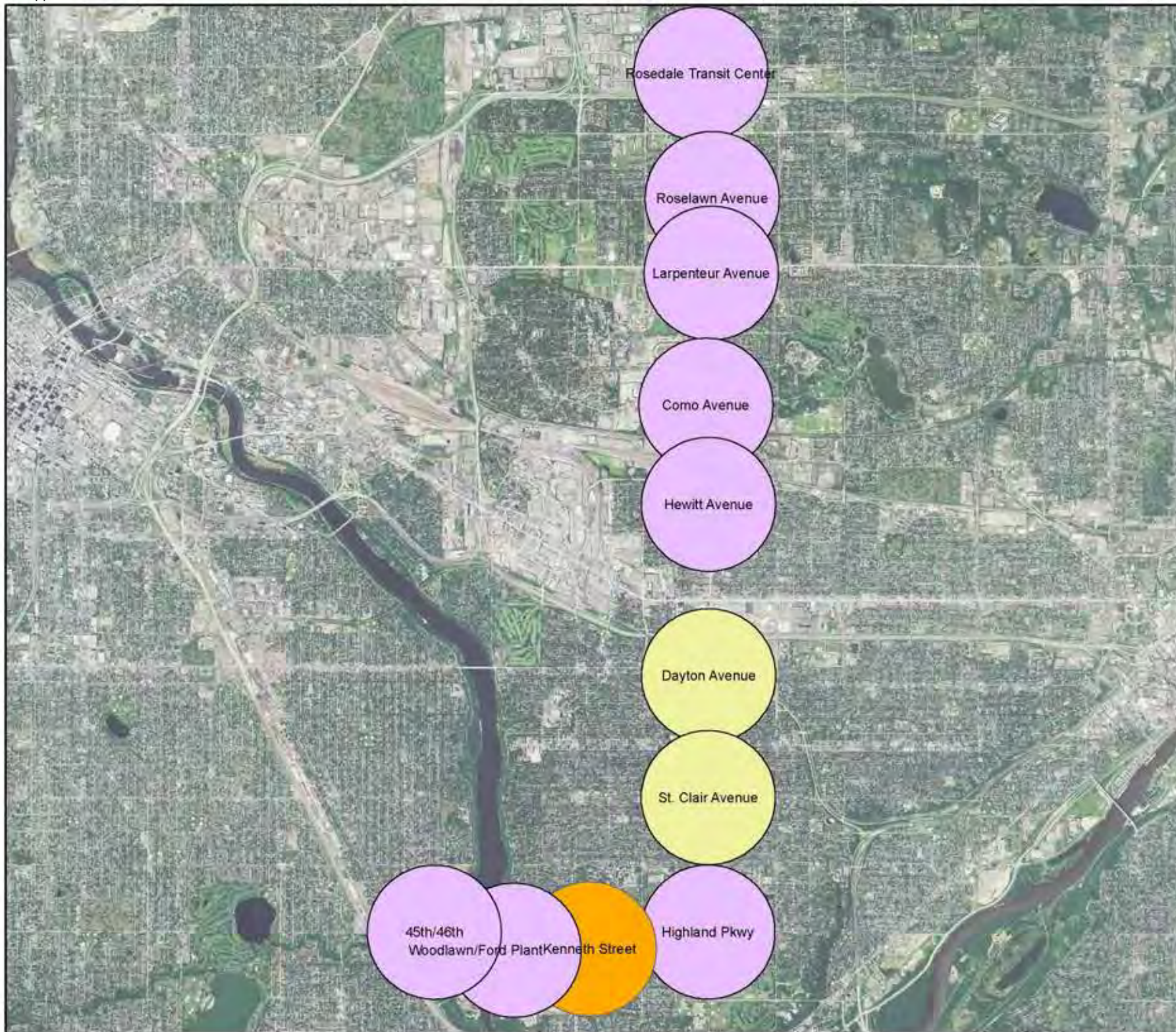


Measuring the **Market Potential** of a station area includes how active the market for TOD is today, how transit may impact the market, and what the opportunities are for development.

Appendix F. Corridor Classifications

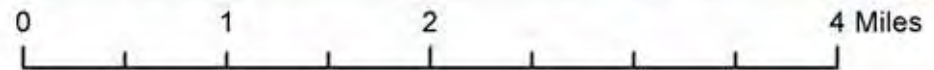
- A Line Arterial BRT
- B Line Arterial BRT
- C Line Arterial BRT
- Blue Line
- Blue Line Extension (Bottineau)
- Green Line
- Green Line Extension (Southwest LRT)
- Northstar
- Red Line
- Orange Line
- Gateway Corridor

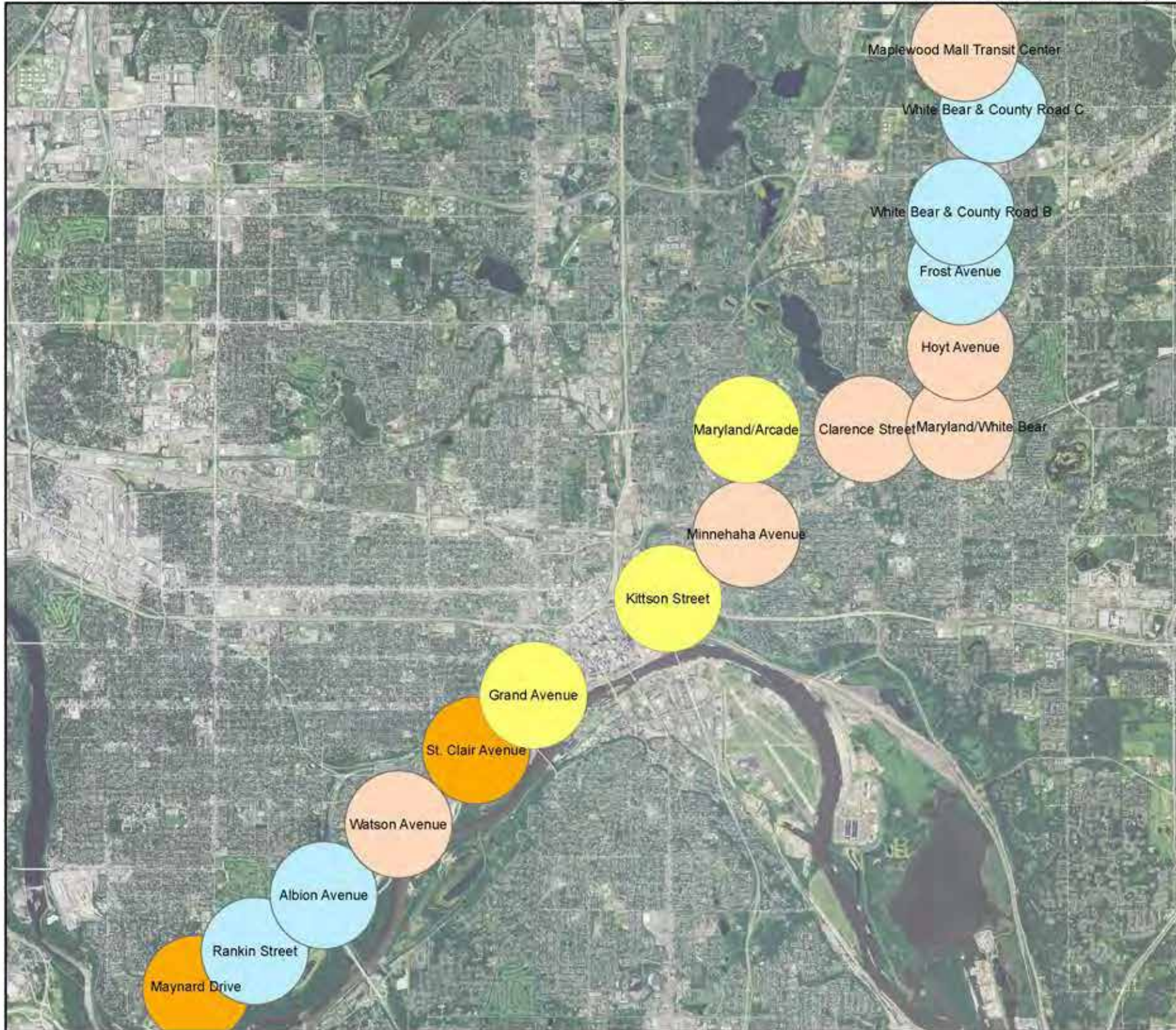
Classifications along A Line (Snelling Avenue Arterial BRT)



Legend

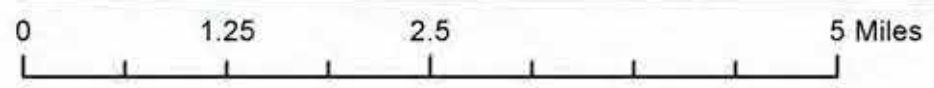
-  Raise the Bar
-  Catalyze
-  Connect
-  Transition
-  Plan and Partner

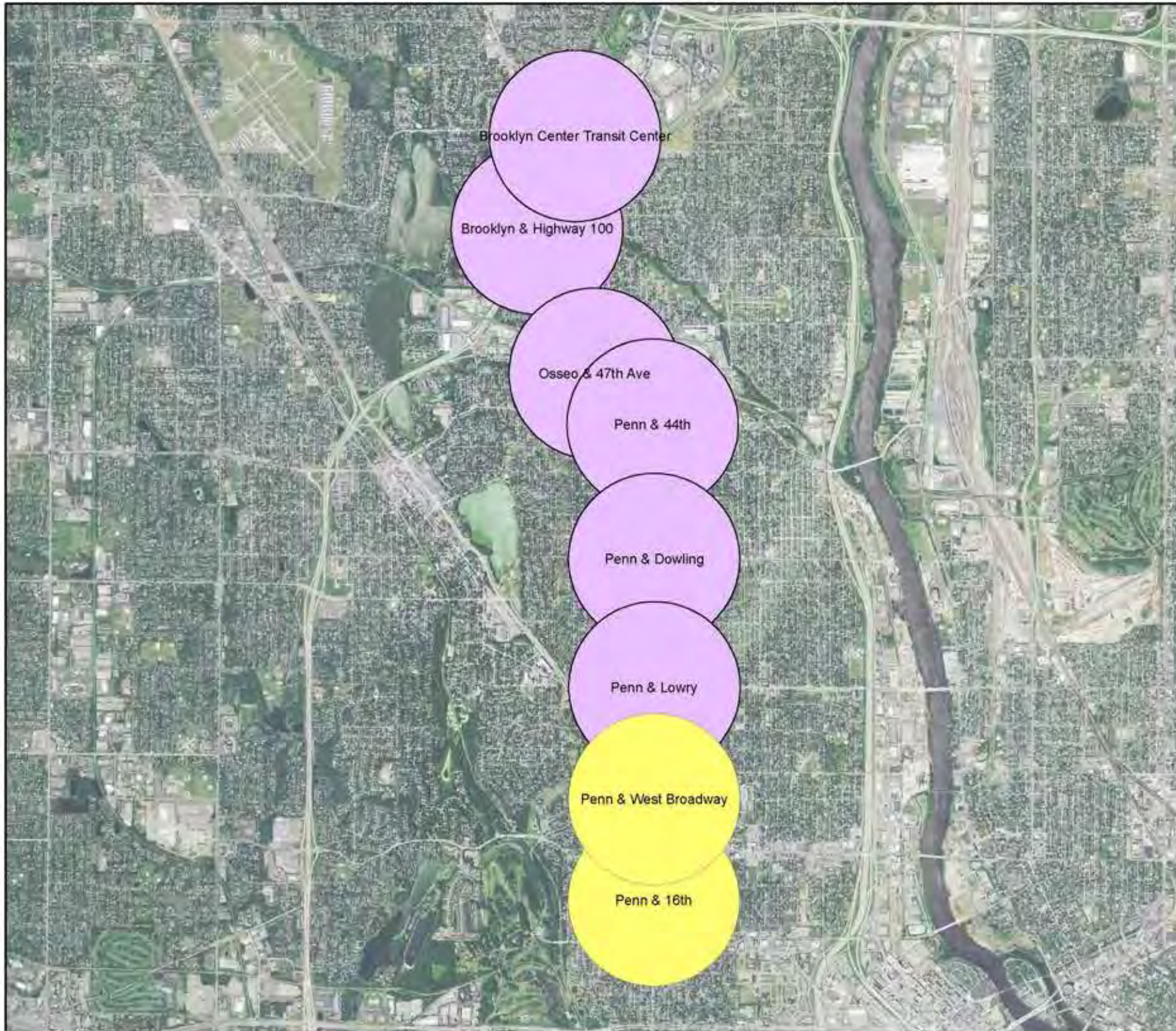




Legend

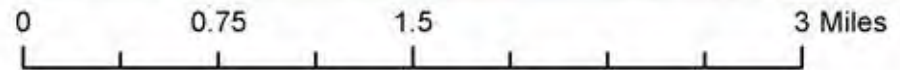
- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner

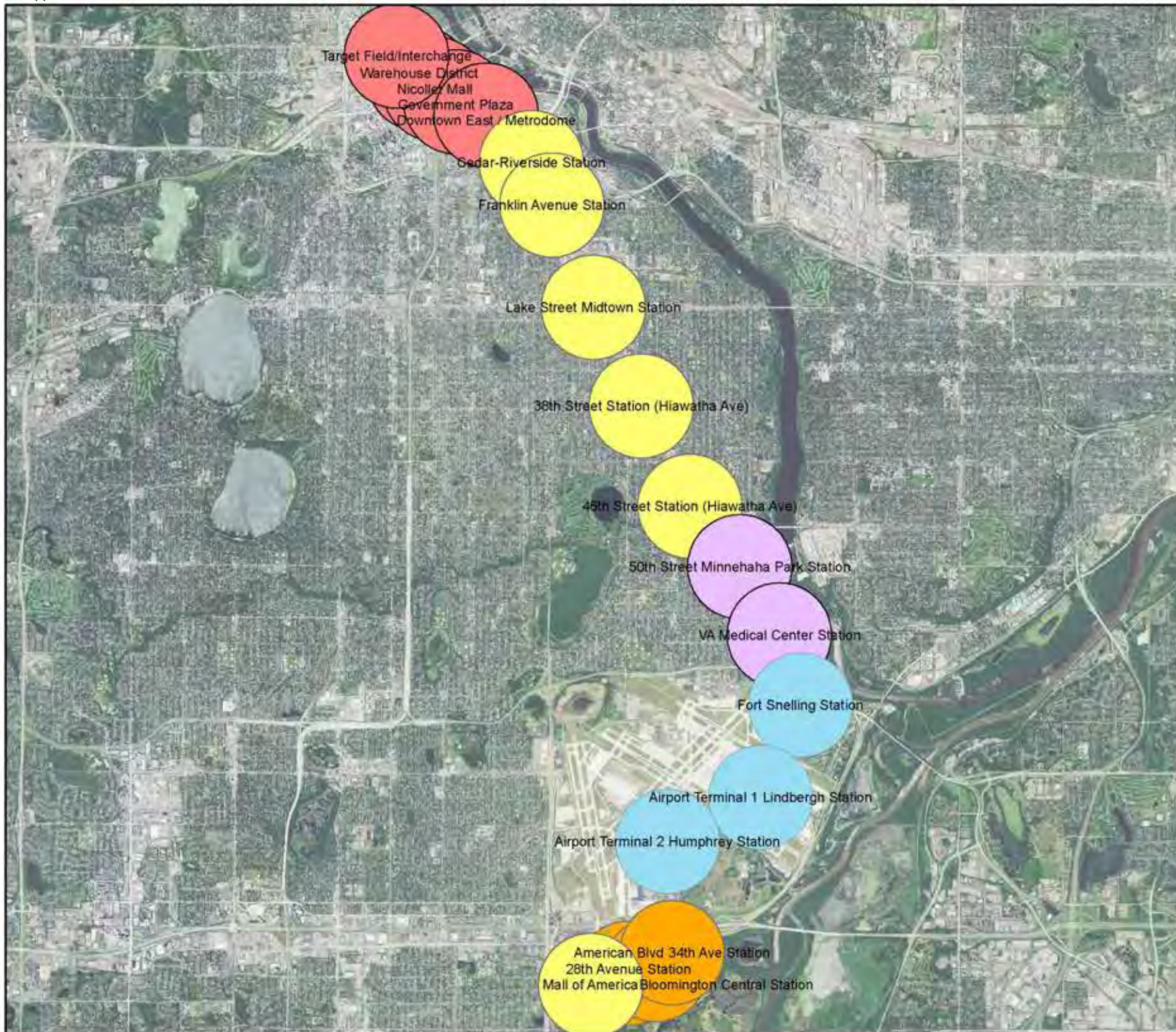




Legend

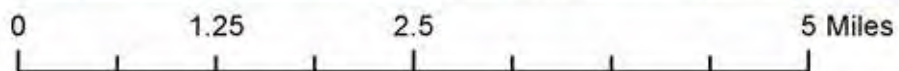
- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner

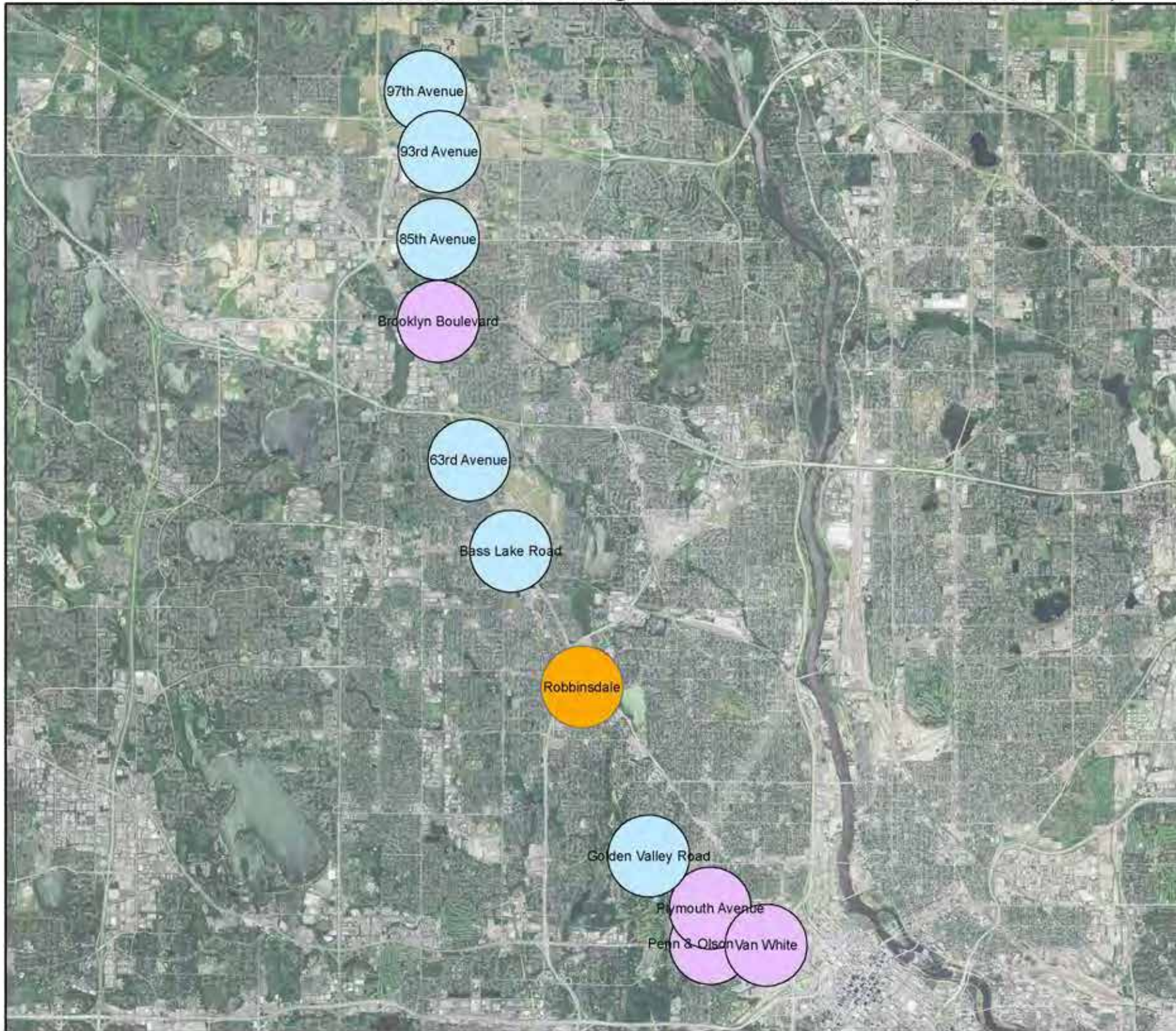




Legend

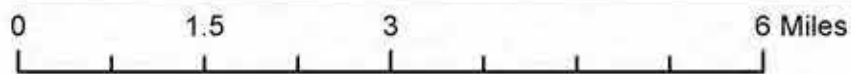
-  Raise the Bar
-  Catalyze
-  Connect
-  Transition
-  Plan and Partner

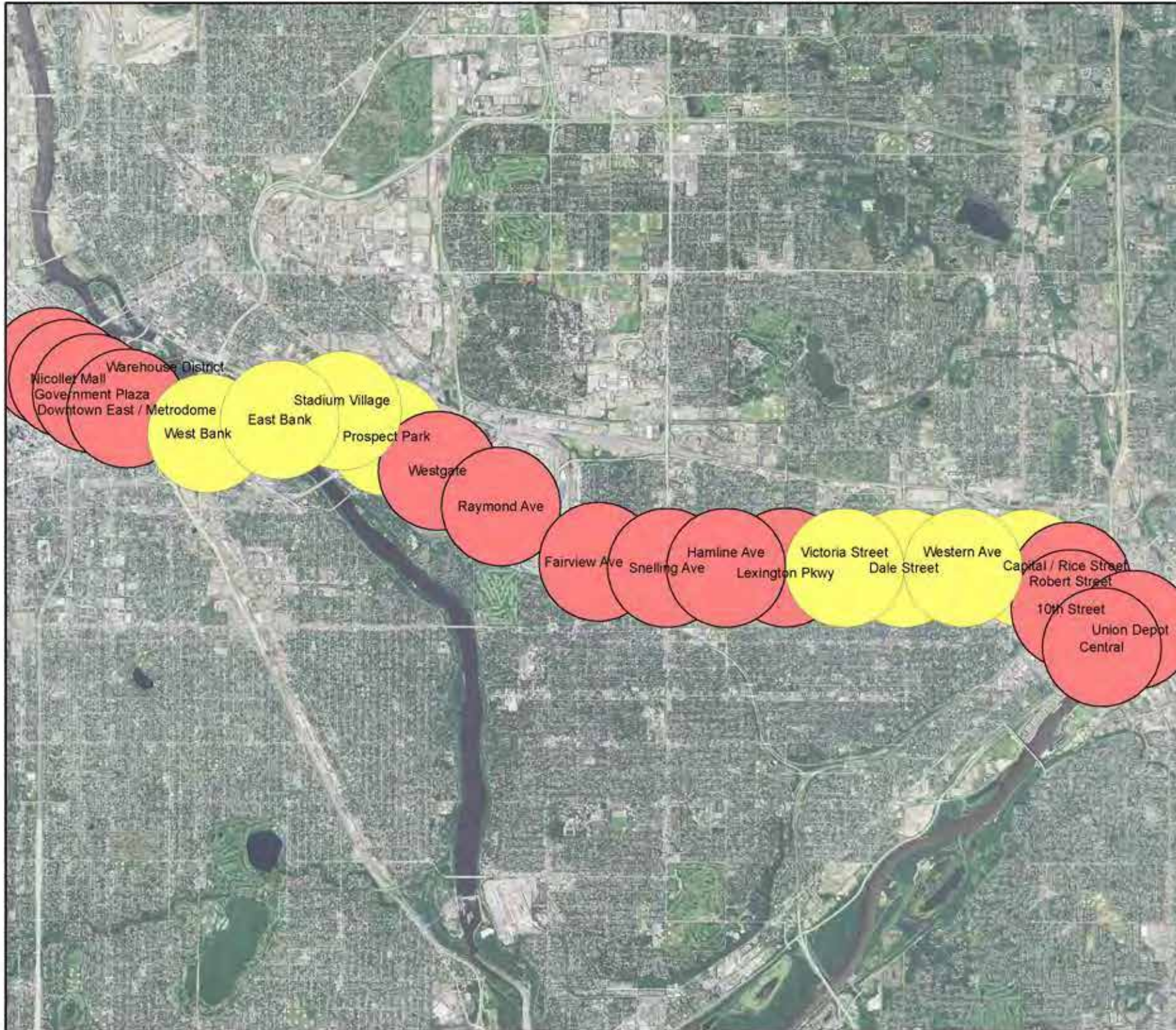




Legend

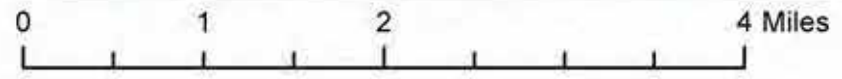
- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner

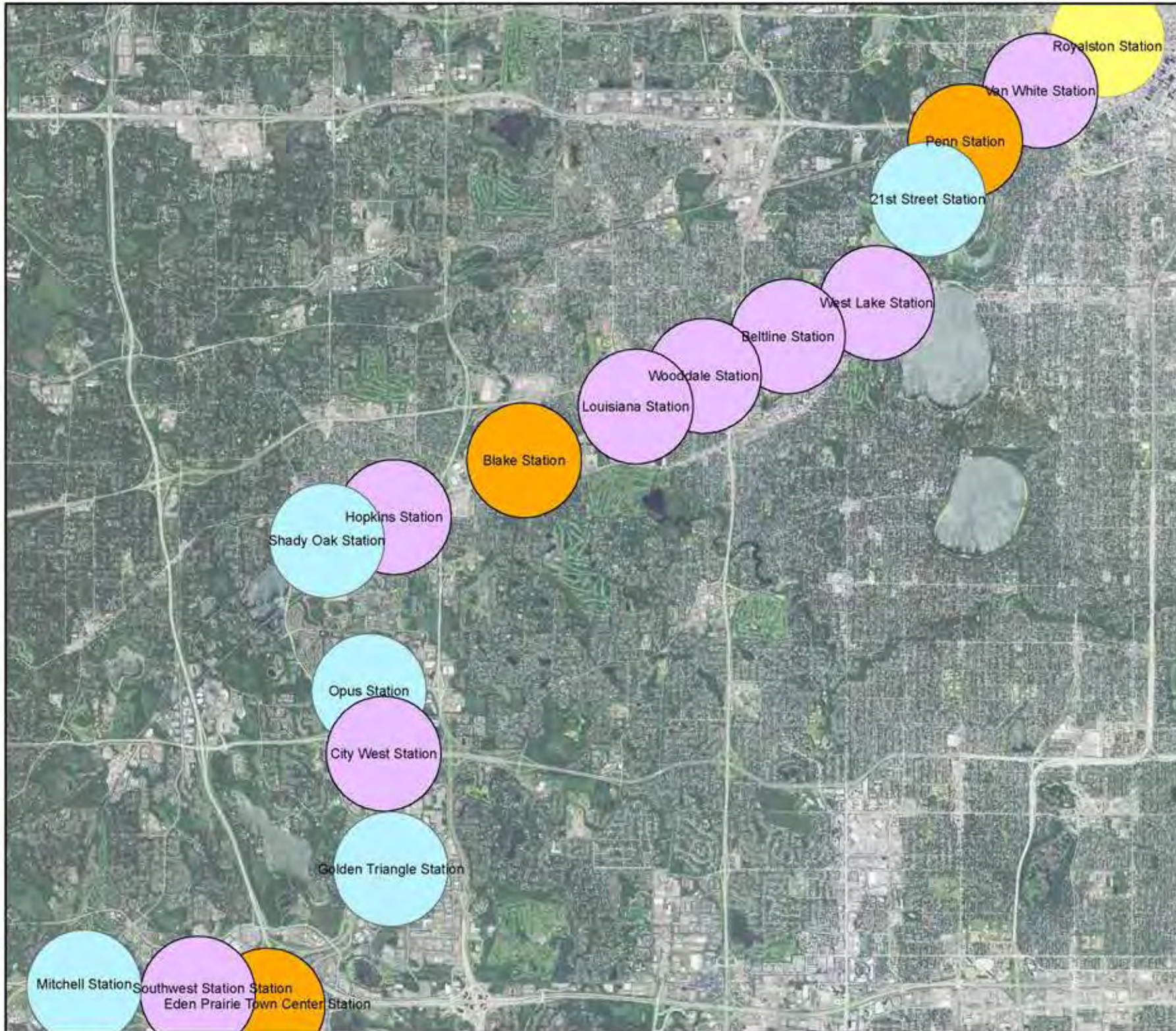




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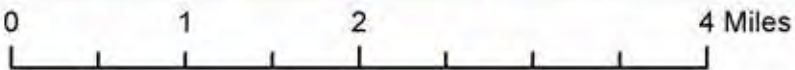
- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner

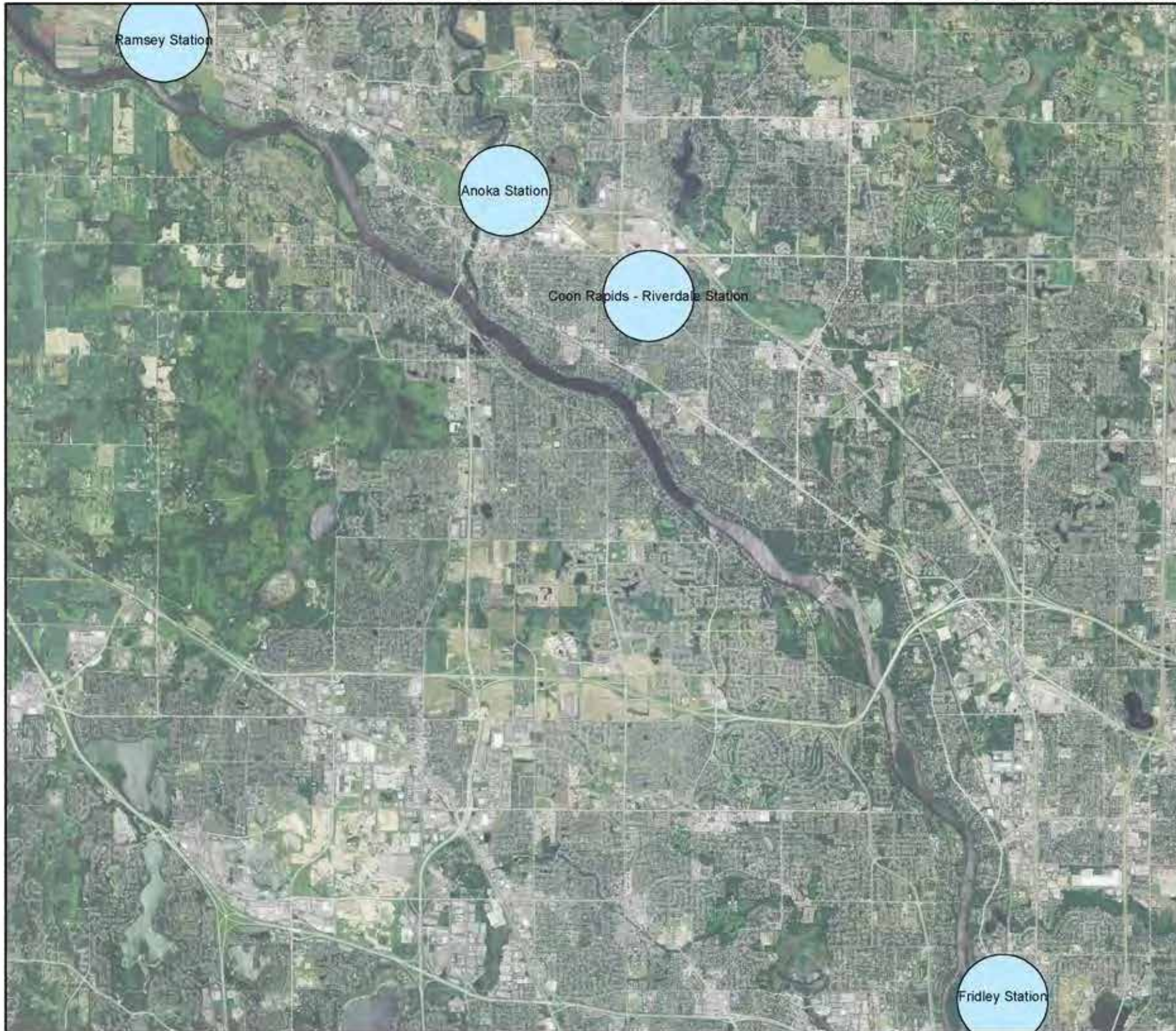




Legend

- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner





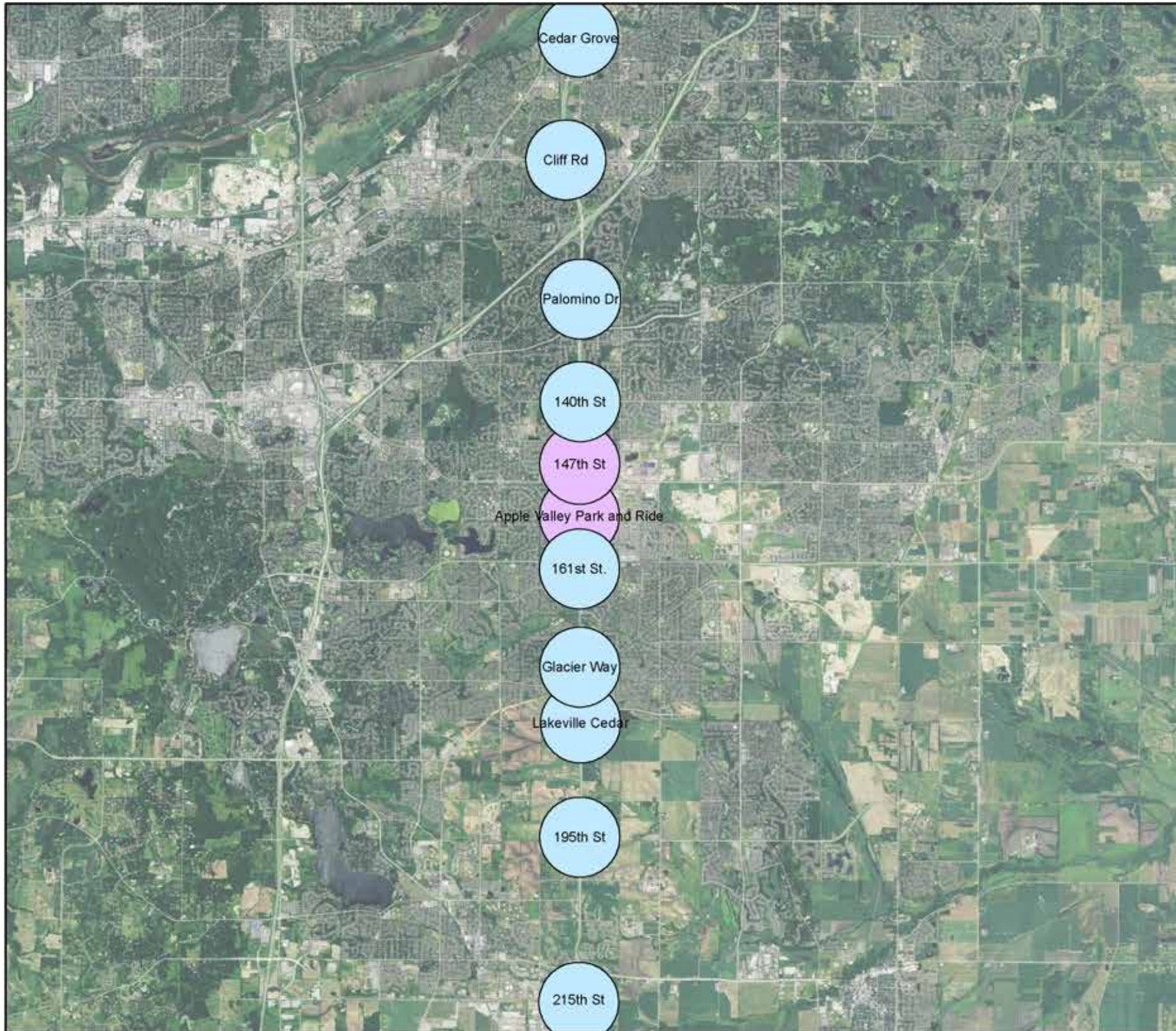
Legend

- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner



Sherburne County stations Elk River and Big Lake are not included.

Classifications along Red Line

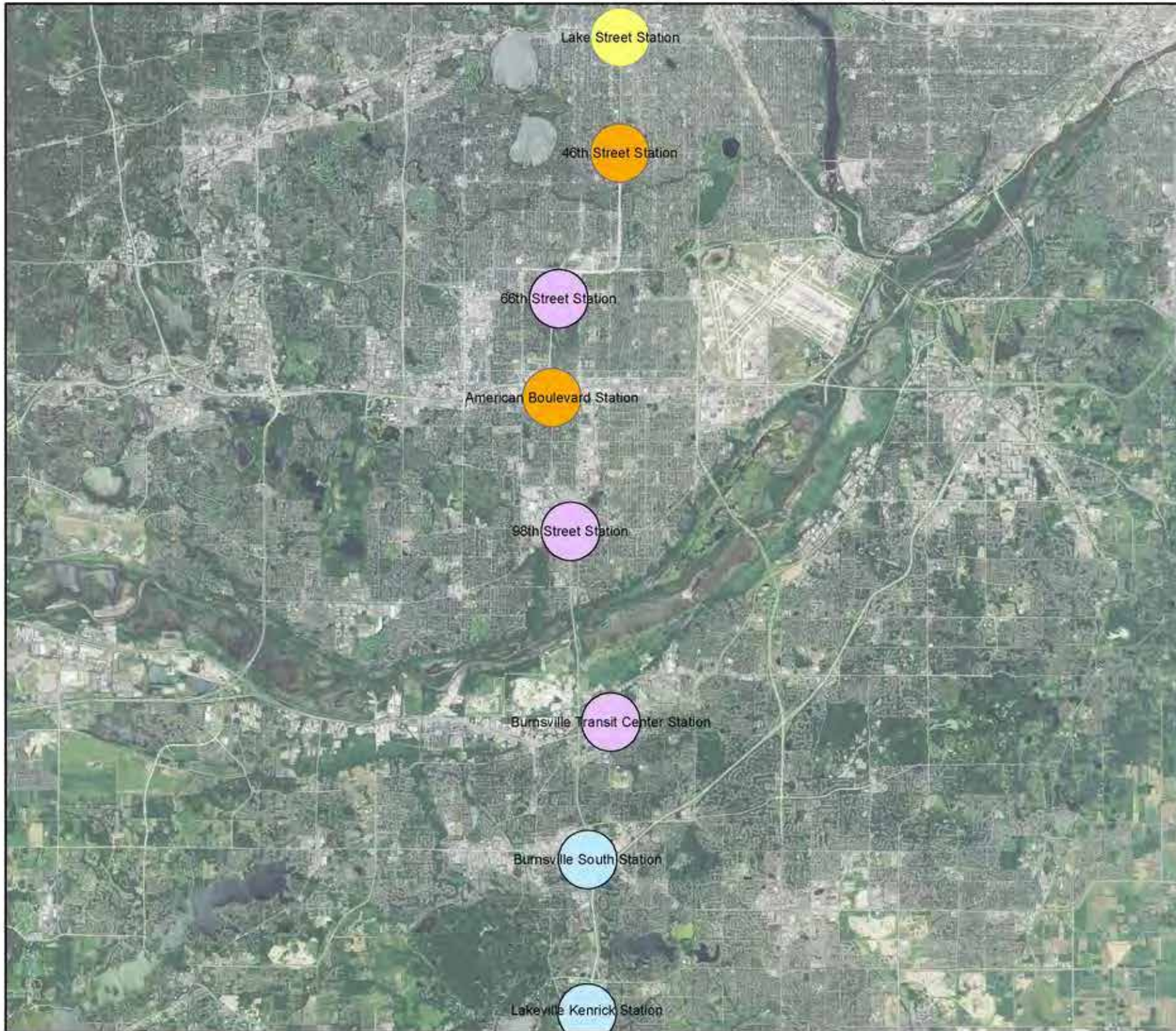


Legend

- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner

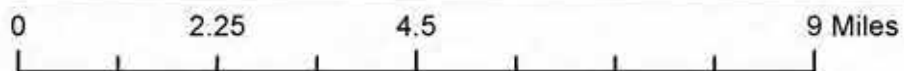


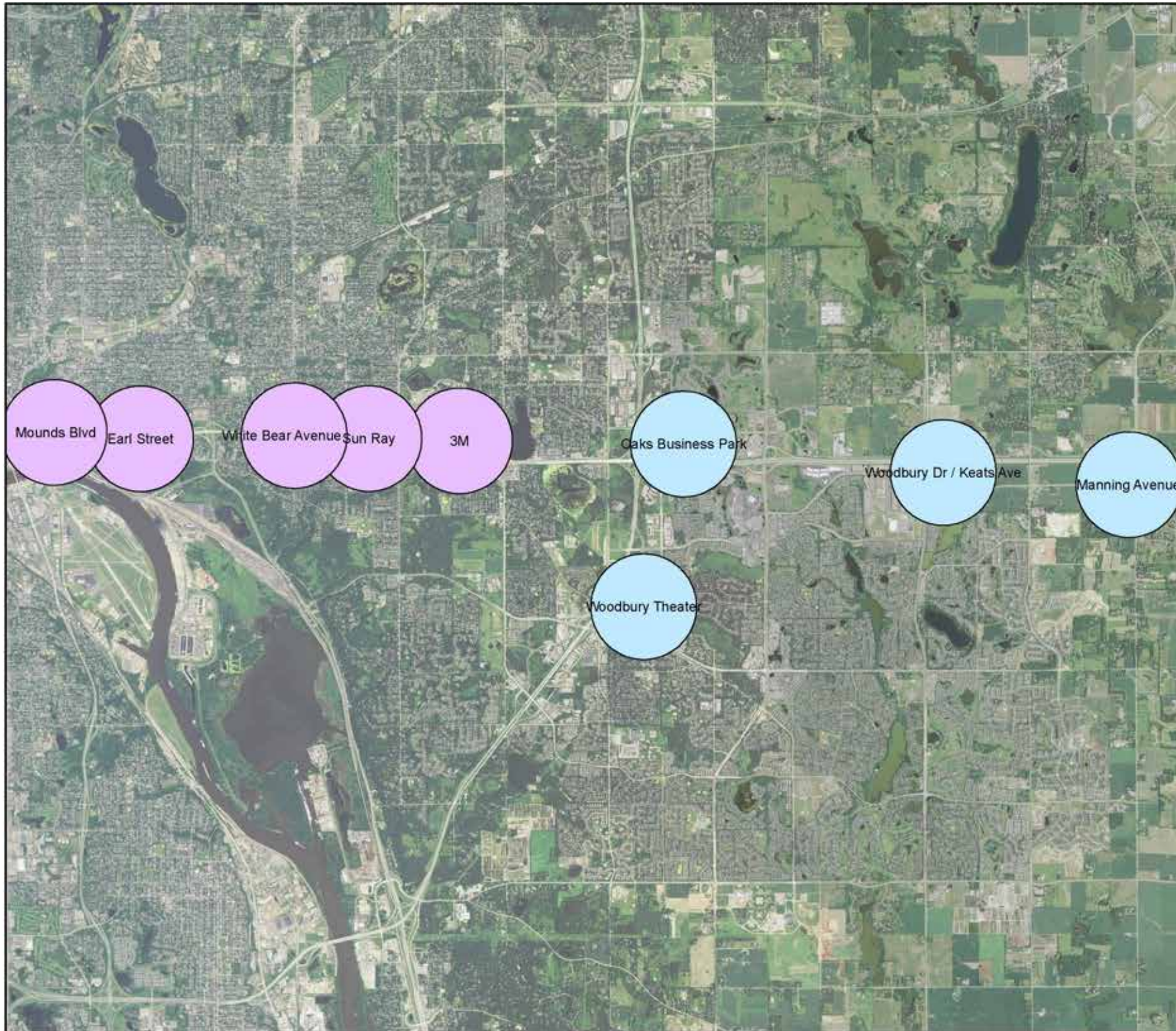
Classifications along Orange Line



Legend

-  Raise the Bar
-  Catalyze
-  Connect
-  Transition
-  Plan and Partner





Legend

- Raise the Bar
- Catalyze
- Connect
- Transition
- Plan and Partner

