

The GREAT COMMUNITIES

TOOLKIT





Dear Advocate:

Thank you for your work to promote great communities in the Bay Area! We have an unprecedented window of opportunity now in the Bay Area. Public transit systems are expanding. More and more people want to live near transit. Regional and state policies are requiring cities and transit agencies to work together to connect transit with housing, jobs, and education. Now is our chance to secure a wealth of housing, employment, and transportation choices for all communities in the Bay Area. But working families need to be informed and involved to make sure these plans protect existing communities and provide local community benefits.

We developed this toolkit to help community groups shape Great Communities around transit. Help us make sure these plans will result in neighborhoods of affordable homes, shops, accessible job centers, and community services. With this toolkit, you will have the tools influence your city's plans for neighborhoods near transit. In this toolkit you will find:

- Handout sheets to get your community informed about key aspects of station area plans such as parking, traffic, affordable housing, compact development, and community benefit agreements.
- Step-by-step instructions for creating a station plan campaign.
- Tips for working with the media to get out your message.
- Technical tools and references for more in-depth information.
- Background on why we need to get involved in station area planning processes, who the members of the Great Communities Collaborative are and what the overall Collaborative goals are.

All the components of this toolkit are located on the Great Communities Collaborative website: www.greatcommunities.org

For more information contact 510-740-3150 or email info@greatcommunities.org



THE SAN FRANCISCO FOUNDATION
The Community Foundation of the Bay Area



The Great Communities Collaborative Toolkit

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The Great Communities Collaborative

The Bay Area expects a surge of 1.7 million new people over the next 25 years. Unless we change our current growth patterns, new development will continue to bulldoze our farmland and hillsides for luxury estates, big-box stores and strip malls. Low and middle income families will continue to be pushed out of existing communities in the Bay Area, and quality of life will plummet as congestion skyrockets and those who don't drive become increasingly isolated.

Yet there is an incredible opportunity to fundamentally shift the way we are growing. We can redirect growth away from natural areas and working farms, and instead reinvest in our existing communities, many of which have been ignored for too long. We can build homes that provide enough choices so that all residents, at every income level, can find great communities to live in: communities with access to good schools, parks, transportation, shopping and other necessities.

To have an impact that broadens access to opportunities for all families, protects the environment, and promotes active living and better health, we can't just build a few model communities. We need a regional approach. That is why the four leading Bay Area nonprofits that work on transportation, housing, social equity, and open space launched the Great Communities Collaborative. Teaming with these regional nonprofits

are Reconnecting America, a national nonprofit who advances transit-oriented development through research, market analysis and trainings; The San Francisco Foundation; the Silicon Valley Community Foundation and the East Bay Community Foundation, providing added capacity and resources.

This unprecedented collaborative brings together the necessary technical expertise, organizing depth, and community contacts to ensure that communities have the tools to relieve the housing crisis, improve our neighborhoods, and create a Bay Area that is a model for other fast-growing regions.

Challenges to Great Communities

Unfortunately, the obstacles to creating great communities are significant. Outdated zoning codes prohibit traditional town centers with their mix of homes, shops, and businesses. State fiscal policies push cities to compete for sales tax revenues instead of providing homes. Too few cities ensure that new homes are available to people of all income levels or ensure that economic development benefits all members of the community.

Significantly, most decisions about where and how to grow do not involve community members in a meaningful way. Because so many proposals do not come out of a community-based plan there is little surprise that residents often oppose infill development; they see it as being imposed on them without adequate community benefits or involvement.

A Once-in-a-Generation Opportunity

Over the next several years the Bay Area will have a once-in-a-generation opportunity to stop poorly planned growth and reinvest in our existing communities. Since 2000, Bay Area voters have approved \$12 billion in new mass transit investments, and will add 100 new stations to the region's existing 305 rapid transit stations and transit corridors. Our regional transportation authority has awarded grants to dozens of cities to refocus development around new and existing public transit infrastructure. And now, with



Todos Santos Plaza is home to a weekly farmer's market, lined with mixed use buildings, and a short walk from the Concord BART Station.

the groundbreaking SB 375 law, regions throughout California will be expected to reduce their greenhouse gas emissions by creating more walkable, transit-oriented communities.

Neighborhoods within a half-mile radius of transit stations, known as “station areas,” represent the Bay Area’s best hope to provide safe, affordable homes in walkable neighborhoods rich with services. Not only can these areas support a wide range of housing choices, they also provide well-documented transportation benefits. In fact, Fannie Mae allows families in these areas to qualify for larger mortgages. Their proximity to transit and services means they can invest in home equity, education, and other wealth-building activities, instead of spending money on two or more automobiles, which depreciate in value very quickly.

And there are other reasons to be optimistic. Changing demographics mean that by 2025 there will be consumer demand for an additional 550,000 homes near transit. Regional and state agencies are creating policies and funding to support new community planning processes.

The map on page 1-5 shows the Bay Area’s existing transit system and planned expansions. The blue dots show places where cities are - or will soon begin - developing new land use plans for these station areas.

Activating Communities

The Great Communities Collaborative’s primary goal is for all people in the Bay Area to live in complete communities, affordable across all incomes, with nearby access to quality transit by 2030. The members of the collaborative are committed to promoting this vision of sustainable and equitable development and to ensuring that residents are deeply engaged in planning for their neighborhoods.

Collaborative partners will work with community groups to ensure that plans preserve local assets and identify and fund needed services and amenities, such as parks, childcare centers and libraries. We will help local groups make sure that new growth does not displace residents and disrupt the local economy. And we will work with these groups over the long term to



Paseo Villas and Plaza in San Jose, CA is 314 unit mixed use building three blocks from four light rail stations.

make sure exemplary plans gain vocal and widespread support.

The Great Communities Collaborative is a unique cooperative relationship between four Bay Area nonprofit organizations – Greenbelt Alliance, the Nonprofit Housing Association of Northern California, TransForm, and Urban Habitat – and the national nonprofit Reconnecting America. The East Bay Community Foundation, The San Francisco Foundation, and The Silicon Valley Community Foundation are also part of the Collaborative.

Collaborative members have close working relationships with a wide array of other stakeholders on TOD issues in the Bay Area. Among the partners that Collaborative members work with are regional agencies such as the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG), local governments, community-based nonprofits, foundations, developers, planning experts, and the business community.

Together, we can do it.

Whether our passion is social equity, open space protection, affordable housing, or sustainable transportation, we must work together to ensure new development furthers all of these goals. Together, we can create great communities across the Bay Area.



To achieve these goals, we will engage in the following

Community Involvement

- Engage local groups to co-lead efforts and to build a list of supporters.
- Identify, recruit, and train local advocates.
- Create site-specific working groups to share information and coordinate activities of local and regional advocates.
- Support community involvement with Leadership Institutes on growth and development.

Education

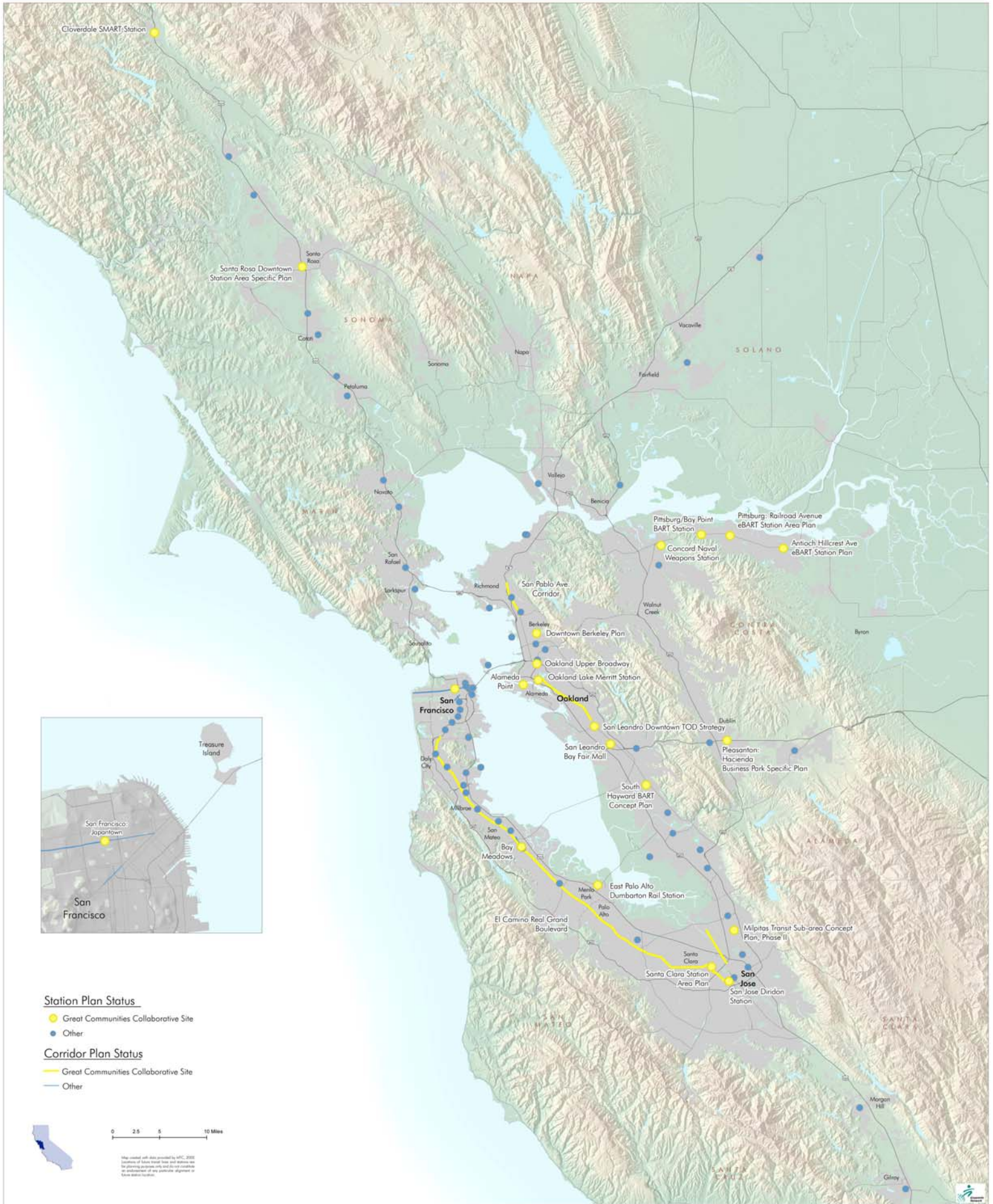
- Distribute materials on best practices, such as fact sheets, toolkits, and sample presentations.
- Conduct walking tours of exemplary station areas.
- Organize public workshops and trainings on best practices in community design and equitable development.
- Coordinate presentations to city staff, commissions, and elected officials.

Analysis

- Provide analysis for community groups that compares proposed plans, zoning changes, and developments to best practices.
- Endorse plans that have exemplary programs to reduce driving and promote alternatives.
- Use trip generation models to show regional benefits of proposed developments.
- Prepare comments during environmental review.
- Coordinate with planning agencies to track the status of development activities near primary transit corridors.

Media

- Assist local advocates with media releases and strategic placement of letters to the editor and op-ed pieces.
- Provide media trainings on topics such as framing growth issues, becoming a resource for reporters, and generating positive coverage.



What is Transit Oriented Development?

TOD is not just individual buildings or projects. TOD is a neighborhood.

The TOD neighborhood has:

- An easy walk to transit stop
- An easy walk a mix of jobs, shops, services, entertainment and recreation.
- All the land within a half mile radius of a transit stop
- A variety of housing types for people of all ages, abilities and incomes.
- Compact, higher density buildings
- A wealth of transportation choices so no one has to be dependent on a car to get around.

TOD's are complete neighborhoods or have plans to become a complete neighborhood. The half mile area surrounding a transit station is integrated with shops and services as well as a highly quality walking environment that allows for healthier and more active lifestyles.

Within TOD's, the streets connecting our communities create community and safety with more people out and about, running their daily errands on foot, more hours of the day.

How Big is a TOD?

A TOD neighborhood is the 1/2 mile circle surrounding a transit station. A half mile is about a 10 minute walk and is a distance most people are willing to walk for a trip. A TOD neighborhood can also stretch along a corridor where many bus routes travel, creating a high service area.

One Size Doesn't Fit All

Getting the right design, building heights, and number of homes or shops depends on where the station is and what currently surrounds it. With help from national experts on the issue, the Bay Area's Metropolitan Transportation Commission created a system of TOD "place" types with examples of different Bay Area communities to illustrate each category. The purpose of these TOD place types is to help communities identify the appropriate scale of future development to fit the community's own vision for the future. MTC identified the following place types:

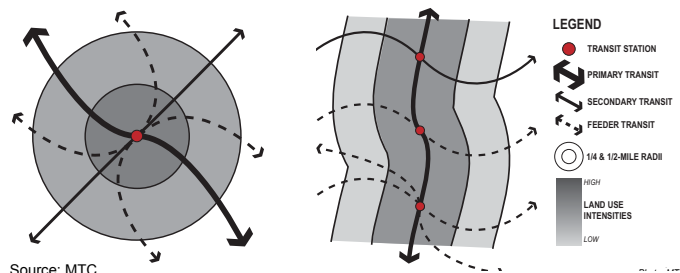
- Regional Center
- City Center
- Suburban Center
- Transit Town Center



The Fruitvale Transit Village includes higher density homes directly adjacent to the BART station. In addition the International Boulevard Corridor is undergoing a streetscape transformation and local economic development strategy that has revitalized the mainstreet corridor.

- Urban Neighborhood
- Transit Neighborhood
- Mixed Use Corridor

Refer to MTC's website for a *Station Area Planning Manual*: <http://tiny.cc/UFhOj>



Source: MTC

Station area types: Transit Town Center and a Transit Corridor. Each includes concentrating development near the transit station and tapering down land use intensities as you move away from the station.

What makes a good TOD?

- **AFFORDABLE HOUSING** - A variety of housing types and homes that are affordable to people of all incomes.
- **COMPACT DEVELOPMENT** - More space efficient building types. The density of TOD is at least double the density of the surrounding areas outside of a half mile buffer of the station.

- **LESS TRAFFIC** - With a rapid transit station as a hub for getting out of the neighborhood, there needs to be safe and convenient ways to get around within the neighborhood. Car sharing, bicycle parking, wide sidewalks, and quality bus shelters make it easier for people to get around without a car.
- **RATIONAL AMOUNT OF PARKING** - People living in TODs drive 50% less than people in typical neighborhoods without transit, a mix of uses, or good pedestrian connections. They also own fewer cars and need fewer parking spaces. Parking requirements for TOD neighborhoods should reflect this reduced car use and have a specialized set of parking requirements that are different than the typical standards applied throughout the city.
- **PREVENTING DISPLACEMENT** - As TOD plans are created, new investments will raise property values. Good TOD plans ensure that existing residents or businesses are not priced out of their neighborhoods. These plans should include strategies to prioritize the presence of existing community, using tools such as inclusionary housing or low-interest business loans.
- **COMMUNITY BENEFITS** - Good TOD plans include thorough community involvement and help identify what is needed. This can include anything from grocery stores, job training, to new parks or schools.

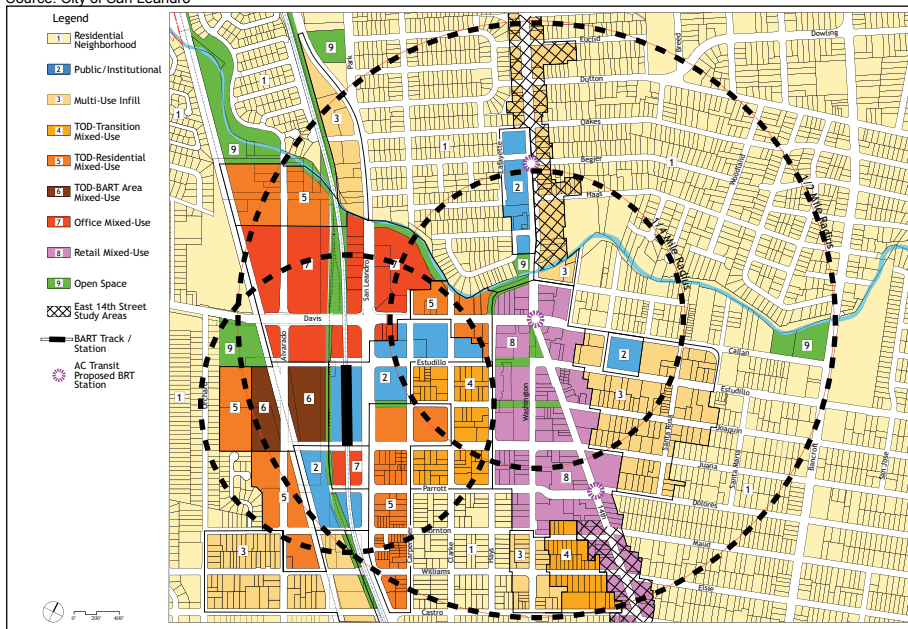


Photo: Reconnecting America

The Ohlone Chenoweth Station of Caltrain is an example of a Transit Neighborhood. These areas have a rail connection and local buses. Transit Neighborhoods are lower to moderate density with some local retail with the potential to become Urban Neighborhoods.

- **DESIGN FOR WALKING AND BIKING** - The corner stone of good TOD is the presence of a safe, convenient and enjoyable network of sidewalks, paths and crossings to connect all the essential destinations. It allows people to easily get to their daily errands without a car, reducing their transportation costs while improving health through physical activity.
- **QUALITY PUBLIC SPACES** - Good TOD needs to create high quality public parks, squares or recreational spaces. Every resident should be no more than a 5 minute walk from a park. And there should be a variety of spaces for all ages and interests.

Source: City of San Leandro



The City of San Leandro adopted in 2007 a *Downtown San Leandro Transit Oriented Development Strategy*. The Downtown is designed around the existing San Leandro BART station and the future Bus Rapid Transit Station. The intensity of development is concentrated within the 1/4 mile circle surrounding the BART station and future BRT corridor and tapers down to fit within the surrounding residential areas.

For More Information:

See the Great Communities Toolkit: at www.greatcommunities.org Click on Tools and Resources.

The Toolkit has single page handout sheets for each of the components described above and there are 10-15 page in-depth policy fact sheets that summarize best practices for policies that carry out these principals of good TOD.

Great Communities and Affordable Housing

Housing Opportunities for All Families

The Bay Area faces an acute affordable housing crisis:

- 5 of the top 10 least affordable counties in the nation are in the Bay Area.
- A worker must earn \$23 an hour to afford to rent a typical 2-bedroom apartment.
- Only 1 out of 10 Bay Area households can afford to buy the typical single-family home.
- 32,000 people are homeless each night in the Bay Area.



Sandra Vazquez with Andrea and Jesus were able to move out of a crammed apartment shared with extended family into their own place after their building was bought and renovated by Allied Housing Inc., non-profit housing developer.

Even though these statistics seem daunting, there are proven strategies that communities can use to create more affordable homes. Furthermore, with the recent passage of historic housing and transportation bonds, there is a unique opportunity to leverage these major investments by putting housing next to transit.

More homes located next to transit means more riders, and more riders help create a more efficient transit system. Studies show that people who live and work within a half mile of transit stations are ten times more likely to ride transit than others living further away. Transit corridors are ideal locations for affordable housing. Low-income residents, and particularly seniors, have the lowest car ownership rate of any residency group. Building affordable housing next to transit helps boost ridership.

Station area plans (along with a city's housing element) provide advocates with a key opportunity to promote policies for increasing the stock of affordable housing in

their communities. A station area plan sets the rules of development typically within a half-mile radius of a transit station. Station area plans also address the amount of housing, office, retail, parks, streets, sidewalks and parking allowed and where they should be built. As communities shape their station area plans, local governments should be informed that there are land use, funding and pro-housing policies that can get more affordable housing built to house a community's teachers, nurses, policemen, grocers, sales clerks and medical assistants.

At the onset of the station area planning process, advocates should create an affordable housing platform that meets the housing needs of their community. It is important to be aware that a range of policies that address the supply of land and funding are necessary to create truly mixed-income neighborhoods.

What is Affordable Housing?

Housing is considered "affordable" when it costs no more than 30% of the monthly household income for rent and utilities. Families qualify to live in affordable housing based on their incomes. Typically, families making less than 60% of the area median income can qualify to live in affordable housing.

2006 Median Incomes For a Family of Four In:

Alameda & Contra Costa Counties \$83,000

Santa Clara County \$105,000

Sonoma County \$75,000



Coggins Square is a successful affordable housing development in Pleasant Hill. Residents can easily walk to the BART station and surrounding shops and services.

Policy Tools for Building Mixed Income Communities:

INCLUSIONARY HOUSING

Inclusionary housing is one of the most powerful tools in creating affordable housing. It mandates that approximately 15% of new homes in residential development are set aside for moderate and low income households. In addition to citywide inclusionary requirements, cities can require greater amounts of affordable housing for station plan areas.

GETTING THE RIGHT ZONING

One of the biggest challenges affordable housing developers face is a lack of appropriately zoned land, particularly in suburban areas. Zoning for multi-family housing so that apartments and town homes can get built will increase affordable housing production.

LAND ASSEMBLY

Another action local governments can undertake to assist in affordable housing production is land assembly. In station areas where there is publicly owned land, local governments can set aside sites where only affordable housing is allowed.

Who Builds Affordable Housing?

Affordable housing is development by private developers, mostly non-profits, using a combination of rental income, private funding and government subsidies. The Bay Area is home to over 60 non-profit housing developers, which have produced over 60,000 affordable homes since the sixties. Between 2000 and 2005, annual average non-profit production of 2,800 units amounted to more than 70% of the estimated 3,900 units built each year for very-low and low-income households.

Local Affordable Housing Funding Sources:

- **HOUSING TRUST FUNDS** - An ongoing, dedicated revenue stream for affordable housing. Because of their flexibility, the administrative structure, programming and revenue sources are shaped to address local housing needs and are not necessarily subject to federal and state regulations.
- **JOBS HOUSING LINKAGE FEES** - One-time fee placed on commercial development to offset the increased housing need created by new employment.
- **CITY GENERAL FUNDS** - Monies from the general fund specifically set aside for affordable housing.
- **REDEVELOPMENT FUNDS** - Redevelopment agencies have special funding powers under state law, and the key financing mechanism is tax increment funding where the agency retains the tax increment. According to state redevelopment law, 20% of tax increment must be spent on affordable housing. Local governments can be encouraged to spend more than the required 20% for affordable housing especially adjacent to transit zones.
- **HOUSING INCENTIVE PROGRAM** - A regional source of funds which encourages the development of higher density housing next to transit. Local governments that entitle housing next to transit are awarded capital funds for transit infrastructure.

Check List to ensure Affordable Housing is in the Plan:

- How many of the homes will be affordable to people earning less than the area median income?
- Does your city have an inclusionary housing policy?
- Is your city pursuing funding mechanisms such as housing trust funds and commercial linkage fees to support affordable housing production?
- For cities with redevelopment areas, does your city set aside more than 20% of its tax increment for affordable housing?

The Benefits of Compact Development

Why is compact development important for good transit village design?

To support a vibrant neighborhood with shops, jobs, and homes in walking distance of each other, with public plazas, parks, and community services, and a connection to the wider region through rapid transit, a Great Community needs to be a compact neighborhood.

In a compact neighborhood, stores have enough local customers to stay in business, transit systems have enough riders to justify the public investment, and parks have people strolling through keeping the neighborhood safe. Community services including childcare, medical offices, banks and post offices also have branch locations frequented by people living within walking, biking or transit distance.

Key to making the connection between TOD and housing is the built in ridership provided by a variety of compact housing types from apartments, condominiums to starter homes. Locating compact development next to transit often results in improved service as transit agencies can justify the improvements based on consistent ridership levels.

Compact development around transit stations minimizes traffic, supports transit, improves air quality, preserves open space, supports economic vitality, creates walkable communities and provides a range of housing options.

Myths and Facts about Compact Housing

MYTH: It creates more traffic and parking problems than low-density development.

FACT: Residents of more compact housing tend to have only one car per-household, compared to 2 or more cars in lower density neighborhoods. According to the National Personal Transportation Survey, doubling density decreases the amount people drive by 38%. Residents of condos and townhouses make 44% fewer trips per day than those who live in low-density developments.

MYTH: It overburdens public services and require more infrastructure support systems.

FACT: The compact nature of higher-density development requires less extensive infrastructure to support it, making delivery of basic services like mail, trash collection, and police and fire protection more efficient. The nature of who lives in higher-density housing—fewer families with



The housing adjacent to the Whisman Rail Station in Mountain View, CA is 18 units per acre.



Metrowalk, Richmond, CA is within walking distance of both the BART and AMTRAK train station. The entire project has 132 units on 13 acres.

children—puts less demand on schools and other public services than low-density housing.

MYTH: It leads to higher crime rates.

FACT: A random sample of 600 calls for service in Phoenix, Arizona, found that an apartment unit's demand for police services was less than half of the demand created by a single-family house. With more people and activity within the same amount of space, communities in compact developments have greater safety.

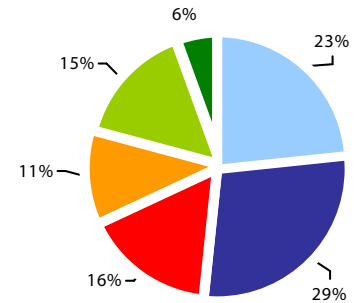
MYTH: Higher-density developments lower property values in surrounding areas.

FACT: No discernable difference exists in the appreciation rate of properties located near higher-density development and those that are not. Some research even shows that higher-density development can increase property values.

Researchers at Virginia Tech University have concluded that over the long run, well-placed apartments with attractive design and landscaping actually increase the overall value of detached houses nearby. They cite three possible reasons. First, the new apartments could themselves be an indicator that an area's economy is vibrant and growing. Second, multi-family housing may increase the pool of potential future homebuyers, creating more possible buyers for existing owners when they decide to sell their houses. Third, new multifamily housing, particularly as part of mixed-use development, often makes an area more attractive than nearby communities that have fewer housing and retail choices.

MYTH: Nobody wants to live in compact housing developments.

FACT: Many people do want to live in apartments or condominiums, even in suburban areas. Many seniors and "empty-nesters" want to move out of their large house but stay in the same town. Many young people don't want the added maintenance responsibilities of a house and private yard. As the figure to the right shows, the number of married couples without children for the first time surpassed those with children. The growing demographic group of DINKS - Double Income No Kids are also more likely to live in compact housing.



Married couples with Children (23.3)
 Married couples without Children (28.2)
 Other family households (16.4)
 Men living alone (11.2)
 Women living alone (15.2)
 Other nonfamily households (5.6)

Source: U.S. Bureau of the Census, Current Population Survey, March; and Annual Social and Economic Supplement, 2003.

Well Designed Compact Developments Reflect the Surroundings

The following are design elements that help achieve appropriate compact design.

- Buildings with varied surfaces
- Pedestrian friendly design
- Well defined open space
- Landscaping
- Parking hidden from the street
- Shared facilities
- Mix of uses: retail, housing, office and community services



19 units per acre
 Open Doors
 Los Gatos, CA



31 units per acre
 Paula Ave. Apartments
 San Jose, CA



47 units per acre
 Lorin Station
 Berkeley, CA



77 units per acre
 YMCA Villa Nueva
 San Jose, CA



85 units per acre
 Hismen Hin-nu Terrace
 Oakland, CA



129 units per acre
 Oakland Chinatown, CA



Traffic-Lite: Great Communities Have Less Traffic

How does Transit Oriented Development impact local traffic conditions?

Growth and development are happening in the Bay Area; it is just a matter of where. If we do not try to plan it around transit stations, then we are bound to face increased traffic. We need to decide whether we want car-centered or people-centered communities. If we continue to build as we have in the past, in low density tracts away from transit stations, then traffic will continue to worsen, compounded by future growth. Giving people choices so they can rely on transit for longer trips and walking or biking for short trips will go a long way toward decreasing the traffic and creating a new model for life in the Bay Area. Reducing traffic in the region is a central goal of creating transit oriented development.

How to ensure reduced traffic around a transit station:

By itself, locating homes and jobs next to transit stations will help. But to fully ensure that transit oriented development creates less traffic than a location far from transit, we must integrate the following:

DESIGN FOR PEOPLE TO WALK AND BIKE SAFELY People are much more likely to choose their feet or their bicycles as vehicles for getting around if they feel safe from crime and high speed traffic. Streets with lots of lights, activity and traffic signals that prioritize pedestrian and bicyclist safety are necessary to creating an environment with less vehicle traffic.

ACCESS TO BASIC NEEDS WITHIN WALKING DISTANCE If there are grocery stores, health clinics, child care centers, libraries, cafes, restaurants, and shops within walking distance of transit stations, homes or work, people will walk to use them.

In the Bay Area people who both live and work within a half mile of transit are ten times more likely to use transit.



Typical traffic conditions surrounding a compact affordable housing development across from the Pleasant Hill BART station in Contra Costa County.

BUILD COMPACT NEIGHBORHOODS

Apartment dwellers own fewer vehicles than those in detached homes regardless of income. A recent study of the factors influencing vehicle ownership in the Bay Area, Los Angeles, and Chicago found that transit service and density, along with income and household size, explained virtually all the variation in vehicle ownership between different neighborhoods in each region.

AFFORDABLE HOUSING People who live in developments with affordable housing drive less and create less traffic. Higher-income households own significantly more vehicles than lower-income households.

SENIOR HOUSING Projects with homes for seniors also generate less traffic. In the Bay Area, senior households (all members are 62+) own 31% fewer cars than households with no seniors.

NO FREE PARKING Charging for parking reduces the number of trips people make, miles traveled, pollution and need for parking spaces. Free parking is a strong incentive to drive alone. Parking spaces can cost \$20-60,000 each to build and in many places take up more space than the buildings they serve. Free parking is a big subsidy for drivers, and usually comes at a cost to those who use transit, bike, or walk. The land and resources used for parking could instead have been invested in wider sidewalks, lighting, benches, trees or public art.

Development at a transit station versus development away from transit:



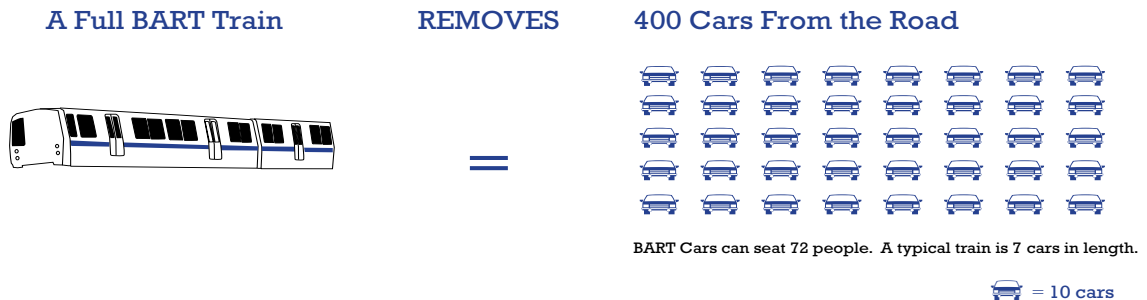
Pleasant Hill Transit Village

- 1,200 new homes
- 700,000 square feet of retail
- 1.3 million square feet of Offices
- 140 acres
- Next to Pleasant Hill BART

Northwest Pacific Plan, San Ramon

- 830 new homes
- no shops
- no offices
- 290 acres
- 9 miles to the nearest BART

Pleasant Hill Transit Village will create 1,800 fewer car trips per day than a similar development far from transit, even though the other development has fewer homes, fewer jobs, fewer shops and fewer community services.



Alice Slaughter - Resident of Metro Walk, Richmond, CA:

Living next to BART saves a lot of money on gas and transportation. There's less wear and tear on our car and it's simply less stressful than driving through heavy traffic, not knowing if I will get to work on time. I take BART everyday to downtown Oakland. Without BART as a viable transportation option I would have paid \$10 per day just for parking, in addition to sitting in traffic, battling traffic, and being stressed out when I got there. Being able to live within walking distance to BART allows me to begin and end almost everyday with a relaxing BART ride.



Rational Parking

Is it really possible to have too much parking?

Figuring out how much parking to have in a neighborhood is a tricky balancing act. Too little, and prospective customers or residents have difficulty finding spots easily. Too much, and the empty lots are dead zones inviting crime and wasting space that could have contributed to the neighborhood. Further, high parking requirements make homes more expensive, cause higher rents that can make it impossible for local businesses to flourish, and make it harder to design beautiful buildings, parks and streets people enjoy.

Instead of a sea of parking, Great Communities provide only as much parking as is needed, reclaiming public space for parks, plazas, food markets, child care centers, clinics and other services.



Acres of land is wasted on parking lots which could have been dedicated to park land, open space or workforce housing.

Good parking policies tailor the supply to local conditions.

Finding the right balance depends on many factors and vary for different neighborhoods. Unfortunately, too many cities have one-size-fits-all policies designed for low-density areas with no public transit. These policies don't make sense for neighborhoods where people walk and take transit. At the very least, neighborhoods near transit should not require as much parking as the rest of the city. Additional conditions that call for less parking include:

Required Parking Spaces per Unit		
City	Studio	1 BR
Benicia	1	1
Berkeley	1	1
Daly City	1	1.5
East Palo Alto	1	1.2
Emeryville	0.5	1
Fairfield	1	1.33
Healdsburg	1.5	1.5
Livermore	1.5	1.5
Millbrae	1	1.5
Oakland	1.5	1.5
Petaluma	1	1
San Francisco	1	1
San Jose	1.5	1.5
Vacaville	1	1

Parking requirements in select Bay Area communities. Most of these are paired with policies that reduce parking demand.

VIBRANT AND COMPACT NEIGHBORHOODS NEAR TRANSIT

Where we live has a big effect on how much parking we need. People own fewer cars in neighborhoods that have shops and frequent, high quality transit service. For example, residents of San Francisco's wealthy Nob Hill on average own one-fourth as many vehicles as residents in suburban San Ramon. Requiring more parking than is needed increases the cost of housing and undermines the character of those communities.

AFFORDABLE HOUSING Low-income families own fewer cars than middle-income or wealthy families. According to 2000 Census data for the entire Bay Area, 15% of families making between \$25-35,000 did not own any cars.

SENIOR HOUSING Seniors own significantly fewer vehicles and thus generate lower demand for parking. In the Bay Area, households with all members aged 62 and above own 31 % fewer cars than households with no seniors.

Parking needs to be managed and optimized for local conditions. Too much parking can be more harmful than too little.

Reducing parking needs by reducing demand

SHARED PARKING LOTS Place a movie theater next to an office, and they can share. The office building uses the spaces during weekdays, while the theater needs weekend and weeknight parking.

CAR SHARE SERVICES City CarShare partners with home builders to include spots for car-sharing vehicles. This gives many households the convenience of a car while reducing the number of total parking spaces needed.

DESIGN FOR WALKING AND BICYCLING Most people prefer to walk if they can easily do their shopping, pick up a child from child care or meet other basic needs in their neighborhood.

PARKING MAXIMUMS Many communities developing station area plans are adopting parking policies that reflect the transit choices within a station area. People using transit, walking, or biking to their final destinations don't need parking.

UNBUNDLING PARKING COSTS FROM HOUSING COSTS Unbundling means that parking is rented or sold separately, rather than automatically included with buildings space. This allows the developer to make some or all parking optional when selling the units. Reducing the cost per unit by \$20,000 - \$40,000 creates a greater demand for units. This can also apply to rental units, reducing rental cost for residents without cars.



Carshare's prius located in a public parking garage within Library Gardens apartment complex in Berkeley, CA.

Cities that successfully manage parking to preserve Great Communities:

PETALUMA

The City's Smart-Code includes ways to reduce parking spaces based in a variety of ways:

- Parking spaces shared between adjacent properties. This includes parking lots within walking distance of the destination to support shared parking garages.
- Paying an in-lieu fee instead of building the spaces.
- Build parking spaces with permeable surfaces for stormwater runoff.



PALO ALTO

The City's zoning codes allow the planning director and the architectural review board to "defer" the standard minimum parking requirements when appropriate, as with transit-oriented affordable housing developments. The City can require the developer to hold open space in "landscape reserve" for additional parking in case the initial parking is insufficient. If parking demand is higher than expected, the open space can be converted to parking.



Checklist to ensure adequate parking supply determined by actual need:

- Are parking requirements lower near transit than in the rest of the city? Are there parking maximums rather than minimums?
- Are there clear policies that create incentives or require the use of Transportation Demand Management TDM measures? Such as in-lieu fees for parking spaces, free transit passes for new residents and employees, or parking studies that measure and monitor actual parking demand?
- Is structured parking encouraged rather than surface lots in high-density areas? Are there shared use parking lots allowing morning uses to mix with evening uses?

Preventing Residential Displacement

Transit zones house more low income and renting families than average.

Today's transit zones, defined as the half-mile radius around transit stations, are more racially and economically diverse than the average neighborhood. In fact, 86% of transit zones are either more economically diverse or more racially diverse than the average census tract. This is true for both urban as well as suburban transit zones.

As transit zones are redeveloped or receive new investments, real estate values increase and drive up the cost of buying and renting property. Long-time residents that cannot afford the new high rents are often forced to move to lower-cost areas, locating farther from the public transit that they depend on to reach jobs, schools and other critical destinations. Ironically, the very people who are most likely to utilize transit and need the investments coming to transit zones, are pushed out, and the economic and racial diversity of the neighborhoods is reduced.

New development in transit zones need to be accompanied by policies to prevent resident displacement and ensure that people of all income levels can share in the beautified streets, convenient shopping, nearby parks, and all the resulting benefits of the new investments.

How to prevent displacement through a station area plan process:

Attracting new development while preventing displacement is always a balancing act. Communities and cities are most successful at preventing gentrification by taking steps before the planning process begins. In addition to national and state-level policies aimed at supporting affordable housing, local communities have the following tools at their disposal.

ENSURE NO AFFORDABLE HOUSING IS LOST BY:

- Adopting a “no net loss” policy for homes (see example on the backside of this handout);
- Replacing all affordable housing units that are lost to the new development in the transit zone (called a “housing replacement ordinance”); or
- Keeping a portion of the new condos affordable to current tenants when multi-family rental buildings are converted to for-sale condominiums (called a “condo conversion ordinance”).



The Beelers were able to stay in their community by moving into affordable townhomes, reducing day to day home maintenance and maintaining their community of family and friends.

ENSURE CURRENT RESIDENTS CAN STAY BY:

- Giving local, long-term residents priority over outside applicants in new transit zone housing developments or when their units are converted to condos; or
- Providing locals with living wage jobs and contracts associated with the new development by giving them preference in hiring or contracting or developing workforce training programs for locals so they will be competitive applicants.

REDUCE THE RATE AT WHICH RENTS RISE BY:

- Adopting a “speculation tax” which discourages outside investors from buying up property just to fix it up and turn around and sell it to make a quick profit, thus reducing demand for housing and slowing the pace of inflation.

REDIRECT THE RISE IN PROPERTY VALUES INTO AFFORDABLE HOUSING PROGRAMS BY:

- Charging new businesses that benefit from having employees housed nearby and from new amenities a “linkage fee” that would fund affordable housing programs;

- Requiring that all businesses that locate in the newly developed transit zone and receive money from the government, share a fixed portion of their revenues for affordable housing; or
- Requiring that any increase in property tax revenue that occurs because of the new development be directed toward affordable housing programs (also called “tax increment financing”).

DEVELOP NEW AFFORDABLE HOUSING BY:

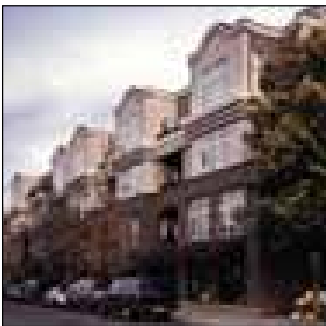
- Passing an inclusionary housing ordinance;
- Setting aside government-owned land for affordable housing;
- Zoning and planning station areas for mixed-use and mixed-income housing; or
- Tapping into the numerous affordable housing funds at the local, state and federal level. (For details on these and more, see the Housing Equity piece in the toolkit.)

Resident Power

The strongest antidote to resident displacement is resident power. Residents that have banded together to fight for their rights to remain in a transit zone receiving investment are much more likely to win policies and programs that prevent displacement than neighbors that don’t work together. Land-use planning and development decisions are political ones and, as residents, you have the power to hold your publicly elected officials accountable for responsible decision-making. See the example below of the Fifth Avenue Committee’s success in preventing resident displacement through community organizing.

PORTLAND’S 2001 “NO NET LOSS” POLICY established a baseline inventory of affordable housing and is using multiple strategies to ensure that, through either preservation or replacement, the central city experiences no net loss of affordable housing.

THE FIFTH AVENUE COMMITTEE (FAC) OF SOUTH BROOKLYN organizes local residents to create affordable housing, fight for improved wages, build residents’ work skills, invest in local businesses and prevent unfair evictions. All of their efforts are geared toward preventing displacement and preserving cultural diversity, while improving the quality of life of everyone. Since 1978, they have built or renovated 600 units of affordable housing for low and moderate-income residents.



Checklist to Prevent Resident and Local Business Displacement:

- Will new plans or projects result in a loss of existing affordable units? If so, how will the city replace those units?
- What measures are being put in place to assist current residents to afford the rising rents?
- Do local residents have a say in what the development will include and look like?
- Which sites within the transit zone are eligible for affordable housing development? If there are publicly owned sites, are there efforts to dedicate them for housing?

Incorporating Community Benefits

Why is it important to consider community benefits in transit area plans ?

Development near transit stations often brings economic benefits into a community and requires some public investment. Often, large scale planning near transit stations requires some public funds to pay for the planning process, purchase land, or provide needed infrastructure. In many cases, people want to know how development can benefit the whole community, what kinds of jobs will be provided, who will be able to afford the new homes, and how the development will fit into the existing neighborhood. Requiring community benefits ensures the community gets a good return on public investment and creates integrated neighborhoods and great communities.

Incorporating community benefits such as good jobs, affordable homes and needed services in development plans creates integrated neighborhoods and Great Communities.

Incorporating community benefits - such as affordable homes, good jobs, public parks, green design and needed services - in development near transit stations creates vibrant areas where all people can work, shop, live, and play. Including a mix of places near transit makes it easier for people to run errands and get around without a car. Requiring these benefits brings measurable, permanent improvements for residents and workers, allows community groups to shape plans and builds support for new development.



New development at Santa Rosa's Railroad Square SMART station will include community benefits: affordable homes, living wages, green design, and a public plaza for farmer's markets.



The redevelopment of the Bay Meadows race track in San Mateo near their Caltrain Baby Bullet stop will include public parks and affordable homes to benefit current and future residents and workers.

How do we get Community Benefits ?

Community benefits can be secured through community benefit agreements (CBA's), through Requests for Proposals (RFP) and through city policies. CBAs are legally binding documents between the developer and community groups that set forth the benefits the developer agrees to provide in the development. In return for such benefits, community groups agree to publicly support the development proposal. Cities release RFPs calling for developers who can plan and develop an area, especially for publicly-owned sites. Cities can lay out specific requirements for community benefits in the RFP. Cities can also lay out community benefits requirements in city policies, such as living wage or inclusionary housing ordinances.

What are Community Benefits ?

AFFORDABLE HOMES Including affordable homes in development near transit stations helps meet a critical need and increases transit ridership. Often people who need affordably priced homes depend on public transit and own fewer cars. Cities can create more affordable homes through inclusionary housing requirements, designated sites, and financial contributions from commercial developers.

GOOD JOBS Locating good jobs near transit improves people's quality of life and creates a great community. When people have good jobs and can take transit to work, they have more time to spend with their family and

neighbors. Cities can require living wages, local hiring practices, contributions to job training programs and labor peace provisions, allowing workers in leased spaces to unionize if they choose.

ECOLOGICAL DESIGN AND PARKS Ecologically-designed buildings reduce energy consumption, improve indoor air quality and reduce air and water pollution. Public parks and open space within urban areas improve air and water quality, improve public health and maintain a high quality of life. Residents at and near new developments as well as the broader city and region enjoy these benefits. Cities can require developers to meet green building standards such as those of the California Integrated Waste Management Board or the National Leadership in Energy and Environmental Design (LEED). Cities can also require developers to clean and dedicate toxic land as public parks, and to contribute financially to park maintenance.

COMMUNITY SERVICES Locating community services near transit creates vibrant neighborhoods where people can easily access what they need. Incorporating these services within development plans helps cities to meet residents' needs, particularly in downtown areas. Libraries, health clinics, community centers, schools, and child care centers are all services that can be included in plans for transit villages. Cities can identify sites for whichever services are most needed and require developers to contribute to building them.

Transit village that includes community benefits

RAILROAD SQUARE, SANTA ROSA, SMART STATION

The City of Santa Rosa's Request for Proposals for Railroad Square requires that developers include green design, living wages for major commercial tenants employees, prevailing wages for construction workers and that at least 15% of the homes are affordable. All three developers submitting proposals to the City have agreed to sign a community benefits agreement with the Accountable Development Coalition.



Historic Railroad Square District historic street lamp and community banners.

ELEMENTS OF CBA'S

- good jobs
- living wages
- affordable homes
- green design
- libraries
- public parks
- health clinics
- community centers
- schools
- child care centers

Checklist to ensure community benefits are incorporated:

- What percentage of the homes will be affordable to people earning the median income and less? How will the city make sure affordable housing is included?
- Will construction workers and employees in new commercial spaces be paid a prevailing or living wage? Are there ways to make sure local residents are hired for some of the jobs?
- Are the buildings required to meet green building or LEED standards?
- Are public parks included as part of the development?
- What types of community services will be created as part of the development?



Design for Walking and Biking

Why is it important to design good pedestrian and bicycle access to transit?

A place designed without good walking and biking connections is less likely to have people sitting on benches, meeting up with friends, or conveniently running errands on foot. People attract each other. The more people outside on sidewalks and in plazas, the safer and more enjoyable a place is. In order to create Great Communities near transit stations, street networks should be dense and interconnected, with short blocks, wide sidewalks, narrow streets, bike lanes, and interesting cut-through paths. Pedestrians and bicyclists needs should be considered as carefully as motorist needs for parking or movement.

Great Communities are places full of people sitting, reading, talking and gathering. These same places almost always have wide, well-maintained sidewalks and bike paths.

Most Americans are willing to walk just over 1/3 of a mile. People will walk twice as far when they can walk through appealing spaces. Shorter blocks, sidewalks, trees, and lights can increase the number of people walking to transit. Research has also shown that there is greater pedestrian and bicyclist safety in numbers. Collisions between motorists and pedestrians or cyclists diminish when more people walk and bicycle. More eyes and ears on the street also improves neighborhood safety and reduces crime.



A full crosswalk near Fruitvale BART Station.

What is good pedestrian and bicycle design?

Safety, convenience and consistency are common to both pedestrian and bicyclist needs. Safety comes from increased visibility, lighting, and buffering from cars. Convenience comes from locating various destinations next to each other and ensuring there are no barriers to obvious paths of travel. Consistency comes from better signs as well as traffic signal timing at intersections. Great places for walking and biking allow people to enjoy being outdoors.

The Pedestrian Environment

SIDEWALKS Transit station areas need large pedestrian plazas and sidewalks to accommodate morning and evening commutes. Sidewalks leading to transit stations should be at least 10 feet wide along main paths. Benches, trash cans, light poles and other “street furniture” should have extra space.

INTERSECTIONS Smooth and frequently placed curb ramps ensure easy movement up and down from street to sidewalk. This is necessary for the disabled, families with strollers or travelers towing suitcases. Crosswalks should increase in visibility and width with increased walkers. Pedestrian countdown signals and push buttons allow motorists and pedestrians to navigate predictably at intersections, minimizing collisions.



A bunch of kids cycling through an intersection at an Ohlone Greenway street crossing, next to the El Cerrito Plaza BART Station.

STREET FURNITURE

Objects found on sidewalks and plazas of great places:

- benches
- shade/shelters
- trees and landscaping
- water fountains
- lighting
- public art
- signs for directions and destinations
- trash cans

The Bicycling Environment

Bicycle access creates another practical option for getting around. In 10 minutes with average conditions, bicycles can go about four times as far as someone on foot. This extends the acceptable travel distance to 1.5-2 miles.

BIKEWAY TYPES Bikeways are usually divided into three categories. Multi-Use Paths are wide off-street paths protected from vehicles and designed for both walking and biking. Striped Bike Lanes are on-street bikeways whose width depends on whether street parking is there or not. Signed Bike Routes are marked with sign posts and occasionally have pavement markings that alert drivers to watch out for cyclists.

BICYCLE PARKING Bicyclists need secured bike parking that is protected from weather and accounts for long term (8 hours or more) parking needs. Bike parking should be placed out of the travel zone of the sidewalk.

Transit villages that successfully accommodate pedestrian and bicycle access:

EL CERRITO PLAZA BART STATION



Recent improvements to crossings and streetscape near the BART Station include high visibility crosswalks, widened mid-crossing medians, street lighting, benches, trash cans and banners.

FRUITVALE BART STATION



A pedestrian median island provides a safe refuge for crossing wide and busy streets. This island also has seating, protective posts and a pedestrian crossing signal.

SAN JOSE DIRIDON STATION



Public art contributes to a sense of place at a station in addition to attracting attention and awareness from neighbors and those traveling to and from the station.

LARKSPUR FERRY TERMINAL



In addition to allowing bicycles on the Ferry, the Larkspur Ferry Terminal is surrounded by plenty of bicycle parking as well as pedestrian and bike paths from all sides of the terminal.

Checklist to ensure good pedestrian and bicycle access:

- Do the designs of areas and buildings allow people to walk directly between transit, shops, offices and surrounding areas?
- Is there an interesting and enjoyable pedestrian environment along and between buildings?
- Are there sidewalks along each block? Do they connect to sidewalks and streets on adjacent and nearby properties?
- Are there trees sheltering streets and sidewalks? Is there lighting that allows people to feel safe and secure while walking at night?
- Are walking routes protected from fast-moving traffic and expanses of parking?

Creating Quality Public Spaces

Why are Quality Public Spaces Important to Great Communities?

Great Communities are filled with quality public spaces such as public parks, pocket parks, wider sidewalks, plazas, town squares, pathways, greenways, bikeways and walkways. Public spaces are part of any new development, whether it is a sidewalk and parking spaces lining the front of a building or a public square at the center of a transit village. There is always an opportunity to improve the public aspects of a proposed development project.

Good public spaces can improve neighborhood safety by attracting people to stroll, relax and gather in areas that would otherwise sit empty. Without careful attention to design these spaces they can become a nuisance, attracting trash, graffiti or crime. Good public spaces can improve community health by encouraging and providing walkways where people previously drove past or avoided all together. Most importantly, these are spaces where all segments of society can meet as equals and are encouraged to exist together as a community.

How to Design Quality Public Spaces

FOCUS ACTIVITY IN AND AROUND PUBLIC SPACES

Human beings are social creatures, and nothing attracts people like other people. “People-friendly” common spaces welcome the public through designs that encourage pedestrians to walk through or linger in a place. Pedestrians like spaces that are visually interesting and that allow for discovery.



Quality public spaces like Concord's Todos Santos Plaza are lively and well-used.



People enjoying out-door dining create activity and enhance safety for others using public spaces nearby.

RESPECT YOUR NEIGHBORS

New buildings, especially in existing communities, should reflect the neighboring structures and spaces. Builders should show how a new building fits in with the existing neighborhood fabric. New public spaces, and the buildings around them, should enhance one another and fit seamlessly into a greater whole.

MINIMIZE CONFLICTS BETWEEN ACTIVE AND PASSIVE USES

Park planners distinguish between “active” and “passive” uses of parks. The same distinction holds true for other public spaces as well. Noisy, social activities like ball games or restaurants don't belong next to areas for nature walks. Active uses should be clustered near transportation connections and small retail shops, which tend to succeed when located close to places that attract people. Mediate conflicts between active and passive uses with landscaping or structural elements such as seat walls, interpretive signs or fences.

Quality Public Spaces include:

- farmer's markets
- community gardens
- greenways
- pocket parks
- wide sidewalks
- courtyards
- sculpture gardens
- dog parks



Orinda's Theater Square has an attractive fountain with moveable tables and seats



Community gathering for Shakespeare in the park on the community green in Windsor, Sonoma County.

ENSURE DESIGN RECOGNIZES LOCAL CLIMATE AND WEATHER VARIATIONS

As public spaces are mostly outdoors, their designs need to accommodate the local weather. In cold places such as San Francisco, access to warming sunlight is a key factor in design. In warmer parts of the Bay Area such as San Jose and eastern Contra Costa and Alameda Counties, places planted with shade trees would conversely attract people, especially during the peak of summer. There are also places that fluctuate between hot and cold, so these spaces must be designed with options for both shade and sunshine throughout the year.

PRIORITIZE SAFETY FACTORS

Comfort includes perceptions about safety, cleanliness, and the availability of places to sit. The importance of giving people the choice to sit where they want is generally underestimated. Visibility from adjacent activity is key.

KEEP SCALE IN MIND

Designs that work for highways are not appropriate for local streets, and designs that work for large regional parks do not work in neighborhood parks. Places designed with attention to “human scale” appeal to walkers, because of the shorter, more convenient distances between buildings. Large buildings with huge walls should be broken up with ornamental or design details near eye level. As with large buildings, undifferentiated open spaces can feel intimidating, empty and unsafe when crowds are absent. These spaces usually require trees or public art or sculptures to break them up.

HIDE THE DIRTY WORK

Garbage pick-up and parking garage entries are not the intended focus of public spaces, so why place them in plain view? Service drives should be on the side or rear of buildings. Shared green spaces should not be restricted to leftover areas (like floodplains) after developments have been planned; public spaces should be the first asset sketched on a site design and should be the focal point of any new development.

CREATE CONNECTIONS

Never miss an opportunity to make a walk shorter or to create new green spaces. Paths should be direct, whether between major attractions downtown or between homes and shops in a neighborhood. People are more likely to walk if the destination is within walking distance, 1/4 to 1/2 mile away. Whenever possible, streets and walkways in new developments should tie into older developments, neighborhood focal points should be reinforced and barriers between areas should be removed.



Broadway Plaza is a shopping center near the Walnut Creek BART station with park-like public space filled with seating and shade trees for refuge during hot summers.

Quality Public Spaces have:

- benches
- shade/shelters & sun spots
- trees and landscaping
- water fountains
- lighting
- public art
- signs for directions and destinations
- trash cans and public restrooms
- activities located adjacent to parks (i.e. vendors, shops, community centers or libraries)

Green Building and Transit Oriented Development

What is Green Building?

Green building is a whole-systems approach to the design, construction and operation of a building. The purpose of green buildings is to minimize resource consumption, maximize resource reuse and energy efficiency, and create a healthy, non-toxic environment for people. Green buildings integrate the built with the natural environment.

What is Transit Oriented Development?

Transit Oriented Development (TOD) is the creation of compact, walkable neighborhoods centered around high quality rapid transit systems. TOD design adheres to the principles of sustainability, requiring compact rather than spread out buildings, and reducing our dependence on oil by making it easier for more people to have more choices in how to get around.

The Overlap Between Green Development and TOD Principles:

Transit Oriented Developments (TOD) are compatible with and enhance the goals of green building. Green buildings allow communities to grow and thrive while both enhancing the natural environment outside of the development and improving the human environment within the building. Developments are green if they make efficient use of land, are close to transit, reduce natural resource use, decreased pollution and run-off, and integrate both pedestrian and bicycle-friendly design. The creation of green mixed-use, mixed income, transit oriented neighborhoods is an important element of any smart growth strategy.



In addition to having green building materials, the Plaza Apartments maximizes land resources with compact development, fitting 106 homes on only 1/5 acre of land. With ground floor commercial space, it complements the variety of neighborhood services that allow residents to conveniently walk to their basic needs.



The Folsom Dore building in San Francisco houses 98 affordable homes. The building uses a variety of green building features such as: access to public transit, compact development, natural ventilation, passive cooling, super insulation, high performance windows, energy star appliances and lighting, water saving fixtures, local building products, and low VOC paints and seals. The planning department also allowed a 70% decrease in parking requirements and inclusion of 4 City Car Share spaces, saving precious land to house people instead of cars.

Green building design relies on the principle that replicating of natural systems is a win-win-win situation. By developing buildings that work as systems, we save money by reducing energy use and the cost of materials. We minimize environmental impacts by reducing and diverting waste products. And we make people's lives better by creating an enjoyable, natural atmosphere in the midst of urban development.

Early integration of green design can reduce project costs while minimizing the impact to the environment.

Green building techniques such as passive heating and cooling, natural lighting, and whole systems approaches to wastewater disposal create places that are a joy to live, work, shop, and play in. Green buildings have been proven to increase occupant health, worker efficiency, student test scores and shopper expenditures. If we want urban areas that can sustain high standards of living and low levels of energy consumption and waste, we have to create livable, sustainable places around an efficient transit system.

Green Building Technologies

SAVING WATER This includes new plumbing fixtures to ways for capturing and recycling wastewater to minimize demand on water resources. The use of surfaces that allow water to filter through helps control the flow of runoff. Permeable surfaces reduces stormwater flooding, pollution and makes a neighborhood more beautiful.

SAVING ENERGY Technology and design can combine to save lots of energy. Energy-saving lights, natural daylighting, passive heating and cooling, lighter exterior colors, and facing buildings towards the sun are all ways to make buildings more comfortable, save money on energy bills, and reduce the development's contribution to air pollution and global climate change.

REDUCING POLLUTION By reusing materials during construction and recycling construction debris, developments can significantly reduce how much they send to landfills.

ENHANCING INDOOR AIR QUALITY Use of environmentally-friendly paint and other products reduces toxic chemicals that can harm people's health.

ALTERNATIVE TRANSPORTATION Pedestrian-friendly design, better bicycle access, and being close to public transit all reduce how much oil we use and how much land is devoted to parking and roads.



Landscaping both filters storm water runoff and beautifies the surroundings.



This affordable housing project includes both increased daylighting, solar panels and natural ventilation.

Green Transit Oriented Developments:

BAY MEADOWS, SAN MATEO



Phase 2 of the Bay Meadows racetrack reuse plan incorporates homes and neighborhood parks, businesses and community services all coordinated with transportation and land use improvements. All future buildings within the plan area must satisfy a vigorous

sustainability checklist with mandatory sustainability strategies. These include integrated designs that are energy efficient and water conserving. Materials used must result in good indoor air quality, use materials that are renewable, recycled, non-toxic, and local, and are sensitive to the site on which the building is built.

TOWN OF WINDSOR



The Town of Windsor in Sonoma County has a green development supportive land use code that encourages mixed use buildings, compact and location-efficient development to maximize ridership around the town's future rail station. The Town is committed to a 25% reduction

of greenhouse gases. The Town is also developing a green building code to include requirements of LEED standards for commercial buildings and to adapt Sonoma County's green building standards for residential buildings.

Checklist of Green Building components:

- Is an integrated project design approach used at the planning stage?
- Are permeable surfaces included to capture and recycle stormwater?
- Are buildings oriented to take full advantage of natural light?
- Is there a reduction in water use through design and low flow appliances?
- Are non-toxic building materials used and recycled to maximum potential?
- Is complete bicycle and pedestrian access provided near transit stations?

Vibrant Neighborhood Businesses and Great Communities

Why are Neighborhood Businesses Important to Great Communities?

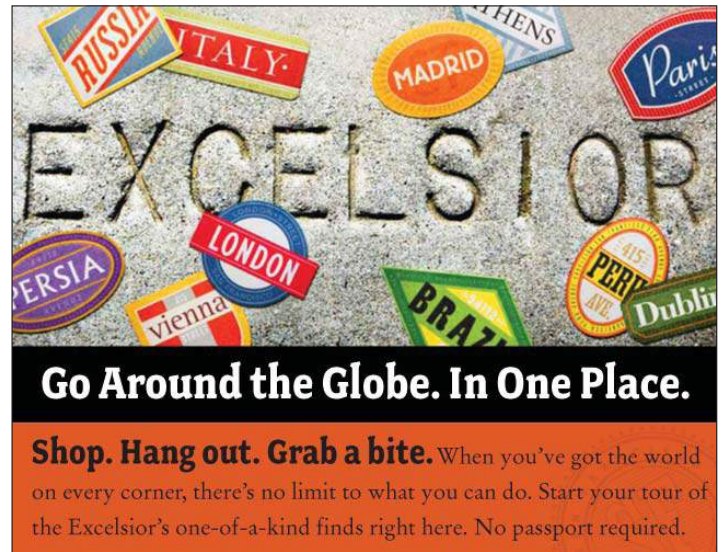
In these days of mega-malls and big box retailers, don't underestimate the importance of neighborhood business districts. The strongest, healthiest neighborhoods offer quality affordable housing, good schools, accessible open spaces and vibrant commercial corridors. If a neighborhood's business district is strong, the surrounding neighborhood benefits. The commercial district is a barometer of the overall level of economic confidence in a neighborhood. A thriving, vibrant commercial district provides economic opportunities for entrepreneurs, much-needed entry level jobs and workforce training opportunities, and convenient access to goods and services.

Why Plan for the Needs of Neighborhood Commercial Districts?

- Cultural heart of the neighborhood
- Neutral venues to bring all neighborhood stakeholders together
- Vibrant commercial districts transform community identity
- Catalysts for community-based stewardship of entire neighborhood
- Need for healthy food and neighborhood serving retail
- Essential component of a Smart Growth Strategy

Neighborhood Marketplace Initiative

Bay Area Local Initiatives Support Corporation (LISC) works in 11 neighborhoods including Richmond's Downtown MacDonal Avenue, Oakland's Fruitvale, and San Francisco's Bayview, Visitacion Valley, and Excelsior. Through this experience they've discovered that the best way to support community commercial districts begins with a Community Action Plan. The plan prioritizes activities for community members, local organizations, and the City to realize their joint vision while also funding a locally based staff person. The staff member connects merchants to the resources and support that they need, works to foster cultural identity of the neighborhood, and supports community members in implementing their priorities for the neighborhood. Together, this unique pairing of resident-driven grassroots initiatives and outside support creates jobs, increases access to neighborhood-serving retail and services, improves appearance and safety, fosters community festivals, and creates a sense of pride in commercial corridors and the surrounding communities.



The Excelsior District in the outer Mission is an organization of local businesses that support each other through the Excelsior Action Group

\$1 Spent at a Local Restaurant Generated 27% More Local Economic Wealth Than a Chain Restaurant

What You Can Study in a Planning Process to Help the District?

To know what kind of retail development is really possible in an community, community members must determine:

- Who lives here
- What do we want
- What makes the community unique
- Define a vision that would make people come to the district
- What are our safety concerns
- What are our spending habits
- What is the physical limitations of the existing buildings and lots
- What is the condition and needs of the streets and sidewalks

Walkable communities need a mix of essential services from grocery stores, clothing shops, hardware stores to banks and restaurants. A Station Area Plan process is a great opportunity to outline specific ways to support neighborhood merchants that provide these essential services or attract new businesses to complement the mix.

Tools for a Thriving Community Commercial District

The following are recommended strategies that should be included in a comprehensive effort lead by a strong community vision. A successful effort should also include a combination of both programmatic and physical bricks and mortar strategies.

COMMUNITY BUILDING An essential component is to have a community led process that results in the community developing a strong sense of ownership over the neighborhood. Make sure to create a funding source for community promotional events centered around neighborhood commercial corridor partners.

BUSINESS IMPROVEMENT DISTRICTS BID's are a mechanism for raising funds for infrastructure improvements. They can and should also fund a staff person who can run a comprehensive program for the community commercial district.

ASSESSING CRIME, COMMUNITY SAFETY AND CLEANLINESS In many communities the perception of crime is just as important to address as the actual crime. Work carefully with the police department to identify where and how often vandalism, theft and violent crime happen. All of these have relevant specific

strategies but they need to be accurately assessed to find the right approach. Consider establishing a graffiti abatement program. Additionally Crime Prevention Through Environmental Design CPTED principles and experts should be reviewed and integrated within Design Guidelines.

INVOLVE YOUTH All of these strategies are great opportunities for engaging youth in the community. From murals, community surveys to developing movies and planning community events. Youth in the neighborhood are a great asset to challenge and develop by involving them with the larger community.

OTHER KEY ACTIVITIES:

- Business Attraction and Retention
- Business Outreach and Advocacy for Small Business Needs
- Neighborhood Cleaning Task Forces
- Market Analysis
- Develop a Website and Community Ads for District
- Leasing Assistance and Stabilization
- Pedestrian Safety Improvements
- Storefront Improvement Program - Oakland, San Francisco and Richmond have programs
- Grocery Store Attraction

Neighborhoods Near Transit That Successfully Support Their Local Businesses

EXCELSIOR DISTRICT, SAN FRANCISCO (results from work between 2005 & 2007)



- Attracted over 343 new businesses to fill vacant storefronts in addition to existing businesses.
- Improved night time safety, by working with police department.
- Created over 150 new jobs from new businesses.
- Organized 10 major community events attracting 24,320 visitors.
- Engaged 456 volunteers donating 2,456 hours.
- Increasing city and regionwide visibility of the commercial district via community branding and marking plan.
- Completed 23 storefront improvement projects (initiated by both city & property owners).
- Established a Land Use Committee to work on property owners in the neighborhood.

FRUITVALE MAIN STREET, OAKLAND (results from work between 2005 & 2007)



- Attracted 52 new businesses in addition to existing businesses.
- Developed programs for safety patrols and community cleanups.
- Created 101 new jobs.
- Organized over 144 community events such as Dia de los Muertos and Cinco de Mayo celebrations which total attracted 459,000 visitors.
- Engaged almost 5,000 volunteers providing 245,000 hours of service.
- Created community space improvements which including the creek, plaza and parks.
- Completed 40 storefront improvement projects.

Great Communities Take Care of Children and Families

All Bay Area families are stretched by increased housing prices and transportation costs. Families with children also have to juggle looking for high quality neighborhood schools and childcare. The search drives many families to leave urban areas for suburban life, seeking larger backyards, cul-de-sacs and quality schools. They often find that they are also spending more time in traffic, spending more money on transportation and less time with their families.

Great Communities near transit need to accommodate specific needs of children by planning for both neighborhood schools and childcare services within walking distance of our homes.

Schools Close to Home

BETTER STUDENT OUTCOMES

Smaller neighborhood schools support small classroom sizes, which results in increased teacher-student interactions. This results are better grades, higher test scores, improved attendance, higher graduation rates, and higher educational attainment.

HEALTHIER KIDS; CLEANER AIR

Today, less than 15 percent of children walk to school, compared to 70% a generation ago. But neighborhood schools can reverse that trend, reduce air pollution and increase physical activity. Children are more likely to walk when school is close by and there are safe routes to get there. Almost one-third (31%) of children who live within a mile of school, walk to school, compared to only 2% of children living one to two miles away.

MORE PARENTAL INVOLVEMENT

Parental involvement is crucial to a child's academic success, but the farther a child lives from school, the less likely parents will be involved.

HEALTHIER NEIGHBORHOODS

Neighborhood schools help children form meaningful social bonds with adults and other children. Children who must be driven long distances to school are rarely in classes with their neighbors. The time spent in cars limits their after-school interactions. But with neighborhood schools, foster a sense of belonging and create a network for emotional and material support, nurturing social and mental health.



Students at Peralta Elementary School in Berkeley that live close enough could participate in International Walk/Bike to School Day, 2007.

Neighborhood Schools Can Benefit Everyone

Schools are a community asset and should be open to everyone in the evening, on weekends and during vacations. Neighborhood schools should have multi-use facilities that allow space for pre-school, after-school programs, community recreation facilities, neighborhood groups, and community serving non-profits. Also, schools and athletic leagues tend to use fields at different times, making it logical to share the resource. This concept, called joint-use, is increasingly popular.

Everyone saves money when we share facilities. Both construction and maintenance costs can be split between school districts and local governments.

Families are moving out of the communities where the cost of living is most expensive, creating long commutes for parents. In California, the top 7 counties with the greatest percentage of domestic migration out of the state were all in the Bay Area.

These moves have impacted the number of California workers traveling an hour or more to work—an increase of 34% between 1990 and 2000.

Child Care Close to Home

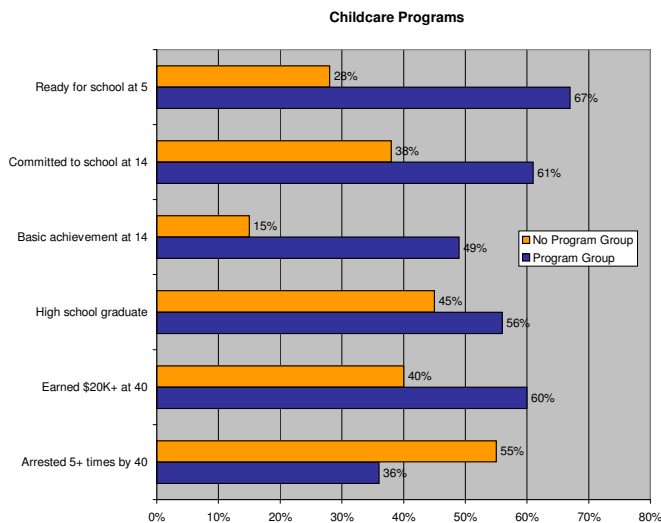
As with neighborhood schools, the availability of conveniently located childcare is a major concern for families who would rather live in more urban areas and be able to walk to daily destinations. Dropping off and picking kids up from childcare prevents many parents from using transit because the linkages between pairing the needs of transit and childcare has been traditionally overlooked. Fortunately Local Investment In Child Care (LINCC) has studied the impact of child care locations on parents' use of public transit. Please see our policy fact sheet for detailed information on this study.

FAMILIES LACK CONVENIENT ACCESS TO QUALITY CHILD CARE

Finding licensed care is a challenge, especially for infants. Licensed child care is available for only 26% of children between birth and 13 years with parents in California's workforce. More critically, 64% of the licensed child care slots are in centers, but only 6% of the center slots are available for children under 2.

CHILDREN IN QUALITY CHILD CARE HAVE BETTER LIFE OUTCOMES

A recently completed study found that youth who attended preschool classes not only do better in school, they continue to better throughout their life. The study randomly assigned 120 three and four year-olds to get pre-school classes or not. The children who received preschool were more prepared for school at age five, did better in middle school, and were more likely to graduate high school. As adults they made more money and were less likely to have been arrested multiple times.



This diagram illustrates the difference between children who attended pre-school child care programs and those who didn't and the resulting impact on their adult lives.

EDUCATION PAYS IN HIGHER EARNINGS AND LOWER UNEMPLOYMENT RATES.

When students are better educated, they earn more money and are less likely to be unemployed. The unemployment rate for people with less than a high school degree is almost 3 times higher than someone with a bachelor's degree

PROVIDING CHILD CARE HELPS OUR ECONOMY

The statewide Economic Impact of Child Care report estimated that Californians are able to earn an additional \$13 billion annually because of the licensed child care sector. Considering the numbers of working parents, usage of licensed care versus other options, average family earnings, and costs of child care. These wages then generate other indirect effects through the state economy, including an additional \$44 billion in labor income, \$65 billion in contribution to the Gross State Product, and almost \$5 billion in tax receipts.

Other studies of pre-kindergarten program effects have shown savings to society in the form of reduced crime, unemployment and greater wealth for those who benefitted from these programs through adulthood.

FRANK G. MAR COMMUNITY HOUSING Oakland Chinatown, CA



This housing development includes a Head Start Childcare Center that is open to the residents and the surrounding community.

How to support schools and child care facilities in walkable neighborhoods near transit.

- Make sure zoning codes allow for a variety of childcare facilities. Reduce fees for establishing neighborhood childcare centers.
- State legislation provides density bonuses for residential developments that include child care space (Ca. Government Code §65915)

Great Communities Create Less Air Pollution

How Do Transportation Choices Affect Health and Air Quality?

Cars, trucks, ships and other fossil fueled vehicles are a major source of air pollution. Air pollution impacts human health and global warming:



HUMAN HEALTH IMPACTS

- Over one quarter of particulate matter (PM) is directly emitted from cars and trucks on our roadways. Attaining the California PM standards would annually prevent about 6,500 premature deaths, or three percent of all deaths.
- Diesel exhaust particulate matter is toxic and contains over 40 known carcinogens. Long term occupational exposure to diesel exhaust has been associated with a 40 percent increase in the risk of lung cancer.
- According to the Centers for Disease Control, more than 70,000 deaths each year in the United States are attributed to air pollution.

GLOBAL WARMING

- Half of the greenhouse gases produced in the Bay Area come from transportation; mostly from our cars and SUV's.
- Technology alone will not fix this problem. Even if we have cleaner, more fuel efficient cars, we also need to reduce the amount we drive if we want to reduce global warming
- As we plan the future of the Bay Area to house our children as they grow up and find their own homes or aged-friendly communities for our parents, it is essential that we provide safe, efficient transportation that won't worsen our health or our planet.



Where we build new communities and homes is key to preventing air pollution impacts on health. We can either build next to freeways far from urban centers or we can build near public transit where the places people need to go on a daily basis are within walking distance or near another transit station.

- Children who live within 250 feet of a major road are more likely to have asthma and other lung diseases.
- Air pollution can actually slow the growth of developing lungs. In a study conducted in twelve southern California communities, children who lived within 500 meters of a freeway had reduced growth in lung capacity compared to those living greater than 1500 meters from the freeway.
- In the Bay Area there is disproportionately high number of lower income households and people of color living adjacent to freeways. Building affordable housing in safe, walkable communities next to transit stations are key to reducing this disparity.

Why Does Clean Air Matter?

Air pollution hurts the economy and causes diseases and premature deaths. In 2004, air pollution in California led to 2.8 million lost workdays and 1.3 million school absences. It also caused 1.7 million cases of respiratory illness, 9,000 hospitalizations and 6,500 deaths. The United States Clean Air Act of 1970 was passed because air quality has a huge effect on the health of Americans.

Poor air quality can cause variety of ill health effects:

- Aggravated asthma
- Reduced lung capacity
- Increased respiratory distress and susceptibility to respiratory illnesses
- Chronic bronchitis
- Respiratory and cardiovascular hospitalizations
- Lung cancer
- Premature death
- Magnified effects on children exposed to air pollution.

What is Air Pollution?

Air pollution is made up of many things including:

- **Particulate Matter (PM)**, or very small particles of dust, metal, acid and other materials that are in the air. The particles are labeled based on their size as 2.5 mg or 10 mg. PM2.5 are the smallest particles, PM10 are coarser dust.
- **Carbon Dioxide (CO₂)** and other greenhouse gases.
- **Ozone**, which is important in the upper atmosphere, but closer to the earth is a major component of smog.
- **Nitrogen Oxide (NO_x)**, which causes acid rain, haze, and when combined with ozone, smog.
- **Sulfur Oxide (SO)**, which also causes acid rain and can lead to particulate pollution.

California has aggressively reduced ozone levels, but PM has not been addressed as well. Approximately 89 percent of Californians live in areas that have unhealthy amounts of PM 2.5 pollution.

The harmful effect of air pollution on health, and especially on the lungs, is now beyond any doubt. Much of the blame can be laid on dangerous micro particles present in exhaust gases: PM 10 and PM 2.5. Due to their microscopic size, these dust particles penetrate deep into the lungs, causing serious respiratory disorders such as asthma and bronchitis.

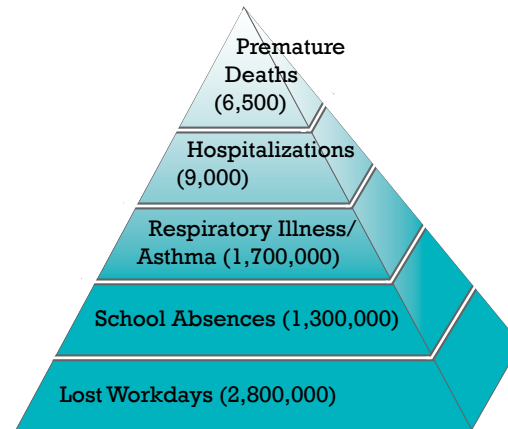
Land Use Planning Strategies to Reduce Air Pollution by Decreasing Driving

- Design communities near public transit to make it easier for people to drive less.
- Design communities with necessary shops and services near each other to avoid short car trips; Short trips and cold starts create more pollution.

Strategies to Reduce Human Exposure to Air Pollution

- Equip all new homes with proper HVAC systems with high-efficiency filters, particularly if they are close to significant vehicle traffic.
- Locate new homes at least 500 feet away from freeways and major truck routes.
- Plan new streets, particularly those that involve goods movement (trucking and freight trains), at least 500 feet away from homes. Situate distribution centers at least 1,000 feet away from homes.
- Look at the cumulative impacts of development, considering both transportation and non-transportation related sources of air pollution.

Yearly Health Costs of Air Pollution in California



Source: Recent research findings, California Air Resources Board, January 2004 and the American Lung Association <http://www.arb.ca.gov/research/health/fs/PM-03fs.pdf>.

When Atlanta limited car usage because of the 1996 Olympics, urgent care asthma visits decreased by 44% and hospital admissions for asthma decreased by 11%.

Planning for Safe and Convenient Senior Mobility

Why is it important to design for senior mobility?

We are at the beginning of a senior population tidal wave. According to the Association of Bay Area Governments (ABAG), currently in the Bay Area, one in seven people are over 65. In thirty years, this will balloon to one in four. What does this mean for our communities? Are we prepared to accommodate the needs of an aging population?

Transit served communities are excellent locations to accommodate seniors, as 50% of people who don't drive are over 65. Transit supports independent living for seniors particularly when it is combined with a high quality walking environment and senior services and destinations are coordinated with the transit system.

By 2035, one in every four people in the Bay Area will be over 65

Any community planning for improvements to a neighborhood near transit should engage seniors from the beginning. All the principles included in the Great Communities handout on "Design for Biking and Walking" are relevant for seniors. To maximize benefits to seniors, they need to be at the table informing improvement priorities.

Creating communities that support senior independence through mobility has significant health benefits which translate into economic benefits for all. It is very easy for non-driving



Photo by Chris Schildt. Engaging seniors about neighborhood planning. William recently moved with his wife to a senior home in Antioch, is discussing why he enjoys living within walking distance of a grocery store, shops and a bus that goes to BART which gets him to Oakland Chinatown when needed.

seniors, living in communities without any places to go within walking distance, to slip into social isolation. When seniors feel they are a burden on others to get around, they are less likely to go to doctor's appointments, buy fresh foods or get exercise. All of these factors combined can result in a dramatic impact on their health.

Qualities of Senior Friendly Communities:

SAFE STREETS Safety from physical injury and safety from personal crime are both great concerns for seniors. Physical safety results from high quality, well-maintained sidewalks, shorter crossing distances, and reduced exposure to lots of cars.

POPULATED Personal safety results from well-lit streets and clustering homes near major destinations, which in turn results in more people walking and more "eyes on the street". Places with more people out and about are safer and as crimes are more likely to occur in isolated areas.

DESTINATIONS CLUSTERED CLOSE TOGETHER Locating senior housing near transit stops, grocery stores, pharmacies, clinics, libraries, senior centers, parks walking paths and restaurant entertainment districts allows seniors to get around conveniently.

SAFE CROSSINGS Longer crossing times for pedestrian signals, audible chirping pedestrian signals for people with poor vision, shorter crossing distances, high visibility and elevated crosswalks are all key to making street crossings safer.



Photo By Ann Cheng. Seniors in Oakland Chinatown love the pedestrian scramble which allows people to travel in any direction during the pedestrian signal. This innovative crosswalk design saves time and effort needed to reach their destinations.

SAFE, SENIOR FRIENDLY STREETS

- wide sidewalks - 10 foot wide travel lanes
- plenty of benches
- sun shade and rain/wind shelters
- trees and landscaping
- restrooms
- pedestrian level street lighting
- signs with large font, high contrasting colors
- trash cans
- bus stops with benches and shelters

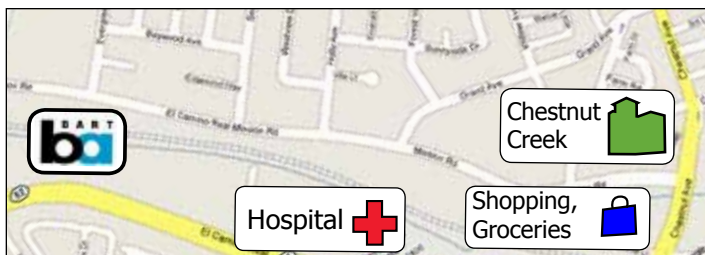


Photo By Noah Berger. Independent living makes for healthier living. Homes within walking distance of BART provide access to the region.

BUILD HOMES FOR SENIORS IN CONVENIENT PLACES



Chestnut Creek Senior Apartments include 40 100% affordable homes located across the street from shopping, health care, social services, recreation and also within a 20 minute walk of the South San Francisco BART Station.



Learning How to Ride Transit

Some communities are starting to offer “transit ambassador” programs to teach new transit riders how to use transit. Most Americans are not familiar with transit. As they get older and lose their ability to drive, many find they are not familiar with using transit. These programs, often run by volunteers, allow seniors to build confidence and discover ways to be more independent.

Check out Napa County’s Vine Transit Ambassadors program. <http://www.nctpa.net/ambassadors.cfm>

DISCOUNTED TRANSIT PASSES



Work with transit agencies to identify funding and ways to develop specialized routes to connect senior services or provide opportunities for senior outings.

SENIOR SHUTTLES



Work with your city or county to expand existing shuttle services with support from new development. The Bay Area Community Services (BACS) worked with Alameda County to provide funding for a senior shuttle. <http://www.bayareacs.org/transportation.html>

AARP poll of older Americans about their mobility:

- 40% did not have adequate sidewalks*
- 47% said they cannot cross roads safely*
- 44% found transit inaccessible*

Checklist to ensure quality senior engagement:

- Is there a senior representative on the Citizens Advisory Committee?
- Is there a plan to coordinate and improve transit and community services to seniors?
- Does the recommendations for pedestrian improvement include input by seniors to determine priority?
- Have special outreach efforts been made to include senior input at senior centers near the planning area? Are these meetings taking place earlier in the day and customized to senior issues of concern?

Policy Checklist: How to Craft a High Quality Station Area Plan

The following is a checklist of recommended policies to implement the various aspects of great community design covered in the preceding handouts and is directed at community group leaders as a tool for reviewing draft station area plans, preliminary reports or plan alternatives.

Affordable Housing

- Is there an inclusionary housing policy requiring provision of a minimum percentage all new units to be affordable to all income levels? If the plan area is within a redevelopment zone does the city set aside more than 20% of the tax increment for affordable housing?
- Is your city pursuing funding mechanisms such as housing trust funds and commercial linkage fees to support affordable housing production? Are parking requirements reduced for affordable units?

Compact Development

- Are recommended residential densities (# of units/acre) within a 1/2 mile of the transit station greater than the surrounding areas?
- Are recommended designs sensitive to the surrounding community? Are there a variety of amenities included, such as: logical walkways connecting entries to surrounding destinations; a mix of shops or services in addition to housing; ample and well planned landscaping; reduced emphasis on parking lots or structures?

Traffic-Lite: Great Communities Have Less Traffic

- Are there clear requirements or incentives for transportation demand management (TDM) measures including: free transit passes to new residents and employees; funding for staff to coordinate a parking district or transportation improvement district; in-lieu fees instead of building parking; traffic impact fees to fund citywide traffic reduction programs; unbundling parking costs?
- Is there a policy that requires measurement of modal shift from vehicles towards walking, biking and transit trips within the stations area to measure the success of traffic reduction from TDM implementation?
- Is there a complete streets policy that accounts for the need to accommodate all modes of transportation from cars, bicycles, pedestrians and the disabled? Does the plan include specific standards for sidewalk widths, bicycle parking requirements or references to an adopted pedestrian or bicycle plan?
- Are there policies that prioritize completion of pedestrian, bicycle and transit network with the Station Plan Area?

Rational Parking

- Are parking requirements lower within a half mile of the transit area than in the rest of the city?
- Are there parking maximums instead of minimums (parking maximum of 1.0 spaces per unit or less)?
- Are the parking requirements for retail and commercial areas at most 2 spaces per 1,000 s.f.?

- Are there plans to charge for street parking (metered parking) and priced to result in 85% capacity? If so have talks with the business community been held to explore funding of a Streetscape Improvement District that pays for street furniture, maintenance, clean ups, landscaping and general beautification?
- Does the city have a parking management strategy with possible public structured parking lots that would allow parking for multiple uses to be shared?
- Are there policies in place to allow or require unbundling the cost of constructing parking from constructing housing?

Preventing Displacement

- Are there policies to ensure that some or all of the following are being considered? No net loss for affordable homes; a replacement policy that keeps affordable housing within the station area if they are relocated due to new construction; a “speculation tax” to discourage outside investors from buying up property just to fix it up and turn it around for a quick profit; charging a linkage fee of new employers that would put funding towards workforce housing?

Incorporate Community Benefits

- What percentage of the homes will be affordable to people earning the median income and less? How will the city make sure affordable housing is included?
- Will construction workers and employees in new commercial spaces be paid a prevailing or living wage? Are there ways to make sure local residents are hired for some of the jobs (such as First Source Hiring Agreements)? If so are there reporting mechanisms in place to monitor the results, years after the project is built?
- Are the buildings required to meet green building or LEED standards?
- Are public parks included as part of the development? Have maintenance or program funds been identified?
- Are there new community services and/or facilities created as part of the development?

Designing for Biking and Walking

- Are barriers to pedestrian and bicycle access to the transit station mapped? Are there specific recommendations, preliminary cost estimates and funding identified for improvements?
- Is there a continuous network of sidewalks, walkways and bikeways throughout the 1/2 mile surrounding station area? Does this network connect the primary destinations (station, shops, offices, jobs, and community services)?
- Are there policies in place to require pedestrian amenities such as benches, lighting, landscaping, water fountains, public art, directional signage, and trash cans, within the public right of way?

Creating Quality Public Spaces

- Are there a variety of public spaces from active playgrounds and passive gardens or walkways? Are these spaces easily accessed with obvious paths and located near street activity to enhance safety?
- Do the public spaces include appropriate landscaping that compliments local weather and enhances use throughout the year? Are public space features in scale with the surroundings and size of the space?
- Are there plans for longterm maintenance of public spaces if owned by the city?

Advocating for a High Quality Transit Station Area Plan

The process of creating and adopting a transit station area plan (SAP) typically takes one to two years. This period may be longer if funding has not been secured for the planning process. Community advocates should drive the process from the outset, establishing themselves as both a source of information and political support for elected officials to adopt a high quality transit station area plan.

Outlined below are the basic steps in getting a jurisdiction to adopt a high quality SAP. These steps assume the planning process is already funded, either through city funds or through another agency, like the Metropolitan Transportation Commission. These steps are roughly in order though some may occur simultaneously.

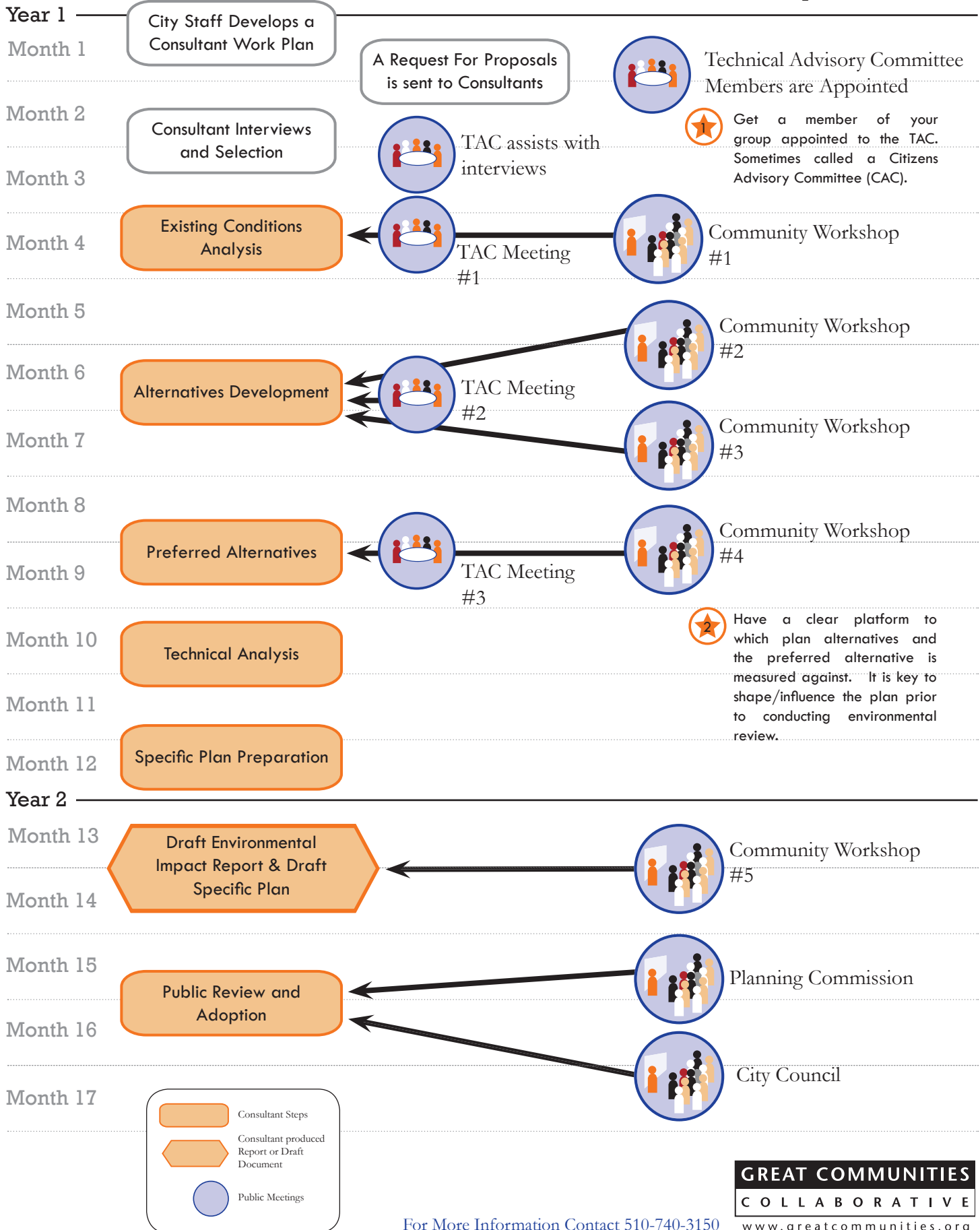
- 1. Set Goals for the Station Area Plan:** Along with core allies, envision what you would like the station area to look like. Develop a platform that includes your goals for the Station Area Plan. These goals can include a number of new homes (market rate and affordable), design principles, number and quality of jobs, building products, bike and pedestrian paths, public parks and other elements the community needs. See *Sample Platform* for more details.
- 2. Educate and Organize Your Base:** Organize and educate a base of supporters who will become advocates for a high quality station area plan that meets your goals. These supporters need to be vocal at every step in the process. Equip them with facts about the need for a high quality station area plan, talking points for public hearings, sample letters to the editor and media training, if possible.
- 3. Find a Champion:** Find a City Council member or members to be champions for a high quality station area plan that meets your goals. Talk with the Council member(s) about your goals and gauge their level of understanding and knowledge. If needed, help them seek out trainings for elected officials, provided by the Great Communities Collaborative, the Metropolitan Transportation Commission and/or other partners. Your champion may be able to get the City Council to outline goals for the plan before the staff starts working on it. Talk with your champion early on about this possibility.
- 4. Engage with City Staff to influence process:** Once the City has kicked off a planning process, staff will often carry out community meetings and hire consultants to do studies and analyses. Often the city will hire a consultant to do the entire planning process. If the City does hire consultants, ask to see the Request for Qualifications (RFQ) before they are released. By influencing the RFQ, you can influence how the analysis and community outreach is done. See *Sample Request for Qualifications* for more details.
- 5. Understand the Process:** Meet with City Staff to understand the process and the opportunities for public input. Cities generally hold a series of community meetings where information is presented and input is sought. Then the City releases a draft preferred plan and draft environmental impact report (DEIR) for public comment. The

Planning Commission will review these drafts and City Council will ultimately adopt the plan. It is important to understand the process, know important dates, and be informed if dates change. Stay in contact with City staff and make sure you know when decisions will be made and where to insert yourself into the process to influence the plan. Although the process may drag out, activists must stay vigilant to oversee the process and ensure a quality plan is adopted.

6. **Build Alliances for Good Planning:** People with many different interests have a stake in good planning near transit. Environmentalists, bike advocates, affordable housing supporters, faith leaders, union members, businesspeople, health care representatives and many others can benefit from smartly planned development. Think broadly and identify people that share your goals. Contact these people to see if they are interested in working together to support a high quality station area plan. See *Coalition Building* for more information.
7. **Contact the Media:** Contact the media at key milestones during the campaign, including when the City receives money for the planning process, when they City kicks off the planning process, community meetings, and when drafts are released. Find out which reporters will likely cover this issue and begin contacting them early to show them why the station area plan is so important to the whole community's future. Refer to the *Message and Media* section for more details.
8. **Shape the plan through community meetings:** Community meetings are an opportunity for your base and your allies to shape the plan to meet your goals. Ask city staff how the meetings will be run, prep your members and allies beforehand with talking points and get high turn out so that your goals are well represented.
9. **Review and Respond to Analyses and Drafts of the Plan:** As the City releases analyses of the station area and the draft plan, you should be prepared to review and respond to them. If your organization or coalition has the expertise to review these studies and plans, do them in house. If not, you may be able to hire your own consultants to help review the plan, see how well it measures up to your goals, and recommend policies to improve the plan. (see *Additional Resources*). You should also prepare your base to be able to respond quickly to the draft plan, as time is often limited to 60 days or less.
10. **Opposition:** Some interests may oppose some of your goals for the plan, including affordable housing, increased density, and reduced parking. Stay in close contact with your supportive Council members and participate in the community meetings to ensure your goals are represented.
11. **Adoption, Monitoring, Implementation:** After the plan is adopted, monitoring and implementation are the next steps. Monitor the City to make sure the plan is followed. Encourage the City to take creative steps to implement the plan, including seeking out additional funds to spark new development. And finally, don't forget to publicize and celebrate the newly adopted plan.

A Typical Timeline of Events for a Station Area Planning Process

Public Participation



Designing a Campaign Plan

A campaign plan and timeline is a critical part of a successful campaign; it helps identify measurable goals, strategies and tactics. With a campaign plan, an advocate can anticipate milestones and workloads ahead of time, ensuring smoother management of time and resources. Instead of planning event-by-event, planning your campaign ahead helps you to successfully carry out effective tactics for meeting your goals.

Campaign plans are also an essential tool for coordinating with other advocates and community leaders. A campaign plan allows groups and individuals to share work with many people, creates opportunities to recruit new people to your efforts, and helps develop new leadership.

The following template will help you create a campaign plan to use with your primary coalition partners. When adapting the template to fit your local campaign, make sure to include the people that will do the campaign work in the planning process. Your campaign timeline should reflect the adopted timeline, which is either within the RFP or approved contract between the city and consultant.

Campaign Plan Template

1. **Background:** Lay out the basic political picture. Explain why this station area plan with these particular elements is needed. Identify potential obstacles to overcome as well as advantages that will make the work easier.
2. **Campaign Goal:** To get (#) of elected officials to vote in favor of a station area plan that includes (#) specific policies.
3. **Votes:** List the decision makers (usually the City Council members). Do a vote chart of the City Council. Rate each elected official based on how you think he/she would vote today on a plan that meets your goals, without any additional information (1 is completely opposed, 3 is neutral, 5 is a champion). Do the same with the Planning Commissioners.
4. **Targets:** Identify who will be your swing votes (not champions, not completely opposed, but could potentially be a vote on your side). These are primary targets. Determine: what influences their decisions? Who do they listen to? Who do you know that has influence with them? The people who influence your primary target are your secondary targets.
5. **Allies and Potential Allies:** Identify the groups that are already working with you and groups that are not opposed to you AND that might influence your targets.
6. **Opposition:** Identify the groups and organizations working against your goal.
7. **Organizational capacity and responsibilities:** List what each organization or advocate can offer in terms of time, resources and skills and what is expected of each organization.
8. **Primary strategies and tactics:** Identify your primary strategies for the campaign, including grassroots organizing, media, coalition building, events, and lobbying. Think about your resources and who you need to influence. See the next page for more information.

Goals, Strategies and Tactics

Your campaign plan should include a campaign goal and then interim goals, strategies and tactics that will lead to achieving the campaign goal. The table below can be used to help layout the campaign plan by identifying your goals, strategies and tactics.

Goals: The measurable outcomes of a campaign; there is the overall campaign goal and there are interim goals along the way.

Strategies: The methods of obtaining the goals.

Tactics: All activities (big and small) used to implement the strategy

When possible, use **numeric** goals for specific strategies and assign people and deadlines to tactics. One goal may have multiple strategies and one strategy may have multiple tactics.

Decide on your main strategies by looking at the strengths in your own organization and within the coalition of allies. Finally, don't be afraid to be creative!

GOALS	STRATEGIES	TACTICS	WHO	DEADLINE
1 newspaper article	Build relationship with reporter	<ul style="list-style-type: none"> • Meet reporter for coffee • Send reporter background info 	Joe	1/12/06 (one week before the hearing)
	Send out press release	<ul style="list-style-type: none"> • Draft press release • Send out press release • Make follow up calls to reporters 	Mary	1/19/06 (day of the hearing)
(# of people attend community meeting	Mobilize our base	<ul style="list-style-type: none"> • Send letter to members • Call members to give them information and gauge interest • Provide members with talking points • Call members to remind them of Community meeting 	Sam	12/15/05 send letters 1 month before, call two weeks before and week before meeting
	Mobilize people living in and near station area	<ul style="list-style-type: none"> • Canvass neighborhood with information about planning process and gather people's info • Make presentations to neighborhood groups and collect info • Contact people before meeting and provide talking points. 	Don, Nancy	12/01/05 canvass six weeks before, contact people one week before meeting
(# of letters to City supporting platform	Solidify priority demands	<ul style="list-style-type: none"> • Formalize group presence before Council 	Carol	Prior to finalizing alternatives selection
1 detailed response to draft plan	Verify changes made to accommodate first letter	<ul style="list-style-type: none"> • Highlight additional items to include in Final Plan 	Ed	Prior to Final Plan adoption or end of DEIR comment period.

Developing a Platform

To achieve a high quality station area plan, you need to identify your goals for what should be included in the plan. This list of goals is your **platform**. Develop the platform early in the campaign, before the City's planning process has started and in collaboration with your core allies that are committed to the campaign.

In developing your platform, you should consider:

- What are the key ingredients to making this station area a vibrant community?
- What policies does the city already have in place that will regulate the station area?

Remember, the station area plan is only one tool for revitalizing your community. You won't be able to use it to do everything that you want, so consider what policies are most important for making the station area vibrant and encouraging people to ride transit.

Making the station area a vibrant community

The first section of this toolkit provides a wealth of information about the key ingredients to making the station area a great place to live, work, and play where transit is accessible and walking and biking are easy. Key ingredients include:

- Including homes for people with a mix of incomes
- Building homes compactly
- Preventing displacement of existing residents
- Including community benefits like good jobs, affordable homes, parks and services
- Providing a rational amount of parking
- Designing for pedestrians and cyclists

Each city and station area is unique, so the combination of key ingredients will be unique as well. Check out the handouts section of this toolkit or go online at www.greatcommunities.org to learn more about each of these ingredients and the policies that will make them happen.

City policies already in place

The City may have policies in place that will regulate development in the station area. These policies may help you to know which ingredients are missing that you should advocate for strongly. You can talk with City staff about which policies are in place, how well they are working and how they will work once the station area plan is in place. In some cases, like parking and density, the station area plan is an opportunity to set a new standard.

Inclusionary Housing: Requires new residential development to include a percent of below market rate homes that are more affordable. In some cases, it allows developers to pay a fee in lieu of building affordable homes.

Job-Housing or Commercial Linkage Fee: Requires new commercial development to pay a fee towards the creation of affordable homes for workers.

Park Proximity Policy: Requires the City to plan for usable public parkland, squares, or plazas, which shall be located within less than a mile of all city residents.

Mixed Use Zoning: Allows horizontal and/or vertical mix of commercial and residential uses in new development throughout the City or in specific areas without special approvals.

Parking Reductions: Reduces parking requirements for developments within a certain distance of transit without special approvals.

Parking Maximums: Identifies maximum parking ratio for development within certain areas.

“Unbundling” Parking: Encourages or requires developers to separate cost of parking from cost of housing (either rent or sales price).

Development standards

- “Build-to” Lines: Requires new developments to build structures up to the property line or up to the sidewalk.
- Active Street Fronts: Requires storefronts to be “active” with windows, displays and street furniture to create pedestrian-friendly atmosphere.
- Minimum sidewalk widths defined and appropriate to desired pedestrian volumes.
- Adapted Bicycle and Pedestrian Plans: Identify projects that fill in gaps to station access.

Living Wage: Requires commercial tenants of new developments in certain geographic areas or of specific industries to pay workers an established living wage.

Building a Coalition

A coalition is a group of organizations working together towards a common goal. Coalitions are used when a single group cannot achieve a goal alone. Increasingly, broad coalitions are necessary to move decision makers, get media attention, and achieve goals. In a campaign for a high quality station area plan, a coalition can bring together diverse interests that share common goals for a vibrant community in the station area.

Coalitions are different depending on needs of the campaign. They can be:

- Loose networks or very structured
- Short-term or long-term
- “Out in front” or “behind the scenes”
- Multi-issue or single goal

Pros and Cons

When considering creating a coalition, consider the pros and cons. In general, while coalitions can build power and increase resources, they generally require more time to build and manage relationships. Usually coalitions require compromises on some level and they should increase your likelihood of achieving your goal.

Pros	Cons
Increases people and resources	Relationships require maintenance and work
Broadens base of potential members	Expands or changes goals of campaign
Brings new expertise and skills	Lack of member accountability to tasks
Brings access to different decision makers	Difficulty making decisions
Builds new relationships	Differing tactics
Eliminates double efforts	Lack of protocol may lead to miscommunication

Coalition Structure

If you decide to build a coalition, start with your **core allies**. These are people you have worked with on past campaigns, organizations that share nearly all of your organization’s values and/or people with whom you have already built trust. Begin developing the goals and platform for the campaign with these core allies. See page 3-6 on *Developing a Platform* for more information.

Discuss the idea of building a broader coalition. Think about who you need on your side to win. Remember:

- Be strategic and political about who you approach. Who cares about this issue? Who influences decision makers?
- Don’t be afraid to approach unlikely allies. Just make sure that you can clearly articulate your goals and ask them to articulate theirs.
- Maintain a careful balance between building a broad coalition and maintaining your goals.
- Remember that building coalitions means building relationships between people. This requires trust and will take time.

Broaden the group to create a **coalition**. These are groups that participate in activities, respond to calls for action, take on tasks and mobilize their members. Even once the coalition is formed and working, the core allies should still be in contact and set the strategic direction for the coalition. It is good to be upfront with the coalition about the core group and the work they do. This way, people don't feel left out of decisions.

Creating a Network

When trying to influence the content of a plan, a loose network may work better than a tightly structure coalition. In a network, allied organizations may each take on a specific issue (ie: affordable housing, parking, green building, jobs) that is most important to their base. These organizations stay in contact about how their issue is being dealt with in the plan and may support each other publicly, without taking every action in lockstep. In certain situations when a tight coalition is not feasible or desirable, a looser network may build a limited power without the work of coalition maintenance.

Successful Coalitions

To build a successful coalition, try to set up structures and expectations early on. Remember these important guidelines:

- Have clear, unified goals. Make sure everyone agrees what a win looks like.
- Understand what each group brings and that each may be different. If possible, have each group tell the coalition what they expect to contribute.
- Determine a clear decision-making process early.
- Set up communication tools – listserves, phone trees, websites – so that all groups stay informed.
- Ask for the same representatives from each group to maintain consistency and build relationships and trust.
- Use tactics that all groups are comfortable with.
- Ask people to agree to disagree when you hit issues that can be divisive.
- Stay focused on the goal. Other issues will come up during the course of the campaign. If it is not directly relevant to the coalition's goal, don't let these issues interfere.
- Share the work and share the credit. Each member wants to achieve the coalition goal and wants to build their own organizations. Find ways to give public credit to each member.
- Watch for members with competing interests or for members that may be feeling left out.
- Keep member engaged and celebrate victories along the way!

Event Planning

Organizing an event or action can educate and mobilize your base, raise awareness of the need for a high quality station area plan, move a campaign forward, increase the visibility of your effort and your group, build and strengthen your volunteer base, and develop leaders.

Different events or actions can be used at different stages of the campaign. You may do an open house or an urban outing to educate the community and generate interest in the planning process. You may organize a group of residents to provide public comments during a City Council meeting to urge a stalled planning process to move forward. You may coordinate a forum to educate decision makers about what it takes to make a successful station area.

Below are the steps for organizing a successful event.

1. Develop a concept for the event:

Work with your members and/or coalition partners to find out what would be an effective event. Be creative! Ask your coalition partners these critical questions:

- What are you hoping to accomplish through this event?
- How will your event bring about the change?
- Who will be the participants and/or the audience?
- What resources (time, money, people) do we have to put towards the event?
- What event would accomplish your goals? What should the tone and content be?

2. Create a plan (including timeline) and goals for the event:

- How many people do you want at the event?
- When do you want the event?
- Who else can you get involved to help with the event?
- Who will do which task when?

3. Build the event team and assign tasks:

Delegating tasks is an important way to develop leaders, share the work, and ensure a successful event. Assign people to key roles. Match natural strengths and interests to tasks. Below are suggested roles you may need for your event.

- **Central Organizer**—Person that checks in with each coordinator leading up to the event and coordinates the master timeline leading up to the event.
- **Volunteer Coordinator**—Coordinates the volunteers prior and during the event, recruits volunteers and matches them up with tasks.
- **Phone Coordinator**—Coordinates phone banks to call people to attend event. Manages phone lists, develops call scripts, and works with volunteer coordinator to recruit callers.
- **Door-to-Door Coordinator** (or team)—Coordinates door-to-door outreach to recruit volunteers and people to attend the event. Creates materials for door-to-door outreach.
- **Site Coordinator**—Secures the location, manages the food for the event, and makes sure all materials for the site are ordered (microphones, camera, decorations of the room).
- **Press Coordinator**—Coordinates pre-event publicity, sends out press advisory and press release, calls major press outlets, checks in with the press the day of the event, and

creates and distributes press packets at event (See following Chapter on Message and Media).

- **Outreach Coordinator**—Talks to other organizations that might want to participate, cosponsor or attend the event.
- **Transportation Coordinator**—Works on transportation to the event (if needed), such as getting buses donated from the local union or renting vans to pick up people who cannot attend otherwise.

Example Event Plan – (Excerpt)

Date and Time: 2/8/07 “Envisioning a vibrant downtown”

Goal: Educate and engage residents about how the station area plan can create a vibrant downtown by organizing a community meeting with 75 people attending.

Event Team: 5 people (include names and phone numbers)

Tasks & Assignments:

- Identify site in the downtown area by Dec. 15 (assign a person).
- Design outreach materials by January 5th: flyer, pledge to attend, and call script (person).
- Contact media to get event listed in calendar by Jan 5th (person).
- Coordinate door-to-door recruiting on January 20th: food, calling, and location (person).
- Call existing lists on January 25th, 28th February 5th, 6th and 7th to invite people and remind them to attend (people to recruit callers).

4. Check the plan and assignments:

- Is the event appropriate to meet the end result?
- Make sure the event is reasonable given the resources you have.
- Look for opportunities to simplify the plan.
- Look ahead for times that are too crowded and try to adjust the timeline in advance.

5. Choose a site for the event, keeping in mind:

- The location: do people know the site? Is it in the station area? Is it transit accessible? Is there good handicap access?
- The symbolism: does the site reflect the type of development you want? Or does it represent an opportunity site for a new type of development?
- Presence of a built-in crowd: How many people are normally at the site at the time of day that the event is scheduled?
- How many people will it take to fill the site? Better to have an overcrowded small room than a seemingly empty large one.
 - Each person takes roughly five square feet (including the press area). A 50 ft by 100 ft site (5,000 square feet) needs 1,000 people to fill it.
- Can you get permission to use it? How much does it cost? Could the space be donated?
- What kind of visual can the site create?

6. Build A Crowd:

Once you’ve set a goal for your crowd, you have to build it. Remember the rule of 2’s: If you want 75 people attending, you will need 2 times that many pledging to attend. To get 150

people to pledge, you need to talk to 300 people. To talk to 300 people, you need to contact 600 people. You must build in time to talk to these people to reach your goal.

Also consider, who do you want at the event? Do you want residents living near the station area? Residents of the whole city? Decision makers? Once you figure out who your audience is, then you can think of the best ways to reach them. Below is a list of strategies for building crowds. Volunteers can be involved with any of these. Pick the ones that work best for you!

- **Phone Banking**—Calling existing lists is still one of the most effective ways to get people to events. These are usually people that have been involved with your organization(s) in some way in the past.
- **Door-to-Door**—Recruiting people one-on-one, especially in targeted neighborhoods helps build relationships between activists. This is a very effective way to start with a small base and get new people involved over a short amount of time. Make sure you schedule in time to do reminder calls.
- **One-on-One Meetings**—Set up one-on-one conversations with people and recruit them to the group. This is time- and people-intensive and builds strong relationships.
- **Presentations to Organizations**—Contact classes, churches and other community groups to ask for a few minutes of their time. Tell people about a specific event and your overall campaign and invite them to get involved. You can dramatically increase the number of activists in a group without taking much time.
- **Leaflets**—Drop off leaflets and reinforce with calls and door-to-door work.
- **Posters or flyers**—Place in visible spots where your audience is likely to see; this can also help reinforce phone-calling and door-to-door work.
- **Free Media**—Either public service announcements, letters to the editor, or a feature story can help bring attention to your issue as well as your event and help get supporters you never even thought of.
- Other techniques including mailings, paid media, personal invites from someone the audience knows, and tabling in front of grocery stores, libraries, or at farmers markets.

7. Design the Event Flow and Program:

Make sure your event doesn't have any surprises. Put together an "event flow" that describes the event from the time the first person shows up until the debrief is over. This event flow will help ensure that leaders have a common idea of what to expect during the day, help avoid disasters, and give everyone tasks for the day.

Include the Program in the Event Flow. The program is the actual presentation to the audience, discussion by the group or action by the participants. Make sure the people involved are clear on their content and time allotment.

Also, things to include in the event flow:

- Arrival times for set-up, speakers, audience, press.
- Room set-up including where decorations should go and who is in charge. Where will the food go? Where is the stage? Where will the childcare area be located?

- How the event will be most inviting to the public? Are there translation needs? How can the room be set up? How can teens or youth be welcomed?
- Assign one person to oversee time for the day to make sure things are happening when they should. This person should be able to politely interrupt a speaker and move the agenda along (especially when you invite elected officials to speak).

8. Walk Through the Event:

As you get closer, keep walking through the Event Flow with the team. This will help you see gaps or holes, and help you remember key items (like the power cord for the microphone). Give yourself plenty of time to walk through with the volunteers who will help staff the event.

Example Event Flow	
<i>2/8/2007 Envisioning a vibrant downtown</i>	
<i>Location, address, directions, contact # just in case</i>	
3:00 – 4:00 PM	Event team arrive to set up of event <i>Decorations and tables: Cindy, Sarah, Food: David, Max Set up Registration: Claudia, John</i>
4:00 – 4:30 PM	Registration & Reception <i>Registration: Claudia, John Greet Participants: Jenna Greet Media: Juanita</i>
4:30 – 4:45 PM	Welcome and Introductions <i>Welcome: Cindy Late registration: John</i>
4:45 – 5:00 PM	Featured Speaker: Tommy (notes sent – reviewed speech) <i>Intro: Cindy Speaker: Tommy Food clean up: David, Max</i>
5:00 – 5:45 PM	Break out Groups <i>Directions: Sarah Lead groups: Jenna, Claudia, David and Max</i>
5:45 – 6:00 PM	Report backs and wrap up <i>Moderate: Sarah Take notes: Cindy, Carol</i>
6:00 – 7:00 PM	Clean up and Debrief <i>Event team meets and discusses event</i>

9. Debrief and celebrate:

Take time after the event to debrief what worked and what didn't. Doing this with the whole team immediately after the event is best. And celebrate your hard work!

Sample Letter to City Council



January 26, 2007

To: Ken MacNab, Santa Rosa City Planner

Re: Comments on Draft Santa Rosa Downtown Station Area Specific Plan

Mr. MacNab:

Greenbelt Alliance is the Bay Area's land conservation and urban planning non-profit. Since 1958, we have worked throughout the Bay Area to protect open space and create livable communities. We have worked in Sonoma County for the last several decades to improve the quality of life, through planning for community-enhancing development that makes efficient use of our urban lands, and protects the natural areas and working farms that surround them.

The station area planning process taking place in Santa Rosa has tremendous regional significance, as the Downtown Santa Rosa Depot will be a main station for the Sonoma-Marín Area Rail Transit. With good transit-oriented planning at this station, the whole SMART rail line will benefit. Thus, it is extremely important that this plan lays out an achievable vision of a community that will lead the way for the cities in the SMART corridor.

In our review of the Draft Downtown Station Area Specific Plan (hereafter referred to as the dSAP), we were pleased to see many of the ideas from the community meetings of spring and summer 2006 incorporated into the plan. The Plan's broad goals paint a picture of the Station Area as a place where:

- The whole diversity of the community can live, work, shop, and play
- Where walking, biking, and riding transit are as easy and accessible as driving, and
- Where the natural environment is enhanced through the built environment.

We are pleased to share in this vision. However, in reviewing the document, it is clear that there remain some important policy areas where language needs to be added, revised, or strengthened in order to ensure that this vision becomes a reality. These comments seek to do just that in four main policy areas:

- **Create housing for the whole community**
- **Develop buildings that enhance the natural environment**
- **Design safe and interesting streets for pedestrians that reduce auto-dependence**
- **Improve bicycle and transit usage**

The following are our policy recommendations. In order to meet the goals of the Metropolitan Transportation Commission grant to the City, and to truly create a downtown core that serves all of the community's needs, we ask that these changes be made in the SAP before the final draft is approved by the City Council.

HOUSING FOR ALL

- The need for affordable housing is great. Important community members, such as seniors, teachers, police officers, young families, the disabled, retail workers, and daycare providers, cannot afford to live in the community where they work.
- Santa Rosa's area median income for a family of 4 is about \$75,000/year. For a single individual, it is about \$52,000/year. Many important members of our community fall below these levels.
- Low-income individuals are more likely to ride transit than those with incomes above median. Thus low-income housing supports transit ridership if it is located close to a transit station.
- The Metropolitan Transportation Commission has asked cities to plan for development around their new transit depots, and to include the affordable housing in these areas.
- Development of publicly-owned properties must result in community benefits in order to serve the community.

Policy recommendations

- 40% inclusionary requirement for the Station Area: 20% moderate-, 20% low and very low-income housing
- Mandate that all in-lieu fees collected in the Station Area be used to construct affordable housing within the Station Area
- On-site construction requirement for all development larger than 5 units
- Abolishment of the mixed-use exemption in the inclusionary ordinance
- Mandate that developments on publicly-owned lots include 20% moderate-, and 20% low and very low-income housing

IMPROVED ENVIRONMENTAL QUALITY

- Santa Rosa's was recognized as the fifth Greenest City in the US in early 2006.
- Water scarcity is gaining recognition as an important countywide problem.
- Additional development in the downtown core worries residents due to concerns about loss of sunlight and views, and increased levels of concrete ("urban jungle").
- Increased development can be done in a manner that improves the environment, creates enjoyable surroundings, and is economical.
- An integrated design approach can help to minimize costs and maximize benefits to the community and environment from green buildings.

Policy recommendations

- Green building design be incorporated into all new development in the Station Area – specify a minimum level of points for a green building certification system. Provide incentives for achievement of higher levels.

- Mandate reduced water usage and wastewater creation use of both water-saving landscaping (language already included) and plumbing innovations in buildings
- Strengthen language to mandate stormwater run-off reduction through permeable hardscape, green public spaces, swales, on-site catchment, etc. Emphasize solutions that enhance the natural atmosphere around the building.
- Mandate an integrative design approach for all development at the beginning of the design process, to best make use of innovations and economics to improve the “greenness” of new buildings
- Mandatory publicity of Santa Rosa Build It Green standards at beginning of development approvals process to all potential developers in Station Area.

DESIGN FOR PEDESTRIAN ORIENTATION

- In order to promote walking and transit use, pedestrians must be easily and safely able to access the various neighborhoods in and around the Station Area.
- A diverse and interesting street environment promotes pedestrian usage of streets.
- Making streets accessible for the whole community, including the disabled, is an important community value.
- Creation of public plazas and parks is important to create a space for the community to gather and mingle.
- Reduced parking requirements will de-emphasize the automobile and leave more room for amenities that appeal to pedestrians.

Policy recommendations

- Support the development of pocket parks throughout SAP
- Support using SCAPOSD to preserve Imwalle Gardens as open space
- Increase percent transparency of store- and office-fronts to 40% for Boulevard and Entryway street types to enhance pedestrian environment
- Strong compliance with ADA regulations (see SP-LU-2.3-4)
- Create Wilson and 4th Streets and Sebastopol Ave as Pedestrian Connectors
- Insert language to reduce parking requirement to 1 space/unit for new residential development in Station Area
- Specify maximum width of storefront to keep pedestrian environment interesting
- Encourage building diversity on blocks in order to maintain interesting and diverse pedestrian environment

BIKEABLE STREETS

- In order to de-emphasize automobile use, bicycles must be a better alternative.
- Bicyclists must be able to get to the commercial core and around within the core to be able to access shops, services, and jobs.
- Bicycles must be provided with adequate amenities in proportion to those for automobiles
- When biking and walking are easier in the Station Area, transit usage will be increased.
- Recent biking deaths highlight the need for bike routes and a safer biking climate.

Policy recommendations

- Mandate bicycle parking at all new residential developments, and in front of retail establishments. Commercial-area bike parking shall be in public, easily-accessible areas, with 4 spots/1,000 sf.
- Stronger language to support creation of Class II bike lanes on Entryway and Boulevard street types – to be consistent with bicycle route map in SAP
- Language that allows for creation of Class II bike lanes on streets not identified in Plan as bike routes

These are important and necessary ways to improve the development planned for our city's core, in order that the whole community benefits as our city grows. Please include them into the next version of the SAP.

Sincerely,

S. Daisy Pistey-Lyhne
Sonoma-Marin Field Representative

Cc: City Council
Planning Commission

How to Engage Your Constituency: Focus Groups

Why Hold Focus Groups?

As discussed throughout this toolkit, the end-goal of the TOD process is a plan for how the area near a transit hub could look after significant investment and development. It often includes both general hopes for the area's resulting economic development, traffic congestion management, pedestrian-friendliness, and transit use, as well as specific suggestions for zoning, housing affordability, parking, and street design. It can also include parcel-specific plans, called Development Plans, which have detailed designs for particular 'opportunity' sites. Given the broad range of considerations in a TOD plan, it is important to gather detailed and far ranging community input for it to be meaningful. One way to do this is through facilitated conversations with small groups of people or focus groups.

More About Focus Groups:

Focus groups are essentially group interviews, conversations facilitated by a researcher, involving 6-10 people that last 1 to 1.5 hours. Often about five or six main questions can be covered in this period of time. See the sidebar for tips on planning a focus group session.

Sidebar

Planning the Focus Group Session

1. **Scheduling** - Plan meetings to be 1 to 1.5 hours long. Hold them at various times such that people with different work or school schedules can attend.
2. **Setting and Refreshments** - Hold sessions in a comfortable, neutral space that is conveniently located. The setting should have adequate air flow and lighting. Configure chairs so that all members can see each other. Provide name tags for members, as well. Provide substantial refreshments or a meal.
3. **Ground Rules** - Consider the following ground rules to encourage full participation while also maintaining a focus on the questions at hand: a) keep focused, b) maintain momentum, c) get closure on questions, d) everyone gets a fair hearing, e) share "air time," f) one person speaks at a time- don't interrupt, and g) speak for yourself, not for others.
4. **Agenda** - Consider the following agenda: welcome, review of agenda, review of goal of the meeting, review of ground rules, introductions, questions and answers, wrap up.
5. **Membership** - Group focus group members by age, gender or other common characteristic to increase the level of comfort and group synergy. Look to active survey respondents or to community partners for referrals. Select members who are likely to be participative and reflective.
6. **Plan to record the session with either an audio or audio-video recorder.** Don't count on your memory. If this isn't practical, involve a co-facilitator who is there to take notes.

Sources: Free Management Library website, <http://www.managementhelp.org/evaluatn/focusgrp.htm> and the Study Circles Resource Center, <http://www.studycircles.org/en/DiscussionGuides.aspx>

Sample Focus Group Discussion:

Introduction: Start the session with a brief introduction of yourself and the other facilitators. Then give everyone a chance to introduce themselves. Explain the purpose of the focus group

and its importance to the planning of the TOD. Review ground rules, remind everyone that their answers are confidential and that they are being recorded. Answer any questions participants may have before you proceed.

Discussion: Begin by focusing on the neighborhood's assets, or those things that residents want to keep and preserve for future generations. Following the spirit of Community Asset Mapping, this approach reveals a common view of what is important and unites the group around a collective cause.¹ In contrast, a "needs approach" or focusing on the "problems" in the neighborhood, can be divisive and demoralizing. Once the group has identified the neighborhoods' most important assets, it is in a strong position to dream together about what the neighborhood could look like in the future.

1. What do you like best about this neighborhood? Why?
2. What strengths does the neighborhood possess?
 - What organizations are located in the neighborhood (schools, businesses, churches, clubs, agencies, associations, etc.)?
 - What services or amenities (like parks or libraries) exist here?
 - How do these organizations or amenities contribute to life in this neighborhood?

Next move into what they would like their neighborhood to look like:

3. What do you want the neighborhood to be like in 10 years? That is, what are achievable dreams that can be built on the neighborhood's strengths that you just identified? (It may help you to think of other neighborhoods that you like.)
4. To help achieve your vision for the community, what should be included in the TOD? What organizations, businesses or services would you like to see more of (ie: retail stores, grocery store, child care, library, medical clinic, housing, office space, parks)? What kinds of activities or events would you like to see happen in that space (ie: fairs, parades, farmers markets)?

You may want to drill down to gather information about particular needs on housing, transportation, safety or youth issues:

5. Housing: What do you look for in a home? Are you satisfied with your housing options now? Why or why not? Do you feel as if you have sufficient housing choices? Do you think that housing should be included in the TOD? If the TOD were to include housing, what kind of housing should be built? In other words, what should the housing be like to meet residents' needs and desires?
6. Transportation: Do you currently use the transit service in this area? Why or why not? What would make you more interested in using the transit service here? What could be included in the TOD to make you more inclined to use the transit?
7. Safety: Do you feel safe in this neighborhood? Why or why not? What could be included in the TOD, what organizations, people or things could be included, to make the area safer?

¹ Canadian Rural Partnership: Community Asset Mapping, A Guide Book.
http://www.rural.gc.ca/conference/documents/mapping_e.phtml#1

8. Youth: What is our neighborhood like for young people? What sorts of things do they do with their free time, on weekdays, evenings and weekends? What could be included in the TOD that could improve the lives of young people?

Conclusion: End by allowing last comments about what they would like to see in the TOD, thanking them for their time and valuable input, and by asking if they are interested in remaining involved in the process (you may want to do this last part anonymously).

Working With the Media

Part 1: Securing Media Stories for Your Station Area Plan Campaign

The Campaign's Media Goal: Secure feature stories and respond to news articles about what the Station Area Plan is for, e.g. desperately needed affordable housing, opportunities to create jobs and locate homes near access to jobs, the facts on traffic and parking impacts, myths and facts of compact development or economic development opportunities.

Primary Activity:

The primary impact advocates can have is to create a sense of urgency around the need for a High Quality Station Area Plan. While it may be tempting to address the politics of the campaign, such as polling results, the key is to focus those stories back on those who need a Station Area Plan. Do not engage in debates in the editorial pages, simply focus on the needs and benefits of the Station Area Plan being developed.

Develop a Local Media Plan:

1. Identify your local newspaper, local access cable channel, local radio station.
2. Find out who are the reporters that cover local government, development, housing, the economy, and real estate.
3. Develop a timeline for contacting the media outlet and pitching stories.
4. Develop your feature story idea (don't forget to line-up interviewees).
5. Adapt the media checklist for your plan.
6. Share your plan with members of the Great Community Collaborative.
7. Pitch the story.

Media Timeline:

Following is a rough timeline for media activities that you can be conducting:

- o Month 1: prep your media plan, respond to related news stories
- o Month 3: contact reporters with story ideas, meet with editorial boards to secure endorsements in local papers (major media outlets will be secured by state campaign)
- o Month 4: follow-up with reporter on story, secure radio and/or TV news stories
- o Month 5: (post-event or press conference): thank reporters for their coverage and report your results.

Create enthusiasm within your organization so that they can be your eyes and ears in finding stories that you can respond to with letters to the editor or calls to broadcast stations.

Aim for securing 1 to 3 stories. As you keep track of stories, email them to Ann Cheng at TALC (ann@transcoalition.org) so that we can keep track of them and report them to funders and other interested parties.

Working With the Media

Part 2: Getting Media Coverage – Moving your Advocacy Agenda

Working with the media doesn't have to be intimidating or time-consuming. The most important thing to remember is that reporters are busy too and their relationship with you counts for a lot. Here are a few tips and tricks to help make it fun and easy for you.

DO:

- Heart-string stories – successes about real people who were struggling with long commutes in traffic and now can save enough money to become home owners after moving within walking distance of transit
- Paint a picture of the outcome – have the reporter visit actual Great Communities that exemplify transit oriented developments.
- Mention targets – elected officials, voters, etc. who can contribute to supporting Great Communities near transit.
- Cut your issue with a hook - local, timely and attention-getting. For example, tie in with global warming, or a key local decision to be made by the City Council.

DON'T:

- Use technical program names, or toss off large dollar figures.
- Miss opportunities – read the newspaper, write letters to the editor in response to articles you've seen.

MORE MEDIA TIPS

1. What are the different kinds of media, and media coverage?

Print: News story, Feature story, Column, Editorial, Op-ed piece, Letter to the editor

Television: News stories, consumer watch features, human interest, public affairs

Radio: News stories, human interest, community calendars, listener perspectives

Ethnic and non-English speaking press

TIP: Try. Ask. Don't fear failure when dealing with the media. No one gets coverage every time they try. Even if they don't do your story, ask why they didn't and how they might. You'll get to know more media folks, how they think, and what they might cover in the future.

TIP: Follow the media with an eye to using it. When you see a story on your issue, or a related one, notice who the reporter is. They may cover your issue on a regular basis, or have a particular interest in it. Send them your next press release, in addition to sending it to the assignment desk, and call them.

TIP: Positive reinforcement helps. Write a letter to the editor praising a good story on your issue, and the writer. Letters to the editor are coverage too – and the third most read part of a paper.

TIP: Remember editorials (the position of the newspaper) and “op-ed” (the page across from the editorial page) pieces. Be bold – when you see an editorial on your issue area, call the paper, get the Editorial Department, and find out who wrote the editorial. Ask to speak to them. Tell them the issue you’d like the paper to endorse. Make it timely. Remember, if you don’t ask, you don’t get.

2. Importance of story – clients, actual projects – and the “hook”.

TIP: People are more interesting than facts and figures. Portray your issue through their stories. But...

TIP: Stories usually aren’t enough by themselves. You need a hook – something that makes the story timely and/or controversial, like the threat of new market rate development displacing local community members, an impending vote in Congress, or the fact that your Congressional rep is about to miss an opportunity to fund transit improvements that would improve transportation equity. Immediacy and controversy are especially important in trying to get editorial coverage.

TIP: Different stories may lead to different reporters. If funding was awarded at the state level, then you may get passed to a state reporter

3. How do we get media coverage?

TIP: Try to get media coverage.

TIP: Make relations with media people a priority. ALWAYS make the reporter or writer’s job easier for them and respond quickly to requests.

TIP: Gather interesting success stories.

TIP: Develop and maintain a personal relationship with a reporter or an editor.

TIP: Sometimes, no matter what you do, you won’t get coverage. If there’s a tornado in the town next door, or President Bush says something dumb, those stories may crowd you out, no matter how good your story is.

TIP: “Day of” coverage, especially in the morning paper, has extra power – to spur more turn out for an action, to raise the spirits of your members, or to put pressure on a target on the day of a key vote.

TIP: Don’t assume that your target – especially state wide staffers – will see your press release. Send it to them.

TIP: ALWAYS send a letter to the editor after you get a story or an editorial, especially if you can be positive. It’s additional, free coverage. CC the writer of your piece.

4. Press releases

TO WHOM: Specific reporters/writers, Assignments Editor/City Desk.

CONTENT: Who, what, when, why, where; contact people. Keep to one page. No kidding, keep to one page. They get lots of them. If they're interested, they'll ask for more information.

GOAL: Reasonable minimum of coverage – one all-news radio station, one paper, and one TV station. News radio and the morning paper define what's the 'news' for the day.

KEY: Follow up calls the day before and the day of. Then more follow up calls. Ask for a reporter you know, ask for the assignment desk, ask what time they arrive on the day of your event. Call, call, call, resend your release again and again. Be available all day long. Have your leaders/story tellers/experts available all day long.

THE EVENT: Stage an event – at a specific at-risk project, with residents who might lose their homes, or at the local office of an elected target that won't support you. The event, location and/or target should help to make it more newsworthy, and tell your story better.

5. The goal—an ideal, advocacy-oriented connection with the media

Having a respected and respectful relationship. Getting your calls returned and your stories considered. Becoming the source of story ideas for key reporters and editors. Being an "authority" on your issue – getting quoted in other people's stories, appearing on talk shows, etc.

This media guide was adapted from a guide by Buck Bagot, at Devine & Gong.

Working With the Media

Part 3: Media Campaign Checklist

Media Campaign Checklist

- Message**
 - Develop message.
 - Advance brief to key reporters to check story angle.
 - Leverage editorial board visits to pitch story.

- Messengers**
 - Identify spokespersons
 - Ensure they are briefed in advance of media work (primary, secondary, media coordinators)
 - Availability to speak with media on follow-up questions

- Media Kit (external distribution)**
 - Advance brief /pitch (for key print reporters)
 - Media advisory
 - Press release
 - Fact sheets on organizations
 - Visual elements (charts, maps, etc.)

- Media Action Kit (Internal distribution)**
 - Press release template
 - Talking points/FAQs
 - Media event briefing
 - Media advisory template
 - Op-ed template
 - Sample letters to the editor
 - Copies of all materials
 - Fact sheets on organizations
 - Media contact list/assignments
 - Media Calendar

Press Advisories and Press Releases

Press advisories and **press releases** are important tools for getting reporters' attention and for framing an issue with your messages. Outlined below is when to use them, tips on writing them and a template for formatting.

Press Advisory

A press advisory notifies the media for a press conference of a key event in your campaign. Make sure you want to have media at your event and that you'll be able to control the message of the event before sending out the advisory.

Advisories should be short and to the point, so that reporters can read it quickly and get the information they need. Make sure to include what is newsworthy about your event (see **How to hold a Press Conference** for ideas), to provide contact information and to use a punchy headline. When sending them out via email, paste the text into the body of the email and attach the file as a PDF.

Press Advisory Template

Press Advisory	
<u>For Immediate Release:</u> (Date)	
<u>Contact:</u> (Local organizer, local organization, phone number)	
Punchy Headline	
Who:	Nurses, Reverend Margaret from Congregation X, Councilperson X
What:	Press Conference
When:	10:00 am, Tuesday, March 1, 2007
Where:	In front of City Hall, (address).
Why:	(Your statement of the problem and how what you are demanding will deal with this problem and improve people's lives.)
###	
About Local Organization: Brief summary of mission. www.localorganization.org	

Press Release

A press release tells the media about a newsworthy event or occurrence, such as a key City Council meeting, important campaign actions, or the release of a new study. Press releases are your opportunity to frame the event in your messages and to present the issue from your perspective.

Press releases should be written as news stories, making it easier for reporters to write their stories. Sentences should be short and words should be active. Define any technical or policy terms you use. Press releases should be kept to 1 page, 2 pages maximum.

Write the first paragraph so that if nothing else is printed, people still get the point. It should include the who, what, when, where and why. Later paragraphs can give more details and facts. You should include 2-3 quotes from spokespeople.

Press Release Template

Press Release

For Immediate Release: (date)

Contact: (Local organizer, local organization, phone number)

Punchy Headline

Date-City-Today, Reverend Margaret from Congregation A joined a diverse coalition of community groups to call on the city council to do “xy and z”. “Xy and z” would benefit the community by. The City Council will discuss “xy and z” at their meeting on Thursday night.

“Xy and z would really help our community,” explained Reverend Margaret. “Another quote about why xy and z would be so good.”

Reverend Margaret was joined by nurses, business leaders and residents. “Our city needs xy and z to improve everyone’s lives,” said John Doe, a lifelong resident. “Many other cities are already doing this; we need to get on board, too.”

The City will hold a series of community meetings to discuss xy and z. Residents are encouraged to attend.

###

About Local Organization: Brief summary of mission. www.localorganization.org

How to Hold a Press Conference

A **press conference** is a voluntary presentation of information to the media. It is your opportunity to decide what information is presented, how it is presented and who presents it. In short, it is one way to get media attention and to control the message that is conveyed.

Press conferences can be great ways to publicize your news – but you must be strategic and well organized to get reporters to cover your press conference and to get good coverage for your issue. Press conferences should only be about 30 minutes long. Outlined below are the important steps in planning, preparing for and executing a press conference.

Planning a Press Conference

1. Define your goals for the press conference: What media outlets do you want to cover your event and why. Are you trying to influence a particular decision maker or body of decision makers? Are you trying to get the public’s attention so they join your cause? Are you trying to keep an issue in the public – and decision makers’ – eyes? Are you trying to develop your groups’ skills? Clearly define what the goal is for the press conference.

2. Define your message and messengers: Figure out what you want to convey and who you want it to reach. The entire press conference should focus on one clear primary message and 1-2 secondary messages. All the speakers should come back to these messages in their comments.

Choose messengers that are tied to the messages, well spoken and disciplined. Limit to only 3 speakers and have each of them represent a different interest. Each person should speak briefly – no longer than 10 minutes each. The messengers should be people the public have favorable opinions of, including public employees (nurses, firefighters, police officers), faith leaders, residents we can relate to and experts in the field.

3. Determine what “news” you have: Reporters don’t come to a press conference just because you think an issue is important, they need news to sell the story to their boss. Think about these

- Is an important study being released?
- Do you have someone with a personal story to share?
- Has your coalition grown to include unlikely allies?
- Is there a conflict or a controversy? (The City keeping information from the public.)
- Can you tie your issue to current dates or events (Mothers Day, Christmas, back to school)
- Is there an important decision happening (will the champion Councilmember join the press conference? Elected officials love the press and vice versa, but you have to keep them on message.)
- Do you have an exciting visual or a gag to draw TV and photographers? Make sure the gag is tied to the message and not distracting (a large crowd of people in matching shirts, workers in uniform, frozen turkeys at Thanksgiving, an oversized greeting card.)

4. Set the date, time and location: Consider reporters deadlines. Early in the day is better if you want print coverage the next morning. Later in the afternoon may get you coverage on the evening television news, if you have good visuals. Tuesday through Thursday are the best days to get news coverage. Check to see if there are any competing events that will steal the media.

Pick a location that is easy to get to, is meaningful for the issue and provides a good visual backdrop. Also, consider if the location is public or if you need permission. If you plan to do the press conference outside, consider how wind, traffic and other noises may affect the quality of TV and radio coverage.

Preparing for the Press Conference

5. Build a list of media contacts: If you haven't gotten media coverage before, research the local outlets to see who would likely cover your issue. Most newspapers have their reporters and their areas listed on their website. When you do see a story that touches on your issue, contact the reporter to say thanks and to build a relationship with them.

6. Write a press advisory and a press release: A press advisory is short, giving the who, what, when, where, why of your event, and is released at least a week in advance. A press release is written like a news story and is released the day before or day of an event. See **Press Advisories and Press Releases** for more tips.

7. Invite the media: After you send out the press advisory, call reporters to make sure they received it and to see if they will cover the event. Remember to explain how this is "news" so that they can easily see the story that they would write. Call them all again the day before the press conference or the day of to remind them to come.

8. Build a crowd: A crowd of people shows public interest and can be a media draw. Divide up lists of members and allies. Call them a week before to let them know about the press conference. Call them the day before to remind them. This is a good task for volunteers to help with and to divide up among coalition partners.

9. Prepare your spokespeople: Help spokespeople prepare their talking points and review what they will say at the press conference. Some people will prefer that you prepare their talking points, so be ready to offer that. It's a good idea to rehearse a few days in advance to make sure they are comfortable. With new spokespeople, it's good to rehearse the day of the press conference. Make sure all the spokespeople have a document with the basic messages and the answers to tough questions. Rehearse the tough questions.

10. Prepare your moderator: In addition to the spokespeople, you will need a moderator to welcome everyone, introduce the speakers and keep the press conference moving. This person should be very comfortable with public speaking and should be able to politely move speakers along if they talk too long. When rehearsing with your moderator, make sure they know how to pronounce the speaker's and organization's names.

11. Prepare the visuals: Prepare charts, maps, signs, pictures, stickers or any "gag" visuals you're using in advance. This is a good task to delegate to volunteers and that can be done before the last minute. Consider how far away you expect the signs to be from the audience.

12. Prepare a press kit: A press kit includes the press release and other background materials for the reporters. Include factsheets, maps, contact information, report summary and/or text of statements. You can put these in a folder or just staple it together.

13. Decide and review roles for the day of the press conference: Besides the speakers and the moderator, you will need people to:

- greet the media
- pass out press kits
- welcome members and allies
- hold signs
- keep time
- make sure speakers are ready
- answer questions from the media

Decide who is doing what, and do a dry run if possible. Think about what unexpected events could occur (opponents show up, a speaker doesn't show up, someone forgets the visuals) and how you will deal with them.

Executing a Press Conference

14. Arrive early: Instruct community members and allies to arrive 15- 20 minutes early to make sure you have a crowd there when reporters arrive. TV reporters usually arrive early to set up. Greet the reporters when they arrive and give them press kits.

15. Start on time and keep it short: Reporters don't have much time. Start on time and keep your presentation to 30 minutes total. Take questions afterward. Keep your answers short and on message. Have the moderator prepared to wrap it up and thank everyone for coming.

16. Follow up with reporters who did not attend: Send press releases and call reporters who did not attend. Ask them if they were covering something else. Ask them what kinds of stories they like to cover.

17. Debrief: Once the coverage is out, discuss what worked and what didn't with press conference team, including speakers. How many reporters came? Was the news coverage on your message? Did you meet your goal? Did you start on time? How did the speakers do? How big was the crowd? Make notes and remember the lessons learned for next time.

Editorials, Opinion Editorials and Letters to the Editor

Editorials, Opinion Editorials and Letters to the Editor express specific opinions in newspapers. They are tools for you to get your opinions expressed more directly than through news stories. The audience for these tools is usually decision makers who pay attention to what the opinion pages say. Outlined below is when to use them and tips on writing or obtaining them.

Editorials

Editorials are columns that express the newspaper's point of view. You cannot write an editorial for a newspaper, but you can ask the editorial board to publish an editorial supporting your position.

Generally, newspapers won't publish an editorial on an issue unless there is a vote happening or decision being made. Newspapers like to influence decisions and to be current, so consider that when you are deciding when to contact the editorial board.

When you decide to ask for an editorial, you make an appointment with the editorial board. Think through who from your group should be in this meeting. It should be a small group (two to four people) and everyone should know the facts and know what they contribute to the meeting. If someone from your coalition has a relationship with the editorial board, ask that person to ask for the meeting.

During the meeting with the editorial board, present your position clearly and concisely. Paint a picture of why this issue matters to the community, why your solution is the right one to benefit the community and why now is the right time to move forward. Use well-researched facts to support your case. Explain how soon the decision is being made, and how hot this issue is. Be prepared to answer questions. Before ending the meeting, ask how and when you can follow up with them. Thank them for their time.

Opinion Editorials

Opinion editorials – or op-eds – are columns that express the point of view of a newspaper staff writer, a syndicated columnist, or a national or community leader. The op-ed page is usually next to the editorial page. Op-eds are set up as an individual's opinion on an issue.

Although most newspapers keep an open mind in deciding on op-eds, some papers may be more open to your coalition's issue than others. Research the newspaper to understand what kinds of editorials it publishes and what issues their news stories cover. Also research the paper's word limit and how often they print op-eds (every day, once a week, etc.).

As with editorials, newspapers generally will not print an op-ed if there is not a relevant decision to influence. Remember, it needs to be news-related and it needs to be current.

When your coalition decides to write an op-ed, think about who the best signer would be and what message would they deliver. Is there a respected business leader, a well-known faith leader or community leader that should be the author? Once that is figured out, contact the opinion

page editor – or have the author contact them. You can either meet them in person or share your idea for an op-ed over the phone. If you set up a meeting, think about who the right messenger is and make sure all who attend understand their role in the meeting.

Once the paper agrees to publish your op-ed, make sure you get the details on length and deadlines. Newspaper deadlines are serious – don't miss them! If the op-ed does get published, write a thank you note to the editor and keep in touch with them as the campaign moves forward.

When writing the op-ed, consider these tips:

1. **Give a concise but thorough background on the issue or campaign.** Remember, most people reading the story may not have an understanding of the issue. Give a thoughtful, yet brief, background on the issue and why it matters to most people.
2. **Use a message to ensure broad appeal.** Keep your target audience in mind while writing the piece. Your target audience is people – residents and elected officials - that are open to the solutions you are proposing. You want to convince them this solution can improve their lives and their community and to show elected officials that leaders feel strongly about this issue. Don't focus on your opposition and don't worry about trying to convince people that are totally opposed.
3. **Keep it local.** The readers will want to know how your solution will improve their community and their lives. Refer to developments, neighborhoods and streets that people are familiar with. Give specific examples of how building new homes and shops near transit will make their lives more convenient and allow them to get around without a car.

Letters to the Editor

A letter to the editor is a short response to an article in the paper. In some smaller communities, letters to the editor can also be in response to events that have happened. Letters to the editor should generally be 200 words or less. If it is in response to an article, the title and date of the article should be included.

A good campaign strategy is to ask many people to send in letters to the editor. You can develop one or two samples and ask people to personalize them and send them into the editor. When newspapers receive multiple letters on one issue, they are more likely to publish some of them. If your volunteers send them in via email, ask them to NOT copy you on the email. Rather, they should just send you a separate email of their letter. The person submitting the letter should include their full name and phone number.

Appendix

Policy Fact-Sheets

1. Planning Process 101 – 5 pages
2. Greenbelt Alliance Compact Development Guidelines – 3 pages
3. Compact Development – 9 pages
4. Parking and Transportation Demand Management – 12 pages
5. Preventing Displacement – 12 pages
6. Complete Streets – 12 pages
7. Quality Public Parks and Open Spaces – 9 pages
8. Green Building in Transit-Oriented Neighborhoods – 8 pages
9. Great Communities Take Care of Senior Mobility Needs – 15 pages

TOD Stories

1. Laurette Willkom, Walnut Creek
Single mother, immigrated from Philippines
2. Steve Price, El Cerrito
Graphic design business owner
3. Susan Dalludung, Hayward
Director of Community and Economic Development Department
4. Maria Martinez, Fruitvale
Cafe owner, “Queen of Tamales”
5. Karla Perez-Cordero, San Leandro
Mother, immigrated from Nicaragua
6. Julie Wong, Richmond
Immigrated from Hong Kong
7. Louise Turner, Dublin
Formerly homeless, Caretaker
8. Joseph McGill, Dublin
Developmentally disabled
9. Irvin Dawid, Palo Alto
Sierra Club volunteer
10. Gladwyn d'Souza, Belmont
Father, advocates walking to school
11. Hugo Guerrero, Fruitvale
Travel agency owner, founded Merchant Association
12. Tanya Narath, Santa Rosa
Rides bike to work downtown

URBEMIS: A New Era in Traffic Modeling

Planning Process 101

Overview

This fact sheet provides:

1. Introduction
2. Planning Decisions
3. Individual Development Project Phases
4. Phases for Community Members
5. Key Players and Their Roles
6. Important Planning Laws

1. Introduction

Planning is the process formally led by government agencies to facilitate creation of local laws about where, how and what gets built within a city or county.¹ It considers how many people are expected to live in the community and identifying where they will live, work and play and what their needs will be.

The public has a right under federal and state law to be informed and participate during specific phases of the planning process. This fact sheet provides information on how to participate in and impact planning policy decisions.

2. Planning Decisions:

- **City Policies:** Principles which reflect the goals and objectives of a city. They provide a point of reference for laws and ordinances and help guide the General Plan to ensure it is consistent with current city politics. Policies may be initiated by the public or by the city. They are generally created by planning staff and then approved by the City Council or Board of Supervisors.
- **General Plan (Also known as “comprehensive plan” or “master plan”):** A document that reflects the community’s vision and long term goals. It is implemented through the use of zoning codes, city policy, and subdivision ordinances.² In California, the General Plan includes at least 7 elements, including land use, circulation, housing, conservation, open space, noise and safety.
- **Housing Element:** A required part of each city’s general plan that is supposed to lay out programs to provide homes for all members of society.³ In the Bay Area, this element is supposed to reflect the “Fair Share” housing allocation which the regional Association of Bay Area Governments (ABAG) reviews and updates every 5 years. The goal is to provide an equitable distribution of low to moderate income and market rate homes within each city and county.
- **Zoning Ordinance:** A regulation that implements the goals of the city’s General Plan. It divides the land into zones with specific permitted uses and standards. Most cities have several categories of zoning, such as residential, commercial, industrial, agricultural, public facilities, and open space. Each zone carries specific requirements, such as the number of residential units per acre, the number of square feet of commercial use, and the building height limitations.⁴ Other land uses may be allowed by special permission by the city through use of a “conditional use permit” or “variance”.

- **Subdivision Ordinances:** Regulates land uses to ensure that no land is divided without local government approval. Dividing land for sale, lease or financing is regulated by ordinances based on the State Subdivision Map Act. There are 2 types of subdivisions: parcel maps, which are for divisions which have fewer than five lots, and tract maps, which apply to divisions resulting in 5 or more lots.⁵
- **Specific Plan:** Unique to California, this is a set of development standards which apply to a particular geographic area, and is uniquely defined in California. A Specific Plan may cover all of the issues in the city's General Plan, or even more or fewer issues. It may lead to proposed revisions to the city's Zoning Code (see above), will often include an Implementation Plan (see below), and requires some level of Environmental Review (see below).

A city may develop a Specific Plan for a specific area where they want to provide more detailed development standards. Or it maybe be developed and proposed by a developer, and then adopted by the City, to propose a large project that differs significantly from previously approved development standards for the area. A Specific Plan has the same force of law as the city's General Plan for the geographic area it covers.⁶ Specific Plans usually includes the following components: an economic market analysis, a physical plan, a land use plan, redevelopment strategies, and incentives to encourage development.⁷

- **Concept Plan, Area Plan, TOD Strategy:** These are titles given to planning exercises that result in guidelines for development but that do not have the same force of law as a Specific Plan. Sometimes one of these exercises will lead to zoning changes and environmental clearance for future development, but often it will not.
- **Action/Implementation Plan:** Part of a larger plan (General Plan, Specific Plan, or other exercise) that describes how the plan's vision or goals are to be achieved. For each specific action to be taken, this should include a description of the responsible agency, the time frame for completing the action, and potential funding sources, as appropriate.
- **Design Standards:** The design of a building or station area must be approved by the city or county through a design review process. Generally, communities will adopt specific design standards as part of the General Plan's Zoning Ordinance. The Design Review Board oversees development standards as they relate to existing and planned design of the surrounding area, architectural guidelines, and site plan standards.
- **Development Agreement:** These are agreements between the developers and the city for specific exceptions to city codes.

The development must be:

1. Consistent with the goals, objectives, policies, and general land uses detailed in the General Plan and any applicable Specific Plans
 2. Compatible with the uses of the zoning district in which the property is located
 3. Safe to the public health, safety and general welfare of residents or workers within the specific project area.
 4. In compliance with the California Environmental Quality Act (CEQA) (See below)⁸
- **Environmental Review:** The California Environmental Quality Act (CEQA) requires all projects, both public and private, to have an environmental review. Projects with significant environmental impacts are required to submit an Environmental Impact Report (EIR), often conducted by the local planning department. They also discuss the mitigation measures to reduce the impacts. This report details the environmental and related socio-economic

impacts of a project. It also discusses mitigation measures. Legal challenges, or the threat of them, are sometimes used to advocate for changes in a project or to stall or even stop a project. See “Phases for Community Members” (below) for community participation in the environmental review process.

Environmental Reviews often opens projects to legal challenges, and may be used by opposition groups to stall the projects. To avoid this problem, “Master EIRs” for the General Plan. The Master EIRs provide a detailed environmental review of plans, and these serve as a reference for subsequent proposals. It may be prepared for projects which include smaller individual projects to be implemented in phases. These reports are more comprehensive and encourage mixed-use housing and infill development.⁹

- **Program-Level or Master EIR:** Some cities are writing “Master EIRs” or “Program-level EIRs for General or Specific Plans. A Program EIR provides a detailed environmental review of the plan and serves as a basis for future environmental review of individual projects. A Program EIR can make it easier to complete developments that follow the plan’s guidelines. This can also make project approvals quicker and more predictable.
- **Mitigated Negative Declaration:** A Mitigated Negative Declaration is a document that describes the proposed project, presents the findings of environmental impact, describes mitigation measures, and states the reasons why the decision maker has concluded that the mitigation measures will cause there to be no significant environmental impact. A completed Initial Study must be attached to a negative declaration to support the determination of no significant effect.¹⁰

3. Individual Development Project Phases:

- **Concept/Phase 1:** The city works with community organizations and potential developer and runs charrettes to better understand the needs of a community. This phase develops the initial concept and may weigh the overall costs and benefits of a project.
- **Feasibility/Phase 2:** This phase tests the assumption made during the concept phase. The city or developers test the market by talking with prospective buyers, tenants, lenders and partners for the station area. They compile preliminary financial statements, identify required government actions and develop initial architectural plans. Planners should consult with the city’s design guidelines and building codes.
- **Proposal/Phase 3:** City agencies and developer continue collaborating, pulling together all the pieces into a coherent strategy with financial backing for the project. The development team secures necessary approvals, drafts an Environmental Impact Report, bids for construction, negotiates final financing, and ties up all loose ends needed to start construction. The city finishes its negotiations about different codes and signs a development agreement with the developer.
- **Construction/Phase 4:** This phase brings the development project to completion. The development team is marketing to tenants and/or buyers and overseeing construction.
- **Operation or Sale/Phase 5:** Operation or Sale wraps up the development team’s involvement.

4. Phases for Community Members:

- Research what the conditions of the city and of the project are. What is stated in the general and specific plans? What are the different public opinions?
- Review the project proposal and develop lists of possible alternatives.

- Participate in public meetings with comments on and questions about the project
- Review and attend a hearing about the draft EIR.
- By the time the Planning Commission and City Council are ready to approve final EIR, there is little likelihood the project will change much.

5. Key Players and their Roles¹¹:

* Bodies that vote on plan adoptions.

- **City Council or County Board of Supervisors***: Popularly elected governing body. Adopts laws and zoning ordinances. Has final authority on any plan or changes to zoning ordinances and boundaries.
- **Planning Commission***: Appointed by local governing bodies. Advises the city council in decision making about land use matters, project recommendations and site plan approvals. Commission decisions can be overruled by city council.
- **Redevelopment Agency***: Generally governed by the City Council. In some cities, the Agency has its own source of funds, and its own spending criteria and spending limits. Its responsibilities include re-planning, redesign, reconstruction, construction of new public facilities, and provision of blight-reducing services¹².
- **Zoning Adjustment Board***: Present in some cities but not in others. Interprets zoning ordinances and reviews variance and use permit proposals.
- **Planning Staff**: City or county staff who receive and review planning applications, enforce zoning code, provide background information, and make staff recommendations on submitted land use applications. Staff also often hold pre-application meetings with developers.
- **Council of Governments (COG):**¹³ Regional agencies concerned primarily with transportation planning and housing; they do not directly regulate land use. The San Francisco and Bay Area has the regional Association of Bay Area Governments and has county level COGs in some counties.
- **Developer**: Submits application for a development project. When approvals are achieved, manages the project to completion.
- **Board of Appeals**: Considers applications for variances and other exceptions.
- **Community Based Organizations/Citizens**: Raises questions about potential effects on local quality of life, and shares knowledge about the existing conditions in the surrounding neighborhood. Should be included early in discussion with developers and planning officials.

6. Important Planning Laws¹⁴:

- **California Environmental Quality Act (CEQA)**: This state law requires that a government agency review all private and public projects prior to approval for their potential adverse effects upon the environment. It defines California's environmental goals and the local government's role in helping to achieve those goals. It also sets the requirements for the review of Environmental Impact Reports.
- **Community Redevelopment Law**: Gives communities with limited financial resources an economic development tool to redevelop blighted areas. There is a Redevelopment Agency, usually directed by City Council members, and a redevelopment plan which describes the objectives and projects to be employed in efforts to address the community's needs.¹⁵

- **The Open Meetings Act:** Requires that city councils and county boards conduct their meetings and discussions openly in front of the public. All meetings must be posted at least 72 hours in advance.

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Greenbelt Alliance Compact Development Guidelines
Guidelines for Reviewing Neighborhood-Scale Infill Plans and Projects
Adopted Fall 2005, Amended Fall 2006

Neighborhood-scale infill plans and projects are a compelling opportunity to accommodate a community's needs for homes, jobs, services and parks. These projects and plans also serve as a tool for protecting the Bay Area's greenbelt. By directing significant growth to appropriate existing urban areas, they reduce the pressure to develop natural areas and working farms. At the same time, neighborhood-scale infill can change the character of neighborhoods and set precedents for infill in a community or even for the Bay Area as a whole. Therefore, these developments warrant special attention to ensure they proceed in ways that best utilize our region's limited infill sites and create the greatest benefit for existing and future residents and business owners.

Neighborhood-scale infill plans and projects include specific plans, neighborhood plans, master plans, and other plans and projects that occupy multiple city blocks and may have a considerable impact on the surrounding neighborhood. Actual housing unit count, square footage or acreage of these plans and projects may vary from city to city depending on city size and surrounding areas.

The following are guidelines for evaluating neighborhood-scale infill projects and plans. Each evaluation will consider the context of the project or plan (location, demographics, public funding, publicly owned land, planning and legal context, etc.). The guidelines may be applied and weighted differently depending on the context. The guidelines will be used as a lens through which reviewers will look at proposals, rather than as a checklist of criteria for projects and plans to meet. Final endorsement is at the discretion of Greenbelt Alliance.

Location: The project or plan must be within an existing urban area, and not in the regional greenbelt or any other important natural resource area. The project or plan must be within 1/2 mile from major transit service or a downtown. Major transit service is defined as a rail stop (existing or planned with significant funding established), ferry stop, or a bus stop served by 6 or more buses per hour during the peak period. Projects that do not meet this location requirement, but are within 1/2 mile of a major job center or commercial district, will be considered.

Minimum Density: The project or plan should have an overall density of at least 20 units per net acre. Projects or plans of lower density may be eligible for endorsement if they are significantly higher than the average local density. Significant infill opportunity sites should have a correspondingly high level of density. Density is defined as the number of dwelling units divided by the total land area devoted to residential uses, including associated parking and private driveways, private yards, ancillary buildings, and non-public parks and play structures associated with the residential uses.

Mixed Uses: The plan or project should incorporate a mix of uses beyond housing, including but not limited to retail, office, light industrial, services, public parks and other recreational spaces. The plan or project's design should mix these uses throughout the area as appropriate, rather than creating segregated uses.

Retail: Retail uses within the plan or project should be neighborhood-serving and support a pedestrian environment and transit activity.

Community Services: The plan or project should incorporate facilities and services to meet needs of local residents relative to the plan or project's expected impact on the community and the amount of public funding for the plan or project. These may include childcare facilities, health clinics, schools, jobs

for local residents, or grocery stores and other neighborhood-serving retail. The developer and local jurisdiction are encouraged to conduct community participation processes so that relevant stakeholders (developer, jurisdiction, residents, business owners, etc.) jointly identify the needed community services to be included in the project or plan.

Affordability: The plan or project must meet the local inclusionary housing requirement, at a minimum. In communities that do not have an inclusionary housing requirement, or have an insufficient inclusionary housing requirement, the plan or project should provide adequate affordable housing. This includes, but is not limited to, making a fixed percentage of the units affordable to moderate-, low-, and very low-income households or dedicating land or other resources to affordable housing within the plan or project area. The amount of affordable housing expected will vary, depending on the context. Higher percentages, lower income targets, and long-term affordability are encouraged. Affordable units should include some 3-bedroom or larger units to accommodate families. The following are suggested minimums of below-market-rate units (based on Area Median Income, or AMI) that a project or plan should provide:

- 10% for Moderate Income and 10% for Low Income, or
- 10% for Low Income and 5% for Very Low Income, or
- 10% for Very Low Income

(Moderate income = affordable to households earning 81-120% of AMI. Low Income = affordable to households earning 51-80% of AMI. Very Low Income = affordable to households earning less than 51% of AMI.)

Mitigating Displacement: The developer should provide replacement units at an equivalent level of affordability for all housing units lost as a direct result of the development, or shall address displacement by some other equally effective means, including but not limited to in lieu provisions or providing permanent relocation benefits. Inclusionary units may not count as replacement units. The developer and jurisdiction should take steps to provide stability for residents during relocation and to maintain some level of stability for residents in the surrounding neighborhood.

Transportation Options: The plan or project should promote alternative transportation options, including bicycling, walking, car sharing, casual carpooling and public transit. The plan or project should ensure the majority of people using the project have easy access to transit and encourage transit use, through bulk passes and shuttles to stations when necessary.

Pedestrian-Oriented Design: The plan or project's design should integrate with existing street patterns, walkways, and bicycle paths, preferably in a grid pattern, and provide easy connection to services and public transportation. The plan or project should be pedestrian-oriented rather than auto-oriented and should include elements such as bike paths and facilities, pedestrian amenities, street furniture, buildings fronted to the sidewalks with little or no setbacks, and pedestrian mitigations for large, busy roads.

Parking: The developer and/or jurisdiction should seek ways to minimize the site area devoted to parking, such as tandem, shared or stacked parking. Where surface parking occurs, it should be behind buildings. For projects under existing zoning codes, the number of parking spaces should not exceed minimums set by the jurisdiction's zoning code. For new specific plans, we encourage establishing policies that reduce the number of parking spaces in the area, including replacing minimum parking ratios with maximum parking ratios and "unbundling" parking costs. Parking requirements for new specific plans should be based on parking demand studies that consider the expected occupants, transportation options and parking reduction strategies to be used in the project.

Parks and Open Space: The plan or project should include parks and open space and recreation facilities and amenities to meet the needs of existing and future residents of the affected area. To the extent possible, these facilities and amenities should be planned and located to overcome existing deficiencies in the project area and the community as a whole. Public open space should be designed for convenient access from the surrounding area. The plan or project should also ensure the preservation of important natural habitats and important recreational land, and incorporate these areas into the open space network of the plan or project.

Cultural and Historic Preservation: The plan or project should preserve significant cultural and historic resources as appropriate, particularly those designated by a public landmarks body.

Community Input: The developer or jurisdiction should involve local stakeholders in the planning and design process, through creative approaches, including direct outreach to residents and business owners. The developer or jurisdiction should make efforts to address neighborhood concerns about the plan or project. Municipalities and developers should consider holding specific public meetings in the community, during evening or weekend hours and providing childcare and translation as necessary.

Existing Uses and Plans: Proposed plans and projects will be compared to existing uses and existing plans, zoning and regulations governing the planning or project area. Proposed plans and projects should enhance the existing neighborhood and should, in general, either comply with existing plans, zoning and regulations or be denser, more mixed use, more transit-oriented, and provide more public open space and services than the existing neighborhood, plans, or zoning.

Bayside Land: Projects and plans that redevelop bayside land should balance the need for housing and jobs with public open space access to the Bay and protection of environmentally sensitive lands around the waterfront. Developments on these lands should be careful not to negatively impact the Bay and should integrate existing and new uses, through design, transit and walkability, extending or complementing the Bay Trail whenever possible.

Compact Development Policy Fact Sheet

Overview

This policy fact sheet includes:

1. Introduction
2. Issues of Compact Development
 - a. Traffic
 - b. Parking
 - c. Shops
 - d. Schools
 - e. Public Safety
 - f. Public Infrastructure/Environment
 - g. Property Values
 - h. Housing Demand
3. Who else is doing this?
4. Density Lingo
5. Dig a little Deeper

1. Introduction

In a compact neighborhood, stores have enough local customers to stay in business, transit systems have enough riders to justify the public investment, and parks have people strolling through keeping the neighborhood safe. Ample evidence suggests that well-designed higher-density development, properly integrated into an existing community, can improve a community's quality of life while still addressing the needs of a growing and changing population.

For types of Station Areas, refer to the Station Area Matrix.

For information on how planning processes proceed, refer to Planning 101 sheet.

2. Issues of Compact Development

a. Traffic

For more information, refer to Transportation Fact Sheet.

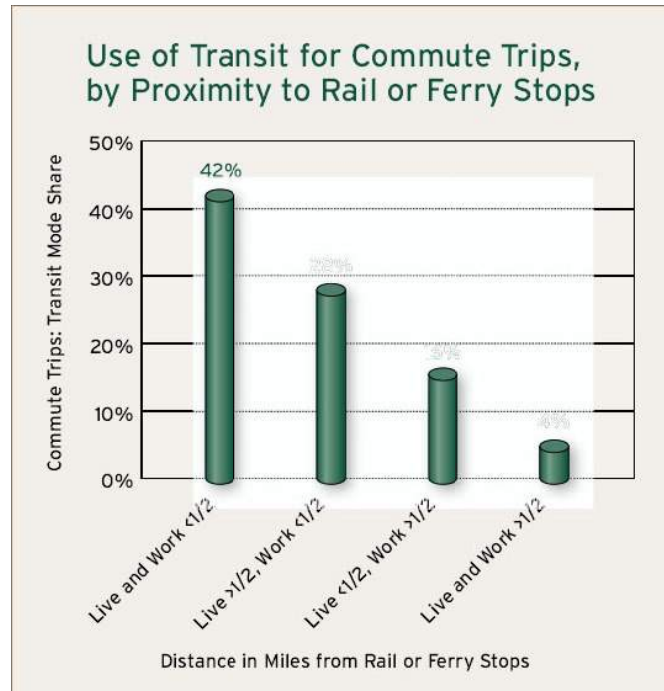
Concern:

More density will create more traffic in the community.

Reality:

Although more people usually means more cars on the road, the traffic doesn't increase proportionately to the number of additional people. People who live in neighborhoods near shops and public services tend to drive less frequently and own fewer cars, because they have more services in walking distance and there are more transportation options.

- People in condominiums and townhouses make 44% fewer car trips than people who live in low-density single family homes. (5.6 car trips/day vs. 10 car trips/day).
- People who live/work within ½ mile of public transportation stations use transit for 42% of their work commute trips vs. 4% for those who live or work more than 1 mile from a transit station.¹



- Doubling density in an area decreases the area’s vehicle miles traveled by 38%.³
- Higher densities support more physical activity. One study found that in the lowest density blocks (0-99 housing units/mi²) rates of walking/biking for transport were 3.3% while in the highest density blocks (>3,000 units/mi²) rates were 14.5%.⁴

b. Parking

Concern:

Providing reduced parking will create parking problems in the community.

Reality:

Studies support that people who live in higher density areas own fewer cars and use less parking than people in low-density neighborhoods.

- Nationwide, households in transit zones have an average of 0.9 cars vs. 1.6 cars in the greater metro regions. Of the households within ½ mile of rail/ferry, 30% do not own cars.⁵
- In the Bay Area, 29% of households within ½ mile of a rail or ferry stop do not own a car, compared to 9% in the rest of the region.⁶

c. Shops

Concern:

Having homes near shops and public services will create too much noise and invade neighborhood privacy.

Reality:

While it’s true that more compact development does mean more people, a well-designed space can preserve privacy and minimize noise.

(See “Compact Development” *handout for Design Guidelines*)

Concern:

Higher-density developments will occupy space needed for amenities such as grocery stores.

Reality:

More homes, especially when mixed with offices and stores, create more customers. This makes local shops more viable and improves the local economy.

- Shops and public services within ½ mile of more compact developments are more economical than those far from the town center and homes.
- A neighborhood needs a net density of 7 units/acre to support a small convenience store and more than 18 units/acre for a small grocery store.⁷

d. Schools

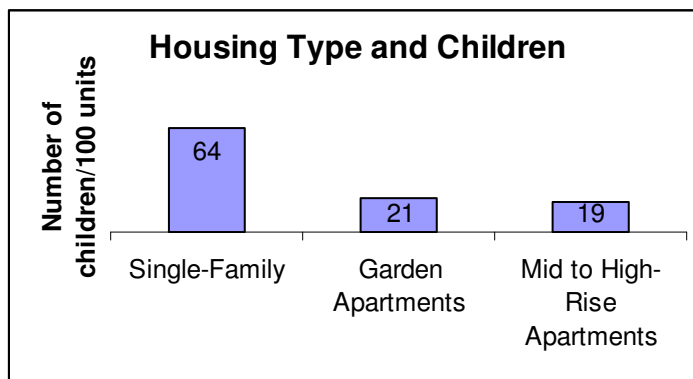
Concern:

Increased density will overcrowd local schools.

Reality:

New homes in low-density areas put more pressure on local schools than more compact neighborhood homes do.

- People in compact neighborhood homes tend to have fewer children than those in low density neighborhoods.⁸
- Mixed-use, walkable, compact development near schools allows children to walk and bike to school, rather than needing to be driven.



- It is important that developers and city agencies to continue to address how to alleviate pressures on local schools.

e. Public Safety

Concerns:

More density leads to more crime.

Reality:

There are sometimes crime problems in urban areas lacking access to jobs and public services, but no study has shown a relationship between more compact development and violent crime rates. On the contrary, studies suggest that compact neighborhoods increase community safety and quality of life.

- Places where people know each other have 40% less crime than neighborhoods without a strong sense of community, regardless of income level.⁹
- Mixed-use development with different types of homes and generations of people provide more “eyes on the street” at all hours of the day and have lower crime levels.¹⁰
- Compact development allows more efficient use of tax money for social services and neighborhood redevelopment for safety and comfort.

f. Public Infrastructure/Environment

Concerns:

Density will overburden the city’s infrastructure system and raise taxes.

Reality:

Compact development makes efficient use of existing infrastructure and requires less new infrastructure. When more homes use the same stretch of road or sewer line, the cost of infrastructure per household decreases.

- It costs more than twice as much money to pay for utilities, schools, and streets for 1 unit/acre versus 30 units/acre. (\$22,500/unit vs. \$10,000/unit.)¹¹
- 40 single family dwellings require 40 times as much concrete in roads and sidewalks as a 40-unit apartment building on a single lot.¹²
- Water, sewer, electrical, phone, cable and other services lie under the street and branch off into each lot; Sprawl housing uses more of these materials than compact housing.¹³
- At the current rate of sprawl, the U.S. will need \$12.6 billion more for sewer and water infrastructure, \$109.6 billion more for local road infrastructure, and \$423 billion for property development costs between years 2000-2025.¹⁴ In Loudon County, Virginia, each new house on ¼ acre lot adds \$705/year to the town's budget. A new house on a 5 acre lot costs the community \$2232 per year.¹⁵

Concerns:

Dense housing will cause negative environmental impacts.

Reality:

Compact development preserves open space, reduces pollution by providing more walkable streets, and protects local watersheds.

- Paved surfaces create water pollution and require drilling, mining and transporting of gravel, cement and asphalt.
- Water pollution skyrockets when more than 20% of the watershed is paved over and developed.
- Extensive paving adds to the "urban heat island" effect, worsening air pollution and global warming.¹⁶

g. Property Values

Concerns:

More compact development and affordable homes will lower property values of the homes in the community.

Reality:

The relationship between property value and more efficient land use is complex and depends on pre-existing land values, supply and demand, location, nearby amenities, local architecture, and community cohesion.

- Average home prices within a 1 mile radius of the Pleasant Hill BART Station in Contra Costa County decreases by \$1,578 for every 100 feet from the station.¹⁷
- In 2001, commercial property values in Santa Clara County were 23% higher near light rail and 120% higher near commuter rail.¹⁸
- The Rosslyn-Ballston Corridor in Arlington County exemplifies how more compact mixed-use development near transportation stops can increase tax revenues:
 - Between 1992-2002, assessed property value along transportation routes increased 81% to \$8.88 billion.
 - In Arlington, VA, less than 7% of the county's land is highly compact development, and that 7% generates 33% of the county's real estate taxes. This keeps tax rates down for the surrounding neighborhoods.¹⁹
- More people with higher incomes are choosing to live in compact developments. The demand for housing in the San Francisco Bay Area near transit for households earning

\$75,000 or more will increase by 248% between 2000 and 2030, from 134,402 to 467,558 households.²⁰

h. Housing Demand

Concern:

No one wants to live in high-density housing.

Reality:

Surveys and trends show that the American visions of a quiet house in the suburbs are rapidly changing. Many people now are choosing more compact housing in communities that offer varieties of shops within walking distance over single-family houses far from the community core.²¹

Nationwide:

- 3/5 of prospective homebuyers prefer neighborhoods that offer a shorter commute, sidewalks, and amenities like shops, schools, and public transportation within walking distance. They prefer this option over one with longer commutes and larger lots but limited options for walking.
- 71% of seniors (65+) want to live within walking distance of transit.²²
- There are now more single-person households (26%) than there are households with children (23%). Single people more commonly rent apartments in higher density neighborhoods.²³
- In 2002, the median sales price of condos was higher and the rate of sales was faster than for detached single-family homes.
- Between 2000 and 2030, the national demand for households in transit areas will increase by 103%.²⁴

In the Bay Area:

- As of 2005, there were 286 transit zones, the 1/2 mile area around concentrated public transportation, in the San Francisco Bay Area.
- Between 2000 and 2030, the regional demand for housing in transit zones is expected to increase by 179%, from 409,497 in 2000 to 1,141,860 in 2030.²⁵

3. Who Else is Doing This?

When people think of density, they generally think of San Francisco's high rises, and crowded city streets. However, depending on the design, location, and number of units, different densities appear to be as diverse as one town from another. Below are several examples of different Bay Area transit areas and the different densities around them.

San Jose Downtown²⁶

Known for its sprawling developments, San Jose has started focusing on an effort to "make its downtown into the urban heart of Silicon Valley."

- Located 1 block north of the light rail station and St. James Park.
- 2 blocks from transit malls.
- 12,000 homes, including both market-rate and affordable housing units (Villa Torino Apartments include 40% affordable)
- Zoning allows up to 55 units/acre around transit
- Transit: VTA Light Rail, Caltrain, ACE rail, Amtrak

Redwood City²⁷

In a prime location between San Francisco and San Jose, Redwood City is becoming "the nighttime entertainment capital of the Peninsula".

- Live/work/shop spaces around the Caltrain station.
- Net density: 13 units/acre (2000 census).
- City Center Plaza Apartments.
 - Within a half mile of the station.
 - 139 affordable homes, mixed-use, walkable from various amenities
- Transit: Caltrain, SamTrans

Pleasant Hill (Contra Costa Centre)²⁸

This station is one of most important public transit hubs for Bay Area commuters, used by approximately 6,400 riders daily.

- 140-acre area mixed-use developments around the Pleasant Hill BART Station
- Pedestrian oriented, with access to the regional Iron Horse Trail.
- Highest concentration of multi-family housing within ¼ mile of any suburban transit hub in northern California
- 549 new homes, of which 20% are subsidized affordable housing.
- Net density: 6.7 units/acre (2000 census).²⁹
- Transit: BART, County Connection
- Residential development around Pleasant Hill BART generates 52 % fewer peak period auto trips than those in a typical residential development. Office development at the station generates 25% fewer trips than typical office development.³⁰

Dublin Transit Center³¹

This mixed use, transit oriented center covers 91 acres and includes 1,800 homes plus shops, offices, and 2 neighborhood squares of open space.

- Camellia Place is a multi-family development with 112 homes, 100% affordable.
- Net density: 7 units/acre (2000 census).³²
- Walking distance to schools, restaurants, a public library, shopping
- 3 blocks from the Dublin/Pleasanton BART station.
- Transit: BART, LAVTA

Downtown Hayward³³

Hayward is a good example of revitalization using mixed-use compact development around transit. It has achieved a good balance of commercial, residential and civic development, all transit-oriented. It includes:

- Mixed-use residential, office, and retail.
- Area surrounding BART Station is 30 acres; greater redevelopment area is 222 acres
- Market-rate and affordable housing units (Renaissance Walk has 50% affordable).
- Net density: 30-35 units/acre³⁴

Santa Rosa³⁵

Santa Rosa is building its small urban downtown. It has begun revitalization of green space and is planning in anticipation of the new SMART train, which will run from Cloverdale to the Larkspur ferry terminal with a downtown station in Santa Rosa.

- Mixed-use residential, office, and retail.
- SMART commuter train station area proposed for downtown development
- Plans for approximately 600 new market-rate and affordable housing units

- Affordable housing in Burbank Apartments and proposed New Railroad Square project
- Transit: Proposed SMART train, plus Golden Gate Transit, Santa Rosa CityBus, Sonoma County Transit, and Mendocino Transit

4. Density Lingo³⁶

- Gross density-The total number of homes divided by the total acres of land in the entire neighborhood.
 - Example: Coggins Square Apartments at Pleasant Hill BART is on a 2 acre site and has 87 affordable units. Its gross density is 43.5 units/acre.³⁷
- Net density-The number of residential units/acre after subtracting land needed for infrastructure and open space.
 - Example: If 21% of Coggins Square Apartments at Pleasant Hill BART is reserved infrastructure, only 1.58 acres can be used for housing.
 - 87 units/(2 acres - 21%) → 87 units/1.58 acres = 55 units/acre³⁸
- Floor Area Ratio (F.A.R.)-The total square footage of a building divided by the square footage of land.
 - Example: A one-story building covering the entire lot has a FAR of 1.
 - A one-story building covering half of the lot has an FAR of 0.5.
 - A 4-story building that covers ½ the lot has an FAR of 2.0.

5. Dig a Little Deeper

Higher-Density Development: Myth and Fact

http://www.uli.org/AM/Template.cfm?Section=Policy_Papers1&CONTENTID=15805&TEMPLATE=/CM/ContentDisplay.cfm

This is a primary resource for understanding the basic public misperceptions about compact development, and the arguments supporting transit oriented development.

New Places, New Choices

<http://www.mtc.ca.gov/library/TOD/index.htm>

Learn about the challenges and issues about development around transportation centers. Full color photos support text discussing 10 different functioning developments across the Bay Area.

Neighborhood Explorations: This View of Density

<http://www.sfbcv.org/density/>

See how different neighborhoods in San Francisco impact the environment. Calculations show infrastructure, transportation, and pollution levels based on neighborhood density.

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Parking and Transportation Demand Management Policy Fact Sheet



Overview

This Policy Fact Sheet includes:

1. [Top 10 Facts About Parking and Traffic](#) (next 2 pages)
2. How to use the [MTC Toolbox/Handbook](#) (Full Title is *Reforming Parking Policies to Support Smart Growth, Toolbox/Handbook: Parking Best Practices & Strategies for Supporting Transit Oriented Development in the San Francisco Bay Area*). The Toolbox/Handbook presents the landscape of possible parking and TDM (Transportation Demand Management) strategies into a decision tree type handbook. The Toolbox/Handbook helps a city select appropriate parking and TDM policies.
3. [Technical Appendices](#): The *Toolbox/Handbook* strategies are distilled down from two technical papers, Existing Bay Area City Parking Policies and Best Practices, and also include a
4. MTC Toolbox/Handbook [Parking Demand Model](#). This fact sheet helps you summarize and navigate through these resources.
5. [MTC's Parking Seminar and Relevant Presentations](#)
6. [Additional Recommended Strategies](#)
7. [Additional Facts Highlighting the Effectiveness of Various Parking and TDM Policies](#)
8. [Examples of Adopted TOD supportive TDM policies](#) – San Leandro, San Mateo, Glendale and Ventura

1. Top 10 Facts and Figures relating to Parking, Traffic and Transit

- **Transit Use and Proximity to Work and Home:** In the Bay Area, people who both live and work within a half-mile of transit are 10 times more likely to use transit.¹
- **Vehicle Ownership by Proximity of Home to Transit:** In the Bay Area, 30% of those who live within a half mile of transit do not own any cars. This is about three times more zero-vehicle households than those living in urban areas further than a half mile from transit.²
- **Vehicle Ownership and Density and Transit:** Studies conducted on vehicle ownership reveal that density and transit availability are significant variables in predicting vehicle ownership.³
- **Seniors and Vehicle Ownership:** In the Bay Area, households with seniors own 31% fewer cars than households with no seniors.⁴
- **BART and Parking Demand:** TODs reduce parking demand per household by 23%.⁵
- **BART neighborhood demographics:** Among BART Station residents, 40% choose to live near BART stations due to location and commuter choices.⁶
- **Higher Income = More Driving:** Higher Income households own significantly more vehicles than lower income households. In the Bay Area, MTC quantified the relationship between household income, travel behavior and vehicle trips based on results from their Bay Area Travel Survey. Households in the highest income quartile (earning >\$100,000/year) generate over 4 more vehicle trips per day (170% increase) than those in the lowest quartile (earning <\$30,000/year). According to Census 2000 data for the Bay Area, 15% of families making between \$25,000 and \$35,000 did not own any cars.⁷

- **Effect of parking on cost of housing:** A 1997 study by Martin Wachs and Wenyu Jia quantified the exact price effects of parking in new developments in several representative San Francisco neighborhoods and found that the availability of a parking space accounted for 13% of the price of a condominium and 12% of a single-family dwelling unit.⁸
- **Cruising for Parking:** Efforts to keep parking free or very low cost often means drivers continually have to hunt for parking. This is common in downtown areas and business districts where parking is free or where parking meters rates have been purposefully held low. The result is that customers come to the area, cannot find parking, and end up cruising for parking. Shoup estimates that as much as 30% of traffic in these areas may be due to the inefficient search for a parking space.
- **Collisions from Cruising:** Transportation researchers have found that 15% to 20% of all vehicle collisions (and 40% to 60% of mid-block collisions) are associated with on-street parking movements. (a.k.a. looking for or getting in or out of a parking spot)⁹

2. How to use the MTC *Toolbox/Handbook* on Parking Best Practices and Strategies for Supporting TOD:

The *MTC Toolbox/Handbook on Parking Best Practices* was developed to help Bay Area cities and counties identify parking strategies that are likely to be effective in their area. Many communities want to improve quality of life by supporting transit oriented development and smart growth principles to support a more livable region. However these goals often lack strategies that address vehicle parking and traffic. Without these considerations the full walkable potential of a place is hindered.

The *Toolbox/Handbook* includes a printed and web version of a handbook that should be reviewed in conjunction with this fact-sheet. A copy of this can be obtained by calling MTC or by downloading documents from this webpage:

http://mtc.ca.gov/planning/smart_growth/parking_seminar.htm

MTC Parking TOOLBOX/HANDBOOK

A. Define Your Community

The Community Types Matrix on **page 4** organizes various community characteristics into the following community types:

- Regional Center
- City Center/Urban Neighborhood
- Suburban Center/Town Center
- Transit Neighborhood
- Rural/Small Town

At the beginning of each subsection on **pages 7-16** are more in-depth descriptions of each community type.

B. Exploring Potential Strategies

- The Parking strategies matrix on **page 6** shows a recommended suite of potential strategies organized by Community Type.
- The strategies are organized into the following 6 broad categories of which there are 3 to 5 strategies each:
 - Transit/TOD Supportive Policies
 - Parking Requirements



	Regional Center	City Center/Urban Neighborhood	Suburban Center/Town Center	Transit Neighborhood	Rural/Small Town
What is/are the characteristic(s) of the Focus Area?					
What is/are the primary travel mode(s) in the Focus Area?					
What is/are the land use and density in the Focus Area?					
What is/are the characteristic(s) of retail in the Focus Area?					
What is/are the major planning and development challenges?					
Example					

STRATEGIES	Regional Center	City Center/Urban Neighborhood	Suburban Center/Town Center	Transit Neighborhood	Rural/Small Town
1. Transit/TOD Supportive Policies					
Transit Incentive Programs					
Transit Priority/Parking Design					
Transit Supportive Coding					
Centricity					
Walkability and Walkability					
2. Parking Requirements					
Reduced Parking Requirements					
TOD-Friendly Parking Requirements					
Parking Minimums					
Shared Spaces					
3. Parking Pricing					
On-street Parking Pricing					
Vehicle-Restricted Parking Pricing					
Conditional Off-street and On-street Pricing					
Unrestricted Parking					
Parking Cash-Out					
4. Parking Management/Technology					
Parking Payment Technology					
Parking Database					
Real-time Parking Information					
5. Parking Districts					
Assessment Districts					
Revenue Districts					
Neighborhood-based Parking					
6. Parking Financing					
In-Lieu Fees					
Roll-back					
Parking Occupancy Tax					
Parking Tax by Space					
Fee Exemptions and Transferable Fee Tax					

- Parking Pricing
- Parking Management Strategies
- Parking Districts
- Parking Financing

- **Potential Strategies by Community Type - pages 7-16** For each community type, this section spreads out matrix content on two pages. We recommend that you print out just the section for your community type. Use these pages as a checklist when you investigate the **Best Practices** section and the **Technical Appendices**.

Policy/Program	Potential Effectiveness (percent reduction in demand)	Comments
Parking Pricing	HIGH TYPICALLY 8-30%	Proving to be one of the most effective ways to reduce parking demand. Many cities are using parking pricing to reduce demand.
Shared Parking	MEDIUM/MEDIUM-HIGH TYPICALLY 10-20%	Shared parking programs can be highly effective, but they are often difficult to implement.
Reduced Parking Requirements	MEDIUM TYPICALLY 10-15%	Reduced parking requirements can be effective, but they are often difficult to implement.
Unbundling and Cash-Out Options	MEDIUM TYPICALLY 10-15%	Unbundling parking requirements and offering cash-out options can be effective.
Tax and Incentives	MEDIUM/LOW TYPICALLY 5-10%	Tax and incentive programs can be effective, but they are often difficult to implement.
Car Sharing	LOW TYPICALLY 3-5%	Car sharing programs can be effective, but they are often difficult to implement.

- **Effectiveness - page 17** provides a useful table showing effectiveness of each strategy category: most effective are Parking Pricing related strategies. But note that the policies work best when combined and customized to the local setting.

C. Best Practices Section (Introductory Information on Candidate Policies) - pages 18-43

- This section is organized by categories (from the page 6 matrix). It includes a narrative description of each strategy with relevant citations and links to further references.
- Following the descriptions are examples of at least one actual program adopted.
- At the beginning of this section is a reference to **Task 3 – Best Practices** for more in depth coverage of various strategies. This is a separate document, described below in Section III.B.
- **Existing Bay Area Policies** (page 19) – Use this page to describe compelling reasons why your city should re-examine parking policies and how current policies may fail to support Smart Growth and TOD.

D. Implementation - pages 44-51

This section provides 1-2 pages each about the following factors that affect Implementation of Best Practices:

- **Stakeholder Involvement** – Some generic information about engaging community members
- **Parking Information** – Recommendations for properly gathering data useful for setting baseline figures that inform the success of implementation outcomes.
- **Analysis** – A brief description of the Parking Demand Model developed for this effort. Page 47 includes a useful range of parking requirements for a range of community types. The parking standards were aggregate figures observed in Case Study cities reviewed in developing the Toolbox/Handbook. Ideally cities will use the model to see what effects various parking strategies can have on parking demand. Page 49 provides Financial Modeling recommendations needed to fully assess the costs and benefits of implementing new strategies.
- **Best Practices** – Page 50 provides five key pieces of information to ask example jurisdictions for about their implementation experience. After identifying some similar cities who have implemented a strategy you’re interested in, call them up and find out how successful they’ve been by asking for this info.
- **Monitoring** – This page highlights the importance of monitoring the success of parking program implementation and provides an example of how Redwood City codified the need to regularly monitor in order to achieve the ideal parking space availability of 15%.

E. Resource Documents - pages 52-53

This section provides a very brief description of resource documents that are described in greater detail within the Technical Appendices. While most of the documents cited are books that are not available online. The following are a list of references available online.

- For a comprehensive online reference of Transportation Demand Management strategies see the Victoria Transport Policy Institute's TDM Encyclopedia. <http://www.vtpi.org/tdm/>
- EPA's Parking Spaces Community Places: Finding the Balance through Smart Growth Solutions – The EPA developed this guide to demonstrate the significance of parking decisions in development patterns, illustrate the environmental, financial and social impact of parking policies, strategies for balancing parking with other community goals, and provide case studies of places that are successfully using these strategies:
<http://www.epa.gov/smartgrowth/pdf/EPAParkingSpaces06.pdf>
- Caltrans TOD Study – The California State Department of Transportation developed a Special Report on Parking and TOD: Challenges and Opportunities which addresses parking for transit oriented development, from their statewide report on key transit oriented development projects and significant issues, see:
<http://transitorienteddevelopment.dot.ca.gov/PDFs/Parking%20and%20TOD%20Report.pdf>
- Parking for Transit Stations – Parking for transit stations needs to address the impacts on transit ridership, congestion and transit revenues, as well as opportunities for sharing, pricing and design. A recent presentation with some useful ideas may be found at:
http://nelsonnygaard.com/ITE_Parking_for_TOD.pdf

3. Technical Appendices

A. Technical Paper – [Existing Bay Area Parking Policies](#) (31 pages)

A [Summary of Existing Parking Policies](#) is provided in a 12 page abbreviated format. The following sections are included in both versions however the tables are referring to the longer version.

1. **Description of national parking guidelines and references.** This includes how each resource is used by cities and comparisons to how they should be used. The review highlights the limitations as well as specializations of each source. Documents covered:
 - ITE's *Parking Generation*,
 - ULI's *Dimensions of Parking*,
 - APA's *Flexible Parking Requirements*,
 - Weant and Levinson and the Eno Foundation's *Parking*,
 - ULI's *Shared Parking*,
 - Don Shoup's *The High Cost of Free Parking* and
 - Victoria Transport Policy Institute's *Parking Solutions: A Comprehensive Menu of Solutions to Parking Problems*.
2. **Inventory of Parking Policies in 15 Bay Area Communities.** The cities represent three area types:
 - low suburban (1,000-5,999 people per square mile),
 - high suburban (6,000-9,999 people per square mile), and
 - Urban (10,000+ people per square mile).

The inventory includes the following useful **summary tables**:

- **Table 3 – Residential Multiple-Family Dwelling Minimum Parking Requirements page 18**
 - **Table 4 – Retail and Office Minimum Parking Requirements – page 20**
 - **Table 5 – Cities with Transit Oriented Development Parking Policies – page 27**
3. **Local Parking Programs Pertaining to Infill, TOD and Downtown Development.** Section III of the Existing Policy Inventory (**page 22**) is a discussion of each of the following issues, with examples cited in the following cities:
- Zoning – FAR’s and Transit Overlay districts – San Mateo
 - Parking Districts and Zones – Central Parking District/Downtown Parking District, Pedestrian Retail Zones, Limited Parking Zones –Walnut Creek
 - Reduced Parking Requirements –El Cerrito
 - In-Lieu Fees – Mountain View
 - Transportation System Management/Transportation Demand Management – San Mateo.
 - Pedestrian and Bicycling Encouragements – Pedestrian amenities around parking lots - Menlo Park and Morgan Hill.
4. **Understanding and Addressing Parking Issues and Concerns (Section IV) – page 28** This section articulates some reasons for pursuing reformed parking standards as well as providing some advice about process and implementation. These include:
- The need for Community Stakeholders
 - Recognizing that land is a finite resource and that cities should plan accordingly.
 - Recognize that parking problems require economic solutions, not just engineering solutions.
 - The need to tailor parking management strategies by neighborhood type.
 - Work with community leaders
 - The need to have a regional motivation for cities to experiment with new policies.

C. Technical Paper – Best Practices (67 pages)

- The point of this paper is to provide further examples and in depth information about Parking *Toolbox/Handbook* Strategies. Policies are organized into 6 categories which roughly mirror those found in MTC’s Parking Policies Toolkit. The category names are slightly different, but the strategies included in the Toolkit are also covered more substantively. Some of the examples include the full text of the adopted code language with occasional summary tables of policies adopted by various cities. A majority of the examples are not Bay Area examples, but they do serve to show that programs are being implemented throughout the country. The best use of this document is to start with the Toolkit and then determine what topics you need more information on.
- This section is followed by a 2 page Q & A on **What is Parking Management? Page 62.** This can serve as a helpful handout to introduce people to the concept.
- At the end is an exhaustive four page reference list of works cited throughout the document.
- Unfortunately this document doesn’t do the best job at explaining *why* the various strategies are determined to be the Best Practice. Occasionally there is reference to specific studies that highlight the documented success of various strategies, but there is relatively little guidance about how to put these strategies together.

4. MTC Toolbox/Handbook Parking Demand Model

This model is an MS Access database that allows the user to input a variety of existing land use conditions and produce an estimated parking demand figure based on current and future development in concert with implementation of various traffic demand management strategies from transit pass subsidies to pricing parking. The files are available on the website and in the CD that comes with the Toolbox/Handbook.

1. The model takes a long time to set up.
2. Contact Valerie Knepper, Transportation Planner at MTC for help with using the model. (510) 817-5824, email: vknepper@mtc.ca.gov.
3. For Great Communities Collaborative Priority and Secondary Sites, please contact Ann Cheng with TALC (510-740-3150x316 or ann@transcoalition.org) if you are interested in using this model to run various land use scenarios to determine what a future parking demand will be.

5. MTC's Parking Seminar and Relevant Presentations

The paper copy of the *Toolbox/Handbook* includes a CD that includes all of the items described below. Additionally it includes Parking Model files, Cruising Memo, and Case Studies on Parking Model output for 6 different cities.

- The **Parking Seminar** portion of the website includes a video of the June 2007 seminar held to train officials Bay Area wide on the components of this Toolbox/Handbook. It also includes powerpoint presentations used in the Seminar. The power points used in the seminar include:
 - “Executive Leadership Overview, Using the Handbook, and Elements of Parking Management Program” by Bill Hurrell, Wilbur Smith Associates [Powerpoint](#) [27MB]
 - “Elements of a Parking Management Program” [Powerpoint](#) [15MB]
 - Of particular interest is the presentation by Redwood City’s Redevelopment Manager and Downtown Development Coordinator on their experience implementing new parking strategies that support the walkability and viability of their downtown. Powerpoint: “Experience from Redwood City”, Susan Moeller, Redevelopment Manager, and Dan Zack, Downtown Development Coordinator [PowerPoint](#) [28 MB].

6. Additional Recommended Strategies

In addition TALC has developed a few additional tips garnered from other sources. These tips are not explained in more detail in MTC’s Toolbox/Handbook.

- Create a timeline of activities for phasing in a complete program. See City of San Buenaventura’s [Downtown Specific Plan](#) for a concise example in **Section IX. D.** on **page 11**.
- Many cities need to have a dedicated a Parking or TDM program Manager on staff in order to achieve great results.
- Communities should also consider adopting performance benchmarks such as:
 - reduced vehicle traffic volumes,
 - increased pedestrian or bicycle traffic,
 - reduced collisions with vehicles,
 - reduced fatalities or
 - a zero fatality goal.

- These are also known as Multi-modal Levels of Service (see the Complete Streets Policy Fact Sheet for more information).

7. Additional Facts Highlighting the Effectiveness of Various Parking and TDM Policies

Unbundling Parking

- **Unbundling residential parking** can significantly reduce household vehicle ownership and parking demand by as much as 35% depending on the monthly cost of the parking space.¹⁰
- San Francisco housing units with off-street parking bundled into the unit sell for 11-12% more than otherwise similar units without parking.¹¹

Parking Cash-out

- On average, a financial incentive of \$70 per month reduced parking demand by over one-quarter. At the University of Washington a financial incentive of just \$18 per month reduced parking demand by 24%. The financial incentives typically take the form of parking cash-out by employers.¹²
- A study on **parking cash-out** summarized results from seven work sites, estimated a 26% reduction in parking demand.¹³

Free Transit Passes

- **Santa Clara County's ECO Pass program** resulted in a 19% reduction in parking demand.¹⁴
- **Free Transit Passes:** As many case studies illustrate, free transit passes are an extremely effective means to reduce the number of car trips in an area; reductions in car mode share of 4% to 22% have been documented, with an average reduction of 11%.¹⁵
- **Class Pass:** After implementing a class pass (free transit for students), UC Berkeley Transit ridership tripled from 5.6% in 1997 prior to implementing the class pass to 14.1% in 2000.¹⁶

Car-Sharing

- U.S. studies and surveys indicate that between 11% and 26% of carsharing participants sold a personal vehicle, and between 12% and 68% postponed or entirely avoided a car purchase. In the U.S. over the last 10 years, 17 new carsharing organizations were established. Altogether 76,000 members are carsharing with an average of 64 members to one car.¹⁷

Income and Parking Requirements

- **Households that rent their homes** own 28% fewer vehicles than owner occupied units. As a result some cities (such as Larkspur) require less parking for rentals.¹⁸

Importance of Availability versus Price on Parking Demand

- Repeatedly, surveys of downtown shoppers have shown that the *availability* of parking rather than *price* is of prime importance. A recent "intercept" survey of downtown Burlingame, CA visitors were asked which factor made their parking experience less pleasant:
 - The number one response was "difficulty in finding a space"
 - Followed by "chance of getting a ticket"
 - "Need to carry change" was third
 - and the factor that least concerned the respondents was the "cost of parking"

It is interesting to note that Burlingame has the most expensive on-street parking on the Peninsula (\$0.75 per hour) and yet cost was the least troubling factor for most people.¹⁹

Cost of Building Parking Spaces

- **Parking In-lieu One-Time Fee Examples:** Mill Valley - \$6,500; Davis \$8,000; Concord - \$8,500; Berkeley - \$10,000. Per Year Fees: Pasadena - \$134.67²⁰

- **Cost per parking space added** for several recent downtown public parking garages: UCLA - \$21,000; Mountain View (2000) - \$26,000; Walnut Creek (1994) - \$32,400; Palo Alto (2002) - \$50,994; San Jose (2002): \$57,000.²¹

Cities with Parking Benefit Districts: West Hollywood, Santa Cruz, Tucson, San Diego, Ventura, San Francisco and Portland.²²

California Vehicle Code Sections providing legal basis for Setting Demand Responsive Parking Prices (CVC Sec. 200258) and for Creating Parking Benefit Districts or Parking Zones (CVC Section 22508).

8. Examples of Adopted TOD Supportive TDM Strategies

A. Downtown San Leandro Transit Oriented Development Strategy

Adopted May 29, 2007. This recently adopted TOD plan includes a thorough implementation chapter covering TDM strategies. Each category includes a task ID, a priority of 1, 2, or 3 and assignments to city departments responsible for implementing them. The tasks listed below are more innovative and are policies to recommend for station area plans in development.

Streetscape Improvements and Bicycle and Pedestrian Circulation: 13 tasks

- Study traffic for possible street width reductions, street closures, and improved streetscape designs for better connections to transit
- Revising the City's Bicycle and Pedestrian Master Plan to include projects identified in this report

Traffic Strategies: 9 tasks divided between Travel Demand Reduction and Traffic Capacity

- Create a Transportation Management Association where new development would be required to participate and pool resources to provide transit passes, Commuter Check, TransLink or TravelChoice type programs.
- Require new development to charge for parking
- Adopting a Traffic Impact Fee to fund improvements to pedestrian and bicycle connections to transit.
- Amend LOS to include a corridor time travel metric to balance poor operating conditions at some intersections with acceptable average speeds along the length of key corridors.

Parking Strategies: 20 tasks

Commercial and Retail strategies in the BART Area:

- Charge market based parking prices to discourage long-term parking
- Focus on developing shared use parking structures
- Phase down parking requirements from 2.5-3 spaces per 1,000 sf to 2 spaces per 1,000.
- Provide parking exemption to uses 5,000 sf or less.
- Consider developing a parking district to collect in-lieu fees for parking structures.
- Implement parking payment technology that is user friendly and convenient.

Residential

- Areas adjacent to BART reduce parking requirements to 1.0 parking space per unit.
- Maximum parking ratio of 1.5 per unit
- Implement a Residential Parking Permit Program

Overall

- Create a Parking Benefit District that aims for 85% occupancy to prevent cruising for parking. Develop a "Shoupian" model of a market-based pricing structure which varies prices by time of day and location.

B. San Mateo TDM Plan

This concise document adopts policies with accompanying actions, rationales or explanations.

http://www.cityofsanmateo.org/dept/planning/rail_corridor/rail_corridor_plan.html

Transportation Demand Management section of the **Implementation Chapter Ch.7** (8 pgs) and **Technical Appendices A – TDM Measures** (9 pgs). The TDM section of the Implementation Chapter adopts explicit policies whereby the city:

- Establishes a goal of reducing the number of trips in the whole corridor by 25%,
- Creates a Transportation Management Authority that monitors implementation of TDM's,
- Requires studies of trip reduction techniques in addition to traffic studies,
- Requires conditions of approval that require establishing parking minimums and maximums,
- Requires conditions that monitor achievement of projected trip reduction, and
- Requires use of market-based parking pricing if other TDM measures fail to reduce traffic.

Appendix A explains in detail a toolkit of TDM measures that can manage parking demand along the corridor. They also serve as a menu of options to consider in developing Conditions of Approvals for specific projects. Specific strategies described include:

- Non-residential market-rate parking permit systems including a formula for calculating market price of parking
- Employer parking cash-out,
- Market-rate residential parking charges including unbundling parking,
- Transit pass subsidies for residents and employees,
- Car-sharing,
- Residential permit parking,
- Preferred HOV parking and carpool promotion,
- Bicycle support facilities including parking, showers, lockers,
- Participation in the Guaranteed Ride Home Program and
- Employee scheduling that encourages telecommuting, flex-schedules or compressed work week.

This model of TDM planning puts the responsibility of developing a strategy and monitoring success on the individual developers. It is also applied mostly to new development and programs to be implemented by the TMA.

C. The Glendale Downtown Mobility Study, Adopted March 6, 2007. Chapter 5 Parking Management (57 pages), Chapter 6 Transportation Demand Management (43 pages).

http://www.ci.glendale.ca.us/planning/mobility_plan.asp

This link provides a short description of the plan and links to download the entire plan, study appendices and a power point presentation on the plan to the City Council from March 6, 2007.

The Downtown Mobility Study was created as a requirement of the Downtown Specific Plan adopted a year earlier. This is effectively a multi-modal approach to ensure that future downtown

growth will result in improved transit, pedestrian, bicycle conditions in addition to vehicle traffic conditions. Unlike the San Mateo Corridor TDM policies, this program applies throughout the downtown and not just the transit zone. These chapters provide a wealth of information providing direct evidence in support of implementing TDM strategies. The Mobility Study also includes a funding strategy and implementation timeline in Chapters 7 and 8 of the plan, which can be found online.

Chapter 5 Parking Management Recommendations include:

- a. Create a Park Once district in the downtown that manages all public parking as a whole.
- b. Implement parking management for on and off-street parking, using demand responsive pricing to achieve 85% occupancy.
- c. Implement a multi-modal transportation and parking way finding system with info on parking location, pricing and real-time parking occupancy.
- d. Install multi-space pay stations utilizing the latest technologies to improve downtown customer friendliness, revenue management and occupancy parking
- e. Create a Downtown Transportation and Parking Management District and hire a staff person if needed.
- f. Dedicate parking revenue towards transportation and streetscape improvements, capacity enhancement, and both transit and pedestrian improvements.
- g. Authorize the DTMD manager to adjust downtown parking rates to achieve 85% occupancy.
- h. Require a condition of approval for new downtown development that all non-residential parking be made available to public when not needed for primary use and shared with other uses when possible.
- i. Consider implementing a traffic congestion impact fee.
- j. Revise the zoning code to legalize more efficient parking arrangements in new downtown development and adaptive reuse projects in order to facilitate better ground floor urban design.
- k. Expand existing provisions in the zoning code that allow new downtown development and adaptive reuse projects to go below existing parking minimums by right under very specific conditions.
- l. If after implementing recommendations of the Downtown Mobility Study the parking demand is not met, build new public shared parking as needed.

Chapter 6 TDM Recommendations include:

- a. Adopt a new TDM ordinance including mandatory TDM programs.
- b. Require transit passes to be provided to all downtown residents and employees as part of the new TDM ordinance.
- c. Require parking cash-out for all employers (not just those with over 50 employees).
- d. Revise development standards to include bicycle support facility requirements.
- e. Encourage the establishment of a car-sharing pod.
- f. Establish a Downtown Transportation Resource Center.
- g. Strengthen the existing Transportation Management Associates as the body that manages coordination of TDM.

- h. Monitor effectiveness of TDM programs.

Both of these chapters provide a wealth of data specific to Glendale illustrating benefits to be realized and trip reduction effectiveness data from studies of similar TDM measures implemented throughout the country.

D. City of San Buenaventura (Ventura) Downtown Specific Plan – Chapter 5 Implementation Programs includes the Downtown Parking Management Program (15 pages)

http://www.cityofventura.net/depts/comm_dev/downtownplan/index.asp

This link provides a description of the plan and link to the entire plan with additional links to meeting information that took place to date on the process.

This plan outlines policies to be applied to the entire downtown. The adopted Downtown Parking Management Program lays out a specific and concise implementation timeline allowing the downtown to adapt to new parking management strategies over a 5-10 year period with eventual phase out of parking requirements altogether. The adopted timeline includes the following TDM strategies that include parking management as a key component:

To be implemented in conjunction with the adoption of the DTSP (March 2007)

- a. Reduce minimum parking requirements to levels that reflect actual demand in downtown.
- b. Require unbundling of parking costs.

To be implemented 2007-2008

- c. Hire new parking management staff.
- d. Complete a study of existing parking supply and demand for all public on and off street parking, private lots and structures in the plan area.
- e. Determine where future parking supply should go, reserve potential locations, and begin planning for a new structure where demand is anticipated to be greatest.

To be implemented 2008-2011

- f. Form Commercial Parking Benefit District that dedicates revenues to landscaping, trash receptacles and collection, street cleaning, pedestrian lighting, transit and bicycle infrastructure and management of downtown transportation amenities and infrastructure.
- g. Implement a paid parking program to achieve Downtown revitalization goals.
- h. Establish a Residential Parking Benefit District to prevent spillover.
- i. Require all employers to provide parking “cash-out”.
- j. Perform on-going monitoring.

To be implemented 2011 and Beyond

- k. Use net revenues from Commercial Parking Benefit District to pay for long term demand management, incentives and street improvements such as universal transit passes for all residents and employees within the district and a visible car-sharing pod in the downtown.
- l. Construct additional parking supply when peak parking demand exceeds 80% in the downtown core.

- m. Through Development Code revisions, continue to reduce parking requirements in a phased approach as parking supply balances with parking demand.
- n. Once parking resources are shared to meet demand and future supply needs are funded, remove minimum parking requirements.
- o. Continue on-going monitoring, supply and demand analyses.

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- ²⁰ City of Glendale. 2006. Glendale Downtown Mobility Study. Page 5-47.
- ²¹ City of Glendale. 2006. Glendale Downtown Mobility Study. Page 5-58.
- ²² City of Glendale. 2006. Glendale Downtown Mobility Study. Page 5-54.

Preventing Displacement Policy Fact Sheet

Overview

This policy fact sheet discusses how to mitigate displacement in station areas.

1. Introduction
2. Gentrification vs. Displacement
3. Displacement of People and Homes
 - a. Building Community Capacity to Engage in Planning
 - b. Keep Local Residents
 - c. No Net Loss of Affordable Housing
 - d. Develop New Affordable Housing
4. Displacement of Businesses and Jobs
 - a. Preserve Local Commercial Activity
 - b. Boost Local Economy by Hiring Locally
5. Funding to Prevent Displacement
 - a. Raise Funds for Affordable Housing and Community Benefits
6. Who Else is Doing This?
7. Dig a Little Deeper

1. Introduction

- 1.7 million people will move to the Bay Area over the next 25 years
- 3 of the 5 least affordable US cities for renters are SF, Oakland, and San Jose
- Oakland's African American population declined by 19% during 2000-2005.¹

New development in transit zones need to be accompanied by policies to prevent resident displacement and ensure that people of all income levels can share in the beautified streets, convenient shopping, nearby parks, and other benefits of new investment.

The following tools will help communities and local organizations work to help prevent displacement in the face of gentrification and development. It is important to remember that the tools and policy suggestions should be customized to the unique needs of each city. Every city has multiple agencies handling a variety of tasks related to housing and renter's rights. So it is invaluable to get to know the different agencies and public officials, and form relationships with those who are sympathetic to your cause.

2. Gentrification vs. Displacement

Gentrification

This the result of transformation of a community from a lower to a higher income. For some communities, gentrification brings more public resources and wealth into the area and may not necessarily displace people from their homes. It may, however, displace them from work, such as when light industrial buildings are converted to live/work lofts for middle-upper income residents.²

According to an April 2001 study by the Brookings Institution and Policy Link about gentrification, the primary contributing factors to gentrification are:³

1. A Jobs/Housing imbalance in which jobs outstrips housing
2. Tight housing markets in which there is a constricted supply

3. Relative affordability compared to surrounding areas
4. Targeted public sector or private sector investment
5. High or increasing traffic congestion and commutes
6. Renewed interest in urban life and amenities

Displacement

In many gentrifying neighborhoods, current residents are priced out of their homes by new development or due to tax or rental increases, speculation, higher property values, or inability to bring their properties up to code. Families are forced out of their neighborhood to outlying areas which are often further from public transportation and their jobs.

Types of Displacement

New development may directly or indirectly cause displacement, and it may have effects on residents and/or on jobs, shops, and community services. There are 4 main types of displacement that may occur with gentrification:

- Direct residential displacement- current residents are required to move when their homes (usually rentals) are redeveloped.
- Indirect residential displacement- existing residents become unable to afford to stay. For example, redevelopment efforts may push up surrounding property values. This may translate into higher property taxes for owners or higher rent for renters, thus making their current locations unaffordable. Also, landlords may see new potential profit by converting rental units to for-sale units which are unaffordable to existing tenants.
- Direct commercial displacement -Shops being displaced by chain stores or knocked down for new buildings
- Indirect commercial displacement -Stores close due to lack of customers, inability to pay rent, or to compete with newer stores.

Health Impact

In addition to hurting people's livelihoods, involuntary displacement imposes both short and long term health effects. Being forced to leave a home is a stressful and traumatic life event, especially for those with limited housing choices.

- One study showed that increased mobility in childhood (moving 3 or more times by the age of 7) resulted in a 36% increased risk of developing depression⁴. Odds of health risks for adolescents with high mobility during childhood ranged from a 1.3 times higher risk for smoking to a 2.5 times higher risk for suicide⁵.
- Being unable to afford replacement housing can also mean having to double up or accept lower quality or substandard housing. Overcrowding increases risks for infections, poor sanitation, exposure to environmental noise, and residential fires.
- Displacement may lead some households to pay more for housing than they can comfortably afford, meaning that they may sacrifice other essential needs such as food, clothing, and health care services. Low paying jobs and high housing costs are the most frequently cited reasons for hunger.

3. Displacement of People and Homes

a. Building Community Capacity to Engage in Planning

Tool: Organizing the Community

For more information, refer to "Campaign Planning" handouts.

What is it?

- One of the most important tools to mitigating displacement is a community coalition of local residents, organizations, and neighborhood businesses.

How to implement?

- *Form a community coalition:* Early on, community members, local organizations, and businesses should organize themselves into a strong coalition. This group should then pursue the following steps.
- *Assess Community Needs:* Evaluate the community's needs and assets. This can be done via community surveys, community mapping, and by finding out Census information. By gathering facts about the current state of the neighborhood, it is easier to provide government agencies with rationale for new policies.
- *Set goals:* Early on, the community coalition should discuss the changes it would like to see in the community, set goals, and create a detailed campaign.
- *Prioritize the Community:* In the face of redevelopment, the coalition should pressure planning department to prioritize original residents over new ones.
- *Enforce government policies:* Check if the city's Housing Element is up to date. Make sure zoning codes are up to date, compatible with the community's goals, and protect vulnerable parts of the community. There should be sufficient areas set aside for commercial areas and for new affordable housing. The coalition needs to hold the government accountable to enforcing city policies and legislation addressing community benefits.
- *Participate in public meetings:* Local governments are required to have public meetings and to allow for public comments.

b. Preventing Displacement of Low-Income Renters

Tool: Rent Control

What is it?

- Rent control preserves the affordability of existing rental homes.
- Protects low and very low-income renters—including renters on fixed incomes—from substantial rent increases that could force them out of their homes.⁶

How to implement

- Campaign should target the City Council and Housing Agency.
- Examine the General Plan and Housing Element to find out information about the current and future demand for rented units as well as single-family detached homes. Also examine the plans to see how the jurisdiction addresses potential displacement problems.
- Rent Control legislation should be strong in its goals and specify the type of housing covered by the law. It should address the area's housing market, an assessment of affordable housing needs, and why there is a strong need for rent control. It is important that it specifies the amount of permissible annual rent increases. A city agency such as a Rent Board should be responsible for enforcing rent control, and for making sure that landlords whose property is covered by the law register their property and rents.

Examples

- Rent Control is being used in cities such as San Jose, San Francisco, Oakland, Berkeley
- Berkeley residents passed the Rent Stabilization and Eviction for Good Cause Ordinance. ([Berkeley Municipal Code Chapter 13.76](#).) The Ordinance regulates most residential rents in Berkeley, provides tenants with increased protection against unwarranted evictions and is intended to maintain affordable housing and preserve community diversity.⁷

Potential Problems

- Costa Hawkins Rental Housing Act⁸ of 1995 significantly undermined rent control in California. This allows owners to re-set rents at market level when a rent-controlled unit becomes vacant.
- The Costa Hawkins Act provides landlords incentives to push out tenants, which can lead to unjust, or no-fault evictions.
- Rent control cannot be applied in commercial setting and therefore doesn't protect small businesses.

Tool: Just Cause Eviction Controls (JCEC)⁹

What is it?

- JCEC are laws that protect renters by ensuring that landlords can only evict with proper cause, such as a tenant's failure to pay rent or destruction of property.
- JCEC are most effective when coupled with rent control laws. Landlords may raise the rent to market value when a unit becomes vacant, so by mitigating the rate of rental turnover, JCEC helps to stabilize the rental market.

Benefits

- JCEC protects tenants who are in danger of eviction by a bank as part of a foreclosure case against the landlord. Under San Francisco's Just Cause Ordinance, when a new landlord takes over a property, even if this new landlord is a bank, all of the previous lease agreements or legal orders are still binding.¹⁰
- Renters who have month-to-month leases are also protected under JCEC. If a landlord is not going to renew a renter's lease, his/her reason for eviction must be amongst the qualifying reasons listed in the city's Just Cause Ordinance.
- JCEC protects diversity and helps stabilize communities by insisting that landlords have valid reasons for evicting a tenant. This helps to cut down on unnecessary evictions and keeps the community less transient. Landlords cannot be discriminatory towards tenants who are low income, people of color, students, physically disabled, elderly, or have catastrophic illness. These are all people who statistically are most frequently evicted without just cause.

How to implement

- To find out if a city has a Just Cause Ordinance, renters should first refer to the local Tenants Union or Rent Board.
- Just Cause Ordinances can be established through ballot initiatives. This requires a well organized campaign and collaborative effort within the community.
- The Ordinance should be well managed by an administrative agency such as a Rent Board.

Examples

- San Francisco's Just Cause Ordinance provides 14 specific just cause reasons for eviction from rent-controlled apartments.
- In 2003, Oakland voters passed Measure EE, a law which prevents a landlord from evicting a tenant without specific just causes.

Potential problems

- To use JCEC, one has to act quickly. Once an eviction is issued, a person generally has 30 days to fight it with JCEC by appealing to the Rent Board, and the burden of proof falls on the tenant.

Tool: Rent Board¹¹

What is it?

- The Rent Board is a city agency which regulates residential rent increases, works to ensure that landlords comply with rent-related laws, and mediates between tenants and landlords when the tenant feels a raise in rent is unjust.
- In San Leandro, landlords must provide tenants information about their right to request a hearing when they advise the tenant of a rent increase that meets the criteria set by the Board. Tenants have 15 days to request review.

How to implement

- To find out if the city has a Rent Board, refer to the city's Housing Element. To create a Rent Board, community members should target the City Council and/or Housing Agency.
- Funds for the Board can come from new developments and impact fees.

Examples

- In San Leandro, if a landlord raises rent by more than \$75, more than 10% of rent or twice in a 12-month period, a tenant has a right to have the rent reviewed by the Board.
- In Berkeley, the Rent Stabilization Board is highly structured and staffed by elected commissioners. It enforces the Rent Stabilization and Eviction for Good Cause Ordinance, hears petition appeals, and provides counseling to landlords and tenants. They also issue decisions on landlord and tenant rent adjustment petitions, collect registration fees, and maintain a database of registered rental units. Owners of rental property covered by the Ordinance are required to register their units with the Board and pay annual registration fees.

Potential problems

- Local policy and law should grant legal authority to the Rent Review Board. In San Leandro, the recommendations are non-binding, which undermines the Board's effectiveness.

c. No Net Loss of Affordable Housing

Tool: Condo Conversion Ordinance¹²

What is it?

- Condo Conversion is the conversion of a multi-unit rental property, into individual for-sale units such as condominiums. Generally, when the prices for single-family homes rise, the market demand for condominiums increase because they are more affordable for first time home buyers. The potential profit from condos is often higher than that from multi-unit apartments. This conversion often prices low-income families out of the community.
- A condo conversion ordinance specifies when a rental may be converted to for-sale housing. To be most beneficial, the conversion controls should be implemented together with rent controls in order to ensure that property owners don't avoid rent control by simply converting their rental buildings to for-sale condominiums.

How to implement

- Condo Conversion ordinances should be addressed through the Housing Authority and the city's Housing Element.
- The community can organize an initiative on a Condo Conversion Ordinance, and should work with local tenant rights organization.

Examples

- San Francisco: the Council of Community Housing Organizations fought successfully for a condo conversion ordinance. San Francisco limits the circumstances under which owners can move into one of their units and take it out of the rental market and limits the conversion of single room occupancies (SROs) into other forms of housing or hotels.¹³
- San Leandro: a landlord may lawfully convert their building to a condo if they satisfy one of the following conditions:
 1. There is at least a 5% vacancy rate citywide of all apartment buildings (3 units or larger);

2. At least 75% of tenants agree to the conversion; or
 3. The landlord agrees to sell 25% of the units at rates affordable to low and moderate income house-holds (with 20% for low-income).¹⁴
- Berkeley: if the condo is converted, the landlord must pay an “Affordable Housing Mitigation Fee” which is equal to 12.5% of the sales price of the unit.¹⁵

d. Develop New Affordable Housing

For more information, refer to Affordable Housing Fact Sheet

4. Preventing Displacement of Businesses and Jobs

For more information, see Local Business and Economic Development fact sheet.

a. Preserve Local Commercial Activity

Tool: Expand environmental reviews to include socio-economic impact assessment

What is it?

- An Environmental Impact Report (EIR) generally reports on the physical environmental impacts a project might have on the surrounding area. It may not, however, consider the social or economic impacts on the community.
- The EIR should capture other effects on the community, such as direct and indirect displacement and job loss, transportation impacts, and health impacts.

How to implement

- EIRs are often conducted by the local planning agency.
- The public can participate in developing the scope of the EIR before it is prepared. This is the best place to request studies of impacts to socio-economic and health factors. Public review of the draft and final EIR is necessary for final project approval¹⁶.

Example

- Based on San Francisco’s Department of Public Health’s EIR review for the demolition of Trinity Plaza Apartments, the Department of City Planning required that the project’s EIR analyze residential displacement and indirect health impacts. The review found that the potential displacement of residents would result in psychological and physical health impacts and would destroy a cohesive community. The revised EIR, which included displacement impacts, called for replacement of all the rent-controlled units, continued leases for existing residents, and the provision of a small community center.¹⁷

Tool: Keep zoning up-to-date

What is this?

- Zoning specifies where and how different functions are allowed to locate within a city. It should reflect the needs and character of each neighborhood.
- Zoning should: retain sufficient space for businesses that provide living-wage employment, protect and promote a mix of community-serving retail and services, and encourage the retention creation of homes that are affordable to low-income residents.¹⁸

How to implement

- Review the general plan and zoning codes. There should be a mixed-use zone and a business and development district which protects light industrial jobs.
- Residents should map out visions of how they would like their neighborhood to look.
- It is important to research current zoning within the general plan and zoning ordinances, prior to a plan adoption. Zoning should also be reviewed after the plan adoption to confirm that the Specific Plan reflects zoning appropriate for the community and the community’s planning goals.
- Campaign for rezoning should target Planning Commission and City Council

Example

- The Mission Anti-Displacement Coalition in San Francisco has drafted a new zoning proposal in their *People's Plan*. This proposal aims to rezone the Mission District in order to create and protect space for affordable housing, light industry, community services, and mixed-use development. The document breaks down each of the objectives and proposed policies and includes maps of the suggested re-zoned areas.¹⁹

b. Boost Local Economy by Hiring Locally

Tool: Job Training²⁰

What is it?

- An important tool to help residents economically is through training specifically geared towards special skill sets or interests. This can provide people with assistance in qualifying for, applying for, and maintaining jobs.
- Job training centers work directly with major industries in the area.

Benefits

- Increases employment and earning potential for short and long term benefits.
- Addresses racial discrimination by increasing access to jobs for communities of color and lower incomes.
- Educate both community members and businesses on skill development and career advancement.
- Re-circulate local residents' earnings within the neighborhood, revitalizing the retail sector and preserving or creating further jobs for their neighbors.

How to implement

- Assesses state of economic development in the community, survey job skills and education levels of the community.
- Create on-going job programs that are directly linked to training, placement and employment retention.
- Use sectoral training that addresses both programs that improve existing industries and those that identify and attract new industries.²¹
- Adapt First-Source Hiring Programs, one of the most successful ways of realizing local hiring goals and requirements. Businesses who have received a public benefit are required to give first notice about a specified number of job openings to training programs.
- Adopt a Residency Hiring Provision that gives priority in the approval process to developers who commit to hiring local residents in the construction, maintenance and management.²²

Example

- Oakland: the Local Construction Employment Referral Program requires that 50% of work hours on a given project be performed by Oakland residents and that 50% of new hires be Oakland residents.

Potential problems

- Some companies will sue on the grounds that the requirement to hire locally is discriminatory against other non-local residents.
- Weak enforcement. There is often little or no pressure on businesses to comply with the legislation.
- Businesses will often offer only short term jobs as a loophole to First-Source Hiring Programs.

5. Funding to Prevent Displacement

a. Raise Funds for Affordable Housing and Community Benefits

Tool: Real Estate Transfer Tax²³

What is it?

- Investors are charged on the profit made on properties when they are sold. Properties with large profits and little investments will be subjected to higher taxes.
- Taxes may also be based on the amount of time the property has been held before being sold. Thus, properties sold after being held for less than 6 months will have higher taxes than those held for 3-6 years.
- The money from taxes can be directed into a fund to help raise financial resources for affordable housing.
- This tax discourages investors from buying and re-selling property at huge profits without making any improvements. This may be called a transfer tax, speculation tax, or anti-flipping policy.

Benefits

- The taxes can provide financing for affordable housing and other development projects and can provide matching funds for federal grants.
- The community can take advantage of new investments and redirect it to programs that help preserve the community and avoid displacement.

How to Implement

- Real Estate Transfer Taxes can be implemented at the state, county or city level. They are often incorporated into the closing costs of a development. First local jurisdictions must receive permission from the state. Residents can petition the state and vote through a referendum.
- If the taxes already exist, the coalition group can lobby to increase the tax or redirect it towards different projects. If one does not exist, make sure to have a strong and diverse coalition group. The tax proposal should specify how the tax money will be spent.
- Taxes may apply to residential, commercial, and/or retail properties. They may only apply to purchase prices above a specified threshold, so as to not burden low-income buyers and small businesses.

Example

- Real Estate Transfer Taxes are authorized by the California Revenue and Taxation Code and are currently used by all Bay Area counties. Taxes are paid by the seller, and are set at a percentage of the sale price. Revenue raised may be directed to the jurisdiction's general fund or specified for other uses such as affordable housing.²⁴

Tool: Jobs/Housing Linkage Fee²⁵

What is it?

- Linkage fees tie new economic development to the construction and maintenance of affordable housing or other community needs. Most linkage programs require developers of new commercial properties to pay fees based on the square footage of the building. In exchange for compliance, developers receive their building permits.
- Linkage strategies are an important vehicle for ensuring that community benefit is derived from commercial development. These fees may be used to fund affordable housing.

Benefits

- Ensures that the number of new homes keeps pace with commercial growth.
- If designed well, this can encourage more walkable communities by developing homes near commercial and office spaces.

How to Implement

- Launch campaign (with broad base support) targeting Mayor or City Council, Housing Agency, Redevelopment Agency.
- Review city's General Plan and redevelopment proposals.
- Make sure the fees are directed to a housing trust fund and not just into the city's fund.

Example

- Sacramento: As of December 2001, the city's linkage fee has raised \$11.8 million for the Sacramento Housing Trust Fund and the county fee had raised \$15.2 million.²⁶ As of June 2001, the Trust Fund had committed funds for 1,053 homes of very-low to moderate-income housing at the city level and 1,244 homes at the county level.
- San Francisco: New or expanded commercial office development of greater than 25,000 square feet must contribute \$7.05 for every square foot of office construction (with the first 25,000 square feet exempted) to a trust fund for affordable housing.

Tool: Developer Impact Fee²⁷

What is it?

- The impact fee offsets the burdens of new development on the community.
- The fee should be coupled with linkage fee programs and the "Adequate Public Facilities Ordinance". Such laws require contributions for affordable housing and necessary infrastructure and services before new development is approved.
- Fees can serve to discourage new development on undeveloped greenfield sites by charging higher rates for extending public infrastructure to those areas.

How to implement

- Review zoning ordinances and put pressure on the City Council and Redevelopment Agency.

Example

- Sacramento: Developers pay a fee based on square footage of non-residential development to a housing fund. Alternately, they may meet up to 80% of their obligation by directly building affordable housing.

Potential problems

- Fees may raise the price of new homes by increasing the costs of developments. Developers pass on these costs to consumers in the form of higher prices, limiting the ability of low-income families to own a home.

Tool: Tax increment financing (TIF) from Redevelopment Funds²⁸

What is it?

- TIF funds result when property values, and thus property tax revenues, increase in a redevelopment area due to improvements in the area. The increased revenue, or "tax increment", is diverted to the redevelopment agency instead of to the local jurisdiction's general fund.
- The generated funds from the increased income is spent within the redevelopment area on affordable housing or other public services that might otherwise not be affordable for the local jurisdictions. This might include additional sidewalks or public parks.

Implementation

- Local governments, generally the City Councils, have the authority to designate tax increment financing districts.
- State redevelopment law requires that a minimum of 20% of the bond capacity generated by TIF be devoted to affordable housing located within the adopted redevelopment area boundary.

Examples

- Oakland: The city offers TIF financing for central business district improvements, but the TIF-funded housing can be built anywhere within the redevelopment project area.
- San Francisco: The city sets aside 50% of its TIF funds for affordable housing²⁹
- San Jose: The city sets aside close to 28%.³⁰

Potential Problems

- Local governments are sometimes concerned that the tax increment would have happened anyway, regardless of the Redevelopment Agency's actions. The diversion of tax revenues can cause a loss of potential revenue for the jurisdiction's other services.

Tool: Stabilization Fund

What is it?

- A type of developer impact fee whose funds have more specific allocations towards community benefits.
- The fund is used to address the impacts of destabilization on residents and businesses by providing assistance for affordable housing and community asset building, small business assistance, affordable homes, employment and leadership development, and community based programs.

How to implement

- Community organization should draft a proposal for an ordinance and lobby the City Council or Board of Supervisors. The proposal should specify specific community benefits and programs that need funding.

Example

- San Francisco: The SoMa Community Stabilization Fund Community Advisory Committee was approved by the San Francisco Board of Supervisors and established by a city ordinance in 2005. The committee advises the Mayor's Office of Community Development, the Board of Supervisors and the Mayor on recommended expenditures of the fund. The fund receives stabilization impact fees of \$14 per square foot on certain residential developments. The fund provides community benefits in SOMA to support affordable housing, economic development and community cohesion.³¹

6. Who else is doing this

5th Ave. Committee of South Brooklyn, New York

For more information: <http://www.fifthave.org/index.cfm?nodeID=54>

The Fifth Avenue Committee (FAC) was born in 1970 when cumulative disinvestment in South Brooklyn triggered arson and widespread abandonment of the neighborhood. Since then, FAC has organized tenants and local residents to create affordable housing, fight for improved wages, build residents' work skills, invest in local businesses and prevent unfair evictions. All of their efforts are geared toward preventing displacement and preserving South Brooklyn's cultural diversity, while improving the quality of life of everyone. One of their most prominent successes is that they have built or renovated 600 units of affordable housing for low and moderate- income residents since 1978 and currently have nearly 400 units in development.

Mission Anti-Displacement Coalition, San Francisco, California

For more information: www.medasf.org,

<http://www.poormagazine.org/index.cfm?L1=news&story=77>

The Mission Anti-displacement Coalition has been organizing for community control of the planning process in the face of rapid changes in the neighborhood. Rents are sky-rocketing, long-

time residents are being evicted, and small businesses and non-profits that serve the community can't afford to stay in the neighborhood. Low-income and Latino families, seniors, immigrants, artists and people who grew up there are some of the people being hit the hardest.

Mission Anti-displacement Coalition is asking of the city to:

1. Place a moratorium on new office developments and market-rate housing and live /work lofts in the Mission
2. Enforce existing planning codes
3. Commit to a community planning process to re-zone the Mission District and ensure funding for this process

7. Dig A Little Deeper

Equitable Development Tool Kit, Policy Link

<http://www.policylink.org/EDTK>

For extensive information about how to mitigate displacement and create sustainable communities, and examples of how different tools are being implemented in different regions, refer to the equitable development toolkit.

Mission Anti-Displacement Coalition (MAC), Mission Economic Development Agency

<http://medasf.org>

A long standing campaign in progress to fight displacement in San Francisco's Mission District. Their website is an excellent resource, providing examples of how to organize and run a campaign and how different tools have functioned.

Just Cause Oakland

<http://www.justcauseoakland.org>

An advocacy group that fights for housing and jobs as human rights and mobilizes for policies that produce social and economic justice in low-income communities of color. Their website is a good source of information on housing and economic policies for Oakland.

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Complete Streets Policy Fact Sheet

Overview

This policy fact sheet provides:

1. Top 15 Facts about Complete Streets and Pedestrian/Bicycle Transportation.
2. What are Complete Streets?
3. Checklist of What to Look For in a Draft Station Area Plan. The Three E's – Engineering, Education/Encouragement and Enforcement.
4. Policy Tools that Create Complete Streets
 - a. Institutional Setting
 - b. Design and Development Standards
 - c. Funding Complete Streets
 - d. Monitor Implementation Success
 - e. Encouragement Programs
5. Who Else is Doing This?
6. Dig A Little Deeper



1. Top 15 Facts About Complete Streets and Pedestrian/Bicycle Transportation

Demographics of Non-Drivers:

- In the Bay Area households living and working within a half mile of a transit station are:
 1. 4 times more likely to walk to their work and non work trips
 2. 30% car-free
 3. Drive 50% less¹
- **Lower income families own fewer cars** and are more likely to benefit from improvements to pedestrian and non-vehicle infrastructure. Annual income per worker for households without access to vehicles is \$35,748, which is 34% lower than the regional average (\$54,200).
- 10% of Bay Area households do not own any cars.²
- **People without cars walk at twice as much:** In the Bay Area individuals without access to a vehicle make at least twice as many walk trips than those with vehicles available for travel.³
- **The Senior Population Boom:** 71 million Americans will be over 65 years old by 2030, which is one in five Americans, according to the US Census Bureau. Making sure seniors can maintain independence through safe, walkable communities is also a way to maintain health. In European countries where cities are denser and there is better pedestrian infrastructure, up to 50% of their seniors walk or bike compared to just 8% of American seniors.⁴

Pedestrian and Bicyclist Injuries

- **Pedestrians and Bicyclists Suffer a Disproportionate Number of Fatalities:** In the Bay Area, fatal collisions involving pedestrians and cyclists represent a disproportionate 28% of all fatal motor vehicle collisions.⁵
- **Seniors are more vulnerable:** In 2005, older Americans made up 20% of all pedestrian fatalities.⁶

- In the U.S. for every mile traveled, pedestrian fatalities are 36 times higher and bicycling fatalities 11 times higher than car occupant fatalities.⁷
- **Higher Speeds = More Severe Injuries:** Below 20mph, only 20% of collisions cause a serious or fatal injury to a pedestrian. Above 35mph, most vehicle collisions are fatal or incapacitating.⁸
- **Intersection Improvements Improve Pedestrian Safety:** Designing for pedestrian travel by installing raised medians and redesigning intersections and sidewalks reduced pedestrian risk by 28%.⁹

Health Benefits of Biking and Walking

- According to the Centers of Disease Control, a “shift in auto trips to walking and biking” is the number one strategy to reduce diseases related to inactivity, such as heart disease, diabetes, and some types of cancer.
- **Health and Inactivity:** More than 60% of American adults are not regularly active, and 25% of adults are not active at all. One study has estimated the US economic cost of coronary heart disease from physical inactivity to be around \$5.7 billion per year.¹⁰

Build it and They will Come

- **Most trips are short trips:** There are significant opportunities to convert short auto trips we make in the U.S. to bicycling and walking trips: According the 2001 NHTS, half of all trips are shorter than 3 miles—just a 15 minute bike ride.¹¹
- **People want better non-motorized facilities:** A recent Harris poll found that 70% of U.S. adults want better facilities for non-motorized transport.¹²
- **Bike lanes = more bicyclists:** Bicycle traffic on Valencia Street in San Francisco increased by 140% (from 88/hour to 215/hour) after bicycle lanes were added and the number of traffic lanes in each direction reduced from two to one.¹³
- **Sidewalks = more walkers:** People are 65% more likely to walk in a neighborhood with sidewalks.¹⁴
- **Lack of Pedestrian Plans:** Of 101 Bay Area cities, only three have pedestrian master plans, and in total only 16% of cities in the Bay Area have an adopted pedestrian that is part of a non-motorized transportation plan or a joint bicycle-pedestrian master plan.¹⁵
- **More bikers/walkers=safest streets:** As the number and proportion of people bicycling and walking increases, deaths and injuries decline.¹⁶
- **Complete Streets = Safer Streets:** Safer streets can serve as community spaces. More people on the street deter crime. A movement to prevent crime through environmental design has been shown to reduce robberies by 30-84% depending on how many improvements were implemented.¹⁷

2. What are Complete Streets?

Complete Streets are streets that include room and accommodation for all modes of transportation and abilities. By contrast, incomplete streets fail to serve pedestrians, cyclists, transit, the disabled and both the youngest and oldest members of our communities. Complete Streets also include consideration for the environment by promoting green building concepts from reducing paved surfaces and increasing greenspaces that reduce storm water runoff while beautifying streets and making them inviting places to be. A Complete Streets plan should include a comprehensive approach that considers all possible circulation elements in one place. One plan would replace pedestrian and bicycle master plans, streetscape plans, greenway plans, and piecemeal street

improvement plans. Although developing a Complete Streets approach is ideally applied on the citywide level a station area plan can be a great starting point for a city to try out pilot policies.

The term was created to shift how pedestrian and bicycle access are accommodated in a traditional car dominant transportation system. Cities typically plan for bicycle and pedestrian infrastructure through bicycle and pedestrian master plans. These plans are frequently separate documents from the General Plan and zoning code. Not being fully integrated with transportation planning in the city as a whole, they are left to wither on shelves without implementation.

3. Checklist of What to Look For

As a station area plan is being drafted start with the city's bicycle or pedestrian master plan if there is one. If there isn't the following considerations should be integrated into the transportation section of a station area plan. If there is a plan take an inventory of what proposed projects or proposed facilities are included within a half mile to three mile radius of the station area. Also if there is an adopted plan, make sure the station area plan refers to elements of the pedestrian or bicycle master plans.

- Is there a citywide Pedestrian or Bicycle Plan? You will use this to cite pedestrian and bicycle supportive policies or identify improvement projects.
- Are barriers to pedestrian and bicycle access to the transit station mapped in the Station Area Plan or Bike/Pedestrian Plan?
- Are there specific recommendations, preliminary cost estimates and funding identified for improvements in the Station Area Plan or Bike/Pedestrian Plan?
- Is there a continuous network of sidewalks, walkways and bikeways throughout the 1/2 mile surrounding station area in the Station Area Plan?
- Does this network connect the primary destinations (station, shops, offices, jobs, and community services)?
- Are there a variety of facilities from greenways, bike lanes, paseos, or cut through paths to varying widths of sidewalks and pedestrian plazas?
- Are there policies in place to require new development to provide pedestrian amenities such as: benches, lighting, landscaping, water fountains, public art, directional signage, and trash cans, within the public right of way?
- Do project recommendations include the three E's of a comprehensive improvement strategy including: Engineering, Education/Encouragement and Enforcement?
- Are there minimum bicycle parking standards based on the square footage of building space rather than on car spaces? Are there provisions for long-term and short-term bike parking arrangements that allow for protection from the elements as needed?
- Is there a program for providing comprehensive bicycle route or network signage citywide?
- Is there a landscaping program to provide street trees along sidewalks?

4. Recommended Policy Tools for Complete Streets

A. The Institutional Setting

At a minimum a city should have a pedestrian and bicycle advisory committee actively involved in providing input and reviewing the proposed station area plan.

The city should also have an interdisciplinary technical advisory group that includes staff from the city's various departments affected by changes to street design policies including: city planning,

public works, parking and traffic, utilities, recreation and parks, local transit agency and the county public health department.

B. Design and Development Standards

Design guidelines or development standards are typically created as a part of a station area plan or developed as an implementation step of the plan once it is adopted. These are very important as they provide the city with a palette of options for addressing various projects to improve the pedestrian or bicycle realm, particularly for public streets or spaces that are being retrofitted.

Development standards apply to new private development. They typically prescribe minimum elements that must be included in the project or “conditions of approval” for individual development proposals. The following are policies that should be incorporated into Design and Development Standards:

- Standards for completeness should be created for different street typologies and modes. For an example, see [Chapter 5 – Development Guidelines and Streetscape Standards](#) of the Santa Rosa Downtown Station Area Specific Plan. This plan breaks up street types into: Urban Center Street Type, Shop Front Street Type, Neighborhood Street Type, Entryway Street Type, Boulevard Street Type, Live Work Street Type. These Streetscape standards do a good job of describing required building form, lighting, crossings, travel lane types, locating parking spaces, and street furniture, however it definitely fails to include minimum sidewalk widths.
- Require Routine Accommodation of pedestrians and bicyclists for both private and public roadway projects. Presently, projects funded all or in part with regional funds (e.g. federal, STIP, bridge tolls) must consider the accommodation of non-motorized travelers, as described in Caltrans Deputy Directive 64. Exceptions to these design standards should be carefully considered and only granted in extreme cases.
- Establish policy to accept and review traffic calming requests from the public.
- Standard recommendations for categories of street types can be collected into a guide that includes illustrations, best practices, and methods for implementation. For some examples of designing routine accommodations in projects, see San Francisco Bicycle Plan Supplemental Design Guidelines (2005), VTA’s Bicycle Technical Guidelines (1999), and VTA’s Pedestrian Technical Guidelines (2003). They include descriptions, technical information, and an array of details pertaining to bicycle and pedestrian facilities in various environments. Among other things, design Standards can cover:
 - maximum block lengths
 - minimum sidewalk widths
 - maximum lane widths
 - use of chicanes, pedestrian bulbouts, raised medians, in street pedestrian signs, etc.
 - crosswalk types
 - distances between crossings
 - tree plantings
 - lighting types
 - bike lane and path preferences and specifications

C. Funding Complete Streets

- **Bicycle Transportation Account** – Caltrans has a department devoted to funding bicycle master plan projects that are included in a Caltrans approved plan. If your city has an existing Caltrans approved bicycle plan, it should be amended to include projects identified through in the station area plan in order to become eligible for BTA funding. Cities with an approved bicycle master plan are typically aware of BTA grant requirements, application cycles and process to apply for funding. See the following website for more information and a list of past funded projects:
<http://www.dot.ca.gov/hq/LocalPrograms/bta/btawebPage.htm>
- **Safe Routes to Transit.** Regional Measure 2 (RM2), approved in March 2004, raised the toll on seven state-owned Bay Area bridges by one dollar. This fee increase funds operational improvements and capital projects which reduce congestion or improve travel in the bridge corridors. Over the life of the measure, \$20 million of RM2 funds the Safe Routes to Transit Program (SR2T), which provides competitive grant funding for capital and planning projects that improve bicycle and pedestrian access to transit facilities. Eligible projects must be shown to reduce congestion on one or more of the Bay Area’s toll bridges. Competitive funding is awarded in five \$4 million grant cycles. The first round of funding was awarded in December 2005. Future funding cycles will be in 2007, 2009, 2011 and 2013. Minimum project amount is \$100,000. TALC currently administers the SR2T program. Web Address:
http://www.transcoalition.org/c/bikeped/bikeped_saferoutes.html
- **Safe Routes to School.** There is currently both a state run program and a federal program. The state program currently funds 90% of project costs with a \$900,000 maximum. Additionally up to 10% of the project cost can be allocated to non-construction programmatic elements. See the website below for details on application deadlines and cycles. As of the end of the 2007 legislative season, thanks to AB 57, the state Safe Routes to School funding is will be continued indefinitely without a sunset date.
<http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/saferoutes.htm>
- **MTC – Transportation for Liveable Communities.** MTC offers two kinds of assistance through the TLC program: capital improvement and planning. TLC grants are competitive funds meant to fund small-scale transportation improvements that are designed to make a big difference in a community’s vitality. Eligible projects include streetscape improvements, transit, pedestrian, and bicycle oriented developments. Projects should be designed to “bring new vibrancy” to downtown areas, commercial cores and neighborhoods, enhancing their amenities and ambience and making them places where people want to live and visit. Funds vary from year to year, but for FY 2007/08 \$16.7 million was awarded to projects around the Bay Area. A call for 2008/09 cycle grants will be released spring 2008. Web Address:
http://www.mtc.ca.gov/planning/smart_growth/tlc_grants.htm
- **Housing Incentive Program.** MTC's Housing Incentive Program (HIP) rewards local governments that build homes near transit stops. The key objectives of this program are to (1) increase the number of homes in areas of the region with existing infrastructure and services in place; (2) locate new homes where non-automotive transportation options are viable transportation choices, and (3) establish the residential density and ridership markets necessary to support high-quality transit service.

 1. HIP funds are intended to be used for transportation capital projects that support Transportation for Livable Communities (TLC) goals. Typical capital projects include pedestrian and bicycle facilities that connect the new homes to adjacent land

uses and transit; improved sidewalks and crosswalks linking the homes to a nearby community facility such as a school or a public park; or streetscape improvements that support increased pedestrian, bicycle, and transit activities and safety.

2. The dollar amount of HIP funds that may be requested is determined by the density of the qualifying housing development and the number of affordable and market rate bedrooms that will be provided. The maximum grant amount per jurisdiction is \$3 million. In order to qualify for HIP funds, local agencies must be able to demonstrate that:
 - a. The qualifying housing development meets the minimum density requirements of **30 units per acre**.
 - b. The qualifying housing development has not yet received required planning entitlements.
 - c. The qualifying housing development must be within a 1/2 mile of a rail transit station.
 - d. The transit that serves the qualifying housing development must come at least every 15-minutes during peak commute hours.
3. Following the Commission's approval, grant recipients will have two years to break ground on the housing project (i.e., issuance of a building permit) and one year to obligate the federal funds through the federal-aid process for the TLC capital project in accordance with the deadlines specified by MTC.

Web Address: http://www.mtc.ca.gov/planning/smart_growth/hip.htm

- **Business Improvement Districts (BIDs)** – Streetscape improvement projects are often funded by these districts as a way to improve business and customer attraction and safety. These districts are typically led by local merchants for the purpose of marketing their businesses. Merchants essentially tax themselves to provide added street sweeping, graffiti abatement or banners and signage increasing the district's visibility. They have also been known to fund public squares, public art, and sidewalk or crossing improvements. Members of the California Main Street Association have also created BID's. For a list of California cities with this program see: <http://www.camainstreet.org/who.html>
- **Transportation Improvement Districts or Parking Benefit Districts**– As a part of the station area plan process, cities can create parking permit districts with metered parking or public parking structures that raise funds for sidewalk and street improvements such as funding the purchase of new lighting, street furniture, landscaping, cleanups, increased patrolling or security. The following website is a description of PBD's: http://transtoolkit.mapc.org/Parking/Strategies/Parking_benefit_district.htm
- **Routine Accommodation:** Road improvement projects funded all or in part with regional discretionary funds must consider bicycle and pedestrian facilities in the full project cost, consistent with Deputy Directive 64. The Federal Highway Administration recommends including up to 20% of the project cost to address non-motorized access improvements.

D. Working with Traditional Automobile Level of Service

Many cities that are trying to create vibrant liveable communities are finding that their antiquated transportation policies actual create barriers to balancing a community's transportation profile. It is important to seize the opportunity to address these disparities during a station plan process. These old policies force the city's transportation engineers to focus only on improving the vehicle

circulation, which often has the perverse effect of making it harder to get around on foot, bicycle, or on transit. The primary impediment is the concept of vehicle “level of service” (LOS).

Traditional Automobile Level of Service (LOS)

Vehicle Level of Service is a measure of the percentage of capacity of a roadway or intersection being used during the peak hour, as determined by the City Engineer and in accordance with the definition contained in the Highway Capacity Manual, HRB Special Report 87. Most communities have adopted a standard for each of their major street intersections. These standards set the standard for how much delay is acceptable at the time of day with the worst possible traffic. Typically these standards are defined as an A thru F scale which, similar to academic grading, it represents best to worst conditions. Below is what the City of Alameda defines as their A thru F levels of service:

Level of Service	Vehicle Delay	Number of vehicles stopping
A	no delay to less than 5 seconds	none
B	5.1 to 15 seconds	
C	15.1 to 25 seconds	
D	25.1 to 40 seconds	
E	40.1 to 60 seconds	
F	greater than 60 seconds	Many vehicles waiting through more than one cycle

The table above only measures the convenience of the transportation system for cars and it only measures it at the worst time of day for cars. For many cities this is the only factor considered in measuring the success of a transportation system.

EXISTING CONDITIONS AND BUILDOUT

The table to the right shows how the City of Alameda applied their standards to various major intersections in the City. It shows the existing condition and the expected future condition as growth in residents and jobs increases over the life of the General Plan:

Intersection	1988-89 Service Level	Buildout Service Level With Mitigation
Main & Atlantic Ave	C	D ¹
Third & Atlantic Ave	B	C
Poggi & Atlantic Ave	B	C

Traditional use of LOS in EIR's and mitigations

In an environmental review process the City establishes a threshold for what they consider a significant impact to the roadway network. During the review process, transportation consultants derive the expected addition of vehicle trips from a particular development depending on the mix of jobs and housing. These numbers are typically derived from the ITE Trip generation manuals. If the proposed development or plan creates, for example, 1,650 new vehicle trips a day, these trips will be dispersed through the adjacent network according to observed traffic count and turning movement data. After this exercise, if certain intersections go beyond their adopted thresholds, the impact is considered significant and typically will require mitigations.

Traditional vehicle LOS analysis does not account for modal shift, or people deciding to shift from driving to other ways of getting around. The measurement standards address only the worst possible hour of the day. In a system that only values the speedy movement of cars, this is appropriate. But when we are trying to achieve a balanced system that allows all people to get around safely and easily, this system fails miserably.

The mitigations for decreased vehicle LOS typically involve intersection widening, removing crosswalks, narrowing sidewalks and/or speeding up the walking phase of traffic signal. Reducing vehicle delays comes at a cost to the pedestrian, bicycle, and disabled circulation networks.

Why do Station Area Plans need better standards?

For neighborhoods around transit stations the transportation components should prioritize access by walking and bicycling, then buses, car share/carpool and lastly private single-occupant vehicle access. If vehicle LOS is the only measure that quantifies environmental impacts the outcome will be all a worse environment for everyone not in a car.

For example the Santa Rosa Station Area Plan process experienced this exact scenario. The EIR analysis assumed proposed land use changes would increase vehicle traffic. Proposed mitigations included wider intersections, more dedicated right hand turn lanes, and multiple left hand turn lanes. Although pedestrian and bicycle infrastructure improvements were rhetorically recognized as important, there were no metrics for quantifying how vehicle improvements were going to impact the pedestrian environment because the LOS framework only measured impacts on cars.

How to amend vehicle LOS analysis?

The best solution to this problem is to adopt Multi-Modal Level of Service standards (see next section). But if a city only has a vehicle LOS there are multiple strategies that will help prevent an unbalanced emphasis on vehicle movement.

- **LOS E and F:** A city can adopt LOS E and F as an allowable standard for intersections within station areas. If a city adopts a policy that certain intersections adjacent to transit stations are expected to have vehicle delays, then there would be no need to include mitigations and infrastructure investments to improve them for vehicle use. In fact many cities are adopting LOS E and F for their main street commercial districts. Slower traffic speeds are found to improve the health of local businesses that benefit from passing vehicles getting a chance to see their shops.
- **Broaden the vehicle LOS measures to consider vehicle volumes for an entire day:** rather than just the worst (peak) hour of the day. LOS can also be broadened to include an average corridor speed or capacity so that a particular intersection with congestion doesn't merit attention until the entire corridor is adversely impacted.
- **Traffic Calming to Improve LOS:** Recognize that reduced vehicle speeds can actually improve the overall movement of vehicles through an intersection. Traffic calming strategies can actually benefit both pedestrians and cars.
- **Implement pedestrian and bicycle improvements to mitigate worsened vehicle LOS:** Recognize the ability for improved pedestrian and bicycle improvements to alleviate driving demand and counteract projected decreases in vehicle LOS.

E. Multi-Modal Levels of Service

Adopt Multi-Modal LOS Standards to Quantify Complete Transportation Impacts of a Plan

The Sacramento Transportation and Air Quality Collaborative, a collaboration funded by ten agencies including the Sacramento Area Council of Governments (SACOG) and the Solano County Transportation Authority (STA), has recognized that “a city may wish to prioritize pedestrian or bicycle level-of-service over auto level-of-service,” and that, “there are established ways to measure bicycle and pedestrian level-of-service.” Those ways of measuring Bicycle and pedestrian LOS are included in their Best Practices for Bicycle and Pedestrian Planning document. This document is a

companion piece to their 2005 'Best Practices for Complete Streets'
www.sactaqc.org/Resources/Agreements/CompleteStreets.pdf

Pedestrian Level of Service (PLOS)

The Highway Capacity Manual calculates PLOS based on capacity and space requirements. Instead of intersection or corridor specific approach the measurements address an entire district. PLOS measures fall into three categories: physical characteristics, location factors and user factors. The ease with which streets can be crossed, as well as sidewalk continuity, street density, and topography can all factor into PLOS. Some communities use PLOS to predict pedestrian trips associated with transit access. Montgomery County, Maryland assesses sidewalk ratio, circuitry, connectivity, delay, and hazard to measure the quality of a pedestrian trip accessing transit.

Bicycle Level of Service (BLOS)

The BLOS uses measurable traffic and roadway factors such as vehicle speed, volumes and surface conditions to evaluate bicycling conditions, particularly for roadways shared between vehicles and bicycles. BLOS measures quantify bicyclist comfort level for specific roadway geometries and traffic conditions. Bicycling 'compatibility' is defined by factors including roadway width, bike lane widths and striping combinations, traffic volume, pavement surface conditions, motor vehicles' speed and type, and on-street parking.

Alternative LOS Applications:

Pleasanton- Uses an alternative called **Quality of Life LOS**, to determine the "livability" of residential streets. These standards are adopted to preserve residential district livability rather than ease of vehicle movement through intersections. It preserves safe and convenient walking and biking although it doesn't include any quantifiable measures. The primary difference compared to traditional LOS is that it actually keeps vehicle volumes and speeds low.¹⁸

San Jose – exempted Transit Oriented Developments from LOS requirements under CEQA.

E. Monitoring and Maintenance

- Adopt measurement standards to monitor the success of improving the pedestrian and bicycling environments. This can include a systematic pedestrian and bicycle count program, periodic assessment of accident and injury locations and frequencies, or other standards.
- Establish bicycle or pedestrian improvement citizen request programs. San Francisco (<http://www.sfmta.com/cms/bpark/3176.html>) has a program that allows citizens to request installation of bicycle parking where it is lacking.

F. Education and Encouragement Programs

These programs are very grass roots driven. If there is a local non-profit that is available to organize volunteers to start programs and gain enough interest, cities might take them over. However most cities are limited for time and can only partner by providing printed materials or coordinated mailings. Unfortunately there typically isn't enough funding for these types of projects however they are a great way to bring together a variety of groups that are interested in promoting a similar vision of a greater community. Establishing local education and encouragement programs also has a positive impact on scoring grant applications for funding construction projects for Complete Streets.

Encouragement Programs

- Establish and promote Safe Routes to School programs. See <http://transcoalition.org/c/sr2s/index.html> for examples of programs being piloted in Alameda County schools. These programs are eligible for grant funding, see prior section on funding Complete Streets.
- Establish and promote Safe Routes to Transit programs. See http://transcoalition.org/c/bikeped/bikeped_saferoutes.html for examples of projects that are being funded under the regional Safe Routes to Transit program. The prior section on funding Complete Streets describes the program in brief.
- Create, publish and disseminate a comprehensive bikeway map to the public free or at nominal cost. San Francisco developed a color bikeway map that is included in telephone books.
- Hold Bike/Walk/Ride to Work Events as well as street bike fairs and races that have interactive education components (i.e. repair workshops and urban bicycle skills workshops)
- Encourage employers and institutions to start Bike Share programs whereby employees or students can check out bicycles free of charge to try commuting by bicycle without a major investment
- Promote Car Free/Spare the Air days.
- Ensure bicycle and easy disabled access to transit
- Adopt a Bikeway programs can allow local businesses and organizations to support bike facilities in exchange for recognition. Parks & Recreation departments may be able to administer such programs
- Partner with a nonprofit to establish a bicycle repair program whereby unclaimed police recovered and donated bicycles are worked on by and ultimately given to city youth. Youth under 18 should be given the opportunity to participate for free. However, membership in the program might also be extended to the general public and for a fee, members can repair and claim bicycles. See Cycles of Change as an example of an established program. <http://www.cyclesofchange.org/>
- Institute a City Bike Auction whereby unclaimed, police recovered bikes are sold to the public as is.

Education Programs

- Create, fund, and implement official Police bicycle-safety curricula for the general public and targeted populations, such as motorists and youth.
 - Create bicycle safety classes for city employees and transit operators as well as other large vehicle fleet operators
 - Partner with the school district to create and implement curricula such as Youth Bicycle Education and Riding Skills classes.
- Create, fund, and implement Bicycle-Safety Outreach Campaigns for the general public– e.g. San Francisco’s Coexist campaign sponsored by the SF Bicycle Coalition and the Department of Parking and Traffic. <http://www.sfbike.org/?coexist>
- Include bicycle and pedestrian education materials in mailings from city agencies and ensure that the materials are available in all widely used languages
- Implement Police Training Programs educating officers on the rights of pedestrians and bicyclists
- Create a bicycle traffic school curriculum as an option for bicycle traffic law violators. Such curriculum might be web based and therefore relatively low-cost.

5. Who else is doing this: (Case Studies)

Among the states with complete street policies are: Oregon, Kentucky, Florida, Tennessee, Virginia, South Carolina, and Georgia. A number of other states such as California and Illinois require routine accommodation for bicyclists and pedestrians.

1) San Francisco, [Better Streets Plan](#), Adopted March 2006

(http://www.sfgov.org/site/uploadedfiles/planning/Citywide/Better_Streets/index.htm):

This ambitious Complete Streets Ordinance requires that City agencies coordinate their activities to promote more coherent street design for both public and private projects. The Better Streets Plan considers streets as belonging to all users and places to promote transportation modes beyond driving and also as an essential environmental component of the city.

The supporting principles outlined in the plan guide street design to:

- address the scale and character of the street in the context of the surrounding environment;
- support multiple uses and prioritize public space for pedestrians, bicycles, and public transit over automobiles;
- ameliorate the negative impacts of traffic while enhancing property values and increasing the safety and attractiveness of neighborhoods;
- address the characteristics and challenges of watershed management by reducing runoff, increasing use of permeable surfaces, and including street trees and landscaping wherever possible;
- reduce visual clutter from signage, signals, and other structures;
- consider the impact of vehicular traffic on pedestrians, bicyclists, and public transit users and operators;
- prioritize pedestrian safety, enjoyment, and comfort;
- convert excess paved space into planted and open space areas;
- use new technologies and other best practices to manage storm water runoff and reduce pollution and water use; and
- collaborate with residents, businesses, and other stakeholders in local neighborhoods.

2) Sacramento Transportation and Air Quality Collaborative, Best Practices Guide, Fall 2005

(<http://www.sactaqc.org/agreements.htm>)

A number of different groups and agencies have formulated their own complete street policies and guides and The Sacramento Transportation and Air Quality Collaborative has created one of the more comprehensive guides. The Collaborative produced five separate toolkits for local agencies' use in the planning of developments in the entitlement process and in the planning, design and maintenance of transportation facilities.

3) City of Chicago, Safe Streets for Chicago and accompanying Department of Transportation Programs, October, 2006. (<http://www.tiny.cc/chicago>)

Chicago's complete streets policy is embedded in a comprehensive pedestrian safety initiative and involves several city departments, from the Police Department and Department of Transportation to the Office of Emergency Management and Communications Traffic Management Authority. The policy employs several strategies and involves various components--enforcement, infrastructure, technology, policies and design standards, and public awareness--to accommodate and balance "the safety and convenience of all users of the transportation system including pedestrians, bicyclists, transit users, freight, and motor vehicle drivers so that even the most vulnerable – children, elderly,

and persons with disabilities – can travel safely within the public right of way.” The Chicago DOT also has a ‘Green Alleys’ program focused on producing alleys that present environmental benefits and a streetscape program with an accompanying Streetscape Guidelines Booklet.

6. Dig A Little Deeper:

http://www.greatcommunities.org/index_files/toolkit.htm

The Great Communities Collaborative Toolkit is full of information about transit-oriented development and makes available handouts about the benefits of less traffic as well as designing for walking and biking.

<http://www.completethestreets.org/>

A great place to find early success stories, additional information about the benefits of complete streets, how to complete your streets, updated information about relevant legislation, other resources and more.

http://www.completethestreets.org/completestreets/Tab1-%20Early%20Success%20Stories/Complete_Streets_Policies.pdf

List detailing existing complete streets policies and where to find them.

http://www.thunderheadalliance.org/completestreets.htm#CS_Policies

The Thunderhead Alliance is pursuing a national Complete the Streets Campaign and has compiled a guide which includes useful information on existing policies and how you can secure a complete streets policy for your community

<http://www.sfbike.org/?los>

The San Francisco Bicycle Coalition assembled a web page with resources and further information about the vehicle versus multi-modal level of service.

www.pedbikeinfo.org

Locate information about various engineering best practices for a variety of pedestrian and bicycling improvements. There is a great image library showing built examples of these improvements.

<http://www.fhwa.dot.gov/environment/bikeped/design.htm#d4>

This USDOT Policy Statement about integrating bicycling and walking into transportation infrastructure can help inform local complete street policy formation. This recommended approach also references a host of other pedestrian, bicycle, traffic calming and other design resources.

<http://www.calbike.org/legislation.htm#AB1358>

Read about California’s AB 1358, The Complete Streets Act. This bill will ensure that any revisions or updates to a jurisdiction’s transportation or circulation element of the general plan will include how the jurisdiction will provide for the routine accommodation for all users on the roadway including pedestrians, bicyclists, users of public transit, motorists, children, the elderly, and the disabled. AB 1358 will be continued to the next legislative session in 2008.

¹ Metropolitan Transportation Commission. 2006. New Places, New Choices: Transit Oriented Development in the San Francisco Bay Area.

² Metropolitan Transportation Commission. Bay Area Travel Survey. 2004.

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- ³ Metropolitan Transportation Commission. Bay Area Travel Survey. 2004.
- ⁴ Linda Bailey. "Aging Americans: Stranded Without Options." Surface Transportation Policy Project. April 2004.
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- ¹⁰ Lawrence D. Frank and Peter Engelke. "How Land Use and Transportation Systems Impact Public Health: A Literature Review of the Relationship Between Physical Activity and Built Form". Georgia Institute of Technology. Atlanta. 2000.
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http://www.bts.gov/publications/highlights_of_the_2001_national_household_travel_survey/pdf/entire.pdf
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Quality Public Parks and Open Space Policy Fact Sheet

Overview

This Policy Fact Sheet Includes:

1. **Top 12 Facts** About Planning Public Parks and Open Spaces in transit villages and neighborhoods.
2. **How Much Park Space is Enough?** A survey of parks space in cities throughout the country and Bay Area.
3. **Components of Excellent Park Systems:** Inventory of park attributes that promote vibrant and successful parks.
4. **Design Elements of Successful Parks** – Refer to the [Handout](#) on Creating Quality Public Spaces.
5. **Examples of Park Dedication Requirements for New Development**
6. **Funding Solutions for Maintaining Parks**
7. **Dig A Little Deeper** – References to useful websites and reports.



1. Top 12 Facts and Figures on Parks, Open Space and Great Communities

- **Health and Physical Activity:** Nationwide only 25% of adults get the recommended amount of physical activity and 29% of adults are not physically active at all.¹
- **Rise in Obesity:** Between 1980 and 1999 the number of obese adults nearly doubled. Child and adolescent obesity more than doubled over the last 30 years.²
- **Obesity and Inactivity:** When people have nowhere to walk, they gain weight. Obesity is more common in unwalkable neighborhoods, but goes down when measures of walkability go up: dense housing, well-connected streets, and mixed land uses reduce the probability that residents will be obese.³

Public Health Benefits of Parks:

- **Proximity to Parks = Increased Activity:** According to the CDC, better access to spaces for physical activity resulted in 25% more people exercising 3+ days per week.⁴
- **Increased Activity=Better Health:** Increases in physical activity have numerous health benefits: reductions in premature mortality; prevention of chronic diseases such as diabetes, obesity, and hypertension; and improvements in psychological well-being.⁵

Economic Benefits (Parks as an economic catalyst):

- **Increase Residential Property Values:** In Boulder, CO property values were 32% higher in properties within 3,200 feet of a greenway. This resulted in a increase of \$500,000 per year in additional property taxes, enough to cover the \$1.5 million purchase price of the greenbelt in three years.⁶
- **Business Retention and Attraction:** The green space surrounding Portland, Oregon, helped build its reputation as one of the country's most livable cities. Companies such as Hewlett-Packard, Intel, and Hyundai have been drawn to the region by the forests, orchards, and creeks on the outskirts of Portland's urban area.⁷

- **Tourism Benefits:** Chain of Lakes received 5.5 million visitors in 2001, making it Minnesota’s second-biggest attraction after the Mall of America.⁸ And San Antonio’s Riverwalk Park, created for \$425,000, has overtaken the Alamo as the most popular attraction for the city’s \$3.5 billion tourism industry.⁹

Environmental Benefits:

- **Trees and green space lessen ‘heat island’ effects** in urban areas, which lower energy demands and associated emissions during warm periods. Evaporation from a single large tree can produce the cooling effect of ten room-size air conditioners operating 24 hours a day.¹⁰
- **Trees remove air pollutants:** In an area with complete tree cover (such as forest groves within parks), trees can remove as much as 15% of the ozone, 14% of the sulfur dioxide, 13% of particulate matter, and 8% of the nitrogen oxide.¹¹

Social Benefits

- **Parks Reduce Juvenile Crime:** In Fort Myers, Florida, police documented a 28% drop in juvenile arrests after the city built a new youth recreation center and started a new recreational and academic program in 1990.¹²
- **Parks are Building Blocks of Community:** “In inner-city neighborhoods where common spaces are often barren no-man’s lands, the presence of trees and grass supports common space use and informal social contact among neighbors,” the study found. “In addition, vegetation and [neighborhood social ties] were significantly related to residents’ senses of safety and adjustment.”¹³

2. How Much Park and Open Space Do We Need?

There is no good single answer to this question. Standards vary widely and two conclusions stand out:

- Quality matters as much as quantity
- Maintenance and administration is crucial to ensure parks respond to the changing needs of the communities they serve.

Park space is often measured or specified as a certain number of acres per 1,000 population. The two tables below show actual acreage of parks in major U.S. cities and adopted citywide standards for a few Bay Area cities.

The following sections of this fact sheet give suggestions on how to make sure a Station Area Plan encourages high quality parks that are well maintained.

Existing Acres of Park or Open Space Per 1,000 People¹⁴

Portland	Seattle	Vancouver	San Francisco	Boston	Chicago
18.9	10.7	8.67	4.3	4.3	2.5

Adopted Park/Open Space Acreage Standards Per 1,000 People

National Rec. and Park Association	Santa Rosa	El Cerrito ¹⁵	Hayward	San Leandro ¹⁶
10	6	5	5	4.86

3. Components of Excellent Park Systems:

Although a Station Area Plan does not set out to create a Park system for an entire city, it could provide an opportunity to test and pilot new policies. Below is a summary of what elements are needed for well used and loved parks that facilitate community building, drawn from a report by the Trust for Public Land.¹⁷

A Clear Sense of Purpose

- Create a clear mandate for the purpose of parks. The mission statement of the Long Beach Department of Parks, Recreation and Marine: “We create community and enhance the quality of life in Long Beach through people, places, programs, and partnerships.” The phrase emphasizes that parks and natural areas are a conduit through which community is strengthened—a means to the end, not the end itself. This sets up the agency to care about how their facilities are used, not just maintained.
- **More and more park management agencies are expanding their roles from maintenance to include:**
 - economic development,
 - facilitating community problem-solving
 - promoting health and wellness
 - protecting of environmental resources.
- Require provision of annual reports on the success of parks. The Minneapolis Park and Recreation Board has developed a stellar model for providing this type of reporting. To see an example go to: www.minneapolisparcs.org. The reports help the agency to track its progress. It also allows citizens to fully appreciate and advise on changes or adaptations to better suit the community.

On-Going Planning and Community Involvement Process

- Parks Master plans should be updated every 5 years. There should be periodic review of the Station Area Plan’s Implementation success, failures and modifications. This should happen with respect to all aspects of the plan.
- There should be a Parks and Recreation Commission or public advisory body that are the eyes and ears on the success of plan implementation.
- There should be systems in place that support the existence of Friends groups or Adopt a Park/Trail programs. The more people engage and become stewards of their parks, the more lively and loved they are.

Sufficient Assets in Land, Staffing and Equipment to Meet the System’s Goals

- Inventory the park resources available. Characterize by “natural” or “designed.” The Station Area Plan should provide a wealth of information about planned park or open space areas, enough to derive preliminary operating and maintenance costs that can be accounted for in calculating developer fees.
- A 2000 parks and recreation budget survey of the 55 largest cities, showed an average cost of \$80 per resident. This a benchmark figure for calculating an appropriate annual parks and recreation budget.

Equitable Access

- A good goal is to mandate a maximum of 5 minutes walking distance between people and parks within urban areas and a 5 minute bike ride in more spread out areas.
- Determine what percentage of people are located further than a quarter mile from 1 acre of park. Determine your community’s goal for serving these people. Determine what the plan will do to meet this.
- Either work with an existing disabled access advisory group or develop one for reviewing access to park facilities.
- Determine if there will be recreation program subsidies for community members to participate in classes offered at park sites or athletic leagues. This would apply to any type of classes from language, to computer skills, arts and fitness that are offered at a facility that

may be located within parks. As more and more park departments need to charge fees for their services consider how to maintain or raise the level of participation by all income levels. Make sure that creating fees doesn't deter lower income families from utilizing needed services.

User Satisfaction

- Mandate user surveys to monitor success of parks planning
- The Fort Worth Parks and Community Services reported that designing and conducting an initial survey cost about \$30,000. “After that, using a similar survey and fewer respondents, the cost dropped to about \$15,000 each time. In the future the department hopes to conduct the survey every other year.”

Safety from Crime and Physical Hazards

- The best protection from crime is a well-used, well-maintained park with facilities and programs that attract a cross-section of the neighborhood.
- Provide uniformed personnel
- Collect and report crime data regularly
- Well-run youth recreation programs decrease delinquency and vandalism. An excellent park system takes it even farther by tracking youth crime by neighborhood over time. Having hard numbers is the only way to know if targeted programs are having success.

Benefits for the City beyond the Boundaries of the Park

- Measure property values of properties adjacent to parks over time to create the evidence of a park serving as an economic engine to the city.

5. Examples of Park and Open Space Dedication Requirements for New Development

- Public Open Spaces can be funded by Park Dedications fees based on a per unit or per square foot fee of new development. The drawback of this funding strategy is that it places additional costs on new development which can create hardships for affordable housing.

Park Dedication Fees (per new home)		
	Single Family	Multi-Family
Santa Rosa	\$10,000	\$7,300
Hayward	\$11,953	\$9,653

Required Park Fees - San Francisco	
Rincon Hill - Residential	\$11/SF
Downtown Area - Commercial/Office	\$2/SF

Required Park Dedication – City of San Francisco	
Parkland as part of development	1 SF of Park per 90 SF of development*
OR	
In-lieu Fee	\$0.80 per 1 SF of required park dedication

* Applies to Residential Districts in SOMA, Service Light Industrial and Secondary Office (RED, RSD, SPD, SLR, SLI, SSO)

- Publicly available but privately owned and maintained open space. For example Yerba Buena Gardens in San Francisco is a result of a zoning requirement of onsite open space required per square foot of development. In this case the Metreon Mall development resulted in this park space. The disadvantage of this system is that programming park activities is purely up to the discretion of the owners.

6. Ways to Fund Parks Acquisition and Maintenance

Structure of Public Funding Mechanisms

The first step is to determine if the City will pursue a *pay-as-you-go* or *debt financing* approach.

- In the *pay-as-you-go* approach, improvements are only made once a sufficient amount of tax or fee revenue is gathered to fund the improvement. Pay-as-you-go is often appropriate for ongoing programs or policies but can be inefficient for large scale or costly infrastructure improvements.
- With the *debt financing* approach, the city borrows money by issuing bonds, and the city can make the improvement now while paying off the bond through tax or fee revenue. Debt financing can be applied through a Redevelopment Agency and paid for with tax increment revenue, or can be financed by creating an improvement district. Because assessment district financing structures are tax increment financing are based on property tax revenues, the resulting increased property values from the improvements reduces the risk associated with debt financing.

Project for Public Spaces, a national organization, maintains extensive information on a variety of park and open space funding tools, providing specific community examples implementing the various tools as well as pros and cons of various sources.

http://www.pps.org/parks_plazas_squares/info/funding/pubfunding/

Types of Funding

The following information comes from Financing Local Parks Vol. 1: Increasing Public Investment in Parks and Open Space, by Kim Hopper for the Trust for Public Land, 1998

(http://www.tpl.org/tier2_rp2.cfm?folder_id=825)

- **Property Tax** – Although unpopular, they are a stable source of funding in economic downturns, particularly compared to sales taxes.
- **Special Assessment Districts** – There are a variety of specific Assessment Districts with their own set of rules for establishing them.

Lighting and Landscape Assessment District - The Landscaping and Lighting Act of 1972 (Streets and Highway Code section 22500) enables assessments to be imposed in order to finance:

- Acquisition of land for parks, recreation, and open space
- Installation or construction of planting and landscaping, street lighting facilities, ornamental structures, and park and recreational improvements (including playground equipment, restrooms and lighting)
- Maintenance and servicing any of the above

Maintenance Assessment District - Maintenance Assessment Districts (MADs) are authorized in the “Landscape and Lighting Act of 1972.” MADs usually fund:

- Maintenance services, construction and installation.
- Open space and mini-parks
- Street medians and street lighting,
- Security

- Flood control and drainage.
- **Real Estate Transfer Tax** – It can be applied to sellers or buyers, often with an exemption for sales prices up to some minimum level, to protect lower income families.
- **Impact Fees** – A commonly used tool applied by Bay Area cities. The advantage is that voter approval is not required for establishing these fees. The drawback, similar to park dedication fees, places additional costs on new development, which can lead to hardships for affordable housing. Consider making exemptions for new low and very-low income affordable housing.
- **General Obligation Bonds** – These are loans taken out by a city or county against the value of the taxable property in the locality. These require a 2/3rd majority. Their main advantage is that they allow for the immediate purchase of land.
- **Revenue Bonds** – These create an opportunity for bonding of specific revenues, making it more palatable for voters when they are voted on because the revenue source and expenditure is spelled out. These bonds are not constrained by debt ceilings like general obligation bonds. In addition, voter approval is rarely required since the government is not obligated to repay the debt if the revenue stream does not flow as predicted. On the downside, revenue bonds are typically more expensive to repay than general obligation bonds.
- **User Fee Financing** – These are fees collected from park facility users. This strategy works better with new communities rather existing urban communities where people are accustomed to free parks and recreation services. Over the years however, one vein of parks fees that have proven very valuable are vehicle parking related fees. In Boston, Post Office Square, a \$30 million project is being entirely financed by the parking garage which is being constructed beneath it. See Parking Assessment District for more information. It is important to include *workrecreation* provisions that allow low income residents to enjoy services in exchange for labor instead of fees.
- **Tax Increment Financing** – These funds come from established Redevelopment Areas that freeze property tax revenue at a “base year” and divert any additional tax revenue each year into a separate pool of money used to finance the improvements. These funds are attractive because they are not a new cost to property owners or businesses. The disadvantage is frequently added stress on the General Fund, which otherwise would have received the increased tax revenue as property values increase. Additionally they are only applicable to capital improvements.
- **Adopt-A-Park Programs** – Many communities are leveraging community groups and volunteer service to tackle maintenance problems. The benefit of these programs is that they create a strong sense of community stewardship while providing recognition to local groups in the form of signs or placards located at the parks. The details of these types of programs have already been worked out by communities throughout the country and can be easily adapted for local use. Typical questions of how these programs are set up including questions of liability to minimum time commitments needed to make the program work are answered in a variety of communities. Contact Ann Cheng (510-740-3150x316 or ann@transcoalition.org) for this list with contact names and example programs.
- **Parking Assessment Districts**- The Parking District Law of 1943 (Streets and Highways Code section 31500) authorizes a city or county to finance the following acts:
 - Acquisition of land for parking facilities (including the power of eminent domain)
 - Improvement and construction of parking lots and facilities

- Issuance of bonds
- Employee salaries

These can be customized to address access to adjacent parks or beautifying streetscapes along parks that are also within the boundaries of the parking district.

- **Business Improvement Districts (BID's)**- Although these are developed for the benefit of a business district, often times the success of a district is dependant upon the condition of the surrounding public realm including squares, pocket parks or even sidewalks. In addition to creating a funding mechanism for businesses to pool their resources for jointly needed services such as marketing campaigns. BID's are also often used to enhance public improvement and beautification projects in partnership with the city. Activities, programs and improvements range from farmers' markets to business promotions to installing street lighting and removing graffiti. Since a BID fee is a benefit assessment and not a tax, BIDs can consistently enact programs and activities without relying on public funding.

7. Dig a Little Deeper

http://www.tpl.org/tier2_rp2.cfm?folder_id=825

Financing Local Parks Vol. 1: Increasing Public Investment in Parks and Open Space, by Kim Hopper for the Trust for Public Land, 1998

http://www.pps.org/parks_plazas_squares/info/funding/pubfunding/

Project for Public Spaces, a national organization, maintains extensive information on a variety of park and open space funding tools, providing specific community examples implementing the various tools as well as pros and cons of various sources.

http://www.tpl.org/download_excellent_parks.cfm

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Green Building in Transit-Oriented Neighborhoods

Overview

This policy fact sheet includes:

1. Introduction
2. Green Building Standards
3. Sustainable Site development
 - a. Planning and the development team
 - b. Efficient land use
 - c. Transportation Choices
 - d. Make green developments affordable
4. Water Savings
 - a. Indoor water use reduction
 - b. On-site stormwater management
 - c. Water efficient landscaping
5. Energy Savings
 - a. Orientation and Building Design
 - b. Passive solar heating/cooling
 - c. Produce on-site renewable energy
 - d. Purchase green energy
6. Recycled materials selection
 - a. Recycled content carpet
 - b. Plastic and wood composite lumber
 - c. Construction and demolition waste diversion
7. Indoor environmental quality
 - a. Ventilation
 - b. Floors
 - c. Paints
 - d. Cabinets and Counters
 - e. Green Products
8. Case Studies
9. Dig a little Deeper

1. Intro

Green building is an effort to minimize the environmental impact of our new and renovated buildings. One important aspect of smart growth strategies and green building is making that it is located near transportation and downtown communities. (See the Parking and Traffic fact sheet for more information regarding transportation.) Green building design relies on the principle that replication of natural systems is a win-win situation. By developing buildings that work as systems, we save money by reducing energy use and the cost of materials. We minimize environmental impacts by reducing and diverting waste products. And we make people's lives better by creating an enjoyable, natural atmosphere in the midst of urban development.

For in-depth fact sheets and guidelines for green building, refer to the 'Build It Green' website. (www.builditgreen.org)

2. Green Building Standards¹

One of the main standards of green building is proposed by the US Green Building Council. The LEED™ system (Leadership in Energy and Environmental Design) is a voluntary, national standard for developing green, sustainable buildings. LEED™ was originally developed for commercial construction and is piloting standards for homes and neighborhood development. LEED™ rating systems exist for new construction, existing buildings, commercial interiors and specific project types.

One of the most relevant LEED™ rating systems for station area plans is LEED™ for Neighborhood Development. This new rating system is designed to integrate green building, urbanism and smart growth into neighborhood design. The criteria reflect the Smart Growth Network's "Principles of Smart Growth" and the Charter for New Urbanism. It emphasizes the importance of building location, compact development, proximity to transit, mixed-use development, and pedestrian- and bicycle-friendly design.²

The State of California and a growing number of local governments have adopted LEED™ as the standard for their public facilities. Executive Order S-20-04 directs state-funded buildings to achieve a LEED™ Silver standard as a key part of Governor Schwarzenegger's plan "to reduce grid-based energy purchases for state-owned buildings by 20% by 2015, through cost-effective efficiency measures and distributed generation technologies."

The *Build It Green Residential Green Building Guidelines* are the most widely recognized standard for residential construction in California. These are distributed by local governments throughout California or for purchase from Build It Green. *GreenPoint Rated* is Build It Green's third-party rating program, which is based on the Residential Guidelines. It provides a consumer label that indicates how well a home performs above California codes. Some local governments have incentives for private projects that participate in GreenPoint Rated or LEED™. Also see Build it Green's 2006 local government survey for specific green building program descriptions.

California has also developed a standard for green schools, the Collaborative for High Performance Schools (CHPS). Compliance with the CHPS standard is the basis for accessing new state bond financing. CHPS now also offers third party verification of projects. For more information, see www.chps.net.

3. Sustainable Site Development

a. Planning and the Development Team:

The development team should include the architect, planner, general contractor and engineers, familiar with green design. It is important to start the planning process early, and to work with city or county planning staff to resolve any problems with codes. By including goals for green design early in the process, substantial efficiency can be realized through integrative systems design. The earlier green techniques are utilized, the bigger the efficiency paybacks and the lower the cost.

See the Campaign Planning handouts for more information.

b. Efficient Land use

To be considered green, new buildings should be built within existing urban areas ("infill development"), rather than paving over natural areas or farmland. Redevelopment of brownfields is an option after they have been remediated. Also, when feasible, units should be located in mixed-use areas where schools, shops, and offices are in walking distance from each other.

c. Transportation Choices

Developments should be in mixed-use communities which are pedestrian and biker friendly. Buildings should be conveniently located within walking distance of transit stations in order to increase transit usage. This will reduce land requirements for parking lots and roads, and reduce air pollution and greenhouse gas emissions from car exhaust.

See the Parking and Traffic fact sheet for more information.

d. Make green developments affordable

According to the Urban Land Institute, the costs to build housing using green building materials is no more than 3% higher than using standard materials³, and sometimes is cheaper than conventional construction. Green building can have significant paybacks from saving energy, which benefits building owners. By reducing monthly energy and water bills, housing can be more affordable for residents. For private commercial developers who own and manage their properties after construction, there is a clear financial incentive to utilize energy- and water-efficient technology. In the Bay Area, there are a plethora of green developers dedicated to affordable housing. Refer to the *Build it Green* website for a directory of developers and contractors.

See the Affordable Housing fact sheet for more information.

4. Water Savings

Why?

Reducing water intake through sustainable conservation methods can reduce the water bill. It saves energy associated with the maintenance, treatment and delivery of water from distant reservoirs. In addition to saving money, reduced energy consumption translates into reduced air pollution from power plants, and reduced emissions of greenhouse gases.

How to reduce water use:

a. Indoor water use reduction

Basics- Reduce indoor water use from toilets, sinks and showers.

Implementation-

- Repair dripping fixtures (1 drop/second will amount to over 2500 gallons of wasted water per year!).
- Use faucet aerators and low-flow heads in sinks and showers.
- Install high efficiency toilets and high efficiency clothes washers.⁴

b. On-site stormwater management⁵

Basics- By containing and treating as much stormwater as possible on-site, one can reduce flooding and non-point source pollution, minimize stormwater infrastructure costs, and maximize groundwater recharge.

Implementation-

Permeable pavement:

- Basics- By providing spaces in the pavement, run-off is reduced as water is allowed to pass through the surface. These systems help to recharge local aquifers, reduce run-off pollutants, and reduce the need for curb gutters and storm sewers.
- There are 3 general categories: Conventional asphalt or concrete with the fine materials left out of the mix, grids that are filled with aggregate and planted with vegetation, and paving blocks that are spaced apart.

c. Water efficient Landscaping⁶

Basics- By designing landscapes which respond to the local ecological systems, one can reduce runoff into streams, which improves watershed water quality. It also reduces the water bill, and preserves water supplies for other uses.

Implementation-

- Irrigation: Use drip or controlled irrigation systems to place the correct amount of water directly at the base of each plant.
- Selection of plants: Use native plants or ones which require little or no watering. Plant trees and shrubs for shading, cooling, wind protection, noise reduction

5. Energy Savings

Why?

More than 40% of the energy used in the United States is related to buildings.⁷ Within office buildings, 50% of energy used is for interior climate control and lighting. Lowered energy use signifies huge savings!⁸

Methods to save energy:

a. Orientation and building design:

Basics- The design of the building should be appropriately situated according to climate and orientation to the sun and shade.

Implementation-

- A south facing building helps to collect maximum day time sunlight, particularly in the winter.
- Carefully drafted floor plans and proper overhang design will allow significant daylight without unwanted heat gain, allowing for reduced electric lighting

b. Passive solar cooling/heating

Basics- Passive solar design saves energy by maximizing the home's natural heating, cooling, and ventilation. Reduced energy consumption lowers utility bills, and reduces air pollution from power production plants.

Implementation⁹ -

- Orient the building to take full advantage of seasonal changes in sunlight, use appropriate overhangs, and be strategic with window space.
- Include thermal massing in the building in order to retain heat and cool
- Install low-E (emissivity) windows to reduce the potential for summertime overheating and retain heat indoors during winter¹⁰
- Include high levels of insulation in walls to retain heat and cool and reduce drafts from the outside

c. Produce on-site renewable energy

Basics-Renewable energy on-site saves money for property owners who pay the electricity bills and reduces the dependency on fossil fuels. Examples of on-site energy production include solar energy, wind energy, and bio-mass.

Implementation-

- California has government rebate programs to encourage use of solar panels and small wind turbines through the Emerging Renewable Program (ERP).¹¹
- Net energy metering is a type of program that allows customers with an eligible power generator to offset the cost of their electric usage with their on-site produced energy they export to the grid.¹²

d. Purchase green power

Basics- Clean and green power supplies us with the electricity that we need to live in a modern world but with far fewer negative impacts on the environment. For those who can not generate green

energy in their home, utility companies such as PG&E offer options to purchase renewable energy such as solar, wind, and biomass.

Implementation-

- PG&E's ClimateSmart program: PG&E calculates the amount of green energy needed to match the amount of greenhouse gas emissions produced by the individual's business or home. Individuals are charged for this calculated energy and the funds are allocated towards new greenhouse gas emission reduction projects in California.¹³
- Deregulation has resulted in some small, "green" energy providers entering the market.

6. Recycled Materials Selection

Why?

In the United States, construction debris makes up 35% of the solid waste in landfills.

The cement industry contributes is responsible for 5-8% of the world's greenhouse gas emissions.¹⁴

Methods of using recycled materials:

a. Recycled content carpet

Basics- Nationwide, carpet makes up at least 2% of landfill waste, and 2.5 million tons are discarded yearly.¹⁵ Recycled content materials save resources and divert waste from landfills.

Implementation- Each square yard of recycled carpet is made of approximately 40 two-liter soda bottles. It can also be made from recycled paper, recycled wool or recycled cotton. Also, consider options in carpet leasing services for commercial buildings (carpet squares are replaced as needed, and recycled into new squares).

b. Plastic and wood composite lumber¹⁶

Basics- Using virgin wood perpetuates the deforestation of our natural resources. Plastic and composite wood can be used for decking, door and window frames, and exterior moldings.

Implementation- Holds up well to water, sun, insects, and salt air; has an indefinite life span, is made of 90-100% recycled materials, doesn't rot, splinter, or crack.

c. Construction and demolition waste diversion

Basics- By reusing materials, builders save money and divert the potential land-fill materials for reuse, thus reducing the environmental impact.

Implementation- California requires a 50% construction and demolition recycling rate. Use salvaged materials to avoid environmental impacts related to the extraction, processing, and transportation of virgin materials.¹⁷

7. Indoor Environmental Quality¹⁸

Why?

The air in new homes can be up to 10 times more polluted than outside air due to volatile organic compounds (VOCs) and other chemicals used in product manufacturing.¹⁹ More than 40% of doctor-diagnosed asthma among U.S. children is due to residential exposures.²⁰ Furthermore, most people spend 90% of their time indoors. It is important that indoor air quality is clean and healthy!

Methods to improve indoor air quality:

a. Ventilation

Basics- For improved ventilation, spaces should have good air movement. It is important to identify different contaminants, such as chemicals from building materials, excessive moisture, and carbon monoxide poisoning from stove or furnace leaks.

Implementation-

- Design window placement for good cross ventilation
- Use fans throughout the house or have a mechanical ventilation system that allows occupant control of both exhausting indoor air as well as filtration of outdoor air.
- Locate air intake to avoid drawing in unnecessary fumes, moisture, particulates, etc.

b. Floors²¹

Basics- Conventional flooring such as old growth wood, carpet and vinyl are not sustainable nor healthy because of ecological impacts of deforestation and manufacturing, potential for chemical offgassing, their tendency to encourage mold and allergens, and the bulk of space taken up in landfills.

Implementation- Install hard surface flooring such as composite wood, cork, concrete, tile, or linoleum in place of carpet.

c. Paints

Basics-Paints with VOC can cause eye, nose, and throat irritation; and potential damage to the liver and central nervous system.²²

Implementation-Use low or no-VOC interior paints and finishes (under 50 g/L).

d. Cabinets and counters

Basics- Particleboard contains formaldehyde, which can offgas for 10-15 years and is a probable human carcinogen. Exposure can cause eye, nose and throat irritation, skin rashes, headaches, and nausea.

Implementation- Use formaldehyde-free or fully sealed materials.²³

e. Green Appliances²⁴

Basics- Appliances account for 20% of an average American household's energy consumption.

Implementation- Select ENERGY STAR labeled products, which typically use 10-15% less energy than conventional appliances.

8. Case Studies

Betty Ann Gardens Family Apartments,²⁵ San Jose

- Stats: 3 story affordable rental apartments, 20 units/acre (76 units, 3.9 acres)
- Sustainable materials: Low-VOC interior paints and varnishes were used throughout the project. All carpet contains recycled materials, and carpet tiles were used so that worn or damaged tiles can be selectively replaced rather than replacing the entire carpet. Natural linoleum - made from renewable resources - was used for kitchen and bathroom flooring.
- Community design: A bus stop is located in front and the developer provides residents with free yearly "Eco-passes" for unlimited use of local public transportation. Surrounding area includes a community center, computer learning center, and office space to support the mixed needs of community members. The site protects heritage trees and open space.

Plaza apartments,²⁶ San Francisco

- Stats: 9 story affordable rental apartments for low income, formally homeless people, income at 12-20% AMI. The development is mixed-use with ground floor office and retail space, and has a density of 549 units/acre (106 units). There is no parking provided.
- Sustainable Materials: It is San Francisco's first affordable housing development built to the standards of the LEED™ Silver criteria. The building incorporates recycled materials such as carpets, steel framing, and sustainable floor materials such as linoleum and bamboo. It has an on-site energy production using solar panels, conserves water with low-flow plumbing fixtures and a rainwater catchment system.

- **Community Design:** The building is within 500 feet from bus stop, within ½ mile from BART. The first floor has offices, retail, and houses social services such as money management, health services, vocational programs.

Earth Justice's Headquarters²⁷, Oakland

- **Stats:** 4 floors/20,000 sq. ft. renovated office building. This redevelopment earned one of the first LEED Silver Commercial Interiors ratings in the nation.
- **Sustainable Materials:** The office was redone with exposed concrete walls, salvaged wood for shelving and high recycled content furniture and flooring made of recycled rubber tires.
- **Community Design:** The building has bicycle storage and changing room facilities. It is in the heart of downtown Oakland, near several major bus routes and a BART station.

9. Dig a little deeper

Multifamily Green Building Guidelines

<http://www.stopwaste.org/home/index.asp?page=291>

An extensive guide for architects and housing developers about specific measures and green building methods, costs, and case studies on green development around the San Francisco Bay Area. New version coming out in 2008.

Build It Green

www.builditgreen.org

Great resource to provide information on specifics about green building guidelines, finances and tools. They offer listings of certified green building professionals, product directory of green materials, free Ask-An-Expert hotline, fact sheets on the specific elements of green building, case studies and workshops for individual residents and developers.

Green products and retailers: www.builditgreen.org/guide

Fact Sheets: <http://www.builditgreen.org/resource/index.cfm?fuseaction=factsheet>

GreenPoint Rated

California home rating program and consumer label administered by Build It Green. Currently available for single-family and multifamily new construction, and expanding to including remodeling and existing homes in 2008. Visit www.greenpointrated.org for a list of certified GreenPoint Raters and to learn more about the program.

LEED™

<http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

The U.S. Green Building Council provides a comprehensive guide to how to secure LEED™ certification for a building and development project.

Green Affordable Housing

The Green Affordable Housing Coalition, a joint program of Bay Area LISC and Build It Green, offers ongoing educational programs, networking opportunities, and other resources for affordable housing developers. For information about funding affordable, green multifamily buildings in the San Francisco Bay Area, refer to *The Materials Handbook: Guidelines for Affordable Sustainable Housing* (available from www.andnet.org). Bay Area LISC's Green Connections program and Enterprise Community Partners' Green Communities program are two potential sources of grant and loans for green affordable housing.

Natural Resources Defense Council (NRDC): Building Green

<http://www.nrdc.org/buildinggreen/>

An extensive website with tools, case studies and fact sheets on green building design, construction and financing.

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¹³ *Climate Smart-How it Works*. Pacific Gas and Electric Company.

http://www.pge.com/about_us/environment/features/climatesmart_how_it_works.html

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Update. <http://www.epa.gov/epaoswer/non-hw/debris/about.htm>

¹⁵ *Insulation and Air Sealing*. Build it Green. <http://www.builditgreen.org/pdf/8-Insulation.pdf>

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Great Communities Take Care of Senior Mobility Needs

Overview

This policy fact sheet includes:

1. Introduction
2. Quick Facts
 - a. Changing Demographics
 - b. Need for Senior Friendly Transportation Policies
 - c. Health Statistics for Seniors related to importance of physical activity
3. Designing TOD for Seniors
 - a. Walkable Neighborhoods
 - b. Intersections
 - c. Street Design
 - d. Public Transit
4. Policy Recommendations
5. Who else is doing this? - Case Studies
6. Dig a little Deeper – More Information

1. Introduction

The purpose of the “**Great Communities Take Care of Senior Mobility Needs**” Policy Fact Sheet is to provide a snap shot of the top issues to consider when planning for new development or an existing neighborhood near transit. We are currently undergoing a senior population boom as baby boomers age and live longer with increased medical advancements. However, many of these seniors are aging in communities where the only feasible way to get to basic needs, such as groceries, the pharmacy or the senior center is by car. As we engage with planning for great communities through city planning processes, it is crucial to ensure that the plans respond to and reflect the needs of the single largest demographic group that we call seniors. Seniors are defined as people aged 65 and up.

This Fact Sheet provides statistics that highlight the demographic changes, the unique transportation needs of seniors, and the compelling health and safety reasons for planning for communities that take care of seniors and their transportation needs. Planning for senior transportation means ensuring that basic senior services are located conveniently near each other so that they are easily accessible to each other. It also means providing the highest quality of pedestrian facilities because 50% of non-drivers are over 65. Seniors are also highly transit dependent, needing a creative mix of public transit and paratransit networks and services. Finally, ensuring that seniors are represented and engaged in all planning processes is paramount to successfully addressing the unique needs of seniors in your community.

2. Quick Facts

CHANGING DEMOGRAPHICS

The Senior Silver Tsunami – The Coming Senior Population Boom: 71 million Americans will be over 65 years old by 2030, which is **one in five Americans**, according to the US Census Bureau. Making sure seniors can maintain independence through safe, walkable communities is also a way to maintain health. ⁱ

Suburban senior population growth combined with rapid growth in the oldest age groups, create an imperative for good mobility planning today. A significant portion of senior population growth is expected to be in areas poorly served by transit. Not only is the size of the senior population expected to grow rapidly, the most rapid growth is expected to occur in the oldest age groups which have the most severe mobility problems. ⁱⁱ

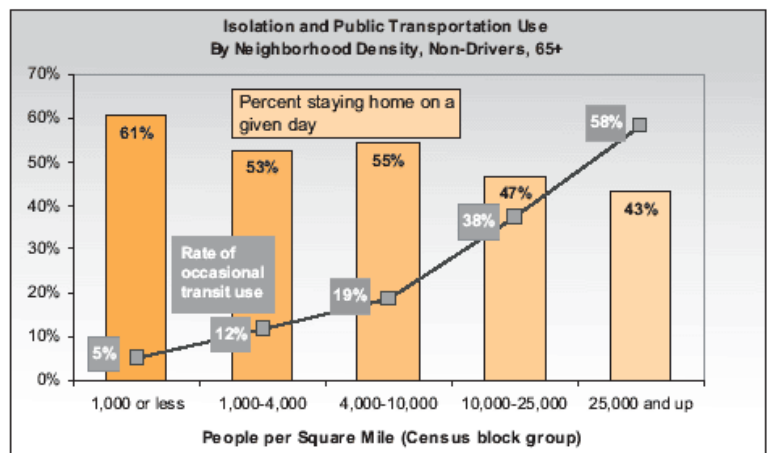
NEED FOR TRANSPORTATION POLICIES TO SUPPORT SENIOR MOBILITY

More than one in five (21%) Americans age 65 and older do not drive. Some reasons include: Declining health, eyesight, physical or mental abilities; concern over safety (self-regulation); no car or no access to a car; personal preference. ⁱⁱⁱ

More than 50% of non-drivers age 65 and older - or 3.6 million Americans – stay home on any given day partially because they lack transportation options. The following populations are more heavily affected: rural communities and sprawling suburbs; households with no car; older African-Americans, Latinos and Asian-Americans. ^{iv}

More livable communities have lower rates of staying home, and higher rates of public transportation use and walking among non-drivers aged 65 and over.

61% of older non-drivers stay home on a given day in more spread-out areas, as compared to 43% in denser areas; More than half of older non-drivers use public transportation occasionally in denser areas, as compared to 1 in 20 in more spread-out areas (see graph); One in three older non-drivers walks on a given day in denser areas, as compared to 1 in 14 in more spread-out areas.



NHTS 2001, STPP Analysis

Older non-drivers have a decreased ability to participate in the community and the economy. Compared with older drivers, older non-drivers in the United States make: 15% fewer trips to the doctor; 59% fewer shopping trips and visits to restaurants; 65% fewer trips for social, family and religious activities. ^v

The importance of walking and public transit increases with age: In a survey of San Mateo County Seniors it was found that for white respondents, the top factor in deciding where to live later in life was “live where I can walk to shopping and restaurants,” while for African-American, Latino and Asian/Pacific Islander respondents, the top consideration was “live where I can get to doctors and hospitals by public transit.” Clearly, placing housing in walkable and transit accessible locations will become even more important to creating livable communities over the next few decades. ^{vi}

50% of Seniors in Europe walk or bike regularly: In European countries where cities are denser and there is better pedestrian infrastructure, up to 50% of seniors walk or bike compared to just 8% of American seniors. ^{vii}

HEALTH STATISTICS FOR SENIORS AND ACTIVE LIVING

The Surgeon General recommends 30 minutes of moderate activity a day: Traditionally only exercise activities involving a higher heart rate were considered important. This conception has changed since the Surgeon General announced a recommendation of 30 minutes of moderate exercise daily. For seniors, a one-mile trip is a thirty-minute walk if seniors go 2.8 ft/s, that's 1.9mph, or fulfilling the recommended daily exercise regimen.^{viii}

Walking reduces costs to society. The Centers for Disease Control (CDC) estimates that if 10 percent of adults began a regular walking program, \$56 billion in heart disease costs could be saved. (CDC 2003)

Health benefits of biking and walking: According to the CDC, a “shift in auto trips to walking and biking” is the number one strategy to reduce diseases related to inactivity, such as heart disease, diabetes, and some types of cancer.

In the Bay Area 12.5% of all trips by people age 65 and older are made by walking.^{ix}

A safe and inviting walking and bicycling environment provides mobility and health benefits to many older Americans. More than half of older Americans make walking a regular activity, and nearly two-thirds walk a half mile at least once a month. Four percent of older Americans ride a bicycle at least once a week.^x

Vehicle accidents with senior pedestrians are more likely to result in death: In 2007, older Americans made up 19% of all pedestrian fatalities although they only make up 13% of the total U.S. resident population (38 million).^{xi}

Most people including seniors are more likely to die at non-intersection locations than at intersections: 60% of senior pedestrian fatalities occurred at non-intersection locations.^{xii}

Minority seniors own fewer cars and are more likely to use transit: More than one-quarter of older African-Americans live in households with no cars - 28 percent. One in five, or 19 percent of older Latinos, and 9 percent of older Asian-Americans live in households with no cars. On the other hand, older African-Americans, Latinos and Asians are much more likely to use public transportation regularly than their white counterparts. While 10 percent of older whites use public transportation at least occasionally, 21 percent of older African-Americans, 21 percent of older Latinos, and 16 percent of older Asian-Americans use public transportation at least occasionally.^{xiii}

Effects of aging:

In general, the aging process causes a deterioration of physical, cognitive, and sensory abilities. According to researchers at the Federal Highway Administration (FHWA), National Highway Traffic Safety Administration (NHTSA), and the University of North Carolina Highway Safety Research Center (UNC-HSRC), problems experienced by older pedestrians can include in varying degree:

- Decreased visual acuity, poor central vision, reduced ability to scan the environment
- A reduced range of joint mobility
- Reduced ability to detect and localize different sounds
- Reduced endurance
- Reduced tolerance for extreme temperature and environment
- Decreased agility, balance, and stability
- Inability to quickly avoid dangerous situations
- Slower reflexes

- Excessive trust that other motorists will obey traffic laws
- Impaired judgment, confidence, and decision making abilities

What's more, seniors are more likely to experience restrictive disabilities than other age groups. In 1995, 52.5 percent of seniors reported having one or more disabling conditions. Nearly three quarters of the over-80 population reports having one or more disabilities.^{xiv}

3. Designing TOD for Seniors

The section below is an inventory of strategies and design features to consider when addressing how well a Specific Plan or Station Area Plan responds to senior mobility needs. This list includes both physical infrastructure measures and programmatic recommendations. These criteria are developed from a variety of sources that amount to a Senior Mobility Checklist. The criteria below should be used to assess both the existing community as well as proposed plans.

MAKING WALKING EASIER, SAFER AND MORE ATTRACTIVE TO SENIORS

Creating High Quality Walkable Neighborhoods– The same principles that apply to creating high quality walkable neighborhoods also apply to making a place ideal for seniors to get around. To address the concerns of seniors in a plan area, ask the following questions to ensure a complete street that encourages the oldest community members to get out of their homes, enjoy their neighborhood and engage with their community.

Are Sidewalks Wide Enough? Transit station areas need large pedestrian plazas and wide sidewalks to accommodate morning and evening commutes. Sidewalks within ¼ mile of a transit station should be at least 10 feet wide along main paths. Seniors may walk slower with canes or walkers and need the wider sidewalks to allow faster traffic to move around them without feeling pressured to move aside or to move faster. Benches, trash cans, light poles and other “street furniture” should be placed beyond the portion of the sidewalk dedicated to travel.

Are There Sidewalks or Paths to Major Destinations? At a minimum there should be an inventory of all sidewalks within the ½ mile area surrounding the station area. If there are gaps or obstacles along pedestrian routes to the transit station, bus stops or major destinations within this zone, are they inventoried and prioritized for completing or repairing the sidewalks? One way to prioritize safe senior access is to ensure that walking routes between major senior destinations are improved first.

Develop Programs to Encourage Walking Work with the Senior Center to provide classes on street safety or provide organized local walking tours where seniors get to socialize and enjoy the safety of walking in a large group while learning something new. The Senior Center could also work with the Recreation Department or local Chamber of Commerce to develop easily legible and large font and symbolized maps for seniors to explore their neighborhoods and discover new places to go that are within walking distance.

INTERSECTIONS



Are there curb ramps that are up to code at every intersection? Smooth and frequently placed curb ramps ensure easy movement up and down from street to sidewalk. Each intersection ideally has two curb ramps per corner so that a pedestrian or a wheelchair user doesn't have to change the direction of travel after leaving the curb.

Are the crosswalks highly visible? Crosswalks should increase in visibility and width to accommodate larger number of walkers. Consider in-pavement flashers particularly for mid-block crossings. Also consider adding mid-block crossings where they are most needed.

Are pedestrian signals timed to allow for seniors? FHWA and the USDOT recommended in the [Older Driver Highway Design Handbook](#) that pedestrian signal timing be based on a walking speed of 2.8 ft/s which is half roughly half the speed of an average person. A typical signal is timed 4.0 ft/s.^{xv}

Are pedestrian signals audible? For individuals with limited vision, the addition of audible signals provides an additional cue for when to cross. More and more cities are also providing pedestrian countdown signals and pedestrian push buttons to help both pedestrians and motorists to navigate predictably at intersections, minimizing collisions.

Are pedestrian signals up to ADA standards? Push buttons can now be designed to require a minimum amount of effort to push. Some models are touch sensors with no button at all.

Are traffic signals timed to prohibit drivers from turning during the first 10 seconds of a traffic signal phase? This traffic signal configuration is called pedestrian lead time and it allows seniors to ascend the curb and begin crossing safely without competing with cars.

TRAFFIC CALMING

Are the corners designed to reduce speeding? Tightening the curb radii prevents vehicles from rounding corners at high speeds. See this link for more information:
<http://www.walkinginfo.org/engineering/crossings-curb.cfm>



Are opportunities to add speed tables or elevated cross walks, bulb-outs, and medians identified in the plan? There is a whole host of traffic calming measures that can be implemented to reduce the speed of cars that in turn enhances the walking environment and allowing seniors to feel safer and more visible when they walk. Also consider moving stop bars for cars back 15 feet to provide more distance between pedestrians and cars.

Are opportunities for street closures identified? Occasionally there are places with back alleys or streets that are not frequently used but that could provide an opportunity for creating a pedestrian-only connection. In San Francisco's Japantown a street was identified to be too wide for the volume of traffic inventoried on that particular street and the community decided to create more open space by removing two of the four lanes and converting them into a linear park. These situations create a huge community asset by providing a place to exercise and gather as well as a safe and pleasant place to walk through to get to destinations. It is also possible to create partial street closures allowing traffic to come in only in one direction.

STREET DESIGN

More and more communities are seizing the opportunity to redesign their streets to widen sidewalks to allow room for sidewalk cafes, benches, and pocket parks so that public streets themselves become a part of the network of public outdoor spaces for residents to enjoy. People frequently use these spaces as they would parks, but because they are directly adjacent to book stores, cafes and other places people frequent on a daily basis, they are used even more than some parks. When amenities are well planned, including street lights, garbage cans, benches, water fountains, public art and wayfinding-signage streets can easily become a center of activity for a community.

Paving Surfaces

Seniors are dependent on canes, walkers, wheelchairs and increasingly electric scooters which require well maintained surfaces that aren't too slippery. Although bricks are intended to improve the street design, without vigilant maintenance they can become hazards as they wear and shift over time.

Designing Walking Paths and Routes

In addition to sidewalks, seniors are very likely to use walking paths in their communities for exercise or to get to their destinations, because they are isolated from vehicle traffic. Identify opportunities where pedestrian paths or pedestrian short-cuts can be installed along the edges of properties to provide more direct access to major destinations. When designing or improving walking paths, designs should integrate memory markers, non-circular designs, and use of high contrasting colors to help seniors with increased cognitive impairments.

Resting Areas

Provide a variety of areas for seniors to sit and rest. At the minimum provide one bench per block and make sure that the benches have backs as they are better suited for seniors. Ideally these resting areas are also places where seniors can enjoy the warmth of the sun in the winter and be shielded from heat during the summer, so planning for a variety of locations that are coordinated with landscaping and sunlight is key to designing rest areas that support a more comfortable walking experience.

Restrooms

Provision of public restrooms or working with shop owners to allow seniors access to restrooms is also a huge factor in encouraging seniors to be out and about. In developing walking route maps for seniors make sure restrooms are identified. Additionally always look for opportunities to create a new privately maintained public restroom.

TRANSIT

Most city sponsored planning processes cannot directly remedy transit service deficiencies because transit is handled by a separate agency. However, there are some cities that also run a transit system such as the City Bus in Santa Rosa and Union City Transit. It is more likely that transit concerns can be included and addressed in Santa Rosa or Union City, but it is still worth exploring and including these provisions in other cities' plans, particularly if an agency is willing to take responsibility for communicating these concerns to the relevant transit agency.

Key questions to assess existing transit options:

- Does the public transportation serve the geographical areas where many older residents live?
- How frequently does public transportation serve these areas?
- How far must an older resident walk to access public transportation?
- What are the primary pedestrian routes to transit stops, and how safe are they for older adults?

- Are transit stops accessible for a range of functional abilities?
- Do transit stations provide sufficient lighting, shelter, places to rest, and restroom facilities? Are these facilities well maintained?
- Are transit maps and information easy to access, read, and use?

Senior Friendly Transit Services:

- Create a satellite bus route/community bus service to serve neighborhoods with a higher concentration of seniors.
- Provide free or steeply discounted shuttle service that serves areas with a high concentration of seniors.
- Provide low-floor vehicles
- Provide regular routes and schedules.
- For new senior housing projects, work with the local transit agency to obtain discounted or free transit passes for residents.
- Create convenient fare payment systems

Designing Senior Friendly Bus Shelters and Transit Stops

- Design ample seating for stops with larger senior populations.
- Provide shelters with protection for at least two if not three sides of the shelter.
- Provide lighting to ensure safe access to and from the stop/station.
- Include handrails at the stops to assist with sitting down and getting up.
- Work with transit providers to install electronic displays that provide information on when the next bus or train will arrive. This reduces passenger anxiety about late buses and allows them time to use the restroom or know how long they can rest before the next bus arrives.

Discounted Taxi Rides: Cities of Richmond, Albany, and Berkeley are some cities in Alameda and Contra Costa County that have discounted taxi programs. Some programs allow seniors or disabled residents to purchase discounted books of scrip. Every City has a slightly different variation of these programs to respond to different community needs, for example in one city each senior or disabled rider can purchase up to three books per month. The taxi company returns the scrip to the City to receive reimbursement. Discounted taxi service is very popular because it eliminates the need to reserve rides ahead of time and they are available 24 hours. This system is also very adaptable so that cities can tailor the program costs according to the local need and funding availability. Find out if your city offers such a program and work with seniors to advocate if not.

Paratransit: was created as a result of the Americans with Disabilities Act of 1990 requiring transit agencies to provide parallel transit systems for the disabled. For individuals whose disability prevents them from boarding or navigating a transit system, or from being able to get to transit stops and routes, the transit agency is required to provide door to door (or curb to curb) paratransit service. This service is provided in shared ride vans, sedans or taxis, and typically requires proof of disability and pre-registration with the transit agency.

Paratransit programs must provide:

- service within $\frac{3}{4}$ of a mile of a fixed route
- service during the same hours as the fixed route service
- service regardless of trip purpose
- accessible vehicles
- at least two wheelchair accessible locations

It is important to understand that some seniors with a disability do not identify as “disabled”, particularly if their disability came late in life. As a result, they may be unaware of existing services for people with disabilities, or reluctant to access these services. This is important to consider in outreach and communication.

REDUCED PARKING

Compared to the average adult population, seniors own fewer cars. Senior housing developments should be allowed to provide fewer parking spaces per unit, particularly when located in a walkable community close to a variety of transit options and destinations. The savings from providing fewer parking spaces can go towards more open space, amenities like community rooms and libraries, or for resources such as providing discounted transit passes.

Reduced parking for seniors: Increasingly cities are adopting reduced parking standards for senior homes. Below is a list of cities that have revised their parking codes to reflect the reduced car ownership levels amongst seniors.

City	Senior Housing Parking Requirement
Benicia	0.5 spaces per unit
Napa	0.5 spaces per unit
San Francisco	0.2 spaces per unit
Berkeley	25% reduction for homes reserved for +62
Los Angeles*	0.5 spaces per unit
West Hollywood*	0.5 spaces per unit

*From http://www.cacities.org/resource_files/24076.ParkingGuide.pdf

Unbundled Parking: The cost of a parking space is typically included in the cost of purchase or rent of a home. By “unbundling” this cost, tenants and potential homeowners have the choice to purchase the use of a parking space at an additional cost if a space is needed. Unbundling can allow the cost of a home to be reduced. In San Francisco, the cost of housing was shown to be reduced by 11-12%^{xvi}. Seniors who have stopped driving and no longer own a car should be allowed to avoid paying for a parking space they would never use. San Francisco, San Mateo, and Pittsburg all have adopted policies to require unbundled parking in neighborhoods near transit.

4. Communications and Outreach

In an age of increasing cases of senior fraud, is important to be aware of how best to engage senior audiences at senior centers or senior housing complexes. Below are some tips for increasing your effectiveness at reaching out to senior audiences to get them engaged in a planning process:

- Meet with the managers of senior centers or housing complexes in person to establish trust and allow these gatekeepers to verify the sincerity of your intentions.
- Work with city and/or elected officials to help establish connections to the gatekeepers.
- Plan meetings around mid-day rather than evenings.
- Make meetings engaging and social and include food. A few Great Communities site leads have been particularly successful at attracting seniors to learn more about planning by calling them a “Pizza Party” or “Coffee Klatch”.
- Avoid power point presentations because this requires dimming lights, which can reduce visibility.
- If you provide handouts increase the font size so it is at least 16-20 point. The size of the font in this document is 12 point.

16 Point Font

20 Point Font

5. Policy Recommendations

The section below provides policies that can be adopted to encourage implementation of strategies and infrastructure priorities identified above.

Inventory and Assess Senior existing services and create a plan for addressing the gaps in services- As with any planning process it is important to start with inventorying the community and take stock of what is needed and involving seniors from the beginning to develop this understanding. Part of this is also identifying where naturally occurring retirement communities (NORCs) will occur using census data. With information on where services and senior enclaves are located, a community can plan ahead by redirecting transit routes to better serve those locations.

Adopt “Communities for a Lifetime” Policies – Adopt policies that integrate smart growth with active aging principles to allow older adults to “age in place” in their own homes, or at least nearby within their communities. This policy acknowledges that smart growth policies lead to senior friendly communities. Florida’s Department of Elder Affairs partnered with AARP to develop a comprehensive set of strategies and policies that many counties in the state have adopted. See <http://www.communitiesforalifetime.org/> for more information.

Senior Advisory Committees – Either engage senior representatives on Planning Advisory Committees or develop a Senior Advisory Committee that can be called on to review parks and recreation plans, trail planning, sidewalks and crossing improvements, and transit planning.

Coordinate with Senior Services Agencies– Support coordination among human service agencies, and between those agencies and transportation agencies at the federal, state and local levels. Seniors frequent senior centers, health clinics, open spaces for recreation and walking paths for exercise. Using geographic information systems map senior services and destinations and overlay the destinations with existing transit services and stops. Highlight areas that need better connections.

Include Senior Housing in Complete Neighborhoods Served by Transit– By locating senior housing within a 1-10 minute walk (1/2 mile or less) of a transit station that is surrounded by a complete neighborhood with essential services, we create an environment where seniors can thrive. Creating housing opportunities in locations where seniors do not need to rely on a car to get around is extremely important because there are so few locations that provide this kind of convenient and safe living environment. In addition, ensuring that the streets and sidewalks in these neighborhoods are of the highest quality is key to seniors’ independence.

Travel Choice for Seniors – Educate seniors to realize the hazards of continuing to drive despite declining hearing, sight, mobility and reaction time. Work with them to learn about alternatives to driving. Develop funding sources or volunteer programs to provide personalized training on transportation options.

6. Who is doing this?

Below are examples of communities that have created senior housing in locations that allow for active and independent living. These projects are either locating new housing near services needed on a regular basis, or adding services to primarily residential districts to bring services and needs closer to the seniors. These communities also provide a host of programs, from training seniors how to use transit systems to starting walking clubs and senior shuttle systems.

Affordable Senior Housing built close to Health Care, Transit, Shopping and Services



walking distance of shopping and grocery stores, restaurants, bus services, health care and social services, recreation areas, a park, and near the Kaiser Hospital and the South San Francisco BART station.

Chestnut Creek – South San Francisco: Cities throughout San Mateo County have begun to develop the types of housing projects desired by seniors – affordable high density, transit oriented developments near essential services and community places. BRIDGE Housing Corporation partnered with the City of South San Francisco to redevelop a one acre site into affordable senior housing. The project is 100 percent affordable with 40 units available to residents 65 years and older. Chestnut Creek is within



Hayward Senior Apartments - Hayward: This 60 unit project was developed by Eden Housing, a non-profit housing developer. Thanks to Hayward's inclusionary zoning requirement, when market rate housing is approved a portion of these homes must be affordable. In this case, Citation homes gave 1.5 acres of land to Eden to build the senior homes as part of the Hayward Cannery Row project which included 628 condos. The location is just west of the Hayward BART station. Within a 10 minute walk is City Hall, a grocery store and downtown shops and restaurants.



architectural designs including maximizing ADA access and varying materials and colors to help navigation within the building.

Avalon Senior Apartments - Emeryville: East Bay Asian Local Development Corporation (EBALDC), also a non-profit housing developer, built this 67 unit project just over 10 years ago. These homes located on San Pablo Ave. at Adeline are served by both the major transit corridor and a regional transfer point between San Francisco and the East Bay. Across the street is a shopping center with groceries, shops and services. EBALDC always conducts outreach to neighboring senior centers when they begin to plan new senior housing projects. They make special considerations for

The following projects are examples from the Building Healthy Communities for Active Aging Awards by the EPA

(http://www.epa.gov/aging/bhc/awards/2007/bhcaaa_booklet_0208.pdf)

**Comprehensive Strategies: Outreach, Partnerships, Zoning and Development
Aging Atlanta and the Lifelong Communities Initiative**

<http://www.atlantaregional.com/html/467.aspx>

Aging Atlanta is a 50 organization partnership of organizations focused on meeting the needs of the region's growing older adult population. The Lifelong Communities Initiative was developed to work with local governments to create housing and transportation options that enable older adults to "age in place."

To improve housing options, the Atlanta Regional Commission (ARC) facilitated:

- Zoning policy changes to increase allowed residential density around neighborhood centers.
- Development of 30 senior housing developments located near services and connected to existing neighborhoods.

With 90% of Atlanta's older adults relying on autos for transportation, ARC is decreasing auto-dependency by:

- Promoting ride sharing through its six voucher programs,
- Working to improve bus stops and routes.

To encourage healthy lifestyles:

- Convert traditional senior centers into wellness centers, emphasizing physical activity and social interaction. In the Atlanta region 46 centers offer programs for 400,000 older adults where 1,000 individuals have joined walking clubs.
- Older adult needs were integrated into parks, trails and pedestrian paths.
- Working with city and county staff, age appropriate features were integrated into local sidewalk audits and plans.

Program and Infrastructure Strategies

City of Kirkland, Washington –Kirkland strives to make its physical activities more accessible for its 19,000 older residents by organizing exercise opportunities and improving infrastructure:

With guidance from the **Active Living Task Force** and the **Kirkland Senior Council**, the city offers (<http://www.ci.kirkland.wa.us/Community/healthy/Active.htm>):

- 50 physical activity programs specifically designed for older adults.
- The Kirkland Steppers Walk Program, which is free for adults over 50, organizes group walks through downtown twice a week during the summer.
(http://www.pnwlocalnews.com/east_king/kir/community/19468769.html)

Over the next five years the city plans the following infrastructure improvements:

- Invest \$1.6 million to improve sidewalk connections between commercial and residential developments to make the city more walkable.
- Adopted the first Complete Streets Ordinance in the state of Washington that calls for street designs to meet the needs of all people who use streets from walkers, bicyclists, the disabled to drivers.
- Adopted the "Ped Flag" Program where 30 crosswalks are supplied with flags to remind drivers to yield to pedestrians
- Incorporated flashing crosswalks at 30 crosswalks.

Planning for Mixed Use Centers, Senior Transportation Services

The Brazos Valley Council of Governments (BVCOG), Texas – With input from citizens and stakeholders this regional planning association, encompassing seven counties, created the Brazos Valley Building Healthy Communities Coalition to link smart growth and active aging principles in both rural and urban areas of the region. One of their primary achievements was designating the Wolf Pen Creek Corridor as a special design district.

The BVCOG's Agency on Aging created a Senior Transportation Program to provide door-to-door rides to senior centers, retail centers, and health care facilities for older residents. The program is staffed primarily by volunteers and serves more than 1,000 riders a month.

Public Health Driven Master Plan and Development

Carver County, Public Health Division, Minnesota – The Public Health Department developed a Master Plan on Aging that resulted in creating an Office of Aging. Carver County is expected to quadruple their 65- plus population by 2030. The approach lays a foundation for improving housing, transportation, and physical activity options throughout the county. The Master Plan encouraged and supported developments like The Crossings to create walkable communities that increase physical activity levels of older adults. The Crossings is a mixed use development that will locate the following together: city offices, a public library, and 68 senior homes

Revamping Senior Centers and Planning for Development

City of Rogers, Arkansas – The city created the Adult Wellness Center on a formerly blighted site. The site for the AWC was chosen because of its proximity to key amenities. Within walking distance of the AWC are a 32-unit low-income senior housing complex, hospital, library, grocery store and mall, completing a walkable smart growth community. Future plans for the neighborhood include a 72-unit mixed-income housing complex and a three-acre wellness garden with trails that will connect to the city trail system.

TRANSIT AGENCIES WORKING TO CREATE SENIOR FRIENDLY SERVICES

Transit agencies around the country are developing ways to address the unique needs of seniors to improve their experience and encourage them to continue using public transit. The American Public Transit Association compiled an extensive list of examples that communities can draw from.

The strategies highlighted include:

- Vehicles that are easier to board and access
- Broad portals of information that are more user friendly
- Reduced fares
- Employee awareness training
- Buddy travel programs
- Individualized assistance

Santa Rosa “Seniors on the Go” and “Bus Buddy” programs. Since 2001 the City of Santa Rosa provided one week of free bus passes for seniors. During this week the city provided “Riding Tips” on where to ride and when to ride to avoid student rush hours. The Bus Buddy program pairs seniors up with escorts to provide personalized bus training to improve confidence and familiarity with the system.

Napa County Transit Ambassador Program – The County program, similar to the Bus Buddy program trains volunteers who are bus riders themselves to provide personalized bus training. By helping people navigate the system, understand how to read time tables, and become familiar with the kneeling bus capabilities, seniors can learn how to expand their mobility options. Volunteers apply to become a Transit Ambassador and if selected are given a uniform, 4 hours of training, a free transit pass and are required to give eight hours a month with new transit riders. The cost is approximately \$600-\$800 a year for 13 Ambassadors and \$7,100 in staff time for program coordination. Each ambassador strives to train eight new bus riders a year.

West Oakland Senior Shuttle – This shuttle serves 14 senior housing complexes and connects them to food shopping and senior center meal programs. The shuttle is funded by a mix of private and public sources. The shuttle provides an attendant in addition to drivers to help riders with groceries and packages.

Charlotte Area Transit System (CATS), Charlotte, NC - CATS provides a series of initiatives to educate seniors about its bus service, and to demonstrate the convenience of public transportation. By partnering with local churches, senior centers and community groups, CATS sponsors “demonstration rides” for older residents, scheduled seven or eight times a year, to shopping malls and social events. In addition, CATS developed a database of bus stop features that identifies elements needing improvement and installed new trip-planning systems to show photographs of stops to riders. Through funds from the Elderly General Purchased Transportation Program, the agency and the Department of Social Services subsidize vouchers for use on local taxis for older residents who neither live near a bus route nor are eligible for transportation assistance through human service programs. Seniors in Charlotte also pay only half fare, are guaranteed reserved seating, and have access to low-floor or “kneeling” buses for easier boarding and exiting.

Palm Tran, Palm Beach County, FL - Palm Tran operates Seniors in Motion, a comprehensive public awareness and training program for seniors age 75 or older living in Palm Beach County. Two full-time trainers have taught thousands of individuals how to ride the bus and use rail services through seminars and presentations at senior clubs, community centers and other senior-oriented gatherings.

Lane Transit District (LTD), Eugene, OR - LTD operates a one-on-one training initiative called the Bus Buddy Program, which, by breaking down barriers and building confidence, teaches seniors how to ride the bus in a relaxed way. LTD recruits regular bus riders, known as “bus builders,” to serve as volunteers and teach seniors how to plan trips and navigate routes. The agency partners with local senior centers to match individual seniors with these volunteers. In addition, seniors age 62 and older can ride LTD buses free every Tuesday, courtesy of community sponsors. In what has become an extremely popular program, seniors schedule doctor appointments, visits with friends and shopping trips on Tuesdays to take advantage of this offer. For individuals age 70 and older, LTD offers a Pass for Life card.

7. Dig A Little Deeper?

Senior Mobility Toolkit, September 2003 – by Nelson\Nygaard published by MTC.

http://www.mtc.ca.gov/library/oats/Senior_Mobility_Toolkit.pdf

The Bay Area Metropolitan Transportation Commission produced a case study guide to transportation strategies that can assist older populations with transitioning from depending on a car to living actively by walking, rolling, taking public transit or biking. The document provides Bay Area examples of communities that created programs for senior transit education, local shuttles,

private funding of additional services and how to work effectively with volunteer labor. The Toolkit also suggests ways to modify homes for senior proofing as well how to ensure safe driving by seniors.

Active Living for Older Adults: Management Strategies for Healthy and Livable Communities, September 2003 - International City/County Management Association

http://bookstore.icma.org/freedocs/Active_Living.pdf

This document highlights the importance of planning for communities that encourage active living, the benefits to be gained by individuals and the community, and how to implement policies to encourage active living.

National Center on Senior Transportation

www.seniortransportation.net/

This website compiles a variety of resources on how to plan for senior transportation needs. The website is primarily an online library with PDF links to entire reports which are searchable through the online database. The content is oriented towards two main audiences: Senior care providers who are seeking information about transportation options to provide their clients and transportation service providers.

Ageing Americans: Stranded Without Options by Linda Bailey with the Surface Transportation Policy Project, April 2004.

http://www.apta.com/research/info/online/aging_stranded.cfm

This report assembles a variety of data sources to document the conditions that seniors currently face given the development patterns of a majority of communities over the last 40 years. A key indicator of senior vitality is how frequently individuals get out of their homes on a day to day basis to get groceries or medications, see friends or visit the doctor. The report correlates the lack of transportation options and lower densities with seniors being more likely to stay at home.

Livable Communities for All Ages – 2005

Center for Home Care Policy & Research – Case Studies

Published by the U.S. Department of Health and Human Services-Administration on Aging

This document highlights seven case studies of communities that pursued innovative programs and strategies for retrofitting existing communities to better suit the needs of their growing senior population. The case studies are organized by size of community and each profile includes a 2-3 page summary of the programs offered by the community that address health, transportation, and housing needs of older adults. The strategies involve everything from creating a robust volunteer network, foundation funding and agency coordination

The Great Communities Collaborative Toolkit

http://www.greatcommunities.org/index_files/toolkit.htm

The Great Communities Collaborative Toolkit is full of information about transit-oriented development and makes available handouts about the benefits of less traffic as well as designing for walking and biking.

Walking Info

www.walkinginfo.org

Locate information about various engineering best practices for a variety of pedestrian improvements. There is a great image library showing built examples of these improvements.

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- ⁱ Linda Bailey. "Aging Americans: Stranded Without Options." Surface Transportation Policy Project. April 2004.
- ⁱⁱ Nelson\Nygaard. "Senior Mobility Toolkit." Metropolitan Transportation Commission. September 2003.
- ⁱⁱⁱ Linda Bailey. Ibid
- ^{iv} Linda Bailey. Ibid
- ^v Linda Bailey. Ibid
- ^{vi} San Mateo County Aging Model: Better Planning For Tomorrow – Policy Brief [Issue 3:Housing](#)
www.smhealth.org/hpp
- ^{vii} Linda Bailey. Ibid
- ^{viii} US Surgeon General, 2001. "The Surgeon General's Call to Action To Prevent and Decrease Overweight and Obesity."
http://www.surgeongeneral.gov/topics/obesity/calltoaction/fact_vision.htm
- ^{ix} Nelson\Nygaard. "Senior Mobility Toolkit." Metropolitan Transportation Commission. 2003
- ^x Linda Bailey. Ibid
- ^{xi} National Highway Traffic Safety Administration, [Traffic Safety Facts: Older Population](#). 2007.
- ^{xii} National Highway Traffic Safety Administration Ibid
- ^{xiii} Linda Bailey. Ibid
- ^{xiv} www.walkinginfo.org – Designing for Special Pedestrian Populations
<http://www.walkinginfo.org/engineering/pedestrians.cfm>
- ^{xv} www.walkinginfo.org Ibid
- ^{xvi} Jia, Wenya and Martin Wachs. 1998. *Parking Requirements and Housing Affordability: a Case Study of San Francisco*. University of California Transportation Center. Paper#380.

TOD STORIES

The following interviews are from people in the Bay Area who live and work in TOD sites and can be used to advocate for more transit oriented neighborhoods and compact development. The interviews include a full story detailing the person's experiences, a short summary paragraph, and a key quote.

All of the people interviewed are enthusiastic advocates of walkable healthy communities, and have volunteered to be "TOD messengers" for the Great Community Collaborative (GCC). Their stories will help emphasize the need for the policies which the GCC is advocating for in station area processes, and will be helpful tools for communicating with media, public officials, and community members.

To speak with these "TOD messengers", contact your local Great Communities Collaborative core partners from Greenbelt Alliance, TALC and Urban Habitat.

- 1. Laurette Willkom, Walnut Creek**
Single mother, immigrated from Philippines
- 2. Steve Price, El Cerrito**
Graphic design business owner
- 3. Susan Dalludung, Hayward**
Director of Community and Economic Development Department
- 4. Maria Martinez, Fruitvale**
Cafe owner, "Queen of Tamales"
- 5. Karla Perez-Cordero, San Leandro**
Mother, immigrated from Nicaragua
- 6. Julie Wong, Richmond**
Immigrated from Hong Kong
- 7. Louise Turner, Dublin**
Formerly homeless, Caretaker
- 8. Joseph McKelvin, Dublin**
Developmentally disabled
- 9. Irvin Dawid, Palo Alto**
Sierra Club volunteer
- 10. Gladwyn d'Souza, Belmont**
Father, advocates walking to school
- 11. Hugo Guerrero, Fruitvale**
Travel agency owner, founded Merchant Association
- 12. Tanya Narath, Santa Rosa**
Rides bike to work downtown

Gladwyn d'Souza

Belmont

Father, Advocates walking to school

When Gladwyn started walking his 10 year old daughter to school, they were the only ones on the uneven sidewalks. Now, the pair has collected a team of other students who want to walk with them. “Other parents notice us and other families are now starting to walk to school too.”



“We walk because everything we need is so close by.” In fact, the convenient connections to Caltrain, schools, and stores were the reasons Gladwyn moved to Belmont from Los Gatos. Now he lives a block and a half from Safeway, Longs Drugs, and a myriad of other stores. “Within a circle of 6 blocks I can find any services I am looking for.” Even his dentist and doctor are within a short 20 minute bus ride.

Living within walking distance from stores allows his children to run errands to the store. “They are getting exercise while learning to consume only what they really need, because anything extra they buy is excess weight that they have to carry home.” But for Gladwyn, the biggest benefit of living close to shops and services is that “the family has more time together and gets to be outside.”

Gladwyn, whose walking has inspired several other families to start walking to and from school and the shopping center, wants to see more improvements made to sidewalks. “My 90 year old next door neighbor used to walk to the park, but after breaking her hip, she can’t go anywhere because the sidewalks are too broken up. She shouldn’t have to drive her wheelchair in the street, and the children should have room to walk in groups without overflowing into the street.” For Gladwyn, “wider sidewalks for people instead of wider streets for cars will help us continue to build healthier communities.”

Short Summary:

When Gladwyn first started walking with his 10 year old daughter to school, they were the only ones. Now, however, many of the neighborhood families are following his example and walking together in the mornings and afternoons. “We walk because everything we need is so close by. Within a circle of 6 blocks I can find any services I am looking for,” and it’s safe for his children to go the stores by themselves. But for Gladwyn, the biggest benefit of living close to shops and services is that “the family has more time together and gets to be outside.”

Quote:

“Wider sidewalks for people instead of wider streets for cars will help us continue to build healthier communities.”

Hugo Guerrero

Fruitvale

Travel Agency Owner, Founded Merchant Association



Hugo is known in the Fruitvale area as one of the community's strongest leaders. He has owned his travel agency for 23 years, and takes pride in Fruitvale's "power house of businesses." Hugo's own business is strong, drawing Latino clients from all over the area. "I fill a cultural niche that is unique in the travel agency market. With the Fruitvale BART right here, I can reach out to lots of communities, draw customers from all over the East Bay and let people know how amazing my services are here. I am lucky to have such a great location in this community." As a result of the increased traffic in the Fruitvale area, he has seen an increase in his clientele as "...more people are discovering the area; cultures are mixing together into one diverse marketplace."

Hugo doesn't just advocate for his own business; He also praises the effects that the Fruitvale Transit Village has had on the whole business community. "We all work together and want to show everyone that we have competitive services." In order for the businesses to benefit the community, in 1995, Hugo started the Oakland Businessmen and Professionals Association. With a membership of 73 different businesses around the Fruitvale station, the association is responsible for giving small business start-up loans and organizing local festivals, including the Cinco de Mayo festival. "We use our businesses as a way to help the community. The more customers we have and the better our businesses do, the more we can give back."

The association also supports local youth development by giving out academic scholarships every year and organizing "battle of the band" events for teenage musicians. "We want the youth to have opportunities. If they see different types of people who come through the Fruitvale Village, and have the chance to visit other communities easily, they will be self-motivated and learn to be great leaders. This brings strength to the community. Business and community; it's all connected."

Short Summary:

For Hugo, his travel agency is not just a business but also a key part of the Fruitvale community. As the founder of the Oakland Businessmen and Professionals Association, Hugo and other business owners help to support other local businesses, provide scholarships for motivated students, and organize the local festivals such as Cinco de Mayo. Being near the Fruitvale Village and BART has helped increase his clientele as "...more people are discovering the area...cultures are mixing together into one diverse marketplace." Besides helping his business expand, being close to BART has helped the local youth have "the chance to visit other communities easily, (to) be self-motivated and learn to be great leaders. This brings strength to the community. Business and community; it's all connected."

Quote:

"I fill a cultural niche that is unique in the travel agency market. With the Fruitvale BART right

here, I can reach out to lots of communities, draw customers from all over the East Bay and let people know how amazing my services are here."

Tanya Narath

Santa Rosa

Rides bike to work downtown

Tanya used to drive everywhere. When she worked for Hewlett Packard in Santa Rosa, the facilities were far from downtown, and there weren't any shops or restaurants nearby. There was one city bus that entered the property, but back then, there was very little promotion surrounding public transportation and Tanya "viewed the bus as an inconvenience."

Now, Tanya works in downtown Santa Rosa. "Working downtown has been a wonderful change. I can walk out the office door and get coffee, shop for gifts, and get food." She commutes to work by bus or rides her bike along the Prince Memorial Greenway.

Tanya is dedicated to riding her bike and taking public transportation whenever possible. After taking a transit tour put on by a local organization, Friends of SMART, she was exposed to different forms of transportation from across the Bay Area, and "how easy it really is to get to so many different places without a car."

The change from driving her car to using public transportation hasn't been inconvenient, but very enjoyable. It takes her the same 30 minutes on the bus as it does driving her car and finding parking. Furthermore, Tanya likes the feeling of independence from her car. "It's right for my health and everyone else's health." She looks forward to the current development of the SMART train, as "it will allow people to go to and from San Francisco without a car, and will also help bring people into our communities and the surrounding areas."

Short Summary:

After working at Hewlett Packard, far from any downtown stores, Tanya shifted her job to downtown Santa Rosa. The convenience of "working downtown has been a wonderful change. I can walk out the office door and get coffee, shop for gifts, and get food." Now Tanya can leave her car at home, and commute via bus or by bike in the same amount of time as it took to drive and park. "It's right for my health and everyone else's health."

Quote:

"Working downtown has been a wonderful change. I can walk out the office door and get coffee, shop for gifts, and get food."



Laurette Willkom

Walnut Creek

**Single mother, immigrated from
Philippines**

For Laurette, public transportation was an important part of her transition into her life in the U.S. When she first moved from the Philippines to Hayward about 14 years ago, she didn't have a driver's license, so her job search was limited to places reachable by BART and bus. "I wasn't sure how to get around, nor even how to count money accurately. I learned quickly how to budget money, and to navigate wherever I wanted to go." Most poignant for Laurette was integrating into her new culturally diverse community. "At first I was intimidated by strangers from different cultures. But public transportation taught me to trust and interact with different communities all around me."



When Laurette moved from Hayward to live in San Jose, she became entirely dependent on driving. The three properties she managed were 10 miles apart, most part of her working hours are on the road, and she had to drive her children everywhere. "I felt it was unsafe to let them even to let them walk by themselves to the end of the block."

Now in downtown Walnut Creek, Laurette's children, ages 16 and 17, have the freedom to go where they want. "They take the free downtown bus shuttle to the high school. After school, they walk or bike around downtown with school friends, go to the movies, or wherever they want. There are short distances between everything, it is completely safe. I want to always live where it is diverse, and where there is good, reliable public transportation."

Laurette emphasizes how healthy she feels "shopping and working in the same city where I live. Living locally means the money I spend stays in my city and helps me and my neighbors." She has a 10 minute commute to work, where she manages affordable housing developments, and can take the free shuttle or walk 5 blocks to the Trader Joes, Safeway, and all other downtown shops. "You just step outside and everything is right here. It's so easy!"

Living in downtown next to BART also connects her family in a way that wouldn't be possible without safe public transportation. While Laurette is working, her children can go by themselves to visit their cousins in Castro Valley or Hayward. "If it weren't for living so close to BART and downtown, they wouldn't have much independence or get to see their family very much. I can trust that they are safe, and it's so important knowing we have an extended and accessible community."

Short Summary:

When she first moved from the Philippines 14 years ago, "public transportation taught me to trust and interact with different communities all around me (and) to navigate wherever I wanted to go." Now, Laurette and her 2 teenagers live in downtown Walnut Creek, across the street from the BART and bus station, and 5 blocks from an extensive shopping center. Her teens have the

freedom to “walk or bike around downtown with school friends, go to the movies, or wherever they want.” And while Laurette is managing a nearby senior housing development, her children can go by themselves to visit their cousins in Castro Valley or Hayward. “If it weren’t for living so close to BART and downtown, they wouldn’t have much independence or get to see their family very much. I can trust that they are safe, and it’s so important knowing we have an extended and accessible community.”

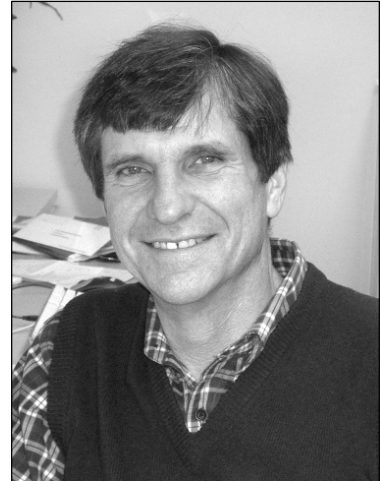
Quote:

“If it weren’t for living so close to BART and downtown, my kids wouldn’t have much independence or get to see their family very much. I can trust that they are safe, and it’s so important knowing we have an extended and accessible community.”

Steve Price

El Cerrito

Graphic Design Business Owner



As a child, Steve Price watched southern California's open space disappear and get taken over by roads and shopping malls. Now living in the Bay Area, Steve doesn't want to see the same thing happen in his new home.

Steve started his graphic design business from his home, but soon needed to expand to a new space. He relocated his office to the vivacious environment of downtown Berkeley, because of its convenient commute and its fully functioning mixed-use neighborhood. There is a spectrum of amenities all around his office, including copy shops, a drug store, hardware store, bookstores and computer stores. "Before I had to spend a couple of hours running across town to the computer store, and now I just have to walk next door. By having a range of stores so close, I save so much time and free up my weekends." Steve also sees the health benefits in his commute. He walks to and from BART, or bikes along the Ohlone Greenway. "After I began to incorporate regular exercise into my daily life, I saw immediate health improvements."

For Steve, being able to walk and bike to his destinations isn't just for environmental reasons, but to foster community and learning. "People need to be living in close proximity so that they can experience each other face to face. We are social beings and need to learn about life via observation."

He and his wife have owned the same car for 10 years but rarely use it. "I go places I know I can reach by transit or with my bike." He can walk to the Ohlone Greenway, the AC Transit Rapid Bus on San Pablo Avenue, and the El Cerrito Del Norte BART in under eight minutes. This opens up a rich world of Bay Area urban centers.

As people start to support "good urbanism" more, and as "cities develop regulations to address the needs of our times", Steve also hopes that his neighborhood continues to improve. "I'd like to see more walking destinations, (and) more development around the Del Norte BART station. I want a coffee shop I can walk to in the evenings."

By having stores, work spaces, parks and homes in attractive neighborhoods and within walking distance, "people will interact with their immediate surroundings. They neglect the landscape if there is no interaction. You have to be able to smell the smells." For Steve, BART and other public transportation has brought him new connections to people and friendships. "In public spaces, we learn to be more empathetic and understand other people."

Short Summary:

When Steve's computer imaging business got too large for his home, he moved his office to the center of downtown Berkeley so that he could more easily access all of the shops and services he needed. By shopping close to work, "I save so much time and free up my weekends." He bikes along the Ohlone Greenway or walks to BART for his daily commute, enjoying both the social and

health benefits of being out in his community. “In public spaces, we learn to be more empathetic and understand other people.”

Quote:

“Before I had to spend a couple of hours running across town to the computer store, and now I just have to walk next door. By having a range of stores so close, I save so much time and free up my weekends.”

Susan Daluddung

Hayward

**Director of Community and Economic
Development Department**



Before moving to Hayward, Susan Daluddung, Ph.D. lived in a single family home in Ventura. Although there was a neighborhood shopping center, it was too far to walk, and she had to drive to most places. Now, Susan can see her condominium from her office window. She walks to work, goes to the dentist, hairdresser, grocery shops, and dry cleaners all in the shopping center across the street. “It is amazing to be so close to so many services. Plus, my husband and I can go anywhere in any direction at any time. We have BART (so) I almost never have to use my car.”

As the Director of Community and Economic Development in Hayward, Susan advocates for continuous improvements in her community. To make it even more complete as a downtown, Susan would like to see more new housing, office spaces, fun places to go out at night, and services such as bookstores. “We have to be creative and meet the needs of people for all income levels and a diversity of people.”

For Dr. Daluddung, walkable communities around station areas will soon be mainstream. “The American dream is no longer the same American Dream. People want to do their errands efficiently and they want short commutes in order to have time for more important activities in their lives.” For others, the demand for housing and the costs of transportation make living in transit areas the most economical and popular option. “It’s not just that it’s convenient to live by my office and BART. Finally, I am able to truly walk the talk and live lightly on the land.”

Short Summary:

Susan Daluddung, Ph.D., director of community and economic development in Hayward, has always advocated for walkable communities near transportation. But now, in her new condominium in downtown Hayward, Susan can finally “walk the talk and live lightly on the land”. She can see her condominium from her office window does all of her errands in the shopping center just across the street. “It is amazing to be so close to so many services. Plus, my husband and I can go anywhere in any direction at any time. We have BART (so) I almost never have to use my car.”

Quote:

“It’s not just that it’s convenient to live by my office and BART. Finally, I am able to truly walk the talk and live lightly on the land.”

Maria Martinez

Fruitvale

Cafe Owner, "Queen of Tamales"

Maria Martinez, the Bay Area's Tamale Queen, has lived in Fruitvale for 50 years. At age 72, she has owned 3 different businesses and is an active member of the community. "I don't ever see myself leaving. It is so full of history and memories for so many people here. My own building is the same one where I used to buy wine for my brother. I want more people to be able to experience the richness of this place."

Her current business, World Cup Coffee, is one block away from the recently built Fruitvale Transit Village and right off of International Blvd, one of Oakland's busiest streets. Over the years, Maria has seen the community go through many changes, overcoming economic slumps. With the opening of the Fruitvale Transit Village, she sees a rebirth "back into the beautiful and rich community that I remember. Now people all come ready to relax in my garden patio and eat my tamales."



While Maria has always had regular customers from the neighborhood, "being near the Transit Village has been wonderful. The neighborhood looks clean and welcoming and the stores attract new people. Now I have customers from all over the Bay Area." Furthermore, Maria enjoys being so close to BART and shops because "it's like a community magnet. The library is right around the corner and I get to make tamales for all of their fundraisers and the local festivals. Everything happens right here."

Being so close to downtown has not only helped facilitate opportunities for her business, but "it's wonderful for all the youth in the neighborhood." For many years, Maria's home and tamale shop was like a youth community center. She taught teenage girls how to sew clothing and organized fashion shows for them. "I want the teens to build self esteem and to be leaders in this community. Being so close to transportation and the town center exposes them to endless opportunities to learn about other communities and cultures."

Short Summary:

Maria Martinez is known as the Bay Area's Tamale Queen. Her popular cafe, World Cup Coffee, is busy at all times of day, with local residents, business people, and youth stopping by to relax in the garden patio. Maria has lived in the neighborhood for 50 years and has witnessed economic improvements and increased cultural diversity as a result of being near the Fruitvale Transit Village. "It has been wonderful. The neighborhood looks clean and welcoming and the stores attract new people. Now I have customers from all over the Bay Area." Furthermore, Maria enjoys being so close to the BART and shops because "it's like a community magnet. The library is right around the corner and I get to make tamales for all of their fundraisers and the local festivals. Everything happens right here."

Quote:

"Being near the BART and Fruitvale shopping center has been wonderful. The neighborhood looks clean and welcoming and the stores attract new people. Now I have customers from all over the Bay Area."

Karla Perez-Cordero
San Leandro
Mother, immigrated from Nicaragua



Every morning before work, Karla gets up a little early and takes her 7-month-old baby on BART from San Leandro to either Richmond or to South Hayward, where her mother-in-law and mother live. Both Karla and her husband work during the day, so they depend on family to help take care of Isaiah. After dropping Isaiah off, she takes BART to downtown Oakland where she

works as an administrative assistant for a non-profit organization. Karla admits that juggling a baby on BART during rush hours can be quite challenging, but it has kept her connected with both sides of her family. "If we didn't live so close to BART, Isaiah wouldn't be able to spend the day with his grandmas, and it would be really hard for me to get to work."

It has always been important for Karla and her family to live near convenient shops and public transit. Until she was 10 years old, Karla lived in Nicaragua and was accustomed to getting around on foot, because her school, grocery stores and even her relatives lived near by. She would also take the bus with her mother and grandmother to other parts of the city. This was mainly possible because the bus stop was located right in front of her house. "Taking the bus was so empowering because I learned to be responsible and know my way around my neighborhood. I learned safety skills and I was exposed to all the different kinds of people who live in the big city."

After moving from Nicaragua, Karla and her family moved to San Francisco's Mission District, where they found that all the stores and services they needed were all conveniently located in her neighborhood. She lived half a block away from a bus stop, walked to school and took Muni all across the city. In high school, Karla was the first to teach her friends how to take public transit in the city. She showed them how to get around without cars and dispelled their fears of the public busses. "When I showed my friends how easy it was to ride the bus, it became like an adventure for them."

Now, Karla, her husband, and Isaiah live in Bay Fair, with grocery stores, public services and transportation within a short distance. She lives one block away from a major bus route and a 10 minute walk from the Bay Fair BART station. "I love the convenience and not having to depend on my car." In the future, Karla hopes that there will be a Bus Rapid Transit system for Isaiah to use. "Just as I always had independence to go wherever I needed, I want the same for my son. I want him to have a good connection to the people in the neighborhood, independence to get to where he needs to go, to value transportation and to understand his impact on the earth."

Short Summary:

Both Karla and her husband work during the day, so Karla depends on her mother-in-law and her mother take care of Isaiah, her 6 month-old baby. Each morning, Karla does a double commute, taking BART from San Leandro to drop Isaiah off in either Richmond or South Hayward, and then

to downtown Oakland, where she works as an administrative assistant at a non-profit organization. "If we didn't live so close to BART, Isaiah wouldn't be able to spend the day with his grandmas, and it would be really hard for me to get to work." Karla has always been an advocate of living close to the stores she needs and public transportation. "When I was 10 and living in Nicaragua, I walked to the grocery store and took the bus to school by myself. It was so empowering because I learned to be responsible and could get around my neighborhood by myself." Everything she and her family needed was close by, so now, "I want the same opportunity for Isaiah. I want him to have the "independence to get to where he needs to go, to value transportation and to understand his impact on the earth."

Quote:

"If we didn't live so close to BART, Isaiah wouldn't be able to spend the day with his grandmas, and it would be really hard for me to get to work."

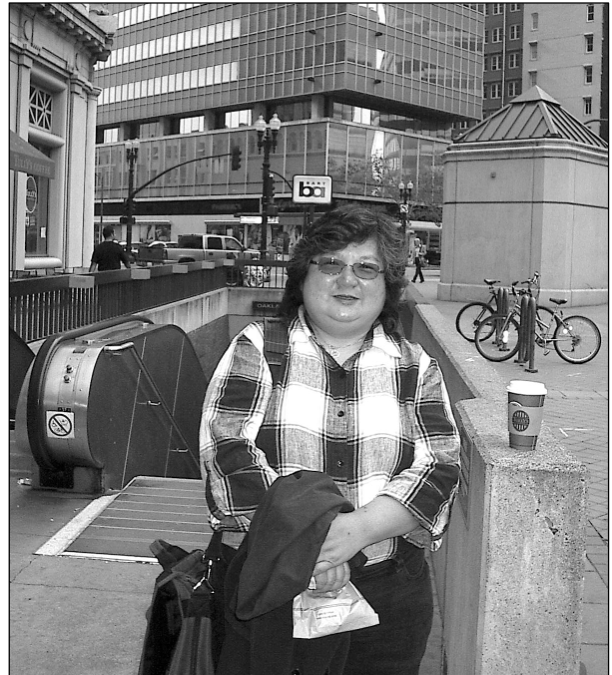
Julie Wong

Richmond

Immigrated from Hong Kong

Julie grew up in the high rises of Hong Kong, where public transportation and convenient stores were mainstream. She walked a block to school, only had to walk downstairs to go to the grocery store, and rode the train everywhere. “No one had cars. It just wasn’t necessary.”

When she and her mother initially immigrated to the United States 30 years ago, they first lived in San Francisco’s Chinatown. Unable to afford the rent, they moved to San Leandro. While there was public transportation via BART, they lived far from the station and any stores. “The move was not good for my mom. She didn’t speak any English, couldn’t drive, and there weren’t enough buses. She couldn’t get around anywhere and was trapped in the house like a prisoner.” For Julie and her family, living in a more suburban area was difficult. “It was a hassle to get anywhere. I am much more likely to go out if it’s close by.”



Now Julie lives in Richmond’s new transit village, MetroWalk. Julie just has to walk across the street to get to the shopping center and BART station for her commute to San Francisco, where she works as a paralegal. “It’s perfect. We can own a home, it is right next to a hospital, has a public park, and stores nearby. But one of the best parts of living in this community is that no one really needs cars. It’s so easy to get around, we can leave the car in the garage. I can get anywhere, anytime, and don’t have to worry about being in traffic. It’s like being back at home.”

In addition to the conveniences of living downtown, Julie enjoys being involved in her surrounding community. She serves on the Home Owners Association’s board of directors, and works together with her neighbors to organize community events. “We work together to stay updated on what is going on in my neighborhood. I want to make sure that as development continues, we will have a more extensive downtown at our fingertips, one which will benefit my neighborhood. It’s what I’m used to and what I love.”

Short Summary:

Julie grew up in downtown Hong Kong, with public transportation and stores at every corner. Now, she and her husband live in Richmond’s new transit village, Metro Walk. “It’s so easy to get around, we can leave the car the garage. I can get anywhere, anytime, and don’t have to worry about being in traffic.” It is not only across the street from a shopping center and park, but for her daily commute to San Francisco, Julie only has to walk 5 minutes to the Richmond BART station. In addition to the convenience of living downtown, she enjoys being an active member in her community and with the Home Owners Association. “I want to make sure that as development continues, we will have a more extensive downtown at our fingertips, one which will benefit my neighborhood. It’s what I’m used to and what I love.”

Quote:

“It's perfect. We can own a home, and it is right next to a hospital, has a public park, and stores nearby. It's so easy to get around, we can leave the car the garage. I can get anywhere, anytime, and don't have to worry about being in traffic.”

Louise Turner

Dublin

Formerly homeless, Caretaker

Louise has been living in Camellia Place, across the street from the Dublin/Pleasanton BART Station, since February of 2007. Since then, her life has completely blossomed from one of dependence to one of independence. "I'm finally in a place I can truly call my own."

Because of the convenience of BART and different bus systems, Louise is able to easily travel to Union City to visit her mother. "She is physically disabled, and needs my assistance. If it weren't for BART I would have no way to help my mom."



Additionally, Louise emphasizes how her new living situation has been her key to healthy living. "Connection in one form allows for connection in other forms. It is the key for my life." She lives a block from the Dublin BART, next to several bus lines, and minutes away from a shopping center where she buys groceries. "I use buses and BART to go wherever I want, including doctor's appointments, and it's all without any stress."

Louise's security and freedom to go where she needs is a monumental turn-around from what has been an immense struggle. After serving for 9 years in the Navy, Louise was diagnosed with a post-traumatic stress disorder. Life was not easy- she lived on the streets for 10 years while struggling with a drug addiction, and was completely disconnected from her family. When Louise hit rock bottom, she began her path to recovery. She became involved in the local church, finished a rehabilitation program and moved in with her brother. Although she was clean and off the streets, "I needed my privacy and not to have to depend on my brother to get around. I needed my life back."

Now, in her new apartment and next to public transportation, she has found her balance. "This is my reward: privacy and freedom to get to where I need to go. My health, independence and happiness depend on living near all those buses. I have my home, family, health. I'm alive and happy; what else is there?"

Short Summary:

Life has not always been easy for Louise. After serving 9 years in the Navy, Louise was diagnosed with post-traumatic stress disorder and, unable to meet finances, became homeless. Now, however, Louise is healthy and secure in "a place I can truly call my own." She lives in Camellia Place, across the street from the Dublin/Pleasanton BART and bus station, and within walking distance of a myriad of stores. "I use buses and BART to go wherever I want, including doctor's appointments, and it's all without any stress." Even more important to Louise is her reconnection with her family. "My mom is physically disabled, and often needs assistance. If we didn't both live so close to BART, I would have no way to help (her)." Now, Louise has found the balance she wanted. "I have my home, family and health. What else is there?"

Quote:

“My health, independence and happiness depend on living near all those buses. I have my home, family, health. I’m alive and happy; what else is there?”

yJoseph McKelvin

Dublin

Developmentally Disabled, lives independently

Joseph and his twin brother Josh are developmentally disabled, 25 years old, best friends, and now, only a bus ride away.

For most of their lives, Joseph and Josh have lived with their parents in Danville, dependent on them for everything. Over the years, Joseph and his brother progressed towards living independently and moved to various independent living centers and group homes. For Joseph, even though he was pleased to be independent and move out of his parent's house, the separation from home was difficult. "I never saw my parents. My homes were too far away for them to drive to, and there were no buses that could get me to their house. I was stuck."



Recently, Joseph moved into his own apartment in Camilia Place in Dublin. His brother Josh moved to a new group home, only a 10 minute bus ride away. Joseph was all smiles as he praised his new home. "It's great to be so close to my family. Now that I am independent, I am more myself and the whole family is happier." Josh and Joseph visit each other several times a week by taking the bus across town. "I have to visit my twin. Without him, my life wouldn't be complete."

Joseph and Josh both emphasize that they enjoy living near the downtown and near busses so that they can travel easily to the nearby park. Both are active athletes, and play on a Special Olympic softball team coached by their father. "I love being able to get outside and run around; Every Tuesday I join my dad and friends, and I get to exercise." Living near a large shopping center has also made a large difference for Joseph. "I have so much freedom. All I have to do is catch the bus #10 and I can get to my job at Safeway in 3 minutes, and can do all my shopping right after work. I think everyone should be able to live in a place like this, to go where they want without a car, and to really be independent."

Short Summary:

Joseph, who was born developmentally disabled, lived with his parents and in group homes for most of his life. Now, he lives independently in his own apartment at Camilia Place in Dublin. With the BART and bus station across the street, his twin brother a 10 minute bus ride away, and his parents able to visit weekly, "I am more myself and the whole family is happier." Every Tuesday, Joseph travels to the nearby park to play on his father's Special Olympics softball team. On other days, he takes the bus to the shopping center down the street where he works part-time. "I can get to my job at Safeway in 3 minutes and can do all my shopping after work. I think everyone should be able to live in a place like this, to go where they want without a car, and to really be independent."

Quote:

"I think everyone should be able to live in a place like this, to go where they want without a car, and to really be independent."

Irvin Dawid

Palo Alto

Sierra Club volunteer

After living in a ‘granny unit’ in a residential enclave in Palo Alto for seven years, Irvin was ready for a more convenient living situation. “I wanted more than just one bus route to get around and one coffee shop to walk to. I was ready to try living in a more urban environment.”

Irvin has lived in Alma Place, an affordable, mixed-use building in downtown Palo Alto since it opened in 1998. “My whole lifestyle is enabled by sidewalks and bike lanes. The best perk is that I’m around the block from Whole Foods and two and a half short blocks from the train. It’s perfect.” Irvin works as a volunteer for the Sierra Club, commuting daily to their headquarters in San Francisco using Caltrain and MUNI and occasionally taking his bike on the train. “I can walk out my door and be on the platform in less than five minutes. And thanks to the ‘baby bullet’ commute-hour service, I’m a quick, three stops and 40 minutes away from the City.”



What Irvin can’t find in his own neighborhood, he can find right outside his office door at work. “My living and working arrangement is the best combination. Transportation is easy, and at work, I walk out the door and everything I need, and more, is within one block!”

In addition to working with the Sierra Club’s headquarters and the Loma Prieta chapter, Irvin is also active within his community. “I like living here, and as it grows, I want to help preserve the best parts and guide development. With more homes that we can afford and stores next door, people can stay in the community. We want to put out a welcome-mat to new residents and show the Bay Area that we are living responsibly.”

Short Summary:

After living in a residential enclave in Palo Alto for seven years, Irvin was ready for a more convenient living situation. “I wanted more than just one bus route to get around and one coffee shop to walk to. I was ready to try living in a more urban environment.” Now, Irvin has lived in Alma Place, a mixed-use building in downtown Palo Alto, since it opened in 1998. “My whole lifestyle is enabled by sidewalks, bike lanes. The best perk is that I’m around the block from Whole Foods and two and a half short blocks from the station. It’s perfect.” Irvin works as a volunteer for the Sierra Club, commuting daily to their headquarters in San Francisco using Caltrain and MUNI, and occasionally taking his bike on the train. “I can walk out my door and be on the platform in less than five minutes. And thanks to the ‘baby bullet’ commute-hour service, I’m a quick, three stops and 40 minutes away from the City.”

Quote:

"I want options, so I prefer living in a downtown area where I have everything and can get around without needing a car. Now, I'm two and a half short blocks from the Caltrain Station and around the block from Whole Foods. It's perfect."

Urbemis: A New Era in Traffic Modeling

Traffic models are urban planners' crystal balls. They provide a glimpse into the future and predict how much traffic will result from new development. There is currently one national standard for predicting traffic, but it is very simplistic. The Urbemis traffic model is an emerging new standard for predicting traffic that is more sophisticated, but builds on the conventional method.

Adding depth to “*Trip Generation*”

The conventional method for predicting traffic impacts is to look up a trip rate in a volume of reference books created by the Institute for Traffic Engineers called “*Trip Generation*”. This method only requires two variables for predicting the amount of traffic that is projected from new development: **1) The type of development (homes, shops, offices) and 2) The amount of new building (# of homes, # of square feet)**. The primary weakness in this method is that it lacks any information that describes where the new development will be built.

Predicting traffic from development that is proposed for an auto-oriented suburb should be very different than development that will go into a walkable, transit district. However the data reported in ITE's Trip Generation references were gathered from conventional, auto-oriented, single use suburban locations and are therefore best suited for predicting traffic in this type of development. For mixed used, higher density neighborhoods, with good pedestrian and bicycle connections or main-street districts with frequent and extensive public transit, ITE advises traffic engineers to adjust the trip generation rate to account for the reduced auto use. However far too often this advice is ignored and the simplistic model is applied to the wrong locations. Using the wrong model means engineers grossly over-predict traffic that will result from transit oriented, mixed use development. With these inflated traffic volumes good infill development can be required to widen streets to accommodate traffic. Thus making it harder for people to walk around the neighborhood and defeating the purpose.

The Ins and Outs of Urbemis

The Urbemis model is the solution for objectively predicting traffic in a way that factors in the effect of the surrounding neighborhood. The air quality management districts of California, along with the California Department of Transportation, worked together in 2004 to examine all the key variables that influence automobile trip generation. The result was Urbemis, a simple yet powerful tool that employs standard traffic engineering methodologies, but provides the opportunity to adjust ITE average rates to quantify the impact of a development's location, physical characteristics, and any traffic demand management programs.

The following is a list of **inputs** Urbemis needs to calculate the amount of traffic to come from new development:

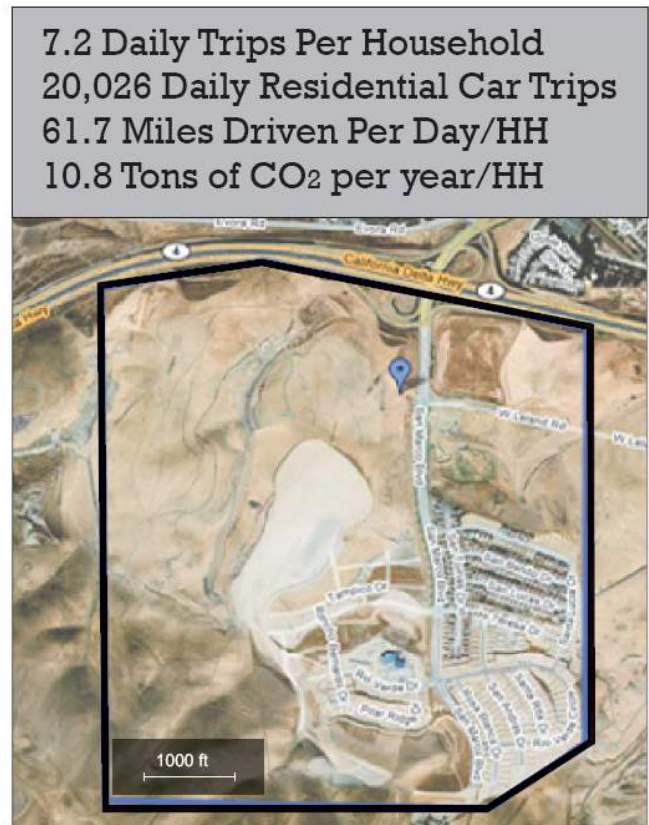
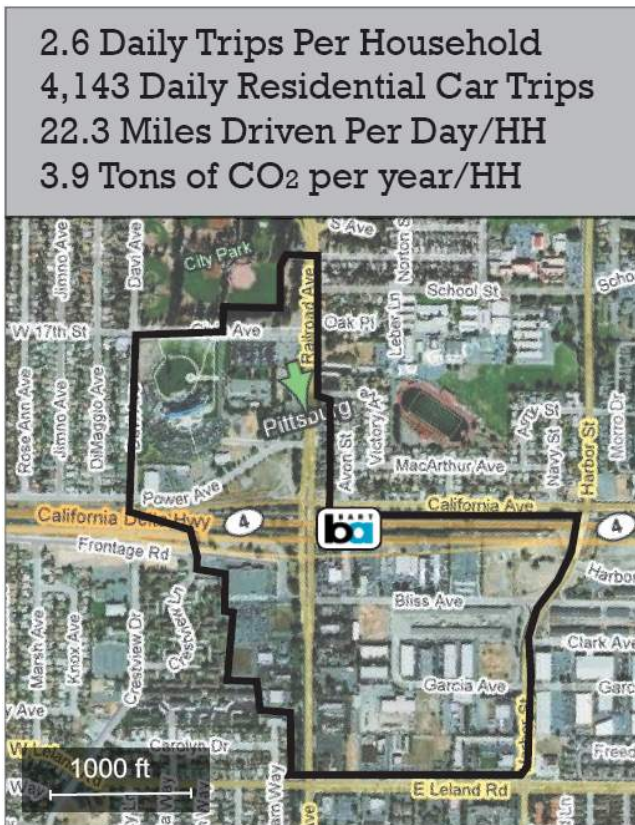
- **Land Uses** – The type and amount of development such as: Residential, Commercial, or Industrial
- **Mix of uses** – The number of homes & jobs within ½ mile of the site.
- **Locally Serving Retail** – The presence of local services within ½ mile.
- **Transit Service** – Total buses within ¼ mile of the site and total trains within ½ mile of the site.
- **Bicycle and Pedestrian Infrastructure** – Intersections per square mile; Percent of streets with sidewalks; Percent of streets with a bike route.
- **Percent of Below Market Rate units**
- **Transportation Demand Management Programs and Strategies** – Daily Parking Charges; Free Transit Passes; Telecommuting; Bike Parking, Showers for Bike Commuters; Guaranteed Ride Home Program; Car Sharing; Providing information on transportation alternatives; Dedicated transportation coordinator; carpool match; preferred carpool parking; Reduced Parking Supply.
- If there is no site specific information about reduced parking supply or exact acreage of residential land then the model will default to standard ITE assumptions about parking provided and trip rates.

The **outputs** of the Urbemis model include:

- Total Trips, Total Vehicle Miles Traveled (VMT) both the standard ITE prediction and the prediction including the full spectrum of inputs described above.
- Annual Tons/Year of ROG, NO_x, CO, SO₂, CO₂, PM₁₀, PM_{2.5}
- A summary of which traffic reducing discounts were applied, summarized by % reduction by each variable.

Urbemis Applied to a TOD Site and a Typical Suburban Master Plan Pittsburg, CA

On the left is the future Railroad Ave. eBART Station Area and on the right is the San Marcos Master Development Plan. Both are in Pittsburg but because of differences in what is surrounding the site, there is a big difference in the residential traffic generated. **The eBART Station Area will have 64% fewer trips per household than the San Marcos project.**



The table below summarizes the key differences between the project areas that generated the Urbemis results above the maps.

Plan	# of Homes	1,590
	Floors	1 to 6
	# of acres	45
Existing Condition	Transit Service: Daily Buses within a 1/4 mile	1,559
	Daily BART Trains	78
	Households within a 1/2 mile	1,865
	Employees within a 1/2 mile	3,154

Plan	# of Homes	2,771
	Floors	1 to 3
	# of acres	512
Existing Condition	Transit Service: Daily Buses within a 1/4 mile	22
	Daily BART Trains	0
	Households within a 1/2 mile	1,628
	Employees within a 1/2 mile	398

Sources: Draft Railroad Ave. Station Area Specific Plan (January 2008), U.S. Census Bureau - Longitudinal Employer-Household Dynamics 2007, URBEMIS 2002 Version 9.2 developed by Nelson/Nygaard in association with Jones & Stokes for the San Joaquin Air Pollution Control District, and ITE Trip Generation, 7th Edition 2003.

<http://www.urbemis.com/>