

Thanks to the following people for their support in making this panel possible:

- The Honorable Lee Leffingwell, Mayor
- Rodney Gonzales, City of Austin Economic Growth and Redevelopment Services Office
- Terry Mitchell, Momark Development, LLC
- The Honorable Chris Riley, Austin City Council
- Amy Everhart, Mayor's Office
- Dave Knoll, ULI Austin



Urban Land
Institute

Rose Center for Public Leadership

Austin, Texas

Moving transit forward



Urban Land
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Urban Land Institute



Mission:

Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

Activities:

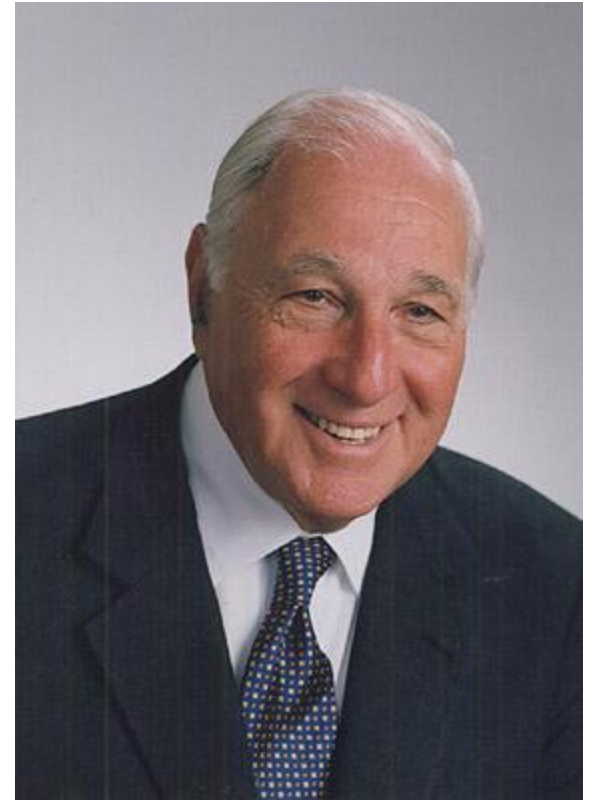
- Research, best practices and case studies
- Education and Professional Development
- Technical assistance to cities, agencies, and developers
- Conferences, meetings, and ideas exchange
- A bi-monthly magazine and other publications



Urban Land
Institute

Rose Center for Public Leadership

Mission: To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Rose Center Programming



Education for Public Officials

- Webinar: Creating a Thriving Arts & Entertainment District from Baltimore's Station North
- Webinar: lessons learned from DC's Capital BikeShare program
- Workshops: The Public Sector Role in Sustainable Development
- Scholarships for public officials to attend ULI conferences

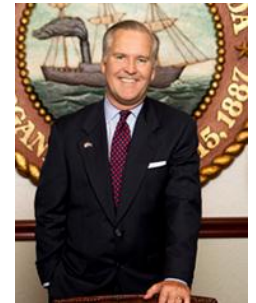
Policy & Practice Forums

- 2012 Mayors' Forum on Public-Private Partnerships
- 2012 Shaw Forum on Innovative Public-Private Partnerships in Finance
- 2011 Multifamily Housing Development
- 2011 Shaw Forum on Urban Redevelopment Finance



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Charlotte, Detroit, Houston, Kansas City, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento and Tampa



2012-2013 Rose Fellowship Class



City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

- **Co-Chair:** Ignacio Bunster-Ossa, Wallace, Roberts & Todd, LLC, Philadelphia, PA
- **Co-Chair:** Nadine Fogarty, Strategic Economics, Berkeley, CA
- Steven J. Bonafonte, Hartford Redevelopment Agency and Pullman & Comley, LLC, Hartford, CT (Daniel Rose Fellow)
- Abe Farkas, ECONorthwest, Portland, OR
- Calvin Gladney, Mosaic Urban Partners, LLC, Washington, DC
- Ric Ilgenfritz, Sound Transit, Tacoma, WA (Daniel Rose Fellow)
- Kathleen Osher, Transit Alliance, Denver, CO
- Patrick Piuma, Urban Design Studio, University of Louisville, Louisville, KY (Daniel Rose Fellow)
- Juanita Shearer-Swink, Triangle Transit, Durham, NC
- Egon Terplan, SPUR, San Francisco, CA

Land Use Challenge

A photograph of a city skyline under a clear blue sky. Several tall buildings are visible, including a prominent one on the left with a blue-tinted facade. Three construction cranes are positioned in the middle ground, indicating ongoing development. The foreground shows a parking lot with various cars parked. The overall scene suggests a city in the process of growth and urban expansion.

How can the City of Austin and its partners best implement a multimodal regional transportation system to guide and support current and future growth?



Presentation Outline

1. **Observations**
2. Build the Case
3. Bring It All Together
4. Redefine Success
5. Where Is the Money?
6. Go Beyond the Campaign
7. Conclusions & homework

Observations: Assets

- Positive momentum for an enhanced transit system
- Mayoral leadership
- Transit is consistent with Austin values: compact, connected, economically successful and *weird*
- Successful very small starts grant for BRT
- Cap Metro Red Line is up and running at capacity
- Recent partnership success with Cap Metro delivering transportation for the Formula One event
- Private interests and institutions see the benefits of transit
- Major urban redevelopments have the potential to be shaped by transit
- Engaged and committed business community
- Opportunity to continue to capitalize on spectacular economic growth potential

Observations: Challenges & Constraints

- To date, most of the conversation has been focused on congestion
- There is not consensus on what the initial investment should be
- Lack of mobility may inhibit economic growth
- The complicated history of this and similar efforts has left confusion in the public's mind about what exactly is up for discussion



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BUILDING THE CASE

- Build the case beyond the issue of congestion
- Explore with measureable data and information the multitude of other potential benefits for transit as well
- Link the benefits of transit to Austin's values by collecting the info that clearly supports the initiative



BUILDING THE CASE

LAND USE BENEFITS

- Transit promotes efficient growth
- Live/work mobility balance
- Maximize use of roads & highways

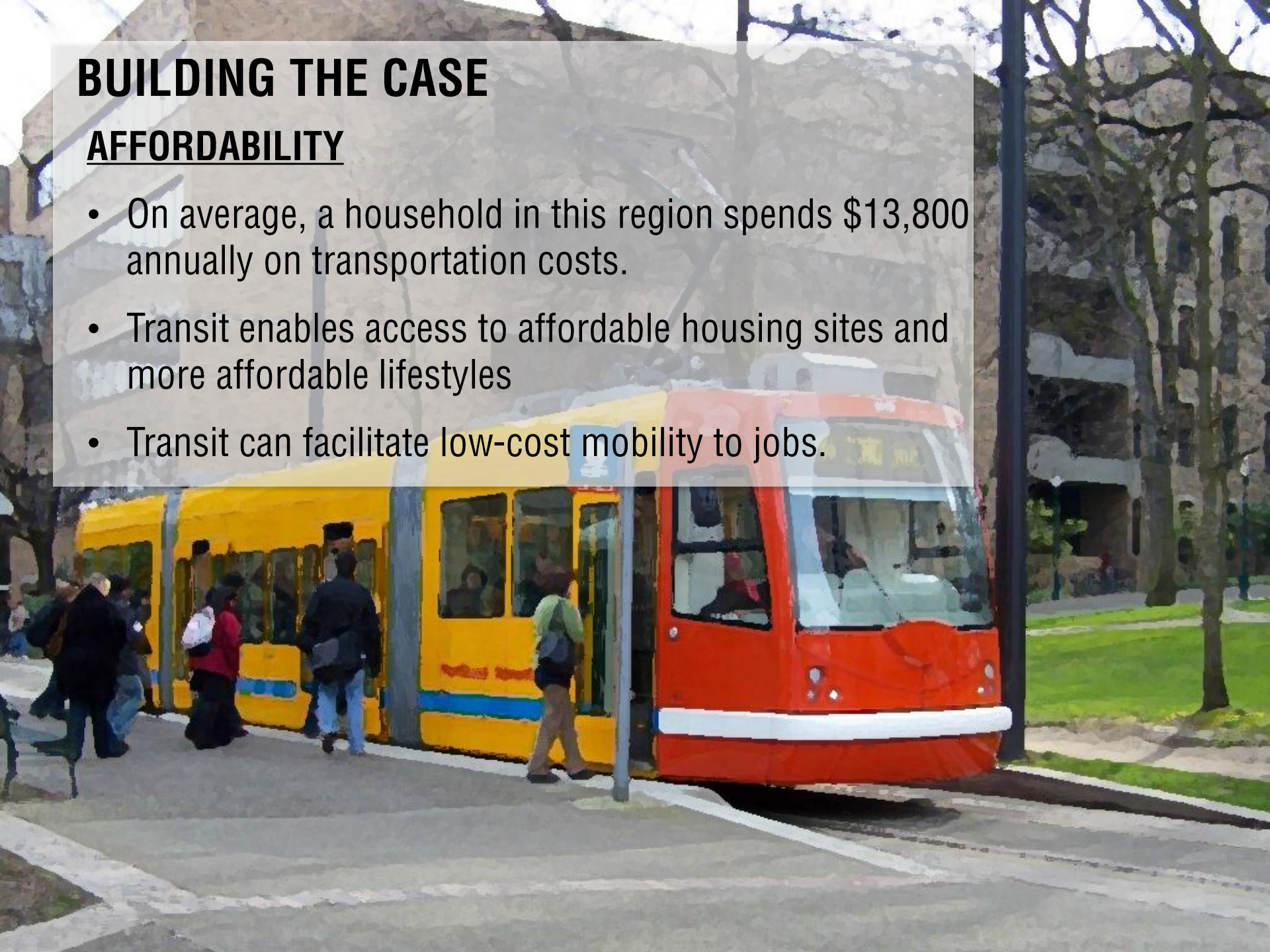
❑ What data is available that promotes the links between transit and neighborhood activity centers?



BUILDING THE CASE

AFFORDABILITY

- On average, a household in this region spends \$13,800 annually on transportation costs.
- Transit enables access to affordable housing sites and more affordable lifestyles
- Transit can facilitate low-cost mobility to jobs.

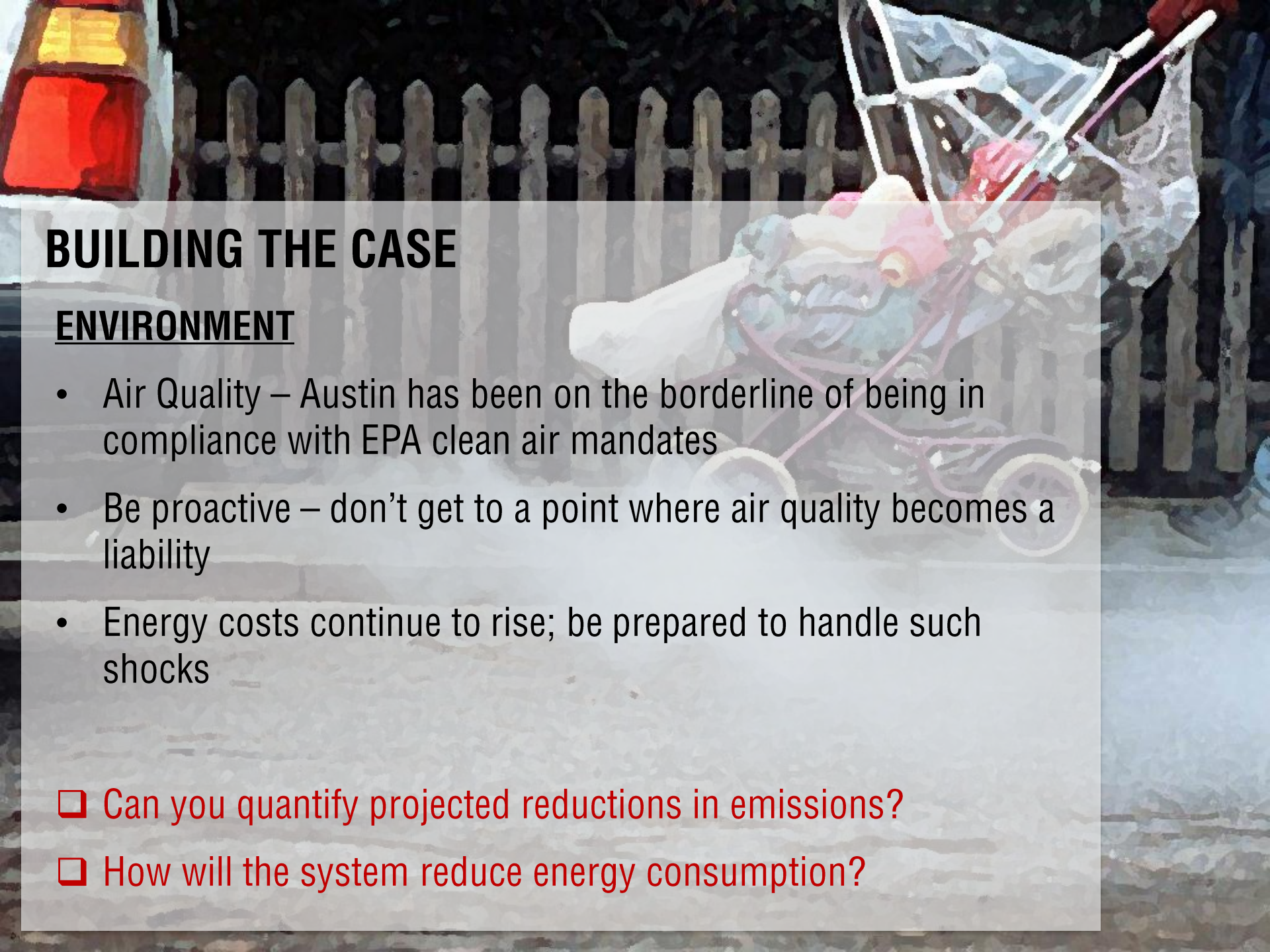


BUILDING THE CASE

NEIGHBORHOOD QUALITY OF LIFE

- Connectivity
- Choice – Offering multiple modes of travel allows a large portion of the community to live in the setting that they choose and still have access to the entire region
- Services – Transit oriented development brings services closer to the users in a more efficient manner

❑ How does the proposed transit system support neighborhood plans?



BUILDING THE CASE

ENVIRONMENT

- Air Quality – Austin has been on the borderline of being in compliance with EPA clean air mandates
- Be proactive – don't get to a point where air quality becomes a liability
- Energy costs continue to rise; be prepared to handle such shocks

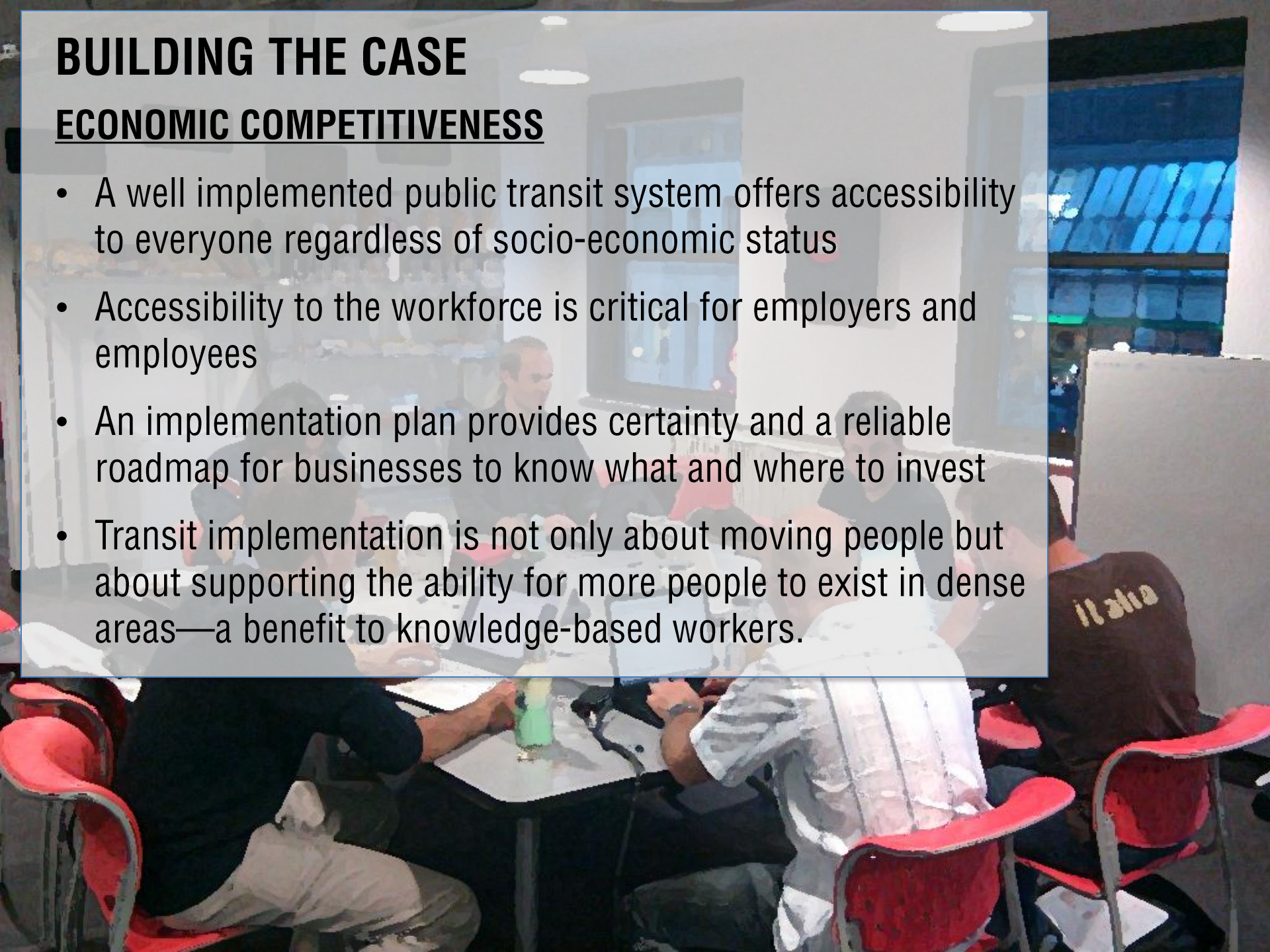
☐ Can you quantify projected reductions in emissions?

☐ How will the system reduce energy consumption?

BUILDING THE CASE

ECONOMIC COMPETITIVENESS

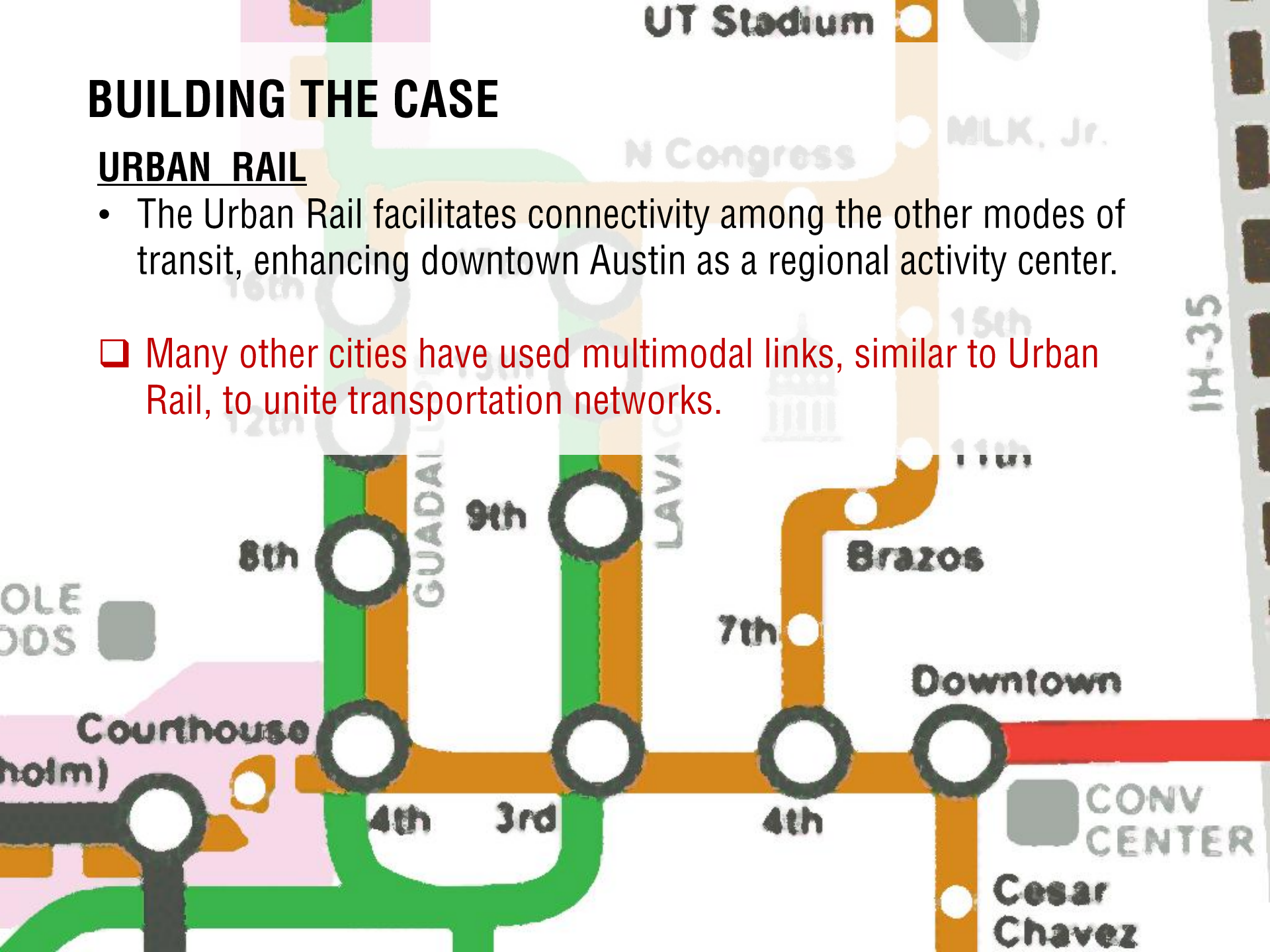
- A well implemented public transit system offers accessibility to everyone regardless of socio-economic status
- Accessibility to the workforce is critical for employers and employees
- An implementation plan provides certainty and a reliable roadmap for businesses to know what and where to invest
- Transit implementation is not only about moving people but about supporting the ability for more people to exist in dense areas—a benefit to knowledge-based workers.

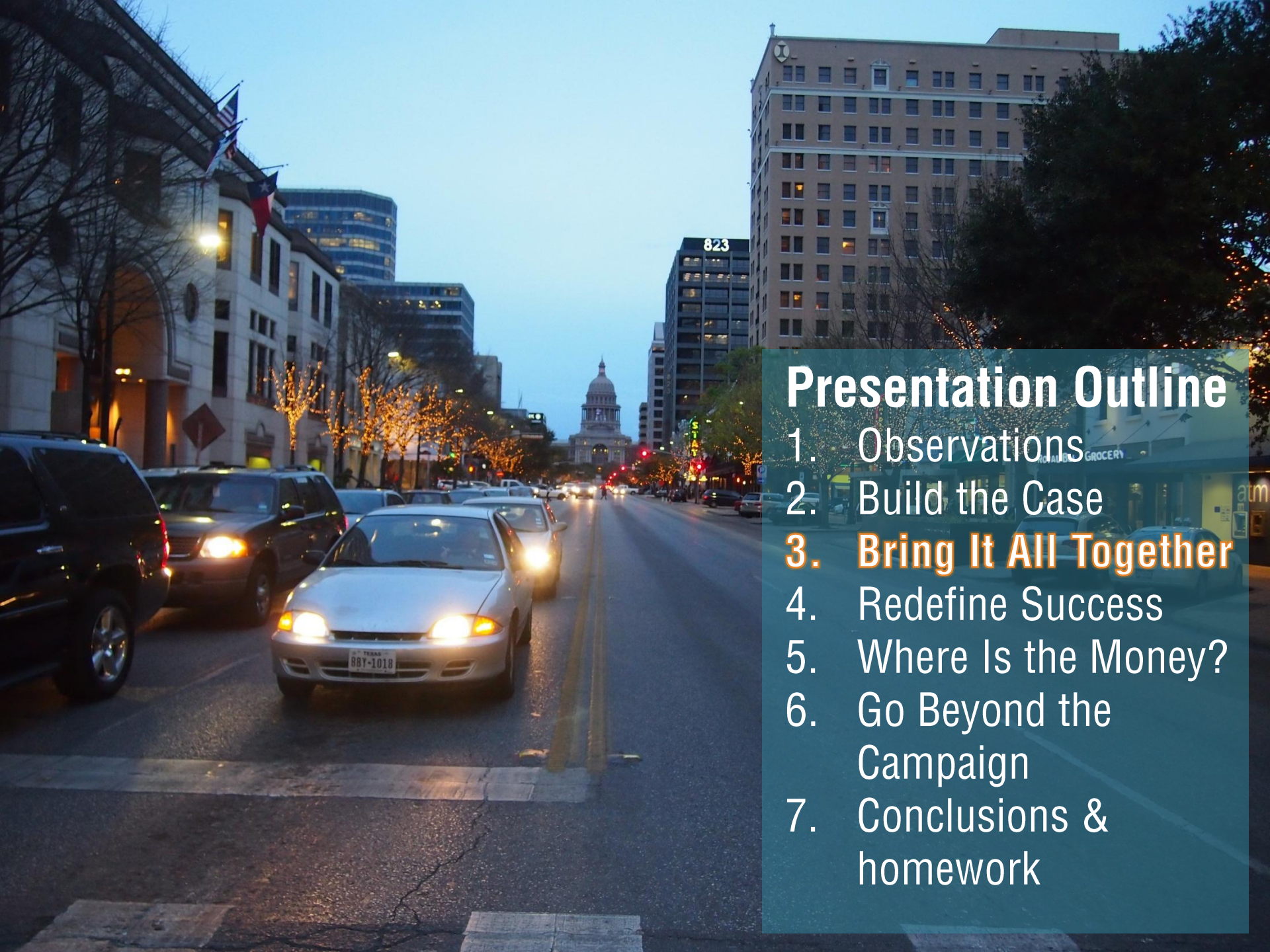


BUILDING THE CASE

URBAN RAIL

- The Urban Rail facilitates connectivity among the other modes of transit, enhancing downtown Austin as a regional activity center.
- ❑ Many other cities have used multimodal links, similar to Urban Rail, to unite transportation networks.





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The Austin Transit Story: Bring it all Together!

One Brand

One Message

One Source of
Information

The Austin Transit Story: Bring it all Together!

- Too many distinct -- and possibly competing -- entities that support the various urban rail projects.
- There is a need to create a coordinated and more broadly inclusive team
- More consistent branding, communicating and sharing of information
- Competing groups undermine the effectiveness of the pro-rail movement
- Need for synthesis is illustrated by the number of websites, maps, logos, slogans found when conducting an internet search for Austin Urban Rail...

PROJECT CONNECT

“Central Texas High-Capacity Transit Vision”

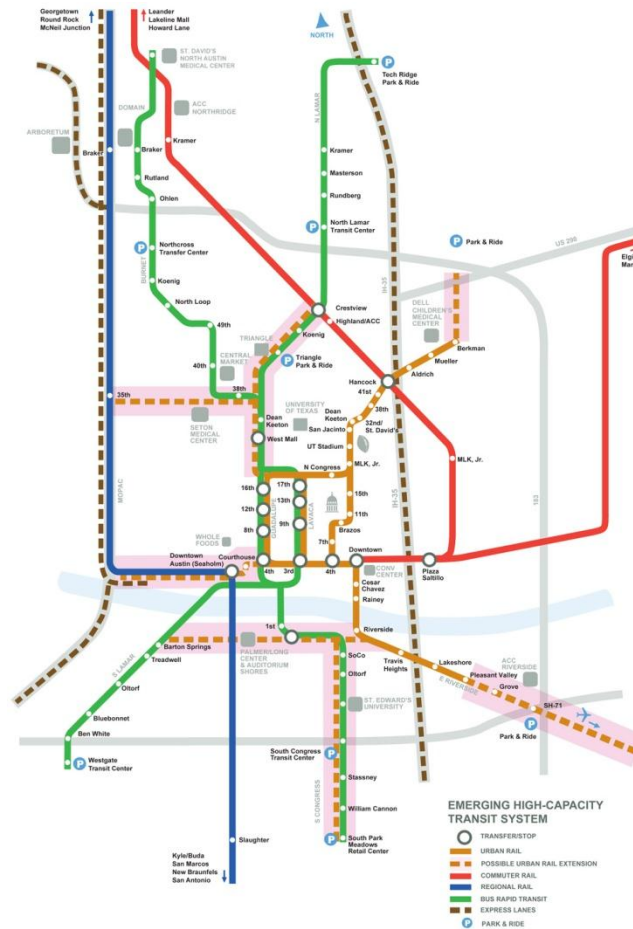
www.connectcentraltexas.com



PROJECT CONNECT



Project Connect Map



Project Connect Map

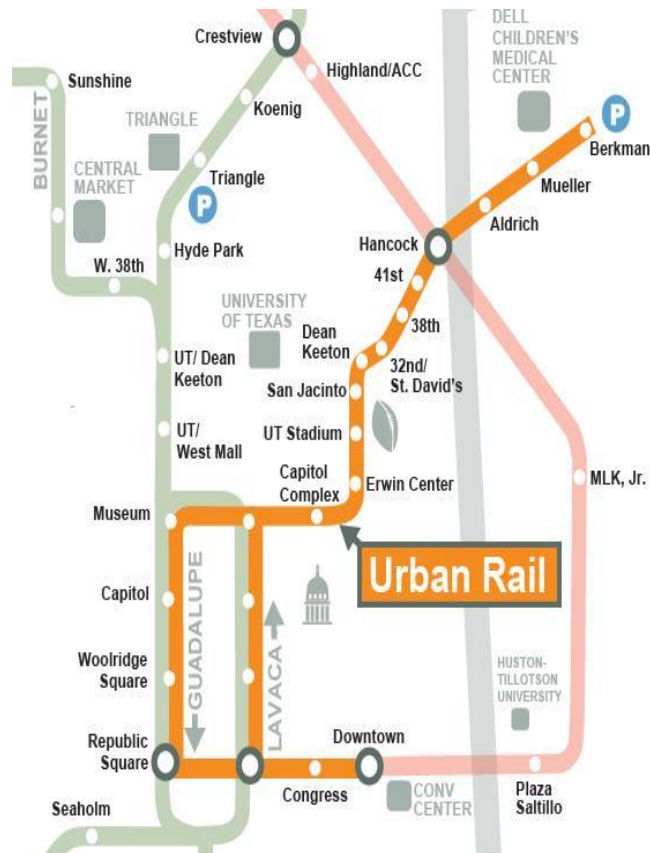
City of Austin Transit Brands

<http://austintexas.gov>

www.urbanrail.com

www.austin-mobility.com

City of Austin



Urban Rail Map

Other Transportation Brands

www.moveabilityaustin.org

www.mobilityauthority.com

www.allianceforpublictransportation.org

www.lonestarrail.com

www.allsystemsgo.capmetro.org

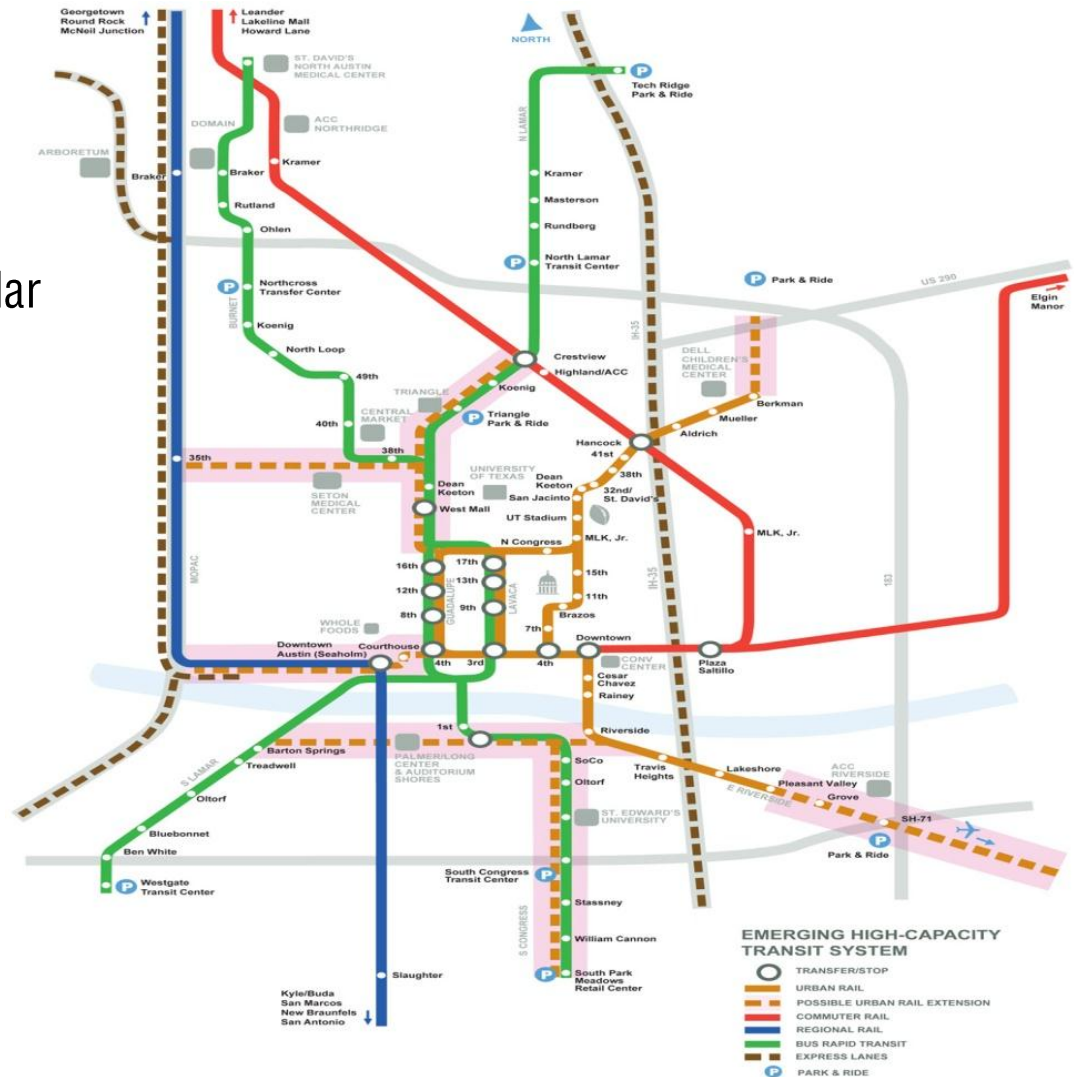
How to Bring It All Together: Next Steps

- Consider changing the membership of the TWG to reflect the stakeholders who are actively messaging on transit issues
- Build on the Project Connect model and create a separate entity that would be governed by the more broadly constituted TWG
- Work to reach agreement with all TWG members that they will maximize the use and branding of approved project connect media, maps, logos, etc., to push out a more orchestrated and consistent informational campaign
- Special interest group members of TWG can be listed (and linked to) as transit supporters on the Project Connect site
- Create one easy-to-find source for all transit info and updates...
- **Determine the Best Role for the “Project Connect” Brand**

Determine the Best Role for the “Project Connect” Brand

Consider:

- Can it Be the Consolidated Brand?
- Can it clearly communicate a singular message?
- Can its website be a single information source?
- How can the map be upgraded to reflect a clear message and brand?
- Are there other possibilities for a consolidated brand?

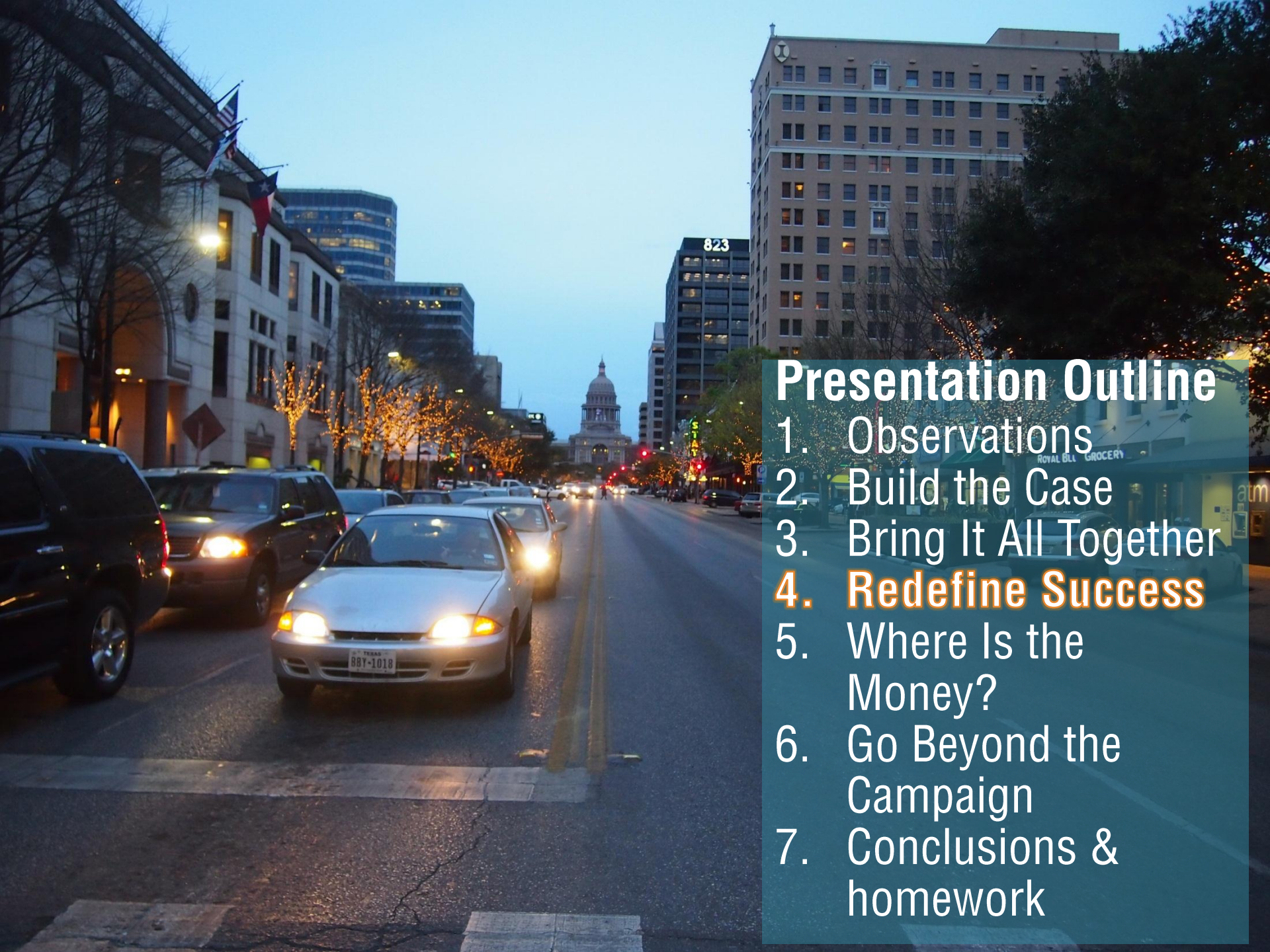


Project Connect Map

Brand Idea: Support the A.R.T.S.!!!!



“Austin Regional Transit System”



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REDEFINE SUCCESS

FORGET THE SPRINT – TRAIN FOR THE TRIATHALON

NOW:
Successful Vote
In Light Of
Past Failures



Ken Wetzel Photography

RESET: Get Local Match to Compete for Federal Funding



Show your work

- Embrace skeptics
- Reinforce unprecedented openness and transparency



Leverage the federal process to build local support

- Project Development 
 - Complete Environmental Impact Statement
 - Select the project alignment, technology and termini
 - Adopt preferred alternative into a fiscally constrained Long Range Transportation Plan
- Engineering Authority 
 - Secure local funding
 - Complete engineering and design
- Secure Full Funding Grant Agreement 
 - Construction

Refine & Optimize the Project Scope

- Useful life: 30 to 50 years
- Extension and expansion capacity
- Connects the right places
- Exclusive right of way = speed and reliability
 - Center running
 - Side running
 - Couplets – parallel streets
 - Lane conversion
 - Street closures
 - Contra-flow
 - Elevated
- Frequency of service
- Size of train



Refine & Optimize the Project Scope, part 2

Meet the FTA Criteria:

- Project Justification Rating
 - Economic Development
 - Mobility Improvements
 - Environmental benefits
 - Congestion Relief
 - Cost effectiveness – bang for buck
 - Land Use
 - Current and future TOD Market
 - Affordable Housing Component
- Financial Rating
 - Operating Agency's current financial condition
 - Commitment of local funds
 - Reasonableness of Capital and Operating Financing Plans



Settle Project Delivery & Service Models

Enquiring Minds (e.g.: FTA)

will want to know:

- Who is going to manage the design & construction?
- Who is going to operate the service?



Commission an independent technical project evaluation

- Evaluation includes:
 - detailed review of all completed work
 - evaluation of methodologies and assumptions
 - publication of findings
 - open meetings
- Will be required by FTA anyways





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Austin Urban Rail: WTF?



Where is The Funding?



Example: Portland



- Streetcar built over multiple phases
- Variety of public and private funding sources:
 - Local Improvement District (like a PID)
 - Parking garage fee increases

Example: Portland

- Sole source impact fees
- Tax increment financing



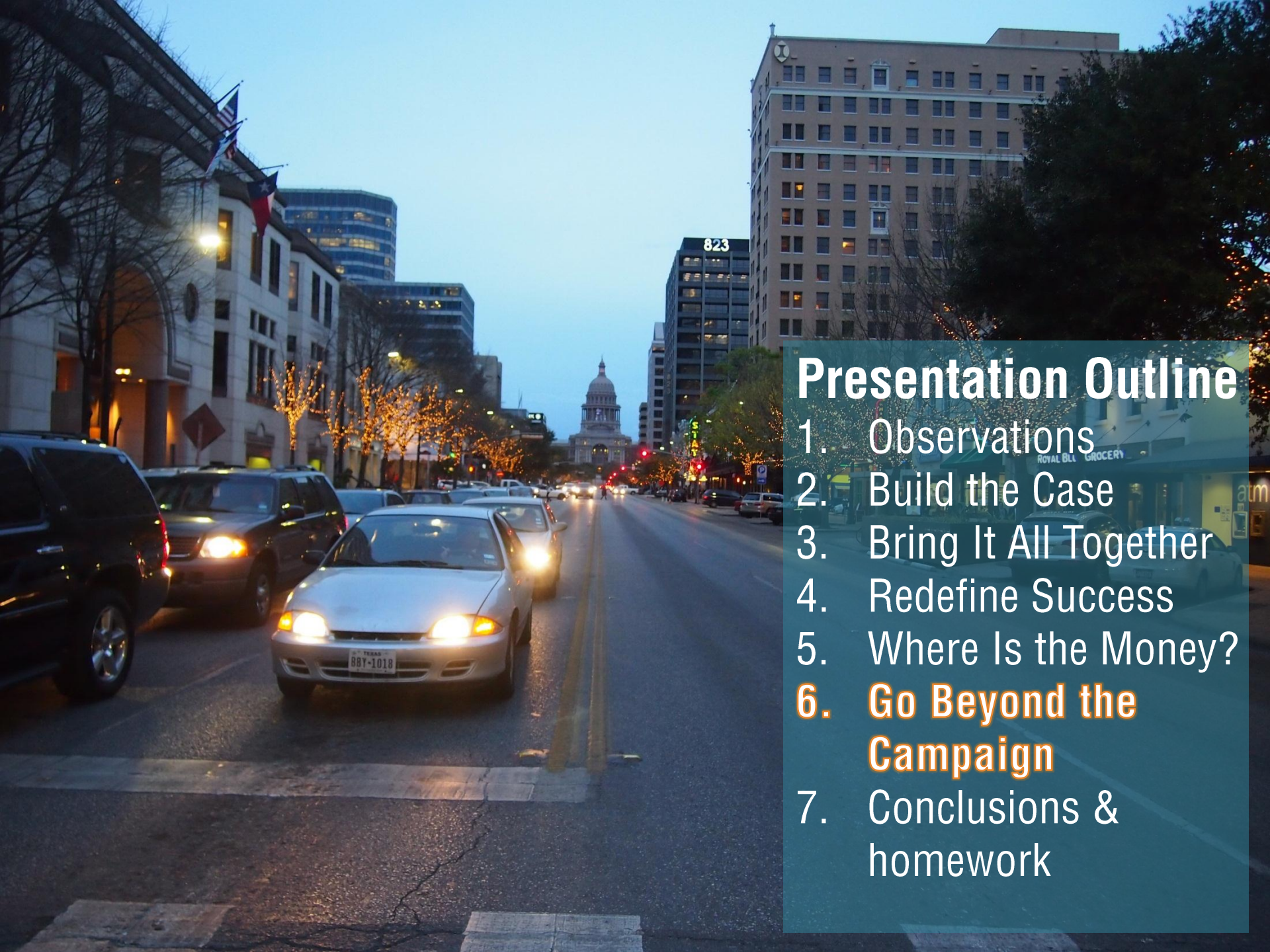
Other Sources for Consideration

- General obligation bonds
- Sales tax
- Other Local options, e.g., gas tax, hotel tax, rental car fee, DMV registration fee
- Development agreements

What Motivates Developers to Pay for Transit?

- Growing demand for TOD
- Policy changes enabling increased density
- Lower parking requirements = lower development costs



A photograph of a city street at dusk. In the foreground, a white car with Texas license plate 88Y-1018 is driving towards the camera. To its left, a dark SUV is also visible. The street is lined with trees decorated with warm white lights. In the background, the Texas State Capitol building is visible in the distance, surrounded by other city buildings. The sky is a deep blue, and the streetlights are on.

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We've heard that a winning coalition in Austin energizes:

- Mayor Leffingwell and the City
- The Business community
- The University
- The State Government
- Cap Metro

...but also



And we've heard you have many passionate stakeholders who can also be energized:

- Neighborhood groups
- Environmental activists
- Students
- Musicians, artists, and cultural leaders
- Affordability advocates
- Knowledge workers and the technology sector



To launch the campaign, bring together the “big tent” of Austin:

- Jointly convene a major transportation event
 - Ask 10 leaders to co-host
 - Invite influencers and decision makers (“grasstops”)
- Invite those who want solutions to the region’s transportation challenges.
- Frame the conversation for action.



Los Angeles: leverage the urgency

- Car capital faced congestion and rising gas prices.
- A past of individual investments – not an interconnected system.
- Summit to answer: “Where’s the money? What’s the program?”
- Invented “30/10”
- Passed with 68%



Establish a long-term advocate to implement your transportation vision

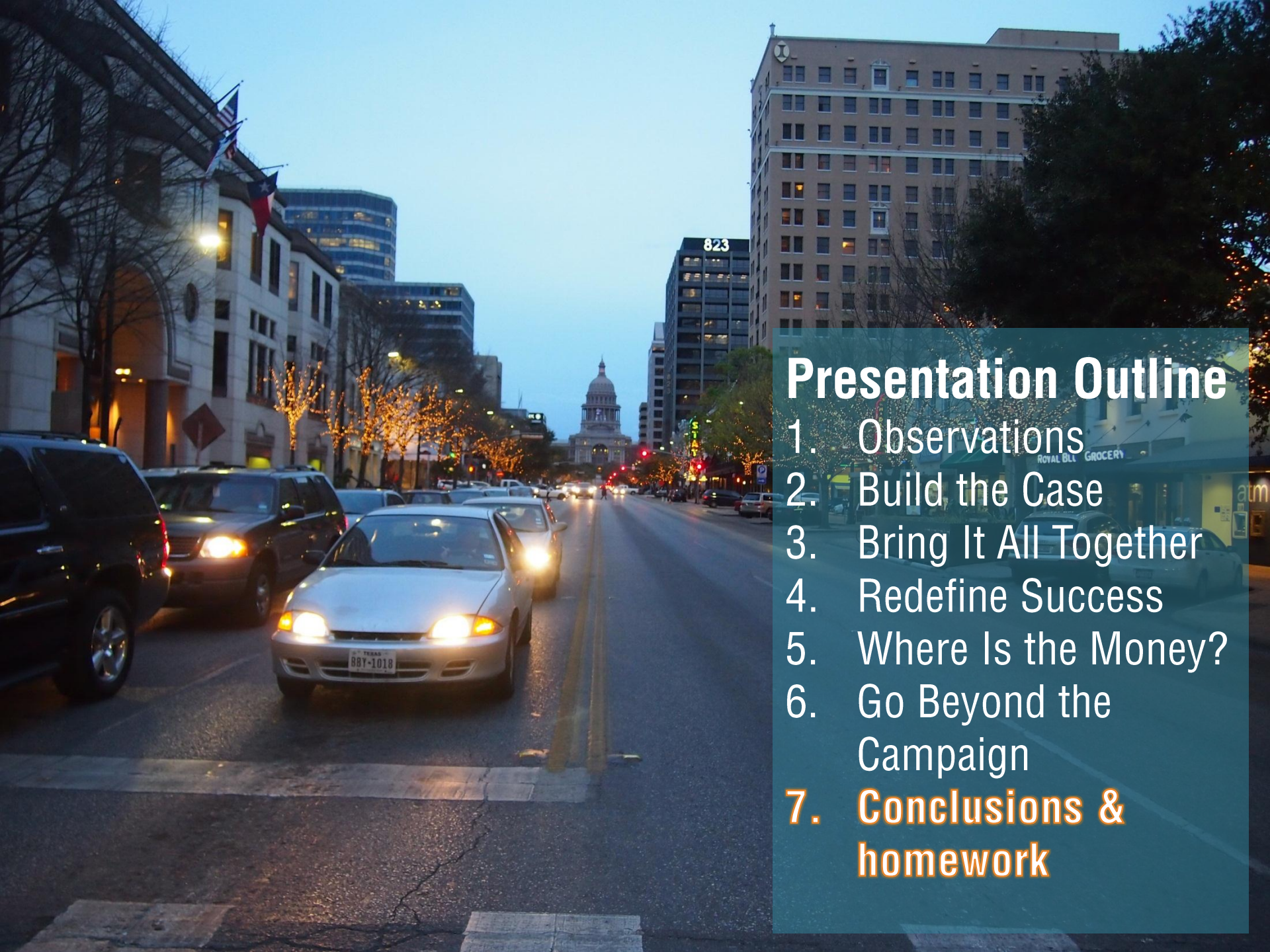
- Campaign is the easy part
- Think about who will be the long-term advocate
- More than transportation --
 - Consider making this about promoting urbanism for Austin
 - Imagine Austin: “Compact and Connected”
 - That means having more of your daily life in easy reach without having to always rely on a car
 - Make this a better quality of life
- Nongovernmental entities must lead
- But elected officials have a key role

Denver: Ignite passion

- Educate & galvanize community support for transit (“U” curve of involvement)
- Need to ignite passion and empower them to take action.
- Identify long bench of decision-makers who value transit.
- Need a specific and visionary plan.
- Don’t take anything about the campaign for granted – get the best, start early, build the coalition for a robust grassroots ground game



Success comes from collaboration
and coalition building by a few
UNIQUE individuals providing
outstanding leadership.



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Conclusions

1. Build the case beyond congestion.
2. Bring it all together: team, brand, and message.
3. Use the federal process to your advantage; show your work.
4. Be innovative but pragmatic in securing local funding.
5. Go beyond the campaign to establish long-term advocacy for a transportation vision.

Homework

1. Establish focus groups to strengthen value propositions beyond congestion
2. Determine the role for the Project Connect brand
3. Devise a plan to sunset outdated brands
4. Identify a process for independent technical review
5. Take FTA dialogue to the next level
6. Outline bold but viable alternative funding sources
7. Identify 10 prospective co-hosts for the Transportation Summit

Next check-in:

Rose Fellowship Retreat,
Philadelphia, April 10-12, 2013

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