

TriMet

Transit-Oriented Development (TOD) Guidelines

Summary Statement

TriMet is committed to helping make our region one of the world's most inclusive, sustainable, and livable places. TOD is a powerful tool to help achieve this goal by creating equitable development around transit station areas, which can support growth, sustain and build community, increase transit ridership and access, reduce congestion, and bring environmental benefits.

In order to facilitate TOD in the region, TriMet will:

- **Promote equitable development at transit stations** that includes transit-supportive density and a mix of uses and household incomes to create places where people from all backgrounds and communities want to live, work, play, and visit.
- **Promote “mobility hubs”** that make development accessible to transit and other forms of transportation, thereby reducing reliance on private automobiles.
- **Promote affordable housing and anti-displacement strategies** by engaging with local communities and jurisdictions to leverage their resources and identify specific land-use goals in a given area. Identify strategies that meet regional objectives and are appropriate for each development site.
- **Review and prioritize potential TriMet development sites.** Create plans and strategic options for each site that best address the needs of the area as determined through consultation.
- **Establish regional and neighborhood needs** through research and the evaluation of projects through a racial equity lens. This includes transparent and structured consultation with local communities, key stakeholders, and other interested parties.
- **Require developers to utilize TOD principles** and provide assistance in doing so.
- **Encourage local jurisdictions and other government partners to modify regulations to facilitate TOD, including changes to tax and zoning codes.** Supportive modifications include changes to height and density restrictions, minimum parking requirements, use restrictions, and tax incentive programs.
- **Promote TriMet’s TOD Guidelines to public and private sector partners** throughout the region.
- **Pursue opportunities that generate revenue or create value for TriMet**, which can be reinvested in future TOD projects, or leveraged to deliver tangible benefit to TriMet riders.

These Guidelines are intended to provide a framework for the development of TOD projects on TriMet-owned or controlled property and on third-party-owned property adjacent to TriMet transit station areas

TriMet's TOD Goals and Strategies are set out in full in the following Guidelines.

TOD Guidelines

TriMet is committed to helping make our region one of the world's most inclusive, equitable, environmentally-sustainable, and livable places. To do so, we must meet the challenge of providing mobility to all residents, especially with the expected long-term population growth of the region, climate change forecasts, and the physical constraints to expansion in our existing street and highway network. For our region to thrive, TriMet must work to increase the travel mode share and overall accessibility of the transit system. One way to comprehensively and intentionally integrate transit with land use is to develop transit-oriented communities where people from all backgrounds and communities want to live, work, age, visit, and play. These transit-oriented communities should be dense, livable, walkable, and provide all residents with a variety of housing, working, services, and recreational opportunities, plus mobility options that encourage a car-free lifestyle. TriMet fully embraces equitable development that gives all residents access to mobility options, and provides complimentary mixes of places to live, play, and work. Such development significantly helps reduce the overall demand for private automobiles while maximizing the environmental benefits of TOD and minimizing the potential for displacement often caused by unconstrained urban growth. These Guidelines are designed to support and complement the vision set out in Metro's 2040 Growth Concept, which, among other things, "encourages compact development that uses land and money efficiently."

TriMet's Guidelines toward transit-oriented development therefore include the following goals and strategies.

GOALS:

1. ***Integrated and Multi-Modal***- Transit-oriented development should be integrated into TriMet's transit network as much as possible, in part by creating "mobility hubs" – points in the transportation network that offer different modes of transportation and integrate with nearby TriMet transit services. By maximizing connectivity, mobility hubs will accommodate a variety of mobility options such as pedestrian and wheelchair access, bike share, car share, rideshare, and e-scooters.
2. ***User-Friendly to Promote Transit Use***- Projects should be "transit-oriented" and "transit-integrated," not merely "transit-adjacent." This includes consideration for wayfinding, building orientation, and a multi-modal pedestrian-scale design in addition to maximizing exposure to transit and related services. Where multiple buildings are involved, physical barriers should be reduced to encourage seamless travel between developments and transit services.
3. ***Financially viable***- Project costs must be justifiable from a project benefit perspective in order to ensure the long-term sustainability of the project and the broader TriMet TOD-program
4. ***Safe, Vibrant, and Accessible***- Transit-oriented development should create accessible and vibrant station areas by providing community-oriented services in safe places where anyone who chooses can live, work, and visit.
5. ***Balanced Mixed-Uses***- Transit-oriented development should include, whenever possible, a complementary balance of different uses that provide options for all residents and visitors to live, work, shop, and play. This includes a variety of housing styles at a wide range of price points, promotion of small business retail and office space, scalable industrial uses, and other uses.
6. ***Deliver Density***- Transit-oriented development should include the principles of density and compatible off-peak secondary uses to create resource-efficient, high-quality, and environmentally-healthy developments that maximize the social and economic returns from constrained infill sites.
7. ***Provide Housing***- Transit-oriented development should strive to include as much housing as appropriate, specifically:
 - (i) The appropriate mix of housing types and price points will be thoughtfully considered on a case-by-case basis by engaging with local stakeholders to establish specific affordable housing deliverables for each site before its sale or development. Proposals should comply with regional Metro standards and should promote efficient density and connectivity so that they address the

most pressing needs of the broader region while integrating with the surrounding neighborhood and the communities within it.

- (ii) TriMet is extremely aware of the importance of housing affordability to the region and recognizes the history and risk of displacement. As these are regional problems that are not limited to a specific site or geographic location, TriMet will apply a portfolio-wide goal that ensures at least 30% of residential units in existing and future TOD projects on land owned or controlled by TriMet are for low or very low-income residents with average income $\leq 60\%$ AMI (area median income).
- (iii) TriMet undertakes to work with the communities it serves and its jurisdictional partners to deliver affordable housing outcomes that minimize the displacement of low-income people and Black, Indigenous, Asian Pacific Islander (API), LatinX, and other People of Color. Planning efforts will include the application of a racial equity lens, and consideration of how each development can allow residents to remain in their neighborhoods and have access to housing at the TOD site.

STRATEGIES:

1. Land Use Strategies

- a. *Encourage land assembly and ownership cooperation* in the immediate proximity of transit stations and hubs to promote efficient TOD.
- b. *Develop station and transit center area plans* to proactively consider how to meet regional land use standards and the Goals set out in these Guidelines.
- c. *Work with local jurisdictional partners to encourage zoning changes near transit centers* that improve financial viability and allow for increased height, density, and a mix of uses, including affordable housing and co-housing options.
- d. *Work with local jurisdictional partners to reduce or remove policy barriers to TOD*, such as minimum private vehicle-parking requirements and restrictions where transit service levels allow for minimal car reliance.
- e. *Encourage direct ADA-compliant connections from surrounding developments* to TriMet stations and transit centers to promote pedestrian and other environmentally-friendly ways to access transit.
- f. *Evaluate the potential for new TOD opportunities* when TriMet acquires properties, determines the location of new station or transit center sites, and designs and constructs new station facilities and adjacent infrastructure.
- g. *Develop a prioritization of station and transit center areas for development* through a scorecard that assesses sites with respect to market conditions, community-need, economic viability, project readiness, project complexity, and other relevant factors. In the absence of other determining factors, TriMet will prioritize projects that will deliver the greatest community-benefit to the region and its residents.
- h. *Create strategies, master plans, market analyses, and potential development typologies for prioritized sites*. Guide key site criteria such as the projected number of residential units, percentage of affordable units, levels of affordability, the mix of uses, etc.
- i. *Utilize TOD as a tool to achieve land use and planning goals* within the region, but understand each development location is unique and may require individual community considerations as well as real estate and market adaptations for successful implementation.
- j. *Allocate and prioritize limited available resources* to projects where development conditions are viable, and partnership conditions allow for market-responsive implementation, maximizing impact.

2. Process/Partnership Strategies

- a. *Form sustainable partnerships with public sector partners*, including local jurisdictions, transportation departments, housing authorities or other housing development agencies, and regional planning organizations, to promote the Goals set out in these Guidelines. This may include pre-development meetings to set priorities and discuss resources that may be available for the project to maximize the TOD Goals for the site.
- b. *Form sustainable partnerships with private and non-profit sector developers*, including affordable housing developers, as well as paratransit and delivery service providers. TriMet understands that for the Goals in these Guidelines to be achieved, robust and focused development partnerships are crucial, and that these partnerships must have clear and defined objectives to deliver a viable project supporting local and regional economic stability and growth. Where TriMet does not hold an economic interest in the TOD site, TriMet will support TOD by providing appropriate consultancy services and transit incentives, if available.
- c. *Marketing and partner selection*. Generally, proposals for transit-oriented development of TriMet-owned or controlled property should be procured through a competitive selection process or through TriMet's unsolicited proposal process. To ensure transparency and accountability, TriMet will provide clear communication on property disposition and development timelines to all stakeholders, and will clearly define the priority of outcomes desired from each TOD project.
- d. *Reporting and accountability*. Information about TriMet's TOD projects and initiatives will be reported to the TriMet Board on a semi-annual basis. Information will be available for public review via TriMet's website, including TriMet's TOD web page, which will detail TriMet's TOD projects and processes, including community engagement. To remain contextual, these Guidelines will be subject to periodic revision so they can continue to address stakeholder needs in response to changing market conditions and demands.
- e. *Community Engagement*. Community planning efforts will address the broadest possible range of equity and displacement considerations to ensure the proposed development has no negative impact on the racial, political, or cultural makeup of the surrounding neighborhoods. Equitable development will be promoted through consideration of affordable housing and anti-displacement strategies, and also by promoting community benefits ranging from M/W/ESB contracting strategies to access to necessary services and amenities.

3. Financial Strategies

- a. *Recycle capital*. TOD should create revenue, capture value, or achieve other efficiencies for TriMet to recoup the original investment made by the agency when purchasing the property, and to provide additional resources needed to promote its TOD Goals and operate its transit system in a cost-effective manner. TriMet is committed to providing non-monetary assistance to promote TOD projects and, in certain instances, may, at its discretion, provide economic subsidy if it determines that a project would bring a substantial and unique public good.
- b. *Identify and secure subsidies*. Work with the development community and jurisdictional partners to identify financial resources that may be available to promote the Goals set out in these Guidelines.
- c. *Prioritize resources* where development conditions are viable, and partnerships allow for market-responsive implementation.
- d. *Account for non-monetary benefits*. The evaluation of proposed projects should be based on sound financial parameters and the ability to achieve the Goals set out in these Guidelines. TriMet may, at its discretion, consider the "value capture" component of each project, which might include fare revenue generation, lease payments, increased property tax revenue created, parking revenue, leveraging grant resources and other financial participation, or other benefits.
- e. *Reinvestment in TOD*. A portion of the revenue generated from transit-oriented development should be retained by the agency to foster additional TOD opportunities and further the Goals of these Guidelines.