

Capitol Region Council of Governments

Building Corridors of Opportunity: Best Practices for Engaging Anchor Institutions and Neighborhoods

Final Report

Acknowledgements

Building Corridors of Opportunity: Best Practices for Engaging Anchor Institutions and Neighborhoods, Final Report was prepared with financial support from the Hartford Foundation for Public Giving. The report was prepared for the Capitol Region Council of Governments by the consulting firm of HR&A Advisors, Inc.

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Executive Summary

CTfastrak is a bus rapid transit (BRT) service that began operation in 2015, running from downtown Hartford to downtown New Britain, Connecticut.



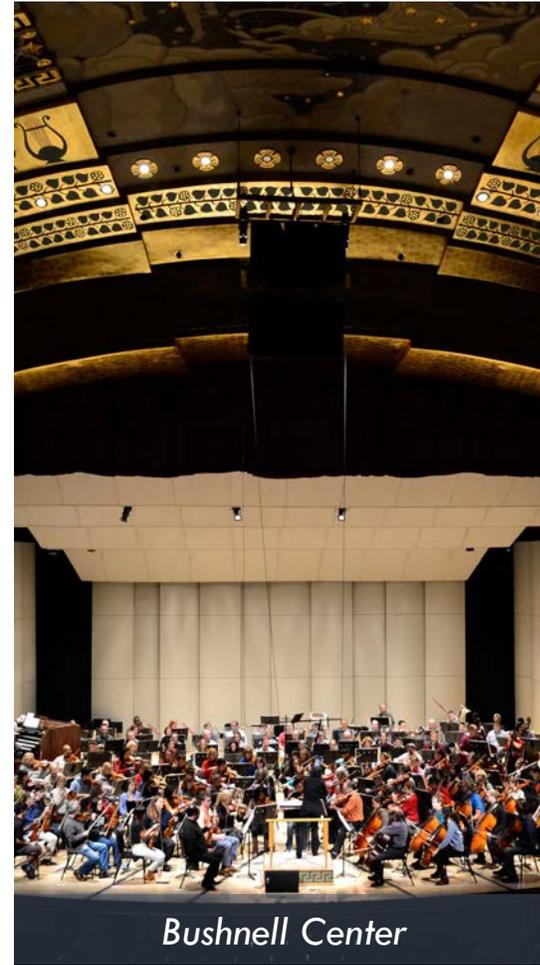
- With a dedicated right-of-way, frequent service, pre-boarding payment system, and specially designed buses, it is one of the highest-rated systems in North America.
- **CTfastrak** has carried over four million riders since its launch on March 28, 2015.
- The system runs along a former rail line through a variety of neighborhoods: from downtown urban settings to districts with an industrial heritage to single-family home suburbs.
- Through a number of initiatives, the State of Connecticut and local municipalities are exploring ways that this transit system can begin to catalyze transit-oriented development (TOD).

Anchor institutions can be first-movers of development along the CTfastrak corridor, even though most are close to, but not within, the station areas.

- CTfastrak Stations
- Private
- Higher Education
- Medical
- Cultural
- Government



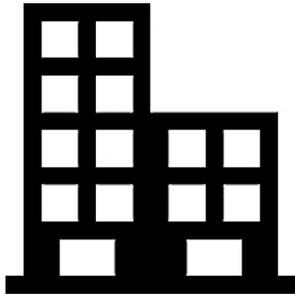
Anchor institutions are a region's schools, hospitals, large employers, cultural facilities, and government offices. Anchors are deeply embedded in a region and unlikely to move.



As documented in a major academic study*, anchors can contribute to economic growth and development, no matter the size of a community or the vitality of its economy.



Anchor institutions often drive the knowledge-based economy, producing goods and services directly tied to innovation and workforce development.



In order to carry out their institutional mission, many anchors face a constant need to modernize and expand, making them key real estate developers.

* National Resource Network, NYU Wagner, Urban Institute, *Striking a (Local) Grand Bargain: How cities and anchor institutions can work together to drive growth and prosperity*, (September 2015).

Anchors and local governments can help each other, but certain barriers can prevent them from formalizing their relationship.

Divergent Missions

Anchor institutions typically focus their mission on their constituents and clients, which does not always align with community goals for economic growth or development in the surrounding area.

Siloed Plans

Anchor institutions and government tend to develop master and strategic plans in siloes. Leaving stakeholders out of the process can weaken the anchor-government-community relationship and undermine planning efforts.

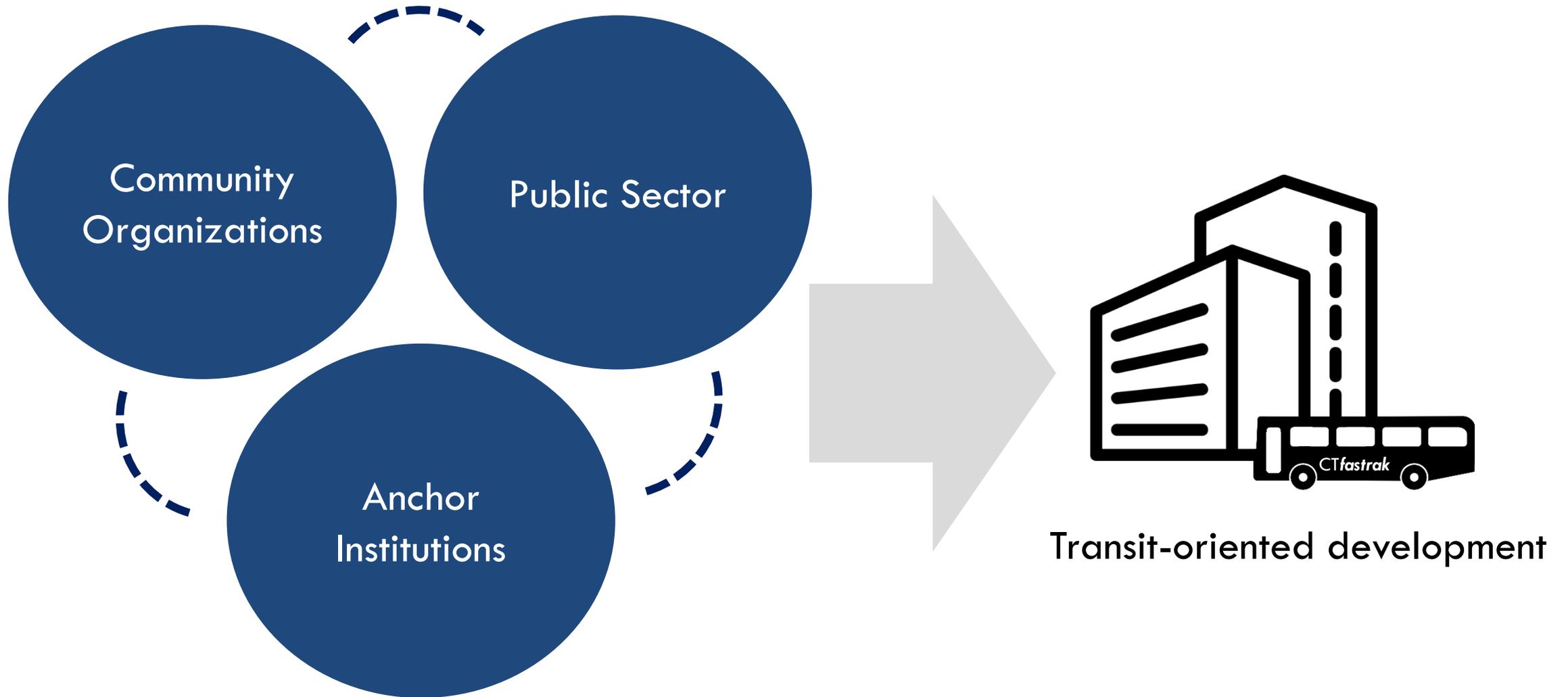
History of Disengagement

Anchors can be disengaged from their surrounding communities. The mismatch between an anchor's mission and community goals, in combination with property tax exemptions for most anchor institutions, can often lead to political tension regarding the long-term vision for an area.

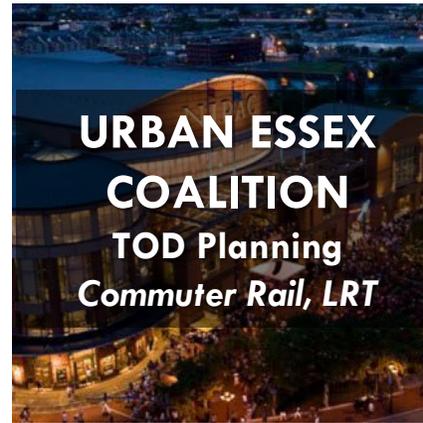
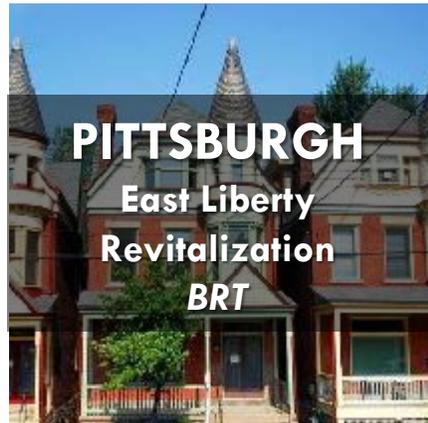
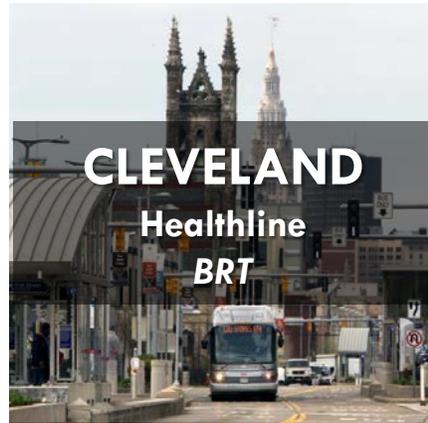
Lack of Shared Vision

As large institutions, anchors are guided by a specific mission and constituency they serve, which may not align with the public policy objectives of local government, representative of a much broader and more inclusive constituency.

By establishing common goals and clear roles, previously disjointed and one-off relationships can become a sustained, mutually beneficial partnership.



HR&A researched anchor institution engagement in six peer regions, selected from a long list of 24 comparable corridors. Based on these case studies and existing research, HR&A identified best practices that can help advance TOD along the *CTfastrak* corridor.



Best Practices: Five key characteristics define best practices for engaging anchors, government, and community organizations in a mutually beneficial relationship that can spur TOD and economic growth in the region.

Vision

Common goals and a shared long-term plan for development.

Partnerships

Formalized partnerships centered around a mutually beneficial vision.

**Development
Entity**

A public, private or nonprofit entity with the ability to guide development and channel multiple funding streams.

**Community
Involvement**

A sustained commitment to include the community's perspective in the visioning, partnership, and implementation phases.

**Public
Investment**

Government investment, including up-front financial commitments, incentives, and the physical relocation of government offices.

Best Practices – Vision: Anchors, community organizations, and local government convene to establish common goals and a shared long-term plan for development.

Vision

Partnerships

Development Entity

Community Involvement

Public Investment



In St. Louis, education and health anchors, as well as civic organizations created a vision for a biotech and innovation district in midtown, called the **Cortex**.

Phased development and district partnerships have aligned with the Cortex vision since its inception in 2002. Today, over 150 organizations reside within the Cortex district, including five incubator spaces.



Pittsburgh's **East Liberty Revitalization** was driven, over the course of decades, by a firmly established vision shared by major stakeholders. This allowed for a plan to emerge to incrementally reposition the area for redevelopment, leading to the "overnight success" that rapidly emerged once these elements began to take shape and a critical mass was reached.

Best Practices – Partnerships: Effective partnership structures are formally or loosely organized to advance the development vision and create accountability.

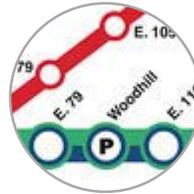
Vision

Partnerships

Development
Entity

Community
Involvement

Public
Investment



In Cleveland, The Cleveland Foundation served as a neutral convener for a formalized group of education, health and arts & cultural anchors, called the **Greater University Circle Initiative (GUCI)**.

The GUCI coalition established an opt-in model for project collaboration in which anchors could participate in development aligned with their institutions' mission and vision for growth. This flexible, structured approach to forming partnerships created accountability without the pressure to participate.



Northern New Jersey's **Urban Essex Coalition for Smart Growth** was an effort that assembled a broad array of civic, non-profit, and private interests including real estate developer RPM and Rutgers University as a part of the development of a regional plan by Together New Jersey.

By working with the most invested partners in a transit corridor, plans for a number of station areas were able to efficiently coalesce, providing a roadmap to implementing TOD in each area.

Best Practices – Development Entity: The partners engage, or sometimes create, a public, private, or nonprofit entity to lead the development process and channel multiple funding streams.

Vision

Partnerships

Development Entity

Community Involvement

Public Investment



In Pittsburgh’s **East Liberty neighborhood**, the City of Pittsburgh’s economic development agency, the Urban Redevelopment Authority, and nonprofit East Liberty Development Inc., a community development corporation, led revitalization efforts.

Both organizations played strong roles as funders of infrastructure development and leaders of public-private developments that brought jobs and affordable housing to the East Liberty neighborhood.



As the Master Developer for the district, **Cortex** in St. Louis has broad power and control to negotiate and fund development opportunities with private and public investors, guided by Cortex’s Master Plan. In this capacity, the organization buys land, plans development, and forms public-private partnerships.

Best Practices – Community Involvement: The partners actively engage local stakeholders to participate in a formal process to contribute meaningful feedback in development planning and implementation.

Vision

Partnerships

Development Entity

Community Involvement

Public Investment



The **Urban Essex Coalition for Smart Growth** led community outreach in three municipalities—Orange, East Orange, and Newark, New Jersey—and five station areas to streamline planning along a commuter rail corridor.

The Coalition included nonprofit organizations with strong ties to local communities and a history of working on neighborhood revitalization efforts.



The **Emerald Express** in Eugene was founded on the basis of very strong community involvement, with early planning led by a Citizens Advisory Committee representing civic and business leaders that provided recommendations to the Metropolitan Planning Organization on transit policies and station-specific plans, leading to a very successful transit line and TOD.

The extension of the line has been met with difficulties from local interests as officials did not employ these methods in later phases.

Best Practices – Public Investment: Government often plays a major up-front role in development by providing financial commitments, subsidies and incentives, or even committing to relocate agency offices.

Vision

Partnerships

Development
Entity

Community
Involvement

Public
Investment



In **New Carrollton**, Maryland, development in the area near a new transit station was encouraged by government funding and County TOD planning initiatives.

The County's strategic relocation of a rent-paying, government agency near a transit hub demonstrated to developers the marketability of the New Carrollton area.

Incentive funds were also important in anchoring the area by relocating businesses and subsidizing private development via municipal loans, tax breaks and site preparation.



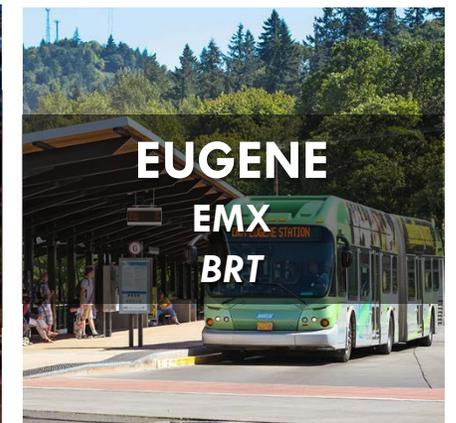
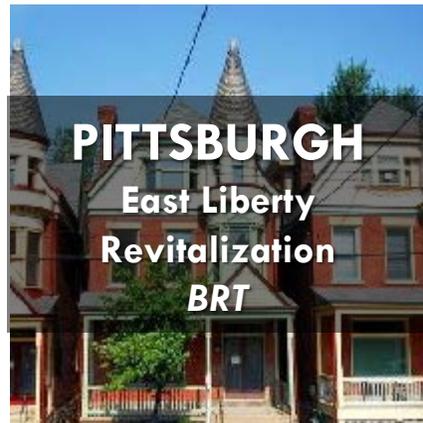
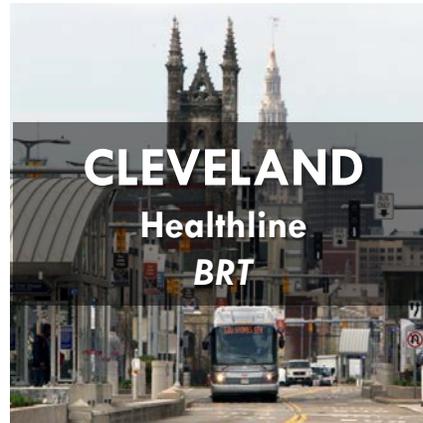
Cortex in St. Louis utilizes a range of public investments to make improvements to the district in order to further enable success. This includes a USDOT TIGER grant to fund construction of a new MetroLink station as well as the establishment of a TIF district, which has provided \$168M in order to subsidize new commercial development.

Case Studies

HR&A selected 6 peer regions from a long list of 24 comparable transit corridors that exemplified Capitol Region Council of Governments' goals to spur TOD through anchor institution and community partnerships.

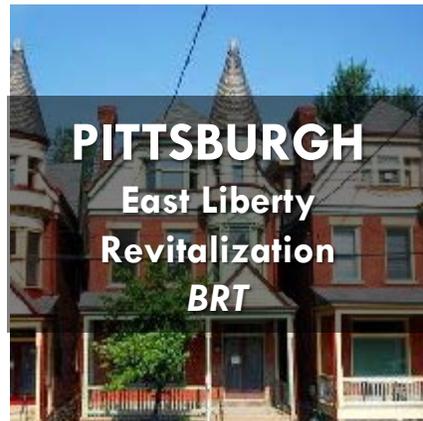
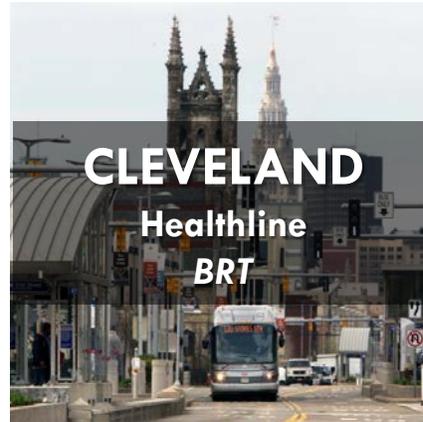
Criteria for selection included:

- Small to mid-size cities, preferably those with an industrial legacy
- Mix of small urban and suburban neighborhoods
- A mix of BRT and other Fixed Guideway transit corridors
- Anchor institutions actively involved in catalyzing TOD, either as singular entities or in formalized coalitions in collaboration with the public sector



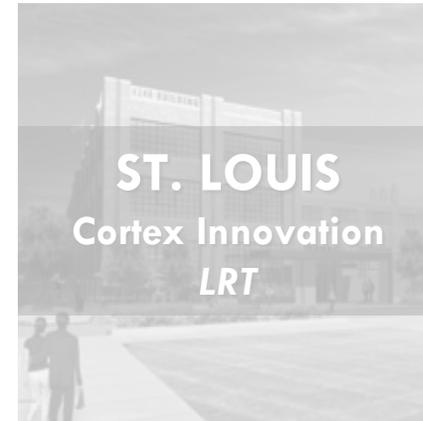
Cases in established cities have very strong anchor institutions that serve as a catalyst for development activities.

In these cases, the anchor institutions are major drivers of development locally, either as a part of a coalition facilitating and directing development at station areas or as a part of an innovation ecosystem that attracts growing businesses.

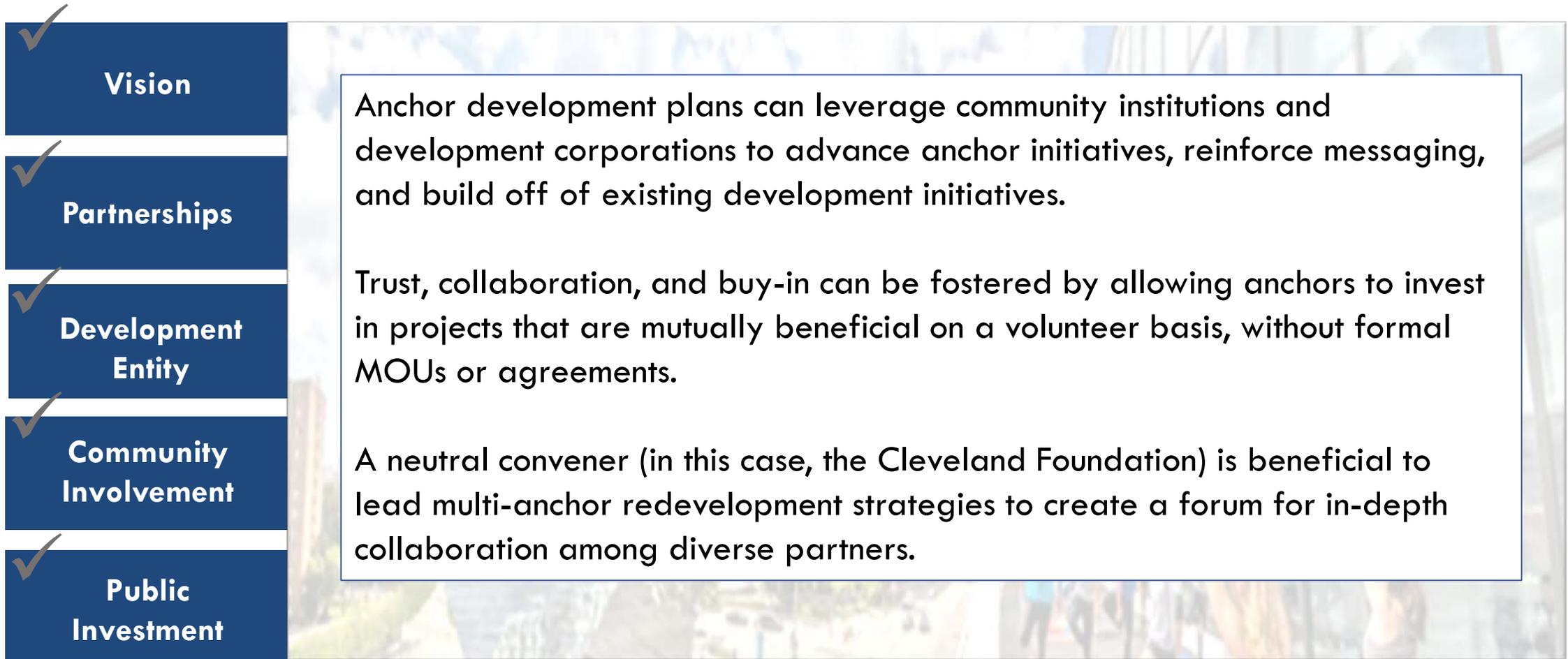


More suburban cases are instructive in illustrating how governments collaborate across jurisdictional boundaries and facilitate major developments to spur economic activity.

In these cases, the anchor institutions are important regional assets, but may play a less defined role in catalyzing development. Government plays a larger role in planning and incentivizing development.



Key Takeaways from the Cleveland Healthline



✓ **Vision**

✓ **Partnerships**

✓ **Development Entity**

✓ **Community Involvement**

✓ **Public Investment**

Anchor development plans can leverage community institutions and development corporations to advance anchor initiatives, reinforce messaging, and build off of existing development initiatives.

Trust, collaboration, and buy-in can be fostered by allowing anchors to invest in projects that are mutually beneficial on a volunteer basis, without formal MOUs or agreements.

A neutral convener (in this case, the Cleveland Foundation) is beneficial to lead multi-anchor redevelopment strategies to create a forum for in-depth collaboration among diverse partners.

Key Takeaways from the East Liberty Revitalization

- ✓ **Vision**
- ✓ **Partnerships**
- ✓ **Development Entity**
- ✓ **Community Involvement**
- ✓ **Public Investment**

East Liberty Development Inc. (ELDI) and the City’s Urban Redevelopment Authority (URA) together were a strong presence that could draw big-name retail that helped draw new residents.

ELDI retained authority over and focus by creating secondary coalitions like the Community Council to target and specialize in community engagement tasks; this allowed ELDI to prioritize strategic planning and development execution.

Risk was shared through public subsidies to make development feasible and through accessing multiple funding sources.

Key Takeaways from the St. Louis Cortex Innovation District

- ✓ **Vision**
- ✓ **Partnerships**
- ✓ **Development Entity**
- Community Involvement**
- ✓ **Public Investment**

Multiple anchors within and surrounding the district created a non-profit entity to guide the master planning process and engage with public and private partners.

Founding partners provided upfront funding to develop space along the transit corridor. Cortex leveraged tax increment financing to incentivize private development.

Cortex created a districtwide identity around existing agri-tech and bioscience sectors in the local economy. Lab and office space support a growing biotech and innovation ecosystem.

Key Takeaways from New Carrollton



✓ Vision	<p>Relocating government offices with hundreds of employees can create critical mass and generate demand for retail spending as a component of a larger plan.</p> <p>The commitment of the Economic Development Initiative Funds and continued approval of redevelopment projects helped sustain the forward momentum of revitalization.</p>
✓ Partnerships	
✓ Development Entity	
Community Involvement	
✓ Public Investment	

Key Takeaways from Urban Essex Coalition for Smart Growth

✓ Vision	<p>The Coalition's plans highlighted existing infrastructure and landmarks within blocks of each station that could serve as focal points for transit access and mixed-use development.</p> <p>The Coalition gained momentum following the release of the corridor-wide plan in 2014. Today, Together North Jersey, the organization that spearheaded the Coalition, is more active and serves to advance these ideas.</p> <p>Community outreach identified common challenges across the transit corridor, but stations maintained unique economic development plans.</p>
✓ Partnerships	
Development Entity	
✓ Community Involvement	
Public Investment	

Key Takeaways from Emerald Express BRT

Vision	<p>The Citizen’s Advisory Committee was active during the first two expansions of the Emerald Express (EmX). Today, the Lane Transit District receives public feedback through annual surveys and public meetings.</p> <p>While the BRT lines track closely with the geographic location of large employers, anchor institutions were not involved in making strategic land use and planning decisions that would benefit the larger community.</p> <p>Without sustained citizen involvement, streamlined TOD plans, or anchor engagement, EmX officials missed an opportunity to advance a publicly-supported development effort.</p>
Partnerships	
Development Entity	
Community Involvement	
Public Investment	

Case Study:
Cleveland Healthline
Cleveland, Ohio

Major institutional anchors formed an initiative to support development along the Healthline Corridor in 2006.

Anchors

**Philanthropic, Educational,
and Medical**

Transit System

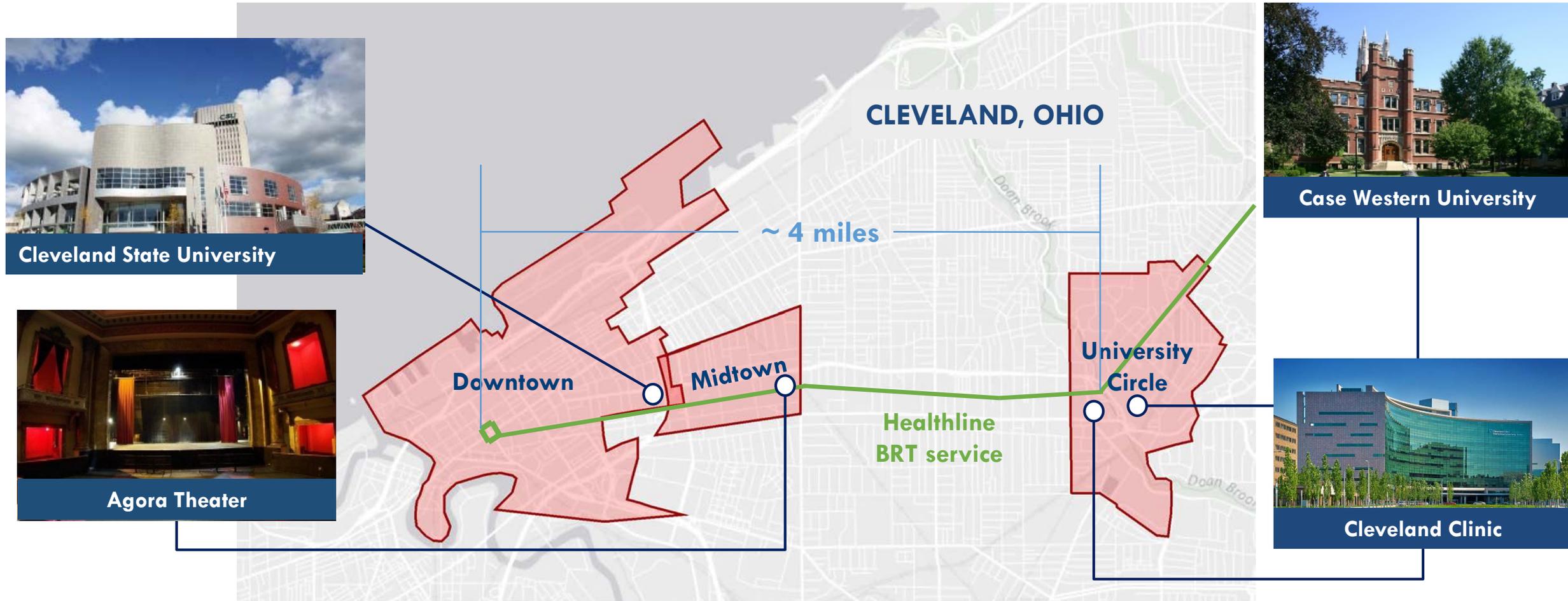
Bus Rapid Transit

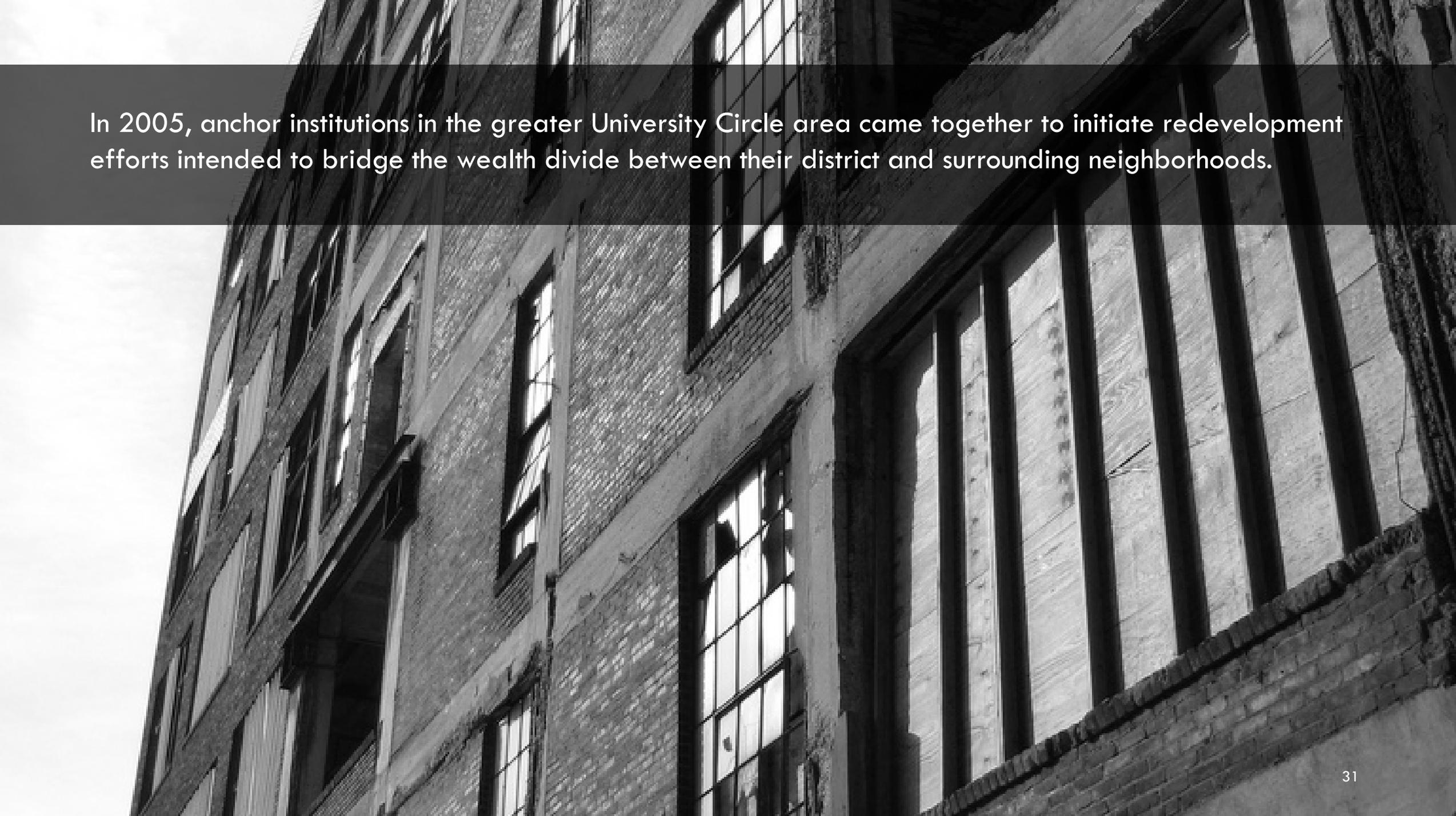
Neighborhood

Urban



The BRT system, the “Healthline,” runs along a 6.8 mile segment of Euclid Avenue, connecting the Downtown, Midtown and University circle neighborhoods. Most of the development has taken place around and between these neighborhoods.





In 2005, anchor institutions in the greater University Circle area came together to initiate redevelopment efforts intended to bridge the wealth divide between their district and surrounding neighborhoods.

The University Circle anchors formed the Greater University Circle Initiative (GUCI) to catalyze redevelopment in the University Circle to East Midtown areas of the corridor.

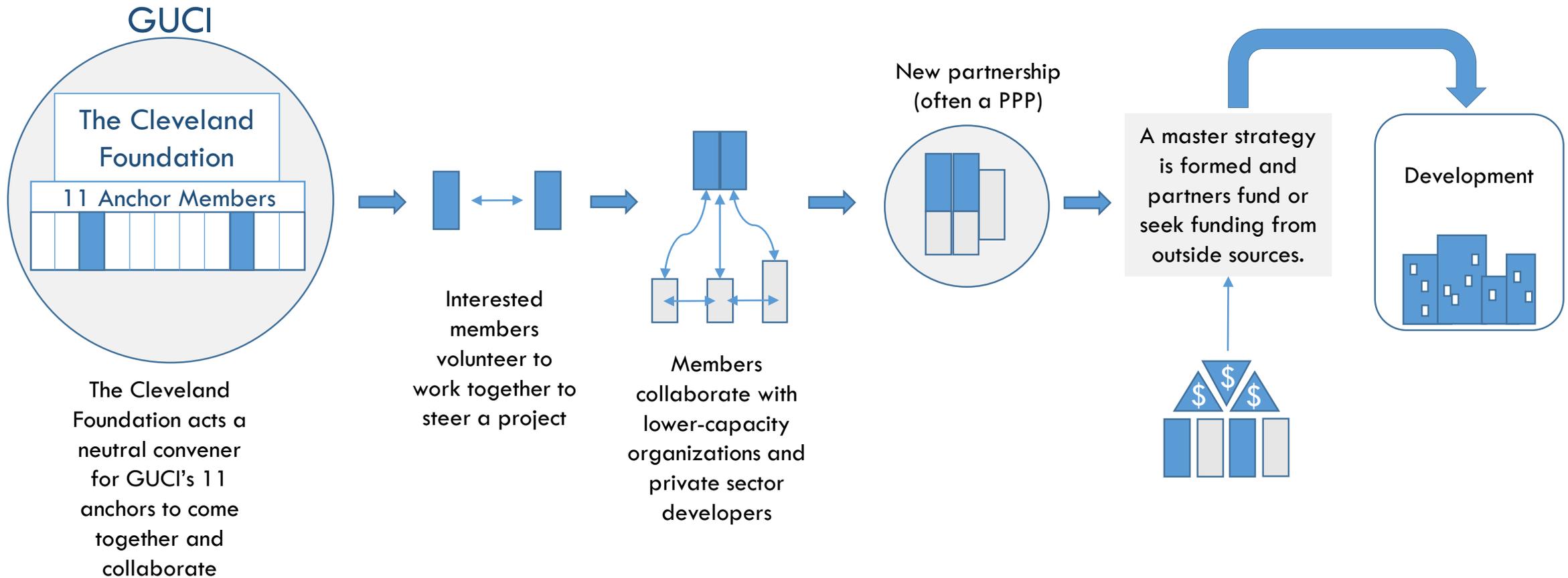
The GUCI is comprised of 11 lead anchor members and serves as a platform for cross-institutional collaboration. The Initiative was convened by The Greater Cleveland Fund, which also serves as a funder and the neutral fiscal agent.

As an initiative, the GUCI Leadership Group:

- **Aligns GUCI development goals** with surrounding University Circle Community Development Corporation plans
- Acquires property and **structures land leases** through public-private partnerships
- **Coordinates with the City** to obtain supplementary funds and prioritize projects



Collaboration across GUCI is based on a flexible “opt-in” model allowing members to choose how they focus their interests within the partnership.

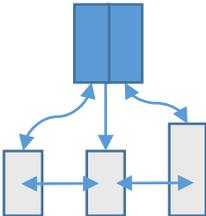


GUCI led redevelopment projects to transform areas along the Euclid Avenue between the University Circle, Midtown and around the Downtown area through three key actions.

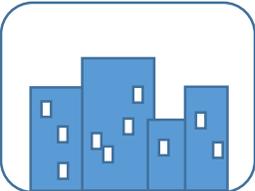
Leveraging
Public
Investment



Coordinating
Development
Efforts

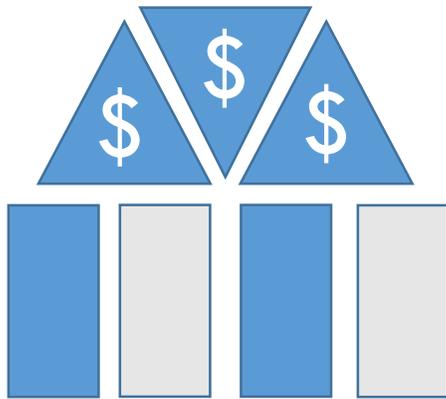


Encouraging
Transit
Development



Leveraging Public Investment

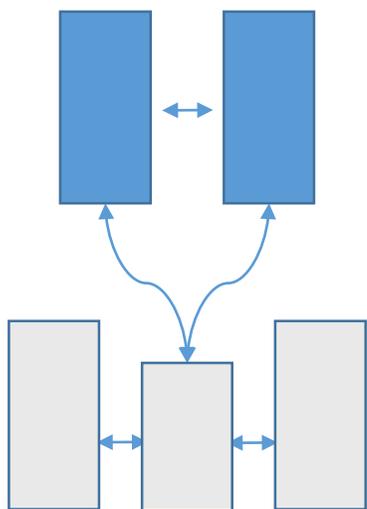
GUCI members fund their respective projects, and often gain subsidy from The Cleveland Foundation, the State, and the City of Cleveland.



- Mayor Frank G. Jackson's involvement in GUCI and recognition of its role in Cleveland's development strategy has led to over \$77M from City loans and grants since 2008:
 - Uptown Phase 1 & 2: \$5M
 - Evergreen Cooperative Laundry: \$1.5M
 - Green City Growers Cooperative: \$10M
 - Midtown Tech Park: \$11M
- City has attracted \$38M in federal dollars for redevelopment projects

Coordinating Development Efforts

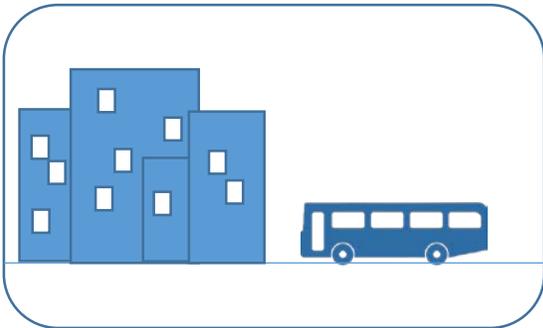
Ongoing collaboration with Community Development Corporations (CDC's), nonprofits and private developers has fostered a clear vision for neighborhoods along Euclid Avenue, leading to significant institutional and private investment.



- With ongoing guidance and collaboration with the Economic Inclusion Management Committee, established Greater Circle Living – a mixed-income, employer-assisted housing program.
- In 2010, GUCI anchors founded a public non-profit with BioEnterprise named the **Cleveland Health Tech Corridor** to spearhead biotech development in the corridor between Midtown and University Circle.
- A mapping effort integrated project plans from the CDC's and GUCI which helped to identify priority areas and consolidate efforts. The plan was adopted by the Cleveland Planning Commission.

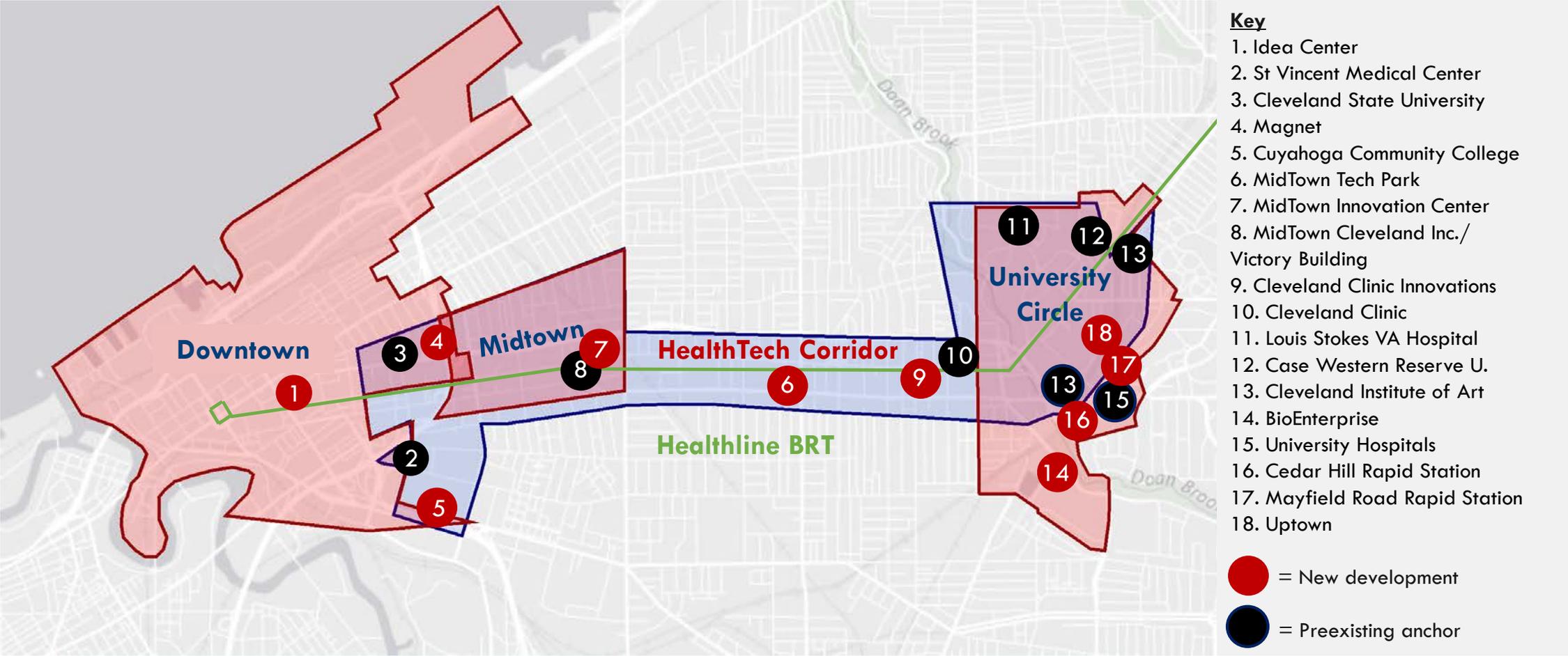
Encouraging Transit Development

Several GUCI members have become involved in the BRT line and its development through branding and driving real estate development around planned stations.



- Cleveland Clinic and University Hospitals brand the line by purchasing the naming rights for \$6.5M and calling it the “Healthline.”
- Case Western spearheads and funds “Uptown” in 2012, a \$44M, mixed-use development:
 - As part of GUCI’s TOD agenda, received 25 levels of public and private funding
 - Partnered with nonprofit University Circle Inc.
- The Cleveland Foundation raised \$1M in private, philanthropic and institutional funds for transportation projects identified in GUCI’s planning agenda.

The Cleveland Healthline BRT allowed the GUCI to extend and target redevelopment in the Midtown Corridor which was geographically separate from University Circle.



The 1,600 acre HealthTech Corridor development has led to significant private investment, helping to retain and grow jobs in Cleveland.

\$4B

Of investment since 2008

1,800

New jobs created

500,000

SF of transit-accessible office and incubator spaces adjacent to University Circle

13.5M

SF of new development since Healthline opening

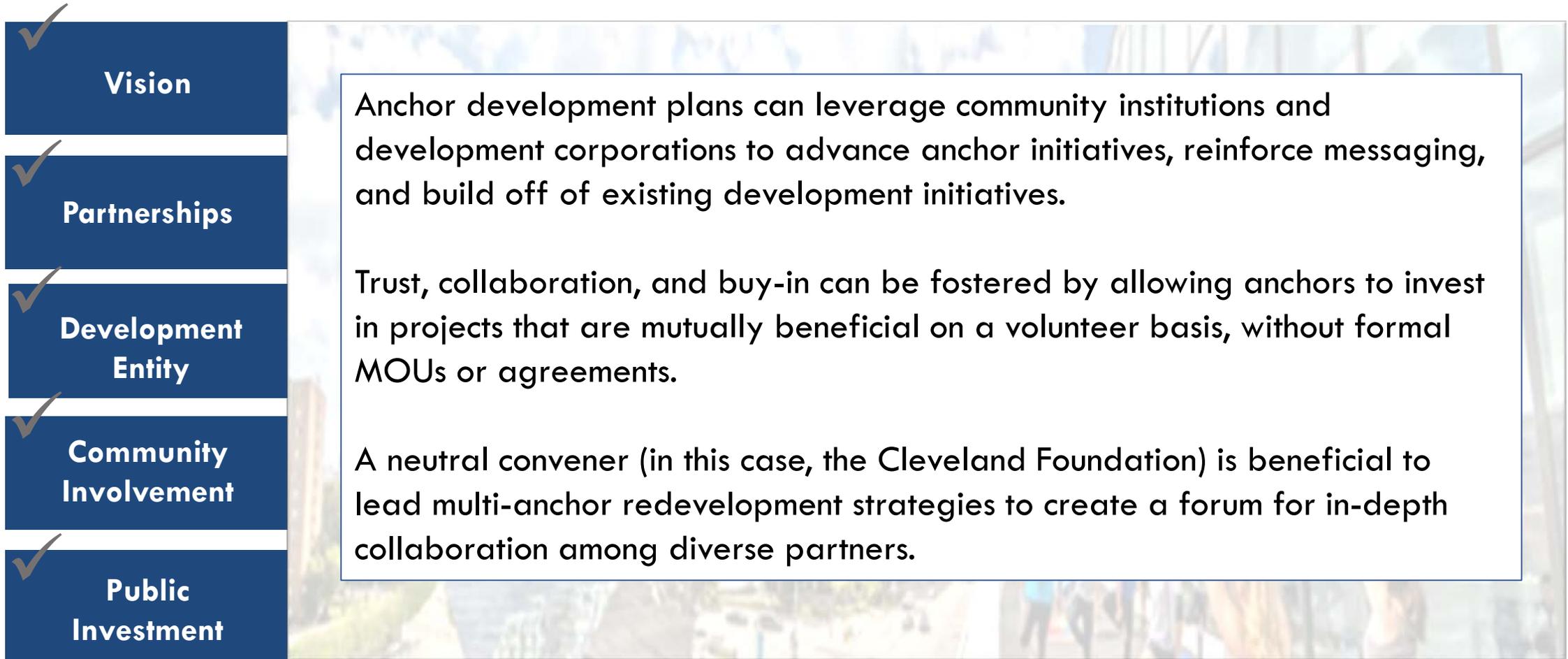
\$5.8B

Leveraged in total new Investment along Euclid Avenue



Phase 1 of the Uptown development on Euclid Ave

Key Takeaways from the Cleveland Healthline



✓ Vision	Anchor development plans can leverage community institutions and development corporations to advance anchor initiatives, reinforce messaging, and build off of existing development initiatives.
✓ Partnerships	Trust, collaboration, and buy-in can be fostered by allowing anchors to invest in projects that are mutually beneficial on a volunteer basis, without formal MOUs or agreements.
✓ Development Entity	A neutral convener (in this case, the Cleveland Foundation) is beneficial to lead multi-anchor redevelopment strategies to create a forum for in-depth collaboration among diverse partners.
✓ Community Involvement	
✓ Public Investment	

Case Study:
East Liberty Revitalization
Pittsburgh, PA

East Liberty's revitalization is considered a 20-year "overnight success" driven by the East Liberty Development, Inc. (ELDI) and the City's redevelopment authority.

Anchors

Commercial, Educational

Transit System

Bus Rapid Transit

Neighborhood

Urban



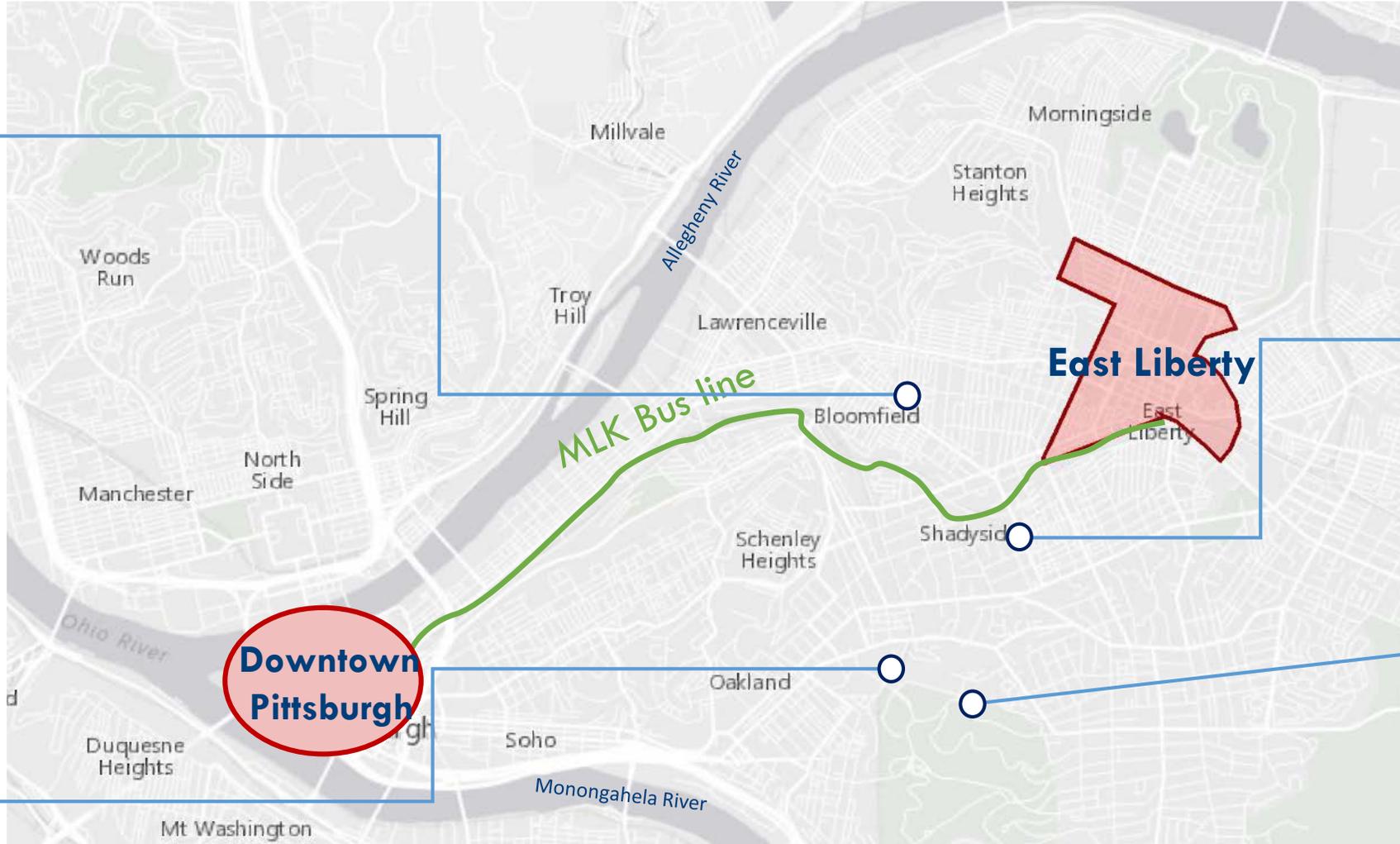
East Liberty is connected to downtown Pittsburgh by the MLK Bus line. From the 1960s to 1990s, the area struggled with high vacancies and disinvestment, despite its proximity to major universities.



West Penn Hospital



University of Pittsburgh



UPMC Shadyside

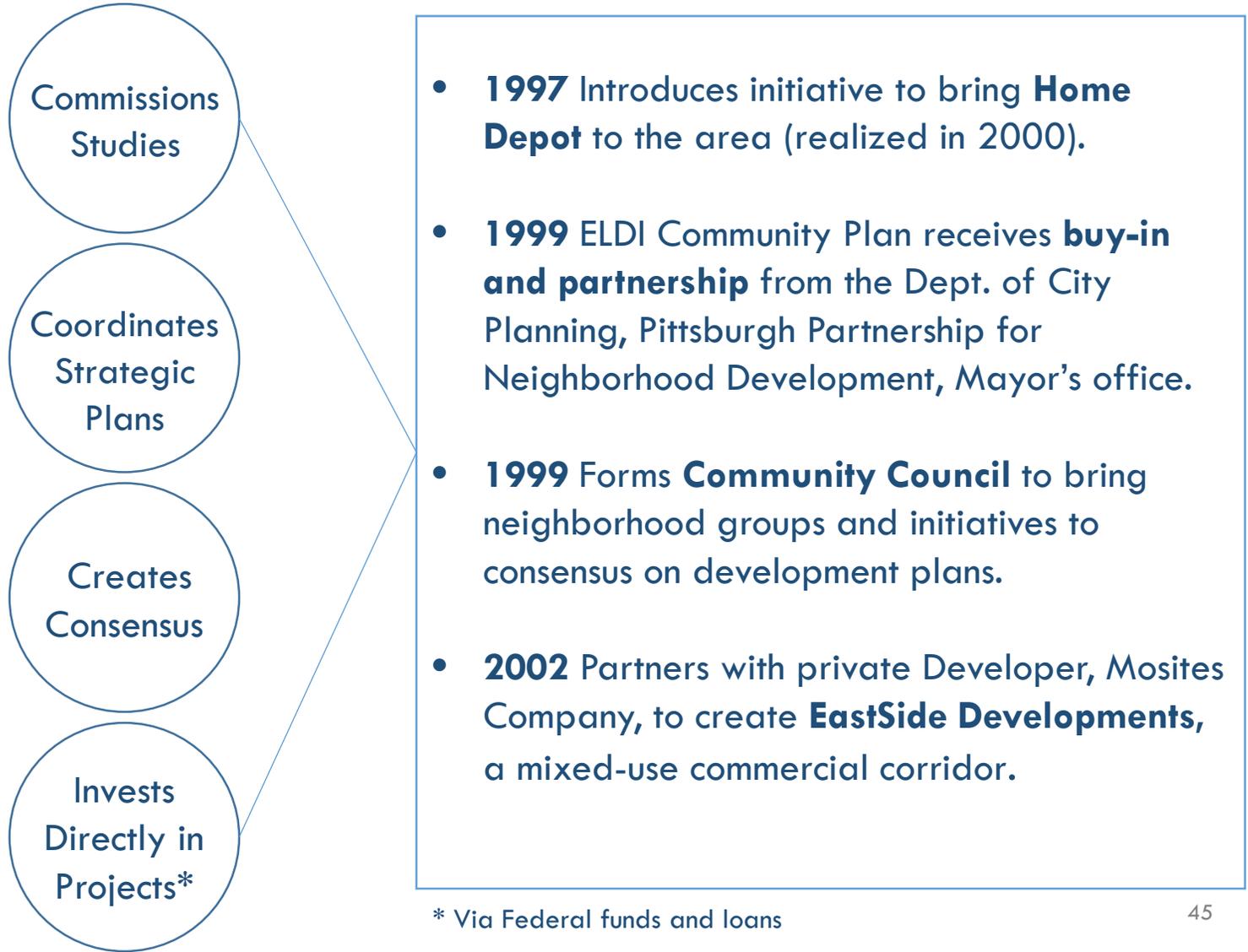


Carnegie Mellon

The nonprofit ELDI and the City's Urban Redevelopment Authority (URA) worked together to strategically plan, attract, and retain commercial anchors.



Community leaders founded ELDI in 1979 and developed a framework for neighborhood revitalization that spawned successive initiatives and partnerships.



* Via Federal funds and loans

Within East Liberty, the URA has provided leadership and funding. URA has served as a key actor in public-private partnerships.



Rehabs
Houses

Finances
Small
Businesses

Lends to
Developers

Facilitates
Partnerships

- **2006** Helps attract **Google** to Bakery Square and funds Technology Zone Program to facilitate businesses investment through tax credits and revolving loan funds
- **2002- Present** Collaborates with ELDI to rehab 337 rental units and strategically plan for construction
- **2002- 2006** helped fund economic development deals
 - \$130M - Bakery Square
 - \$13M - Eastside II
- **2011** Selects redevelopment teams to expand East Liberty revitalization to neighboring communities

New retailers helped anchor and catalyze office, residential and hotel development, as well as infrastructure improvements in the area surrounding the East Liberty station.

**New
Development**



EastSide II: 2007
Mosites partners with
URA and ELDI
86,000 SF Retail



Bakery Sq.: 2010
Received TIF, URA and
DEP funding
380,000 SF Retail
Ace Hotel: 2015



New Pennley Place:
2010- 2011
11,000 SF Retail
54 mixed-income units



EL Transit Center:
2015
86,000 SF retail
Mosites EastSide IV:
360 units

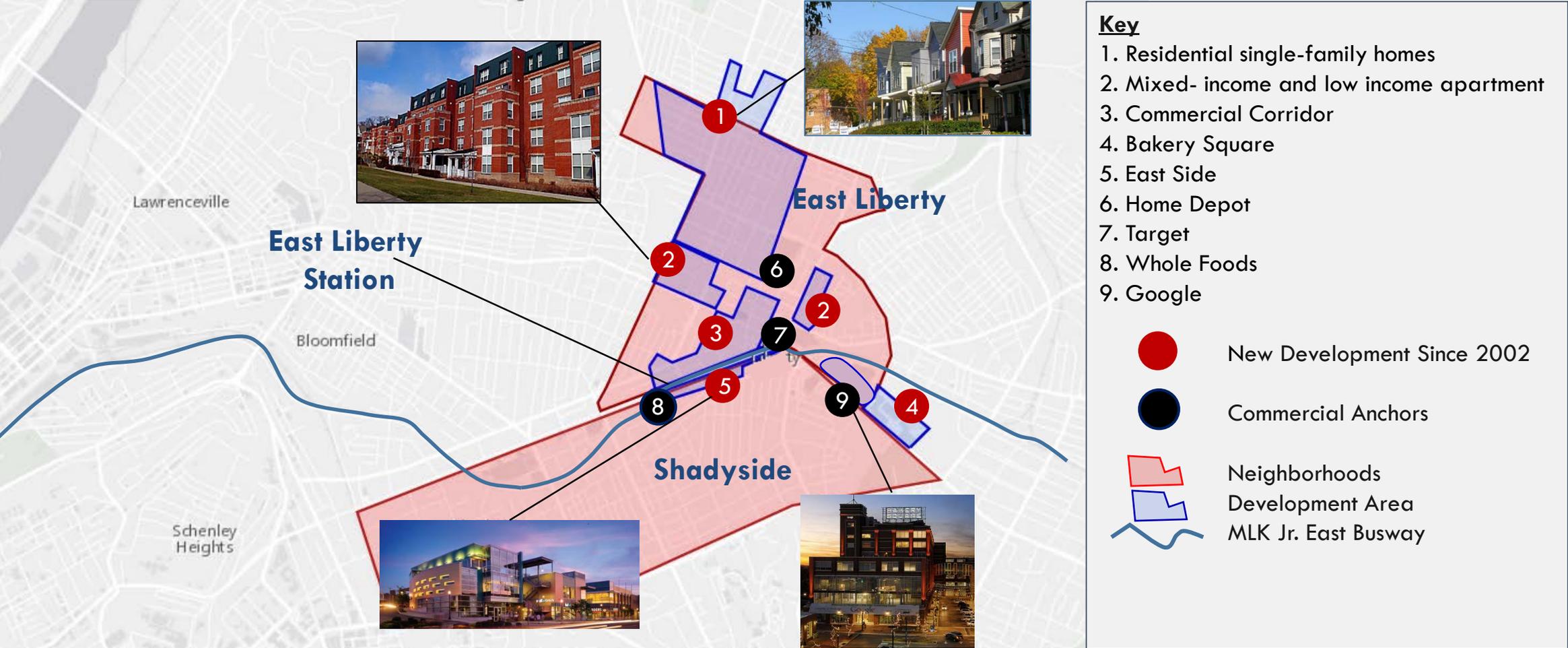


EastSide III:
2015-2016
Mosites partners with
URA
43,000 SF Retail
360 units

**Commercial
Anchors**



Development has been largely anchored and focused around the East Liberty Transit Center and adjacent stores, while community-led efforts continue in the north.



Redevelopment has been so successful in East Liberty that City officials have replicated the same commercial anchor model to the neighboring Larimer neighborhood.

\$65 M

In private sector reinvestment since 1982

200

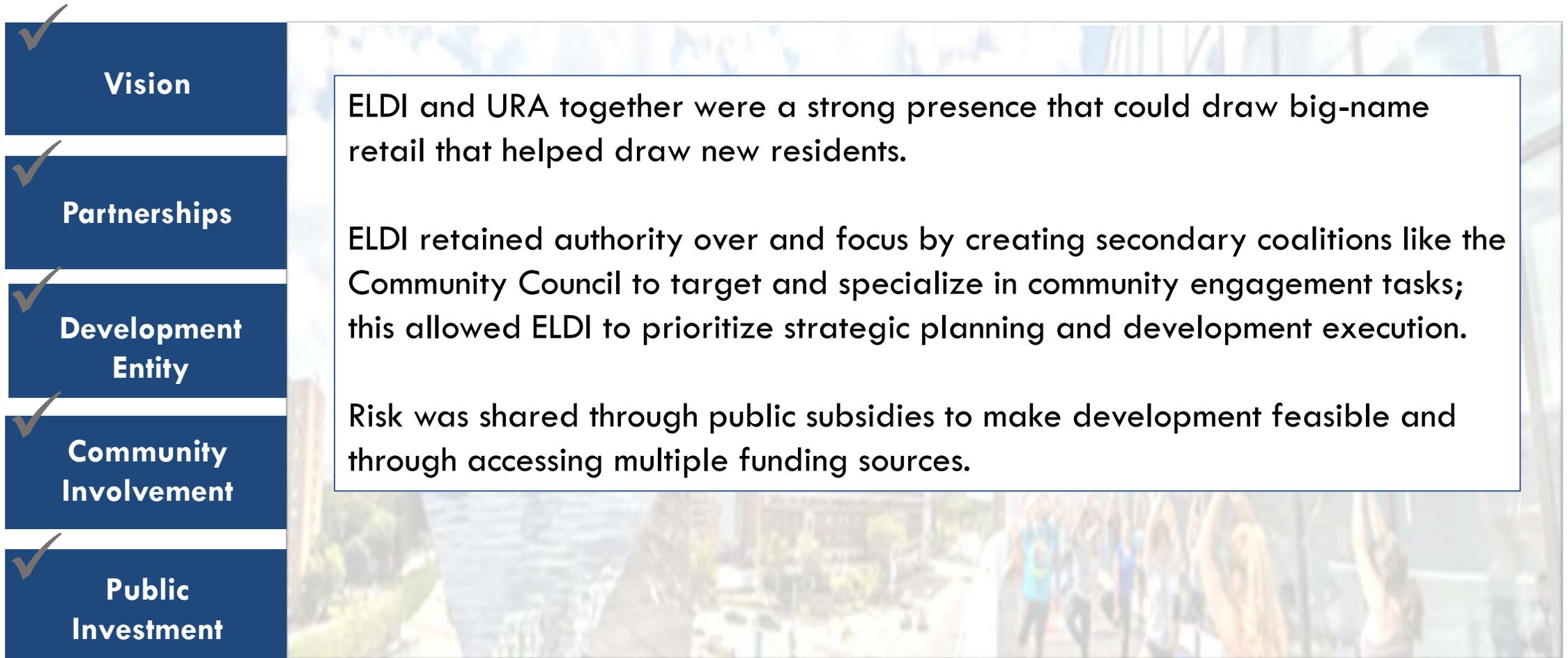
Housing units acquired by ELDI from 2008-2012

Development adjacent to the MLK Bus station has also helped connect East Liberty to the wealthier neighborhoods to the south, creating a new mixed-income demographic and access to institutional anchors -- Carnegie Mellon and the University of Pittsburgh.



East Liberty Transit Station and EastSide Developments

Key Takeaways from the East Liberty Revitalization



- ✓ **Vision**
- ✓ **Partnerships**
- ✓ **Development Entity**
- ✓ **Community Involvement**
- ✓ **Public Investment**

ELDI and URA together were a strong presence that could draw big-name retail that helped draw new residents.

ELDI retained authority over and focus by creating secondary coalitions like the Community Council to target and specialize in community engagement tasks; this allowed ELDI to prioritize strategic planning and development execution.

Risk was shared through public subsidies to make development feasible and through accessing multiple funding sources.

Case Study:
Cortex Innovation Community
St. Louis, MO

Anchor institutions formed the Cortex Innovation District at a 200-acre site in midtown St. Louis.

Anchors

Educational, Health, Civic

Transit System

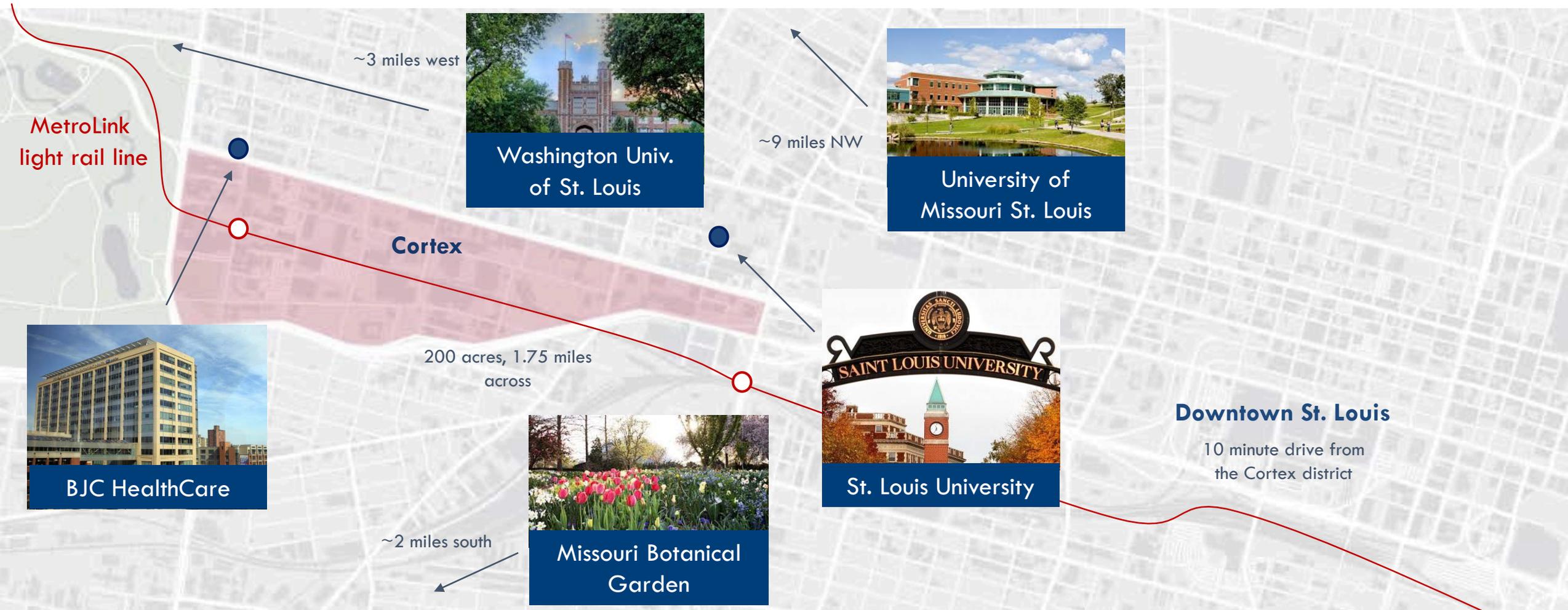
Light Rail, Bus

Neighborhood

Urban



Located west of Downtown St. Louis, the Cortex district is surrounded by its founding education, civic, and healthcare anchors. Light rail, buses, and highways service the area.



Cortex formed around a half-mile of a pre-existing light rail line, the MetroLink, that runs from St. Louis International Airport to Downtown St. Louis, and Shiloh Scott Airforce Base, IL.



Before Cortex, the neighborhood was largely a vacant manufacturing corridor bordered by residential neighborhoods, hospitals, and universities.



What is now the Cortex district historically had **lower median incomes and higher vacancy rates** compared to the City of St. Louis.



The **majority of residents work in the health and education sectors** due to the proximity of anchor institutions, such as BJC HealthCare and the St. Louis Children's Hospital.

In 2002, an existing group of anchor institutions formed a non-profit organization to guide their vision for a biotech and innovation hub that would revitalize midtown St. Louis.

- BioSTL
- Washington University- St. Louis
- University of Missouri St. Louis
- BJC HealthCare
- St. Louis University
- Missouri Botanical Gardens

To begin the district's transformation, founding members of Cortex invested \$29M in real estate to develop office and research space.



Cortex acts on behalf of its members to buy land, plan development, and form public-private partnerships.



Subsidiaries

St. Louis Land Company

Cortex West Management

Cortex West Redevelopment Corp.

Affiliate

Center for Emerging Technologies

- **Cortex is governed by 17 board members**, including representatives of its founding anchors, and **employs four staff members**: the President, COO, CFO, and Assistant Secretary.
- Cortex spends its funds on property acquisition, salaries, marketing, and grants to entities operating in the district. Funding comes from **government grants and rents**.

The City of St. Louis granted Cortex master development rights in 2006 to guide planning efforts, including zoning recommendations, in the district.



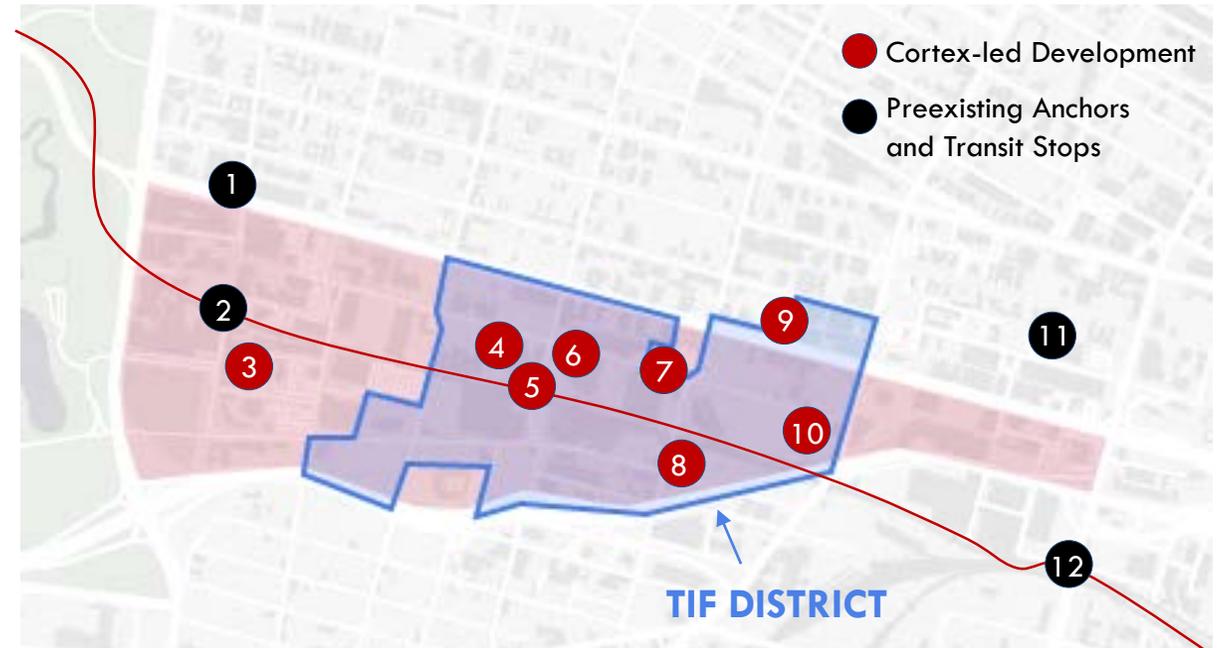
Cortex’s Master Plan outlines **mixed-use zoning** for residential, commercial, and office space; outdoor **green space**; and the addition of a central **MetroLink station**.

Cortex negotiates development opportunities with private and public investors. Any **development within the District requires Cortex approval**.

Cortex has used public and private financing to advance its mission to revitalize the district and create a biotech and innovation hub.

In 2012, the City of St. Louis approved tax increment financing in the district, providing up to \$168M in public funds.

TIF financing has **subsidized new office space** being built by Wexford Science and Technology and **medical developments** spearheaded by BJC Healthcare and Shriners Hospital.



- | | |
|-----------------------------------|--------------------------------|
| 1. BJC HealthCare | 7. West End Lofts |
| 2. Central West MetroLink Station | 8. Cofactor Genomics |
| 3. WUSTL School of Medicine | 9. Cambridge Innovation Center |
| 4. Solae Headquarters | 10. IKEA |
| 5. MetroLink Station (2017) | 11. St. Louis University |
| 6. 4240 Incubator | 12. Grand MetroLink Station |

Home to Boeing Ventures & Square, Inc.

Cortex's mission is to grow the area through mixed-use development, while maintaining its unique identity as a tech and innovation hub.

3,600

Permanent jobs created

150+

Businesses and institutions

340

Housing units open or under construction

- Residential, retail, and hotel spaces are under development. A USDOT TIGER grant is funding construction of a central MetroLink station.
- Five innovation centers reside in Cortex today: The Center for Emerging Technologies, TechShop, The Venture Café, Cambridge Innovation Center, and BioGenerator.



The Cortex Commons

Key Takeaways from the St. Louis Cortex Innovation District

- ✓ **Vision**
- ✓ **Partnerships**
- ✓ **Development Entity**
- Community Involvement**
- ✓ **Public Investment**

Multiple anchors within and surrounding the district created a non-profit entity to guide the master planning process and engage with public and private partners.

Founding partners provided upfront funding to develop space along the transit corridor. Cortex leveraged tax increment financing to incentivize private development.

Cortex created a districtwide identity around existing agri-tech and bioscience sectors in the local economy. Lab and office space support a growing biotech and innovation ecosystem.

Case Study:
Maryland TOD Initiative
New Carrollton, MD

Strong government leadership, public funding and locating of federal agency anchors led to development around the New Carrollton station.

Anchors

Government

Transit System

**Metrorail, Commuter Rail,
Bus, Planned LRT**

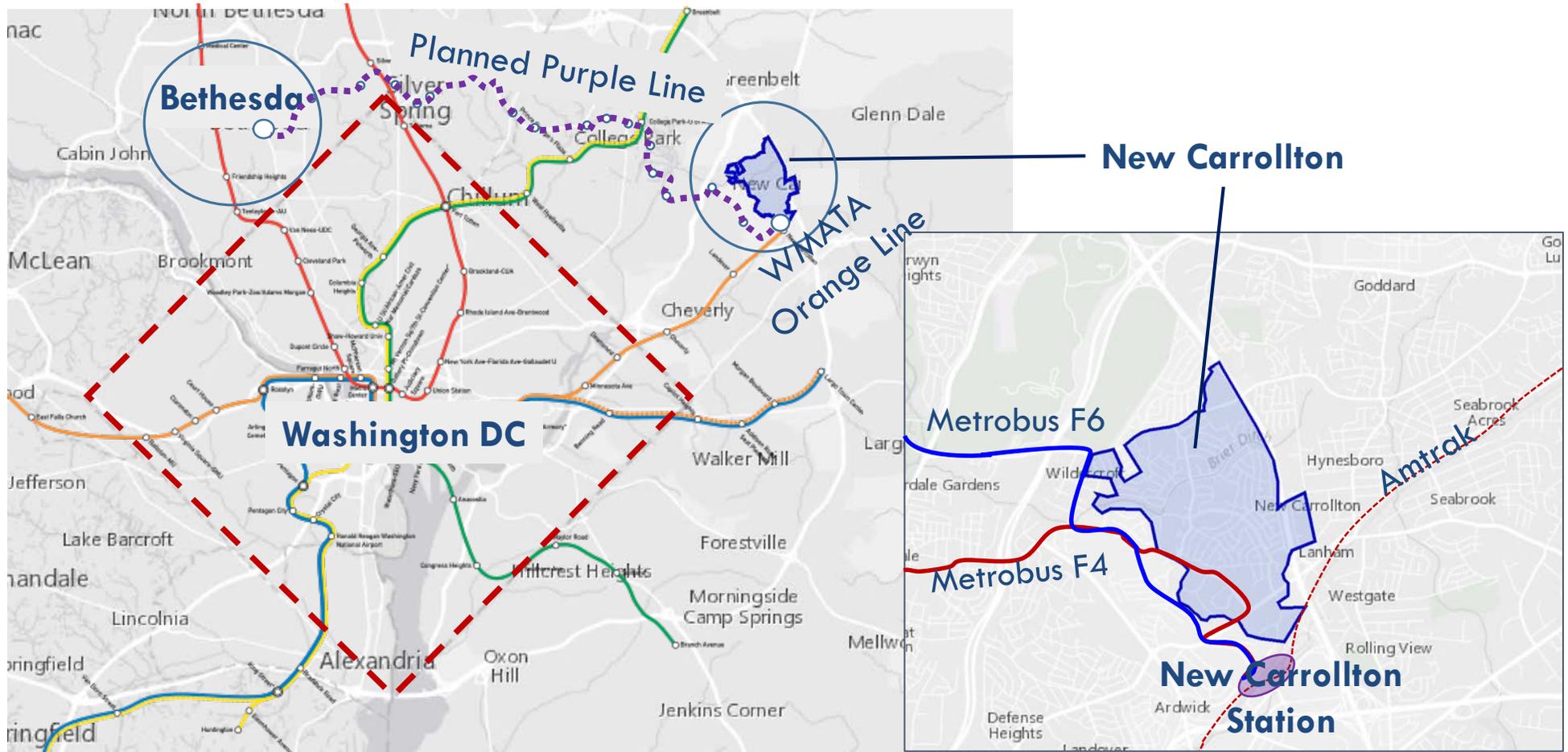
Neighborhood

Suburban



New Carrollton Metro Station

New Carrollton is a joint Washington Metro, MARC, and Amtrak station in Prince George's County, MD, at the eastern end of the Orange Line and the planned Purple Line extending to Bethesda.



Though the New Carrollton Metro Station is the busiest station in Prince George's County, the surrounding area was dominated by surface parking lots with few other uses.



TOD at the station area was led by a state agency relocation and joint site development, intensifying activity and positioning the area for additional private investment.

2010

Governor O'Malley introduces TOD Designation Initiative

Prince Georges County Planning Department approves the New Carrollton Transit Development Plan and an amendment in support of the future station expansion and "high-intensity" commercial, office, retail and residential uses in the area

2012

MDOT and WMATA approve a joint venture between two developers, Forest City WA and Urban Atlantic, to move forward with large scale mixed-use development on 41 acres of WMATA and MDOT land surrounding Metro to develop transit hub, residential, office, retail and hotel

2013

MD Board of Public Works approves deal to relocate Department of Housing and Community Development (DHCD) adjacent to New Carrollton Metro

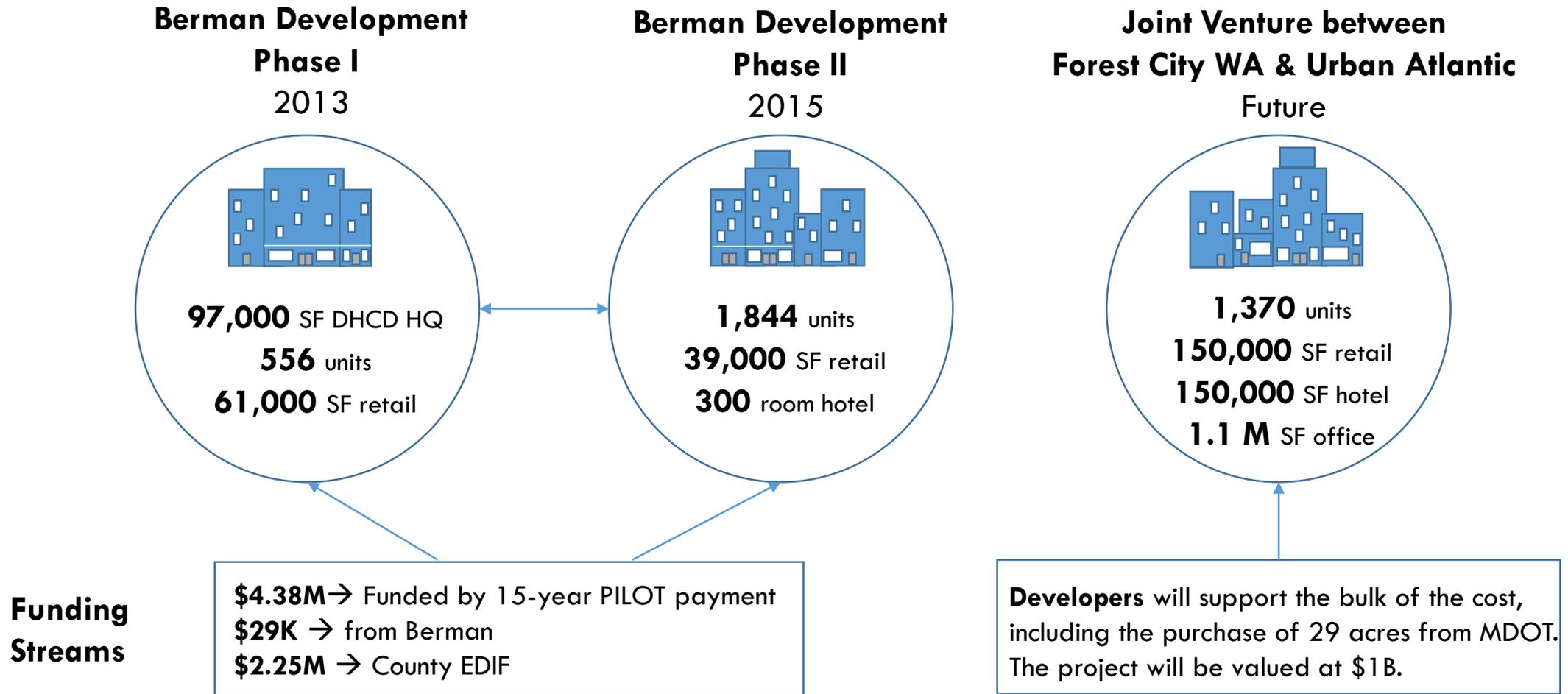
Prince Georges County allocates \$2.5 in Economic Development Initiative Funds (EDIF) to facilitate the development in the form of loans to and investments in local businesses

City of New Carrollton annexes 3.88 acres of commerce space along Route 450 to consolidate land for larger scale development

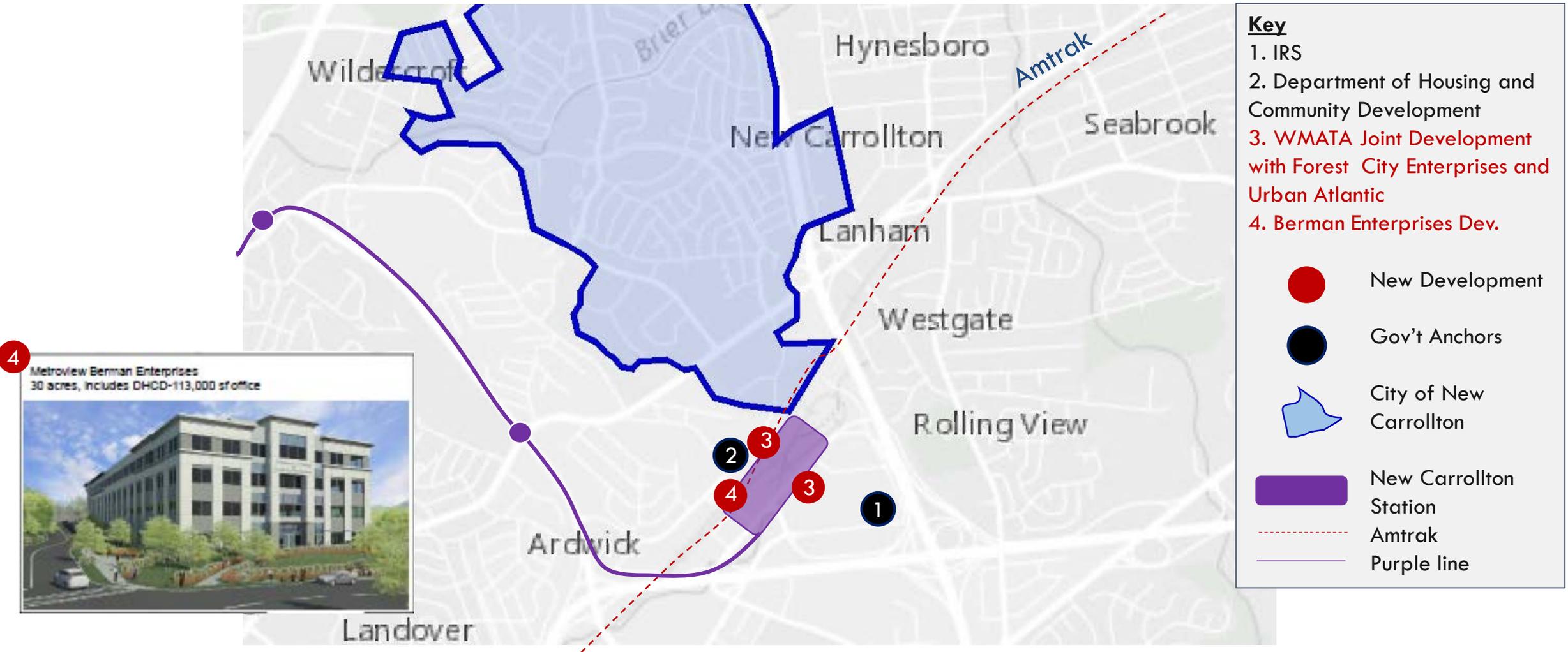
2014

County launches "Jump Starting TOD," a New Carrollton Area Revitalization District (NARD) Incentive Fund founded to provide up to \$15,000 for business improvements and relocation assistance to the area

After DHCD agreed to the relocation, private developers grew more attracted to the area and leveraged funding from the EDIF to support large scale developments.



Other key government institutions that helped anchor New Carrollton development include the IRS, and the Maryland Computer Science Corporation. The FBI may also relocate.



Overall, the planned New Carrollton station TOD will include 2.7M SF of mixed use development.

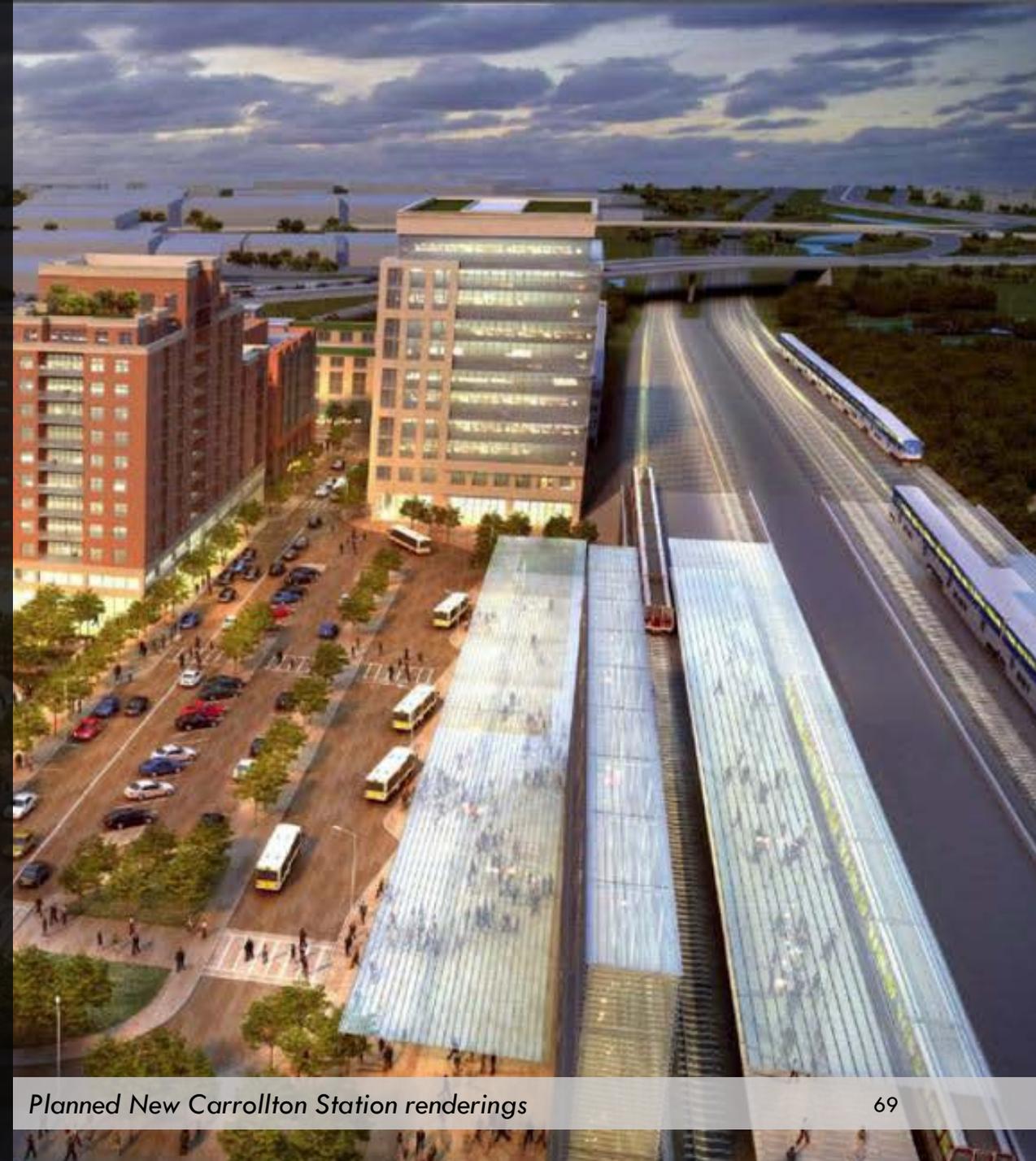
9,500

Jobs will be created

\$670 M

Capital investment in
Prince George's County

- The development will replace 41 acres of surface parking, anticipated to open in 2017.
- More development is expected: the County has 28 other deals approved to be funded by EDIF.



Key Takeaways from New Carrollton

✓ Vision

✓ Partnerships

✓ Development Entity

Community Involvement

✓ Public Investment

Relocating government offices with hundreds of employees can create critical mass and generate demand for retail spending as a component of a larger plan.

The establishment of the EDIF and continued approval of redevelopment projects helped sustain the forward momentum of revitalization.

Case Study:
Urban Essex Coalition for Smart Growth
New Jersey

New Jersey cities and non-profit partners formed the **Urban Essex Coalition for Smart Growth** to streamline TOD planning efforts.

Founding Anchors

Educational, Health, Arts

Transit System

Commuter Rail

Neighborhood

Suburban and Urban

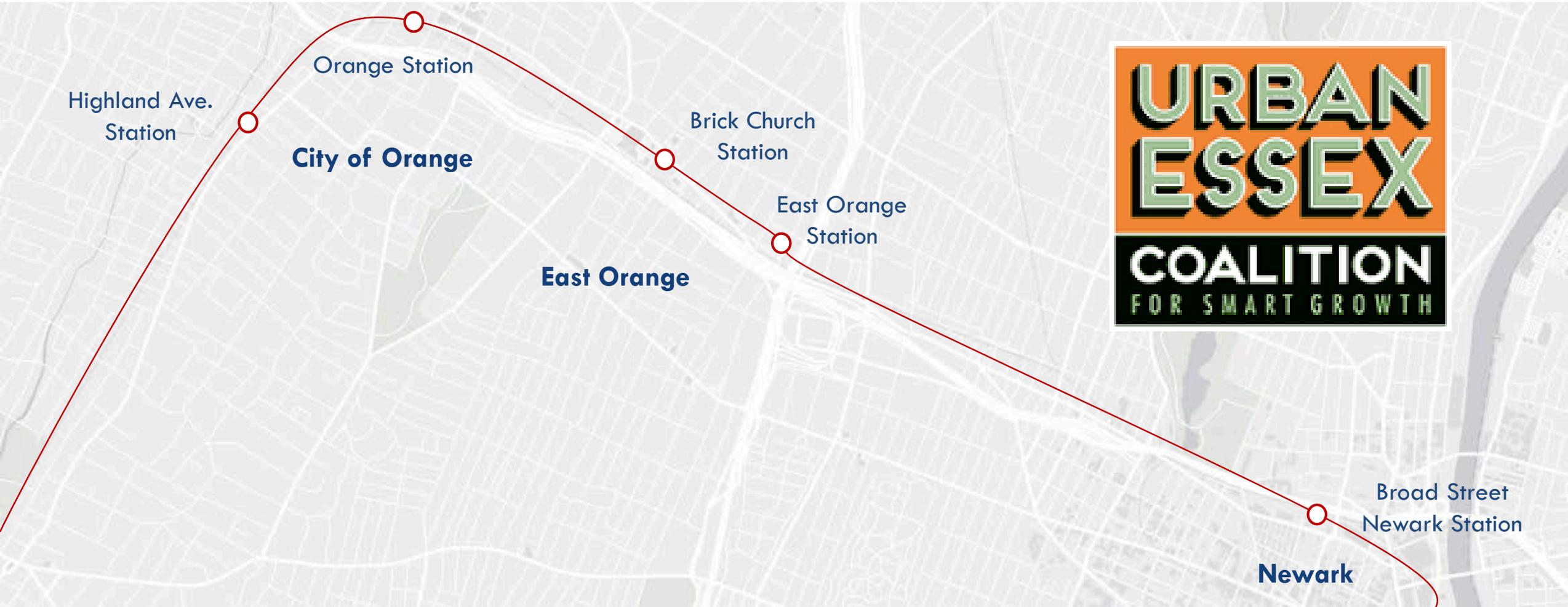


Broad Street Newark Station

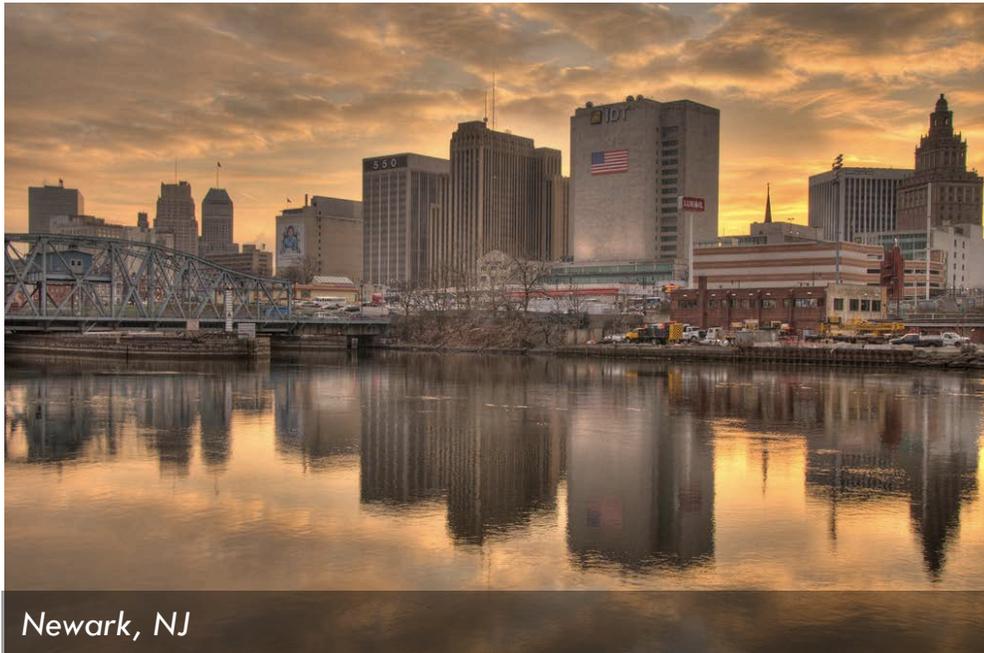
The Coalition focused planning efforts in **three cities** and **five commuter rail stations**, which begins in Orange, ends in Newark, and runs alongside major employment centers.



The current configuration of the commuter rail line was established in the late 1990s. In 2013, the Urban Essex Coalition for Smart Growth was created.



The Urban Essex transit corridor is located in high poverty areas undergoing recent economic growth and new development.



The corridor is home to a lower-income population relative to the region. **21% of residents live in poverty** and 35% do not own cars.

A **30-45 minute commute to New York City**, the Urban Essex Corridor has witnessed ridership increase on its commuter rail service that reflects new residential development in the area.

Together North Jersey, a HUD-funded sustainable communities partnership, formed the Urban Essex Coalition for Smart Growth as one of its pilot initiatives.



Founding Members
City of East Orange
City of Newark
City of Orange
HANDS, Inc.
La Casa de Don Pedro

The primary goal of the Coalition was to create a **cohesive land use vision for the transit corridor**, drawing from past, disjointed planning efforts and new community outreach.

The Coalition grew to include **33 civic, non-profit, and private members**, including real estate developer RPM and Rutgers University.

Together North Jersey is a consortium of NJ Transit, Rutgers University, and the NJTPA (North Jersey's MPO)

The Coalition convened its members and Urban Essex residents to develop a plan that was informed by the unique needs and assets of the corridor.

On behalf of the Coalition, the Greater Newark Local Initiatives Support Corporation **hosted community engagement sessions**, identifying pedestrian safety and a lack of jobs as main concerns.

Coalition members included La Casa de Don Pedro and HANDS, Inc., **non-profits focused on neighborhood revitalization with strong ties to the Newark and Orange communities.**

URBAN ESSEX
Coalition for
SMART GROWTH

a forum on **CREATING GREAT PLACES**
in **ESSEX COUNTY'S URBAN TRANSIT CORRIDOR**

Learn about the Coalition's efforts to create model mixed-use communities at five commuter rail stations in **Newark, East Orange and Orange**

Speakers
Mayor Ras Baraka NEWARK
Mayor Lester Taylor EAST ORANGE
Mayor Dwayne Warren ORANGE
Harriet Tregoning HUD'S DIRECTOR OF SUSTAINABLE COMMUNITIES
Jim Kennedy FORMER MAYOR OF RAHWAY
Pat Morrissy HANDS

Light refreshments will be served
Space is limited. To register, please send an email to Info@urbanessexcoalition.org

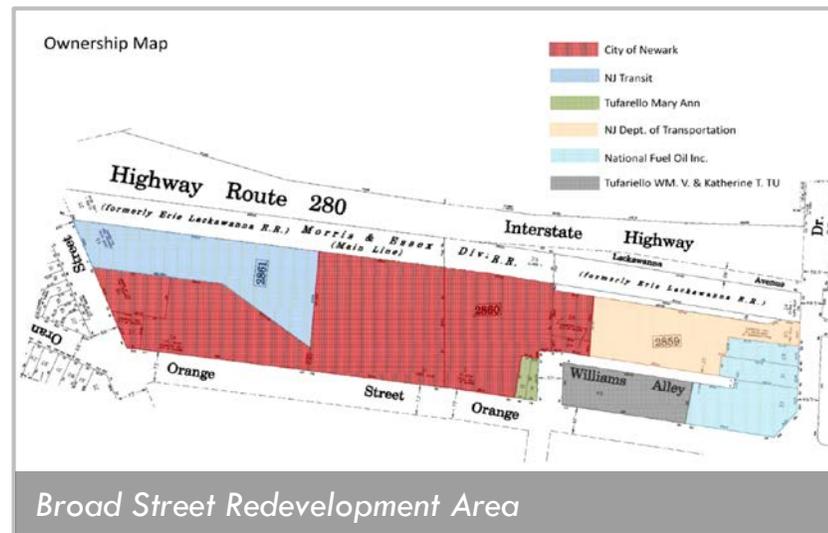
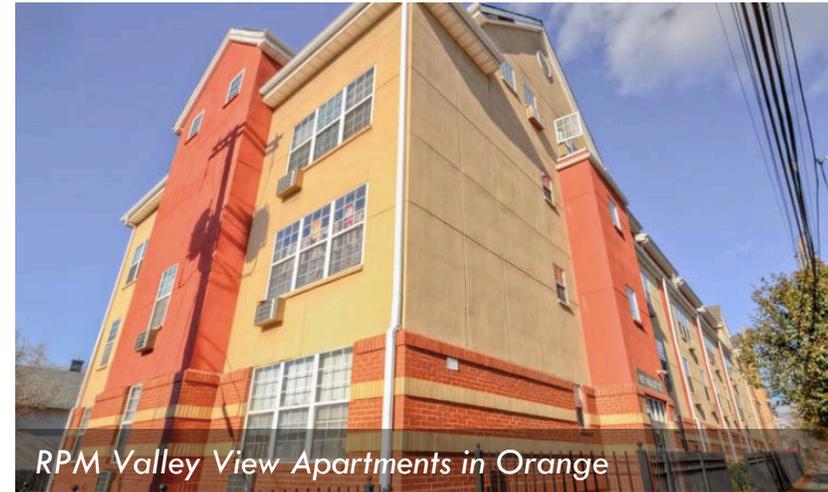
January 20, 2015
10am-12pm

NJTPA BOARD ROOM
ONE NEWARK PLAZA
NEWARK, NJ

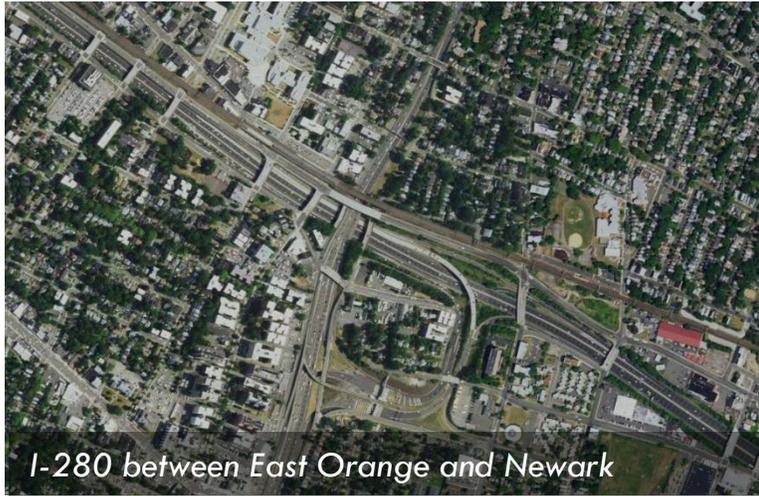
A unique plan was developed for each station along the Urban Essex transit corridor that identified infrastructure assets and market opportunities.

Near the Orange train station, housing developer RPM will lead redevelopment efforts around an existing public space, the Tony Galento Plaza.

In Newark, south of I-280, Brick City Development Corporation will help resolve property ownership issues within the Broad Street Redevelopment Area on a site with high market potential.



After decades of political and economic divides created by I-280, the Coalition focused corridor-wide planning on connecting neighborhoods divided into north and south.



I-280 between East Orange and Newark

Unsafe pedestrian walkways above and underneath I-280 had created barriers to jobs and transit stations bordering the highway.



Renderings of Freeway Drive

In 2015, the Urban Essex Coalition and Essex County successfully applied for a grant to redesign Freeway Drive, I-280's service road, to make the road more pedestrian friendly.

Key Takeaways from Urban Essex Coalition for Smart Growth

✓ Vision	<p>The Coalition's plans highlighted existing infrastructure and landmarks within blocks of each station that could serve as focal points for transit access and mixed-use development.</p> <p>The Coalition gained momentum following the release of the corridor-wide plan in 2014. Today, Together North Jersey, the organization that spearheaded the Coalition, is more active and serves to advance these ideas.</p> <p>Community outreach identified common challenges across the transit corridor, but stations maintained unique economic development plans.</p>
✓ Partnerships	
Development Entity	
✓ Community Involvement	
Public Investment	

Case Study:
Emerald Express (EmX)
Eugene, OR

In Lane County, OR, transit officials engaged with citizens to advance a BRT system in its beginning phases.

Nearby Anchors

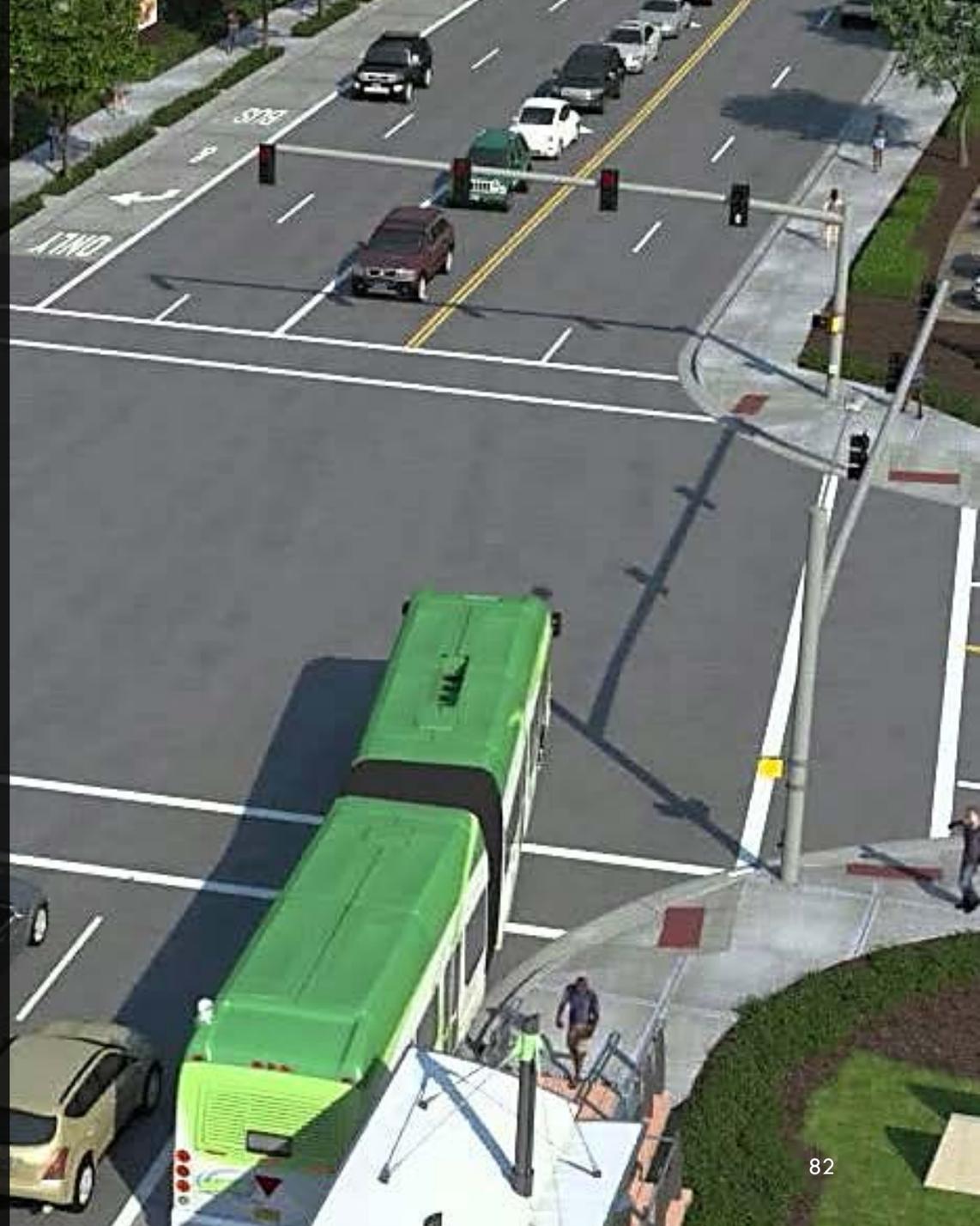
Educational, Health

Transit System

Bus Rapid Transit

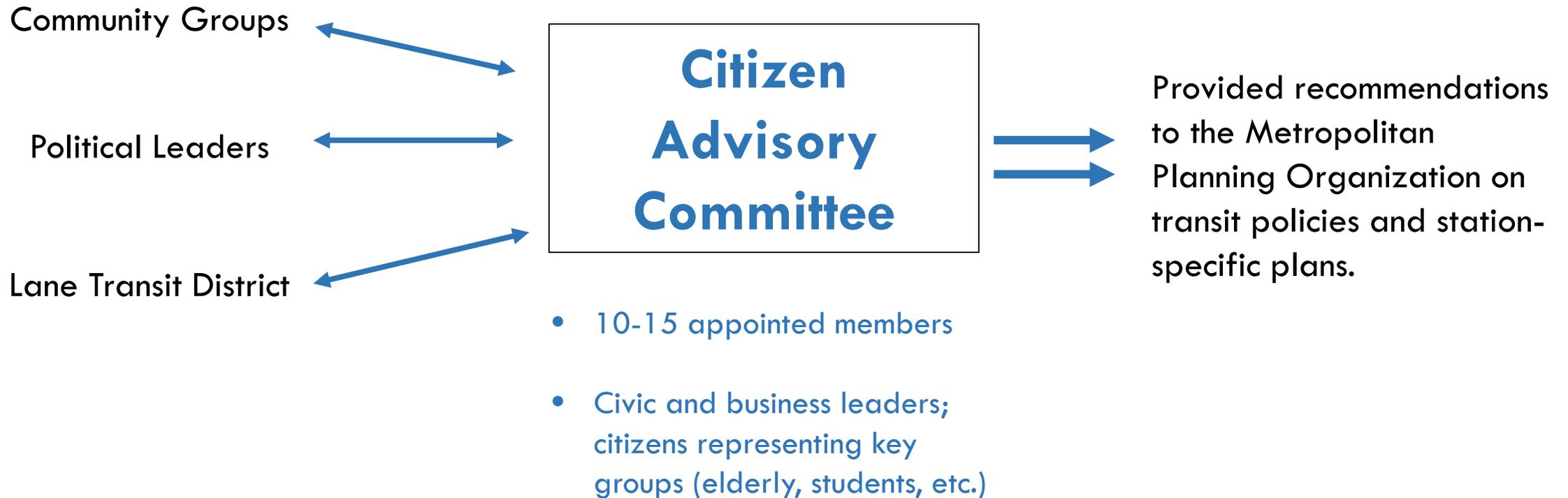
Neighborhood

Suburban



A Citizen Advisory Committee (CAC) was formed at the outset of BRT planning efforts by the Metropolitan Planning Organization of Central Lane.

The CAC served as an advocate for BRT and a conduit for critical feedback.



The first extensions of the Emerald Express BRT successfully connected major employers in Eugene and Springfield. Anchor institutions were not involved in planning efforts.



In a robust market and constrained by Urban Growth Boundaries, areas surrounding EmX stations experienced economic growth and new development.



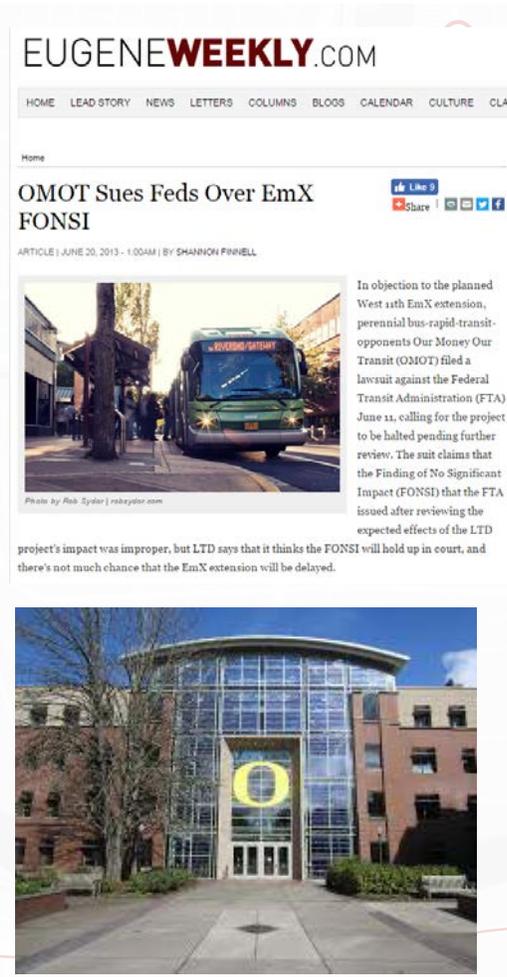
Renderings of New Student Apartments on the EmX Line

By 2013, retail, finance, and real estate sectors had grown within a half mile of each station.

Private developers, including Corporate Way Properties, bought the few remaining large land parcels.

High-rise housing units were built, catering to University of Oregon students.

However, in 2011, when the Lane Transit District proposed a third extension to West Eugene, public opposition groups attempted to stall the project.



Some expressed concern over the extension's impacts on businesses and funding needed for the project.

Others feared more high-rise student housing for the University of Oregon in an area lacking affordable, multi-family options.

The project is still on track for completion in 2017, but controversy around the line will complicate efforts to spur related TOD along the extension, especially for student uses.



The opposition was rooted in fear of a creeping university footprint and auto-oriented businesses that felt the service would complicate their operations. This combination reflects interests that are invested in the suburban nature of the area.

This and the lack of outreach in front of the extension will likely complicate any future efforts to pedestrianize or concentrate development around stations.

Key Takeaways from Emerald Express BRT

Vision	<p>The Citizen’s Advisory Committee was active during the first two expansions of the EmX. Today, the Lane Transit District receives public feedback through annual surveys and public meetings.</p> <p>While the BRT lines track closely with the geographic location of large employers, anchor institutions were not involved in making strategic land use and planning decisions that would benefit the larger community.</p> <p>Without sustained citizen involvement, streamlined TOD plans, or anchor engagement, EmX officials missed an opportunity to advance a publicly-supported development effort.</p>
Partnerships	
Development Entity	
Community Involvement	
Public Investment	

Appendix:
Case Study Selection Process

Summary of Cases

Case Study	Population	Anchors	Community Involvement	Transit System	TOD Scale	Key Takeaways
CTfastrak Corridor	293,100	Educational, Medical, Government, Arts, Large Private Employers	Multiple station area planning efforts underway in corridor. Participants include: municipal government, state government, CROG, neighborhood organizations, business interests, nonprofits.	Bus Rapid Transit	Intermunicipal Corridor 4 municipalities, 11 bus rapid transit stations Urban and Suburban	N/A
Cleveland Healthline Corridor, Cleveland, OH	41,600	Philanthropic, Educational, Medical	Ongoing collaboration with CDC's, nonprofits and private developers, series of public meetings held to inform planning	Bus Rapid Transit	Municipal Corridor Urban Neighborhoods	Vision, Partnerships, Development Entity, Community Involvement, Public Investment
East Liberty Revitalization, Pittsburgh, PA	305,700	Commercial, Educational	Community Council formed to bring neighborhood groups and initiatives to consensus on development plans	Bus Rapid Transit	Municipal Corridor Urban Neighborhoods	Vision, Partnerships, Development Entity, Community Involvement, Public Investment
Cortex Innovation Community, St. Louis, MO	319,300	Educational, Health, Civic	No formal involvement	Light Rail, Bus	Municipal Neighborhood Urban	Vision, Partnerships, Development Entity, Public Investment
Maryland TOD Initiative, New Carrollton, MD	12,100	Government	No formal community involvement process	Metrorail, Commuter Rail Bus, Light Rail (planned)	Municipal Neighborhood Suburban	Vision, Partnerships, Development Entity, Public Investment
Urban Essex Coalition for Smart Growth, Orange, East Orange & Newark, NJ	371,500	Educational, Health, Arts	Urban Essex Coalition for Smart Growth members held series of visioning workshops to inform planning	Commuter Rail	Intermunicipal Corridor 3 cities and 5 commuter rail stations Urban and Suburban	Vision, Partnerships, Community Involvement
Emerald Express, Eugene, OR	156,200	Educational, Health, Commercial	Citizen Advisory Committee formed at the outset of BRT planning efforts by the Metropolitan Planning Organization of Central Lane	Bus Rapid Transit	Municipal Neighborhood Suburban	Community Involvement

HR&A initially identified a long list of 24 peer cities with comparable transit systems and TOD-related projects.

EAST LIBERTY REVITALIZATION	CLEVELAND HEALTHLINE	FRUITVALE TRANSIT VILLAGE	SWIFT BRT
YRT/ VIVA	EM-X	WAKE FORREST INNOVATION CORRIDOR	MAX LRT
URBAN ESSEX	NEW CARROLLTON TRANSIT HUB	METRO AREA EXPRESS	BRAMPTON ZUM
GOLD LINE BRT	SYRACUSE CORRIDOR	EMERYVILLE BIO	DENVER FASTRAKS
ARTERIAL TRANSITWAY	EL CERRITO DEL NORTE	METROWAY	M1-RAIL
ION LRT	CORTEX INNOVATION DISTRICT	BIG BLUE BUS	SUNRAIL TRANSIT

The following criteria were used to narrow the list of case studies:

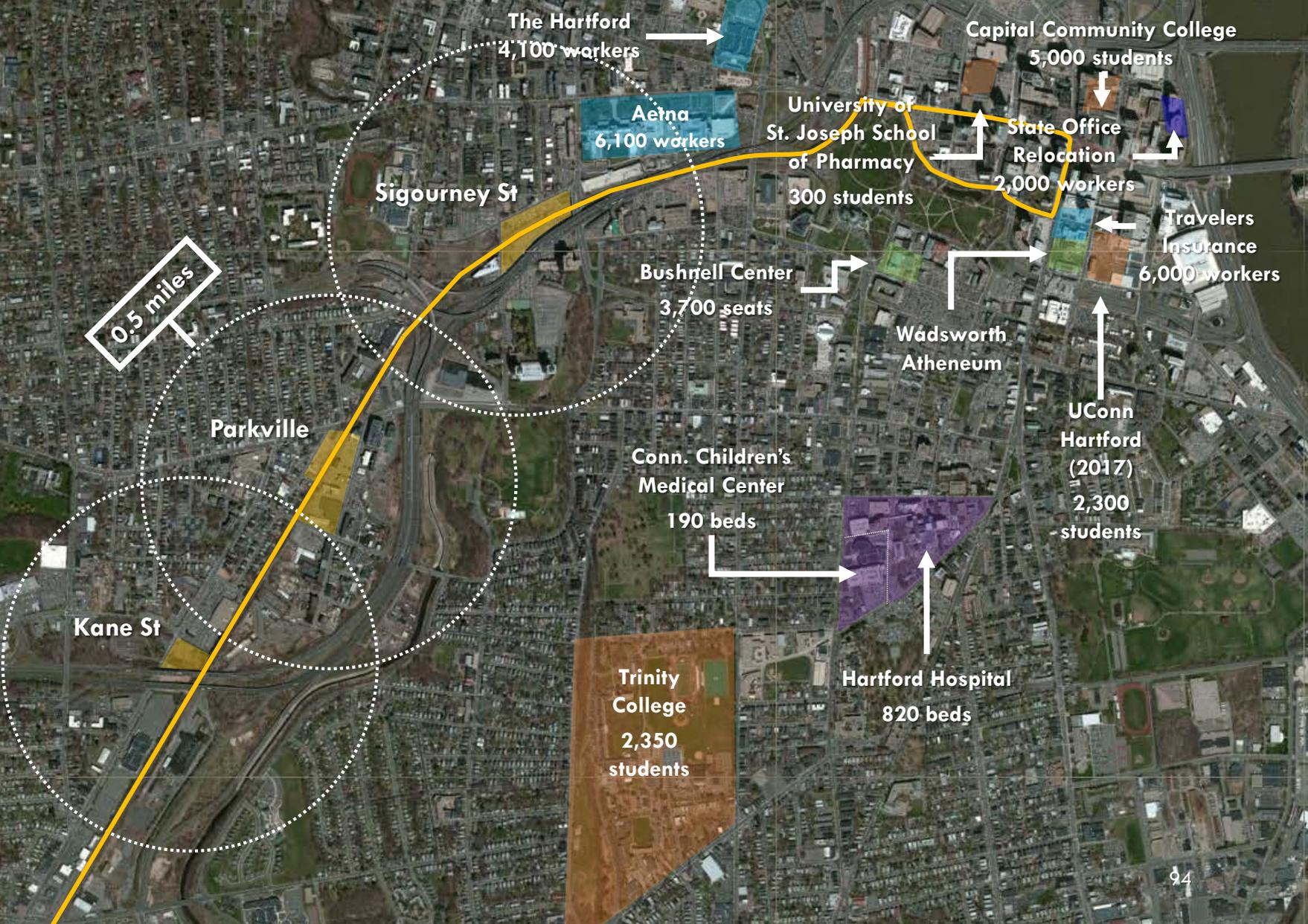
1. Small to mid-size cities, preferably with an industrial legacy
2. Mix of urban and suburban neighborhoods
3. BRT or LRT with similar levels of service
4. Anchor institutions actively involved in catalyzing TOD as singular entities or formalized coalitions in collaboration with the public sector

The 24 cases were narrowed to six exemplary case studies based on the guiding criteria.

EAST LIBERTY REVITALIZATION	CLEVELAND HEALTHLINE	FRUITVALE TRANSIT VILLAGE	SWIFT BRT
YRT/ VIVA	EM-X	WAKE FORREST INNOVATION CORRIDOR	MAX LRT
URBAN ESSEX	NEW CARROLLTON TRANSIT HUB	METRO AREA EXPRESS	BRAMPTON ZUM
GOLD LINE BRT	SYRACUSE CORRIDOR	EMERYVILLE BIO	DENVER FASTRAKS
ARTERIAL TRANSITWAY	EL CERRITO DEL NORTE	METROWAY	M1-RAIL
ION LRT	CORTEX INNOVATION DISTRICT	BIG BLUE BUS	SUNRAIL TRANSIT

ANCHOR INSTITUTION MAP #1 – GREATER HARTFORD

- CTfastrak Stations
- Private
- Higher Education
- Medical
- Cultural
- Government



ANCHOR INSTITUTION #2 – GREATER HARTFORD

- CTfastrak Stations
- Private
- Higher Education
- Medical
- Cultural

University of Hartford
7,000 students

University of Saint Joseph
2,600 students

St. Francis Hospital
620 beds

uConn School of Law
621 students

0.5 miles

Sigourney St



ANCHOR INSTITUTION #3 – NEW BRITAIN

- CTfastrak Stations
- Private
- Higher Education
- Medical
- Cultural

Central Conn.
State University
12,000 students

Cedar St
★
Retail
116,000 SF

★
CCSU East Campus
150 acres

East St

East
Main St

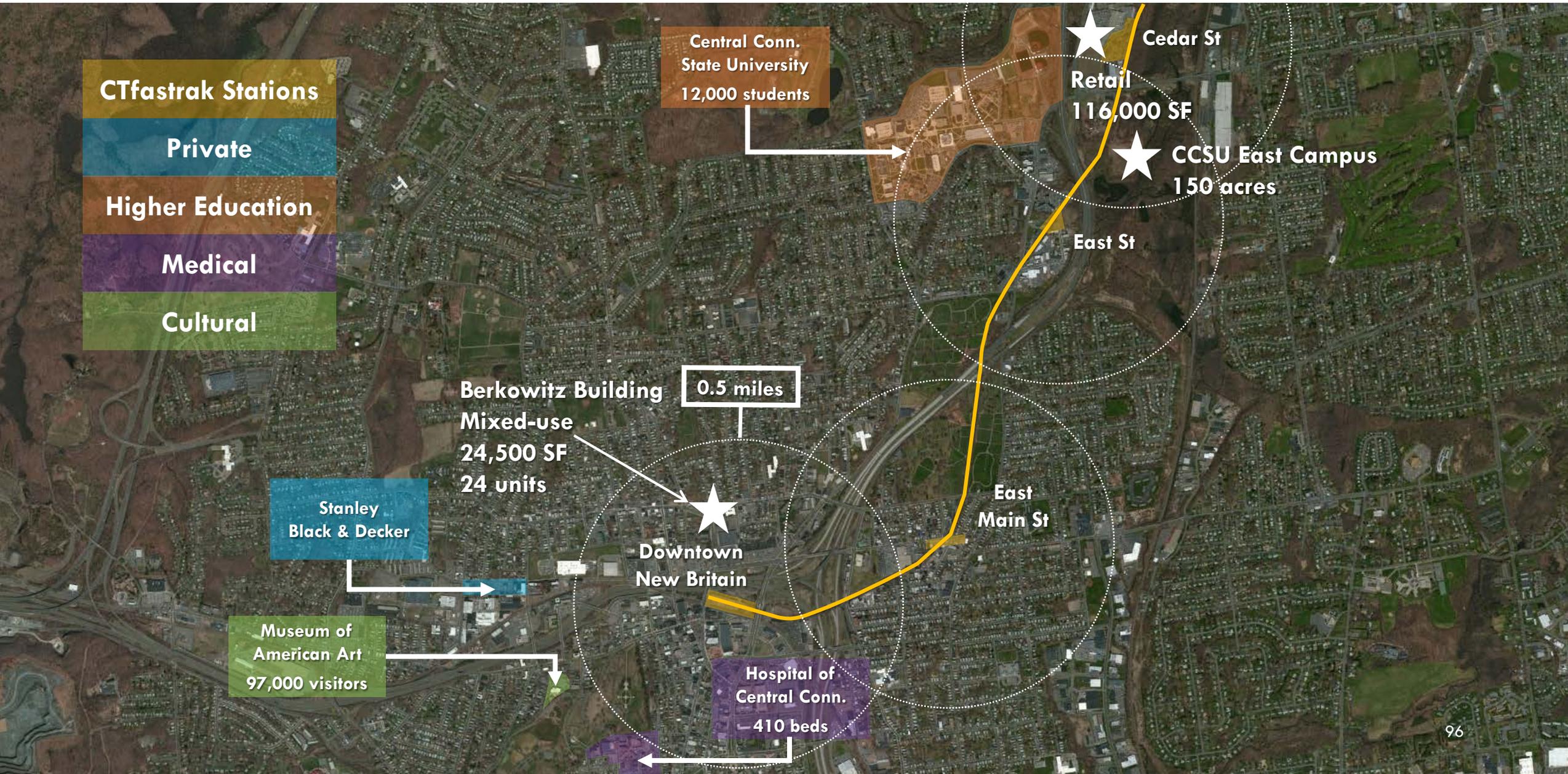
Berkowitz Building
Mixed-use
24,500 SF
24 units
0.5 miles

★
Downtown
New Britain

Stanley
Black & Decker

Museum of
American Art
97,000 visitors

Hospital of
Central Conn.
410 beds



ANCHOR INSTITUTION #4 – POTENTIAL FUTURE PHASES

