



TRANSIT-ORIENTED DEVELOPMENT PLAN

ACKNOWLEDGMENTS

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- Metro TOD Program Staff
- Community Members

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GENERAL MANAGER'S NOTE



Sam Desue, Jr.
TriMet General Manager

Dear Partner,

March 2023

It gives me great pleasure to share TriMet's first Regional Transit-Oriented Development Plan. TriMet's mission is to provide great transit service, improve access to transit, and help connect people to mobility options that are safe, convenient, accessible, sustainable, integrated with each other, and welcoming to everyone who travels within our region.

Alongside our core bus and rail services, Transit-Oriented Development (or simply TOD) is a valuable tool that TriMet can use to achieve its mission by promoting efficient and equitable land use adjacent to and near our rail and bus services. TOD can deliver a wide range of benefits that include housing, jobs, safety, and environmental benefits. The challenge is to balance all stakeholder needs equitably in order to avoid gentrification and displacement, and ensure that each TOD project delivers an optimal amount of benefits given the physical, economic, and other conditions specific to the site and its surrounding communities.

This Regional TOD Plan supports the environmental and equity goals outlined in TriMet's Business Plan and forms part of TriMet's sustained commitment to diversity, inclusion, and accessibility by building on the TOD Guidelines approved by TriMet's Board in May 2020. This Regional Plan is designed to clarify the vision, goals, and processes TriMet uses to deliver TOD, and to make the program structure and operation transparent to all stakeholders, allowing them to participate in the process.

In addition to creating a playbook for TriMet and its partners to deliver TOD, this Regional Plan also outlines how TriMet's TOD program can adapt and evolve as environmental, economic, social, and physical conditions change across our region. In an unpredictable world, it is important we have a flexible and nimble TOD program that can adjust as circumstances and opportunities change.

TriMet is extremely grateful to the Oregon Department of Transportation for funding the production of this Plan and to the many valued partners that provided input during the Plan's development. TriMet acknowledges that its TOD program will only be successful with ongoing collaboration from all of our partners. As such, we hope you find this Plan informative, insightful, and inspiring.

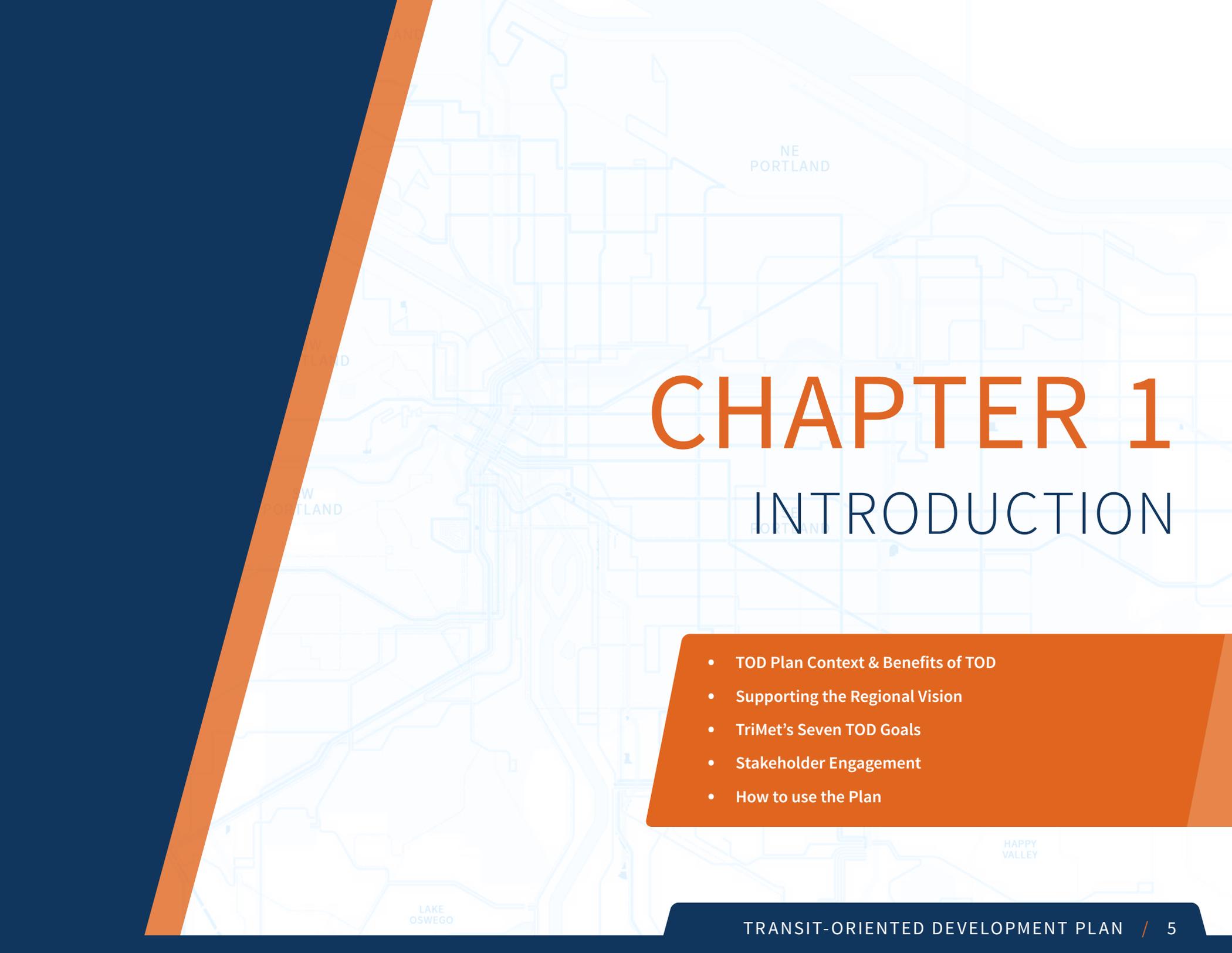
Our staff is ready to respond to your suggestions, questions, and inquiries. We look forward to working with you as we pursue impactful TOD projects that will help our entire region grow and prosper.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sam Desue, Jr.', written in a cursive, fluid style.

Sam Desue, Jr.

TriMet General Manager



CHAPTER 1

INTRODUCTION

- TOD Plan Context & Benefits of TOD
- Supporting the Regional Vision
- TriMet's Seven TOD Goals
- Stakeholder Engagement
- How to use the Plan

What is Transit-Oriented Development?

Transit-oriented development, or TOD, is the creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around high-quality transportation systems to facilitate shorter trips, better lifestyles, and a more efficient use of city resources.



INDIVIDUAL



COMMUNITY



ENVIRONMENT



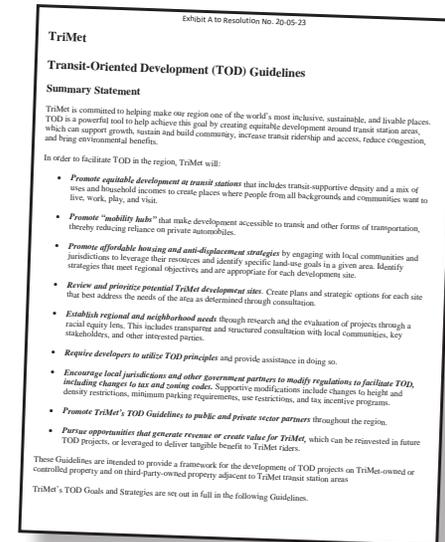
TRIMET'S FIRST EQUITABLE TOD PLAN

TriMet's regional Transit-Oriented Development (TOD) Plan provides guidance for all stakeholders on the actions needed to promote appropriate community-centered development on property at and adjacent to TriMet stations throughout the 26 cities and 3 counties in the Portland Metro region that TriMet serves. The TOD Plan codifies the TOD Guidelines and goals that were approved by TriMet's leadership and Board in May 2020, and it includes details on the sites owned by TriMet. It explains how planning and engagement strategies are used to advance TOD opportunities, and how TriMet evaluates and prioritizes development proposal for TriMet properties. The processes and recommendations contained in this document are intended to strengthen the relationships between TriMet and all of its partners, and to provide transparency to TriMet's TOD program, including the implementation of TriMet's development goals for its property within the Portland Metro region.

This plan is built upon the goals identified in the agency's TOD Guidelines, the values of local municipalities and stakeholders, and transit objectives. The regional vision is outlined in Metro's 2040 Growth Concept which emphasizes livable neighborhoods, efficient development, a thriving economy, and access

to housing and jobs. Collaboration with regional partners, local municipalities, the development community, neighborhood groups, and other local and regional organizations is essential for successful TOD. The Plan is designed to help all stakeholders prioritize projects that result in a variety of amenities for residents, workers, transit users, and the broader community.

TriMet's TOD program aims to increase transit ridership, reduce congestion and pollution to meet climate action goals, and provide healthier, more livable neighborhoods. Effective partnerships made by the program have the potential to recapture value to TriMet and play a role in strengthening transit assets and service across the region. By encouraging and advocating for high-quality development near the regional transit system, TriMet helps create environments that allow people to live, work, and recreate while reducing automobile use. When combined with mixed-income development, TOD can increase the supply of affordable and market-rate housing units and can also address other key needs of an area such as providing commercial space, delivering public facilities, or increasing mobility.

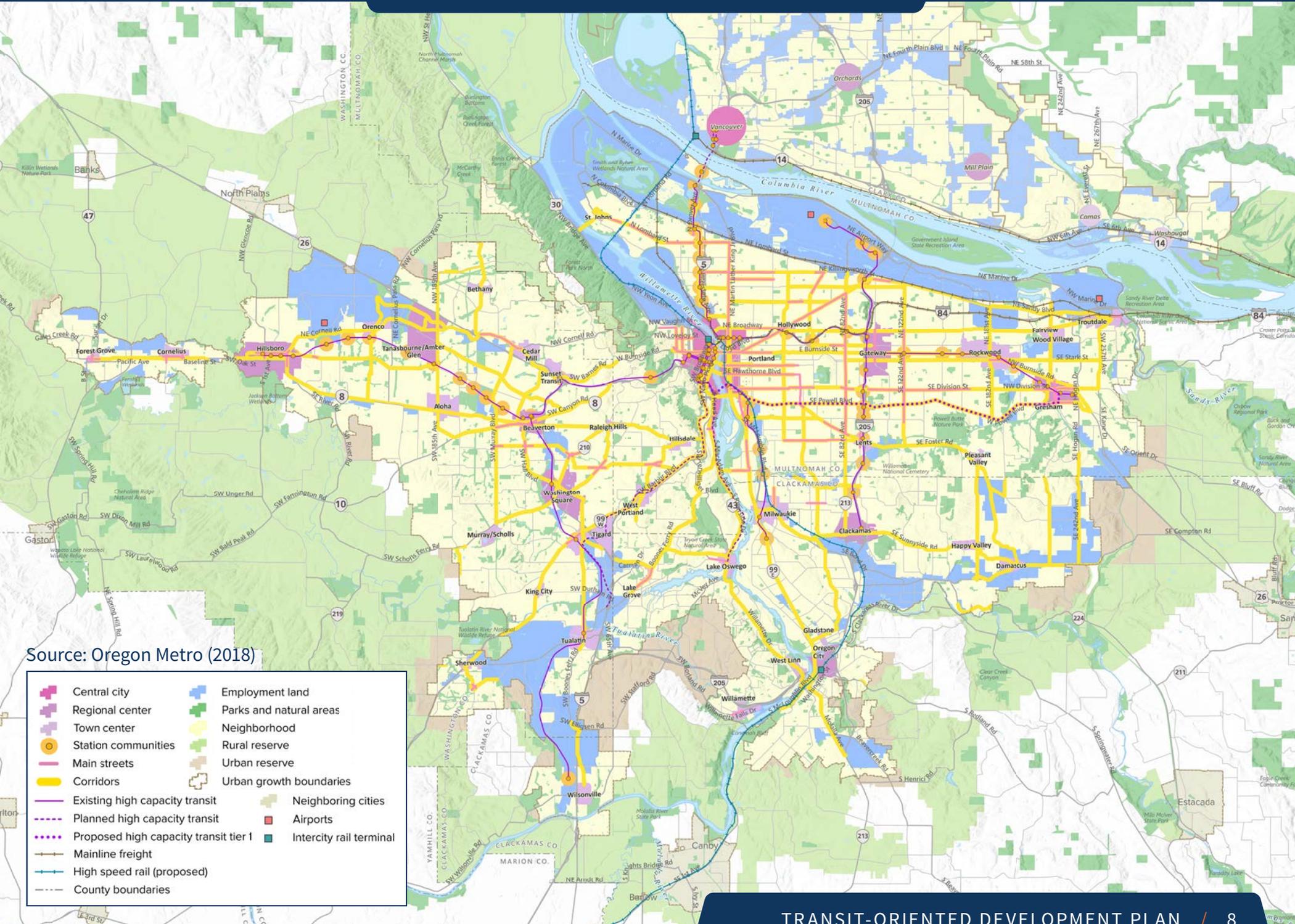


Above: TriMet's Transit-Oriented Development Guidelines were approved by the Board of Directors in May 2020

However, TriMet is mindful that TOD projects can impact existing communities and their residents. TOD projects and recommended processes are focused on elevating community voices in decision making and realizing community-focused benefits such as affordable housing, efficient transportation access, public health, strong local businesses, environmental sustainability, and climate resiliency.

When centered on racial inclusion and community wealth building, TOD can be a driver of positive transformation for more vibrant, prosperous, and resilient neighborhoods connected to opportunities throughout the region.

2040 GROWTH CONCEPT



Source: Oregon Metro (2018)

Supporting the Regional Vision

TriMet’s service area covers 26 cities across three different counties. Each of these cities and counties have their own land use and transportation systems. TriMet’s service area overlaps with Metro, the regional government for the Oregon portion of the Portland Metropolitan area, which notably oversees land use and development, coordinates and plans the transportation system, and manages parks and trails. Like TriMet, Metro also has a transit-oriented development program that strategically targets investments, leveraging the resources of other agencies

and programs to advance TOD in the Metro region. As a partner agency to other jurisdictions, developers, and other organizations, TriMet’s TOD Plan is designed to guide the agency’s processes, actions, and priorities for development on TriMet-owned properties. The Plan will also identify methods for addressing new properties as TriMet role expands over time, and support TOD on third-party-owned properties adjacent to transit.

TriMet’s TOD planning exists within the framework set out by Metro’s 2040 Growth Concept, which, among other things, “encourage compact development that uses land and money efficiently.”

TriMet’s Regional TOD Plan aligns with this concept by promoting equity through [TriMet’s seven core TOD goals](#) that were developed within the Metro 2040 framework. These goals are the foundation of this TOD Plan and guide TriMet actions in sub-regional and site specific planning efforts.

TOD CAN TAKE MANY FORMS:

- Housing (Affordable or Market Rate)
- Mixed Use
- Retail, Office, Commercial
- Infrastructure Investments
- Civic Facilities and Community-serving Uses
- Mobility Hub, etc.



Image Credit: Holst Architecture

This Plan is based on the objectives and goals within TriMet's TOD Guidelines and is intended to provide a roadmap for the TOD program to allocate its limited resources by identifying and prioritizing areas and corridors with existing transit orientation and other compatible factors. The Plan will also direct focused district or corridor TOD Plans as well as inform individual projects and site development.

PLAN CONTEXT

Advancing TOD requires a coordinated effort to link the multi-modal transportation network with land use and urban design strategies, while responding to local conditions at the station and parcel level. This approach to planning creates a framework for sustainable growth, connecting the places with the highest concentration of people, activities, and jobs to the highest quality transit facilities, and the most transportation options.

This Plan builds upon the various community engagement, planning, and other efforts recently completed by local agencies, non-profits, and other stakeholders. The framework and processes included are also intended to address regional growth and urban expansion, changing demographic trends, economic opportunities, traffic, safety, cost of living, and public health. It is meant to serve as a springboard for TOD projects and guide TriMet staff in allocating resources, prioritizing projects, and react to changing conditions with a process for unsolicited bids.

This is also an opportunity for TriMet to further cement equity into its systems and processes regarding TOD. TOD without an equity lens can have negative health and economic impacts on current residents through possible displacement as a result of gentrification if proactive steps are not taken. With an equity lens on TOD, the benefits of transit — affordability, access to jobs, livable and walkable neighborhoods— can be distributed to those who need them most. Through thoughtful policy decisions, investments and program placement that incorporate these values, development occurring in transit-served locations can and should more effectively benefit disadvantaged communities who disproportionately rely on transit.

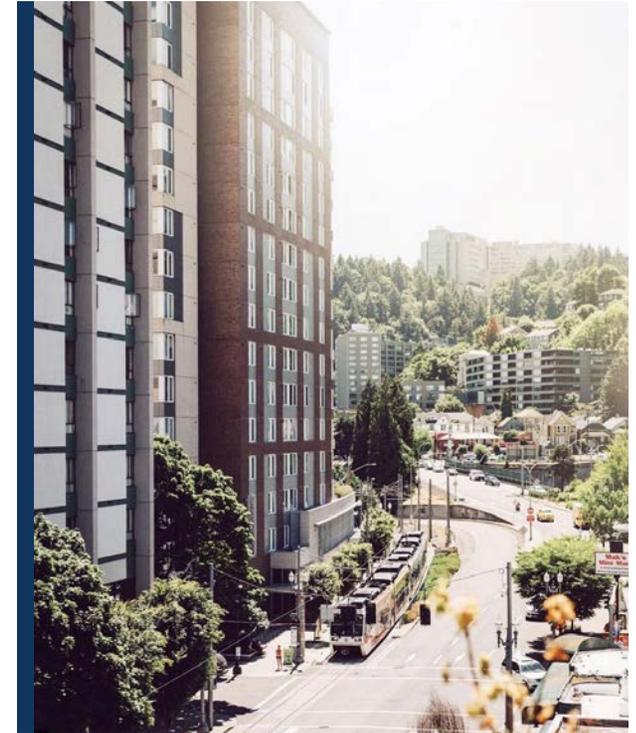


Image Credits: TriMet

TriMet’s TOD activities vary from long-range planning to individual site development with partner organizations. TriMet’s TOD Guidelines, first adopted in 2020 and designed to complement the vision set out in Metro’s 2040 Growth Concept, define key objectives and goals intended to provide a foundation for the development of TOD projects on TriMet-owned or controlled property and on third-party owned property within half a mile of TriMet transit station areas. TriMet’s TOD program operates within the framework of these seven equity-focused goals.

TriMet’s Seven TOD Goals

- 

1 Integrated and Multi-Modal:
Transit-oriented development should be integrated into TriMet’s transit network as much as possible, creating mobility hubs that maximize connectivity and accommodate a variety of mobility options.
- 

2 User-Friendly to Promote Transit Use:
Projects should be transit-oriented and transit-integrated, and 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.
- 

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-Use:
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, considering the appropriate mix of housing types, affordability, and use and equity-based lens to minimize displacement of low-income communities, Black, Indigenous, Asian Pacific Islander, LatinX, and other People of Color. TriMet applies a portfolio-wide goal that ensures at least 30% of residential units in existing and future TriMet TOD projects are for low or very low-income residents.

How this Plan was Developed

TriMet produced this plan with in consultation with stakeholders, internal and external experts, and through a review of national and international TOD practices. Using funding from an ODOT Transportation and Growth Management (TGM) grant, TriMet worked with a specialist consultant who helped TriMet identify and build-out the core plan elements, and conduct stakeholder engagement. In addition to identifying TOD best practices applicable to Portland, TriMet held several workshops and discussions over the course of 2021 and 2022 to inform the components of this plan and its direction.

STAKEHOLDER INTERVIEWS

TriMet began its engagement collecting input on TOD efforts to understand what issues should be considered when beginning to develop the future goals and evaluation criteria for the Plan.

The project team engaged a diverse group of organizations representing a range of sectors and stakeholders including market rate developers, nonprofit or community-based organizations, non-profit developers, and municipalities. The feedback on past TOD opportunities and current market conditions was extensive and insightful, with the following key themes prevailing:

Opportunities:

- strengthen partnerships and leadership
- foster strong community engagement
- center community-led planning
- focus on employment and commercial development where needed
- incorporate affordability, accessibility, and equity into the planning process
- balance development and transit service
- expand the reach of TOD

Challenges:

- effective agency coordination
- funding limitations and high costs
- lack of understanding for what TOD is
- creating a broad vision rather than a tailored set of goals

STAKEHOLDER ADVISORY GROUP MEETINGS

To create an effective and impactful Plan, the project team addressed the themes identified by the Stakeholder Advisory Group. Three Stakeholder Advisory Group Meetings were held over the course of the project. Participants represented regional groups and umbrella organizations that have a broad geographic and stakeholder perspective. All groups were interviewed during the first round of stakeholder outreach, with participation open to any group that wanted to be included.

The first meeting focused on evaluation criteria, including evaluating the potential displacement and gentrification impacts of TOD projects and how to weight the displacement of vulnerable or marginalized communities when considering a TOD project. Input also highlighted how evaluation criteria and procedures should factor in who the project is for and community needs. Based on this meeting, two new quantitative criteria categories, affordability and regional social vulnerability, were added to the framework.

The second meeting presented a refined evaluation framework based on input from the first meeting. The group highlighted how some TOD sites are perhaps more suited to support adjacent development than be developed themselves, and emphasized how affordability remains the biggest barrier to equitable development.

The third meeting allowed the Advisory Group to provide input on the draft Plan. It allowed the stakeholders to determine if the project team had correctly incorporated its feedback into the plan and evaluation structures, and adjust these accordingly. As the market and other conditions influencing TOD are constantly changing, TriMet will continue to conduct periodic stakeholder engagement to review content and performance.

How to Use this Plan

The TriMet TOD Plan is structured to be useful not only to TriMet staff, but to elected officials, local agency staff, non-government organizations, developers, property owners, the public, and anyone else interested in encouraging sustainable development patterns, reducing vehicle miles traveled (VMT), or efficiently investing resources. The following is a recommended approach for how to best use this document based on your goals and interests.

Community members: Residents and local businesses can use the Plan to understand TOD and how TriMet will implement and support TOD projects. This Plan can also be used as a guide for making real estate decisions or renovating property. Community members can use the Plan to:

- Identify the regional benefits to transit ridership and living/working in TOD areas
- Understand how developments contribute toward the long-term success of the transit system
- Identify ways to become a champion for transit ridership and TOD
- Verify whether a proposed project fits within adopted goals and objectives

Developers: Developers can use this Plan to gather information on TriMet’s focus areas and align their projects with TOD principles and agency goals. Developers can use the Plan to:

- Align their project/development with TOD design principles and public agency goals to strengthen projects and create mutually beneficial outcomes
- Identify priority TriMet sites as opportunities to leverage developments
- Identify sites that are appropriate for TOD in the region and specific neighborhoods
- Identify or communicate the key benefits and value of developing adjacent to transit

Jurisdictional Partners: Local governments are key partners in TriMet’s TOD program and play an important role in the planning and implementation of TriMet TOD projects. Jurisdictional Partners can use the Plan to:

- Understand the scope and capacity of TOD projects
- Understand some of the strategies and opportunities to partner with TriMet in supporting projects and improve surrounding communities and the environment
- Find ways to plan, resource, and construct horizontal infrastructure investments that make TOD possible
- Identify ways to help remove physical and economic barriers to TOD
- Participate in the review and evaluation of noneconomic aspects of developer proposals

Agency Staff and Appointed or Elected Officials:

TriMet staff can use the Plan to establish an implementation work program, set priorities, direct funding, and evaluate specific sites and projects. Officials can use the Plan to guide decision-making, identify ways to support TOD projects and remove barriers, and direct funding. They can use the Plan to:

- Remove barriers to TOD
- Advocate for financial resources to support TOD outcomes
- Determine projects that result in the maximum return on investment
- Pursue local and federal funding for TOD infrastructure and implementation of projects
- Establish programs or initiatives that meet the objectives and goals of the Plan
- Leverage TOD in support of climate action goals
- Monitor TOD program performance and establish evaluation measures

Other Stakeholders: Any interested parties, including environmental, community, transportation advocates and non-local businesses, etc. can use the Plan to identify opportunities for new initiatives, economic growth, equity, or any other betterment associated with TOD projects across the region.

Plan Guidance

For info on...

Potential Partnerships

TOD Opportunities & Site Analysis

Project Development and Implementation

Policy and Program Development

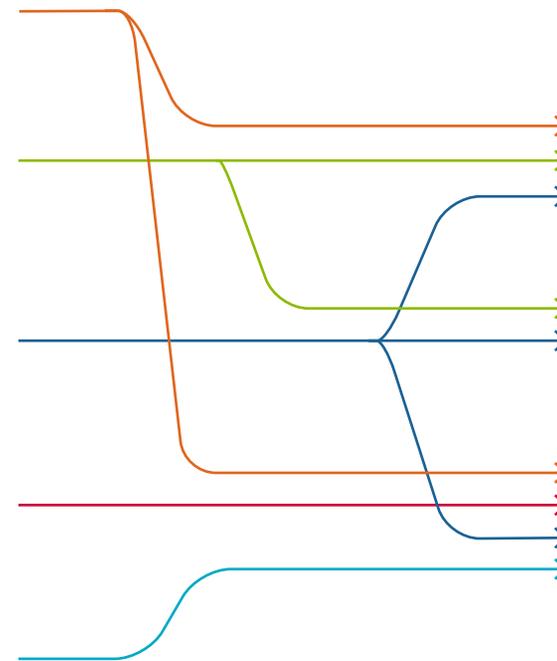
Community Engagement

Please see chapter...

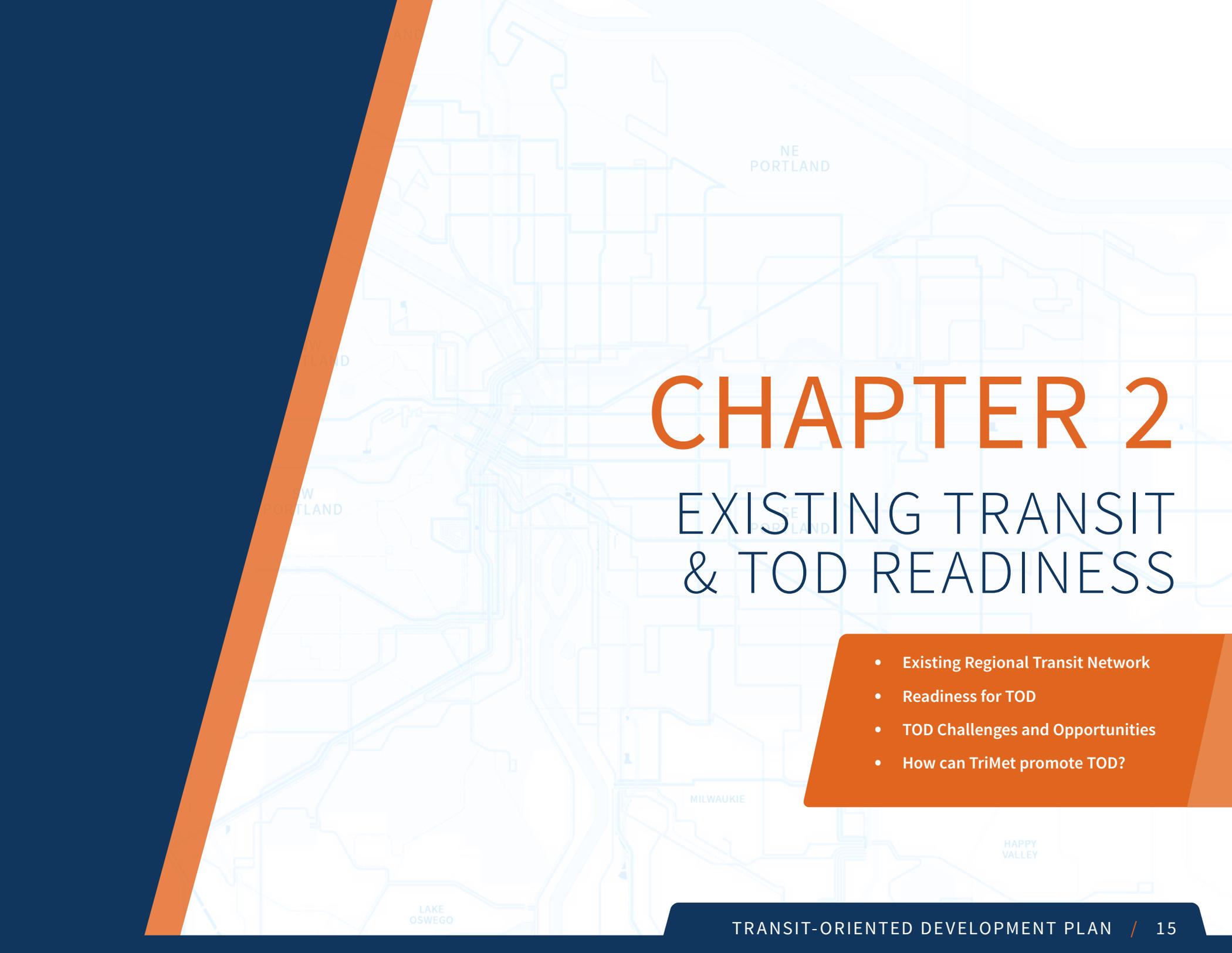
3: Prioritization Framework

4: Project Selection

5: TOD Implementation



NEXT: Chapter 2 Existing Transit & TOD Readiness >>



CHAPTER 2

EXISTING TRANSIT & TOD READINESS

- Existing Regional Transit Network
- Readiness for TOD
- TOD Challenges and Opportunities
- How can TriMet promote TOD?

NATIONAL LEADER IN PUBLIC TRANSIT PROJECTS

The area has a long history of tackling transformative transportation projects that set the stage for successful and sustainable future growth. A consistency in the region’s urban evolution is that development patterns follow the construction of these transportation projects – railroad towns, streetcar suburbs, and freeway bedroom communities – all are results of the access provided by a new transportation investment. By 1884, railroad construction had peaked, and by 1890 the first electric streetcar went into service. Following the decline of the streetcar and increasing automobile access shifted focus away from other types

of public transit investments. However, a policy shift and comprehensive planning efforts achieved a series of successes including better bike and pedestrian infrastructure, new light rail lines, a bus system, and urban renewal residential, commercial, and mixed-use development. Today the Portland metropolitan area has a population of more than 2.5 million. The central city and surrounding town centers provide vibrant options for a diversity of lifestyles. TriMet can build upon this history, its past successes, and the growing region to deliver TOD projects.

Portland is the twenty-ninth largest US metro area, but sixteenth in transit ridership, and ninth in ridership per capita.
 Source: APTA 2020 Public Transportation Fact Book, March 2020



Image Credit: TriMet

READINESS FOR TOD

TriMet serves 533 square miles...

696 buses along **85** miles with **6,620** stops

145 MAX light rail cars on **5** lines with **97** stations

1 commuter rail line serving **4** suburban cities outside of Portland

Over 1,800 bike parking facilities; **57** Park & Ride facilities

16 Transit Centers

A LIFT paratransit service that covers all locations within $\frac{3}{4}$ of a mile of TriMet’s bus stops, MAX Light Rail stations, and everything within the service area.

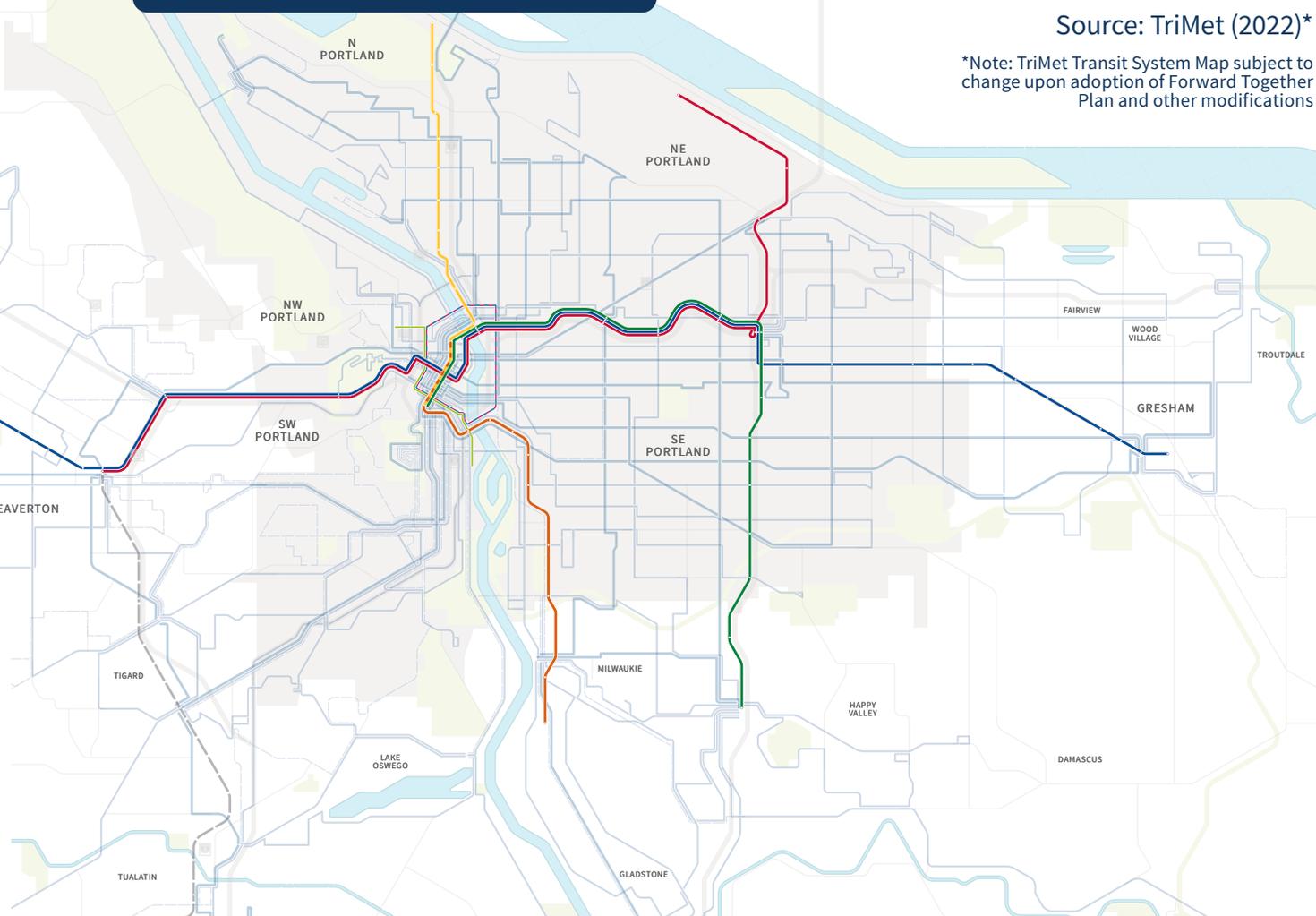
SYSTEM MAP



Source: TriMet (2022)*

*Note: TriMet Transit System Map subject to change upon adoption of Forward Together Plan and other modifications

- Bus Service
 - Frequent Service
 - Standard Service
 - Rush-Hour Service
- Rail Service
 - MAX Blue Line
 - MAX Green Line
 - MAX Orange Line
 - MAX Red Line
 - MAX Yellow Line
 - WES Commuter Rail
 - Portland Streetcar A Loop
 - Portland Streetcar B Loop
 - Portland Streetcar North South Line



TriMet manages transit across 26 cities in three counties, connecting the community to a multitude of destinations throughout its extensive service area. The Forward Together Plan updates the agencies comprehensive service enhancement plan - focusing on changes in need and demand, financial resources, and goals and priorities.

TriMet's real property portfolio currently includes 346 parcels, spanning 430 acres. Uses on the property vary widely from transit stations, right-of-way for rail operations, bus transfer areas, Park & Rides, turnarounds, or vacant land. A significant amount of this real property is made up of small parcels adjacent to or within the right-of-way, affecting the development viability of those sites. Others, while larger, may already contain other transit infrastructure and present more limited redevelopment opportunities. Existing uses, planned infrastructure expansion, and other site uses may also limit future development opportunities.

Readiness for TOD in the Portland Metro Region

PLANNING FOR REGIONAL CONNECTIVITY

Gaps in transit service and frequency, in addition to gaps in sidewalks, bikeways, and regional trails hinder the region's ability to take full advantage of multi-modal transportation. Increasing transit service and pedestrian and bike connectivity is a priority for many agencies and jurisdictions in the region. Jurisdictions are mandated to plan for transit within their Transportation System Plans, and cities, counties, and partner agencies work collaboratively together to provide the region with an accessible, connected transit system. Achieving regional connectivity is especially important in ensuring access for low-income populations, people of color, and those who may have restricted mobility due to age or disability. Adding additional transit lines and service is part of TriMet's and other transit agencies, strategy to address transit gaps.

FREQUENCY OF MULTI-MODAL TRANSIT

Walking, biking, and transit use is increasing. Portland is the 29th largest U.S. metro area, but is 16th in transit ridership and 9th in ridership per capita. A Smart Growth America study found that trips by foot, bicycle and transit almost always increased following street improvements. This generates more revenue for transit agencies, and increased foot traffic means more customers for businesses in the area. Most of TriMet's riders - over 86% - walk to transit. TriMet is committed to safe and reliable transit access, which is dependant upon a complete and connected multi-modal network for the right-of-ways surrounding it. TriMet is supportive of partner priorities and opportunities to improve those infrastructure investments, enhancing and promoting access to transit.

GROWTH AND DENSITY

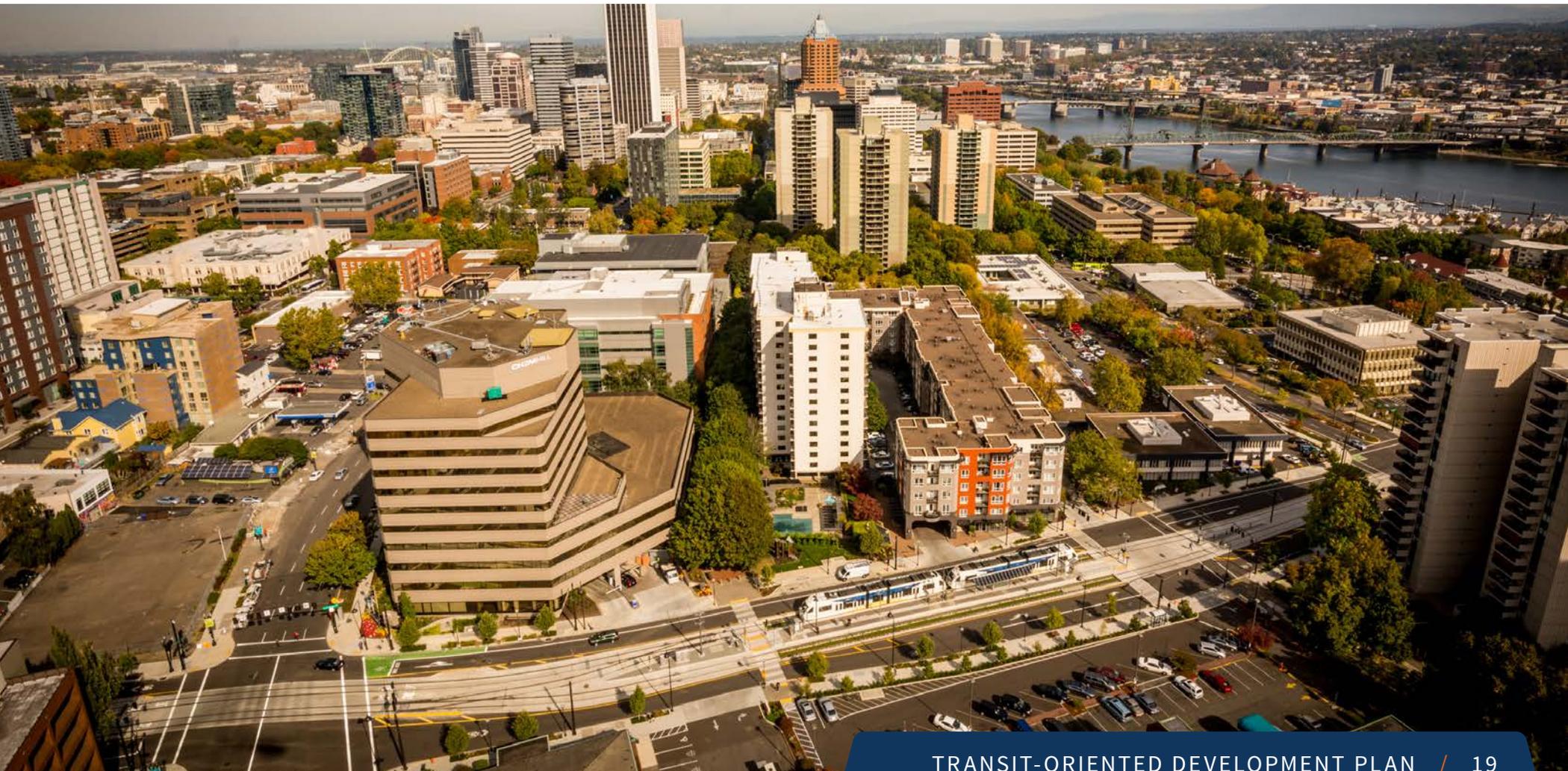
The Portland metro region, which covers much of TriMet's service area, is rapidly growing. From 2000 to about 2018, the region gained an average of 30,000 residents per year. Expected growth is not limited to Multnomah County - Clackamas County and Washington County are predicted to grow by 165,051 and 187,230 people, respectively, by 2040 according to Metro's distributed forecast. The region is becoming more dense, and urban centers in the region anticipate more household and job growth. To optimize and leverage transit supportive land uses, agencies and jurisdictions increasingly orient alignments and transit stations towards existing and future high density, mixed-use development.

Challenges and Opportunities

While TOD is becoming more of a regional and national goal for increasing housing and employment development, it often faces many challenges. This can be due to planning or regulatory barriers, funding limitations, market variability, or other physical and political factors. Removing barriers to developing TOD and improving first and last mile connections around transit stations can fill in the missing urban

fabric between TriMet's transit system, established neighborhoods, and emerging areas. By doing so, the region can grow into a more seamless, walkable community that provides its citizens with great access to daily needs, whether that is a place to work, study, shop, or play. The following is a summary of key opportunities and challenges that TOD projects face in the Portland metropolitan area.

Image Credit: TriMet



SAMPLE CHALLENGES AND OPPORTUNITIES

INDICATORS	CHALLENGE	OPPORTUNITY
Regulatory Environment	Development regulations like minimum parking or maximum heights can create a barrier to the form, quality, density and human-scale of TOD	Local policy and code updates can implement zoning changes that facilitate TOD-supportive residential densities and land use intensities
Market Readliness	Current market analyses do not always support mixed-use, mixed-income TOD projects. Market factors can lead developers and agencies to focus on only one type of land use or result, such as housing, and not consider commercial or employment opportunities.	The region exhibits a large demand for high quality commercial, residential, and mixed-use development and access to amenities
Land Use	Because many of the regions high-capacity transit corridors also parallel major road arterials and highways, many station areas have historically been developed with car-oriented land uses (ie: big box) rather than walkable and transit-centric uses	Some transit-ready areas or neighborhoods in the Portland region have relatively low land costs. While overall market readiness is a large component of development viability, lower land values can help make development viable
Funding	Costs of construction for TOD projects can be a barrier to implementation, including inflation, costs of materials, and a limited labor pool.	Other funding sources like Metro bonds, grants, urban renewal funds, state funds, LIFT grants, and tax credits are becoming available, especially as the impacts of climate change become more alarming and TOD is identified as a way to mediate them.
Transit Access	While transit access may provide great service to a neighborhood - a lack of bicycle or pedestrian infrastructure within the local municipality may remain as a physical barrier to provide safe connections to transit.	New development can help close the existing gaps within the pedestrian and bicycle network, either directly through required frontage improvements or indirectly through system development charges.

How Can TriMet Promote TOD?

The track record for transit-oriented development is mixed, with some stunning successes and some cautionary lessons. The Portland metropolitan region's transit project pipeline has been full for most of the past 50 years, starting with the Portland Transit Mall.

Depending on location and future development, sites can be part of town and regional centers. Communities with clustered homes, shops and businesses, good transit and easy walking connections encourage less travel by auto and more travel by transit, walking and bicycling. TriMet understands that it can only be successful in TOD only by being a team player, meaning developing where there are willing partners and where local government actions are transit-supportive. TriMet's involvement in TOD can be characterized as follows:

Continuing Successful Partnerships

Although TriMet was early in embracing the role of encouraging compatible development around station areas, TriMet has always sought to participate as the developer's partner. TriMet's past successes would not be possible without strong partnerships. As a development partner, TriMet relies on local jurisdictions, agencies, nonprofit organizations, and developers to build sophisticated TOD projects that meet community needs. Numerous local firms have provided a wealth of talent and perspectives in all aspects of transit system planning, design and construction, strategic planning and community engagement. Projects generally employ commitments at all levels of government and engage private contributions when appropriate. TriMet and its partners have proven to be adept at leveraging all available resources for the timely delivery of high-quality projects.

Image Credit: TriMet

From 2015–2020, TriMet and partners developed more than 700 housing units, including more than 475 affordable units (more than 65 percent of total units). Prior to this, TriMet achieved several TOD firsts with developments at Orenco Station (residential-led mixed-use), and at Cascade Station (commercial mixed-use). These transformative, first-of-kind projects, demonstrated the value of well-planned TOD, however, also showed how benefits can spread inequitably if the right protections are not in place.





FTA JOINT DEVELOPMENT

As a development partner and transit agency, TriMet is familiar with different tools that facilitate public and private co-development of real estate projects. This Plan defines joint development or real estate development, as development physically or functionally connected to transit facilities, and including coordinated, mutually beneficial actions by the transit agency and developer. Joint development, a process defined and overseen by the Federal Transit Administration (FTA), is typically a collaboration between a transit agency and one or more partners to build TOD and at the same time as improving the transit system. Transit agencies provide funds or property and benefit by sharing the costs of the transit improvements and the revenues from the real estate development. As more people live, work and shop in the developments, transit agencies benefit from increased ridership and farebox revenues, too. Joint

development can be incorporated into an existing transit facility or coordinated with a planned transit expansion project.

Subject to the eligibility criteria and federal requirements outlined in FTA Circular 7050.1A, a wide range of joint development activities are eligible for FTA funding and reimbursement, including, but not limited to: site acquisition and preparation, relocation of utilities, construction of building foundations, bicycle and pedestrian improvements, open space, safety and security equipment, community service facilities and transit parking, and procurement of professional services, such as design, engineering and environmental analysis. The broad eligibility allows for the construction of dynamic, mixed use spaces with housing, retail or community services, all closely connected to existing or planned transit facilities.

CREATING CATALYTIC TOD

TriMet encourages catalytic development that could set a standard for development to follow. TriMet recognizes that TOD needs to deliver more than simply development near transit – building great places near transit means upping the ante on urban design, adaptability, sustainability and housing affordability in TOD projects. The expectations are high for public agency land, especially land immediately adjacent to transit. It is TriMet’s responsibility to ensure the highest caliber TOD is built on its property and near station areas, to demonstrate the potential for surrounding areas.

Image Credits: TriMet (left), Central Bethany (right)



ALIGNING WITH THE MARKET

TriMet knows that it can't just wait for TOD to happen, and that it must be proactive by clearly articulating what TriMet desires, by proactively pursuing outside financing for TOD and access related improvements, and acting first where its TOD objectives and the market, political, and financial support for TOD align.

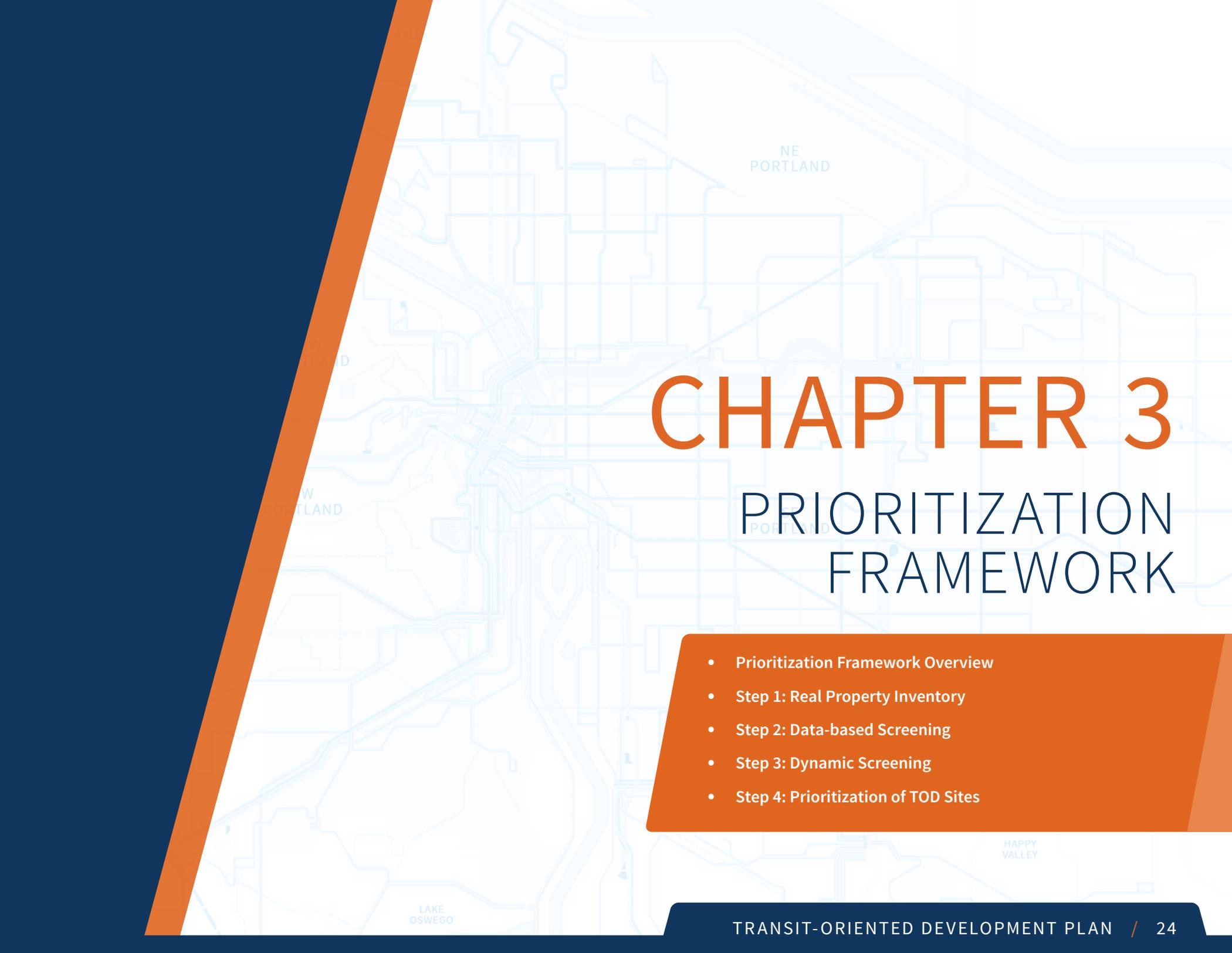
Identifying innovative solutions is central to advancing TOD projects across the region, and TriMet is committed to creatively solving problems in addition to working with partners that bring creative solutions to achieve project goals.

SPEAKING WITH ONE VOICE AND ENGAGING THE COMMUNITY

TriMet recognizes the importance of speaking with one voice, with a high level of transparency and predictability. As part of this Plan, TriMet has clarified the process for how it solicits, reviews, and approves TOD projects at both the staff and Board levels. TriMet also desires to engage in planning efforts and studies as a partner with many jurisdictions, to ensure they have the technical resources they need to create plans that reflect community vision. Significant cross-sector and inter-agency coordination is needed to support the many goals of TOD, as well as a commitment to evaluation, accountability, and transparency. TriMet

and development partners will use a process that will engage the community throughout the development process as well, so that community input will inform the project development, design and delivery and to ensure that the project will meet community goals, objectives, and expectations.

NEXT: Chapter 3 Prioritization Framework >>



CHAPTER 3

PRIORITIZATION FRAMEWORK

- **Prioritization Framework Overview**
- **Step 1: Real Property Inventory**
- **Step 2: Data-based Screening**
- **Step 3: Dynamic Screening**
- **Step 4: Prioritization of TOD Sites**

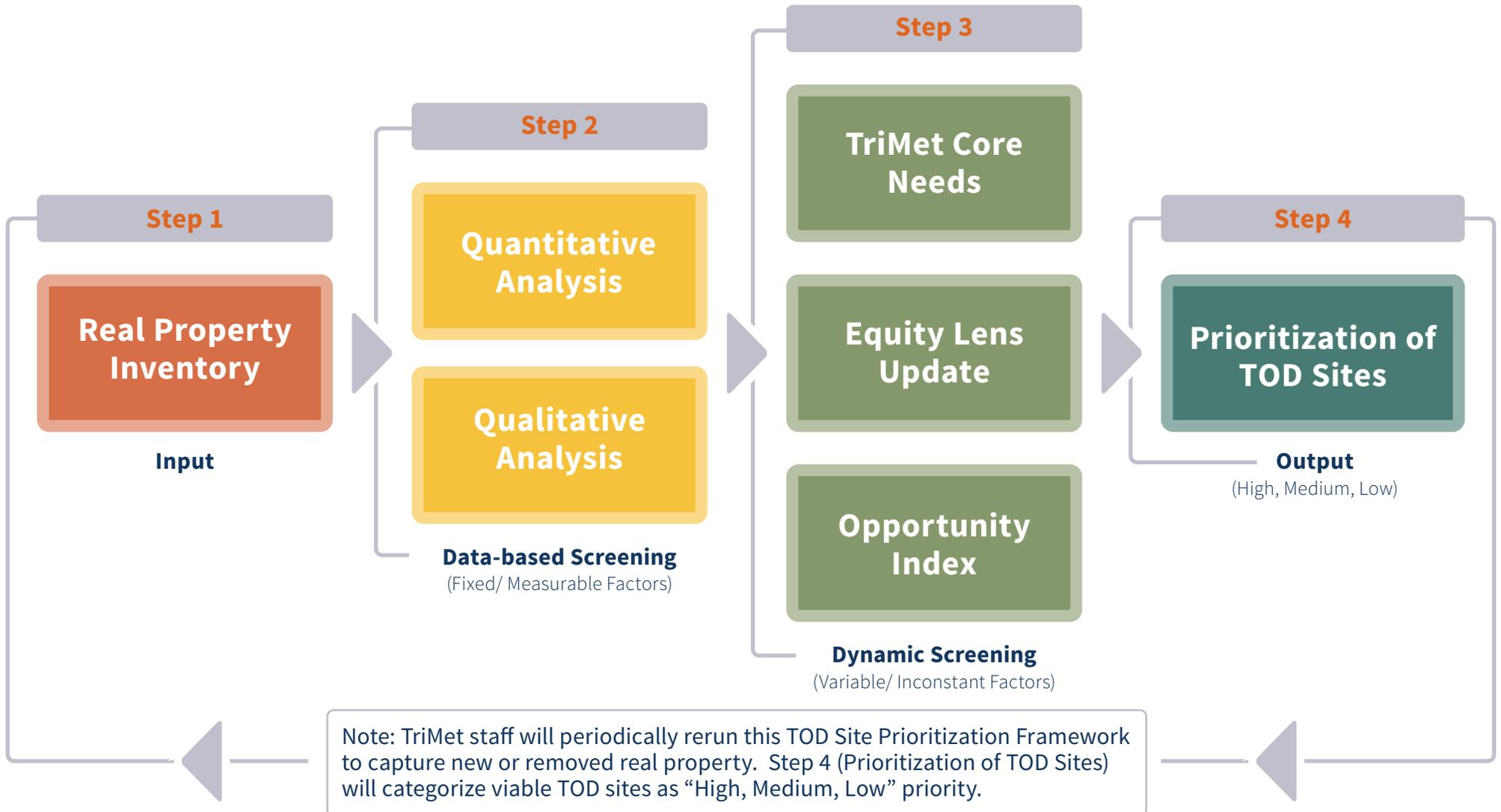
TriMet's TOD program is implemented through the combined efforts of the Board, TriMet staff, local jurisdictions, developers, and the community. Laying out a road map for defining, offering, evaluating, refining, and selecting and constructing TOD projects increases predictability for the implementation of TOD across the region.

TriMet recognizes the shortage of staffing and funding as barriers to the implementation of TOD. For TriMet to succeed in furthering TOD benefits, there is a need to prioritize opportunities based on the evaluation framework developed through the TOD Plan, specific community needs, and staffing resources. [Chapter 4](#) provides a comprehensive vision and process for TriMet's implementation of TOD following this evaluation framework in Chapter 3. This chapter describes a proposed framework that was developed to help TriMet periodically prioritize and organize TOD opportunities, as needed.

Image Credit: Bob Heims, U.S. Army Corps of Engineers

Prioritization Framework

Transit areas in TriMet’s service area have experienced varied and sporadic development. Even though each site in the evaluation lands in a specific group, the status of each site is not considered static. Instead, a site should be perceived to be on a TOD development continuum and the framework flexible, able to be replicated and modified as TriMet’s site portfolio grows. TriMet’s TOD prioritization framework has four steps as shown in the graphic below. These steps are explained in more detail on the following pages.

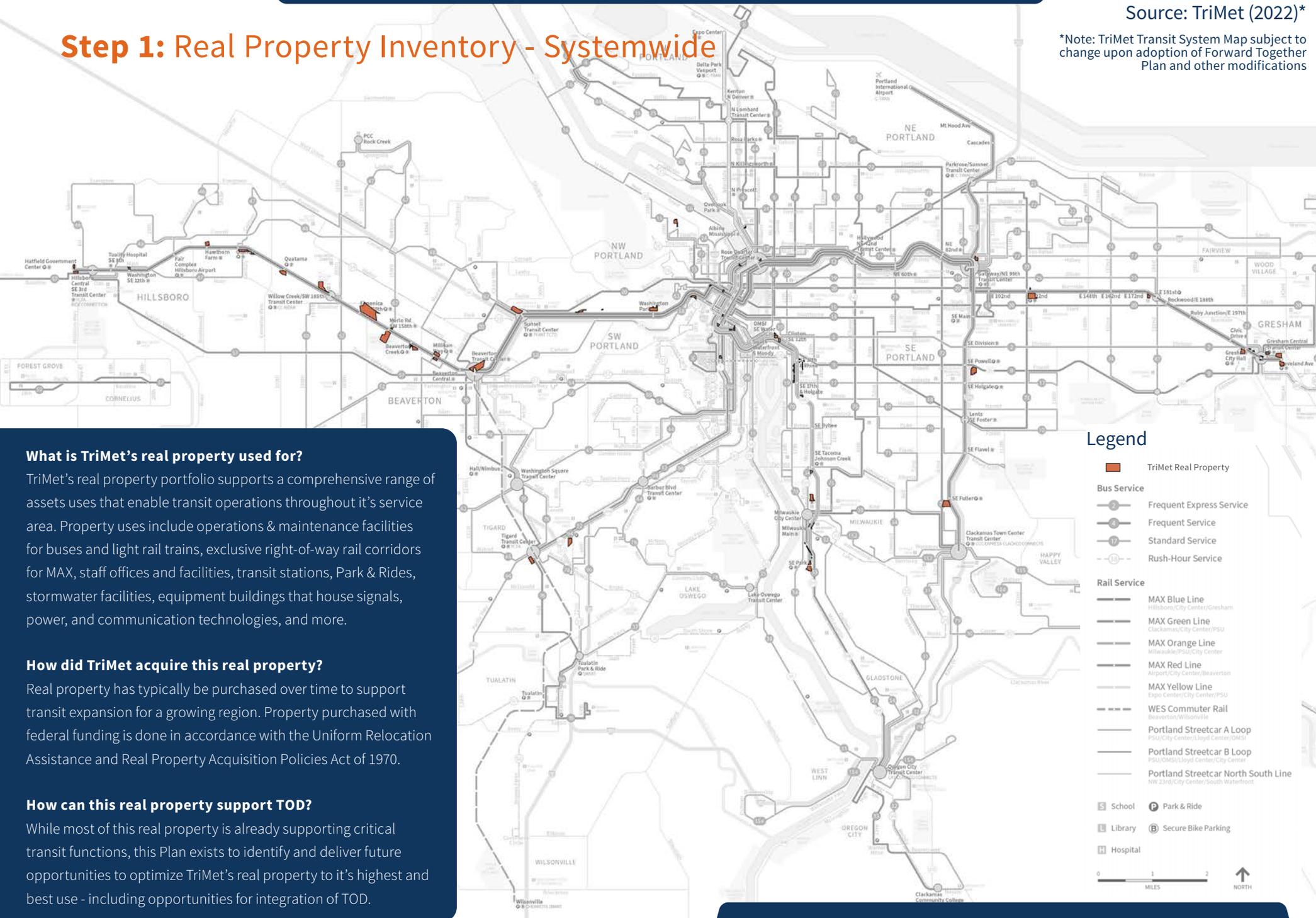


TRIMET REAL PROPERTY MAP

Source: TriMet (2022)*

Step 1: Real Property Inventory - Systemwide

*Note: TriMet Transit System Map subject to change upon adoption of Forward Together Plan and other modifications



What is TriMet's real property used for?

TriMet's real property portfolio supports a comprehensive range of assets uses that enable transit operations throughout it's service area. Property uses include operations & maintenance facilities for buses and light rail trains, exclusive right-of-way rail corridors for MAX, staff offices and facilities, transit stations, Park & Rides, stormwater facilities, equipment buildings that house signals, power, and communication technologies, and more.

How did TriMet acquire this real property?

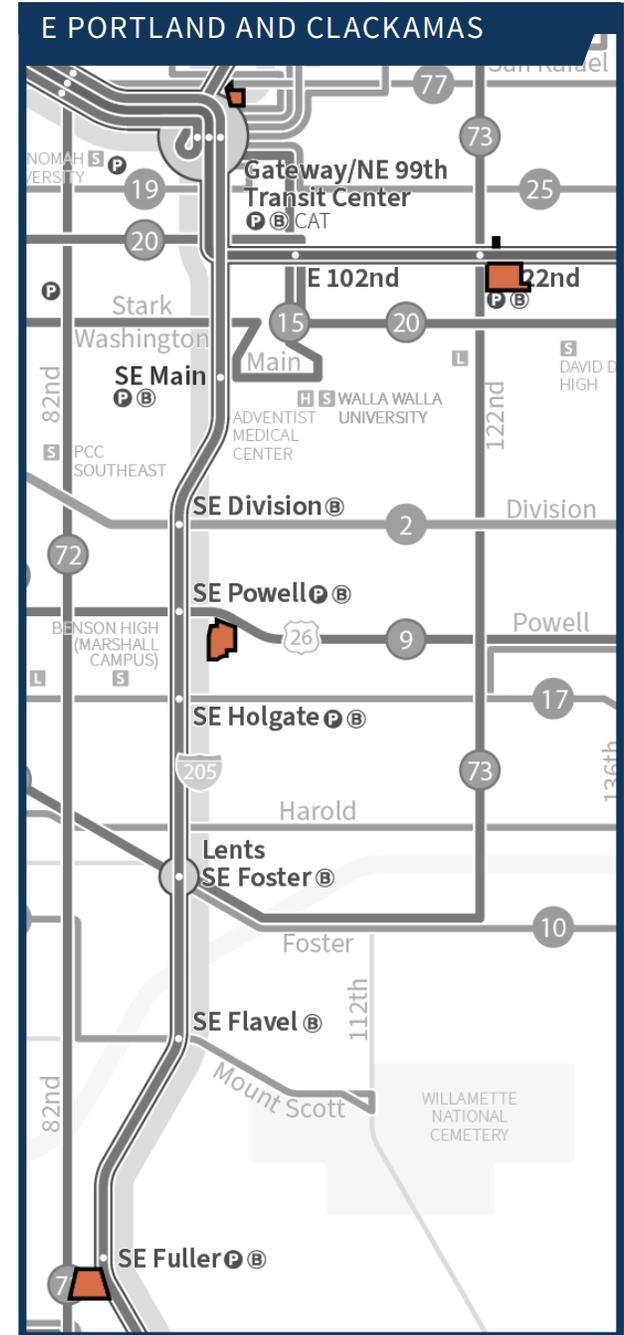
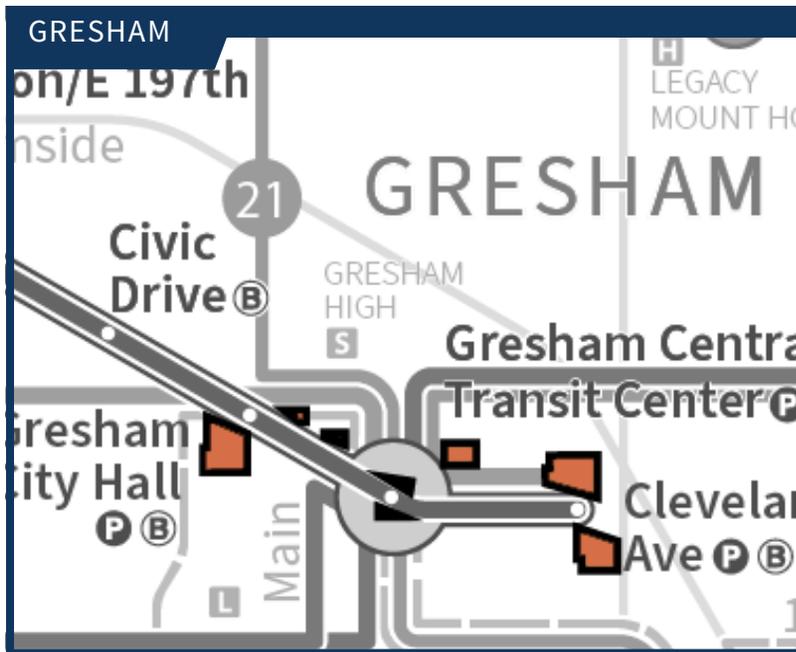
Real property has typically be purchased over time to support transit expansion for a growing region. Property purchased with federal funding is done in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.

How can this real property support TOD?

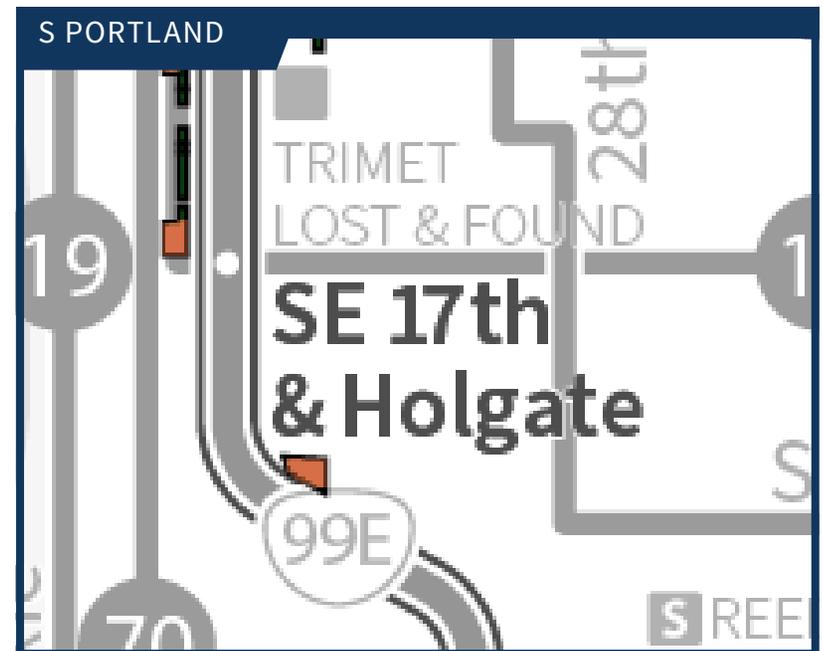
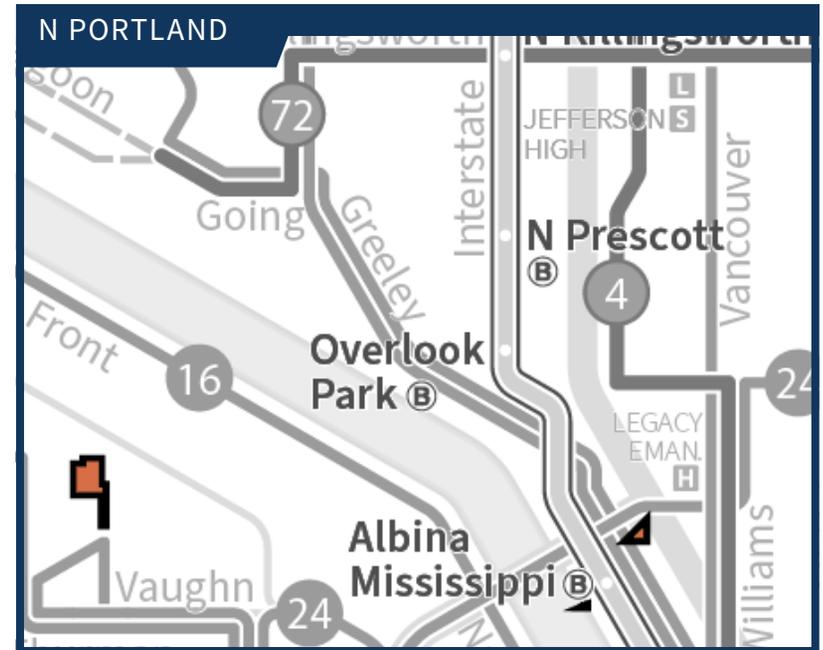
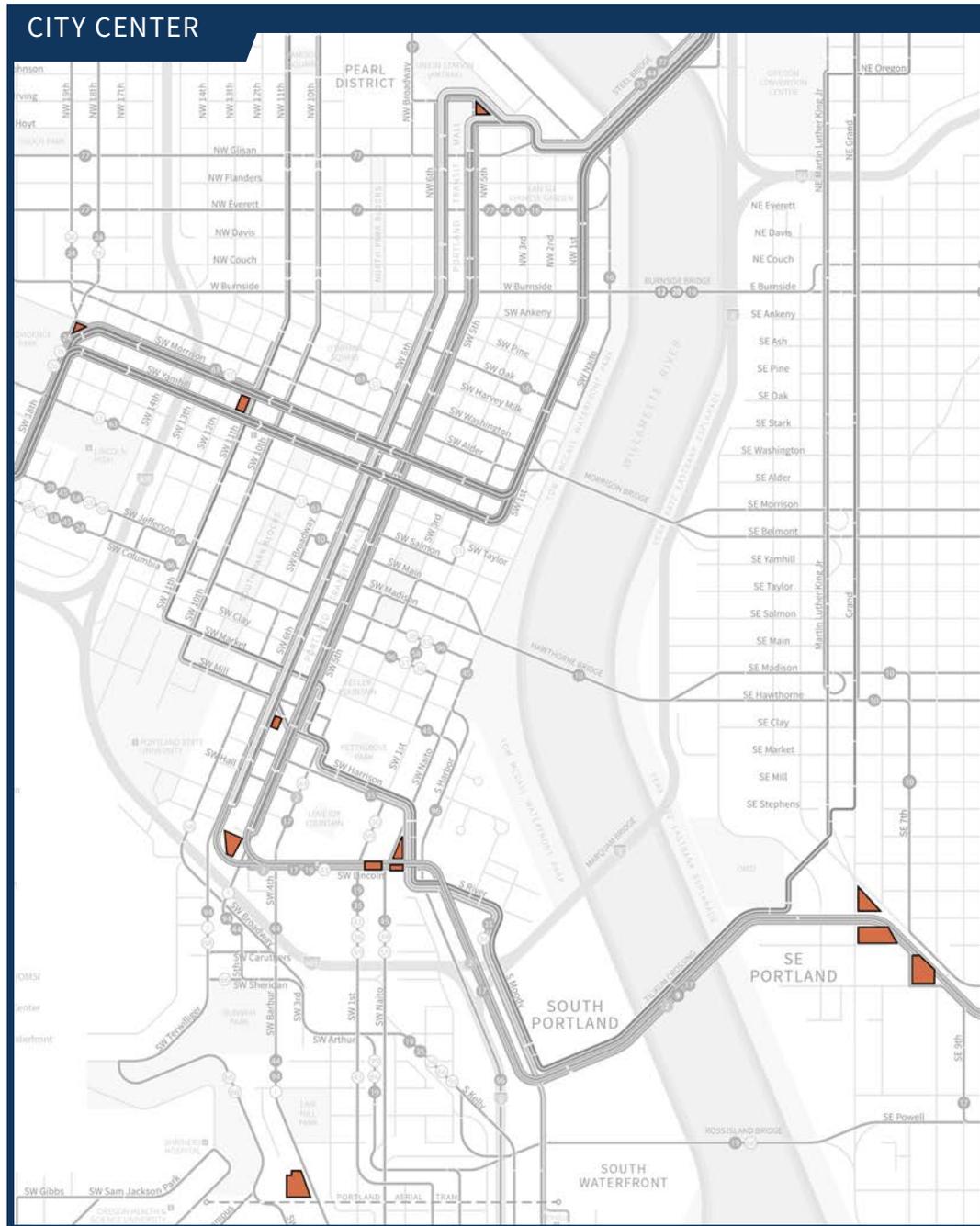
While most of this real property is already supporting critical transit functions, this Plan exists to identify and deliver future opportunities to optimize TriMet's real property to it's highest and best use - including opportunities for integration of TOD.

Step 1: Real Property Inventory - Enlargements

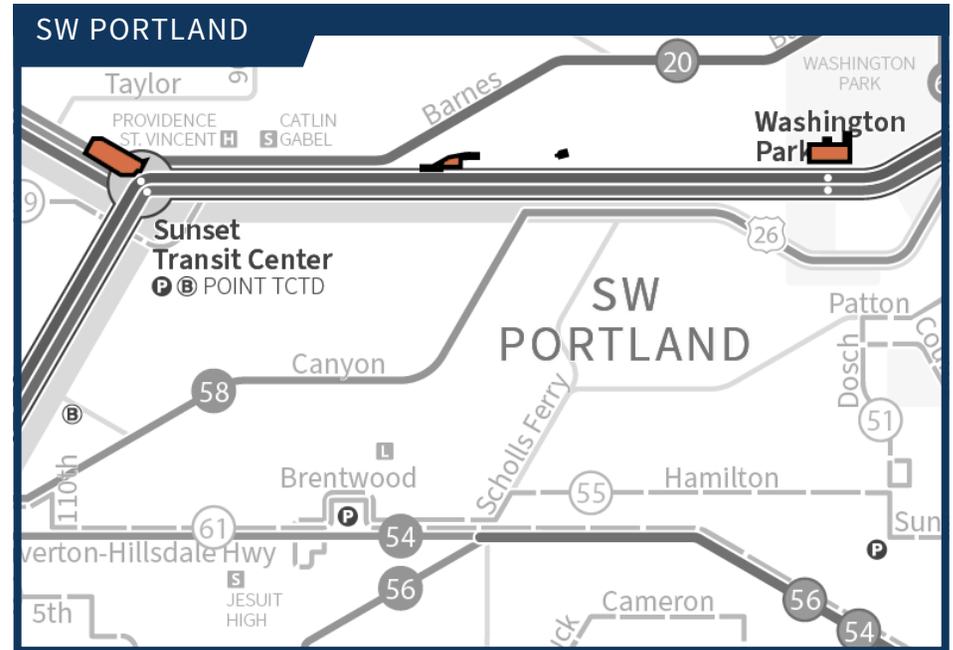
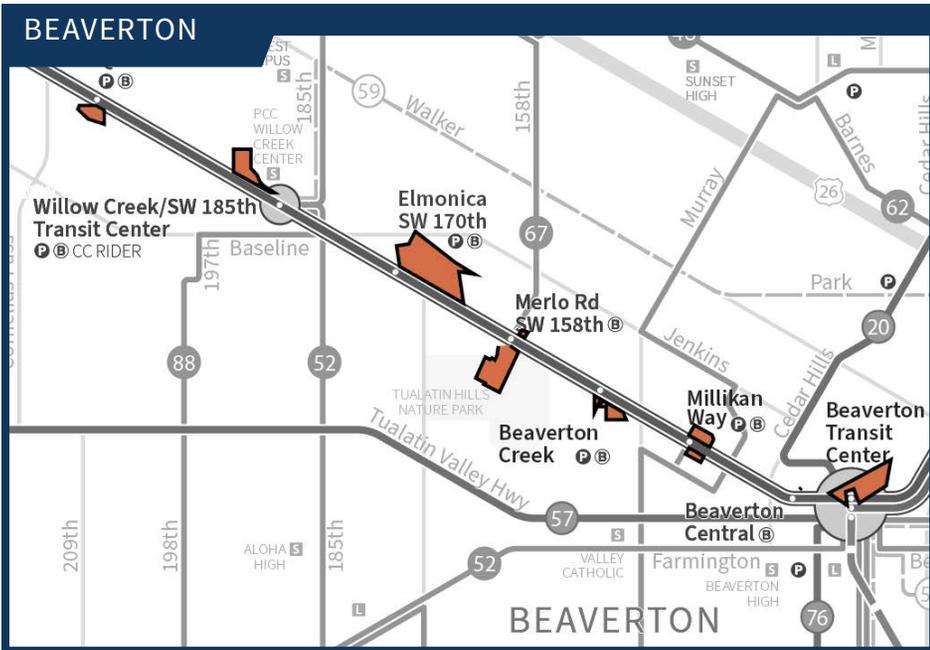
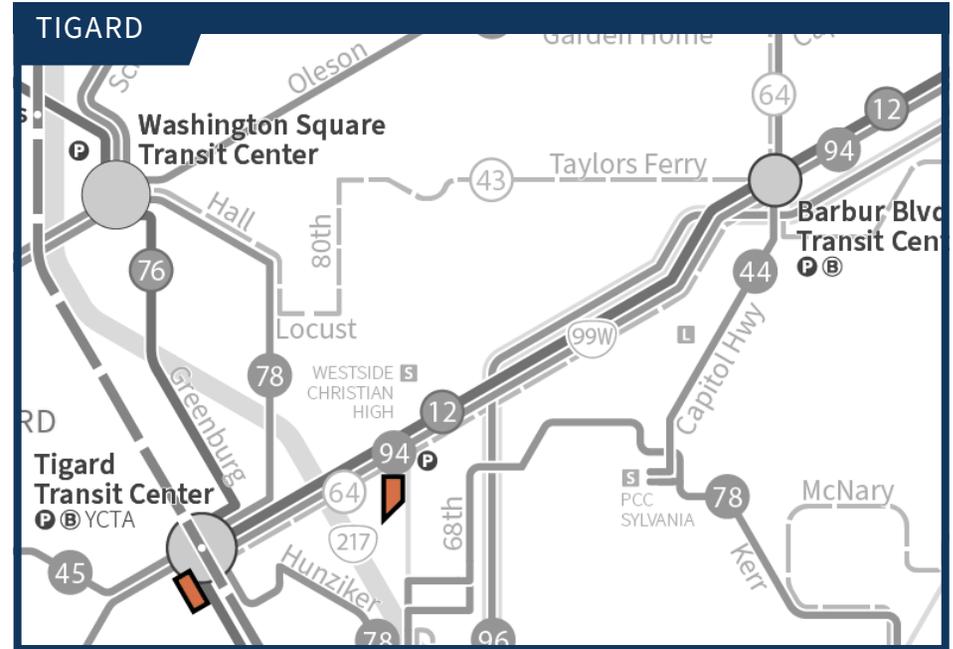
Step 1 in TriMet's TOD site prioritization involves cataloging all TriMet-owned sites and recording their use. As TriMet's transit network constantly changes, so does its inventory of sites and their uses. To ensure TriMet operates a robust and accurate prioritization process, it is important the inventory is up to date.



Step 1: Real Property Inventory - Enlargements



Step 1: Real Property Inventory - Enlargements



Step 2: Quantitative & Qualitative Analysis

DATA-BASED SCREENING

The second step in the site prioritization framework involves assessing sites against a wide range of measurable factors to identify potential suitability for TOD. Sites are scored against quantitative and qualitative measures, as detailed on the following pages. To ensure appropriate consideration of all factors, the score from each evaluation criteria is weighted according to its relative importance to TOD. This allows for more important considerations (such as connectivity, community needs, site suitability, etc.) to exert greater influence on the aggregate score than lesser items.

During the Stakeholder Advisory Group meetings, we heard how imperative it is to ensure TOD projects do not cause displacement or gentrification, both being unforeseen consequences of previous Portland-area transit improvement projects. To address this risk, the prioritization framework includes a Regional Social Vulnerability (RSV) category to further integrate equity in the quantitative evaluation process. This RSV assessment reinforces the demographic factors used to determine whether the site is located in an area with sensitive or underserved communities. Several housing factors are also used to assess sites in a manner similar to practices associated with affirmative selection processes within fair housing practices.

Sites that remain at the top of the prioritization list at the conclusion of the quantitative and qualitative assessments can be classified for the types of TOD development options that may be most suitable on the site. Step 3 provides for additional site evaluation to further refine and assess development potential by accounting for abstract considerations, and for information that is gathered through site visits and more in-depth analyses.

Image Credits: Pete Eckert and Ankrom Moisan



Step 2: Quantitative & Qualitative Analysis

To conduct a portfolio assessment that could be easily replicated, the project team sought to identify measurable factors that could be readily gathered, preferably from publicly available data sets, and evaluated across the entire TriMet site inventory.

Quantitative evaluation relies on numerical or measurable data. In the case of this Plan, these quantitative factors come from data that is readily available and can be easily replicated by the TOD program. Quantitative factors may be added to or altered over time as new data becomes available or quantifiable. The quantitative evaluation indicators include:

- *Site Suitability*
- *Market Readiness*
- *Land Use*
- *Connectivity*
- *Access to Assets*
- *Access to Opportunity*
- *Partner Capacity*
- *Affordability*
- *Regional Social Vulnerability*

Qualitative evaluation is interpretation-based, descriptive, and can rely on personal experiences or observations. Community input on specific area needs, investment needs, site accessibility, street design, regional balancing, or further equity screening can all be part of a qualitative evaluation for TOD. These might not be replicable for every site or project but provide useful information for project needs. The qualitative evaluation indicators include:

- *Community Needs*
- *Accessibility*
- *Prominence*
- *Public Perception*
- *Site Conditions*



Image Credit: TriMet

Step 2: Quantitative & Qualitative Analysis

SUMMARY OF QUANTITATIVE INDICATORS

INDICATORS	DESCRIPTION	MEASURABLE FACTORS
Site Suitability	evaluates whether the physical form of the area is ready to support new development and determines the potential capacity for new development	Site Size, Landslide Hazard, Flood Hazard, Wetland Presence, Block Size, Zoning Compatibility, Social Vulnerability, Income Qualification, Development Difficulty
Market Readliness	determines whether a station area is capable of supporting new development by evaluating the strength of market demand and timing	Viability of Commercial Development, Viability of Residential Development, Recent Development, Household Growth
Land Use	evaluates the physical form of the site and surrounding area	Surrounding Development, Historic Development, Parcelization, Vacant Land, Density, Land Use Diversity
Connectivity	focuses on multimodal transportation features by examining the existing pedestrian, bike, and transit infrastructure in place	Street Connectivity, Bicycle Access, Pedestrian Access
Access to Assets	evaluates how likely it is that station area development will be transit-oriented; that is, are the quantity and quality of access, amenities, and services in and near a station area sufficient to support TOD. The frequency of transit service factors into all asset scoring	Food Access, Education Access, Park Access
Access to Opportunity	evaluates existing access to employment and financial characteristics of the surrounding site area	Employment Access, Opportunity Insight
Partner Capacity	evaluates the presence of and potential for partnerships with surrounding landowners	Existing Partners, Potential Partners
Affordability	evaluates the potential for partnerships with surrounding landowners	Ownership Affordability, Rent Affordability
Regional Social Vulnerability	helps to provide key contextual information about community demographics that can be useful in identifying ways to promote equity and avoid unintended consequences such as displacement among underserved sectors of the population. TriMet’s operational and equity lenses are further discussed in Chapter 4. Another step of this process is to complete an equity screening which helps to contextualize the opportunities and risks that may need to be balanced at each site.	Car Access, Limited English Proficiency, Race/Ethnicity, Households in Poverty, Residents with Disabilities, Senior Population, Youth Population

Step 2: Quantitative & Qualitative Analysis

SUMMARY OF QUALITATIVE INDICATORS

INDICATORS	DESCRIPTION	MEASURABLE FACTORS
Community Needs	Is the TOD site in an area of perceived community need? How significant is the need, and to what elements of the community does it apply?	<ul style="list-style-type: none"> • High/ Medium/ Low need • Widespread / Focused impact from redevelopment
Accessibility	Is the TOD site considered accessible or hard to get to? For example, a site may be in a highly populated area, but if surrounded by a highway or other hard-to-cross infrastructure, it may be considered inaccessible	<ul style="list-style-type: none"> • High/ Medium/ Low accessibility
Prominence	Is the sight highly visible or tucked away? Prominent sites may be more desirable for different users	<ul style="list-style-type: none"> • High/ Medium/ Low prominence • Beneficial/ Undesirable
Public Perception	Would redevelopment of the site elicit particularly strong public support or opposition? How would this aid or hinder the proposed redevelopment?	<ul style="list-style-type: none"> • Positive/ Neutral/ Negative public support • Supportive/ Detractive for redevelopment
Site Conditions	Are there site conditions that would make redevelopment challenging? For example, would construction staging be an issue? Does the site have environmental or ground conditions that would add to redevelopment costs? Is there significant value to the existing site improvements that need to be accounted for?	<ul style="list-style-type: none"> • Permissive/ Unpermissive site conditions

STEP 2 OUTPUT

As part of the quantitative and qualitative development evaluation, the step two analysis generated or characterizes two types of TOD, which can be defined as:

Primed TOD Site: A site that is generally well-suited for TOD development in the short-term. Sites that fall under this category exhibit some or all of the attributes of transit supportive places, including a strong mix of density and uses. Highly rated primed TOD sites tend to be located in more built-up urban centers.

Catalytic TOD Site: A site that likely requires additional investment to make it better suited for TOD. Sites that fall under this category may have protective zoning designations, lower levels of existing infrastructure, or are located in areas where little development is occurring. Highly rated catalytic TOD sites tend to be located in suburban areas that have less development intensity in comparison to a built-up urban center. TOD projects in these areas can be “catalytic” to other station area development and investments.

Step 3: Dynamic Screening

Step 3 applies dynamic filters to the results from the data-based screening conducted in Step 2. This dynamic assessment of TOD sites takes into consideration specific needs of particular stakeholder groups (such as TriMet's Operations Division, or a particular disadvantaged community) and adjusts the TOD site score reached through assessments conducted in Step 2. The dynamic screening is important as it allows the Regional TOD plan to be nimble and responsive to intangible items and third-party events or influences not reflected in quantitative and qualitative data metrics. Every site and project has unique circumstances to be considered within the Plan. The dynamic filters in Step 3 exist to refine the data-based-site prioritization output from Step 2 so that the Plan can be nimble and responsive to external influences. To ensure Step 3 does not invalidate other TOD site selection steps, the Plan requires that all projects reviewed in Step 3 must meet TriMet's broader TOD goals before being considered for prioritization.

TRIMET CORE NEEDS

This filter adjusts site priority taking account of TriMet's strategic needs. For example, a site that scores highly in the Step-2 data evaluation and is considered a good candidate for TOD may be de-prioritized for development if that same site is needed for service expansion and it is not feasible to provide the service expansion and TOD on the same site. As another example, a low scoring site may be prioritized if TriMet has an operational use for part of the site and the new TriMet element supports TOD on the remnant parcel.

EQUITY LENS UPDATE

This filter adjusts site priority taking account for specific community needs, particularly those of disadvantaged and minority groups. For example, a lower scoring site may be elevated in priority if the proposed TOD supports a particularly disadvantaged group within the community and there is dedicated funding to support the target group that is competitive and finite (i.e. future funding may not be available). As another example, a lower scoring site may be elevated if its development will disproportionately help address inequity at the site.

OPPORTUNITY INDEX

This filter adjusts for imbalance that occurs as a result of a pure data-based screening approach, which typically prioritizes sites located in areas of higher density and economic need, leading to the clustering of higher-priority sites. As an example, if the highest-priority TOD sites are all located in inner and east Portland, this step could elevate the priority of a site in a community that has not previously or recently benefitted from a TOD project. Unsolicited proposals presented that deliver TOD benefits far beyond what is anticipated under normal circumstances could similarly be elevated.

Step 4: Prioritization of TOD Sites

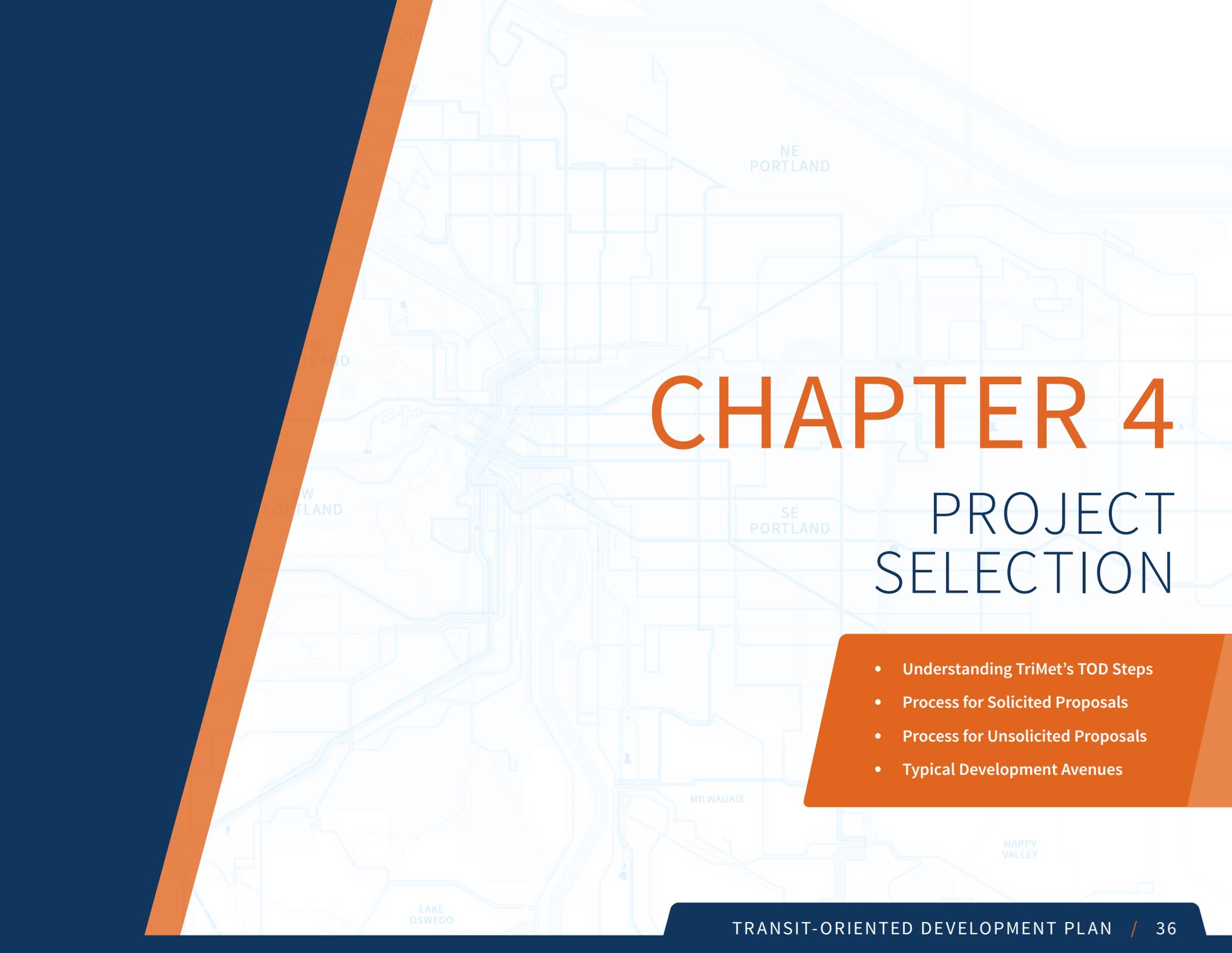
OUTPUT

The fourth step of the prioritization framework takes the output from Steps 1-3 to classify TriMet's identified TOD sites as high, medium, or low priority. Like TriMet's entire real property portfolio, this classification should be considered dynamic and will change periodically as circumstances at sites and across the region change over time. Because it is impossible to predict all eventualities using data analysis or otherwise,

the classification of TOD sites as high/medium/low priority should not be considered definitive. Moreover, it is guidance that is designed to help stakeholders understand TriMet's priorities, and assist TriMet in allocating its limited resources on the most viable and important TOD projects. Development is complex and multifaceted, and this Plan and its prioritization network need to be nimble and flexible so that all stakeholders can realize TOD opportunities when they arise.

Chapter 4 explains how TriMet selects TOD projects, including steps in its decision making processes for solicited and unsolicited proposals.

NEXT: Chapter 4 Project Selection >>



CHAPTER 4

PROJECT SELECTION

- Understanding TriMet's TOD Steps
- Process for Solicited Proposals
- Process for Unsolicited Proposals
- Typical Development Avenues

Realizing TOD is a long-term effort, requiring extensive collaboration with TriMet’s public and private partners. TriMet is in a unique position as it is not a typical real estate developer, but a project partner who typically relies on negotiated agreements with third-party entities to develop TriMet property or property connected physically or functionally with TriMet’s system. While many projects will be initiated through TriMet’s long-term TOD planning vision and formal requests, unsolicited proposals for development of TriMet sites may also result in TOD and/or projects not formally offered by TriMet. Establishing a project selection process that is transparent to all stakeholders is essential for an equitable and accessible Plan, as it creates accountability and provides TriMet with a consistent and structured process for TOD delivery.

Understanding TriMet’s TOD Steps

PRIORITIZATION FRAMEWORK

(Chapter 3)

The Site Prioritization process, as described in [Chapter 3](#), is the first step in TriMet’s TOD delivery process. TriMet has finite resources, including staff time and funds, to pursue joint development, thus it must prioritize where efforts are directed. Prioritization is an essential part of deciding which TriMet sites and which TOD projects proceed from concept to development, and it is central to maintaining program continuity in a dynamic and constantly evolving development environment.

TriMet’s portfolio of sites changes periodically with new developments and site acquisitions. TriMet

PROJECT SELECTION

(Chapter 4)

will use the site prioritization process established through this TOD Plan to regularly reassess its portfolio. Aside from scheduled reruns, the process may also be executed when a large amount of land is acquired by TriMet (e.g., when a high capacity transit project is underway), or when TriMet receives an unsolicited proposal for a site or group of sites. TriMet may also acquire sites with high TOD potential, and on each occasion (whether sub-portfolio or single-site assessment), sites will be evaluated using the same factors contained in the periodic portfolio-wide evaluations. Output from any site evaluations will be

TOD IMPLEMENTATION

(Chapter 5)

added to the agency’s pre-existing prioritized site data, thereby allowing TriMet to conduct regular and dynamic assessments of its TOD portfolio.

After prioritizing sites and before executing on a limited number of TOD opportunities each year, TriMet will select potential TOD projects to pursue. Potential projects can be either: TriMet-led solicitations or unsolicited proposals for TriMet’s properties. Unless TriMet has publicly solicited proposals for TOD on a site, any TOD proposal that is given to TriMet by an outside party will be considered “unsolicited.”

Solicited Proposals

TriMet's solicited TOD projects are the result of a multi-step process that starts with the TOD site prioritization process outlined in [Chapter 3](#). Sites that rise to the top of the priority list after dynamic screening (step 3) will be advanced through TriMet's project selection process. The number of sites advanced annually will depend on available staff resources to coordinate and manage the proposal process, taking into account the existing project pipeline. TriMet anticipates advancing around 1-3 sites annually, but it could be more or less than this depending on resources and existing workload.

Sites at the top of the priority list will be further evaluated by TriMet's TOD team in a context-specific manner to ensure nothing is overlooked or has changed since the last assessment. During this review process, sites will be assessed on multiple factors that were considered in the portfolio prioritization process but deserve deeper focus before a solicitation is issued. These factors include:

- Existing local community goals and needs, and how a TOD project might help address these
- TriMet's current and future requirements for the site
- Federal requirements and regulations governing the site
- Market appeal of the site
- Physical limitations of the site
- Code regulations at the site (such as zoning/FAR regulations associated with development intensity)
- Stakeholder interest in the site (political, community, environmental groups, etc.)
- Funding availability

TriMet will chart a course of action dependent on the review findings. For example, if a city has not recently conducted planning work or



public engagement in the area around TriMet's site, TriMet may or may not choose to advance the project. If additional publicly-led planning or engagement is deemed to be essential, TriMet may work with local jurisdictional partners to seek grants for additional station area or site planning, leading to a deferral of the TOD solicitation until a later date. Alternatively, TriMet may include a requirement for some level of planning and/or public outreach in the solicitation, which would be addressed by the respondents.

Planning and outreach adequacy will be based on [TriMet's TOD guidelines](#) described in Chapter 1 and best practices described in [Chapter 5](#). TriMet's TOD team will collaborate with TriMet's Community Engagement group, and when needed, partner with community-based organizations and other outreach consultants to develop and implement an outreach approach. Chapter 5 describes potential [public engagement and outreach strategies](#), acknowledging that community outreach metrics and tactics should focus on the location and demographics surrounding the site and the potential stakeholders who are most likely to be impacted by the development. All outreach will be conducted in accordance with the following best practices:

- Broad, diverse, and consistent stakeholder involvement
- Evaluation and incorporation of past outreach findings
- Outreach in appropriate languages, and at accessible times and locations for the community
- Engagement using multiple outreach formats and methods
- Fair use of stipends and other forms of participant compensation, when available
- Transparent and detailed reporting and summaries
- Ample opportunities for follow-up

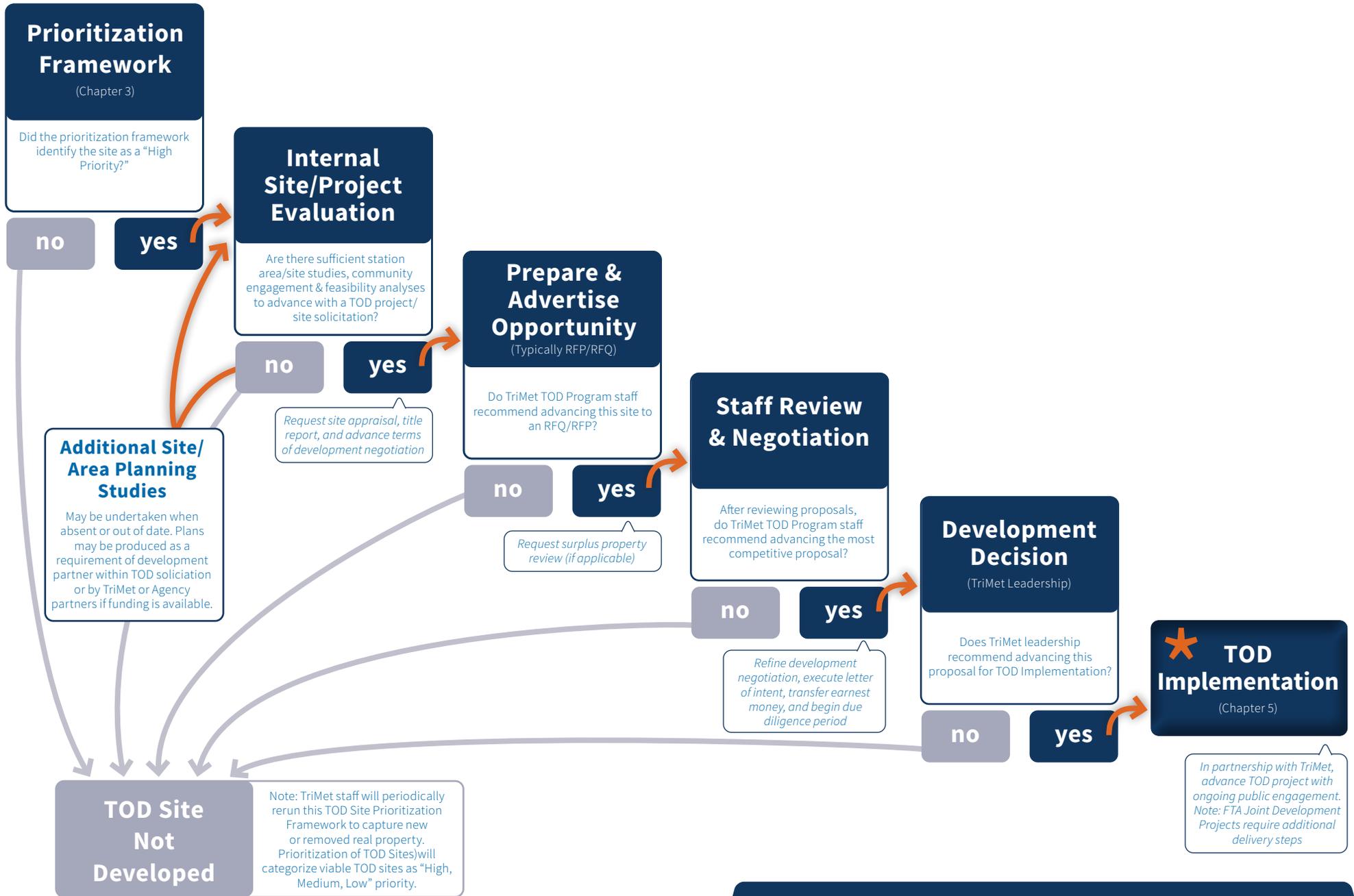
Once a site is selected for TOD proposals, TriMet will prepare and issue a site-specific solicitation. Solicitations may be in the form of a Request for Proposal (RFP), a Request for Qualifications (RFQ), an open-market broker listing, or a combination of these requests. They will incorporate findings from the site prioritization and project selection review processes, and will be evaluated relative to TriMet's TOD Guidelines and all other proposals. Once all proposals have been assessed relative to the goals set out within the solicitation, a decision will be made to advance with the winning proposal toward TOD execution (see [Chapter 5: TOD Implementation](#)), or to defer the site for future TOD (i.e., no qualifying proposals).

Example site solicitation materials are included in the Appendix for reference and are also available from TriMet's TOD staff on request.

Image Credit: TriMet



Solicited Proposal Process



Unsolicited Proposals

Each year, TriMet typically receives multiple unsolicited proposals for its sites from a wide range of developers, including public-sector partners, private-sector builders, community-based organizations, and non-profit affordable housing groups. In some years, the number of proposals overwhelms staff capacity, especially if each proposal is given substantial attention. TriMet must evaluate the viability of these proposals relative to solicited proposals so that adequate attention is given to TOD opportunities that best achieve the agency's TOD goals. This section describes how TriMet determines the viability of unsolicited proposals.

Unsolicited Proposals will not be reviewed by TriMet if a site is in the solicitation process.

TriMet will give feedback on all unsolicited proposals within 60 days. During an initial screening, TriMet will consider if the site is considered high, medium, or low TOD priority, and whether the proposal should elevate the site beyond its current prioritization. For example, the owner of a property that is adjacent to a TriMet-owned site could approach TriMet about partnering on a consolidated site development. The proposal may be superior to what TriMet's portfolio prioritization contemplated and propose an innovative idea for the site. Proposals on low-priority sites that do not enhance the TOD opportunity relative to others in the portfolio should be rejected before further TriMet resources are dedicated to due diligence.

Unsolicited proposals that advance should be screened within 45 days to assess how they address the factors found in the TOD guidelines and those that were considered in the portfolio prioritization process. Similar to solicited proposals, the factors that could be considered include:

- Existing community needs and interest in TOD
- Opportunity to deliver equitable TOD
- TriMet's current and future requirements for the site

- Market appeal of the site
- Physical limitations of the site
- Stakeholder interest in the site (political, community, environmental groups, etc.)
- Regulatory conditions at the site (such as zoning/FAR regulations/building code requirements, etc.)
- Funding availability

To support the implementation of this Plan and to maximize efficiency for both staff and applicants, TriMet is developing an online form for preliminary screening of unsolicited proposals that will require applicants to assess how the proposal meets TriMet's TOD goals. This self-assessment form will be available to all stakeholders, thereby allowing for any stakeholders to record interest in a TriMet TOD site.

Proposers whose plans do not sufficiently address TriMet's TOD objectives will be informed of their plan's primary shortfalls and be given an opportunity to refine their proposal. In some cases, attractive proposals may require some focused public-sector involvement in the form of additional site studies, station area planning, or community outreach. TriMet may work with proposers and other partners to remedy these concerns.

In general, TriMet expects that unsolicited proposals will need to be refined. In fact, many items that are spelled out in a solicited proposal process, such as pre-determining which TriMet needs must be met by a proposal, are unlikely to be addressed by unsolicited proposals. Should an unsolicited proposal be considered beneficial, TriMet will endeavor to work with the proposer to refine its project to address unfulfilled items, and so advance with a TOD.

TriMet staff will meet regularly to determine if each unsolicited proposal is

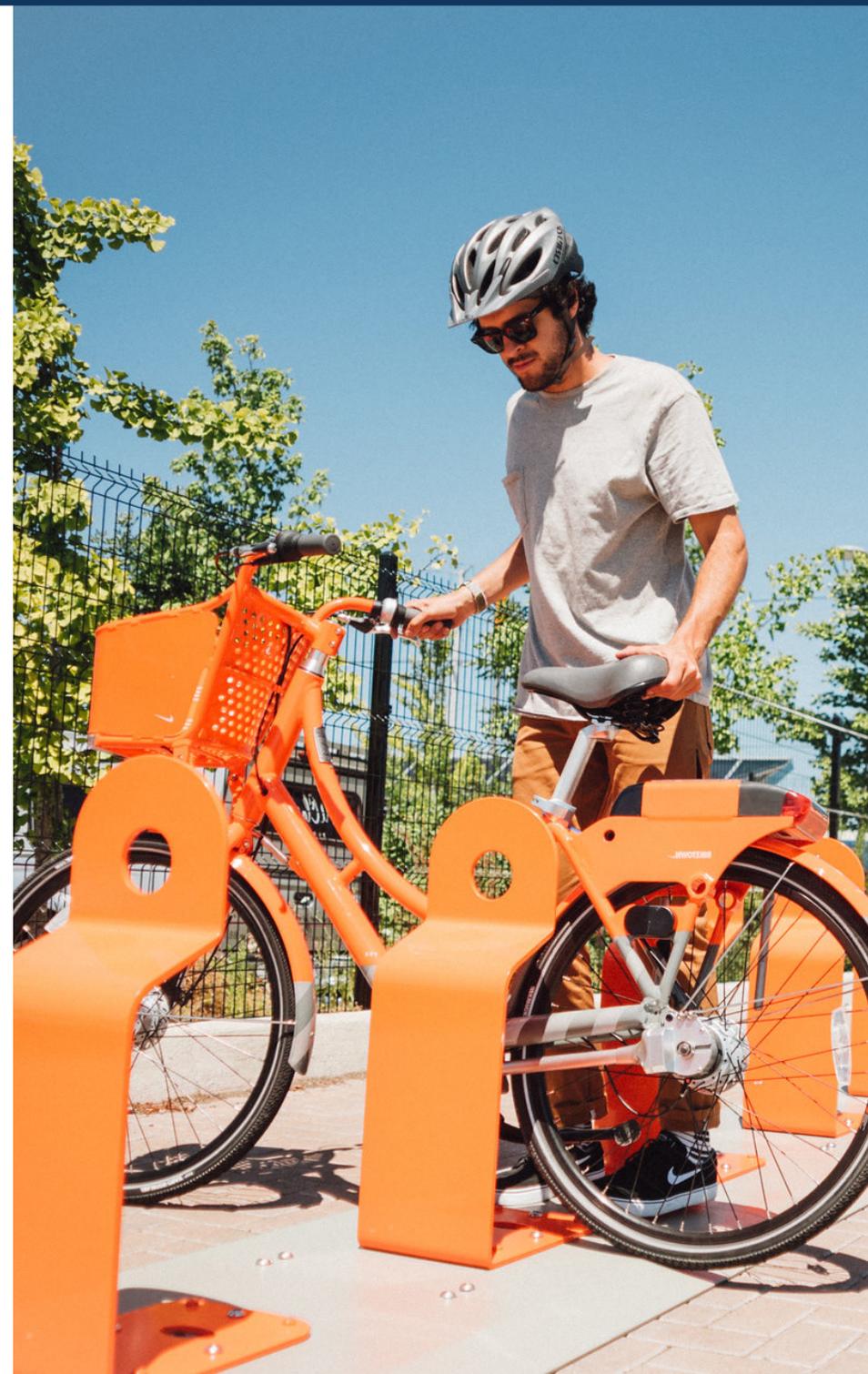
worthy of continued consideration. As due diligence can be costly (including TOD opportunity costs), TriMet may choose to terminate discussions regarding an unsolicited proposal at any time, or it may choose to negotiate compensation with the sponsor if there are material upfront analysis costs. Community benefits or upgraded infrastructure both factor into purchase price or lease terms.

Should proposals be selected to advance to TOD implementation, a refined unsolicited proposal will be advanced to a development decision, which involves consultation with TriMet’s executive leadership. At this point in the process, unsolicited proposals will be evaluated alongside solicited TOD proposals for advancement. If the unsolicited proposal is approved by Executive Leadership, TriMet staff will administer a Public Notice Process to advertise its desire to advance the unsolicited proposal and solicit feedback and/or counter-proposals from third parties. As a public agency, TriMet is obligated to conduct the Public Notice Process, although it is not obliged to work with the highest bidder and it will consider the non-monetary benefit of all proposals prior to selecting a course of action, if any.

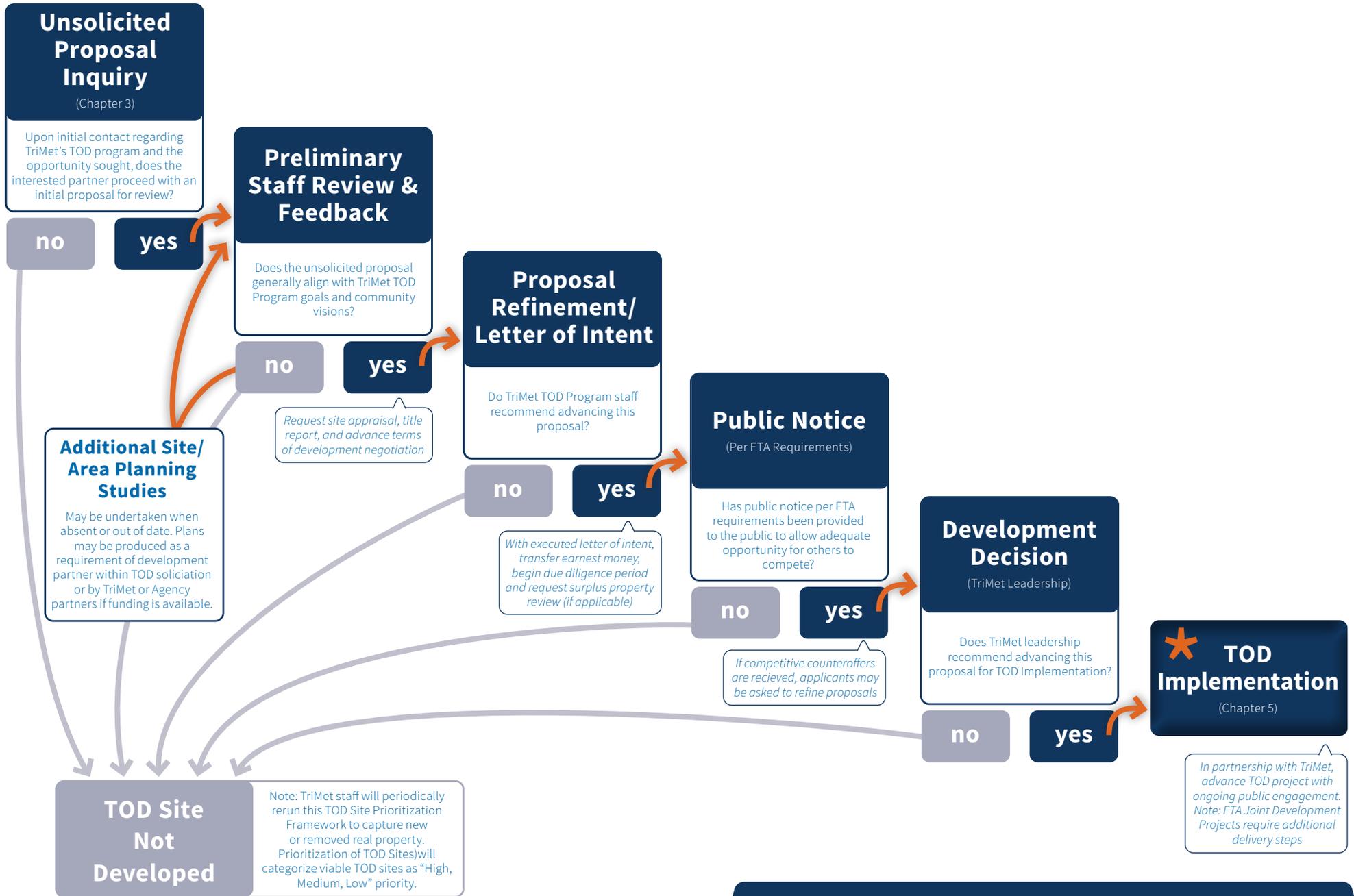
If, on conclusion of the Public Notice Process, TriMet determines that it still wishes to proceed with the unsolicited proposal, it will enter into negotiations to formalize the development agreement. As with solicited proposals, unsolicited proposals will still be required to meet TriMet TOD guidelines and public engagement requirements as contract negotiations and ultimately construction advance.

Those interested in more information about TriMet’s unsolicited proposal process should consult the agency’s current unsolicited bid requirements documentation.

Unsolicited and solicited projects that proceed successfully through the full selection process will then go through TriMet’s TOD implementation process described in [Chapter 5](#).



Unsolicited Proposal Process



Typical Development Avenues

For typical TOD projects, TriMet generally pursues the following avenues of development with interested partners:

GROUND LEASE

In an **FTA Joint Development** project, TriMet is an active partner, mutually benefiting from, and, when possible, sharing resources to improve and invest in the land owned by TriMet. These projects tend to integrate the development of transit and non-transit improvements, with transit assets physically or functionally related to commercial, residential, or mixed-use development. On FTA Joint Development projects, TriMet seeks to lease the property to the development partner as a way to share the long-term economic value of that development, and support further transit and TOD-supportive investments.

SALE OF REAL PROPERTY

In other instances, TriMet may pursue a sale of real property to support TOD. Such avenues may be pursued when TriMet does not have a strategic long-term interest in the real property, when TriMet is seeking to monetize the site for immediate economic recapture and reinvestment in the TOD program, or when the scale or location of the project are not big enough warrant long-term TriMet and FTA support to realize the TOD project.

OTHER

As noted in Chapter 1, [TOD can take many different forms](#), such as mobility hubs, civic uses, infrastructure investments, or temporary activation of TriMet Real Property. In such instances, other forms of partnership agreements may be more applicable. TriMet will enter into agreements that best fit the project and project goals. This may include a License Agreement, Intergovernmental Agreement (IGA), short-term lease or other forms of agreement.

NEXT: Chapter 5 TOD Implementation >>



CHAPTER 5

TOD IMPLEMENTATION

- Regional Policy Strategies
- Mobility Strategies
- Public Engagement & Outreach Strategies
- Funding & Financing Strategies

TOD Implementation

The core aspect of TriMet's Regional TOD Plan is the efficient delivery of appropriate and transformative TOD. TOD project execution typically occurs in conjunction with development partners, but it can also occur more succinctly when TriMet sells its property for projects or in exceptional instances, self-develops. To ensure transparency and consistency, TriMet only executes TOD projects that have been through a strategic selection process, regardless of the proposed method of execution.

WHY PARTNER WITH TRIMET?

TriMet's TOD process is neither simple nor succinct. Development is a complex process that requires sophisticated professional oversight. In addition to working with developers who execute TOD, a typical TOD project requires TriMet's TOD staff to engage with multiple TriMet departments, multiple stakeholders outside of the agency, and the community. To the extent possible, the TOD process is enhanced when outside partners understand all the steps involved and the multitude of factors that TriMet must consider. For this reason, stakeholders should consider the following reference documents that will also be relied upon by TriMet TOD staff during the process:

KEY AGENCY RESOURCES & REFERENCES

Transit-Oriented Development Resources:

- TriMet TOD Guidelines
- TriMet TOD Regional Plan (This document and relevant outputs)
- Station Area Planning Studies
- Unsolicited Bid Requirements (Forthcoming)

Agency Plans/ Resources:

- TriMet Business Plan
- TriMet Service Enhancement Plans
- TriMet Annual Service Plan
- TriMet Climate Action Plan
- TriMet Equity Areas
- TriMet Small Business Program
- TriMet Bike Plan

- TriMet Pedestrian Plan
- TriMet Park & Ride Optimization Plan (Forthcoming)
- TriMet Facilities System Master Plan - Operator Layover & Restroom Facilities Report (Final Plan Forthcoming)
- TriMet Transit Asset Management Plan

Design Guidance (if applicable):

- TriMet Design Criteria
- TriMet Directive Drawings
- TriMet Drafting Procedures 2017
- TriMet Quality Assurance Program Manual
- TriMet System Safety Program Plans
- Guide to Standard Light Rail Transit Improvements in Public Streets

Regional Policy Strategies

Regional coordination is key to better support TOD projects throughout the region. Tools at this scale are intended to regularize the mechanisms necessary to implement TOD at a regional level. TriMet is committed to implementing the following strategies in its TOD program, and also encourage their broader implementation with the cities and counties it serves. As TriMet does not regulate zoning or development standards, and cities and counties have their own adopted planning documents, TriMet plays a more limited role in land use planning implementation.

STRATEGIES TO ENABLE COMPREHENSIVE TOD

TriMet will continue to support the following coordination strategies:

- Formalize cross-sector, cross-agency coordination to advance TOD.
- Engage in or initiate corridor planning for TOD.
- Partner or be a key stakeholder in area plans around transit or portfolio sites.
- Solicit proposals for TOD in localities that have supportive regulations and leadership.
- Understand development industry needs to move TOD forward.
- Connect partners with site-specific TOD resources and opportunities.
- Actively pursue land acquisition and development partnerships.
- Prioritize key sites for joint development.
- Set performance criteria to evaluate project functions and outcomes.
- Set agency TOD targets consistent with Metro's 2040 Growth Concept.
- Publish performance metrics to evaluate progress and promote accountability.
- Champion projects that kick-start development interest in key locations.

- Promote retail, community services, and high-quality public amenities.
- Support employment and destination uses in TOD projects that advance the Metro 2040 Growth Concept.
- Leverage other resources for corridor or station area planning and transit supportive land use regulations.
- Evaluate existing public infrastructure conditions and deficiencies around TriMet priority sites.
- Address site needs, including environmental contamination and remediation needs.
- Develop a strategy to leverage publicly-owned land and vacant lots near transit for public benefit.
- Continue to conduct portfolio analyses.
- As part of the site evaluation process, analyze the development feasibility of TOD projects.
- Develop guidelines for strategic development of current and future TriMet real property and transit-adjacent TOD.
- Use the appropriate method for the transfer of TriMet real property for TOD projects.
- Strengthen equity in procurement, supplier diversity, and development partnership policies to ensure small and minority-owned firms benefit from new development.
- Continue, and if possible, accelerate, the buildout of the

regional transit system.

- Prioritize funding to make TriMet stations fully accessible and multi-modal.
- Reflect TriMet's TOD priority in the broader mobility hierarchy of design and station access.

TriMet will continue to support the following land use strategies:

- Deliver TOD projects that provide a mix of uses.
- Establish a framework for neighborhood land use plans.
- Ensure that development standards are flexible in order to encourage TOD projects.
- Support changes in zoning that increase density and development potential.
- Encourage the development of quality affordable housing near transit.
- Discourage certain land uses near transit stations that are not TOD supportive.
- Include sustainable transportation demand management options and incentives in zoning code.
- Evaluate and leverage existing amenities along transit corridors.
- Maximize the relationship between adjacent land uses and a TOD project.

- Integrate open space, public art, and other placemaking improvements in TOD projects.
- Strengthen affordability and accessibility requirements for development on TriMet sites.
- Develop incentives and policies to preserve, and enhance relationships to community organizations, small businesses, and other neighborhood assets.
- Develop incentives for the creation, activation, programming, and maintenance of public open space.
- Revitalize and/or strengthen nearby retail corridors and businesses through new projects and planning.
- Incentivize active transportation and public transit transfers. Use shared parking models and better management tools to reduce parking supply within station areas.

TriMet will continue to support the following street design strategies:

- Encourage shorter blocks.
- Prioritize the modal adjacencies to transit.
- Design streets to encourage low speed vehicular traffic, emerging micro-mobility systems, and the safe movement of pedestrians and bicyclists.
- Connect walking and bicycling facilities to the broader mobility network.
- Design streets to increase pedestrian visibility.
- Encourage curb management.

TriMet will continue to support the following building design strategies:

- Optimize transit use by encouraging denser design.
- Encourage sustainable and resilient design in TOD projects.
- Include “active” ground floor uses.
- Place and orient buildings to public streets.

TriMet will continue to support the following transportation and parking strategies:

- Encourage planning for and building pedestrian access, off-street trails, or other key connections.
- Encourage direct connections to transit stops and stations.
- Encourage high-quality bike infrastructure to, from, and within transit areas.
- Support flexibility in parking standards used by permitting agencies.
- Advocate for station areas to develop strategic long-range plans for more permeable local street networks and improved local facilities that include bicycle and pedestrian connections, flexible curb space, and other street cross section improvements.
- Implement best management practices for mobility planning and parking.

Why is development feasibility important?

Development is typically costly and risky. The challenges associated with constructing affordable housing are often equally or even more challenging as it typically requires multiple funding partners. Getting financing for development requires lenders and investors to be confident they will earn sufficient financial return to justify the risks. When a project has multiple capital partners, it's difficult for each capital partner to assess risk, adding further complexity.

Economic or market feasibility is generally assessed by comparing the expected revenues (home sales or net income from rents) against the costs of development. If a development is not feasible, it will not be built.

While some of the factors that determine market feasibility are outside a jurisdiction's direct control (e.g., labor and materials costs, interest rates, market rents), local jurisdictions can provide incentives (such as tax exemptions), adjust fees, zoning, housing programs, and other regulations that can have a substantial impact on development feasibility, and thus, the creation of new housing stock.

A custom parking policy that fits the needs of TOD goes a long way in the success of a development. Parking policies shape travel behavior, community design and development economics. It can improve the performance of both transit and TOD. While the statewide Climate Friendly and Equitable Community policies will provide more flexibility in parking requirements, parking capacity, location and management will continue to influence design and cost of TOD and require a context-specific approach.

To facilitate increased transit and active transportation trip generation consistent with regional climate goals and local modal targets, TriMet and its partner agencies should look at reviewing and revising codes, policies, and strategies that optimize the land use development and travel patterns.

Mobility Strategies

TOD-SUPPORTIVE PRACTICES

- Eliminate minimum parking requirements
- Apply parking reduction adjustment factors
- Unbundle the cost of parking by separating the cost of purchasing or renting parking spaces from the cost of the purchasing or renting a dwelling unit
- Evaluate modal splits and utilization trends
- Support parking management policies and programs
- Create bicycle parking and support expansion of bike share programs
- Support car share programs
- Enforce parking standards
- Implement time limits and restrictions for perimeter on-street parking
- Manage curbspace

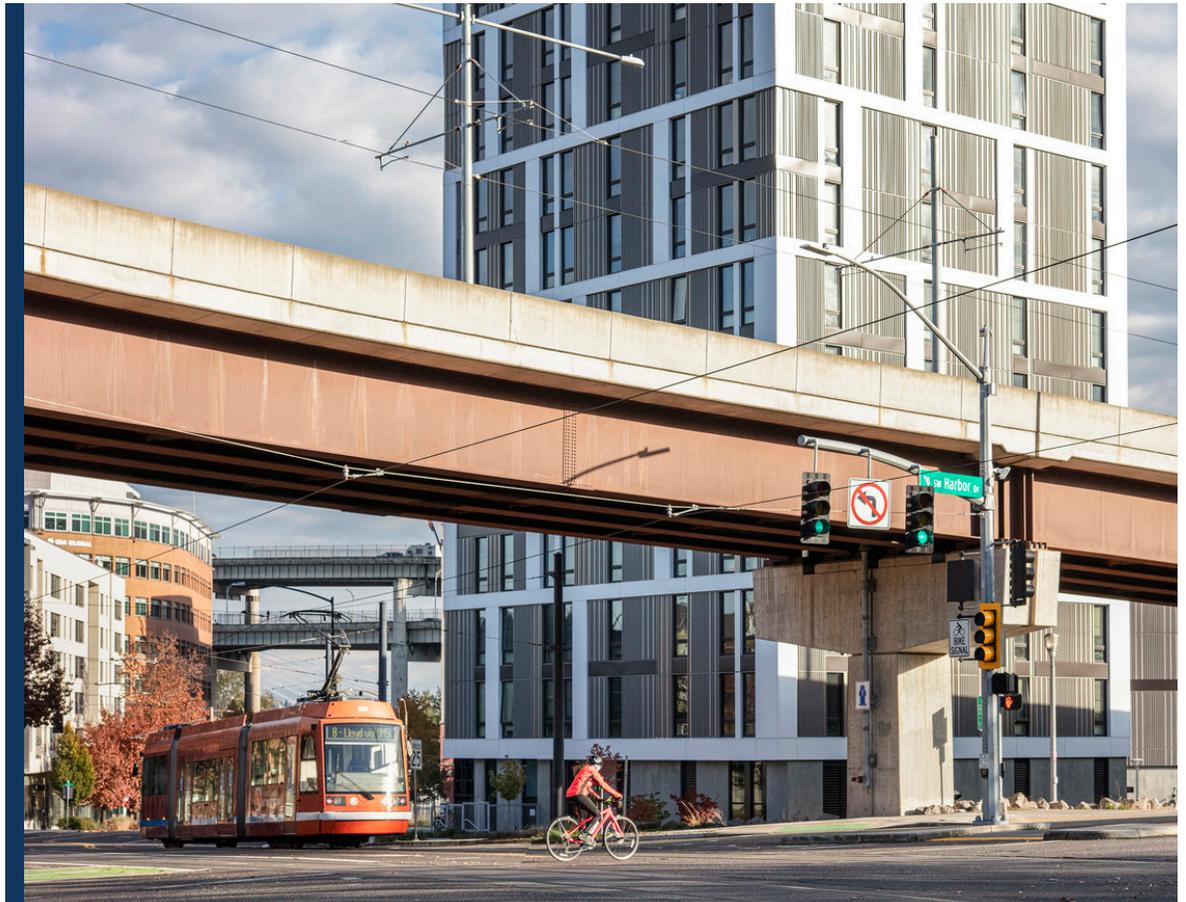


Image Credits: Pete Eckert and Ankrom Moisan

TYPICAL ADJUSTMENT TO PARKING REQUIREMENTS TO RECOGNIZE CONTEXTUAL FACTORS

TriMet will encourage the following parking adjustments to help quantify the appropriate parking strategy for TOD.

FACTOR	DESCRIPTION	ADJUSTMENT
Geographic location	Vehicle ownership and use rates in an area	Adjust parking requirements to reflect variations identified in census and travel survey data.
Residential density	Number of residents or housing units per acre/ hectare	Reduce requirements 1 percent for each resident/acre; 15-percent reduction at 15 residents/acre; and 30-percent reduction at 30 residents/acre
Employment density	Number of employees per acre	Reduce requirements 10 to 15 percent in areas with 50 or more employees per gross acre.
Land use mix	Mix of land uses in an area	Reduce requirements 5 to 10 percent in mixed-use areas. Include additional reductions if this results in shared parking.
Transit accessibility	Nearby transit service frequency and quality	Eliminate requirements within ¾ mile of rail transit stops and ½ mile of frequent transit corridors.
Car sharing	Whether a car sharing service is located nearby or can be included in the TOD	Reduce residential requirements 5 to 10 percent if a car sharing service is located nearby
Walkability	Quality of pedestrian access and connectivity	Reduce requirements 5 to 15 percent in walkable communities and more if walkability allows for more shared and off-site parking
Housing tenure	Whether housing is owned or rented	Reduce requirements 20 to 40 percent for rental versus owner-occupied housing.
Pricing	Parking that is priced, unbundled, or cashed out	Reduce requirements 10 to 30 percent for cost-recovery pricing (such as parking priced to pay the full cost of parking facilities).
Parking and mobility management	Parking and mobility management programs are implemented at a site	Reduce requirements 10 to 40 percent at work sites with effective parking and mobility management programs.
Contingency-based planning	Use lower-bound requirements and implement additional strategies if needed	Reduce requirements 10 to 30 percent and more if a comprehensive parking management program is implemented.

Source: Parking Management: Strategies, Evaluation, and Planning, Todd Litman, September 2008. Modified by Climate-Friendly and Equitable Communities rules adopted by DLCDD July 2022.

Public Engagement & Outreach Strategies

Local context is key in creating a successful plan or projects. Engaging a wide range of stakeholders is an important part of the planning process to ensure the final plan incorporates community needs.

TriMet already provides public materials for its TOD program and engages residents in specific projects and planning efforts. These implementation strategies are categorized by those that TriMet can implement in general to connect with the community, those that communicate the benefits of TOD and provide transparency, as well as those that may be implemented during an individual project or planning process.

GENERAL PROGRAM STRATEGIES

Public engagement & outreach strategies TriMet and its partners can implement at the program level:

- Communicate the many benefits of TOD that can resonate with local residents and businesses
- Use TriMet’s TOD website to promote upcoming opportunities, share information, and maintain a “library” with TOD resources
- Standardize community engagement requirements and practices
- Create external regional TOD advisory groups
- Assess partner needs
- Measure and share local TOD success stories
- Collect demographic data during outreach activities
- Provide interpretation and translation for events and online surveys in languages spoken in the community
- Schedule public events at times to allow participation by people with a range of different work schedules
- Where identified or requested by specific communities, seek to translate meeting materials into multiple languages
- Circulate event or survey information to community organizations, churches, schools, etc.
- Have the public outreach process inform the project and future implementation recommendations

PROJECT-BASED STRATEGIES

Public engagement & outreach strategies TriMet and its partners can implement at the project level:

- Identify community and project goals, resources, and accountability measures for inclusive public outreach and engagement
- Provide consistent messaging and tools throughout the life of a project
- Identify who the most vulnerable communities are that the project will potentially impact
- Prioritize applicable project needs and input from and by historically marginalized communities to ensure equitable project outcomes, especially when and where themes emerge
- Compensate, when feasible, community groups, community leaders, and organizations serving vulnerable populations for their time and input
- Consider possible barriers to engaging vulnerable communities when developing engagement tools
- Host design charrettes and visioning exercises early in the project process

Funding & Financing Strategies

In addition to its many social and environmental benefits, TOD has the potential to pay for itself in the longer term through higher net tax revenues and net benefits for the local economy. Nevertheless, TOD can require substantial upfront investment in the built environment and in infrastructure services. To add to the funding challenge, TOD projects can be preempted by infrastructure, community facility, or other place-based needs to support the new uses. On a catalytic TOD project, these upgrades may also be required to make the location attractive to developers, residents, and workers.

Because increases in land values may occur from the adoption of a plan or planned transit investments, it is important for the success of a project to identify these public needs up front, establish the potential financing mechanisms to pay for them, and adopt any inclusionary zoning policies, financing districts (e.g., community facilities districts, benefit assessment districts, enhanced infrastructure financing districts), development impact fees, or other such value capture policies early on.¹

1) Environmental Protection Agency Office of Sustainable Communities, Smart Growth Program. 2013. Further details and funding mechanism information can be found here: https://www.epa.gov/sites/default/files/2014-02/documents/infrastructure_financing_options_for_transit-oriented_development.pdf



Image Credit: TriMet

Who are the key elements influencing TOD project funding and financing?

Local governments

While local governments play a large role in the facilitation and advocacy of TOD through their ability to regulate and control land use and development, they also provide the essential infrastructure necessary to carry TOD projects forward. Cities, towns, counties, and other local government entities have historically been responsible for building and maintaining the infrastructure that supports TOD like sewer, water, other utilities, roads, bicycle and pedestrian improvements, and public parking. In some cases, local governments have established special districts or municipal utilities to operate revenue-generating infrastructure such as a sewer or water system.

Transit agencies

In most places, a specially constituted agency or authority, often with its own revenue stream in the form of fares, state employer taxes or other levies, is charged with building, owning, and operating transit facilities, including rail lines, buses, transit stations, and station parking lots or structures. In addition to being involved in providing station area infrastructure, transit agencies like TriMet can work directly on TOD when they have property to develop.

Development market

Outside of government funding sources, the development market plays a key role in the financing of TOD projects. Although governments can use several tools to incentivize action from the development sector, developers will still consider the key metrics that drive their decision-making, namely return on investment, capitalization rate, market strength as well as the regulatory environment and its incentives on subsidies.

Metropolitan planning organizations (MPOs)

MPOs are federally mandated organizations charged with planning for transportation improvements and distributing federal transportation dollars in urbanized areas. Metro is one of nine MPOs in the state of Oregon and is responsible for allocating state transportation dollars across its region. Some of the federal money MPOs receive is flexible and can be used to pay for many components of TOD infrastructure.

State government

Most states have a limited role in developing TOD projects, although some have created financial incentives or grant programs for TOD. However, states do play a significant role in distributing federal funding for infrastructure. In addition, many states have established their own funding and financing programs

for infrastructure (typically using tax revenue and bonds), and state legislatures largely determine the types of tools that local governments have at their disposal. For example, state statutes define whether and how local governments can establish tax-increment financing districts, special assessments, and other types of taxing and debt mechanisms.

Federal Government

The federal government plays a critical role in funding transportation and TOD projects as well as water and sewer systems, open space, and other types of infrastructure required to build them, as well as environmental protection and cleanup, housing, community and economic development, and other related activities. Much of the funding for transportation, housing, and community and economic development is distributed in the form of block grants to states, MPOs, or local governments, which have significant discretion in allocating funds. Federal agencies also provide technical assistance, conduct research, and help share knowledge across the country.

Funding & Financing Strategies TriMet can Support

- Support development through partnerships.
- Direct fees charge people for using public infrastructure or goods. Types of direct fees that could be explored include:
 - User fees and transportation utility fees: User fees and rates are charged for the use of public infrastructure or goods, including transit, parking facilities, water or wastewater systems, and toll roads or bridges.
 - Congestion pricing: Congestion pricing manages demand for services by adjusting prices depending on the time of day or level of use.
- Public entities may borrow money from financial institutions to finance revenue-generating projects.
- Public entities can often access lower interest rates by issuing bonds rather than by borrowing money from a private lender. Typical bonds include:
 - General obligation bonds
 - Revenue bonds
 - Private activity bonds
 - Certificates of participation and lease revenue bonds
- Sale or lease of land within TriMet's real estate portfolio that are not compatible with TOD projects to help fund the development or acquisition of land that is.
- Pursue strategies to equitably monetize existing assets (ex: Park & Ride use) that may provide revenue to support the agency's TOD efforts and/or enhance transit.
- Land readjustment, where property owners pool their land, which facilitates the sale of a portion for transit-oriented development-related investments.
- Encourage in-kind land contribution through a public agency, non-profit organization, or a community-based organization that owns land and has an interest in promoting housing affordability.
- Using Low Income Housing Tax Credits (LIHTC) to fund affordable housing.
- Implementing and using Opportunity Zones
- Identify gap financing sources for any portion of an affordable housing project's costs that cannot be financed with traditional funding sources.
- Tax increment financing (TIF) that typically captures the increase in property tax revenue that occurs in a designated area after a set year.
- Inclusion of TOD-related capital improvements in Capital Improvement Plans and Metropolitan or Regional Transportation Improvement Plans to identify and coordinate funding for city and regional infrastructure projects.
- Support levy of special regional, county, or city sales, transaction, consumption, or property taxes to pay for public improvements with broad benefit.
- Secure revenue from development through impact fees exacted by local jurisdictions through the approvals process to compensate for needed capacity improvements to water or sewer systems, schools, roads, or recreation facilities.
- Deferred developer fees can assist in the development of affordable housing.
- Pursue Regional Travel Options (RTO) grants for project scope supporting mobility.
- The New Market Tax Credit Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs).
- Full or partial exemption from real estate taxes for a limited time period.
- Structured acquisition funds combine debt, equity and grant investments from public entities, community development finance institutions, commercial banks seeking CRA credit and foundation program and mission-related investment to provide lower cost property acquisition financing to equitable TOD projects (affordable, workforce, and mixed income housing).
- Local Improvement Districts (LIDs) may be used to pay for local infrastructure improvements that can make TOD projects possible.

- Local governments can sometimes access debt mechanisms designed by the federal government or states to finance particular types of infrastructure. In some cases, these debt mechanisms could not be used directly for TOD infrastructure as defined in this report but could help make TOD infrastructure projects possible by funding transit or roads, freeing up funds for other uses. Examples of these debt mechanisms include:
 - Revolving loan funds
 - State infrastructure banks
 - Grant anticipation revenue vehicle (GARVEE) bonds
 - Railroad Rehabilitation and Improvement Financing (RRIF)
- Credit assistance improves a borrower's creditworthiness by providing a mechanism that reduces the chances of a default and can expedite the implementation of TOD projects.
- Use of federal funds, when available, to implement or build TOD projects.
- Transportation Infrastructure Finance and Innovation Act (TIFIA) is a federally administered program that provides federal credit assistance to state and local government entities for large (with total project costs of \$50 million or more) surface transportation projects, such as transit projects and highways, that have dedicated funding sources.
- Use of height and FAR bonuses for affordable and workforce housing projects that enhance a project proforma, increasing viability through project densities and economies of scale.
- Other miscellaneous grant opportunities not listed or described above may also provide funding for pieces of TOD or the planning process.

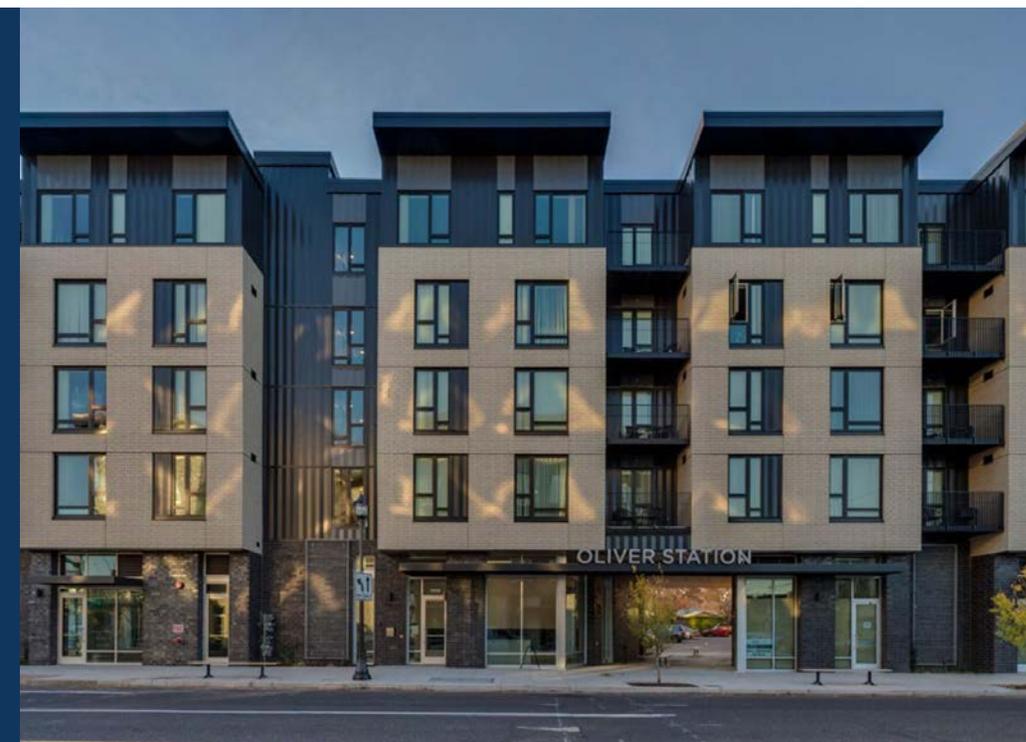
Image Credit: TriMet



Please Join Us!

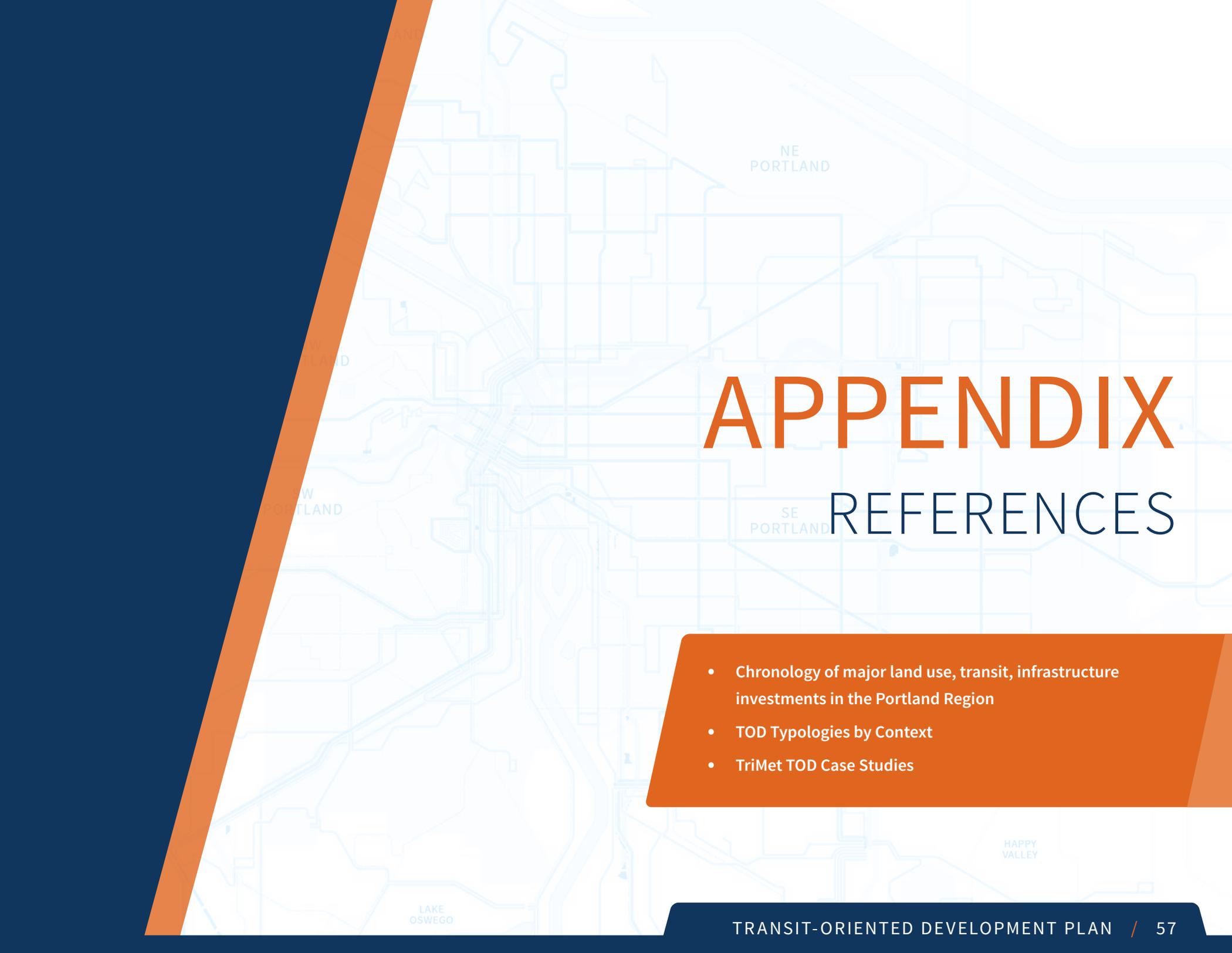
We trust this Regional TOD Plan exemplifies TriMet's sustained commitment to adapting, growing, and shaping our region in a sustainable way. We also hope it clarifies the vision, goals and processes TriMet uses to deliver TOD equitably, and provides transparency as to the avenues of participation for our stakeholders and partners. TriMet is excited to advance its TOD Program, promoting efficient land use and enhancing transit access for all.

The TriMet TOD Program is designed to be nimble and creative so it can meaningfully adapt to development opportunities and investments throughout the community. We are responsive to new ideas and invite you to join us in advancing the program's core values of equity, accessibility, sustainability, and livability. Please visit our website to stay updated on future opportunities, and please get in touch if you have any ideas or project concepts you'd like to share with us. We welcome your support, voice, and partnership in helping us write this next chapter.



LEARN MORE: trimet.org/tod
TOD@trimet.org

Image Credits: Ankrom Moisan and TriMet

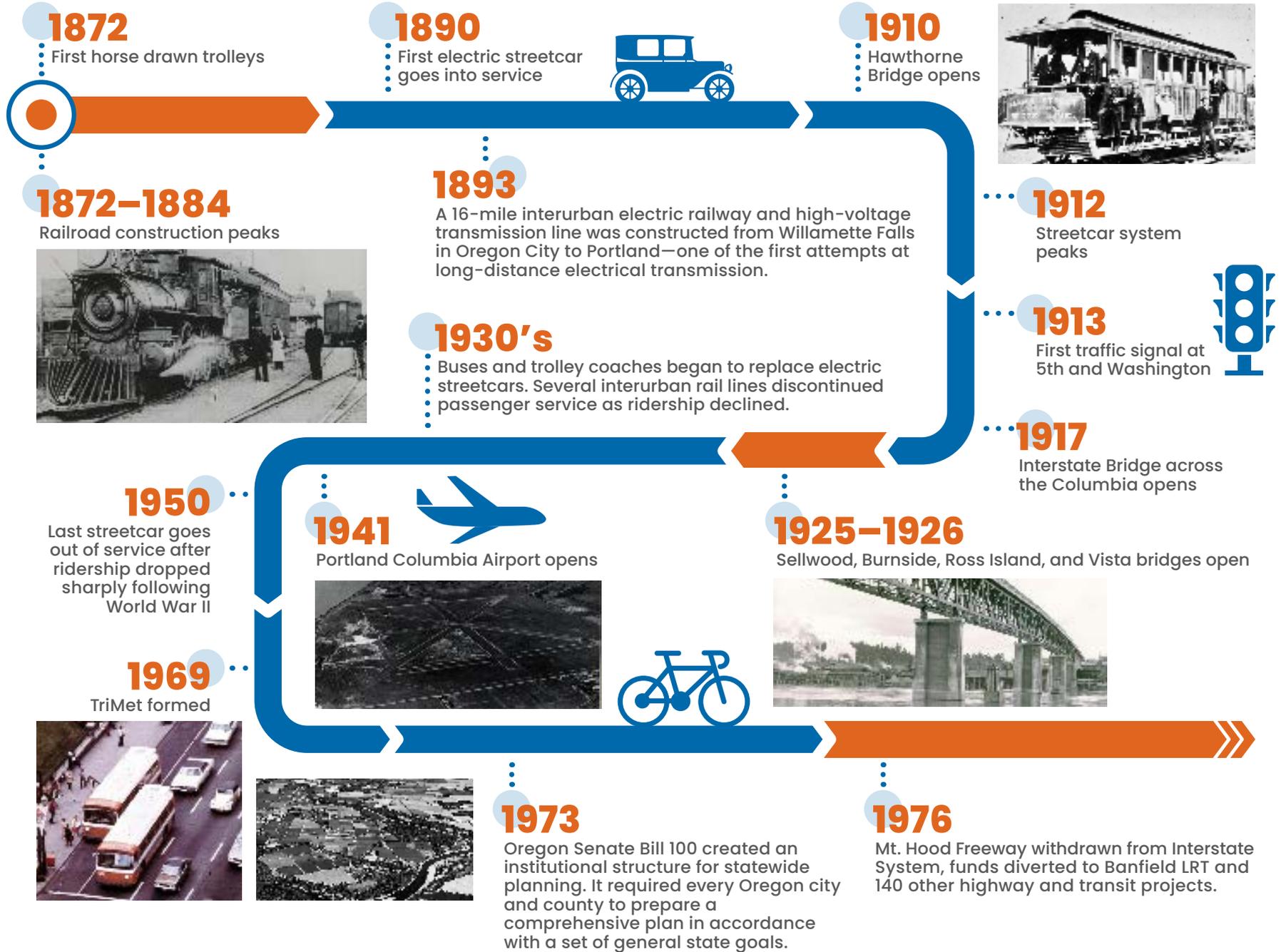


APPENDIX

REFERENCES

- Chronology of major land use, transit, infrastructure investments in the Portland Region
- TOD Typologies by Context
- TriMet TOD Case Studies

Chronology of major land use, transit, infrastructure investments in the Portland Region



2015

MAX Orange line opens connecting Downtown Portland with Milwaukie. Project includes the multi-award winning Tilikum Crossing Bridge, the first major bridge in the U.S. that was designed to allow access to transit vehicles, cyclists and pedestrians but not cars.



Fall 2022

- Completion of the Division Transit Project, providing a new high-frequency FX-bus rapid transit service connecting Downtown Portland with Gresham



2004

- Interstate MAX Yellow Line opens. Includes 17 new stations on north and northeast Portland connecting the EXPO regional conference center with downtown Portland.

2001

- Airport MAX Red Line opens, creating the first train-to-plane service on the West Coast.



2006

Construction activity begins on I-205/Portland Mall MAX Light Rail project and on Washington County Commuter Rail, the first suburb-to-suburb commuter rail line in the country

1998

Westside light rail opens



1996

The Bicycle Master Plan is adopted & The Transportation Management Association is formed



1986

The Eastside light rail opens



1995

Portland is selected as the most bicycle friendly city in the U.S. by Bicycling



TOD Typologies by Context

	CENTRAL CORE	URBAN	SUBURBAN	CORRIDOR
Existing land use pattern (existing assets to build upon)				
Surrounding uses	<ul style="list-style-type: none"> • mix of multi-family, commercial, office, civic, institutional and entertainment uses 	<ul style="list-style-type: none"> • mix of uses with heavy emphasis on higher density multifamily residential areas with rowhouses and apartment buildings • commercial uses located on key mixed use and main streets 	<ul style="list-style-type: none"> • primary single unit and two-unit residential uses on small lots • small-scale multi-family residential (townhouses and garden court apartments) 	<ul style="list-style-type: none"> • roadways and public right of way • commercial, office, industrial, or residential uses
Blocks/street layout	<ul style="list-style-type: none"> • regular, smaller blocks • regular pattern of ped/bike/ auto connections • linear streets 	<ul style="list-style-type: none"> • grid and alley block pattern • few restricted streets • linear streets 	<ul style="list-style-type: none"> • some irregularly shaped blocks • gridded street network • restricted access or one-way streets 	<ul style="list-style-type: none"> • restricted access • some irregularly shaped blocks
Adjacent amenities (parks, services, schools)	<ul style="list-style-type: none"> • plazas or open space • services spread around with key clusters • high education and k-12 schools 	<ul style="list-style-type: none"> • larger community parks • services spread around with key clusters • some higher education and k-12 schools 	<ul style="list-style-type: none"> • community & neighborhood parks • services clustered on key streets • k-12 schools 	<ul style="list-style-type: none"> • community & neighborhood parks • services clustered on key streets • k-12 schools
Other infrastructure (sidewalks, bike lanes, parking?)	<ul style="list-style-type: none"> • dedicated bike lanes • connected sidewalks • surface lots or structured parking in addition to street parking 	<ul style="list-style-type: none"> • some dedicated bike lanes • semi-connected sidewalks • parking at rear/side or structured 	<ul style="list-style-type: none"> • auto-oriented • bike lanes on main streets • semi-connected sidewalks • on-street public parking in residential areas • regional trails 	<ul style="list-style-type: none"> • auto-oriented • bike lanes on main streets • semi-connected sidewalks/ on-street public parking in residential areas/ regional trails

	CENTRAL CORE	URBAN	SUBURBAN	CORRIDOR
Development Characteristics				
Building height	<ul style="list-style-type: none"> • mid to high-rise buildings • consistent entrance orientation to the street 	<ul style="list-style-type: none"> • mid to high-rise residential • low to mid rise commercial buildings • consistent entrance orientation to the street 	<ul style="list-style-type: none"> • primarily low-rise structures 	<ul style="list-style-type: none"> • primarily low- to mid-rise structures
Building placement	<ul style="list-style-type: none"> • buildings built-to sidewalks • continuous street wall • active street frontages • pedestrian friendly 	<ul style="list-style-type: none"> • shallow or minimal building setback • semi-continuous street wall • active street frontages in key locations • pedestrian friendly 	<ul style="list-style-type: none"> • deep setbacks • semi-continuous street wall • some active street frontages • pedestrian friendly 	<ul style="list-style-type: none"> • shallow or minimal building setback • non-continuous street wall • few active street frontages



Renaissance Commons Apartments

The project sits on excess property sold by TriMet to REACH Community Development for affordable housing. The Renaissance Commons Apartments comprise two interlinked 4-story multifamily buildings with 189 units of affordable family housing for households with income of 30% to 60% of area median level.

Located within walking distance of the heart of the Kenton business district, the site's proximity to frequent bus service and the Yellow Line MAX light rail reflects TriMet's goal to facilitate transit-oriented development within the community, providing transit, housing, and other vital services to families and individuals who need it most.

The housing facility includes a solar energy system, and the project secured Earth Advantage Platinum certification.

Image Credit: Walsh Construction Co.

PROJECT HIGHLIGHTS

Location

2133 N. Argyle. Portland, OR 97217

Number of Units

189 Units (All Affordable)

Building Type

4-story (Type III) wood-frame construction
56 surface parking stalls (0.3 spaces/unit)

Approx. Cost/Unit

\$265,375

Nearest Transit

Kenton/N. Denver Ave. Station Yellow Line MAX
Line (.1 miles)

Increased Transit Ridership

63,223 trips per year (est.)

Designed by MWA Architects and built by Walsh Construction



Fuller Station Apartments

The project is built on the southern portion of a Park & Ride facility that was sold by TriMet to Guardian Real Estate Services for affordable housing. Prior to its partial redevelopment, the oversized 610-space Fuller Road Park & Ride typically operated at 13% capacity at peak hours. With over 260-spaces remaining, the site still has ample parking capacity to satisfy customer demand.

Targeted to serve families and young adults transitioning from foster homes, the Fuller Station Apartments project comprises a 6-story multifamily housing apartment building with 100 units of affordable family housing for households earning between 30% and 60% of area median family income levels. Sitting adjacent to TriMet's SE Fuller Road Green Line MAX station, the project is estimated to be completed in the fall of 2022.

In addition to its partial sale of the Park & Ride site, TriMet also dedicated a strip of land along the southern boundary to Clackamas County for a new street. This street which was built simultaneous to Fuller Station, unlocks access to two adjacent large TOD sites which can now be developed for additional housing. These sites will add density and vibrancy to this emerging Happy Valley location, driving ridership on TriMet's MAX and bus lines.

Image Credit: Sally Painter

PROJECT HIGHLIGHTS

Location

9730 SE Fuller Road Happy Valley, OR 97217

Number of Units

100 Units (All Affordable @ 30-60% AMI)

Building Details

Four stories; 60 car parking spaces

Density

2.08-acres; 25% coverage; 48 units/acres

Nearest Transit (500')

Green Line MAX Line (0.1 miles)

#72 Frequent Service Bus (0.25 miles)

Increased Transit Ridership

31,755 trips per year (est.)

Developed by Guardian Real Estate in partnership with Geller Silvis & Associates, the project was designed by Waterleaf Architects, and built by R&H Construction.



W'East Plaza Apartments

The W'East Plaza Apartments is a four-story affordable housing apartment building with 175 units of affordable family housing for those households at 30% to 60% median family income levels. The project was built on excess property near the East 122nd Ave MAX station sold by TriMet to REACH for affordable housing. The site was part of TriMet's E. 122nd/Menlo Park Park & Ride, but was underutilized and not needed for TriMet customers.

The project helps address the severe shortage of affordable housing for low-income residents in East Portland. With the continued displacement of communities of color to East Portland, the growth of historically underserved communities in the area has driven the demand for high-quality and efficient housing.

Located in the heart of East Portland, the site's proximity to frequent bus service and the Blue Line MAX light rail reflects TriMet's goal to facilitate transit-oriented development close to transit with vital services for families and individuals.

Image Credit: Unknown

PROJECT HIGHLIGHTS

Location

12370 SE Ash St. Portland, OR 97233

Number of Units

175 Units (All Affordable)

Building Details

Four stories; 43 car parking spaces

Density

1.3 acres; ~77% coverage; ~136 units/acre

Nearest Transit

SE 122nd Ave Blue Line MAX (.2 miles)

#20 (Burnside/Stark) FS Bus (.4 miles)

#73 (E122) FS Bus (.2 miles)

Increased Transit Ridership

48,884 trips per year (est.)

Developed by REACH, designed by Ankrom Moisan Architects, and built by Walsh Construction



Dean River Apartments

TriMet originally acquired this site at the intersection of SE 16th and SE 17th Avenue in Portland's Central Eastside Brooklyn neighborhood to support the MAX Orange Line project. After widening the roadway and constructing light rail tracks, TriMet still held a triangular-shaped parcel.

Dean River is a four-story market-rate apartment building with units on all four floors, and no car parking. The property makes full use of the 45' permissible zoning height to maximize density.

Located in a commercial mixed-use zone adjacent to the MAX Orange line and multi-use path, The Dean River apartment projects demonstrates how creative and solution-focused design can bring housing to a challenging site.

Image Credit: Northwest Sustainable Properties

PROJECT HIGHLIGHTS

Location

3255 SE 17th Avenue, Portland, OR 97202

Number of Units

72 Units (3 Affordable)

Building Details

4-story wood construction; No car parking

Density

0.32-acres; 100% coverage; 225 units/acre

Nearest Transit (500')

SE 17th Ave & Rhine Orange Line MAX Stop

70 (12th/NE 33rd Ave) Bus

17 (Holgate/Broadway) Bus

Increased Transit Ridership

25,289 trips per year (est.)

Designed by Siteworks Design-Build and developed by Northwest Sustainable Properties.