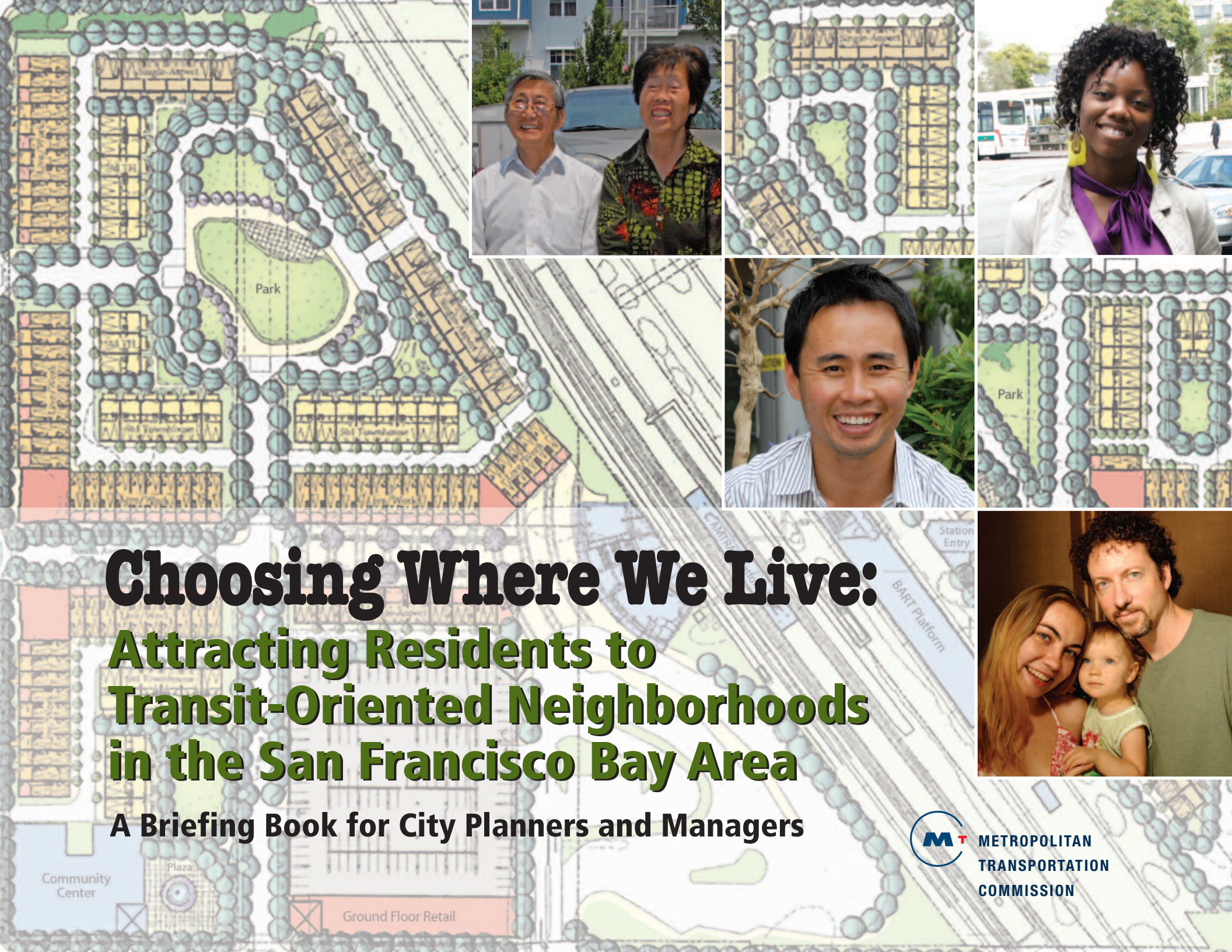


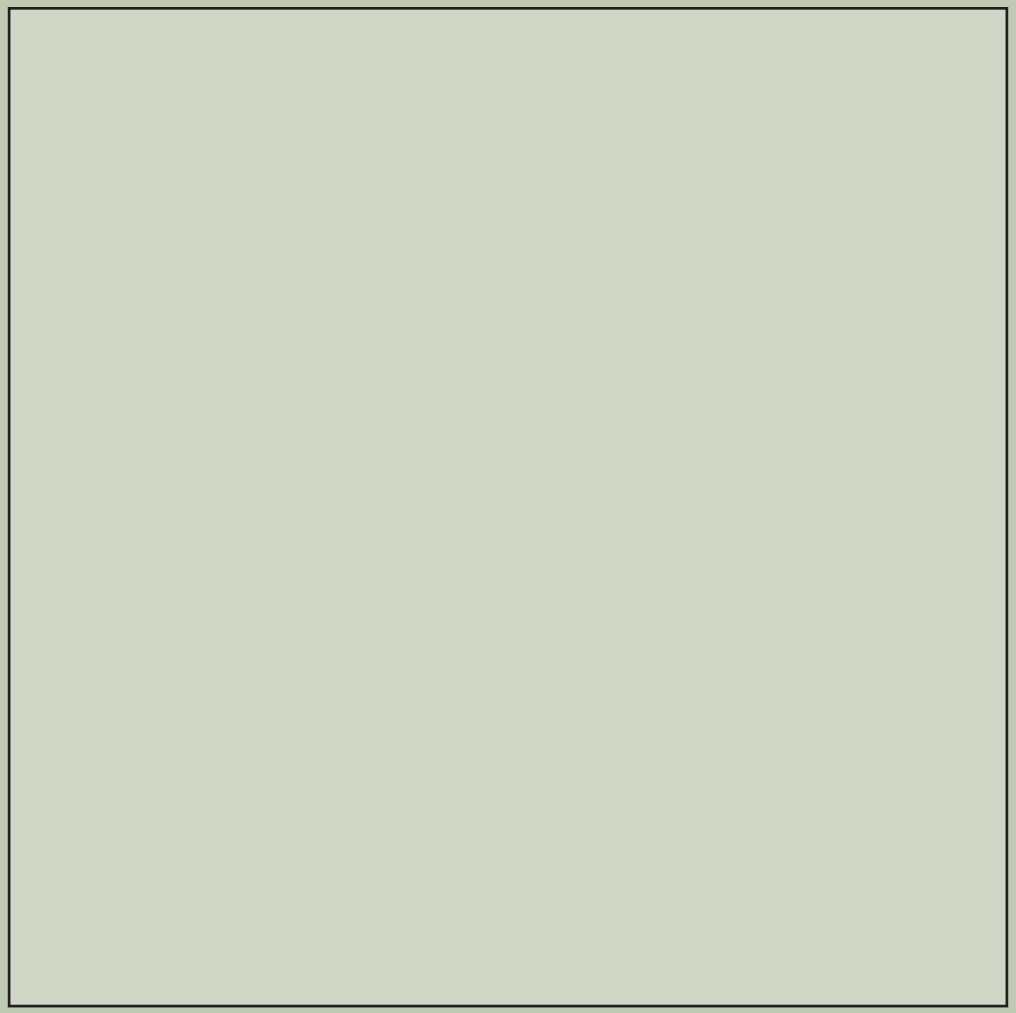
Choosing Where We Live:

Attracting Residents to Transit-Oriented Neighborhoods in the San Francisco Bay Area

A Briefing Book for City Planners and Managers

METROPOLITAN TRANSPORTATION COMMISSION

Additional technical and policy information is available on the accompanying compact disc and on MTC's website.



Choosing Where We Live:

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May 2010

Metropolitan Transportation Commission

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Introduction: Sustainable Communities and Transit-Oriented Development

Regional Support for Transit-Oriented Development (TOD)

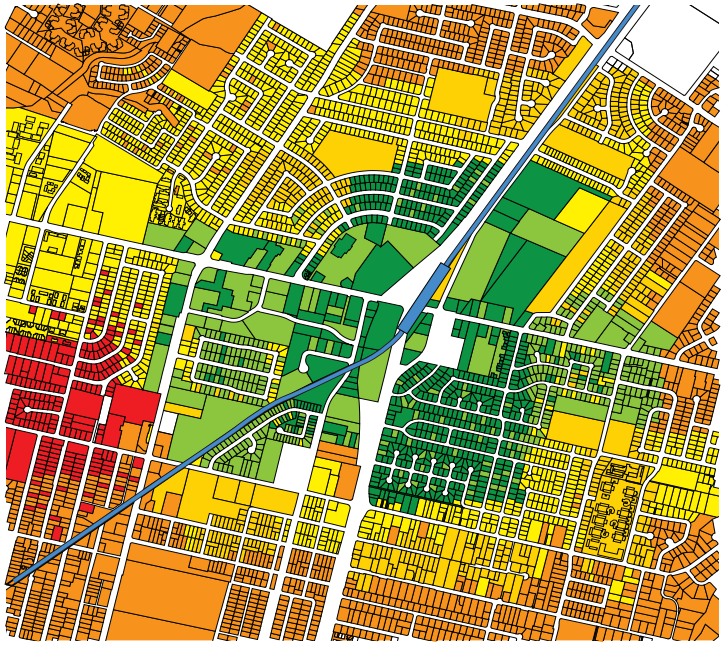
Four Bay Area regional agencies — the Association of Bay Area Governments (ABAG), Bay Area Air Quality Management District (BAAQMD), San Francisco Bay Conservation and Development Commission (BCDC) and the Metropolitan Transportation Commission (MTC) — are pursuing coordinated development of land and transportation to create complete neighborhoods that offer a range of housing choices and allow residents increased opportunities for walking, bicycling and transit use. Incentives and technical support for development within "priority development areas" (PDAs) are provided through the FOCUS program.

For more information, visit **www.bayareavision.org/initiatives/prioritydevelopmentareas.html**

This briefing book summarizes the results of a year-long study that examined what attracts home-seekers to transit-oriented development (TOD) in the San Francisco Bay Area, and how to improve TODs to better attract these groups.

The Bay Area has the opportunity in our town centers, downtowns, transit villages and urban neighborhoods to provide a compact, connected and walkable mix of land uses: housing, work, civic, retail and services coupled with rich transportation options. Our goal is to help elected officials, public agency professionals, community stakeholders and developers understand how to develop high-quality TODs so that they successfully attract new residents.

Additional technical and policy information from this effort is available in the referenced reports on the MTC website and on the accompanying compact disc located at the inside cover.



Local Bay Area jurisdictions are increasingly looking to support higher density mixed-use development to address community visions for vibrant town centers, regional and state housing targets and greenhouse gas thresholds consistent with California Senate Bill 375 (Steinberg). Signed into law in 2008, SB 375 aims to reduce greenhouse gas emissions through changes in land-use and transportation planning. It establishes a process to implement the state's global warming legislation (AB 32) for the transportation sector, and requires the development of a sustainable community strategy.

Transit-oriented development — combining compact development of different land uses with non-auto transportation options — can play a vital role in addressing the future growth of our region.

- Residents of such areas drive fewer miles and make more trips by transit, walking and bicycling.
- Reduced automobile ownership and usage brings a variety of benefits, including improved air quality, lower greenhouse gas emissions, greater levels of physical activity, reduced personal transportation costs and increased social interaction among community members.
- TODs can help reduce suburban and exurban sprawl and traffic, preserve natural resources, lead to reinvestment in existing infrastructure, and reduce the amount of land dedicated to parking.

Travel Patterns of TOD Residents

Fewer miles driven

The average daily mileage driven by Bay Area residents living within a half-mile of a transit station is about half that of those living farther from transit.

More walking and bicycling

Bay Area residents living within a half-mile of rail stations or ferry terminals walk or bike for 16 percent of their work trips and 25 percent of their non-work trips, compared to 4 and 12 percent walk/bike rates for people living farther from transit.

Source: *Analysis of Bay Area Travel Survey*, **www.mtc.ca.gov/planning/smart_growth/stars/index.htm**

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The People:
Attributes and Market Segments

This study offers tools for making TODs places where more people want to live. It supports the development of successful TODs by providing a market analysis of what different groups of Bay Area residents want from their home and neighborhood.

This analysis is based on a survey of over 900 new and recent movers in the Bay Area, and focuses primarily on attributes that can be influenced by the public sector (such as zoning for mixed use, the presence of parks, transit quality and school quality) and not on attributes controlled by developers, such as the layout and design of interior space.

The study results can help increase the success of transit-oriented developments. Creating vibrant TODs that are attractive to many people produces multiple benefits that support strong communities:

- Attracting enough residents avoids excessive vacancy rates.
- Attracting residents with a high interest in transit strengthens the transit system.
- Attracting sufficient numbers of market-rate renters/purchasers improves the financial viability of developments.
- Attracting residents who shop locally benefits local businesses.

Self-Selection and the Influence of Place

Do people choose to walk, bike or take transit because they prefer those modes, or do people choose those modes because they are more available in certain locations?

The answer is both. Some people choose to live where it's easier to travel by walking, biking and transit — termed self-selection. But on average, everyone travels more by these modes in locations that provide these options, regardless of their attitudes.

People who self-select areas with good walking, biking and transit modes use these modes the most.

Source: *Transit Cooperative Research Program (TCRP) Report 123*

What Do Bay Area Home-Seekers Want?

Survey respondents scored 35 attitudinal statements from 0 to 10 in terms of importance in influencing their choice of housing. The highest-rated issues are listed in the table at right. Some attributes, such as having access to commuter rail, living in a neighborhood with a mix of housing types, and being able to easily travel to regional centers/ San Francisco, were not very important on average to all movers but were important to certain market segments.

We also asked the respondents to name the one consideration that most influenced their choice of home. The top consideration is proximity to key activities — work, family, friends and school — followed by price. Most Bay Area movers appear to trade off the other desired attributes of their neighborhood after constraining their search by the overriding considerations of price and proximity.

Top 10 Attributes of Desirable Neighborhoods

1. Safe to walk around at night
2. Safe and convenient to walk and bike for errands
3. Clean neighborhood
4. Short commute to work
5. Neighborhood where there are places to spend time
6. Need only one or fewer parking spots
7. Plenty of indoor space
8. Parks nearby
9. Outdoor recreation opportunities nearby
10. Quiet street

Market Segments Looking for Housing in the Bay Area

Using structural equations modeling to link the attitudes with demographics, the study defines eight market segments of movers.*

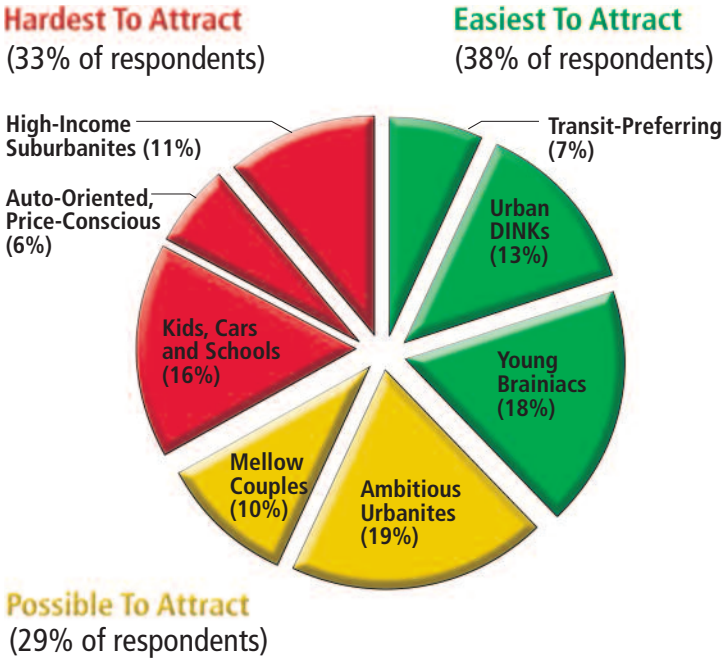
- **Transit-Preferring** includes both families with children and student households who rate minimizing travel and access to high-quality transit as most important. They are renters with very low auto ownership rates and relatively low incomes.
- **Urban DINKs** (Double Income No Kids) value minimizing travel and access to high-quality transit and regional centers. They are child-free, have average income, and most have only one car in the household.
- **Young Brainiacs** are very well educated and younger on average. About a quarter have children, and most have only one car in the household. They place a high value on minimizing travel, and on access to high-quality transit and regional centers.
- **Ambitious Urbanites** value all the attributes. They place the highest value on school quality, followed closely by travel minimization, transit accessibility and driving orientation. Most have children and two cars.
- **Mellow Couples** value driving, a quiet and clean neighborhood and being able to walk to do errands. They do not value travel minimization, transit accessibility or access to regional centers. They have higher incomes and are older on average, with few resident children.
- **Kids, Cars and Schools** most value good-quality schools, a quiet and clean neighborhood, and convenient driving. Most are comprised of two working adults, two children and two vehicles.
- **Auto-Oriented, Price-Conscious** place low values on all the surveyed attributes. Some noted that price was a dominant factor in choosing their home. They are predominantly renters, earn a lower income and have a low auto ownership rate.
- **High-Income Suburbanites** are predominantly married couples with high incomes, high auto ownership rates and children. They value convenient driving, and place very little value on transit accessibility, travel minimization or access to regional centers.

* Each of the market segments was given a name — although the names do not always precisely reflect the characteristics of all members of the segment.

Grouping the Market Segments

We then grouped the market segments into three categories based on how easily they could be attracted to living in a TOD. Each market segment is described on the following pages, with key attitudes and distinguishing characteristics.

- **Easiest to Attract.** Three segments — Transit-Preferring, Urban DINKs and Young Brainiacs — totaling 38 percent of respondents, were judged to be the most easily attracted to TODs based on their strong interest in transit and their low interest in driving relative to the rest of the groups.



- **Possible to Attract.** Two segments — Ambitious Urbanites and Mellow Couples — representing 29 percent of respondents, are possible to attract based on having certain interests that match TOD characteristics but are challenging due to other interests.

- **Hardest to Attract.** Three segments — Kids, Cars and Schools; Auto-Oriented, Price-Conscious; and High-Income Suburbanites — representing 33 percent of respondents, were judged to be harder to attract because of attitudes such as a low desire to use transit and a strong interest in driving.

These market segments are described in more detail on the following pages, organized by the ease of attracting them to TOD neighborhoods as described above.

Auto Ownership

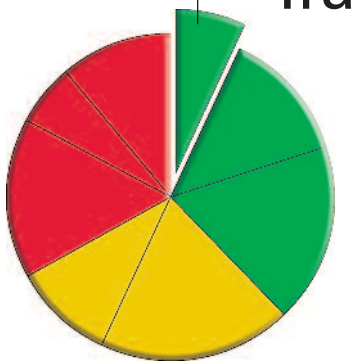
Almost two-thirds of those identified as being more likely to be interested in TOD have one or fewer cars in the household — meaning their homes can have one or fewer parking spaces, saving space and money for other needs and interests.

Transportation is the second-largest expense for Bay Area households, second only to housing. It absorbs 27 percent of household income. Most of the cost is related to auto ownership and use. By living in TODs, households can decrease transportation costs through reduced auto usage and ownership. Reducing auto ownership by one car per household translates to an average savings of $5,000 per year in ownership costs alone — even before fuel and repairs are factored in.

Source: Analysis conducted for MTC by the Center for Neighborhood Technology

Easiest to Attract to a TOD

Transit-Preferring Segment



The **Transit-Preferring** segment represents seven percent of survey respondents and is one of the three "easiest to attract" market segments for TODs.

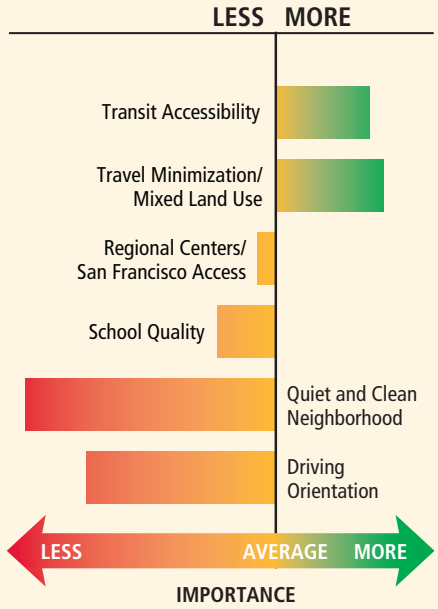
The Transit-Preferring segment regards access to reliable transit as a primary interest in choosing a residence, and may be the easiest segment to attract to TODs. Actions that are most effective for recruiting more Transit-Preferring members include improving or maintaining high-quality transit service, and more effective marketing of TOD opportunities.

The Transit-Preferring segment appears to be among the most price-sensitive segments. About half of those in the Transit-Preferring group mentioned cost concerns as a significant factor in their choice of where to live.

This segment has an extremely low auto ownership rate; almost half of these households do not have a car and another quarter have only one car. TODs with low parking rates can be marketed for them, along with policies that provide lower price options, such as unbundling the cost of parking from housing, discounted transit passes and carshare.

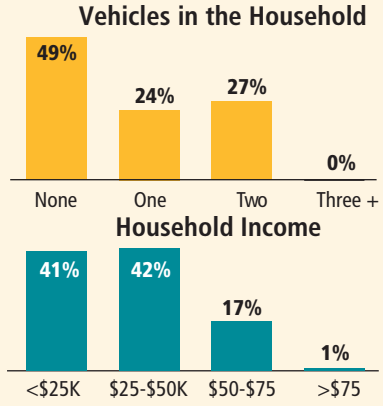
They place an average value on living in or accessing regional centers/ San Francisco and a low value on the quietness and cleanliness of the neighborhood.

The Transit-Preferring Segment Cares:



The number of required **parking spaces** is one of the strongest determinants of the number of housing units that can be accommodated and how much they will cost. *The San Mateo County Transit-Oriented Development Opportunity Study* concluded that excessive parking requirements are one of the biggest deterrents to infill. Greater flexibility in how cities regulate parking would go a long way in making infill housing more feasible.

Source: *Filling in the Gaps — How Cities in San Mateo County Can Promote Infill Housing*

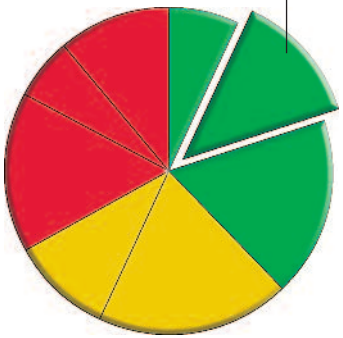


Other Demographics

- Children: 54 percent have children in the household
- Disproportionately large number of students (22 percent compared to 5 percent overall)
- Large household size (57 percent have household size of greater than three)
- The whole segment rents (99 percent)

Note: Figures may not add up to 100 percent due to rounding.

Urban DINKs Segment

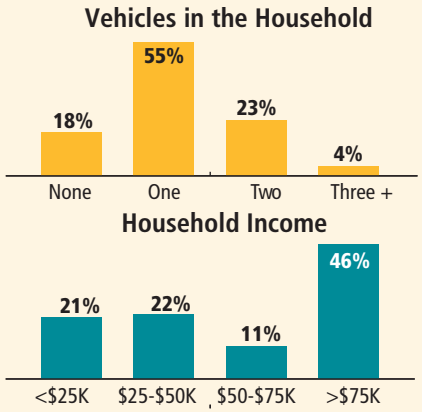


The Urban DINKs segment represents 13 percent of survey respondents and is one of the three "easiest to attract" market segments for TODs.

Urban DINKs (Double Income No Kids) value many of the characteristics of transit-oriented environments. They place a particularly high value on transit accessibility, travel minimization and regional centers/San Francisco access, and appear to place a particularly high premium on neighborhood walkability. They rated the convenience and personal safety of walking and bicycling as being of very high importance in their choice of residential location.

This segment has low auto ownership, with 73 percent having one or fewer cars in the household. TODs marketed for them can have low parking rates, and policies to unbundle the cost of parking from housing, discounted transit passes and carsharing are likely to be attractive to this segment.

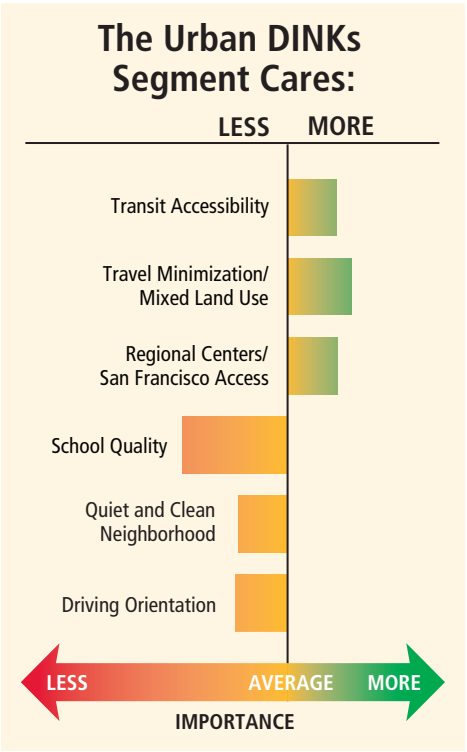
They are interested in good access to regional centers/San Francisco. Forty percent live in San Francisco, the highest of any of the study's market segments.



Other Demographics

- Child-free: Only 2 percent have children in the household
- Many reside in San Francisco (40 percent compared to 15 percent overall)
- Not all members of this segment are households with double incomes

Note: Figures may not add up to 100 percent due to rounding.

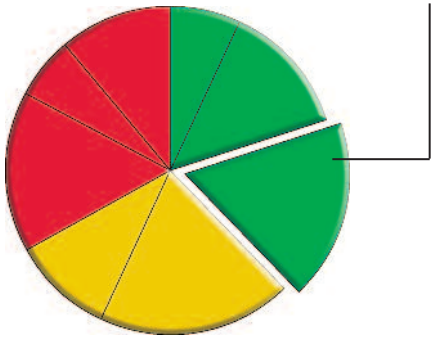


The quality of local schools is of little importance to this group, since 98 percent have no children living in the household (compared to the regional average of 70 percent). They are less interested than other segments in the convenience of driving and the quietness and cleanliness of the neighborhood.

The majority of survey respondents place a very high value on the convenience of walking. A **"Walk Audit"** is a diagnostic tool used to assess the walking environment of a street, school environment or neighborhood. The audit is usually conducted by a pedestrian design expert, who leads residents, traffic engineers and others on a walk and points out deficiencies such as missing sidewalks or curb ramps, obstacles and dangerous street crossings. Participants often use a Walkability Checklist to help them identify deficiencies.

For more information see **www.americawalks.org/**

Young Brainiacs Segment



The Young Brainiacs segment represents 18 percent of survey respondents and is one of the three "easiest to attract" market segments for TODs.

Young Brainiacs scored the importance of safe and convenient options for walking and bicycling higher on average than other issues influencing their choice of housing location. They also rated the quality and reliability of transit highly, and value living in or near regional centers/San Francisco.

Young Brainiacs are similar to the Urban DINKs, but place more value on school quality, having a quiet and clean neighborhood and being able to drive around conveniently. This suggests that in addition to reliable transit and safe and convenient walking and biking, levels of neighborhood cleanliness/quietness and school quality should be considered when improving TODs for Young Brainiacs. Their high education level suggests that they may be interested in adult educational amenities, such as university extension and enrichment programs.

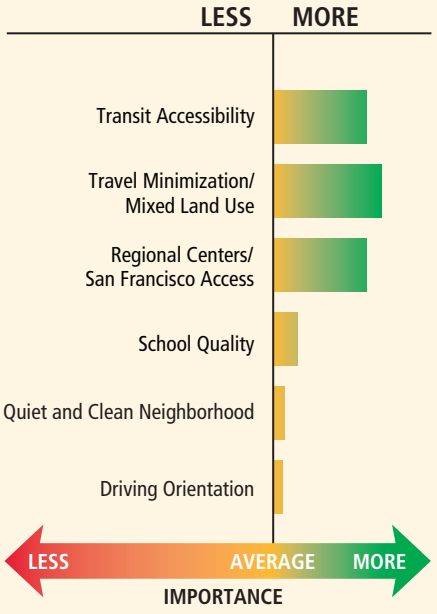
Young Brainiacs' low auto ownership rates — 59 percent of households own one or fewer cars — make them good candidates for TODs with low parking rates and/or where parking costs are unbundled from housing. Discounted transit passes and carshare programs would be attractive to this group.

The Young Brainiacs are highly educated and somewhat younger than the average — about 80 percent are between ages 18 and 44.

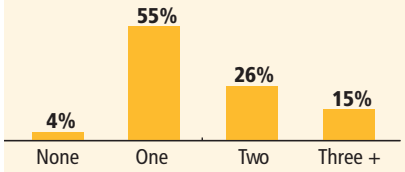
"More than just a pleasant amenity, the walkability of cities translates directly into increases in **home values**. Homes located in more walkable neighborhoods — those with a mix of common daily shopping and social destinations within a short distance — command a price premium over otherwise similar homes in less walkable areas. Houses with above-average levels of walkability command a premium of about $4,000 to $34,000 over houses with just average levels of walkability in the typical metropolitan areas studied."

Cortright, J. (2009). *Walking the Walk — How Walkability Raises Home Values in U.S. Cities.* See **www.ceosforcities.org/work/WalkingTheWalk**

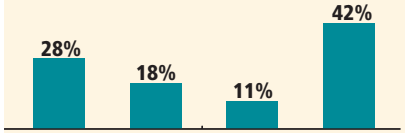
The Young Brainiacs Segment Cares:



Vehicles in the Household



Household Income

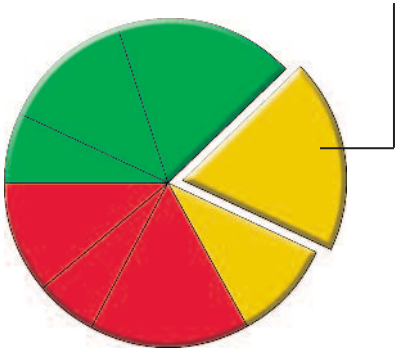


Other Demographics

- Children: 25 percent have children in the household
- Highest education of all market segments (91 percent have a college or graduate degree compared to 70 percent overall)

Note: Figures may not add up to 100 percent due to rounding.

Ambitious Urbanites Segment



The **Ambitious Urbanites** segment represents 19 percent of survey respondents, the largest segment. They are one of two segments considered to be "possible to attract" to TODs — not the ideal target market but possible to attract given the right kind of TOD.

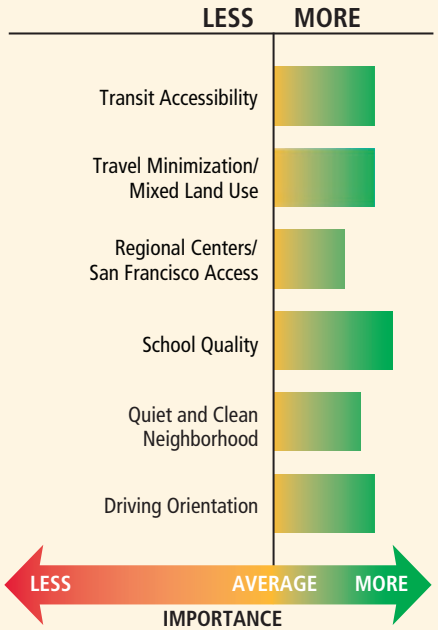
Ambitious Urbanites rated all of the attitudinal dimensions highly, suggesting either that they are demanding and difficult to attract, or that their responses to the attitudinal statements were not well differentiated.

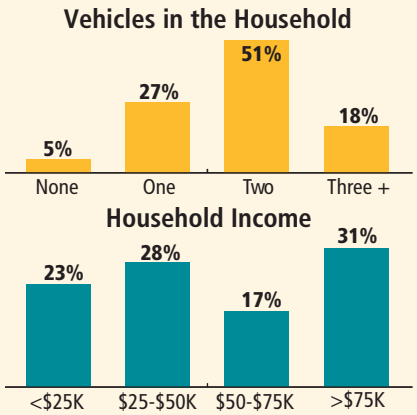
Overall, they value school quality the most, followed closely by travel minimization, transit accessibility and driving orientation. They wish to live in neighborhoods where they have the opportunity to choose between walking, biking, transit and driving for any given trip.

Ambitious Urbanites also rated quietness, cleanliness, and safety of walking and bicycling highly. They are less interested in having access to regional centers, or living in a neighborhood with mixed land uses.

This group has moderate auto ownership — 32 percent have one or fewer cars in the household, but most have two cars. Policies that unbundle the cost of parking from housing, discounted transit passes and carshare all offer choices and may help to reduce this group's high car ownership rates, which are a challenge in considering how to accommodate them effectively into TODs.

The Ambitous Urbanites Segment Cares:





Other Demographics

- Children: 69 percent have children in the household
- Predominantly long-term Bay Area residents: 62 percent have lived in the Bay Area for more than 10 years, the longest of the market segments

Note: Figures may not add up to 100 percent due to rounding.

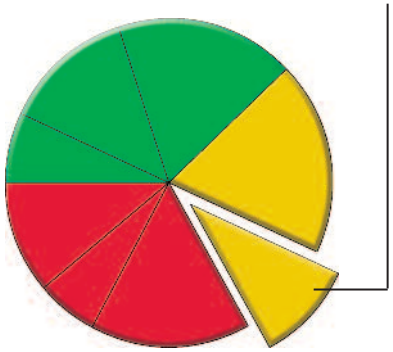
According to J. Levine's ***Zoned Out*** analysis, the discussion about transportation and land-use planning in the United States has been distorted by the myth that urban sprawl is the result of a free market. Levine proposes that policy reforms that remove regulatory obstacles would support compact-development alternatives, increasing market forces and improving consumer choice.

For more information see Levine, J. (2005). *Zoned Out: Regulation, Markets, and Choices in Transportation and Metropolitan Land-Use*. RFF Press.

AARP, previously known as the American Association of Retired Persons, is getting increasingly involved in supporting multi-modal transportation options for the growing population of **older Americans**. For example, AARP Hawaii is part of a coalition pressing for safer, multimodal transportation options known as One Voice for Livable Islands, working to require state and county transportation departments to adopt a "Complete Streets" policy promoting greater safety and access for all modes of transportation, including walking and bicycling.

For more information see **www.aarp.org/states/hi/advocacy/articles/older_residents_want_safer_people_friendly_tansportation_options.html**

Mellow Couples Segment

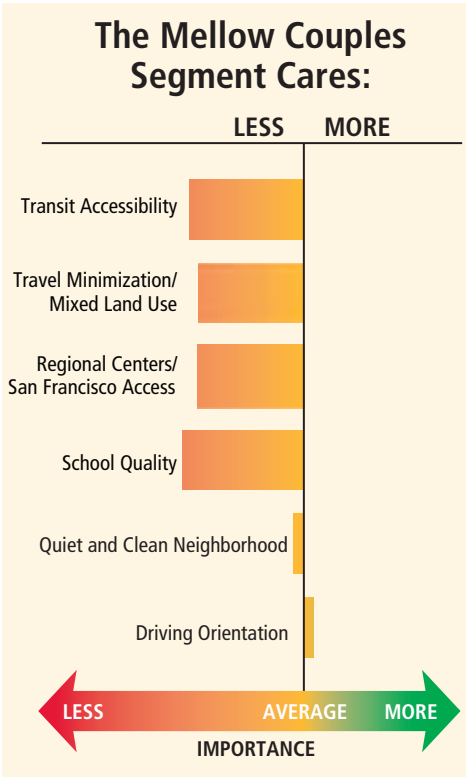


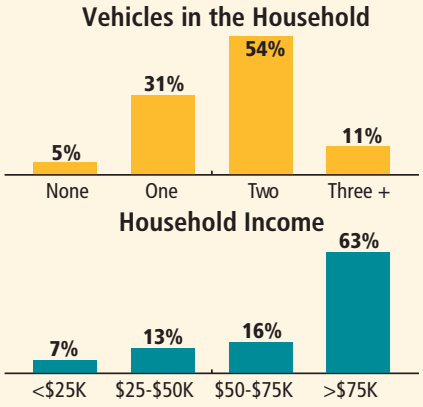
The **Mellow Couples** segment represents 10 percent of survey respondents, and is one of two segments considered to be "possible to attract" for TODs.

The Mellow Couples segment highly values quiet, safety and cleanliness in neighborhoods, and ease of driving. Members place little value on transit accessibility, travel minimization, access to regional centers and school quality. However, they appear to value some TOD attributes, such as being able to safely walk or bike to do errands.

They may be interested in substituting automobile trips with walking or biking. This group may be a good fit for the peripheral areas of a TOD (e.g., a half-mile from a station), where it is convenient both to walk and bike for errands and to drive. Mellow Couples' higher incomes, higher rates of retirement, and interest in walking could provide financial support for local higher-end restaurants and shops. The downside is that even if this group moved to a TOD, they may not make use of available transit service since they seem to prefer driving.

This group has moderate auto ownership — 36 percent have one or fewer cars in the household, but most have two cars. Policies that unbundle the cost of parking from housing and carshare programs may reduce car ownership somewhat, but generally the strong auto-oriented preferences of this group may be challenging in a TOD environment.



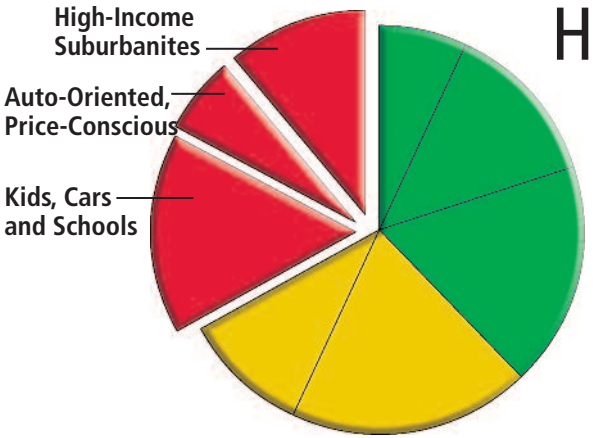


Other Demographics

- Only 9 percent have children in the household
- 83 percent have a college degree or greater
- Older on average — over half older than 45
- Large share not working (may be retired)
- Live in smaller households (85 percent live in households of two or fewer members)

Note: Figures may not add up to 100 percent due to rounding.

Hardest to Attract to a TOD



Hardest to Attract Segments

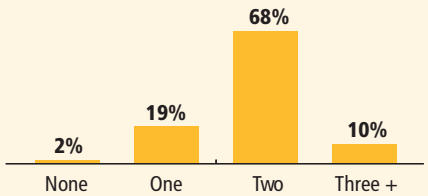
The remaining three market segments — Kids, Cars and Schools; Auto-Oriented, Price-Conscious; and High-Income Suburbanites — represent 33 percent of respondents and are the hardest segments to attract to a TOD.

Three segments are less amenable to TODs.

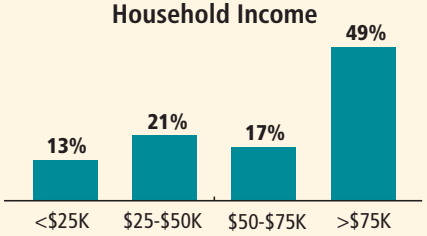
- **Kids, Cars and Schools** members value good-quality schools and a quiet and clean neighborhood with a garage or convenient street parking. They are somewhat interested in having access to transit and regional centers/San Francisco, and being able to walk to do errands. Predominantly married couples with children, they have higher incomes and high auto ownership. It is possible they could be attracted to the outer edge of a clean and quiet TOD next to an excellent school.
- The **Auto-Oriented, Price-Conscious** segment rated many of the characteristics in the survey as being of low importance. Items rated as being of more-than-average importance included access to a car even if transit is available, dedicated parking and access to a freeway. These preferences indicate they would not be a good target market for TOD. It is possible that their low incomes and price consciousness may make some of them amenable to TOD.
- **High-Income Suburbanites** place a very low value on transit access. They are predominantly married couples with children, high incomes and high auto ownership. They are the hardest market segment to attract to TOD due to their lack of interest in transit and high interest in convenient driving.

Other Demographics

Vehicles in the Household



Household Income



Note: Figures may not add up to 100 percent due to rounding.

The Strategies:
Attracting Residents to TOD Neighborhoods

The results of the study can be applied in three steps to make TODs more attractive to more potential residents.

1

Evaluate TOD Neighborhood Characteristics

Evaluate the TOD's strengths and weaknesses, including the quality of transit service, walkability, accessibility to regional centers, safety, neighborhood cleanliness and school quality.

2

Identify Segments of People to Attract

Compare the TOD characteristics with the interests of each market segment to identify which segments are most likely to be attracted to the TOD.

3

Apply Strategies to Attract Target Market Segments

Consider how to improve the attractiveness of the TOD for existing and potential market segments. The following sections list some of the strategies that can be used to attract each market segment. Some key strategies for consideration are to zone for mixed land use, improve schools, provide pedestrian amenities, strengthen transit services, clean up the neighborhood and install more lighting.

Evaluate TOD Neighborhood Characteristics

How does a neighborhood match up with the six attitudinal dimensions of:

- Transit accessibility
- Travel minimization/ mixed land uses
- Regional centers/San Francisco access
- School quality
- "Quietness and cleanliness" of neighborhood
- Driving orientation

The ability of a neighborhood to attract specific market segments will depend on its characteristics with regard to these six attitudinal dimensions. Examples of metrics that can be used to evaluate TODs are shown on the next page. These metrics are only suggestions; local jurisdictions are encouraged to develop and use up-to-date metrics that best address local conditions.

Community Evaluation – Example Metrics

Condition	Possible Metrics
Transit Accessibility	• Transit level of service measures for frequency and hours • Percent of residents currently commuting by transit
Travel Minimization/Mixed Land Use (includes walkability)	• Degree of land use mixing and access to local destinations • Walkability score and walk audits • Intersection density
Regional Centers/San Francisco Access*	• Commute travel time, transit service frequency and driving time to regional centers/San Francisco • Weekend and nighttime transit access, service frequency and driving time to regional centers/San Francisco
School Quality	• School test scores and dropout rates • Percentage of fully credentialed teachers in a school • Dollars invested per student • Length of waiting lists for placement in school
Neighborhood Quietness and Cleanliness (includes safety)	• "Quality of neighborhood" assessment • Mature trees/acres of greenspace/landscaped space • Number of complaints for noise • Crime statistics
Driving Orientation	• Percent of residences with a garage • Number of parking spaces available per unit • Average time to find parking for residents • Drive-time to a freeway

* The focus groups conducted for this study indicated some people place a particular importance on being near San Francisco. However, for some individuals, access to other regional Bay Area job and entertainment centers (e.g., Oakland and San Jose) may be equally or more important.

Identify Segments of People to Attract

Compare the TOD evaluation results (Step 1) with the preferences of the market segments to help reveal which segments the development is already likely to attract and which additional segments could most easily be attracted. Some segments are more demanding than others or have different desires. TODs should be developed to be attractive to more than one market segment.

Attracting Multiple Segments

- TODs rated high on transit quality and travel minimization attract the Transit-Preferring segment.
- Adding good access to regional centers/San Francisco also attracts the Urban DINKs and some of the Young Brainiacs.
- Adding good-quality schools and a quiet and clean neighborhood attracts more Young Brainiacs.
- Adding excellent schools and good access to freeways and parking attracts the Ambitious Urbanites.
- To attract Mellow Couples, the TOD must offer quiet and clean areas and have good access to freeways and parking, although good schools are not required.

Relative Importance Placed on Attribute

	Transit-Preferring	Urban DINKs	Young Brainiacs	Ambitious Urbanites	Mellow Couples
Transit Quality	HIGH	HIGH	HIGH	HIGH	LOW
Access to Regional Centers/San Francisco[a]	MEDIUM	MEDIUM	MEDIUM	HIGH	LOW
Mixed Land Uses/ Travel Minimization	HIGH	HIGH	HIGH	HIGH	LOW
School Quality	MEDIUM	LOW	MEDIUM	HIGH	LOW
Neighborhood Quietness/Cleanliness	LOW	LOW	MEDIUM	HIGH	MEDIUM
Driving Orientation	LOW	LOW	MEDIUM	HIGH	MEDIUM
Affordability[b]	HIGH	MEDIUM	MEDIUM	MEDIUM	LOW

a The focus groups conducted for this study indicated some people place a particular importance on being near San Francisco. However, for some individuals, access to other Bay Area job and entertainment centers (e.g., Oakland and San Jose) may be equally or more important.

b Affordability is assumed to be the most important for the lowest income market segments.

Apply Strategies to Attract Target Market Segments

We have grouped strategies that are likely to help in attracting the target segments into six categories:

- Strategies to improve the safety and convenience of walking and bicycling
- Strategies to improve neighborhood appearance and quietness
- Strategies to improve transit reliability, frequency and access
- Strategies to improve school quality and access
- Strategies to improve housing affordability
- Strategies to improve parking management

The choice of target segments and strategies may be based in part on ease of implementation. For example, if a TOD community has suboptimal transit quality and suboptimal walkability, it may be easier for the city to improve the quality of walking in the short term, and then consider ways to improve transit quality in the longer term.

Key Resources:

Pedbikeinfo.org provides a comprehensive set of resources for improving pedestrian and bicyclist mobility and safety.

Toolkit for Improving Walkability in Alameda County, published by the Alameda County Transportation Improvement Authority (2006), provides information on planning for, designing and implementing pedestrian improvements in Alameda County. **www.acta2002.com/ped-toolkit/ped_toolkit_print.pdf**

Community Design and Transportation Program Manual of Best Practices for Integrating Transportation and Land Use
The Valley Transportation Authority publishes this manual of best practices as well as technical guidelines for accommodating bicycles and pedestrians. Call (408) 321-5744 for more information.

Strategies to Improve the Safety and Convenience of Walking and Bicycling

Safe and convenient walking and cycling are vital for attracting most market segments. Substituting walking and cycling for auto trips reduces vehicle miles traveled and creates both cleaner and more quiet neighborhoods. The survey revealed underlying preferences for traveling by these modes, particularly by the strong positive responses to the following two attitudinal statements:

- **Having a neighborhood where I feel safe enough walking at night** was the highest-rated statement and was almost universally valued.
- **Having a neighborhood where it is safe and convenient to walk and bicycle for errands** was the second-highest-rated statement and was also almost universally valued.

Strategies to improve the safety and convenience of walking and bicycling are especially likely to attract the following segments:

- **Urban DINKs**
- **Young Brainiacs**
- **Ambitious Urbanites**
- **Mellow Couples**
- **Kids, Cars and Schools**
- **High-Income Suburbanites**

Follow-up interviews suggest the following strategies would best address the need for a safe and secure neighborhood:

- A sense of security when walking is created by the presence of other people — eyes on the street — enjoying restaurants, bookstores, cafes, bars and other nighttime activities. Nighttime lighting, sidewalks and street crossings are also helpful.
- The convenience of walking and bicycling is best supported by shortening the distances between destinations; i.e., mixing land uses so that there are local retail and other destinations within a close walk from home. Providing walking and bicycling infrastructure and amenities is also important.

Strategies to Improve the Safety and Convenience of Walking and Bicycling

Strategies

- Zone for higher density nighttime uses to increase the number of "eyes on the street" during evening hours.
- Zone for mixed use to reduce distances from residences and offices to restaurants, stores and other activities.
- Install pedestrian-scale lighting around the TOD to improve both safety and security during evening hours.
- Provide pedestrian and bicycle amenities including wide, continuous sidewalks; well-marked and narrow crossings (e.g., bulb-outs, flashing lights); benches; and bike lanes, secure bike parking in well traveled locations and other biking amenities.
- Create narrow street widths and short blocks to improve pedestrian safety and more access.
- Avoid large underutilized parking lots and other land uses that tend to make pedestrians feel unsafe.

Possible Performance Measures

- Walkability — the website **www.walkscore.com** provides a walkability score using GIS maps.
- Street network walkability indicators, such as intersection density and average block length
- Walk audits conducted by trained members of the community or professionals
- Resident and visitor survey — perceptions of safety and walkability
- Crime statistics

Key Resources:

Transportation for Livable Communities (TLC) grants support community-based projects to improve livability through transportation projects, and are funded through the Metropolitan Transportation Commission (MTC). For more information, see: **www.mtc.ca.gov/planning/smart_growth/tlc_grants.htm**

There are several advocacy groups that maintain Web sites on community noise reduction, including model ordinances and other noise-reduction strategies. See:
www.noiseoff.org
www.quiet.org
www.nonoise.org

Consider scheduling regular community-related neighborhood clean-up programs and small loans to local residents to improve residences.

Strategies to Improve Neighborhood Appearance and Reduce Noise

Some market segments have a preference for a quiet and clean neighborhood over other attributes. These market segments mentioned distaste for general blight, broken windows and unkempt public spaces. According to our interviews, perceptions of cleanliness are best enhanced through quick removal of graffiti, trash and unwanted items from public spaces, and through upkeep of landscaped areas, lawns, trees and parks.

Traffic-calming measures on residential streets were widely endorsed by survey participants and considered of high value for reducing the speed of traffic, danger of car crashes and car noise. Noisy late-night parties and cars and motorcycles with loud engines were mentioned as being disturbing.

Strategies to improve neighborhood appearance and cleanliness are especially likely to attract the following segments:

- **Young Brainiacs**
- **Ambitious Urbanites**
- **Mellow Couples**
- **Kids, Cars and Schools**
- **High-Income Suburbanites**

In spite of traffic-calming measures, it may be difficult to attract those who strongly value a quiet neighborhood to the area immediately adjacent to a transit station/corridor if noise levels are high. Market segments that place a high value on having a quiet and clean neighborhood might be better suited to living either at the periphery of a TOD, farther from sources of noise, or perhaps in a less dense TOD (e.g., a suburban town center rather than an urban downtown).

Strategies to Improve Neighborhood Appearance and Reduce Noise

Strategies to Reduce Neighborhood Noise

- Install traffic-calming measures (speed bumps, stop signs and traffic barriers on busy residential streets).
- Implement/enforce an ordinance to prevent noisy late-night parties.
- Improve pedestrian amenities and pursue Transportation for Livable Communities capital improvement grants.
- Implement/enforce fines for unnecessary honking and engine-revving.

Strategies for Neighborhood Cleanliness

- Quickly remove graffiti, trash and discarded personal belongings.
- Maintain lawns, medians and parks with landscaping.
- Immediately fix broken windows and clean unkempt public spaces.

Possible Performance Measures

- "Quality of neighborhood" assessments or survey results of residents' perceptions of cleanliness and quiet
- Speed of car traffic — posted limits and observed
- Daytime and nighttime decibel levels
- Number of complaints for noise-related issues
- Acres of green space/landscaped space within the neighborhood

Strategies to Improve Transit Reliability, Frequency and Access

PHOTO: FILMSIGHT PRODUCTIONS

Good quality transit service is fundamental to any successful TOD, and is of particular importance to certain market segments, especially the Transit-Preferring, Urban DINKs, Young Brainiacs and Ambitious Urbanites. TODs must be sited in areas with both excellent transit service and well-designed access to make transit appealing and convenient.

There are many strategies for improving the quality of transit service. Transit reliability and frequency of service are particularly important to the target market segments. Improvements in customer service and provision of information also can improve the quality of the transit experience. These could include the provision of well-lit shelters with maps and schedules for all connecting transit systems, real-time transit arrival signs, clean stations, adequate seating and retail amenities in and around the stations or stops. Many of these strategies, particularly increases in the frequency and hours of transit service operation, require significant resources that transit agencies may not possess. External sources of funding, such as tax revenue or funding partnerships with the private sector, can be explored to fund additions to existing transit service.

Improvements in transit quality and access are especially likely to attract the following segments:

- **Transit-Preferring**
- **Urban DINKs**
- **Young Brainiacs**
- **Ambitious Urbanites**

The Urban DINKs and Young Brainiacs rated access to regional centers/San Francisco higher than other segments in terms of its importance to their choice of residential location. Strategies to improve transit could also include provision of good transit access to regional centers/San Francisco (e.g., increase in availability and frequency of dedicated bus service to regional centers/San Francisco, or, for new developments, co-location along rail lines or express bus services that serve regional centers/San Francisco).

Strategies to Improve Transit Reliability, Frequency and Access

Strategies for Transit Reliability and Access

- Design local access to transit to encourage walking and bicycling.
- Locate developments within walking distance of existing or planned high-quality transit routes.
- Enhance station area with dedicated busways or signal priority, and a network feeder system of buses into hub.
- Improve transit amenities related to service (e.g., real-time information, TransLink®, shelters).

Strategies for Transit Frequency/Schedule

- Increase transit service frequency in peak and non-peak hours.
- Extend transit hours of operation into evenings and weekends.

Strategies for Transit Access to Regional Centers/San Francisco*

- Directly link TOD with regional centers/San Francisco* without transfer or added wait time. Provide high level of service at night and on weekends.
- Build dedicated bus lane of express transit to regional centers/San Francisco.*

Possible Performance Measures

- Results of walk/bike audits
- Transit level of service measures
- Quality of transit station or bus stop amenities (lighting, seating, maps, schedules, etc.)
- Percent of residents currently commuting by transit/change in transit ridership over time
- Travel time to San Francisco or other major job and entertainment centers by transit for commuting and evenings/weekends

* These measures reflect the fact that the focus groups conducted for this study indicated some people place a particular importance on being near San Francisco. However, for some individuals, access to other regional job and entertainment centers (e.g., Oakland and San Jose) may be equally or more important.

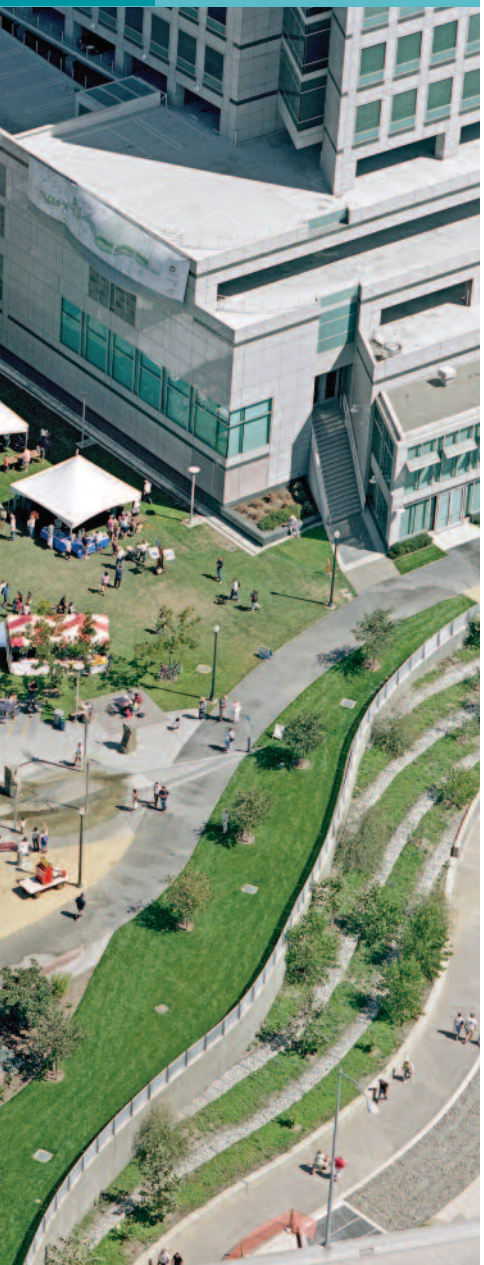
Key Resources:

There are numerous resources available on strategies to improve transit service, such as reports published through the Federal Transit Cooperative Research Program (TCRP). **www.tcrponline.org**

One relevant report focused on Bay Area transit systems is *Designing with Transit: Making Transit Integral to East Bay Communities*. Available from: **www.actransit.org/pdf/designing_with_transit.pdf**

Transit systems and markets can be assessed using a "transit competitive index" (TCI) and "service planning tool" (SPT). For an example, see *Using Transit Market Analysis Tools to Evaluate Transit Service Improvements for a Regional Transportation Plan* (TRB 09-199) **www.trb-appcon.org/files/199.pdf**

Strategies to Improve School Quality and Access



School quality is important to everyone with kids, and was rated as particularly important to Ambitious Urbanites, Kids, Cars and Schools, High-Income Suburbanites, and to a lesser extent, the Young Brainiacs. If a TOD is already located in an area with good schools, it may be possible to attract these segments if other conditions important to them are present. In these cases, TOD development strategies can take advantage of station areas adjacent to existing good schools — whether public, private or charter schools. This bundling would position a TOD to attract segments that value schools.

For TODs with less distinguished schools, planners can work in the community to advocate for improvements to schools and additional funding for school programs. In cases where significant improvement of local schools is not a viable option in the short term, planners could focus on attracting market segments with less of a priority on schools (i.e., residents without school-aged children) while working in the long term to improve the schools. Segments that reported less of a priority on good schools include the Transit-Preferring, the Urban DINKs and the Mellow Couples.

Strategies to improve school quality and access are especially likely to attract the following segments:

- **Ambitious Urbanites**
- **Kids, Cars and Schools**
- **High-Income Suburbanites**
- **Young Brainiacs**

Strategies to Improve School Quality and Access

Strategies for School Quality

- Co-locate TODs with good-quality schools.
- Establish financial support for local schools from TOD.
- Advocate for more funding for school programs.
- Include child-supportive amenities near transit, including child-care centers and after-school programs.
- Engage with/support local parent-teacher associations (PTAs).
- Engage local school officials or staff to address ways to improve the school.

Strategies for Access to Schools

- Create compact design for school campuses to ensure schools can be built in proximity to TOD housing.
- Prioritize walking/improve sidewalks and initiate "safe routes to schools" community-based programs.
- Establish bicycling programs with designated routes and safe bicycle parking at schools.

Possible Performance Measures

- School test scores/dropout rates/awards for quality schools or teachers
- Level of parental involvement in PTA/school activities
- Walk audit ratings for access to local school(s)
- Measures of competitiveness, such as length of waiting lists for placement in school
- Share of credentialed teachers
- Average expenditure per pupil

Key Resources:

The University of California Berkeley Center for Cities and Schools publishes papers on improving school quality in a smart growth context, such as *Smart Schools, Smart Growth: Investing in Education Facilities and Stronger Communities* (2009). Available at: **www.citiesandschools.berkeley.edu**

Safe Routes to Schools offers funding and resources for programs to support walking and bicycling to school. See **www.saferoutestoschools.org** **www.saferoutesinfo.org**

Strategies to Improve Housing Affordability

Affordable housing is essential for lower-income market segments to be able to live in TODs that are in high demand. The Transit-Preferring and Auto-Oriented, Price-Conscious segments would most benefit from strategies to improve housing affordability, as they are the lowest-income market segments, but a significant share of other market segments are also low- and middle-income.

There are various approaches to maintaining and/or creating affordability. Local jurisdictions can:

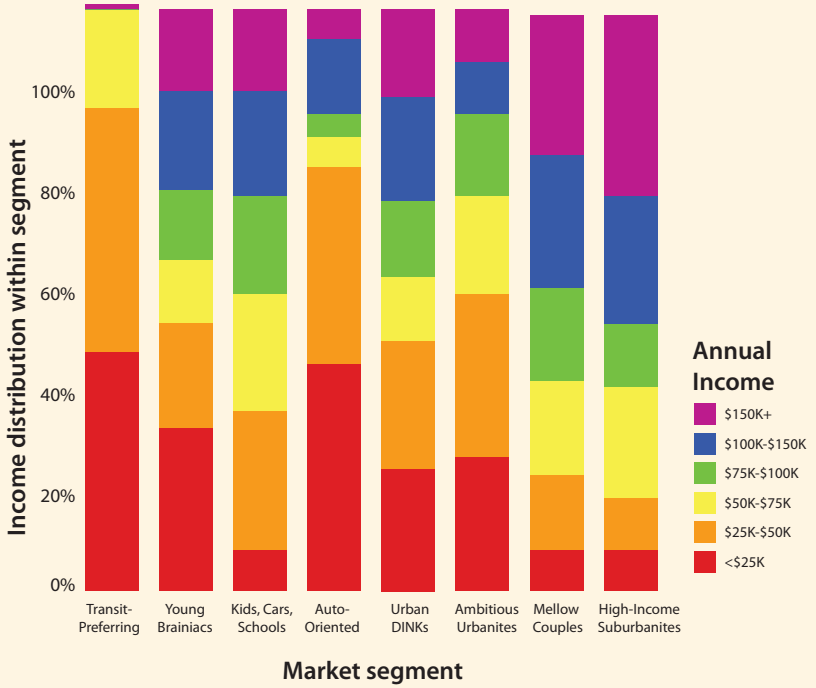
- Directly address the inclusion of affordable housing through requirements attached to permits for developers, such as requiring that a percentage of homes be affordable based on standard formulas (i.e., "inclusionary housing"), and/or the incorporation of accessory units ("granny flats"), co-housing, co-ops or rental units. These requirements are often paired with allowances for construction of additional units or additional density ("density bonuses"). Local jurisdictions can also assist lower-income residents through first-time home purchase programs and low-cost loan programs for purchase or improvements.
- Assist affordability through measures that reduce transportation costs. For example, local jurisdictions can require the unbundling of parking costs from housing costs, allow or require the provision of free or discounted transit passes, and provide carshare, usually in exchange for reducing parking requirements on the developer.
- Expedite the entitlement process and support higher-density development, thereby increasing the supply of TOD units, to help reduce their price.

While addressing affordability, developers must also either be able to attract sufficient numbers of residents paying market rates or receive government subsidies for projects to be built.

Strategies to improve housing affordability are especially likely to attract the following segments:

- **Transit-Preferring**
- **Auto-Oriented, Price-Conscious**

Income Levels of Market Segments



Strategies to Improve Housing Affordability

Strategies

- Provide inclusionary housing and encourage/permit shared housing, co-ops and/or other forms of affordable housing.
- Provide support for housing costs through federal, state and local programs.
- Unbundle housing and parking fees, or offer reduced parking and parking cash-out for residents.
- Support measures to increase the supply of TOD housing, such as expediting the entitlement process for developers.
- Provide discount transit tickets or monthly/long-term passes through universal residential passes or other programs.
- Develop/support utilization of first-time home purchase assistance programs.
- Provide/support utilization of low-cost loans to improve property for low-income residents.

Possible Performance Measures

- Percent of affordable/discounted units in TOD
- Comparison of housing costs to income levels using federal standards
- Availability of reduced-cost transit passes
- Availability of parking opt-out/cash-out
- Comparison of TOD housing costs to local/city/regional average housing costs
- Comparison of combined housing and estimated transportation costs to local/city/regional averages
- Availability/use of home purchase or improvement programs for low-income households

Key Resources:

The Mixed Income Housing TOD Action Guide (2009) presents a three-step analysis procedure for determining the most effective strategies and tools for supporting affordable housing around TODs. Available from: **www.reconnectingamerica.org**

Building for the Boom (2009) highlights promising practices and models to provide support for low-income senior communities. For more information, see **www.smchousing.org**

There are numerous organizations throughout the Bay Area dedicated to assisting in developing affordable housing. One is Housing Endowment and Regional Trust (HEART) of San Mateo County, an organization working to create affordable housing for low- and moderate-income families, students and seniors. For more information, see **www.heartofsmc.org**

Key Resources:

The Metropolitan Transportation Commission guidebook *Reforming Parking Policies to Support Smart Growth: Parking Best Practices for Supporting Transit-Oriented Development in the San Francisco Bay Area* provides a comprehensive set of strategies for managing parking to support smart growth and transit-oriented development. Available from: **www.mtc.ca.gov**

San Francisco has a new approach to parking management combining innovative technologies and strategies. Available from: **www.sfmta.com/SFpark**

Strategies to Improve Parking Management

People in some market segments want to drive around easily and have convenient access to freeways, readily available parking and private garages. These interests may be difficult to meet in the context of a transit-oriented development, since TODs are built at high densities that cannot always accommodate abundant parking and garages for each residence. In addition, TODs that provide convenient driving and parking may not be able to produce the high levels of transit usage, walking/bicycling and other benefits that are key goals of TOD programs, such as reductions in vehicle miles traveled, air-quality emissions and greenhouse gas production, and increases in the physical activity of residents.

However, it is possible to partially meet the interest in convenient driving by making sure the parking supplies at the TOD are well-managed. Parking policies and management can be used to:

Strategies to improve parking management are likely to especially attract the following segments:

- **Ambitious Urbanites**
- **Mellow Couples**
- **Kids, Cars and Schools**
- **High-Income Suburbanites**

- Provide parking for residents who are willing to pay for it by unbundling the cost of parking from housing, and allowing those who value parking to obtain it even in a parking-restricted TOD, thus making the most of the limited parking supply;
- Share parking among users with demand at different times of day or days of the week, making fuller use of limited parking;
- Implement car-sharing to provide for the use of cars by residents beyond their level of parking and car ownership; and
- Reduce the negative impacts of cars through careful placement of entrances and exits, parking lifts that reduce the footprint of parking, information systems that reduce cruising for parking and design approaches that favor pedestrians in the neighborhood.

Strategies to Improve Parking Management

Strategies

- Unbundle residential parking, allowing interested parties to purchase more parking than average in a parking-restricted TOD environment.
- Require or support car-sharing programs at new developments above a threshold size, or develop shared programs between businesses, government agencies and residents to allow additional access to cars beyond the level of parking/residential car ownership.
- Implement residential permit parking to establish or maintain preferential access to street parking for local residents.
- Allow and support technological improvements such as parking lifts, web- or phone-based payment and parking information systems.
- Allow shared parking among users with different schedules of demand.

Possible Performance Measures

- Availability of residential parking at the TOD for purchase/rent (length of waiting list)
- Parking occupancy rates, average time spent looking for parking for residents of TOD
- Availability of car-share cars (number of cars at site, within one-quarter mile per resident, preregistration time required)
- Safety, comfort and convenience of residential parking

Jack London Square · Oakland
2008
2008

The Strategies:
Attracting Residents to TOD Neighborhoods

Applying the Market Research Results

The value of this effort lies in applying these research results to actual local situations. Every neighborhood is different and requires its own local consideration — the hypothetical examples used here reflect some common issues and opportunities.

We use three examples of types of locations with particular land use and transportation characteristics and different challenges. For each example, we demonstrate how to use the results of this study to:

- Evaluate the current conditions in the community using the key attitudes;
- Identify market segments that are likely to be easily attracted, and those that might be attractable with additional measures; and
- Define strategies that would help to attract the targeted market segments.

Three Hypothetical Examples:

1. Beautifying an Urban Neighborhood Transit Hub
2. Improving Walkability in a Suburban Center
3. Improving Parking Management Around a Suburban Downtown

Example One

Beautifying an Urban Neighborhood Transit Hub

Current Conditions

The urban neighborhood transit hub TOD ("the Hub") is a major rail transfer station situated in a centrally located, urban mixed-use residential area. Regional job opportunities are a short transit ride away. Schools in the area are relatively good.

In recent years, the Hub has fallen into disrepair, feeling more like a place to transit through than a destination. The concrete station area is surrounded by noisy, high-traffic arterials, and the streets surrounding the station are marked with graffiti and trash. A darkened pedestrian overpass to the station is piled with discarded belongings.

The high transit quality and nearby stores would attract the Transit-Preferring and some Urban DINKs, who are willing to accept a less clean and quiet neighborhood with those qualities.

Most Likely to Be Attracted Before Changes

Transit-Preferring
Urban DINKs

Changes Made

Traffic calming
Landscaping
Maintain cleanliness

Attracted After Changes

Transit-Preferring
Urban DINKs
Young Brainiacs
Ambitious Urbanites
Mellow Couples

Identify Market Segments to Target

Beautification of the neighborhood and reducing street noise could help attract several additional market segments to the Hub, especially the Young Brainiacs, Ambitious Urbanites and Mellow Couples.

While all market segments besides the Transit-Preferring place some importance on having a clean and quiet neighborhood, the Ambitious Urbanites, Young Brainiacs and Mellow Couples place a particularly high importance on these issues. The presence of good quality schools also makes it possible to attract the Ambitious Urbanites.

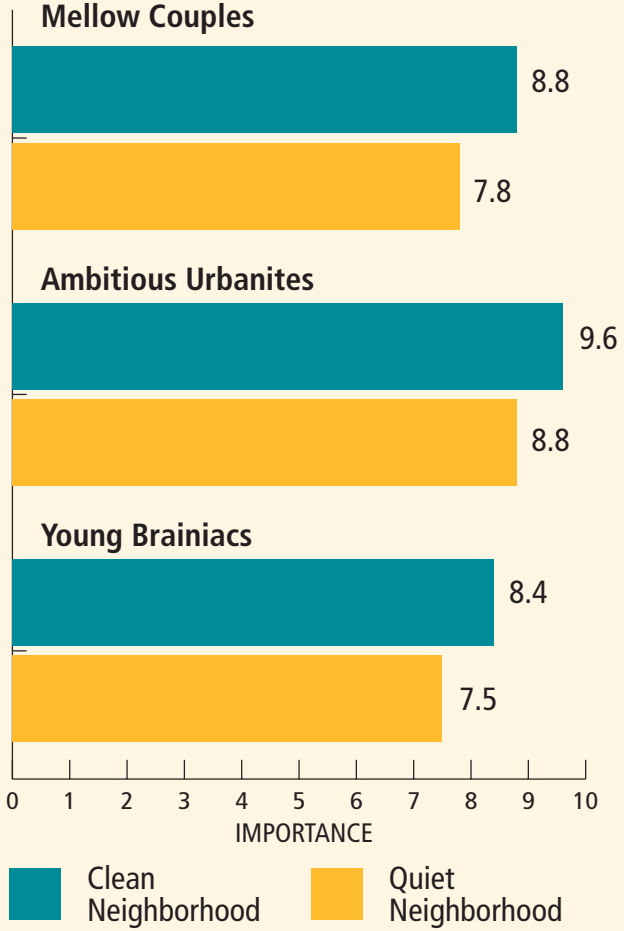
Implement Strategies to Attract Target Segments

To attract Young Brainiacs, Ambitious Urbanites and the Mellow Couples, the city would need to improve the quietness, cleanliness and attractiveness of the Hub. Key strategies include pedestrian-oriented design and landscaping; traffic-calming measures to slow the traffic on adjacent streets; removal of trash and graffiti; control of traffic noise and prevention of noisy late-night activities.

For more ideas, consider the Strategies to Improve Neighborhood Appearance and Reduce Noise (pages 24-25).

Importance of a Clean and Quiet Neighborhood

All three segments place high importance on having a quiet and clean neighborhood.



Indicators of Neighborhood Quietness and Cleanliness

- Average daily traffic on major streets in TOD
- Percentage of park space and greenery within the TOD
- Perception of cleanliness by residents of and visitors to the TOD

Example Two

Improving Walkability in a Suburban Center

Walk Score: An Indicator of Destinations Within Walking Distance

Walk Score calculates the walkability of an address based on the distance from a home to nearby amenities.

This Suburban Center has a Walk Score of 85 out of 100. Walk scores can be obtained through **www.walkscore.com**.

Current Conditions

This medium-density suburban center is served by a commuter rail station and several major bus routes.

There is a mix of residential, employment, retail and entertainment uses, but they are decentralized. Some strip malls and single-family residences are within one-quarter mile of the station. Local school quality is excellent, and the area is attractively maintained, but not well-designed for pedestrian access, and destinations are often spread too far apart for walking to be practical. Efforts to increase density are often met with community opposition.

Identify Market Segments to Target

With access to fixed-rail, high levels of quietness, cleanliness and safety, good-quality schools and access to freeways, this suburban TOD neighborhood is likely to attract a range of market segments, including the Young Brainiacs, Ambitious Urbanites and Mellow Couples.

However, the convenience of walking and cycling may not be sufficient for all members of these segments. The market research found that many individuals within these segments place a high value on being able to safely and conveniently walk and bike for errands.

Most Likely to Be Attracted Before Changes

Young Brainiacs
Ambitious Urbanites
Mellow Couples

Changes Made

Convenience of walking
Reduced distance between destinations
More destinations

Attracted After Changes

Young Brainiacs (larger share)
Ambitious Urbanites (larger share)
Mellow Couples (larger share)
Kids, Cars and Schools (more transit-oriented ones)

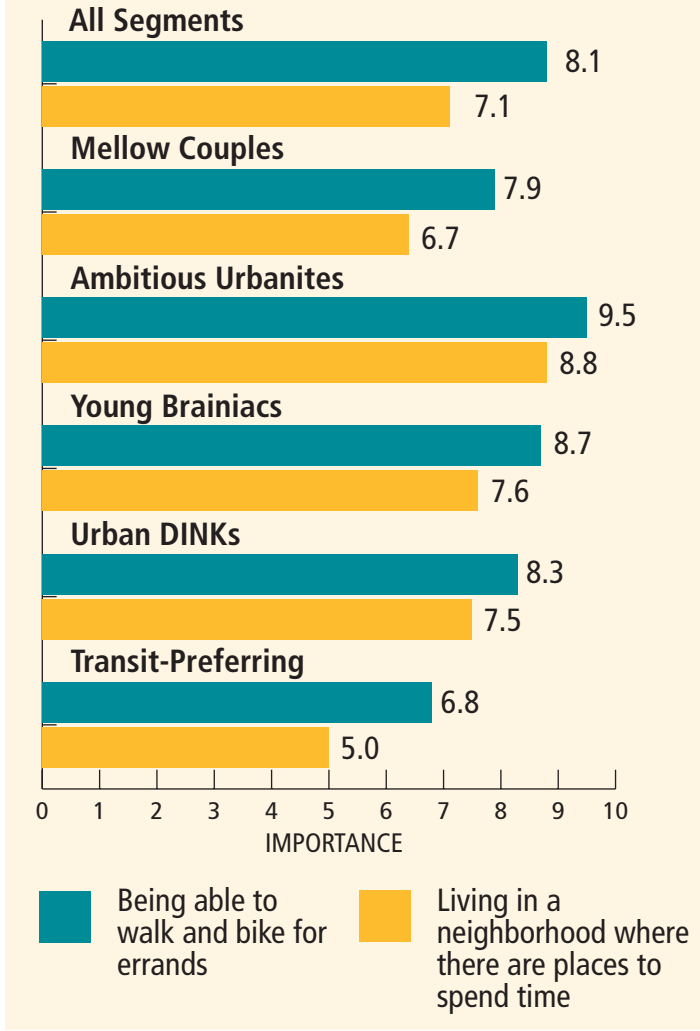
Implement Strategies to Attract Target Segments

A city could initiate redevelopment of surface parking lots and outdated strip malls into higher-density, mixed-use developments. This could attract a larger portion of the Young Brainiacs, Ambitious Urbanites and Mellow Couples, particularly those who want to be able to conveniently walk and bicycle to their destinations, and a small portion of the Kids, Cars and Schools.

Most of the segments also value having places in the neighborhood to spend time. Street segments with higher pedestrian volumes could be narrowed, providing additional room for sidewalks or bicycle lanes. One or more streets near the transit center could be transformed into pedestrian-oriented thoroughfares lined with cafes and restaurants. Attractively designed retail and residential mixed use creates a more walkable environment for existing community members and new residents.

For more ideas, consider the Strategies to Improve the Safety and Convenience of Walking and Bicycling (pages 22-23).

Importance of a Walkable and Bikeable Neighborhood



Example Three

Improving Parking Management Around a Suburban Downtown

Current Conditions

This suburban downtown has medium-quality transit and is located near a major freeway. The neighborhood has good schools and few crime problems. Access to regional centers/San Francisco is limited.

Parking in the downtown is extensive but poorly managed, and during peak periods drivers typically circle the block looking for parking. Parking frequently overflows into the surrounding residential areas.

Recent efforts to increase the supply of townhouses, condominiums and apartments in the downtown have been met with opposition by neighbors concerned about the parking situation.

Identify Market Segments to Target

The safe conditions and good schools in this neighborhood make it attractive to some of the Kids, Cars and Schools, Mellow Couples, Ambitious Urbanites and Auto-Oriented, Price-Conscious segments, but some are discouraged by the difficulty of parking.

Better management of parking supply and demand could help to make this neighborhood more attractive to more individuals in some segments.

Most Likely to Be Attracted Before Changes

Kids, Cars and Schools
Mellow Couples
Ambitious Urbanites
Auto-Oriented, Price-Conscious

Changes Made

Improve parking management
Reduce parking demand

Attracted After Changes

Larger shares of:
Kids, Cars and Schools
Mellow Couples
Ambitious Urbanites
Auto-Oriented, Price-Conscious

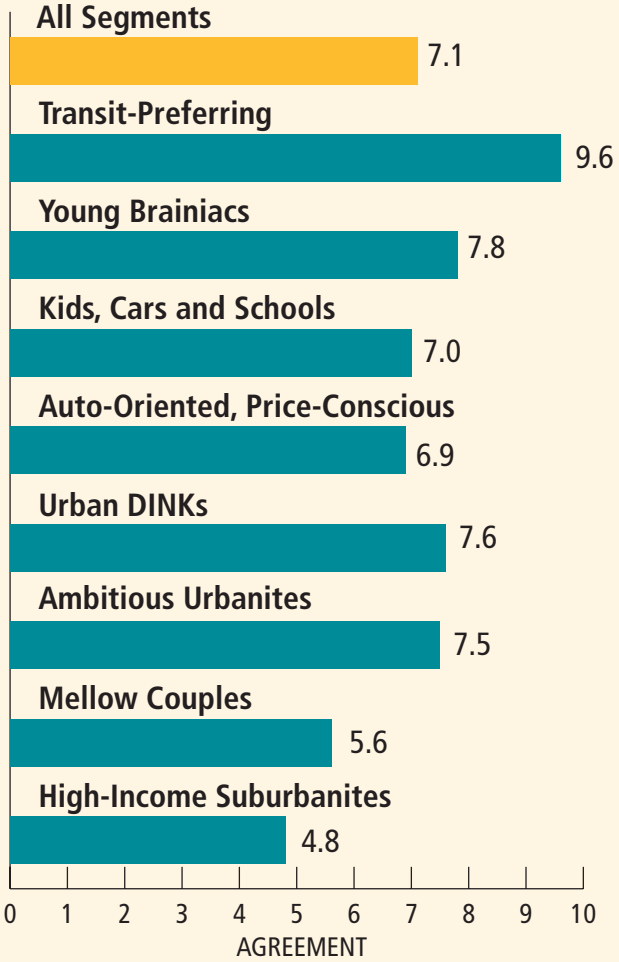
Implement Strategies to Attract Target Segments

The community could make the most of existing parking supplies by establishing market-rate prices for parking, enhancing parking wayfinding throughout the downtown area, and sharing parking between daytime and nighttime uses. The community could explore ways to reduce the demand for parking, such as through support of car-sharing. The community could also implement a residential parking permit program to limit parking overflow on to residential streets. This may reduce neighborhood opposition to new residential development. Note that several market segments expressed the adequacy of one or fewer parking spots if they could easily travel without using their car. Transit-Preferring, Young Brainiacs and Urban DINKs may be amenable to less parking if other good options are available. Finally, the community could establish a parking district empowered to use parking fee funds on local improvements.

For additional ideas, consider the Strategies to Improve Parking Management (pages 32-33).

Having Only One or Fewer Parking Spots is Sufficient

(If I could easily travel to where I needed to go without using my personal vehicle)



Parking Indicators

- Parking occupancy rates at different times (commute hours, evenings, nights and weekends)
- Availability of safe, secure and lighted paid parking facilities (on streets or in garages)

TOILET
Financial Dist.
Ferry Building
Union Square
Jackson Sq.
Yerba Buena
5623

Conclusion

For over a decade, the Bay Area has encouraged more focused and compact growth to help revitalize older communities, reduce travel time and expense, make better use of the existing transportation system, control the costs of providing new infrastructure, conserve resources, promote affordability, and generally improve the quality of life for Bay Area residents.

The recent passage of California Senate Bill 375, signed into law in 2008, adds an even greater emphasis on the reduction of greenhouse gas emissions through changes in land-use and transportation planning. As local planners and city managers develop integrated transportation, land-use and housing plans, tools like this briefing book and the accompanying technical papers provide valuable information and recommendations for making transit-oriented developments more attractive to more people.

This study shows that while there is considerable variation in the preferences of Bay Area home-seekers (as illustrated through the descriptions of the market segments,) some values are shared by many. A few critical messages came through loud and clear.

- Most home-seekers place a high value on being able to walk around their neighborhoods safely and to conveniently walk or bike to do errands. This value is stronger than any others in our survey — stronger than short commutes or large homes. This high interest in walking convenience and safety was expressed across all the market segments and demographics, and may represent a sea change in broad public attitudes about what makes for a quality place to live.
- There is no one-size-fits-all strategy for improving TODs. Neighborhoods and communities are different, and initiatives to create better TODs benefit from customization to local situations. The use of this market segment information may provide a useful framework to improve both current and future TOD neighborhoods.

By reducing the separation of land uses (jobs, stores, schools, homes, etc.) and by encouraging more complete, mixed-use communities, transit-oriented developments can play a crucial role in meeting the state's emission reduction goals. They can also help to address the local citizenry's interest in compact, walkable "great places" with a variety of choices in lifestyle and travel mode.

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This study and additional technical and policy information is available online at:
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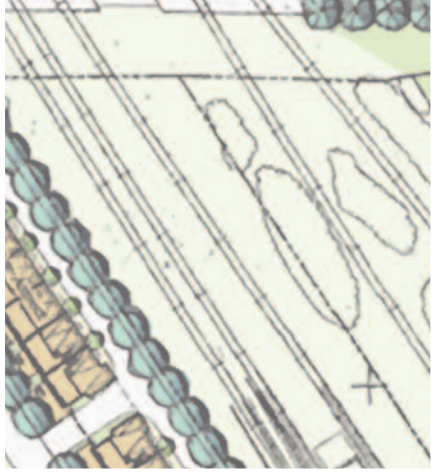

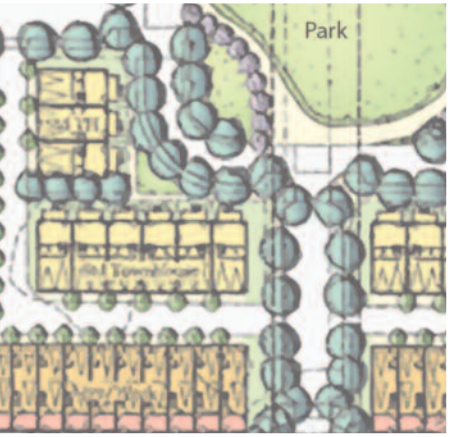

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