Equitable Transit-Oriented Development Policy Plan

City of Austin
Final Draft Accepted by Council March 2023

Acknowledgements

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Executive Summary

Purpose of the Plan

The Equitable Transit-Oriented Development (ETOD) Policy Plan is a comprehensive framework to help the Austin community ensure that future development around the Project Connect transit system supports residents of all incomes and backgrounds, especially those who have been disproportionately burdened by past transportation and land use decisions. The City of Austin worked with our partners at CapMetro and the Austin Transit Partnership as well as the community to craft the goals of ETOD in Austin, the tools that can help us reach those goals, and the actions we must take to achieve equitable outcomes along the transit system. Ultimately, the ETOD Policy Plan is a citywide guide that helps focus our future planning, programming, and investment decisions in the years to come. We will need a coalition of many different public, private, non-profit organizations, and community members to implement the ETOD Policy Plan and make our community's vision for a more just, affordable, connected, accessible, and prosperous Austin a reality.

What's in the Plan?

This document includes the following sections:

1. **Background:** We describe the need for ETOD and the history of previous traditional transit-oriented development (TOD) in Austin. We also look at how successful the past traditional approach was and who was left behind.

2. **ETOD Goals:** We outline the six goals for ETOD in Austin going forward.

3. **Station Area Typologies and Planning Prioritization:** The typologies in this section help us begin to understand the current context of all stations in the Project Connect system and see similarities and differences between them that will guide our context-sensitive approach to implementing ETOD tools from the Policy Toolkit. Instead of traditional TOD indicators, like urban form and real estate market readiness, Austin's ETOD typologies are people-centered and include indicators for existing population, displacement risk, and relative change in population and jobs over the last decade. Lastly, we lay out the priorities for future detailed station area planning into three tiers.

4. **ETOD Policy Toolkit:** The Policy Toolkit includes a menu of 46 tools, grouped into five categories, that the City and partners should focus on to achieve our ETOD goals. Tools were specifically chosen for their applicability to Austin and their impact in reaching our goals. The tools will need to be used together and be flexibly applied to respond to the different needs of different neighborhoods along the Project Connect system.

5. **Next Steps / Action Plan:** We explain the short-term steps we as a City will begin taking to implement the Policy Tools both citywide and in specific station areas.

6. **Appendix:** We include more information about the process of ETOD planning, including engagement with the community and technical analysis that went into the plan, for those who want to dive deeper.

1 Background

Introduction

In June 2021, City Council adopted a resolution directing staff to engage in Equitable Transit-Oriented Development (ETOD) planning in Austin alongside infrastructure planning for the Project Connect transit system. ETOD builds upon and evolves the existing Transit-Oriented Developments (TODs) codified in the Land Development Code starting in 2005. Traditional TOD refers to a planning and design strategy that promotes compact, mixed-use, pedestrian / bike-friendly communities built around mass transit systems. By clustering jobs, housing, and goods and services around public transit, TOD communities reduce their dependence on cars while increasing their mobility options resulting in more sustainable neighborhoods. However, traditional TOD projects often do not benefit everyone equally, have negatively affected the quality of life for Black, Indigenous and People of Color and low-income communities, and historically lacked engagement of these vulnerable populations. TOD communities often become a victim of their own success since the very amenities that make them attractive often result in the rise of property values. This value increase ends up disproportionately burdening, and ultimately displacing, low-income households and communities of color. The shortcomings of traditional TOD often make it counterproductive to the people with the most need for access to transit service and increased economic opportunity.

The Equitable TOD concept instead works towards building equitable outcomes by addressing the unintended consequences of traditional TOD through proactive actions aimed at mitigating displacement pressures to ensure that everyone, especially historically marginalized communities of color, can benefit from transit connectivity. ETOD is a tool that goes beyond just mitigating displacement. At the core of ETOD is the tenet that new transit infrastructure should not harm existing residents around it. On top of this is the principle that transit infrastructure and policy interventions should **create opportunities for Austinites to thrive and more specifically embrace the socio-economic, mental and physical health of BIPOC and low-income populations**.

Austin is poised to implement ETOD alongside our upcoming generational investment in public transportation. In November 2020, Austinites voted to approve Proposition A, funding the first phase of the Project Connect System. In addition to funding new light rail and improvements and expansions to bus service and commuter rail service, Proposition A also dedicated $300 million to anti-displacement investments for areas near Project Connect. To implement Project Connect, the City and CapMetro created the Austin Transit Partnership (ATP) and set up the Joint Powers Agreement to spell out the roles and responsibilities of each entity. The partners also created the Community Advisory Committee to advise on all topics related to equity and Project Connect, including efforts to curb displacement along the Project Connect system. The 2021 ETOD resolution acknowledges that preservation of existing economic opportunities is as important as the creation of new opportunities.

The 2021 ETOD resolution also calls for an ETOD Policy Plan that leads with equity as a guiding principle to TOD planning and implementation and incorporates context-sensitive strategies centered around affordability, increasing transit ridership, and displacement prevention. Since 2005, nine TOD districts have been adopted into code, but only 3 districts have gone through both planning (Phase 1) and implementation (Phase 2) stages with accompanying Station Area and Regulating Plans. With roughly a hundred future station areas anticipated between the Project Connect commuter rail, light rail, and MetroRapid lines, the City of Austin needs to proactively implement ETOD across Austin in order to achieve our community's vision for complete, connected, inclusive communities served by transit. Council also called for the identification of existing policies and code sections needing amendments to support the creation of ETODs citywide. Council envisions the ETOD Policy Plan as a comprehensive high-level framework to incorporate and support ETOD.

Planning History and Impact of Existing TODs in Austin

Expansive growth in the local economy has called attention to systemic inequities that disproportionately affect Black, Indigenous and People of Color (BIPOC) as well as low-income earners. Planners understand that there are foundational components to a good quality of life, such as access to: employment opportunities, affordable housing, affordable healthcare, quality education and childcare services, fresh food choices, and reliable and convenient transportation. These services should be available to all people regardless of socioeconomic status, ability, race or ethnicity, or geographic location. In Austin, we know that there are systemic and longstanding inequities baked into our city through planning, investment, and policy decisions that have produced barriers to economic mobility for BIPOC and low-income communities. Geographic racialized segregation was directly and indirectly incorporated into mortgage lending, real estate practices, and urban planning.

An example of a discriminatory system is the 1928 Plan that designated East Austin as the "Negro district" and ensured that most industrial uses were placed in this area of the city that was seen as less desirable. Before this racialized plan, thriving freedman communities and Latino settlements were dispersed throughout the city. As a result of the 1928 Plan, Black and Brown Austinites not already living in the designated "Negro district" at the time were forced to choose between staying in their established communities without

access to basic City services, such as electricity, water, and paved roads, or relocating to the east side to access segregated services for people of color. The 1928 Plan laid the foundation for later redlining and geographically racialized segregation. More examples of Austin's history of inequitable growth have been documented by the community in the *Nothing About Us Without Us* Report and Racial Equity Anti-Displacement Tool.

This legacy of racialized planning is still embedded in our systems today, and TOD planning in Austin is no exception. Of the nine TOD districts adopted by the Austin City Council since 2005, only three of those districts have gone through the two-phase TOD process: 1) Station Area Plan- Vision Planning, and 2) Regulating Plan- Implementation of Station Area Plan. These districts are Plaza Saltillo, MLK Station, and Crestview Station. An analysis of TOD projects receiving development incentives was conducted for these three existing TOD districts in Austin. This analysis examines **patterns of demographic, commuting and car ownership, parking, and development** trends from 2010 to 2020.

Demographic shifts: Plaza Saltillo and MLK Station are TODs located in census tracts that have historically represented a majority population of Black, Indigenous and People of Color. Where new development has occurred in these TODs, there has been a significant increase in white, high-income populations and an active decrease of BIPOC presence over the last 10 years. Most of the population growth in all census tracts encompassed in these TODs can be attributed to growth of the white population. This demographic shift illustrates the displacement of BIPOC residents, an ultimate indicator of continued racial disparity. The Median Family Income (MFI) has almost doubled and in some cases tripled and households without children now outweigh households with children throughout these census tracts. Demographic shifts in majority BIPOC census tracts are not unique to TODs, but instead correlates to the displacement pattern along the Eastern Crescent, the easternmost boundary of the historic "Negro District."

Commuting and car ownership shifts: TODs are intended to increase transit system ridership and decrease the need to own a personal vehicle. However, transit ridership to work in these census tracts of study has seen significant reduction since 2010, by between 41% and 73%. TODs also aim to include a mix of businesses and services that meet daily needs, so that households can reduce their reliance on a personal vehicle to access opportunities. Correlating with the reduction in overall transit ridership to work is the increased presence of households making over $200,000 and the percentage of people working from home. The average percentage of households without cars has also decreased across all TOD census tracts by 60%.

Parking shifts: TOD development regulations allow for parking reduction in TOD zones, starting at 40% (and with additional participation in mobility program incentives, up to 60%) of maximum possible parking spaces allowed. A survey of site plan review cases in existing TODs reveals that most developers are opting for parking reduction at an average of 28%. Within the context of the stations, Plaza Saltillo TOD has the highest densities and therefore higher levels of parking reduction, with a 42% reduction out of a possible 60%. MLK Station incorporates mid-level densities, and developers have opted for mid-range levels of parking reduction, averaging 27% out of 60%. Lastly, Crestview Station TOD has the lowest density of all TOD zones and in conjunction, the least amount of development projects; consequently, Crestview has the lowest levels of parking reduction at 13% out of 60%. The frequency and rate of parking reduction shows some promise in curbing residents' reliance on personal vehicles, but there is more to be done

to make it feasible for more Austinites to make the shift to riding public transit.

Development shifts: In all TOD census tracts in this study, between 24-36% of the total housing units have been built since 2010, an indication that increased allowable density has generated more housing units in these TOD zones. Approximately 1,800 units, or 28% of all housing units that were built in these TODs since 2010, are income-restricted affordable housing. While Austin TOD projects have increased access to housing near restaurants, retail, offices, and entertainment, they have not been as successful so far at incorporating services that provide daily needs like laundry, childcare, healthcare, and family support services. This indicates that despite the increased construction of affordable housing and market-rate housing, structural and systematic barriers remain because TODs have not been developed with the needs of families with children, BIPOC, or low-income populations in mind.

TODs have provided the foundation for increased connectivity with better access to jobs, housing, and commercial uses to make Austin a more livable city that supports multimodal transit and walkability. The City of Austin has committed to leading with equity and inclusion of diverse populations and acknowledges that **traditional TODs are not effectively mitigating potential harms to BIPOC and low-income earners**. By approaching TOD through an equitable lens, Austin's ETOD framework will better address the racial and socioeconomic disparities by which our low-income earners and communities of color have been burdened.
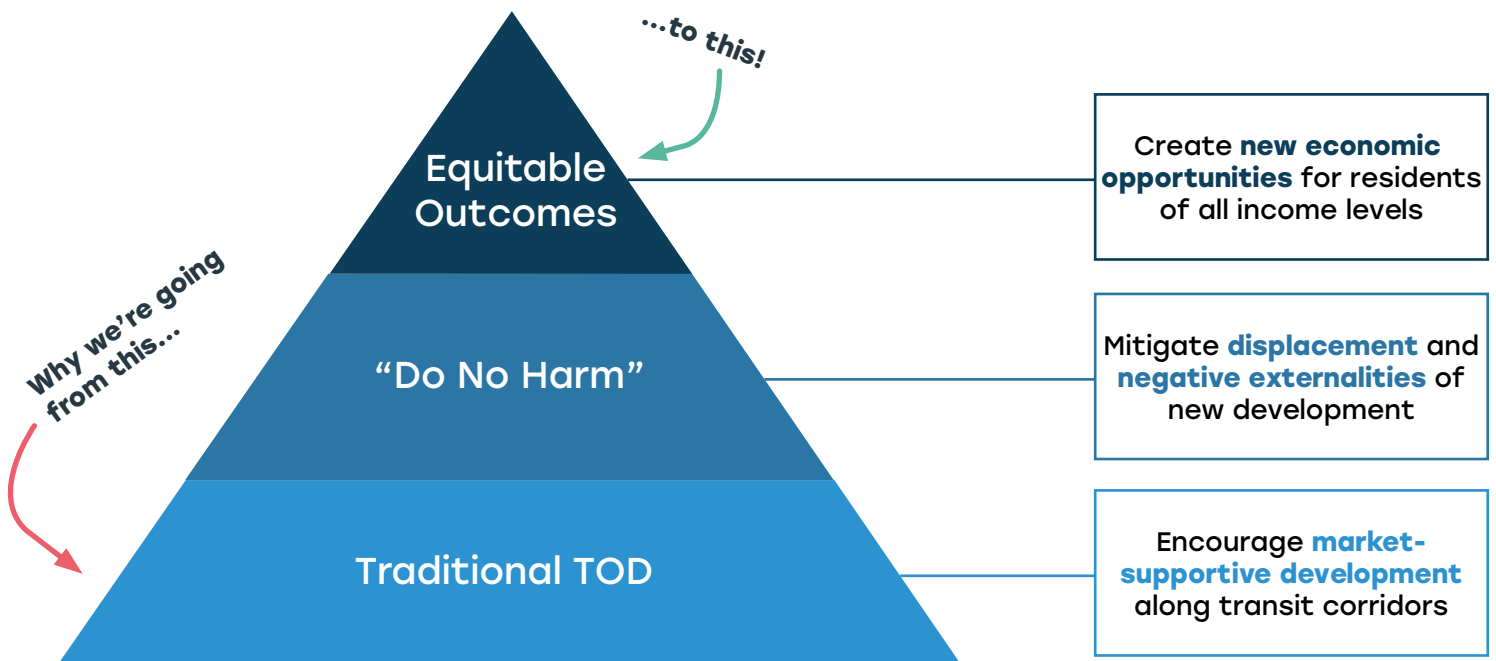

LAMAR BLVD

MLK BLVD

PLAZA SALTILLO

- ▬ Adopted TOD Districts
- • Project Connect Stops
- ▬ Project Connect Routes

0 0.75 1.5   3
                Miles

Adding the "E" to TOD

The City of Austin, CapMetro, and the community have produced policy frameworks to achieve the equitable outcomes enabled by Project Connect. These frameworks all were foundational in figuring out how to move from traditional TOD to ETOD in Austin.

CapMetro ETOD Goals: CapMetro has articulated ETOD goals around providing reliable and accessible transportation, increasing housing options at diverse price points, supporting small businesses, creating new jobs, and improving public spaces.

City Council ETOD Goals: Council passed the June 2021 ETOD resolution with roughly 30 goals centered on many important aspects of equitable development, including housing affordability, racial equity, cultural preservation, anti-displacement, density, neighborhood connectivity, urban design, and placemaking. The City's Strategic Direction 2023 states, "to advance equitable outcomes, the City of Austin is leading with a lens of racial equity and healing. Race is the primary predictor of outcomes, and it is time to recognize, understand and address racism at its various levels: personal, institutional, structural and systematic."

Racial Equity Anti-Displacement Tool: The City worked with community members to create the *Nothing About Us Without Us* Report and Racial Equity Anti-Displacement Tool ("Racial Equity Tool") to inform the use of $300 million voter-approved anti-displacement fund accompanying Project Connect. The Racial Equity Tool was created to guide policy, planning, and program decisions and inform how the $300 million fund should be spent, in recognition of the history of racially discriminatory practices in Austin, including disinvestment in infrastructure, under-resourced schools, and restrictions on commercial and residential lending. The Racial Equity Tool represents a commitment from the City of Austin, Austin Transit Partnership, and CapMetro to work with communities at risk of displacement, equitably deliver transit projects, implement structures of transparency for Project Connect, and track progress and barriers towards equity goals.

...to this!

Why we're going from this...

Equitable Outcomes	Create **new economic opportunities** for residents of all income levels
"Do No Harm"	Mitigate **displacement** and **negative externalities** of new development
Traditional TOD	Encourage **market-supportive development** along transit corridors

Achieving equitable outcomes through ETOD requires a holistic approach to transit investments that considers and addresses how transit infrastructure intersects with systemic racism, housing affordability, small business interests, economic opportunity, education, and health. This approach builds upon the priorities outlined within the Racial Equity Tool by presenting strategies that directly support the needs of Austin's BIPOC communities.

The need for equity in the planning process has to be considered at each step:

TOD Planning Stage	Traditional TOD	Equitable TOD
Community Engagement	Presents conceptual designs at community meetings **once developed** by the planning team.	Engages impacted communities **prior to design** to **identify priorities** that directly shape ETOD vision.
Demographic Analysis	Identifies the **socioeconomic characteristics** of **residents and businesses** within the station area.	Disaggregates demographic data to identify **communities most likely impacted** by new transit.
Market Analysis	Quantifies the **market demand** for new residential and commercial development in station areas.	Establishes opportunities for **public and private investment** in housing options and small businesses.
Land Use Strategy	**Maximizes density** and encourages mix of uses **to boost walkability and ridership**.	Translates **public goals** for **affordable housing and community facilities** into land use policies.
Joint Development	Partners with developers that **maximize long-term revenues** for the transit agency.	Prioritizes partners that **maximize social benefits** in line with **community goals** with community oversight.
Value Capture Financing	Supports investments in **transit infrastructure** and **private development** around stations.	Requires **community benefits** for new development that receives funding, **driven by community input**.

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ETOD Goals

Approach to ETOD Goal Development

An essential component of implementing effective ETOD is a shared vision and set of objectives. CapMetro undertook a three-step process to create six goals that will guide the project's ETOD framework throughout this historic investment.

Building on Existing Frameworks: The Austin City Council ETOD Goals and the *Nothing About Us Without Us* Report and Racial Equity Anti-Displacement Tool were essential frameworks to inform the creation of the goals.

Learning from Other Cities: Leading ETOD strategies emphasize the importance of collaboration and alignment between transit agencies and municipalities. As an example, effective ETOD requires transit-friendly zoning; in Austin, as in other places, the city controls the zoning while the transit agency provides transit service. Cooperation between CapMetro, the City of Austin, and the Austin Transit Partnership in the development of ETOD goals and priorities has enabled the strengthening of a unified front to guide the development and implementation of the strategies included in the toolkit.

Listening to Public Engagement: We drew from the initial community engagement process to develop a set of ETOD goals we felt were reflective of what the community was telling us. In the following round of engagement, we asked the community if these goals would directly impact their communities in the way they needed support and lead towards equitable outcomes. We heard overwhelming support for the ETOD goals.

This iterative process resulted in the following six goals for ETOD in Austin:

Goal 1: Enable all residents to benefit from safe, sustainable, and accessible transportation

We seek to provide easily accessible, high-quality, reliable transportation that meets the travel needs of existing and new riders. This includes evaluating current transit networks and ridership to determine service gaps and expand the transit service network.

Goal 2: Help close racial health and wealth gaps

This strategy includes (but is not limited to): providing supportive workforce programs, securing affordable housing options easily accessible to employment opportunities, incentivizing commercial uses that provide healthcare and food/grocery options, sustaining the growth and development of small businesses, and empowering homeowners and tenants with legal counsel and funding to strengthen housing stability. In order to achieve this goal, we will need to both increase opportunities for historically disenfranchised communities as well as decrease and remove burdens for these communities in accessing existing opportunities.

Goal 3: Preserve and increase housing opportunities that are affordable and attainable

Our current and future anti-displacement interventions are aimed at protecting existing affordable housing options at risk of redevelopment due to new transit investments. In addition to preservation, we seek to bolster new affordable housing developments that align with existing and future transit-supportive networks.

Goal 4: Expand access to high-quality jobs and career opportunities

Increasing opportunities for economic prosperity includes providing access to better employment options that, at a minimum, provide a living wage. Successfully achieving this goal would reduce the likelihood that a household will be cost-burdened by housing costs, which are often a household's largest expense.

Goal 5: Support healthy neighborhoods that meet daily needs

Transit-Oriented Developments are most successful when they incorporate commercial, residential, and public uses that support daily household activities such as food shopping, health care visits, outside recreation and gathering, and access to educational opportunities.

Goal 6: Expand Austin's diverse cultural heritage and small, BIPOC-owned, and legacy businesses

This strategy works in concert with Goal 2 to embrace the diversity of businesses that are invited to participate in Transit-Oriented Developments. The invitation includes ensuring that lease spaces are affordable and attainable. We seek to help build operating capacity for businesses that struggle in a high-value real estate market.

3 Station Area Typologies & Planning Priorities

Typologies Background

Policies and investments that help Austin achieve its ETOD goals will look different in different station areas given the range of existing conditions, needs, and trends across the diverse communities along the Project Connect system. Typologies help group each station according to shared characteristics, allowing policymakers to tailor policy tools to address the needs of each station area and ensure that every station contributes to improved outcomes for existing and future residents across the system.

CapMetro's 2016 TOD Priority Tool provided a foundation for planning and investment strategies around transit stations. Based on a wide range of metrics, each station that the tool included was given a TOD Place Typology and a TOD Readiness Score. The two scores provided an overall profile for the current state of a station area relative to its transit-supportive density within the larger urban network.

The new approach to ETOD typologies differs from the existing TOD typologies due to its focus. The 2016 typologies primarily focused on the built environment, with categories such as location, connectivity, land use, urban form, and intensity. While the built environment is also considered in the new iteration, the new ETOD Typologies focus on the closing the racial health and wealth gap by increasing economic opportunities within a station area. The ETOD Typologies embed indicators related to equitable outcomes like displacement risk as well as population and job growth to characterize a station area in relation to achieving equitable outcomes for the neighborhood. Extensive data for all the station areas in Project Connect were collected through the ETOD Study, including a **systemwide existing conditions** analysis that can be accessed online.

Unlike the 2016 TOD Priority Tool, ETOD acknowledges that the communities near each station are dynamic places that may require different policy interventions as they evolve. ETOD also shifts the focus of policy recommendations to focus less on place-specific outcomes and focus more on outcomes for people – especially the people that already live near future transit stations. The typologies use indicators from readily available and constantly updated data from the US Census Bureau, allowing us to reevaluate typologies every five years and adjust policy recommendations to respond to community needs in a timely way.

The ETOD typologies differentiate station areas primarily based on outcomes for the first two community-identified goals for ETOD:

Goal 1: Enable all residents to benefit from safe, sustainable, and accessible transportation

Goal 2: Help to close racial health and wealth gaps

These Typology Indicators tie closely to land use policy recommendations within the station areas. The ETOD Priority Tool also identifies priorities for meeting the community's other four ETOD goals by including eight Complete Community Indicators that identify opportunities to expand affordable housing, high quality job opportunities, community services, infrastructure improvements, and opportunities to maintain cultural preservation within each station area.

People

| Population | Displacement Risk | Jobs & Businesses |

Places

| Urban Fabric | Real Estate Market | Mobility |
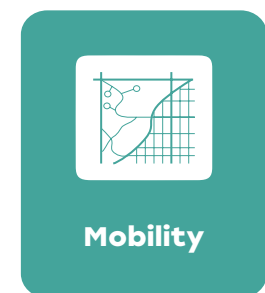
Elements of the ETOD Station Typologies

We use three typology indicators to differentiate between station areas. Station areas are defined as the area within a ½ mile radius of each station, which is roughly equal to the average distance a person can walk or roll within 10 minutes.

Indicator 1: Existing Population

The first indicator represents ETOD Goal #1, which seeks to maximize the number of Austin residents that benefit from the transformational mobility investment made by Project Connect. Measuring the existing population within each station area helps identify which stations already serve a high number of Austinites and which stations should accommodate more residents in order to see the full transit system succeed.

This Indicator measures existing population density in the station areas and compares that to the Federal Transit Administration's capital improvement grant program rating criteria to determine whether existing population density is meeting certain scoring thresholds

Indicator 2: Displacement Risk

The second indicator represents ETOD Goal #2, which seeks to address historic racial inequities that have led to health and wealth gaps across the community. We use the City of Austin's Displacement Risk Index to identify stations where there are higher concentrations of vulnerable populations that are either experiencing active displacement or are vulnerable to displacement due to both demographic characteristics and market pressure.

Understanding a station area population's displacement risk allows policymakers to build in sensitivity for policy recommendations to make sure that the burden of growth does not fall disproportionately on communities that have already faced the brunt of displacement that has occurred across the city. It also helps prioritize policies aimed to mitigate and reverse displacement and expand access to affordable housing in the station areas where it is most urgently needed.

The City of Austin's Displacement Risk Index classifies Census tracts within the City of Austin into four categories of displacement risk:

- *Active:* Vulnerable populations present, active demographic change, accelerating or appreciating housing market.

- *Vulnerable:* Vulnerable populations present, no significant demographic change, some tracts are near or contain high-value and high-appreciation areas.

- *Chronic:* Vulnerable populations have been displaced, significant demographic change has occurred, the housing market is high-value and appreciated.

- *Historical Exclusion:* These areas have historically excluded vulnerable populations and are not subject to gentrification and displacement in the same ways.

Active and vulnerable displacement areas have the highest risk of displacement for BIPOC and low-income communities, while chronic and historically exclusive areas represent lower risk of displacement and are reflective of discrimination against these marginalized populations. We therefore use the percent of the total population within each station area that live within Active and Vulnerable displacement risk tracts to determine the station area's overall displacement risk indicator.

Indicator 3: Recent Population/Job Growth

The final indicator represents a combination of ETOD Goals #1 and #2 and reflects the recent growth trends for both population and jobs within a station area in the previous 10 years. This indicator provides policymakers with a sense of which station areas have seen the market respond to both development pressure and availability of land use entitlements in recent years. This indicator provides CapMetro, ATP, and the City of Austin with a sense of where development is most active currently to help prioritize real estate actions related to building public assets – including public investments in community priorities such as affordable housing.

The ETOD Priority Tool compares individual station-level growth in both population and jobs to the growth rate of all station areas over the same time period to determine which stations grew faster or slower than the study area overall.

Additional Considerations

In addition to the three indicators that determine Austin's ETOD typologies, CapMetro has also identified two other considerations for tailoring policy recommendations to specific station areas.

- *Transit hubs:* the ETOD Priority Tool acknowledges that some stations will play an outsized role in connecting many elements of the Project Connect system together. The tool identifies stations where more than one Project Connect service meet OR where major local bus connections are made as Transit Hubs. Transit hubs are integral in building connectivity for multimodal transportation networks and policy interventions are needed to help meet the needs of these important destinations.

- *Special stations:* the ETOD Typologies are determined by indicators based almost entirely on demographic information from the US Census. Stations such as the Austin airport station (AUS) are special in that there are no households within a ½ mile buffer of the station area. These stations serve a unique function in the regional transportation system and are therefore not classified into any of the eight typologies developed for the ETOD Priority Tool. Policy tools in these station areas are tailored to the specific needs of the destination served (in the case of AUS, policy tools related to employment opportunities or first/last mile connective services are proposed to ensure connectivity to and from light rail).

Austin's ETOD Typologies

If a station has...	...and is...	...and has experienced...	...its ETOD Typology is:
More Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	**Rapid Change**	**Include** low-income households and communities of color as development occurs
More Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	Slow Change	**Extend** benefits from new development to low-income households and communities of color
Fewer Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	**Rapid Change**	**Encourage** affordability as development occurs
Fewer Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	Slow Change	**Initiate** development to expand affordability
More Residents Today	**Vulnerable to or Experiencing Displacement**	**Rapid Change**	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development
More Residents Today	**Vulnerable to or Experiencing Displacement**	Slow Change	**Support** sensitive development while protecting low-income households and communities of color
Fewer Residents Today	**Vulnerable to or Experiencing Displacement**	**Rapid Change**	**Align** policies to provide affordability as development occurs
Fewer Residents Today	**Vulnerable to or Experiencing Displacement**	Slow Change	**Secure** affordability with sensitive development

Mode

Rail

Bus

Include low-income households and communities of color as development occurs

Extend benefits from new development to low-income households and communities of color

Encourage affordability as development occurs

Initiate development to expand affordability

Enhance protection for low-income households and communities of color while ensuring affordability through sensitive development

Support sensitive development while protecting low-income households and communities of color

Align policies to provide affordability as development occurs

Secure affordability with sensitive development

Include low-income households and communities of color as development occurs

More Residents Today / Historically Exclusionary or Less Vulnerable to Displacement / Rapid Change

These station areas already are home to many people, have high population/job growth compared to other station areas, and a low percentage of populations vulnerable to displacement. ETOD efforts should take advantage of the change occurring today to enable even more community members, especially low-income households and communities of color, to access existing services and opportunities while incrementally growing with more housing units for all income levels.

Example Stations: Berkman/Mueller (Expo Line), Bennett (Gold Line), Broadmoor (Red Line), Congress Ave (Blue Line)

Extend benefits from new development to low-income households and communities of color

More Residents Today / Historically Exclusionary or Less Vulnerable to Displacement / Slow Change

These station areas already are home to many people, have low population/job growth compared to other station areas, and a low percentage of populations vulnerable to displacement. ETOD efforts should initiate change that enables even more community members, especially low-income households and communities of color, to access existing services and opportunities while incrementally growing with more housing units for all income levels.

Example Stations: Wheless (Expo Line), Cherry Creek (Burnet/Menchaca Line), Texas Memorial Stadium (Gold Line), UT Mall (Orange Line)

Encourage affordability as development occurs

Fewer Residents Today / Historically Exclusionary or Less Vulnerable to Displacement / Rapid Change

These station areas are not home to as many people today, have high population/job growth compared to other station areas, and a low percentage of populations vulnerable to displacement. ETOD efforts should take advantage of the change occurring today to maximize community benefits in redevelopment and infill opportunities and increase the number of people who can afford to live here, especially low-income households and communities of color.

Example Stations: Goodnight Ranch (Pleasant Valley Line), Brodie (Oak Hill Line), MLK Jr (Red Line), Rainey (Blue Line)

Initiate development to expand affordability

Fewer Residents Today / Historically Exclusionary or Less Vulnerable to Displacement / Slow Change

These station areas are not home to as many people today, have low population/job growth compared to other station areas, and a low percentage of populations vulnerable to displacement. ETOD efforts should initiate redevelopment and infill opportunities that maximize community benefits and increases the number of people who can afford to live here, especially low-income households and communities of color.

Example Stations: Jones/Jentch (Burnet/Menchaca Line), Robert Dedman/UT East (Gold Line), Howard (Red Line), SoCo (Orange Line)

Enhance protection for low-income households and communities of color while ensuring affordability through sensitive development

More Residents Today / Vulnerable to or Experiencing Displacement / Rapid Change

These station areas are already home to many people and have high population/job growth compared to other station areas, and pressures exist that could displace low-income households and communities of color if we are not careful. ETOD efforts should take advantage of the change occurring today to protect existing residents at risk of displacement, preserve existing affordable housing units, and increase access as needed to services, and opportunities that enable community members to thrive.

Example Stations: Elmont (Pleasant Valley Line), Crossroads (Burnet/Menchaca Line), Lakeshore (Blue Line), North Lamar Transit Center (Orange Line)

Support sensitive development while protecting low-income households and communities of color

More Residents Today / Vulnerable to or Experiencing Displacement / Slow Change

These station areas are already home to many people, have low population/job growth compared to other station areas, and pressures exist that could displace low-income households and communities of color if we are not careful. As growth occurs, ETOD efforts should protect existing residents at risk of displacement, preserve existing affordable housing units, and increase access as needed to services, and opportunities that enable community members to thrive. Any development taking place in these areas should be limited and in-line with supporting stabilization efforts (e.g., housing developments within CLTs and/or long affordability periods).

Example Stations: Northeast (Expo Line), Sheringham (Pleasant Valley Line), Faro (Blue Line), Rundberg (Orange Line)

Align policies to provide affordability as development occurs

Fewer Residents Today / Vulnerable to or Experiencing Displacement / Rapid Change

These station areas are not home to as many people today, have high population/job growth compared to other station areas, and pressures exist that could displace low-income households and communities of color if we are not careful. ETOD efforts should take advantage of the change occurring today to maximize community benefits in redevelopment and infill opportunities to increase the number of people who can afford to live here, while protecting existing residents at risk of displacement.

Example Stations: Expo Center (Expo Line), North Ops (Burnet/Menchaca Line), Oltorf (Orange Line), Springdale (Green Line)

Secure affordability with sensitive development

Fewer Residents Today / Vulnerable to or Experiencing Displacement / Slow Change

These station areas are not home to as many people today, have low population/job growth compared to other station areas, and pressures exist that could displace low-income households and communities of color if we are not careful. ETOD efforts should prioritize protecting existing residents at risk of displacement, and on identifying redevelopment and infill opportunities to increase the number of people who can afford to live here.

Example Stations: Uray (Expo Line), ACC Eastview (Pleasant Valley Line), Colony Park (Green Line), Loyola (Green Line)

Station Area Planning Priorities

The ETOD Typologies described above group station areas by shared characteristics to suggest appropriate policy tools, but the typologies do not prescribe which stations the City should prioritize for detailed station area planning services. To meet the goals of ETOD, it will be important to prioritize planning across a number of station areas with different characteristics and needs.

Importantly, detailed station area planning is not the only way the City and its partners will implement ETOD in Austin. Funding and investments, including the $300 million in anti-displacement funds, are not being prioritized through the method described below but rather are following a community engagement process led by Project Connect's Community Advisory Committee (CAC) that allows community members and particularly those more vulnerable to displacement to inform how the Project Connect anti-displacement funds should be allocated for the next three years. Additionally, some of the tools in the Policy Toolkit will need to be implemented citywide and have also been identified in the Action Plan as important next steps to achieving our goals.

When conducting future ETOD station area planning processes, **staff will work with the community to understand how the various tools in the ETOD Policy Toolkit should be implemented in a context-sensitive way**. For instance, in areas with many naturally occurring affordable housing units and populations vulnerable to displacement, the focus of planning would be to stabilize existing residents and connect them with programs to help them remain in place. In other station areas, the focus of planning might be on incentivizing more affordable housing units, more housing units in general, and/or opportunities for affordable commercial space or other community services like childcare. The eight typologies described above will help provide direction for where the work of planning should start from, but every station area will face unique challenges and opportunities in implementing ETOD and future planning therefore cannot be a one-size fits all approach.

First-Year Station Area Planning Approach and Special Considerations

The first set of stations that will receive station area planning beginning in 2023 were identified based on their ability to coordinate with ongoing planning processes already in the works for these areas. By coordinating with existing planning efforts already underway and funded, the City can quickly begin applying the ETOD Policy Toolkit in context-sensitive ways at station areas of different typologies and in different parts of the Project Connect System.

CapMetro, through its ETOD Study that the City is a partner on, will initiate station area planning at two important transit hubs, **North Lamar Transit Center and South Congress Transit Center**, in 2023 – both of those stations were excluded from the planning area priority analysis described below. Additionally, City Council has already funded equity-focused planning for the **Northeast Austin District, which includes multiple Green Line and MetroRapid station areas**; the station areas in the Northeast District will receive ETOD-specific planning as part of the larger district plan.

The **Leander station is outside of the City of Austin's jurisdiction and was also removed** since it will be up to that municipality to initiate any changes in that station area. Lastly, the **AUS Blue Line station at the airport was not considered** part of the subsequent planning priority analysis because the station area is within the airport campus and subject to its own planning context and with its own unique regulatory framework. Future station design

at the airport campus or updates to the airport's long-range plans would be led by the airport's planning team.

Future Station Area Planning Priorities Approach

Upon acceptance of the ETOD Policy Plan as a resolution to guide future development around Project Connect transit stations, Austin City Council asked city staff to re-run the prioritization analysis to include publicly owned land beyond that of the City of Austin and CapMetro.

To determine priority for station area planning after the first few stations, the City of Austin staff conducted additional analysis using the following criteria:

- *Criteria 1: Lack of Transit-supportive Regulations:* Station areas that do not yet have transit-supportive regulations should be high priority for planning services because regulations are one of the City's best tools to encourage multimodal transit and allow more people at different income levels to live near transit. To determine station areas lacking in transit-supportive regulations, staff used the City's zoning layer to calculate the share and degree of mixed use and transit supportive zoning districts in each station area and prioritized areas with the least amount of existing transit-supportive zoning.

- *Criteria 2: Presence of Publicly Owned Land:* Station areas with land owned by the City of Austin and CapMetro should be high priority for planning services because, should it be decided that some of this land is no longer needed for agency operations, these publicly owned sites could be catalysts for increasing ridership and affordable housing. Station areas with land that is owned by another local governmental entity and anticipated to be developed or redeveloped in the next five years should also be high priority for planning services. To determine the station areas containing City and CapMetro owned land, staff used 2021 Travis County Appraisal Data, embedded in the parcel ownership map on the ETOD Interactive Conditions Analysis Dashboard, to calculate the share of City and CapMetro-owned land in each station area and prioritized station areas with larger shares of publicly owned land.

- *Criteria 3: Presence of Underutilized Land:* Station areas with underutilized land should be high priority for planning services because these areas are most likely to redevelop through the private market and planning services can help maximize community benefits in redevelopment and infill opportunities. To determine station areas containing underutilized land, staff used the comparison analysis of land value to improvement value embedded in the Redevelopment Potential map in the ETOD Interactive Conditions Analysis Dashboard. Staff calculated the share of properties that had a high or medium land value cost compared to the cost of the structure built on top of the land and prioritized station areas with larger shares of underutilized land.

Based on the three criteria described above, staff calculated a total score for each station area and assigned a priority level of High, Medium, or Low. The following tables list the station name, line, and typology in order of high, medium, and low priority for light rail, commuter rail, and bus rapid transit stations. A complete description of the planning prioritization methodology can be found in Appendix E.

Stations marked as "High" planning priority here should be considered for focused station area planning in the near-term, because City planning interventions could have the highest chances of implementing ETOD in impactful ways. **However, the actual future**

ETOD Station Area Planning processes will be informed not only by the High/Medium/ Low planning priority rating, but also considering available resources and additional factors. Those factors may include whether we have a chance to collaborate with other partners (like with other governmental entities such as local school districts, or other City initiatives such as creating resilience hubs or increasing childcare access). We will also strive to balance planning across a mix of various typologies, between bus, light rail, and commuter rail stations, and geographically. Additionally, we will further evaluate the ETOD Station Area Planning Priorities matrix to prioritize light rail investments and the need for demonstrated outcomes on federal grant applications. We may also consider combining multiple station areas along a corridor into a single planning process, as appropriate, in order to implement ETOD.

Light Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
North Lamar Transit Center	Orange Line	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Year 1 Work Plan
South Congress Transit Center	Orange Line	**Align** policies to provide affordability as development occurs	Year 1 Work Plan
Crestview	Orange Line, Red Line, Burnet	**Encourage** affordability as development occurs	High
Koenig	Orange Line	**Encourage** affordability as development occurs	High
Tech Ridge	Orange Line Extension	**Encourage** affordability as development occurs	High
Fairfield	Orange Line Extension	**Align** policies to provide affordability as development occurs	High
Parmer	Orange Line Extension	**Encourage** affordability as development occurs	High
Slaughter	Orange Line	**Encourage** affordability as development occurs	High
Government Center	Orange Line, Blue Line	**Encourage** affordability as development occurs	Medium
Rainey	Blue Line	**Encourage** affordability as development occurs	Medium
Stassney	Orange Line	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Medium

Light Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
29th St.	Orange Line	**Include** low-income households and communities of color as development occurs	Medium
William Cannon	Orange Line	**Include** low-income households and communities of color as development occurs	Medium
Hyde Park (38th St.)	Orange Line	**Initiate** development to expand affordability	Medium
Rundberg	Orange Line Extension	**Support** sensitive development while protecting low-income households and communities of color	Medium
Chinatown	Orange Line Extension	**Align** policies to provide affordability as development occurs	Medium
Masterson	Orange Line Extension	**Support** sensitive development while protecting low-income households and communities of color	Medium
Montopolis	Blue Line	**Support** sensitive development while protecting low-income households and communities of color	Medium
Yellow Jacket	Blue Line	**Align** policies to provide affordability as development occurs	Medium
Faro	Blue Line	**Support** sensitive development while protecting low-income households and communities of color	Medium
Oltorf	Orange Line	**Align** policies to provide affordability as development occurs	Medium
Triangle	Orange Line	**Encourage** affordability as development occurs	Medium
St. Edward's	Orange Line	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Medium
Auditorium Shores	Orange Line	**Encourage** affordability as development occurs	Low
SoCo	Orange Line	**Initiate** development to expand affordability	Low

Light Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
UT Mall	Orange Line, Blue Line	**Extend** benefits from new development to low-income households and communities of color	Low
Congress Ave	Blue Line	**Include** low-income households and communities of color as development occurs	Low
Waterfront	Blue Line	**Encourage** affordability as development occurs	Low
Lakeshore	Blue Line	**Include** low-income households and communities of color as development occurs	Low
Travis Heights	Blue Line	**Initiate** development to expand affordability	Low
Riverside	Blue Line, Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Low
Republic Square	Orange Line, Blue Line, Gold Line, Expo and Burnet	**Include** low-income households and communities of color as development occurs	Low
AUS (Airport Campus)	Blue Line	N/A	N/A

Commuter Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Delwau	Green Line	**Secure** affordability with sensitive development	Year 1 Work Plan
Loyola	Green Line	**Secure** affordability with sensitive development	Year 1 Work Plan
Colony Park	Green Line	**Secure** affordability with sensitive development	Year 1 Work Plan
Springdale	Green Line	**Align** policies to provide affordability as development occurs	High
Pleasant Valley	Green Line	**Align** policies to provide affordability as development occurs	High
McKalla	Red Line	**Encourage** affordability as development occurs	High
Highland	Red Line, Gold Line	**Encourage** affordability as development occurs	High
Howard	Red Line	**Initiate** development to expand affordability	High
Broadmoor	Red Line, Burnet	**Include** low-income households and communities of color as development occurs	High
Lakeline	Red Line	**Encourage** affordability as development occurs	Medium
MLK Jr.	Red Line	**Encourage** affordability as development occurs	Medium
Plaza Saltillo	Red Line, Green Line	**Align** policies to provide affordability as development occurs	Medium
Downtown (Convention Center)	Red Line, Green Line, Gold Line, Expo	**Include** low-income households and communities of color as development occurs	Low
Leander	*Red Line*	*N/A*	*N/A*

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Loyola/Johnny Morris	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Colony Park Town Center	Expo	**Align** policies to provide affordability as development occurs	Year 1 Work Plan
Purple Sage	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Uray	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Expo Center	Expo	**Align** policies to provide affordability as development occurs	Year 1 Work Plan
Delco Center	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Mission Hill	Pleasant Valley	**Align** policies to provide affordability as development occurs	High
Onion Creek	Pleasant Valley	**Secure** affordability with sensitive development	High
Goodnight Ranch	Pleasant Valley	**Encourage** affordability as development occurs	High
Govalle	Pleasant Valley	**Align** policies to provide affordability as development occurs	High
ACC Eastview	Pleasant Valley	**Secure** affordability with sensitive development	High
Oak Springs	Pleasant Valley	**Secure** affordability with sensitive development	High
Franklin Park	Pleasant Valley	**Align** policies to provide affordability as development occurs	High
North Ops	Burnet	**Align** policies to provide affordability as development occurs	High
Crossroads	Burnet	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	High
Northcross	Burnet	**Encourage** affordability as development occurs	High
Justin	Burnet	**Encourage** affordability as development occurs	High
Southend/Braker	Burnet	**Encourage** affordability as development occurs	High

ETOD Policy Plan

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Ohlen	Burnet	**Support** sensitive development while protecting low-income households and communities of color	High
Allandale	Burnet	**Encourage** affordability as development occurs	High
Forest Oaks	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	High
Oak Hill Plaza	Burnet Oak Hill Extension	**Initiate** development to expand affordability	High
Westminster	Expo	**Initiate** development to expand affordability	High
Medical School	Gold Line, Expo	**Extend** benefits from new development to low-income households and communities of color	High
North Loop	Burnet	**Include** low-income households and communities of color as development occurs	High
Bennett	Gold Line	**Include** low-income households and communities of color as development occurs	High
Hancock	Gold Line	**Include** low-income households and communities of color as development occurs	High
Pinnacle	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	High
Old Fredericksburg	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	High
Oltorf East	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Medium
Easton Park	Pleasant Valley	**Align** policies to provide affordability as development occurs	Medium
Iroquois	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Medium

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Village Square	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Medium
Oltorf/Burton	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Medium
Dove Springs	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Medium
Berkman/Philomena	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Medium
Airport	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Medium
Rutland	Burnet	**Encourage** affordability as development occurs	Medium
Oltorf West	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Seaholm	Burnet	**Include** low-income households and communities of color as development occurs	Medium
5th/6th & Lamar	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Barton Springs	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Pease Park	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Lamar Square	Burnet	**Include** low-income households and communities of color as development occurs	Medium
45th Street	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Collier	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Menchaca	Burnet	**Include** low-income households and communities of color as development occurs	Medium

ETOD Policy Plan

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
24th Street	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Rosedale	Burnet	**Encourage** affordability as development occurs	Medium
Northeast	Expo	**Support** sensitive development while protecting low-income households and communities of color	Medium
Alexander	Expo	**Include** low-income households and communities of color as development occurs	Medium
Cherrywood	Expo	**Include** low-income households and communities of color as development occurs	Medium
Robert Dedman / UT East	Gold Line, Expo	**Initiate** development to expand affordability	Medium
Texas Memorial Stadium	Gold Line, Expo	**Extend** benefits from new development to low-income households and communities of color	Medium
St. David's	Gold Line	**Include** low-income households and communities of color as development occurs	Medium
Monterey Oaks	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	Medium
Gaines Mill	Burnet Menchaca Extension	**Initiate** development to expand affordability	Medium
Cherry Creek	Burnet Menchaca Extension	**Extend** benefits from new development to low-income households and communities of color	Medium
Dittmar	Burnet Menchaca Extension	**Extend** benefits from new development to low-income households and communities of color	Medium
Jones/Jentch	Burnet Menchaca Extension	**Initiate** development to expand affordability	Medium
ACC South Austin	Burnet Menchaca Extension	**Encourage** affordability as development occurs	Medium
Westgate Transit Center	Burnet Menchaca Extension	**Encourage** affordability as development occurs	Medium

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Berkett	Burnet Menchaca Extension	**Extend** benefits from new development to low-income households and communities of color	Medium
Tanglewood	Burnet Menchaca Extension	**Initiate** development to expand affordability	Medium
Cesar Chavez	Pleasant Valley	**Align** policies to provide affordability as development occurs	Medium
53rd Street	Gold Line	**Encourage** affordability as development occurs	Medium
Trinity	Gold Line, Expo	**Include** low-income households and communities of color as development occurs	Medium
47th Street	Burnet	**Encourage** affordability as development occurs	Medium
Capitol East	Gold Line, Expo	**Encourage** affordability as development occurs	Medium
Elmont	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Low
Lakeshore	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Low
Sheringham	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Low
Berkman/Mueller	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Low
Simond	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Low
Broken Spoke	Burnet	**Include** low-income households and communities of color as development occurs	Low
Castle Hill	Burnet	**Initiate** development to expand affordability	Low
Seton Medical Center	Burnet	**Initiate** development to expand affordability	Low

ETOD Policy Plan

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Brodie Oaks	Burnet	**Include** low-income households and communities of color as development occurs	**Low**
Springdale Shopping Center	Expo	**Secure** affordability with sensitive development	**Low**
Wheless	Expo	**Extend** benefits from new development to low-income households and communities of color	**Low**
Westgate	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	**Low**
Brodie	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	**Low**

4

ETOD
Policy
Toolkit
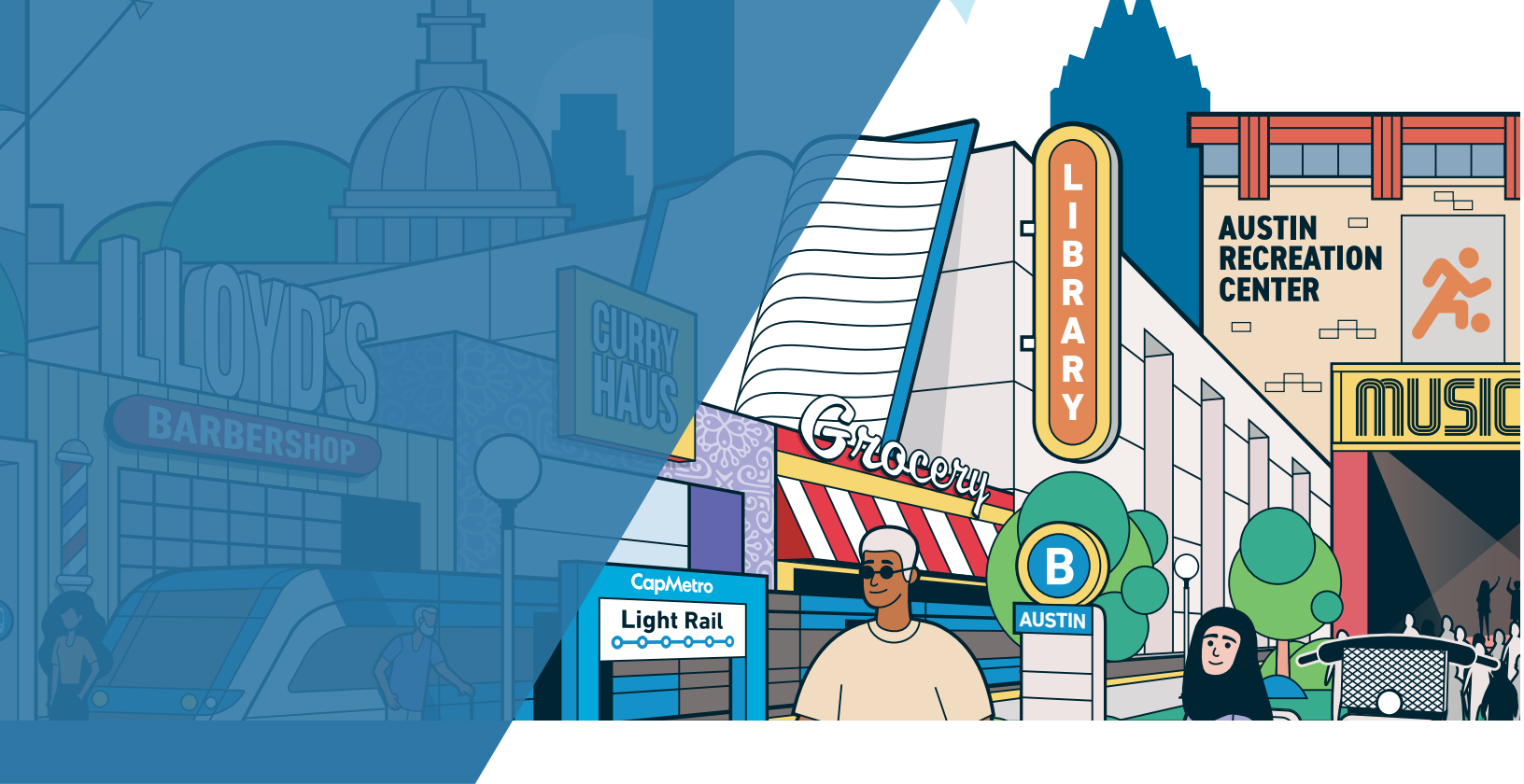
Introduction to the Policy Toolkit

The ETOD Policy Toolkit provides a framework for Project Connect station-area planning and investment so that residents, businesses, and neighborhoods can fully and equitably realize the benefits of transit investment in Austin. The six ETOD goals were integral in shaping the development of the ETOD Policy Toolkit, a set of potential strategies and programs we can use to implement these goals across the station areas.

The Policy Toolkit provides the City of Austin, ATP, and CapMetro team members a set of options to deploy in station areas across the transit network. Different combinations of multiple tools will be necessary in different station areas to achieve our ETOD goals.

The targeted toolkit reflects the Austin context by accounting for the city's distinct public priorities and the feasibility of different tools. The toolkit is split into five sections with specific strategies within each to reflect different essential components of ETOD. The full Policy Toolkit is included in Appendix F. The following descriptions provide a brief overview of each policy tool included in the Toolkit.

Small Business & Workforce Development (9 tools): Business Assistance During Construction; Ongoing Small Business Support; Workforce Development Programs.

Housing Affordability (13 tools): Financing Tools; Land Use Strategies; Homeownership and Tenant Support.

Mobility (10 tools): Transportation Demand Management; Mobility Infrastructure Improvement; Parking Management

Land Use & Urban Design (10 tools): Complete Community Land Use Policies; Development Standards, Incentives, or Regulations; Invest in Public Realm.

Real Estate & Finance Strategies (4 tools): Leveraging Publicly Owned Land; Acquisition Strategies for ETOD; Land Value Capture & Innovative Finance.

Small Business & Workforce Development

Tool	Description
Business Assistance During Construction	
Small Business Construction Interruption Fund	Provide financial assistance to businesses affected by the transit construction through a one-time fund during corridor construction.
Business Relocation Plan	Ensure that businesses along the corridor are made aware of the timeline of construction and corridor impacts and are supported in making a plan for temporary or permanent relocation.
Ongoing Small Business Support	
Small Business Assistance Fund	Expand upon the structure of the City of Austin's small business relief grant and would be available to businesses along the corridor on an ongoing basis to help enhance the longevity of small, independent, and BIPOC-owned businesses.
Affordable Ground Floor Space for Local Businesses & Non-profits	Incentivize developers to provide affordable and favorable ground-floor lease terms for small businesses, non-profits, and community-supporting space as part of the parameters set for future land dispositions led by the City and CapMetro, such as business affordability criteria that is tied to standard ratios of Annual Sales (Revenue) to Annual Rent for target industries. The City can also deploy funds to subsidize local or legacy businesses within ground-floor space.
Business District Merchant Association Support	Form Merchant Associations through Souly Austin to advance community organizing goals, placemaking efforts, and economic growth.
Workforce Development Programs	
Skills-Based and Industry-Specific Job Training & Hiring	Work with large employers to design programs and certifications directly addressing the needs of employers and create a pipeline for students to high-quality local jobs.
Transit Line Construction Apprenticeship Program to Enable Local Worker Participation	Help build and develop the skills needed for transit expansion and create high-quality jobs for the local workforce.
Building Capacity for Small Business Participation in Project Connect Construction And Investments	Expand small business access to Project Connect contracting to help create employment opportunities and ensure the benefits of the transportation construction are felt throughout the local community.
Childcare Grants and Other Family Supports	Subsidize the costs of childcare for low-income households with parents working a designated number of hours/week.

Housing Affordability

Tool	Description
Financing Tools	
Developing and Augmenting Housing Funds for Preservation & Creation of Affordable Housing	Support local government agencies, non-profits, and developers to use affordable housing funds to preserve existing affordable housing or acquire land parcels for future residential development.
Land Acquisition for Affordable Housing	Consider opportunities to support future affordable housing development by the City of Austin acquiring property along the transit corridors.
Community Land Trusts & Other Shared Equity Homeownership Models	Create shared equity programs to facilitate homeownership for low-income households by decreasing the costs of home purchases. There are three main shared equity models in the US: Community Land Trusts (CLTs), Limited Equity Cooperatives, and Deed-Restricted Homeownership.
Abatement-Financed Housing Acquisitions & Joint Ventures	Partner with for-profit and non-profit developers through acquisitions and joint ventures to exempt the property from property taxes in exchange for conversion of units into deed-restricted affordable housing.
Capacity Building for Community Benefits	Evaluate measures to facilitate the establishment of neighborhood and work with community groups capable of negotiating community benefit investments with developers and companies relocating into Austin.
Land Use Strategies	
Inclusive ETOD Overlay	Create a voluntary inclusive ETOD overlay to provide developers with the opportunity to build projects under alternative standards in exchange for including affordable units.
ETOD Requirements for Accessory Dwelling Units	Streamline permitting and rezoning procedures and promote existing mechanisms for providing low-cost financing for Accessory Dwelling Unit development around the transit corridors.
Soft Density by Right	Legalize the development of soft density (townhomes, duplexes, triplexes, and fourplexes) in single-family districts to increase the number of housing units near employment and transit hubs.

Housing Affordability

Tool	Description
Homeownership and Tenant Support	
Expanded Down-Payment Assistance Funds	Create wealth building and homeownership opportunities through either grants or low-cost loans for first-time homebuyers to help cover the deposit when purchasing a home.
Expanded Home Repair Programs	Expand home repair programs, also known as owner-occupied home rehabilitation, provide grants or low-cost loans to help eligible homeowners make critical home repairs.
Emergency Direct Rental Assistance	Provide relief to low and moderate-income households at risk of experiencing homelessness or housing instability by providing rental arrears, temporary rental assistance, and utility arrears assistance.
Supporting Tenants' Right to Counsel	Help low-income renters hold power over their housing and counter predatory and unjust practices. Actions to support tenants facing eviction include providing low-income tenants access to free legal counsel.
Expansion of Existing Preference Policy	Expand the existing policy to cover all deed-restricted affordable housing units, granting qualifying households facing displacement with preferential access to affordable units in their communities.

Mobility

Tool	Description
Transportation Demand Management	
ETOD Mobility Program (for New Site Users)	Provide mobility benefits and reduce household travel (and housing) costs for ETOD site users, and City of Austin Transportation Department, CapMetro and Movability can collaborate on their implementation.
Legacy Mobility Benefits Program (for Existing People & Businesses within Station Areas)	Develop a legacy mobility benefits programs, similar to a broader ETOD Mobility Plan, to reduce household travel (and housing) costs. Include free or subsidized transit passes, access to ETOD on-site mobility-enhancing amenities, and information, personalized coaching, or marketing about how to use the system and potential destinations.
Enhancing First/Last Mile Service to Stations	Implement programs that help transit riders reach their nearest bus stop or train station, such as bike-share, reduced-cost ride-hailing, or on demand shuttle services.

Mobility

Tool	Description
Universal Basic Mobility Pilot	Create a pilot program covering the cost of a variety of transportation services for qualified households.
Community Car Program	Provide and market car share vehicles to ETOD and legacy site users to help provide more resources for households wishing to utilize new transit as primary mode but needing back-up—essentially making it easier and more feasible for households to go car-free.
Mobility Infrastructure Improvement	
Equitable Station Access Strategy	Develop an equitable station access strategy to shape prioritization and implementation of station access improvements.
Mode Split Goal for Each Station	Identify and track mode split goals for each station area and track via regular surveys.
Parking Management	
Phased Parking Requirement Reduction in ETOD Zones	Create a three-tiered parking reduction plan, starting with the removal of parking minimums, to allow developers to right-size parking to demand in transit-rich areas, increasing the likelihood that projects with more housing and/or more affordable housing or commercial space can pencil. • **Tier 1:** Removing parking minimums altogether for all parcels in defined ETOD areas • **Tier 2:** Implementing a maximum parking cap would be the next step after parking minimums. • **Tier 3:** Counting parking provided in new projects toward floor-area-ratio (FAR).
Park and Ride Parking Management	Implement a fee structure for CapMetro's park and ride facilities to manage parking demand and create revenue to reinvest in transit infrastructure.
Shared Parking Requirements/Public Participation Program	Create a shared parking program among mixed uses to maximize the use of facilities, typically negotiated through private sector development agreements.

Land Use & Urban Design

Tool	Description
Complete Community Land Use Policies	
Establish Minimum Land Use Intensity of Transit-Supportive Uses	Establish a minimum mix of transit-supportive uses in ETOD station areas to serve people from diverse income groups through an equitable transit overlay zoning district.
Allow More Flexibility in Permitted Ground Floor Building Uses	Expand currently allowable ground floor uses in zoning code beyond retail to allow for other neighborhood services, amenities, and types of businesses.
Development Incentives, Standards, or Regulations	
Establish High Affordable Housing Goals for Publicly Owned Land in ETOD Areas	Mandate a minimum percentage of housing units to be affordable to ensure an inclusive station area on publicly owned parcels.
Reimagining Of Compatibility Requirements	Adjust compatibility requirements in ETOD areas to allow greater heights and densities within the corridor using the Equity Scorecard criteria, as opposed to a relatively simplistic height envelope currently employed.
Incentivize Public Amenities that Improve Community Health and Wellbeing	Evaluate potential incentives (financial or administrative) that could be provided for ETOD projects that design public spaces and public amenities to facilitate community gathering, neighborhood commerce, festivals, and sustainability.
Equity Scorecard for ETOD Projects	Create a transparent and accessible scorecard for agencies to use for benchmarking proposed development projects against the goals and priorities of Project Connect to provide regulatory considerations like compatibility waivers or the ability to participate in density bonuses in ETOD overlay areas.
Invest in Public Realm	
Provision of Civic Space Around Transit Stations	Anchor transit stations with inviting, vibrant civic spaces that provide flexible areas for a range of activities and instill a sense of pride and belonging for diverse communities.
Engage Community Voices in Public Space Design Process	Establish processes to encourage design elements in station areas celebrating local art, culture, and history.
Context-Specific Bicycle / Pedestrian Infrastructure Design Framework	Avoid a "one size fits all" approach to streetscape design along corridors and at station areas. Design with context in mind instead of forcing the same streetscape facilities into each ROW.
Protection and Promotion of Tree Canopy Cover	Promote the protection of existing tree cover and planting of new trees around Project Connect station areas though land use regulations to reduce street temperatures.

Real Estate & Finance Strategies

Tool	Description
Leveraging Publicly Owned Land	
Developer Solicitation & Procurement Framework	Create a standard process for ETOD parcel solicitations and joint development projects, including initial Request for Qualifications, standard Request for Proposal templates, and transaction term sheets.
Strategic Real Estate Portfolio Analysis	Prioritize publicly owned sites for disposition and development and identify the appropriate entity to lead the disposition.
Acquisition Strategies for ETOD	
Land Acquisition Plan	A Land Acquisition Plan would inform the use of funds to prioritize purchases of parcels that are compatible with affordable housing, eligible for funding programs, and attractive to future partnerships with local developers.
Land Value Capture and Innovative Finance	
City-Led Innovative and Gap Financing	Develop a suite of innovative finance tools that can be used to help fill funding gaps and allow for public and public-private development to support the community benefits required for ETOD.

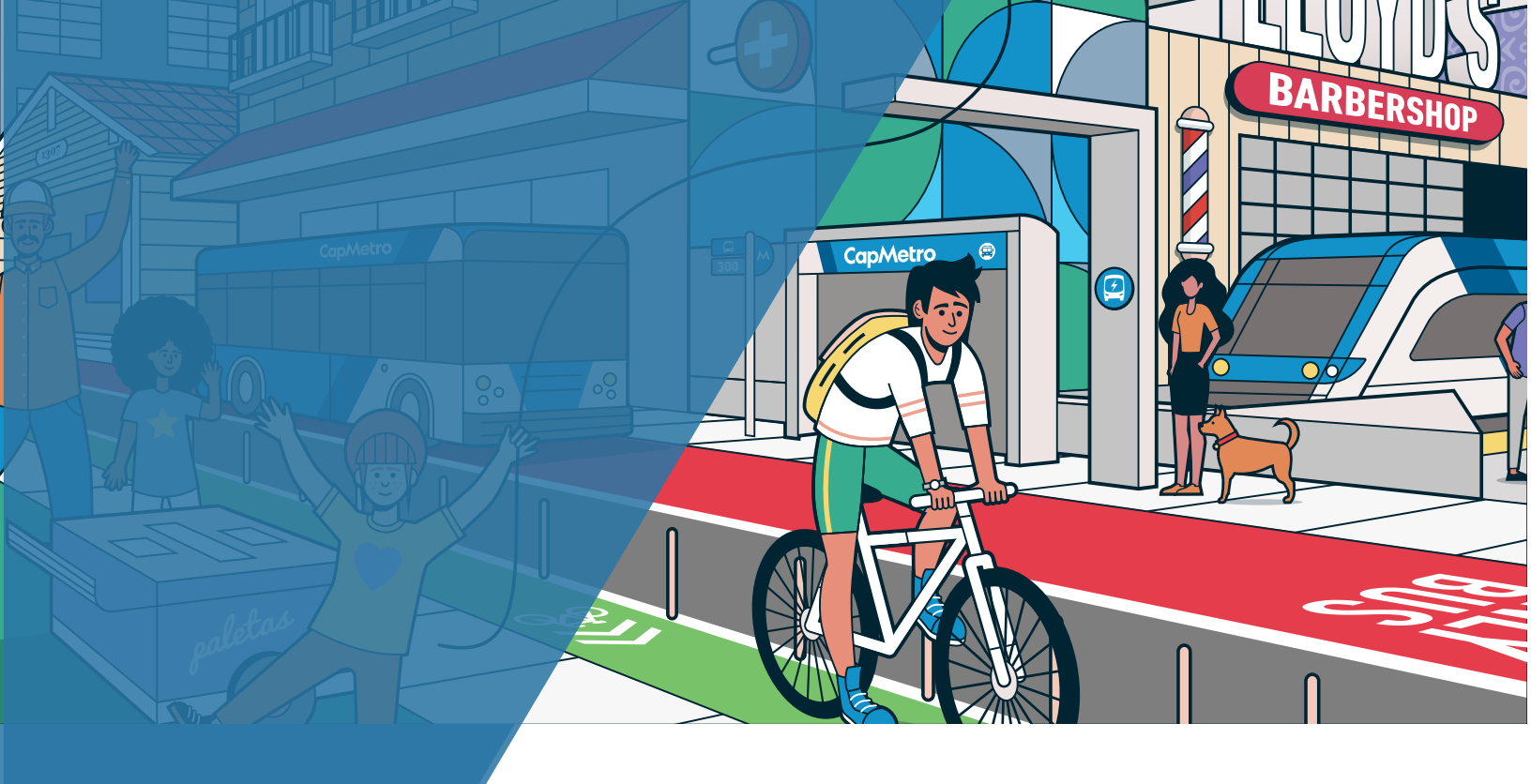*For an in-depth review of proposed policy tools, please see Appendix F.*

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Action Plan and Next Steps

ETOD Action Plan

The Action Plan describes the initiation of policy tools and regulations that will support the implementation of ETOD citywide. As the implementation lead in land use planning and the creation and preservation of affordable housing, the Housing and Planning Department has developed an Action Plan that outlines the next steps needed to realize equitable transit-oriented development in Austin. The Action Plan builds a supportive framework for codifying equitable transit-oriented development in Austin's Land Development Code and incorporating the coordination of financial and programmatic support for various ETOD recommendations. Most of the next steps will be initiated by 2024 and with Council's guidance we can expect the prioritization of proposed next steps to change over time to respond to our community's needs. The items are categorized by immediate, mid-term, and ongoing future steps.

Immediate Next Steps

Analysis of existing density bonus programs (2022-2023)

The purpose of density bonus programs is to leverage the use of development incentives to create income-restricted housing units that are affordable at or below 80% MFI. The Housing and Planning Department will conduct an analysis of the impacts of existing density bonus programs on production of affordable housing units in the vicinity of Project Connect corridors and recommend program enhancements to better align density bonus programs with ETOD. Consultants contracted through CapMetro are currently conducting an analysis to determine the success of density bonus programs in the East Riverside Regulating Plan in generating affordable housing and will deliver a memo to staff with policy and planning recommendations to modify existing regulations. We anticipate briefing the Boards and Commissions on our findings from this analysis.

Related Policy Toolkit Recommendations:
- Inclusive ETOD Overlay
- Establish High Affordable Housing Goals for Publicly Owned Land within ETOD Areas

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time
- Consultant services

Initiate regulatory changes to set the stage for ETOD planning citywide (2023-2024)

The initiation of systemwide regulatory changes also comes with updating the recommendations for transit-supportive land uses, establishing ETOD district boundaries, redefining minimum land use intensity thresholds and guidelines; and addressing parking regulations in ETOD station areas. This step includes providing recommendations on potential amendments to streamline and simplify code to incentivize ETOD projects.

Related Policy Toolkit Recommendations:
- Phased Parking Reduction in ETOD Zones
- Reimagining of Compatibility Regulations
- Soft Density by Right

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time
- Consultant services

Immediate Next Steps

Create context-sensitive station area vision plans (2023-onward)

Following the adoption of ETOD Policy Plan by City Council, the Housing and Planning Department in partnership with CapMetro will create two station area vision plans—one for North Lamar Transit Center and one for South Congress Transit Center. Additionally, Project Connect stations within the boundaries of the Northeast Austin District planning area will also receive ETOD station area planning as part of that process, already funded by the City and set to begin in this timeframe. Subsequent station area vision planning will be led by the Housing and Planning Department and based on the Station Area Planning Prioritization detailed on pages 28 through 30. Station Area planning will incorporate multiple cycles of equity-focused community engagement to inform context-sensitive strategies for implementation of ETOD.

Lead Department:
- City of Austin Housing and Planning Department, with CapMetro

Cost:
- Staff time
- Consultant services

Adopt zoning tools to support ETOD (2023-2024)

One of the recommended policy tools is to establish an Inclusive ETOD Overlay. Designing an overlay to support equitable transit-oriented development standards can help encourage the production of affordable housing units. Such an overlay can also incorporate preservation tools that protect existing naturally occurring affordable housing properties.

Related Policy Toolkit Recommendations:
- Flexibility in Permitted Ground Floor Building Uses
- Inclusive ETOD Overlay

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time
- Consultant services

Incorporate ETOD Policy Plan into *Imagine Austin* comprehensive plan (2023-2024)

The Imagine Austin Comprehensive Plan includes a growth concept map that identifies target corridors and centers for growth. Currently the Comprehensive Plan does mention Project Connect but needs to be amended to reflect the ETOD Policy Plan and show ETOD station areas in relation to identified activity corridors and centers.

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time

Immediate Next Steps

Consult with ETOD implementation leads to identify financing and programmatic support for meeting ETOD goals, including funding and resources gaps (2023-2024)

Facilitate the coordination of equity programming and the alignment of financing tools to support ETOD. The alignment of funding and programming will allow the City to institute necessary protections for residents and small businesses. Identifying funding sources is a key component to ensuring the efficiency and effectiveness of financing and equity programming.

Related Policy Toolkit Recommendations:
- *All Policy Toolkit Recommendations that do not identify the Housing and Planning Department as the implementation lead (tools in the **Small Business & Workforce Development, Mobility, and Real Estate & Finance Strategies** categories)*

Lead Department:
- City of Austin Housing and Planning Department to consult with various other departments and agencies

Cost:
- Staff time

Develop an Equity Scorecard to evaluate proposed ETOD development projects (2023-2024)

The Council's ETOD resolution called for an evaluation of equitable outcomes for ETOD planning areas. The equity scorecard will enable community partners to build the capacity for negotiation of community benefits in ETOD participating development projects. The equity scorecard will be used by the community to check private development proposals against ETOD goals.

Related Policy Toolkit Recommendations:
- Capacity Building for Community Benefits
- Incentivize Public Amenities
- Provision of Civic Space around Transit Stations
- Engage Community Voices in Public Space Design Process

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time

Mid-Term Actions

Consult with ETOD implementation leads to identify financing and programmatic support for meeting ETOD goals, including funding and resources gaps (2023-2024)

This will be a second iteration of this task to support implementation leads with policy tool implementation. This task is instrumental to making sure that programming supports the most equitable outcomes for BIPOC and low-income populations. The Housing and Planning Department will facilitate the coordination of equity programming and the alignment of financing tools to support ETOD. The alignment of funding and programming will allow the City to institute necessary protections for residents and small businesses. Identifying funding sources is a key component to ensuring the efficiency and effectiveness of financing and equity programming.

Related Policy Toolkit Recommendations:
- *All Policy Toolkit Recommendations that do not identify the Housing and Planning Department as the implementation lead (tools in the **Small Business & Workforce Development, Mobility, and Real Estate & Finance Strategies** categories)*

Lead Department:
- City of Austin Housing and Planning Department to consult with various other departments and agencies

Cost:
- Staff time

Monitor station areas with completed vision plans using Toolkit success metrics (2025-onward)

This assessment will provide guidance on how well station areas are performing against indicators that measure racial equity and that are in alignment with our six ETOD goals. This assessment will provide an opportunity for the City to celebrate the victories of successful planning implementation, learn from mistakes, and provide an opportunity to realign with ETOD goals.

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time

Ongoing Actions

Continued public engagement surrounding station area planning (Ongoing)

With each station area vision plan, there will be 2-3 rounds of public engagement. Staff anticipates capacity to take on two station area planning processes each year based on current capacity. Staff will identify, where appropriate, station areas that can be grouped together for implementation of ETOD planning services.

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time (more stations could receive station area planning if additional staff or funding resources were dedicated in future budgets)

Monitor station areas with completed vision plans using Toolkit success metrics (2025-onward)

The City should evaluate the progress and performance of equitable development planning policies against the success metrics identified with each of the policy planning tools. Success metrics of the policy tools address increasing economic opportunity for BIPOC and low-income populations..

Lead Department:
- City of Austin Housing and Planning Department

Cost:
- Staff time

6 Appendix

A. ETOD Engagement Process

ETOD Engagement Approach

Our community outreach approach was guided by the following set of principles and values to elevate interest, establish trust, and involve the right mix of community voices in a productive and iterative process:

1. **Inclusive and Diverse:** Participation should be inclusive and available to a variety of demographics, socioeconomic statuses, abilities, languages, and people with other identifying characteristics.

2. **Transparent:** Transparency helps build trust between the Outreach Team and community members. Community members should be provided with project information and opportunities to shape the ETOD Study instead of reacting to established decisions. A summary of community feedback will also be available on the project's website to promote knowledge sharing.

3. **Co-Creation:** Engagement in this study should go beyond simply hearing feedback, rather community input will iteratively shape decisions and direction throughout the study. Community members are the local experts and this

process will be designed to respect their time and willingness to share their lived experiences through compensation and open communication channels.

4. **Engaging:** To make the process interesting, accessible, and relevant, outreach efforts should include multiple ways to interact and provide input. Participatory engagement is meaningful and collaborative, and community members will be included as part of the decision-making process along the way.

We implemented a range of strategies to hear from the community members that have historically been under-represented and disproportionately impacted by racism, disinvestment, and gentrification in Austin. Critical to our engagement strategy was turning up the volume on voices from Austin's BIPOC community, low-income earners, people with disabilities, non-English speakers, transit users and elderly residents. To do this, it meant (1) coming up with targeted methods for reaching those key communities that may be outside of the traditional methods and (2) turning up the volume on voices that traditionally have not dominated public engagement forums.

Through the community engagement process, we wanted to know how the community defined equity and how the new station areas could create opportunities to push forward equitable outcomes beyond traditional TOD. Our channels to hear these voices included small, compensated focus groups with residents, community-based organizations and small business owners, online surveys, a public forum, and tabling at existing community events. The project enlisted the assistance of 12 community liaisons called Community Connectors, a diverse, engaged and compensated group of grassroots community members that helped us reach their networks that might have otherwise been missed, such as engaging Austin's STEM sign-language community and a 200-person Indo-American Senior Citizens Association picnic.

Turning up the volume on key community voices meant pivoting our efforts when that goal was not being met. In our initial phase of engagement, we did not gain enough insights from our key community groups. In particular, the public meetings hosted online had over-representation from the public who are regular attendees or those who are already well versed on Project Connect updates. We were not reaching our rider demographics using this platform, which favored those with regular working hours.

However, the first round of focus groups had a better participation rate than public meetings among the elderly, transit riders and BIPOC participants. These insights informed our next round of engagement efforts to invest more time in hosting focus groups.

Later rounds of focus groups continued to prioritize increasing accessibility to engagement. Some focus groups were exclusively in Spanish, some were designed for people who are deaf with ASL interpreters, others were for people who are blind, and for people who are unhoused. Focus groups let us create a safe space for different groups to share their perspectives and focus on their concerns in a way we couldn't have with other methods. Additionally, we hosted a series of tabling events to meet our key communities where they were at and helped bolster their participation in the surveys.

Engagement Takeaways

November 2021-April 2022: Community insights helped shape the direction of the ETOD study throughout the planning process. In our first round of engagement, we heard from the community what challenges they are currently facing in Austin. The resounding challenges we heard in the public survey, public workshop, and focus groups included the following: rising rents for residents and small businesses, difficulty accessing transit, and lack of government execution on the affordability crisis.

May-September 2022: Community Advisory Committee (CAC) and Community Connectors

- Two CAC and Community Connector workshops were held in May with participation from CapMetro, Austin Transit Partnership, and City of Austin team members informed the narrowing down of a larger set of tools based on community priorities. Participants ranked draft tools by their feasibility and impact and recommended tools for removal if their feasibility and impact were both low. For example, a tool for "Shop Local Campaigns" in the Business & Workforce Development was removed from the toolkit after this workshop based on feedback that these campaigns can require extensive resources and do not have the greatest impact compared to other options.

- Subsequent workshops with the CAC and Community Connectors held through September 2022 also informed the addition of tools, such as around tenant and homeowner protections.

May-June 2022: Cycle 2 Community Engagement

- *Public Engagement Survey and Community Focus Groups:* The community survey and focus groups demonstrated support for the six ETOD goals and offered specific policy tools/considerations to include in the Policy Toolkit. In the focus groups, community members raised concerns about accessing affordable housing (especially for families), displacement of local businesses, first and last mile service to stations, and lack of frequent transit service.

- *Real Estate & Development Stakeholders:* HR&A met with 19 local leaders, executives, and experts in the following categories to understand challenges that would mainly inform the Housing Affordability and Real Estate Strategy tools: Market Real Estate Developers (5 meetings), Affordable Housing & Community Service Providers (10 meetings), and Legal & Industry Experts (4 meetings).

- *Small Business Owners:* Small business owners also shared challenges they face finding affordable space and competing for contracts, which helped shape the Business & Workforce Development strategies.

June-July 2022: Proposed Policy Toolkit Implementation Leads

- HR&A conducted conversations with the proposed Implementation Leads identified in the Policy Toolkit to receive feedback on tool descriptions, feasibility, and implementation. These conversations primarily included representatives from CapMetro (Transportation, Facilities Planning, Development and Real Estate), ATP (Equity and Inclusion, Architecture and Urban Design, Development and Real Estate), and City of Austin (Housing and Planning, Economic Development, Transportation, Real Estate and Financial Services). This phase included additional representation from Movability, Travis County Economic Development and Strategic Initiatives (EDSI), and Housing Authority of the City of Austin.

August 2022: Cycle 3 Community Engagement

- Roundtables with developers and real estate stakeholders, small business owners, and other community members have informed the most recent updates to the Policy Toolkit. Participants were shown a list of policy tools and asked to rank them in terms of impact to the community. The roundtable conversation then focused on the top 3-5 ranked tools, gathering input on the design of the tool and the implementation considerations.

B. Station Area Existing Conditions Analysis
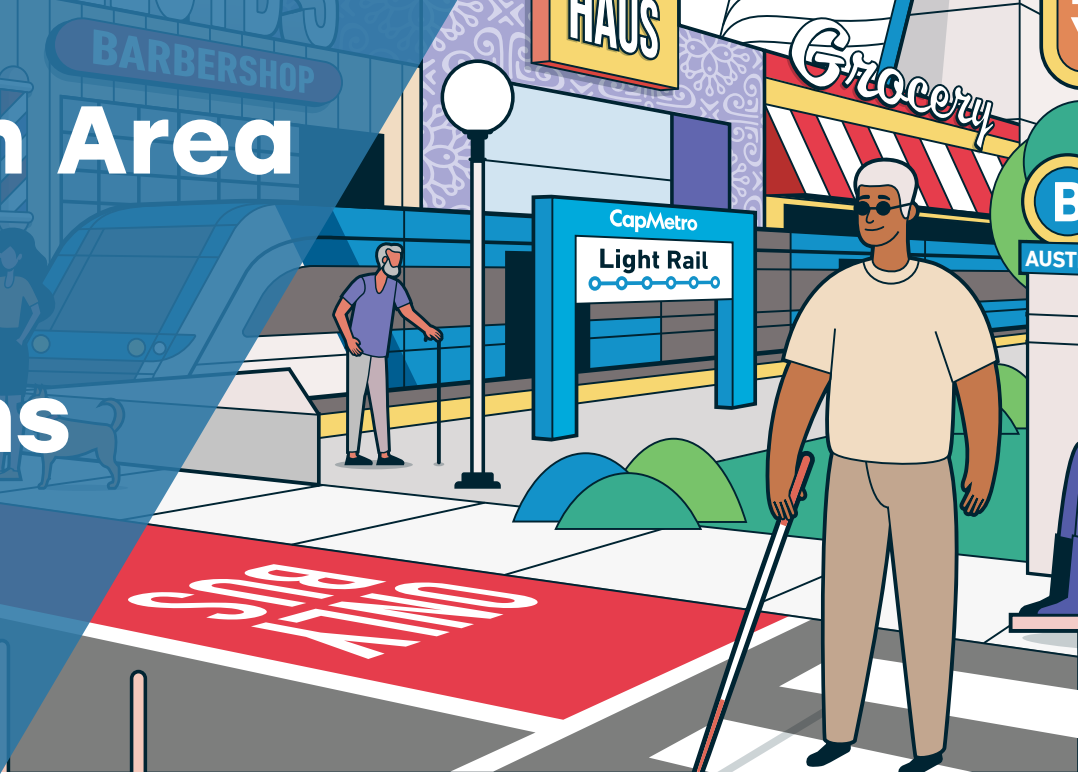
The conditions analysis was completed for the Project Connect stations. The conditions analysis explores each of the station areas through six different dimensions grouped into two broad themes: People and Places.

The analysis study area was defined as a ½ mile radius from each station of the full study corridor. The first part of the analysis explored who lives and works in the ETOD study area to better understand the social dynamics that shape the character and trends of the neighborhoods near the stations. This theme was broken into three categories: Population, which described demographic characteristics of corridor residents; Displacement Risk, which detailed demographic and housing concerns that contribute to displacement pressure; and Jobs and Businesses, which explored the different types of employment opportunities available in the corridor. The second part of the analysis explored the physical characteristics of the ETOD study area to establish a framework for understanding the differences in the built environment at different stations. Similarly, this theme was broken into three categories: Urban Fabric, which focused on differences between buildings and land uses within the study area; Real Estate Market,

which explored trends in residential and commercial values and growth throughout the corridor; and Mobility, which detailed the transportation conditions and gaps that exist near each station.

The website provides a summary dashboard that allows viewers to filter the key datasets for each category for the study area as a whole and for individual stations. This includes a summary of:

- Land uses
- Population
- BIPOC Population
- Employment
- Small businesses
- Intersection density
- Block lengths
- Multifamily units
- Average for sale housing prices

The detailed conditions analysis tabs provide descriptions for the results, interactive graphs, maps, and dashboards to allow for a deeper dive into each of the relevant data points analyzed. It provides comparisons to the City of Austin and Travis County, as well as graphs for comparing the stations to one another. The **full conditions analysis website** can be viewed online.

C. ETOD Goals Development

The following tables demonstrate the relationship between City Council ETOD Goals as expressed in their June 2021 resolution, Racial Equity Anti-Displacement Drivers from the *Nothing About Us Without Us* Report, and ETOD engagement efforts. All of these sources combined to directly inform the goals in order to reflect the most pressing needs of Austinites from all backgrounds. The ETOD Engagement Process (Appendix A) further details the types of engagement that led to these goals, including focus groups and surveys.

Goal 1: Enable all residents to benefit from safe, sustainable, and accessible transportation

City Council ETOD Resolution Goals	**Goal O:** Support pedestrians, cyclists, and people with disabilities **Goal AA:** Connectivity with surrounding neighborhoods
Racial Equity Anti-Displacement Tool	**Driver 4:** Promote transportation mobility and connectivity
ETOD Engagement	**Focus Groups & Survey:** Many participants cited reasons why public transit is not part of their life including lack of bus shelters, service not frequent enough, long walks to reach service, and inconvenience. Participants in focus groups and surveys recommended supporting more reliable transit with easier walking, biking, and transit options.

Goal 2: Help close racial health and wealth gaps

City Council ETOD Resolution Goals	**Goal J:** Centering racial equity in economic policy **Goal W:** Align policies with the Project Connect equity, anti-displacement, and CAC recommendations
Racial Equity Anti-Displacement Tool	**Driver 2:** Advance economic mobility and opportunity **Driver 6:** Equitable access to all neighborhoods
ETOD Engagement	**Survey:** Participants emphasized the priority to focus on outcomes for historically excluded communities.

Goal 3: Preserve and increase housing opportunities that are affordable and attainable

City Council ETOD Resolution Goals	**Goals B through G:** Preservation and creation of affordable housing
Racial Equity Anti-Displacement Tool	**Driver 1:** Prevent residential, commercial, and community displacement
ETOD Engagement	**Focus Groups & Survey:** Participants lamented the rising rents in Austin and lack of actionable solutions to solve the affordability crisis, which have led to housing affordability challenges for both existing and new community members.

Goal 4: Expand access to high-quality jobs and career opportunities

|	
City Council ETOD Resolution Goals	**Goal I:** Promote sustainable economic activity
Racial Equity Anti-Displacement Tool	**Driver 2:** Advance Economic Mobility and Opportunity
ETOD Engagement	**Focus Groups & Survey:** Participants identified that there is often limited transit access to high-quality jobs and that there should be a focus on increasing access to employment choices. Closely tied with employment opportunities, focus group participants emphasized the limited affordable space for small businesses to thrive.

Goal 5: Support healthy neighborhoods that meet daily needs

City Council ETOD Resolution Goals	**Goal Q:** Support expansion of pedestrian and bike infrastructure **Goals R and S:** Encourage active and livable places that serve daily needs
Racial Equity Anti-Displacement Tool	**Driver 5:** Develop Healthy and Safe Neighborhoods **Driver 6:** Equitable access to all neighborhoods
ETOD Engagement	**Survey:** Participants identified that neighborhoods often lack basic services and amenities such as fresh grocery options and expressed a desire to have shorter trips to these daily needs. Access to these amenities was cited as integral to enhancing community health.

Goal 6: Expand Austin's diverse cultural heritage and small, BIPOC-owned, and legacy businesses

City Council ETOD Resolution Goals	**Goal A:** Minimize displacement of small businesses and cultural institutions **Goal H:** Encourage development of affordable commercial space
Racial Equity Anti-Displacement Tool	**Driver 3:** Build on Local Community Assets
ETOD Engagement	**Focus Groups & Survey:** Austin prides itself on its rich cultural heritage and participants worried that development uproots existing small businesses and there must be tools preserving small format retail and businesses to help them thrive.

D. ETOD Typology Methodology
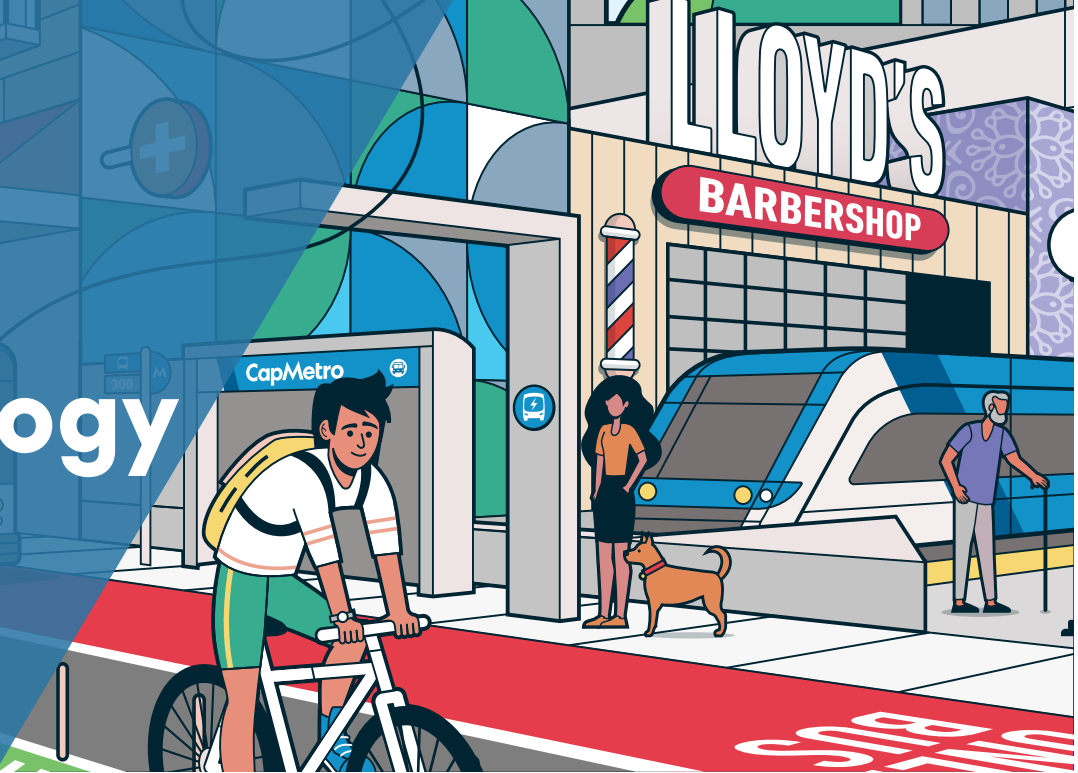
Elements of the ETOD Typologies

The ETOD Priority Tool uses three typology indicators to differentiate between station areas. Station areas are defined as the area within a ½ mile radius of each station, which is roughly equal to the average distance a person can walk or roll within 10 minutes.

Indicator 1: Existing Population

The first indicator represents ETOD Goal #1, which seeks to maximize the number of Austin residents that benefit from the transformational mobility investment made by Project Connect. Measuring the existing population within each station area helps identify which stations already serve a high number of Austinites and which stations should accommodate more residents and visitors.

This indicator not only seeks to support the expansion of mobility access to more people, but to support the operational and financial health of the taxpayer-funded investment of Project Connect. Research shows that population density is one of the chief predictors of ridership on high-capacity transit projects and increasing the use of transit helps the City of Austin achieve its overall 50% non-Single Occupancy Vehicle (SOV) mode share goal established by the Council-adopted Austin Strategic Mobility Plan.

Additionally, the Federal Transit Administration (FTA) acknowledges this relationship by awarding higher scores for highly competitive Capital Investment Grant (CIG) applications to projects with higher population density – and for applicants who demonstrate that they have made policy changes to increase the number of people that can live near these transit investments. The minimum project justification score FTA will consider for funding a project is Medium, and current land use and transit-supportive policies account for 1/3 of the overall project justification score. Given the importance of federal funding in leveraging Austin voters' local funding commitment to deliver Project Connect, ensuring policy levers are geared towards improving CapMetro and ATP's competitiveness in the federal CIG application process helps taxpayer dollars go as far as possible.

The population indicator acknowledges the difference in capital investment magnitude and federal grant competitiveness between Project Connect's rail investments and bus investments by using a different threshold for each investment type:

Capital Investment Grant (CIG) Rating	CIG Population Density (People per Square Mile)*	Corresponding Population within 1/2 mile station area	Recommended Applicability for ETOD Typology
High	15,000 and above	11,780 and above	
Medium-High	**9,600 to 14,999**	**7,540 to 11,779**	**Rail** *(Orange, Blue, Green and Red Lines)*
Medium	**5,760 to 9,599**	**4,525 to 7,539**	**Bus** *(Gold Line Initial Investment, MetroRapid Routes)*
Medium-Low	2,560 to 5,759	2,010 to 4,524	
Low	Below 2,560	Below 2,010	

*FTA assigns a rating for this criterion based on the average density within the entire project area. The ETOD Priority Tool therefore acknowledges the aspirational goal for each station area to contribute to the overall project's success.

This approach results in the following definition for Indicator 1 (Existing Population):

Transit Mode	Indicator 1 Threshold
Light Rail and Commuter Rail Stations	If population **7,540 or greater**, station receives a **More Residents Today** rating
	If population **less than 7,540**, station receives a **Fewer Residents Today** rating
Bus Stations	If population **4,525 or greater**, station receives a **More Residents Today** rating
	If population **less than 4,525**, station receives a **Fewer Residents Today** rating

Indicator 2: Displacement Risk

The second indicator represents ETOD Goal #2, which seeks to address historic racial inequities that have led to health and wealth gaps across the community. This indicator uses the City of Austin's Displacement Risk Index to identify stations where there are concentrations of priority populations that are either experiencing active displacement or are vulnerable to displacement due to both demographic characteristics and market pressure.

Understanding a station area population's susceptibility to change allows policymakers to build in sensitivity for policy recommendations to make sure that the burden of growth does not fall disproportionately on communities that have already faced the brunt of displacement that has occurred across the city. It also helps prioritize policies aimed to mitigate and reverse displacement and expand access to affordable housing in the station areas where it is most urgently needed.

The City of Austin's Displacement Risk Index classifies Census tracts within the City of Austin into four categories of displacement risk:

- **Active:** Vulnerable populations present, active demographic change, accelerating or appreciating housing market.
- **Vulnerable:** Vulnerable populations present, no significant demographic change, some tracts are near or contain high-value and high-appreciation areas.
- **Chronic:** Vulnerable populations have been displaced, significant demographic change has occurred, the housing market is high value and appreciated.
- **Historical Exclusion:** These areas have historically excluded vulnerable populations and are not subject to gentrification and displacement in the same ways.

Active and vulnerable displacement areas have the highest risk of displacement for existing residents, while chronic and historically exclusive areas represent lower risk of displacement for current residents. We therefore use the percent of the total population within each station area that live within Active and Vulnerable displacement risk tracts to determine the station area's overall displacement risk indicator.

Transit Mode	Indicator 2 Threshold
All Stations (Commuter Rail, Light Rail, and Bus)	If **45% or greater** of the station area's population falls within an **Active OR Vulnerable** tract, station receives a **Vulnerable to or Experiencing Displacement** rating
	If **less than 45%** of the station area's population falls within an **Active OR Vulnerable** tract, station receives a **Historically Exclusionary or Less Vulnerable to Displacement** rating

Indicator 3: Recent Population/Job Growth

The final indicator represents a combination of ETOD Goals #1 and #2 and reflects the recent growth trends for both population and jobs within a station area in the previous 10 years. This indicator provides policymakers with a sense of which station areas have seen the market respond to both development pressure and availability of land use entitlements in recent years. This indicator provides CapMetro, ATP, and the City of Austin with a sense of where development is most active currently to help prioritize real estate actions related to building public assets – including public investments in community priorities such as affordable housing.

The ETOD typologies compare individual station-level growth in both population and jobs to the growth rate of all station areas over the same time period to determine which stations grew faster or slower than the study area overall. The sources and years for each component of this indicator are:

- **Population**
  - Source: US Census Bureau, Decennial Census – analyzed at the Census Tract level
  - Years: 2010 & 2020
- **Employment**
  - Source: US Census Bureau, Longitudinal Employer Household Dynamics (LEHD) database – only available at the block level
  - Years: 2010 & 2019 (most recent available)

Overall, the population within ½ mile of rail and bus stations grew by 17% and 17.7%, respectively, from 2010-2020 according to the Decennial Census. Employment within ½ mile

of rail and bus stations grew by 26% and 12.6%, respectively, from 2010-2019 according to the LEHD data. Additionally, because many stations saw much larger percentage growth due to small 2010 population or employment, a minimum numeric growth of 500 people or jobs was used to further isolate high-growth station areas. These numbers provide the thresholds for determining Rapid Change and Slow Change ratings for Indicator 3.

Transit Mode	Population Growth Threshold	Employment Growth Threshold	Overall Indicator 3 Threshold
Light Rail and Commuter Rail Stations	If a station area's **population grew faster than the study area growth (17%) AND grew by at least 500 people**, station receives a **Rapid Change** rating If a station area's **population grew slower than the study area growth (17%)**, station receives a **Slow Change** rating	If a station area's **employment grew faster than the study area growth (26%) AND grew by at least 500 jobs**, station receives a **Rapid Change** rating If a station area's **employment grew slower than the study area growth (26%)**, station receives a **Slow Change** rating	If either a station area's **population OR employment growth rating is Rapid Change**, station receives a **Rapid Change** rating But if a station area's **population AND employment growth rating is Slow Change**, station receives a **Slow Change** rating
Bus Stations	If a station area's **population grew faster than the study area growth (17.7%) AND grew by at least 500 people**, station receives a **Rapid Change** rating If a station area's **population grew slower than the study area growth (17.7%)**, station receives a **Slow Change** rating	If a station area's **employment grew faster than the study area growth (12.6%) AND grew by at least 500 jobs**, station receives a **Rapid Change** rating If a station area's **employment grew slower than the study area growth (12.6%)**, station receives a **Slow Change** rating	If a station area's **population OR employment growth rating is Rapid Change**, station receives a **Rapid Change** rating But if a station area's **population AND employment growth rating is Slow Change**, station receives a **Slow Change** rating

Additional Considerations

In addition to the three indicators that determine Austin's ETOD typologies, CapMetro has also identified two other considerations for tailoring policy recommendations to specific station areas.

- **Transit hubs:** the ETOD Priority Tool acknowledges that some stations will play an outsized role in connecting many elements of the Project Connect system together. The tool identifies stations where more than one Project Connect service meet OR where major local bus connections are made as Transit Hubs that suggest modifications to policy interventions to meet the needs of these important destinations.

- **Special stations:** the ETOD Typologies are determined by indicators based almost entirely on demographic information from the US Census. Stations such as the AUS airport station do not serve any residents and serve a unique function in the regional transportation system and are therefore not classified into any of the eight typologies

developed for the ETOD Priority Tool. Policy tools in these station areas are tailored to the specific needs of the destination served (in the case of AUS, policy tools related to employment opportunities or first/last mile connective services are proposed to ensure connectivity to and from light rail).

Austin's ETOD Typologies

If a station has...	...and is...	...and has experienced...	...its ETOD Typology is:
More Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	**Rapid Change**	**Include** low-income households and communities of color as development occurs
More Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	Slow Change	**Extend** benefits from new development to low-income households and communities of color
Fewer Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	**Rapid Change**	**Encourage** affordability as development occurs
Fewer Residents Today	Historically Exclusionary or Less Vulnerable to Displacement	Slow Change	**Initiate** development to expand affordability
More Residents Today	**Vulnerable to or Experiencing Displacement**	**Rapid Change**	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development
More Residents Today	**Vulnerable to or Experiencing Displacement**	Slow Change	**Support** sensitive development while protecting low-income households and communities of color
Fewer Residents Today	**Vulnerable to or Experiencing Displacement**	**Rapid Change**	**Align** policies to provide affordability as development occurs
Fewer Residents Today	**Vulnerable to or Experiencing Displacement**	Slow Change	**Secure** affordability with sensitive development

Complete Community Indicators

While the Typologies for each station area address the first two goals of the ETOD study to "Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation" and "Help to Close Racial Health and Wealth Gaps", the Complete Community Indicators correspond to the remaining four ETOD goals. Together with the metrics under the Typologies, these indicators help identify the current state of the station areas relative to key ETOD outcomes, as well as monitor progress towards achieving ETOD's six goals.

Goal 3: Preserve and increase housing opportunities that are affordable and attainable

Primary Metric: Income-Restricted Affordable Units and Naturally Occurring Affordable Housing
Secondary Metric: Percent of Housing Units in Single-Family Structures

The metrics for Goal 3 are the total units including income-restricted affordable units and naturally occurring affordable housing (NOAH) and the percent of housing units in single-

family structures. The former metric represents the affordable housing supply available through regulated prices and supply available without any subsidies. The second metric indicates the primary type of housing inventory in the station area. Data for the first metric comes from City of Austin's Affordable Housing Inventory, which was accessible through the City's open data portal. Data for the secondary metric comes from the U.S. Census Bureau American Community Survey (ACS), 5-year estimates (2014-2019).

Goal 4: Expand access to high-quality job & career opportunities
Primary Metric: High Quality Jobs
Secondary Metric: Average Commute Time (Minutes)

The metrics for Goal 4 are the number of high-quality jobs and the average commute time in minutes of a station area. These metrics indicate the accessibility of people's place of work and whether it is an easy commute. The number of high-quality jobs in each station area was collected and mapped using ESRI's Data Axle tool, which collects information on about 13 million private and public US companies. The distinction of high-quality jobs is based on industry. Average commuting time was collected from the U.S. Census Bureau American Community Survey (ACS), 5-year estimates (2014-2019).

Goal 5: Support healthy neighborhoods that meet daily needs
Primary Metric: Service Availability
Secondary Metric: Connectivity

Service availability was calculated by determining the number of grocery stores, health clinics, education facilities, and cultural activities within reasonable distance of a station area. Reasonable distance was up to five station areas away without transfer, which was our estimate for a trip that would take 15 minutes or less. This benchmark has been recently used around the world as the standard for accessibility. A formula considered the number of services and the distance of each service to produce an overall score for service availability. Spatial data for services was sourced from the City of Austin Open Data Portal.

Connectivity was calculated by determining a station area's intersection density and level of sidewalk completion. The formula to calculate connectivity took the percentage of a station area's intersection density compared to a gold standard of 330 intersections per square mile. Level of sidewalk completion was the percentage of streets within a station area that have sidewalks (on both sides of the street). Intersection density and sidewalk presence was determined using GIS mapping and the City of Austin Open Data Portal.

Goal 6: Expand Austin's diverse cultural heritage and small, BIPOC-owned, and legacy businesses
Primary Metric: Small Businesses
Secondary Metric: BIPOC Population Percent

The metrics for Goal 6 are the number of small businesses and the percentage of the station area's population that are BIPOC. These indicators have a strong correlation with displacement and gentrification and demonstrate a station area's diversity and accessibility for small businesses to thrive. The number of small businesses per station area was collected from ESRI Data Axle, while the percentage of BIPOC population was taken from U.S. Census Bureau Decennial Census.

E. Station Area Planning Priority Methodology
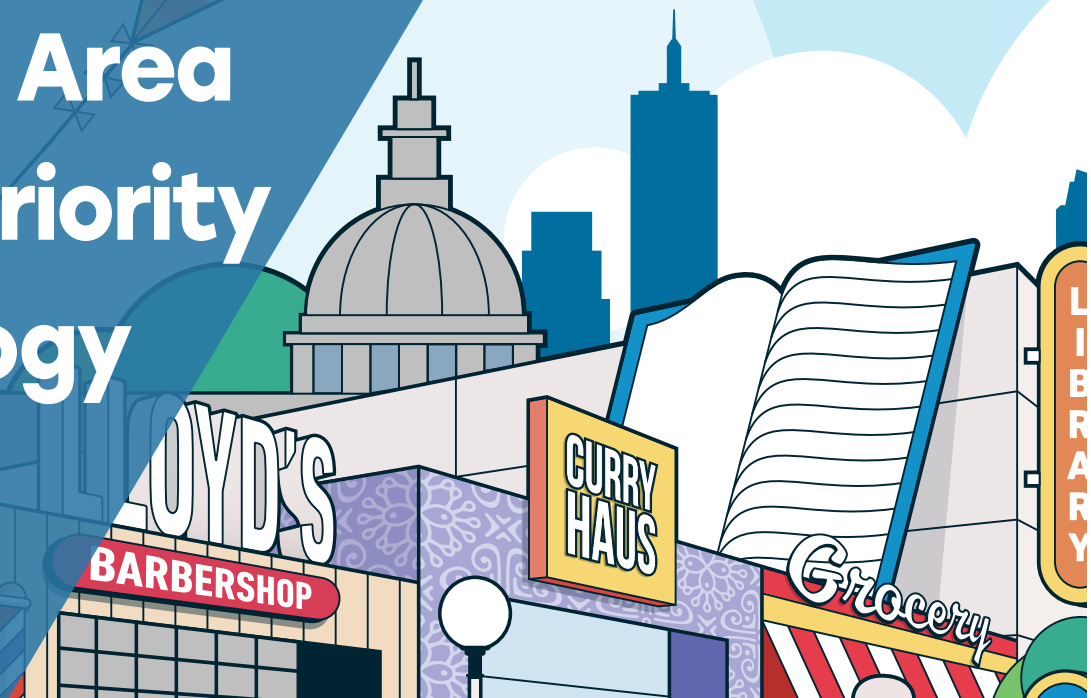
Approach to Planning Priority Rating

The Station Area Planning Prioritization builds off the ETOD Typology methodology described above but adds three additional criteria to inform planning priority. The Planning Priority analysis uses the same station area geography, defined as the area within a ½ mile radius of each station.

Based on the three criteria described below, staff calculated a total score for each station area and assigned a priority level of High, Medium, or Low. The following provides more detail on how scores were assigned for each criterion and developed an overall rating.

Criteria 1: Lack of Transit-supportive Regulations

To determine a score for lack of existing transit-supportive regulations, staff used the City of Austin's current zoning classification layer and assigned point values detailed below to each zoning category:

- Zoning districts with the most supportive mixed-use standards were assigned a weight of 1 point. This included all the University Neighborhood Overlay and the East Riverside Corridor.

- Zoning districts with some supportive mixed-use standards were assigned a weight of 2 points. This included current Transit-Oriented Development districts, Vertical Mixed Use, Mixed Use, Central Business District as well as transit-supportive Planned Unit Developments.

- All other zoning categories were assigned the weight of 3 points to indicate the highest need for transit-supportive regulations.

After assigning points, staff calculated a weighted average for each station area by multiplying the weight by size to account for the proportion of the zoning district within the ½ mile area around the station. Then staff assigned an overall score of 1 to 6 based on natural breaks. A high score indicated high priority for station area planning in order to develop more transit-supportive regulations.

Criteria 2: Presence of Publicly Owned Land

Station areas with land owned by the City of Austin and CapMetro should be high priority for planning services because, should it be decided that some of this land is no longer needed for agency operations, these publicly owned sites could be catalysts for increasing ridership and affordable housing. Station areas with land that is owned by another local governmental entity and anticipated to be developed or redeveloped in the next five years should also be high priority for planning services. To determine the station areas containing City and CapMetro owned land, staff used 2021 Travis County Appraisal Data, embedded in the parcel ownership map on the ETOD Interactive Conditions Analysis Dashboard, to calculate the share of City and CapMetro-owned land in each station area and prioritized station areas with larger shares of publicly owned land.

Criteria 3: Presence of Underutilized Land

Station areas with underutilized land should be high priority for planning services because these areas are most likely to redevelop through the private market and planning services can help maximize community benefits in redevelopment and infill opportunities. To determine station areas containing underutilized land, staff used the comparison analysis of land value to improvement value embedded in the Redevelopment Potential map in the **ETOD Interactive Conditions Analysis Dashboard**. Staff calculated the share of properties that had a high or medium land value cost compared to the cost of the structure built on top of the land and prioritized station areas with larger shares of underutilized land.

Overall Rating and Additional Notes

To determine an overall score, staff added the individual scores of each criterion for a total point value of up to 18 and then assigned a rating of high (≥ 11), medium (10-8), and low (≤7) based on natural breaks.

The North Lamar Transit Center, South Lamar Transit Center, and all station areas within the Northeast District Plan boundary were removed from this analysis because those stations were identified for planning services as outlined in the Action Plan, 2022-2024 Immediate Next Steps. The Leander station is outside of the City of Austin's jurisdiction and was also removed since it will be up to that municipality to initiate any changes in that station area. Lastly, the AUS Blue Line station at the airport was not considered part of the subsequent planning priority analysis because the station area is within the airport campus and subject to its own planning context and unique regulatory framework. Future station design at the airport campus or updates to the airport's long-range plans would be led by AUS staff, not ETOD staff.

Light Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
North Lamar Transit Center	Orange Line	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	**Year 1 Work Plan**
South Congress Transit Center	Orange Line	**Align** policies to provide affordability as development occurs	**Year 1 Work Plan**
Crestview	Orange Line, Red Line, Burnet	**Encourage** affordability as development occurs	**High**
Koenig	Orange Line	**Encourage** affordability as development occurs	**High**
Tech Ridge	Orange Line Extension	**Encourage** affordability as development occurs	**High**
Fairfield	Orange Line Extension	**Align** policies to provide affordability as development occurs	**High**
Parmer	Orange Line Extension	**Encourage** affordability as development occurs	**High**
Slaughter	Orange Line	**Encourage** affordability as development occurs	**High**
Government Center	Orange Line, Blue Line	**Encourage** affordability as development occurs	**Medium**
Rainey	Blue Line	**Encourage** affordability as development occurs	**Medium**
Stassney	Orange Line	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	**Medium**
29th St.	Orange Line	**Include** low-income households and communities of color as development occurs	**Medium**
William Cannon	Orange Line	**Include** low-income households and communities of color as development occurs	**Medium**
Hyde Park (38th St.)	Orange Line	**Initiate** development to expand affordability	**Medium**
Rundberg	Orange Line Extension	**Support** sensitive development while protecting low-income households and communities of color	**Medium**
Chinatown	Orange Line Extension	**Align** policies to provide affordability as development occurs	**Medium**

Light Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Masterson	Orange Line Extension	**Support** sensitive development while protecting low-income households and communities of color	Medium
Montopolis	Blue Line	**Support** sensitive development while protecting low-income households and communities of color	Medium
Yellow Jacket	Blue Line	**Align** policies to provide affordability as development occurs	Medium
Faro	Blue Line	**Support** sensitive development while protecting low-income households and communities of color	Medium
Oltorf	Orange Line	**Align** policies to provide affordability as development occurs	Medium
Triangle	Orange Line	**Encourage** affordability as development occurs	Medium
St. Edward's	Orange Line	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Medium
Auditorium Shores	Orange Line	**Encourage** affordability as development occurs	Low
SoCo	Orange Line	**Initiate** development to expand affordability	Low
UT Mall	Orange Line, Blue Line	**Extend** benefits from new development to low-income households and communities of color	Low
Congress Ave	Blue Line	**Include** low-income households and communities of color as development occurs	Low
Waterfront	Blue Line	**Encourage** affordability as development occurs	Low
Lakeshore	Blue Line	**Include** low-income households and communities of color as development occurs	Low
Travis Heights	Blue Line	**Initiate** development to expand affordability	Low
Riverside	Blue Line, Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Low

Light Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Republic Square	Orange Line, Blue Line, Gold Line, Expo and Burnet	**Include** low-income households and communities of color as development occurs	**Low**
AUS (Airport Campus)	*Blue Line*	*N/A*	*N/A*

Commuter Rail Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Delwau	Green Line	**Secure** affordability with sensitive development	Year 1 Work Plan
Loyola	Green Line	**Secure** affordability with sensitive development	Year 1 Work Plan
Colony Park	Green Line	**Secure** affordability with sensitive development	Year 1 Work Plan
Springdale	Green Line	**Align** policies to provide affordability as development occurs	High
Pleasant Valley	Green Line	**Align** policies to provide affordability as development occurs	High
McKalla	Red Line	**Encourage** affordability as development occurs	High
Highland	Red Line, Gold Line	**Encourage** affordability as development occurs	High
Howard	Red Line	**Initiate** development to expand affordability	High
Broadmoor	Red Line, Burnet	**Include** low-income households and communities of color as development occurs	High
Lakeline	Red Line	**Encourage** affordability as development occurs	Medium
MLK Jr.	Red Line	**Encourage** affordability as development occurs	Medium
Plaza Saltillo	Red Line, Green Line	**Align** policies to provide affordability as development occurs	Medium
Downtown (Convention Center)	Red Line, Green Line, Gold Line, Expo	**Include** low-income households and communities of color as development occurs	Low
Leander	Red Line	N/A	N/A

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Loyola/Johnny Morris	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Colony Park Town Center	Expo	**Align** policies to provide affordability as development occurs	Year 1 Work Plan
Purple Sage	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Uray	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Expo Center	Expo	**Align** policies to provide affordability as development occurs	Year 1 Work Plan
Delco Center	Expo	**Secure** affordability with sensitive development	Year 1 Work Plan
Mission Hill	Pleasant Valley	**Align** policies to provide affordability as development occurs	High
Onion Creek	Pleasant Valley	**Secure** affordability with sensitive development	High
Goodnight Ranch	Pleasant Valley	**Encourage** affordability as development occurs	High
Govalle	Pleasant Valley	**Align** policies to provide affordability as development occurs	High
ACC Eastview	Pleasant Valley	**Secure** affordability with sensitive development	High
Oak Springs	Pleasant Valley	**Secure** affordability with sensitive development	High
Franklin Park	Pleasant Valley	**Align** policies to provide affordability as development occurs	High
North Ops	Burnet	**Align** policies to provide affordability as development occurs	High
Crossroads	Burnet	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	High
Northcross	Burnet	**Encourage** affordability as development occurs	High
Justin	Burnet	**Encourage** affordability as development occurs	High
Southend/Braker	Burnet	**Encourage** affordability as development occurs	High

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Ohlen	Burnet	**Support** sensitive development while protecting low-income households and communities of color	High
Allandale	Burnet	**Encourage** affordability as development occurs	High
Forest Oaks	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	High
Oak Hill Plaza	Burnet Oak Hill Extension	**Initiate** development to expand affordability	High
Westminster	Expo	**Initiate** development to expand affordability	High
Medical School	Gold Line, Expo	**Extend** benefits from new development to low-income households and communities of color	High
North Loop	Burnet	**Include** low-income households and communities of color as development occurs	High
Bennett	Gold Line	**Include** low-income households and communities of color as development occurs	High
Hancock	Gold Line	**Include** low-income households and communities of color as development occurs	High
Pinnacle	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	High
Old Fredericksburg	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	High
Oltorf East	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Medium
Easton Park	Pleasant Valley	**Align** policies to provide affordability as development occurs	Medium
Iroquois	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Medium

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Village Square	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Medium
Oltorf/Burton	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Medium
Dove Springs	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Medium
Berkman/Philomena	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Medium
Airport	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Medium
Rutland	Burnet	**Encourage** affordability as development occurs	Medium
Oltorf West	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Seaholm	Burnet	**Include** low-income households and communities of color as development occurs	Medium
5th/6th & Lamar	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Barton Springs	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Pease Park	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Lamar Square	Burnet	**Include** low-income households and communities of color as development occurs	Medium
45th Street	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Collier	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Menchaca	Burnet	**Include** low-income households and communities of color as development occurs	Medium

ETOD Policy Plan

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
24th Street	Burnet	**Include** low-income households and communities of color as development occurs	Medium
Rosedale	Burnet	**Encourage** affordability as development occurs	Medium
Northeast	Expo	**Support** sensitive development while protecting low-income households and communities of color	Medium
Alexander	Expo	**Include** low-income households and communities of color as development occurs	Medium
Cherrywood	Expo	**Include** low-income households and communities of color as development occurs	Medium
Robert Dedman / UT East	Gold Line, Expo	**Initiate** development to expand affordability	Medium
Texas Memorial Stadium	Gold Line, Expo	**Extend** benefits from new development to low-income households and communities of color	Medium
St. David's	Gold Line	**Include** low-income households and communities of color as development occurs	Medium
Monterey Oaks	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	Medium
Gaines Mill	Burnet Menchaca Extension	**Initiate** development to expand affordability	Medium
Cherry Creek	Burnet Menchaca Extension	**Extend** benefits from new development to low-income households and communities of color	Medium
Dittmar	Burnet Menchaca Extension	**Extend** benefits from new development to low-income households and communities of color	Medium
Jones/Jentch	Burnet Menchaca Extension	**Initiate** development to expand affordability	Medium
ACC South Austin	Burnet Menchaca Extension	**Encourage** affordability as development occurs	Medium
Westgate Transit Center	Burnet Menchaca Extension	**Encourage** affordability as development occurs	Medium

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Berkett	Burnet Menchaca Extension	**Extend** benefits from new development to low-income households and communities of color	Medium
Tanglewood	Burnet Menchaca Extension	**Initiate** development to expand affordability	Medium
Cesar Chavez	Pleasant Valley	**Align** policies to provide affordability as development occurs	Medium
53rd Street	Gold Line	**Encourage** affordability as development occurs	Medium
Trinity	Gold Line, Expo	**Include** low-income households and communities of color as development occurs	Medium
47th Street	Burnet	**Encourage** affordability as development occurs	Medium
Capitol East	Gold Line, Expo	**Encourage** affordability as development occurs	Medium
Elmont	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Low
Lakeshore	Pleasant Valley	**Enhance** protection for low-income households and communities of color while ensuring affordability through sensitive development	Low
Sheringham	Pleasant Valley	**Support** sensitive development while protecting low-income households and communities of color	Low
Berkman/Mueller	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Low
Simond	Pleasant Valley, Expo	**Include** low-income households and communities of color as development occurs	Low
Broken Spoke	Burnet	**Include** low-income households and communities of color as development occurs	Low
Castle Hill	Burnet	**Initiate** development to expand affordability	Low
Seton Medical Center	Burnet	**Initiate** development to expand affordability	Low
Brodie Oaks	Burnet	**Include** low-income households and communities of color as development occurs	Low

ETOD Policy Plan

MetroRapid Bus Station Area Planning Priorities

Station Name	Line	Typology	Priority for Planning
Springdale Shopping Center	Expo	**Secure** affordability with sensitive development	**Low**
Wheless	Expo	**Extend** benefits from new development to low-income households and communities of color	**Low**
Westgate	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	**Low**
Brodie	Burnet Oak Hill Extension	**Encourage** affordability as development occurs	**Low**

F. Comprehensive ETOD Policy Toolkit

How to use the Toolkit

The ETOD Policy Toolkit provides a framework for Project Connect station-area planning and investment so that residents, businesses, and neighborhoods can fully and equitably realize the benefits of transit investment in Austin. The 6 ETOD goals guided the identification of 46 policies for pursuing equitable outcomes across five broad categories: small business and workforce, housing, mobility, land use and urban design, and real estate and finance strategies.

Each policy tool includes four main sections. To the left of the toolkit, a sidebar includes details on the proposed implementation lead and partners, timeline, and relevant goals

Description: This section provides a summary of the recommended tool and suggestions for what considerations should guide the design and implementation of the tool.

At the end of each Description section, for tools that are not already active in Austin we provide a national example to help demonstrate what the tool can look like in Austin and offer any lessons learned where applicable.

Does something like this exist in Austin today?...: This section describes how to update existing tools to reflect ETOD goals, lessons from similar existing tools in Austin, and information on feasibility. Some policy tools already exist but are recommended for expansion/updates, some tools don't exist but could be modeled on existing Austin efforts, and some tools would be brand new to the Austin context.

Implementation Challenges and Considerations: This section outlines any financial, legal, and programmatic considerations for the Implementation Lead to know when planning and designing the tool.

Success Metrics: This section includes a small set of metrics that will be developed further by the Implementation Lead to measure the success of the tool over time.

Implementation Lead: Agency or organization who would create or manage the tool.

Partners: Additional agencies or organizations who can support in tool implementation.

Timeline: Details including how soon to begin preparing and designing the tool (within 1 year, 1-2 years, 3-4 years, and 5+ years) and when the tool should be used (before, during, or after construction of Project Connect).

City Council Goals: Identifies which portion of the guidance in City Council's June 2021 ETOD Resolution (**Resolution 20210610-093**) that a specific policy tool relates to.

ETOD Goals: Identifies which of the six ETOD Goals (see Chapter 2) that a specific policy tool relates to.

City Council Goals

A	Identify methods to address potential displacement of residents, small businesses, cultural institutions, and community organizations from transit-induced pressures, advance transit opportunities to existing communities, and ensure that housing near transit remains available to as many people as possible, including but not limited to, identifying methods for land banking around high-capacity transit and station areas, the acquisition of occupied affordable multifamily and mobile home communities near station areas and high-capacity transit, and other best practices for robust affordable housing creation and preservation
B	Encourage the preservation and creation of income-restricted and non-income restricted affordable multifamily housing and mobile home communities and the creation of diverse housing options near transit that is accessible at every income level, accommodates all ages, and prioritizes affordable housing
C	Incentivize housing options for families of many sizes and various income levels around station areas and high-capacity transit, disincentivize the redevelopment of income-restricted and naturally occurring non-income restricted affordable multifamily housing and mobile home communities around station areas vulnerable to gentrification and displacement, provides social and economic opportunity for current & future residents, and increases access to employment, health & educational centers
D	Encourage a variety of housing choices near transit facilities to accommodate a wide range of ages, incomes, and access accommodations needed for people with disabilities
E	Options for entitlements that increase housing capacity while minimizing the displacement of residents of income-restricted and non-income restricted affordable multifamily housing and mobile home communities and maximize affordable housing opportunities to further the Austin Strategic Housing Blueprint Goals
F	Explore additional opportunities for funding affordable housing such as tax increment financing, and propose options for minimizing the displacement of residents of income-restricted & market-rate affordable multifamily housing and mobile home communities
G	Identify methods to preserve and maintain the affordable rental and purchase rates of units in existing income-restricted and market-rate affordable multifamily housing and mobile home communities
H	Encourage and incentivize the development of flexible, affordable commercial space to ensure local businesses, non-profits, and creative organizations can remain in their communities
I	Promote sustainable economic activity that supports the immediate area and the city as a whole
J	Promote equitable planning efforts, centering racial and economic equity, in all aspects of the policy, including surveying opportunities for future equity assessments

City Council Goals

K	Provide opportunities for enacting right to stay and right to return policies
L	Recognize that all TODs have their own circumstances and are not the same; each TOD is located within its own unique context and serves a specific purpose in the larger context; each TOD's specific development typologies are currently based on Station Area Plans and accompanying Regulating Plans developed through the City Code's planning processes
M	Explore the possibility of creating different development typologies that respond to local market and community conditions
N	Disincentivize the use of single-occupancy vehicles through travel demand management and responsible land use practices that support the multimodal transportation context, such as unbundled parking, eliminating parking requirements, and/or established parking maximums
O	Promote development strategies that focus on accommodating pedestrians, including people with disabilities, without excluding people traveling by vehicle
P	Consider creative parking strategies to allow the accommodation of vehicles without dividing a site such that parking is the dominating design factor
Q	Support future expansion plans of the existing street network and Project Connect while providing enhanced walkable connections to and within surrounding neighborhoods
R	Create compact development with sufficient density to support transit ridership located within walking distance of transit stops
T	Seek to incorporate retail into development, if viable at a particular location, ideally drawing customers from within the ETOD and from major streets
U	Strive to make ETODs realistic yet economically viable and valuable from a diversity of perspectives (City, transit agency, developer, resident, employer)
V	Identify methods to support Project Connect investments through development
W	Align policies with the Project Connect equity, anti-displacement, and Community Advisory Committee processes and recommendations, including the process for developing neighborhood level strategies that will guide anti-displacement funding as required by the Contract with the Voters (Resolution No. 20200807-003)
X	Provide a process to work with Capital Metro during land acquisition to consider how potential excess or surplus property after construction may be used for ETODs, as well as the dedication of proceeds from the disposition of identified excess right-of-way to provide affordable housing
Y	Provide recommendations on potential amendments to streamline and simplify City Code to incentivize ETOD projects
Z	Facilitates effective coordination of City plans and programs between Capital Metro, City departments, and community stakeholders, including complying with the Contract with the Voters (Resolution No. 20200807-003)
AA	Consider compatibility and connectivity with surrounding neighborhoods
BB	Including engaging, high quality public spaces, such as small parks or plazas, as organizing features and gathering places for the neighborhood
CC	Prioritize multifunctional designs on publicly owned land to support maximum delivery of community benefits
DD	Additional strategies for Council consideration that may further the objectives of this resolution in high-capacity transit areas and areas the Council designates as ETODs and develops station-area plans and accompanying regulating plans

Small Business & Workforce Development

Business Assistance During Construction
- Small Business Construction Interruption Fund
- Business Relocation Plan

Ongoing Small Business Support
- Small Business Assistance Fund
- Affordable Ground Floor Space for Local Businesses & Non-Profits
- Business District Merchant Association Support

Workforce Development Programs
- Skills-Based and Industry-Specific Job Training
- Transit Line Construction Apprenticeship Program to Enable Local Worker Participation
- Building Capacity for Small Business Participation in Project Connect Construction & Investment
- Childcare Grants and Other Family Supports

Small Business Construction Interruption Fund

Implementation Lead
ATP Equity & Inclusion

Partners
City of Austin Economic Development

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Duration of Project Connect Construction

City Council Goals
A, I, K, W

ETOD Goals
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Business Assistance During Construction

Description: Through a small business fund that is active for the duration of Project Connect corridor construction, ATP Equity & Inclusion, the implementation lead, would provide financial assistance to businesses affected by the transit construction. While federal requirements mandate the creation of this funding resource, there is no federal guidance on incorporating equity considerations into the distribution of funding. ATP Equity & Inclusion would broaden the design and implementation of the federally mandated fund to be developed through an equity lens that prioritizes the needs of BIPOC-owned or franchised businesses and legacy businesses, while remaining compatible with federal and state requirements. Financial assistance can be directed towards legal protections, branding and marketing, and/or technical assistance. Care should be taken to consider what constitutes a business interruption in a broad sense and how this applies to businesses who face declining revenue due to construction nuisances. Broadening the scope of the fund may require additional financial resources to the extent it expands to serve businesses facing secondary construction impacts, identified by ATP, possibly with the help of the EDD. ATP would not directly manage the fund, but could instead issue a Request for Proposal (RFP) to partner with an existing non-profit to administer the fund.

As an example, during the construction of Seattle's Light Rail, the Rainier Valley Community Development Fund was implemented with $43 million from the City of Seattle and $7 million from Sound Transit (the Central Puget Sound Regional Transportation Authority). The $50 million fund was created to address the construction impacts of the new light rail line ($25 million) and provided to businesses that were forced to physically relocate or faced business interruptions as a result of construction ($25 million). By the end of the construction period in 2009, the area had an 85% business retention rate.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: A Small Business Construction Interruption Fund does not currently exist in Austin as these tools are typically created in response to major transit construction projects to align with federal requirements. The fund could be set up in a similar manner to the City of Austin Small Business Relief Grant, which provided assistance up to $40,000 to small businesses for temporary business needs at the start of the

COVID-19 pandemic.

Implementation Challenges & Considerations:

- Must confirm that financial resources from the Project Connect budget are sufficient to implement an equity-focused program, and identify any identify additional funding sources that may be required to bridge gaps. ATP should attempt to leverage any complementary federal funding as available to initially capitalize the program. ATP should identify a third-party administrator of funds, possibly AEDC or the City of Austin Small Business Relief Grant Program, recognizing that case management intensity might require substantial staffing resources for third-party administration.

- The application and delivery of funds should be as easy as possible for businesses. Further engagement with local businesses and third-party service providers such as Community Development Financial Institutions (CDFIs) can offer feedback on the design of the program (grants vs. reimbursements, application format, etc.). Extensive engagement with small, legacy, and BIPOC-owned businesses must be undertaken to ensure business owners are aware of the program.

- If found to be successful through high business retention rates of businesses impacted by corridor construction, this fund could be established as permanent in the future so ATP and the City have a fund to use proactively for future large, multi-year construction projects.

Success Metrics:

- Overall business retention rate of businesses impacted by corridor construction. Retention rate should be measured at the end of transit line construction, compared to the businesses existing prior to construction. This may be measured by conducting a door-to-door survey or visual walkthrough of a station area.

  - This metric should also be more specifically analyzed for BIPOC-owned businesses impacted and legacy businesses impacted. As there is not a database that currently exists with this information, EDD should determine the best way to build this database by conducting surveys and working with local business associations.

  - To the extent that resources are available, these metrics should also be measured incrementally throughout the construction period to ensure that progress goals are being met.

Business Relocation Plan

Implementation Lead
CapMetro and ATP Development and Real Estate

Partners
ATP Equity & Inclusion; City of Austin Economic Development Department

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Duration of Project Connect Construction

City Council Goals
A, I, K, W

ETOD Goals
5. Support Healthy Neighborhoods that Meet Daily Needs
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Business Relocation Assistance

Description: In compliance with federal regulations, CapMetro and ATP will create a Business Relocation Plan to ensure that businesses affected by right-of-way acquisitions are made aware of the timeline of acquisitions and are supported in making a plan for the relocation of businesses displaced due to an acquisition. As part of the Plan, relocation agents will coordinate with all businesses that may be displaced by right-of-way acquisitions to explain the relocation process, clarify eligibility and payments available, offer assistance, provide referrals to comparable storefronts/office spaces, and supply information on other federal, state, and local programs that can offer additional assistance.

An equitable relocation process will prioritize all businesses impacted by new transit construction that would be mostly likely to suffer diminished revenue and/or most likely to permanently close without assistance. An equitable approach will also ensure relocation information is distributed in multiple formats that are accessible to a variety of impacted business owners and include other languages for non-English speakers. Marketing and advertising services for businesses that have to relocate can help boost communication to their customer base. CapMetro and ATP could expand outreach and relocation assistance to indirectly impacted businesses that must relocate because of construction and/or major disruptions to their business operations following new street designs (for example, blocked or severely curtailed ingress/egress from parking lots for both loading and unloading and patrons). If funding is not federally available in these circumstances, information and technical assistance should be provided, including recommendations on potential relocation markets.

A national example is Sound Transit's "Property Acquisition and Residential Relocation Handbook," which outlines rights and benefits as a displaced residents and businesses from property acquisition. Sections describe the process of real property acquisition and the availability of relocation assistance advisory services and relocation entitlements. The City of Austin and TxDOT have also used flyers and handbooks for displaced property owners. A similar handbook could be created in Austin to assist specifically with business relocation for both owners and businesses leasing property.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 ("The Uniform Act") has requirements for business relocations if acquiring real property when federal funds are used in any part of a project, in coordination with the National Environmental Policy Act (NEPA) environmental review process. The City of Austin follows the Uniform Act in previous projects that use federal funding, including providing relocation benefits to individuals and businesses displaced due to acquisitions.

Implementation Challenges & Considerations:

- The Relocation Plan should prioritize relocation of businesses to be within future ETOD areas, if desired by the business owner. The Plan should determine potential markets within ETOD areas for directly and indirectly impacted businesses to relocate where they can continue to serve their existing customers and grow their customer base.

- Further small business engagement in coordination with engagement for the Small Business Construction Interruption Fund can inform needs and preferences for relocation, with a focus on the needs of legacy and BIPOC-owned businesses.

  - This will include holding targeted engagement and educational sessions towards BIPOC-owned small businesses (and renters) to inform them on what they are entitled to under this plan.

Success Metrics:

- Overall business retention rate of businesses impacted by corridor construction. Retention rate should be measured one to two times during construction and at the end of transit line construction, compared to the businesses existing prior to construction. This may be measured by conducting a door-to-door survey or visual walkthrough of a station area. This data may be imperfect, but it is currently the best available metric. Data can be compared to citywide data as available.

  - This metric should also be more specifically analyzed for BIPOC-owned businesses impacted and legacy businesses impacted

  - The metric should also be reported for businesses that were specifically relocated through the Business Relocation Plan, measured at the end of the construction period and 5 years later.

Small Business Assistance Fund

Implementation Lead
City of Austin Economic Development Department

Partners
ATP Equity & Inclusion

Timeline
Commence Planning and Design:
3 to 4 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, H, L, W

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Ongoing Small Business Support

Description: Through a Small Business Assistance Fund, the City of Austin Economic Development Department would provide financial and associated technical assistance to businesses along the corridor on an ongoing basis to help enhance the longevity of small, independent, and BIPOC-owned businesses. The Fund can include programs to support a diverse range of business needs, including communications and marketing support, legal assistance, technical assistance, strategy and business planning, or facade improvements. Awards should be prioritized through a Legacy Business Designation, based on criteria like tenure, business size, and/or ownership status.

Examples from other large cities around the state and country demonstrate options for how to design a Small Business Assistance Fund with a legacy business focus. San Francisco has a legacy business (30+ years) program with funds to use on rent, tenant improvements, marketing, or equipment. A Small Business Commission monitors historic businesses with a Legacy Business Registry, which serves as an educational and promotional tool in itself. San Antonio operates a Legacy Business Program that supports legacy businesses in operation for over 20 years that contribute to the history, culture, and authentic identity of San Antonio through educational programming and promotional support.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: A similar program has existed in Austin. The Small Business Assistance Fund could expand upon the structure of the City of Austin's Small Business Relief Grant ($10 million fund in March-July 2020).

In addition to this one-time program responding to the COVID-19 pandemic, Austin City Council established a $15 million Save Austin's Vital Economic Sectors (SAVES) Fund to support local industries. Through this fund, Council adopted a $5 million Austin Legacy Business Relief Grant Program (October 15, 2020) to support Austin-based live music venues and restaurants impacted by the pandemic. Council defined legacy business as publicly facing brick and mortar businesses operating for at least the last 20 years within any City of Austin Council District. This program has been completed and there is no additional funding currently planned.

The City of Austin Economic Development Department also oversees the Heritage Preservation Grant, which focuses on preserving Austin's historic and cultural tourism experiences while building the creative sector. It is funded by Hotel Occupancy Tax proceeds from Austin's convention and hotel industries.

Implementation Challenges & Considerations:

- City of Austin Economic Development Department should identify what types of impacted businesses constitute target recipients, taking care to being inclusive of all types of recipients in terms of business type, location, and ownership status.

- With an understanding of target recipients, the City of Austin Economic Development Department may be able to estimate the universe of need and determine funding goals. While a grant is the primary type of support recommended, other forms of financial assistance like forgivable loans or a revolving loan fund may help to get more leverage from the overall fund.

- The program would require additional staff capacity for administration, as well as third party contracts for grant administration given City procurement restrictions.

- In design of the program, the application process and delivery of funds should be as streamlined and efficient as possible. Further engagement with local businesses and third-party service providers such as CDFIs can offer feedback on the design of the program (grants vs. loans, application format, etc.). Extensive engagement with small, legacy, and BIPOC-owned businesses can also ensure business owners are aware of the program.

Success Metrics:

- The number of BIPOC-owned and legacy business grant recipients will be an important metric to track to understand how popular the program is and if it is being structured to fit the needs of the target business types.

- Number of BIPOC-owned and legacy business grant recipients still in operation after one year and five years, with possible comparison to the rates for non-recipients. This information would indicate if the grants were successful in supporting small businesses. This information can be collected by storefront surveying and follow-up surveying with grant recipients.

Affordable Ground Floor Space for Local Businesses and Non-Profits

Implementation Lead
CapMetro Development and Real Estate; City of Austin Economic Development Department

Partners
Austin Economic Development Corporation; Austin Public Health; Developers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, H, I, W

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
5. Support Healthy Neighborhoods that Meet Daily Needs
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Ongoing Small Business Support

Description: The City of Austin and CapMetro should incentivize developers to provide affordable and favorable ground-floor lease terms for small businesses, non-profits, and community-supporting space as part of the parameters set for future land dispositions led by the City and CapMetro such as business affordability criteria that is tied to standard ratios of Annual Sales (Revenue) to Annual Rent for target industries. The City can also deploy funds to subsidize local or legacy businesses within ground-floor space. Offering development bonuses as a part of the strategy can extend the impact of local funding resources and disposition preferences by incentivizing the development of cultural spaces and affordable commercial space. In coordination with the Childcare Grants and Other Family Supports tool, the programs could provide additional incentives or prioritization for childcare space. This tool would not only bring more people to station areas, but it would allow for local businesses and non-profits to fully benefit from the upside of ETOD.

As an example, the New York 125th Street Special District offers development-based incentives for provision of cultural space in Harlem. One example of a qualifying space is an incubator kitchen for food entrepreneurs in East Harlem.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Developers do not currently have an incentive to offer affordable and favorable lease terms to businesses or community space because no program currently exists. CapMetro and the City do not have any land disposition policies around dedicating affordable ground floor space. In order to support local industries during the COVID-19 pandemic, Austin City Council established the $15 million Save Austin's Vital Economic Sectors (SAVES) Fund. Through this fund, Council adopted a $5 million Austin Legacy Business Relief Grant Program (October 15, 2020) to support Austin-based live music venues and restaurants impacted by the pandemic. A review of lessons learned and recipients of this program can help inform program design and targeting of affordable ground floor space.

Implementation Challenges & Considerations:

- The City of Austin EDD is updating their financial incentive programs under the Chapter 380 Economic Development Policy in 2023 and should coordinate the development of the resulting programs with this process.

- The design of this tool should include further engagement with local businesses to understand the types and affordability level of space needed, as well as with commercial and mixed-use developers to understand how these incentives may impact them. Consider creating a community coalition to guide decision-making on CapMetro and City of Austin policies.

- Consider capacity issues for local/BIPOC-owned businesses in moving into new or larger space. This tool can be coordinated with the Small Business Construction Interruption Fund and Small Business Assistance Fund to provide additional support/resources.

- Consider setting criteria that incentivizes culturally appropriate, "missing" services for a healthy, resourced community. This includes affordable, high-quality childcare but it may also be useful to think about banking, healthcare, cooperative grocery stores, gathering spaces, etc.

- Consider that a bonus for affordable commercial space may decrease the viability of bonuses for affordable residential units so it must be approached thoughtfully.

Success Metrics:

- Number of small businesses and non-profits located in station areas on property currently or previously owned by the City or CapMetro.

- The overall number and type of small businesses and non-profits receiving funding for subsidized space should be tracked by gathering data from developers.

  - This data should also be broken out to understand the number of BIPOC-owned businesses receiving funding for subsidized space.

Business District Merchant Association Support

Implementation Lead
City of Austin Economic Development Department

Partners
Souly Austin; ATP/CapMetro

Timeline
Commence Planning and Design:
3 to 4 years

Implementation Begins:
During Transit Construction

Active Period:
Ongoing

City Council Goals
A, H, I, W

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Ongoing Small Business Support

Description: The City could enhance funding and capacity for the Souly Austin Business District Merchant Association Program to increase education and capacity building that will support grassroots leaders in organizing businesses. Business District Merchant Associations can be formed through Souly Austin to advance community organizing goals, placemaking efforts, and economic growth. Merchant associations can be an important economic development tool in Project Connect station areas and corridors to increase marketing and area identity, subsequently supporting customer attraction for small businesses. Successful merchant associations are typically formed with the leadership of businesses in a geographic area wanting to self-organize to form the district. Souly Austin provides a monetary activation award for merchant associations that successfully undergo the Souly Austin process. The City could enhance funding and capacity for the Souly Austin Program to increase education and capacity building that will support grassroots leaders in organizing businesses. An increased monetary activation award could further encourage the creation of new business districts along transit corridors.

There are many examples of cities across the US that use business associations to establish distinct neighborhoods and provide services specific to the needs of different neighborhood residents and businesses. The City of Denver has a Special District Creation Revolving Loan Fund to support neighborhoods and community groups that are in the final organizational stages of creating a special district. Additional funding for Souly Austin could be used to further support capacity building for business leaders organizing their community in the formation of Merchant Associations in Austin.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Yes. Through Souly Austin, the Economic Development Department has created a variety of tools/materials to support the formation of Business District Merchant Associations. North Lamar International District and Red River Cultural District provide examples for the corridor. Despite the successes of this program, more funding and staff capacity in the City of Austin Economic Development Department is necessary to help implement District development. Value capture tools at ETOD sites could be used to support Districts or Associations to build staff capacity to support implementation.

Implementation Challenges & Considerations:

- Identifying district leaders to coordinate business owners may be challenging.

- Despite the successes of the existing program, more funding and staff capacity in the City of Austin Economic Development Department is necessary to help implement District development in ETOD areas. It will be necessary to secure additional human resources) for EDD to support programming enabling the newly formed districts to thrive. The program would require additional staff capacity for administration, as well as third party contracts for grant administration given City procurement restrictions.

- Conversations with existing associations including the North Lamar International District and Red River Cultural District can further clarify challenges, successes, and lessons learned, as well as identify additional forms of technical support and resources that could have been helpful in the formation process.

Success Metrics:

- The number of businesses participating in Merchant Associations in ETOD areas will clarify whether the support offered is attracting businesses.

  - Small business retention rate within merchant associations should also be measured, broken down further by BIPOC-owned businesses and legacy businesses. This information can be collected by storefront surveying within the business district.

- Through storefront surveying efforts, self-reported small business revenues would also help demonstrate how businesses within merchant association districts are growing.

Skills-Based and Industry-Specific Job Training

Implementation Lead
Workforce development providers

Partners
ATP Equity & Inclusion; local colleges and universities; major employers

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
L, W

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Workforce Development Program

Description: Workforce development providers can work with large employers and educational institutions to design programs and certifications directly addressing the needs of employers and create a pipeline for students to high-quality local jobs. Funding related to Project Connect could support efforts to supplement existing workforce development programs and the creation of new programs to meet the needs of incoming industries. One example could be a partnership with Austin Community College's Biotechnology Program to support ACC Riverside students in obtaining jobs at local biotech companies, universities, research institutions, clinical laboratories, and hospitals. It is also important to create career pathways for high school students, and there are already programs in place in partnership with Career and Technical Education programs and ACC that can be leveraged.

Programs similar to this have been implemented across the US. Durham Technical Community College works with employers in Research Triangle Park (RTP) to design courses and certificates specifically geared towards the hiring needs of employers in RTP. The City of Cambridge, MA supports a community development corporation, Just-A-Start, for its Biomedical Careers Program. The eight-month program offers a Certification in Biomedical Sciences in partnership with a local community college, including a laboratory skills course, career counseling, and job placement assistance.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The Austin Metro Area Community Workforce Plan provides a framework for coordinating workforce development efforts across organizations and educational institutions, including the Workforce Solutions Capital Area training scholarships, career centers, and "upskilling" trainings. It also includes an inventory of training offerings from Austin Community College in healthcare, information technology, and skilled trade sectors. Workforce Solutions Capital Area training already runs apprenticeship programs in skilled trades, healthcare, IT, and advanced manufacturing. The City of Austin's Austin Civilian Conservation Corps program provides equitable access, experience, career support, and workforce development for a variety of green economy job types. Other organizations that offer these services include, but are not limited to, Capital IDEA and Skillpoint Alliance. Local trade unions also offer a two-

week rotational program that exposes people to a variety of trades so they can make informed decisions on what trade to apprentice in.

Implementation Challenges & Considerations:

- Engaging with interested employers and creating fruitful workforce development programs will require heavy guidance from existing workforce development providers. This, coupled with working with traditional education providers, will require a high level of coordination that can be time consuming and resource intensive.

- ATP Equity & Inclusion can engage with the workforce development provider to identify specific parameters of enhanced workforce development programming along transit corridors.

- Fully funding the training programs recommended by this tool may require creative sourcing.

Success Metrics:

- The number of residents residing within an ETOD station area participating in career/skills training programs and securing paid employment in their chosen field within one year of completion will be the key metric for tracking success.

  - The Implementation Lead may specify a wage threshold requirement for employment opportunities, aligning with City of Austin wage minimums.

Transit Line Construction Apprenticeship Program to Enable Local Worker Participation

Implementation Lead
Workforce development providers

Partners
ATP Equity & Inclusion; local colleges and universities; major employers

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
L, W

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Workforce Development Program

Description: ATP Equity & Inclusion should develop a construction apprenticeship program to help build and develop the skills needed for transit expansion and create high-quality jobs for the local workforce. These apprenticeship programs can help achieve higher local worker participation goals for the percentage of workers on construction contracts that are from within the city, helping ensure the benefits of the transportation construction are felt throughout the local community. Opportunities for entry can occur at all levels of education beginning in high school. Apprenticeship programs should also include developing the skills needed for local workers to operate and maintain the transit service.

An example of this is Sound Transit, which has an apprenticeship program as part of their transit system expansion. The Transit Authority partners with local organizations that run construction job training programs to build a skilled workforce for the next 25 years of transit construction. Since 2012, the Los Angeles County Metropolitan Transportation Authority has required that at least 20% of employee hours on construction projects be from apprentices and 10% be from disadvantaged communities. San Francisco mandates 30% of project hours completed by local residents and Oregon Metro has set goals of 25% worker hours on public projects to be by people of color, 14% by women, and 20% by registered apprentices.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: CapMetro does not have a local worker participation program. Cities, states, and transportation authorities elsewhere do have mandates and goals to hire local residents and other targeted populations.

ATP has committed to "Developing and implementing a construction careers program, which meets the requirements of federal law and regulations and includes City of Austin hiring goals to hire workers from apprenticeship and craft training programs and which promotes the hiring of local workers so long as possible within the existing workforce."

Implementation Challenges & Considerations:

- Engaging with interested employers and creating fruitful workforce development programs will require heavy guidance from existing workforce development providers. This, coupled with working with traditional education providers, will require a high level of coordination that can be time consuming and resource intensive.

- ATP Equity & Inclusion can engage with the workforce development provider to identify specific parameters of enhanced workforce development programming along transit corridors.

- Fully funding the training programs recommended by this tool may require creative sourcing.

Success Metrics:

- The number of residents residing within an ETOD station area participating in career/skills training programs and securing paid employment in their chosen field within one year of completion will be the key metric for tracking success.

    - The Implementation Lead may specify a wage threshold requirement for employment opportunities, aligning with City of Austin wage minimums.

Building Capacity for Small Business Participation in Project Connect Construction and Investments

Implementation Lead
ATP Equity & Inclusion

Partners
CapMetro; City of Austin Small and Minority Business Resources (SMBR) Department

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, I, W

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Workforce Development Program

Description: ATP and CapMetro can enhance the participation of local small businesses in Project Connect contracting by supporting capacity-building. Local procurement agreements for Project Connect construction, marketing, communications, and other services can play a powerful role in expanding small business access to the capital and credit necessary to remain competitive in the business ecosystem. Capacity building can be encouraged by providing overhead to contractors that support higher commitments of small business participation in CapMetro and ATP contracts. This program should not just focus on Austin, but also the region through partnerships with TXDOT.

An example of this is LA Metro's Small Business Prime Program, which sets aside select contracts valued $5 million or less for only registered Small Business Enterprises (SBEs) to compete to increase SBEs' ability to win contracts.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: CapMetro has a Disadvantaged Business Enterprise Program to ensure that DBEs have an equal opportunity to receive and participate in Department of Transportation (DOT)-assisted contracts, with a 10% requirement and a goal of 19%. The City of Austin has a similar requirement at 9.02%. One example of capacity-building in Austin is the Texas Workforce Commission, which offers a Skills for Small Business Fund in partnership with ACC. The program enables employers to send employees for additional small business skills training, with a reimbursement of $1,800 for new employees.

Implementation Challenges & Considerations:

- Contractors can avoid meeting the requirement by demonstrating reasonable effort was used to attempt the 10% DBE goal. This can be seen as a loophole.

- The biggest barrier for implementation is identifying and securing funding for capacity building, skills-building programs, hiring workforce, and for insurance and bonding.

- To best understand the full extent of the opportunities and barriers for this tool, engage with local small and Minority and Women-owned Business Enterprise (MWBE) businesses who have previously contracted with ATP/CapMetro and the City of Austin.

- Review current local procurement agreement requirements and identify capacity-building efforts to increase participation in local procurement agreements by making it more feasible for local small and MWBE businesses to contract with ATP/CapMetro.

- The City's Small and Minority Business Resources Department will be an important partner to help expand opportunities for MWBE businesses through outreach, seminars, and workshops regarding contracting processes specific to Project Connect.

Success Metrics:

- A tracker should be created to track the share and total dollars of Project Connect contracts being won by small business as the main metric for this tool. A goal should also be set for the total dollar amount going to MWBE/DBE businesses.

  - In addition, the total number of MWBE/DBEs participating in contracts should also be tracked.

  - The tracker should take into account small businesses winning as the prime contractor vs. as the subcontractor.

  - In order to achieve participation targets, a quarterly or annual review of progress towards meeting goals on small business and MWBE/DBE contract participation should be conducted.

Childcare Grants and Other Family Supports

Implementation Lead
Workforce development providers

Partners
Austin Public Health; CapMetro Planning and Development; City of Austin Financial
Services Department; City of Austin Economic Development Department

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
I, W

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities
5. Support Healthy Neighborhoods that Meet Daily Needs

Strategy: Workforce Development Program

Description: Strategies to support families with children and ensure they are sharing in the benefits of ETOD include increasing the number of families that receive childcare subsidies, incentivizing childcare centers to be located with access to transit service, and improving and subsidizing transportation options for people to access existing chilcare programs. For the purposes of this policy tool, childcare is defined as full-day, year-round care for children from birth to age three.

The City and its partners should provide additional funding for existing workforce development programs to expand access to childcare in Austin for working parents. A childcare grant program subsidizes the costs of childcare for children in low-income households with parents who are working or are enrolled in educational or workforce training programs.

There are currently limited options for transportation solutions and subsidies to get to childcare—this is an opportunity for Capital Metro to ensure that families and the childcare workforce can get to their priority destinations by setting aside a portion of this funding to create a new pilot program for subsidized transportation that enables low-income households to better access childcare providers.

CapMetro should continue to provide discounted childcare space at their eastern administrative building (near the east side bus yard). CapMetro should enhance access to childcare services for its employees, some of whom work non-traditional hours, by providing flexible operating hours for childcare centers. Additionally, they should expand the CapMetro childcare services to other CapMetro owned buildings located throughout the service area (e.g., North Operations and Thompson Lane).

In Rhode Island, a Childcare Assistance Program is available to low-income families working a minimum of 20 hours/week and earning at or below 180% of the federal poverty line. Funding for this

program is currently coming from American Rescue Plan funds.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Yes. Workforce Solutions Capital Area currently offers childcare grants in several forms. Scholarships are available for low-income families (defined in Travis County as earning under $73k for a 4-person household in 2022) and are paid directly to the childcare provider. Parents that earn low-incomes and are undertaking a job search are also eligible for up to 3 months of childcare financial assistance. Scholarships are also available for childcare workers to continue their education. These programs could be expanded with additional funding.

Foundation Communities recently partnered with Open Door Preschools to provide free ground-floor rent in exchange for offering subsidized childcare for residents. Additionally, the City has already begun working to expand childcare centers through several projects like Kindcare at Bergstrom Tech and the childcare center that is planned for the Dove Springs Public Health location.

The City of Austin has also utilized funds from the American Rescue Plan Act, Community Development Block Grant COVID-19 funding, and general fund dollars to expand childcare assistance for families with young children in the area. This includes partnering with Workforce Solutions Capital Area to fund Continuity of Care for families with temporary ineligibility for or disruptions in childcare and also to fund childcare for essential workers. The City's partnership with Austin Independent School District (AISD) has funded childcare for teen parents and for full-day Pre-K for three year olds. The City has also partnered: with Child Inc. for Early Head Start and summer and after-school childcare; with YWCA for a Bridge program to provide emergency childcare; with Del Valle ISD for full-day dual-language Pre-K for three year olds; and within the City to fund a Childcare Assistance Program for City employees.

Implementation Challenges & Considerations:

- It is critical to evaluate existing childcare availability in each station area so that we can understand the need for and feasibility of increasing high-quality, affordable childcare (where it is deemed an environmentally safe site to locate childcare) that is transit-accessible. This could be an aspect of incentivizing affordable ground floor space and other real estate strategies. This evaluation will also help us understand to what extent existing childcare centers that accept subsidies are or are not located in transit-accessible areas.

- The Children's Funding Project is a planned initiative funded by Austin Public Health in partnership with United Way for Greater Austin that will help provide a better picture of existing unmet needs around childcare and support efforts to build local strategic financing capacity for early care and education. The anticipated outcomes of the Children's Funding Project are a Fiscal Map of Early Childhood programs, Early Childhood programs Cost Estimation and Gap Analysis, and recommendations and options for sustainable revenue generation. This work will be important to consider as this policy tool is implemented.

- Consider highlighting the value of existing public and private employers that provide childcare services and their impact on employee retention and satisfaction, including CapMetro's existing childcare center. Public agencies should gain an understanding of the necessity, convenience, and benefit to providing employees with quality work-adjacent childcare services and set an example for and/or incentivize other sectors to provide these services.

- High-quality childcare is childcare that has a Texas Rising Star 4-star quality rating, is an Early Head Start or Head Start, or is nationally accredited—the most common accreditations are administered by the National Association for the Education of Young Children (NAEYC) and the National Accreditation Commission (NAC). CapMetro childcare services meet the requirements of national accreditation standards. For instance, this means the service is of high quality, includes healthy, well-balanced meals, and is supportive of holistic child development.

- Currently, the number of care givers who obtain employment while receiving childcare assistance is not tracked in our region. Understanding the impacts on families' quality of life and economic mobility opportunities through utilizing childcare subsidies will be important as this tool is implemented.

Success Metrics:

- Overall number and percentage of children enrolled in high-quality Early Care and Education (ECE), broken down by demographics, such as race and ethnicity, to understand the number and percentage of BIPOC households enrolled.

- Overall percentage and number of full-day ECE programs that receive Texas Rising Star rating 4 or higher and that serve children from birth to five years old from families with low household incomes, especially that are transit-accessible.

- The number of seats created in childcare centers owned by BIPOC business owners, especially in childcare centers that are transit-accessible.

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Housing Affordability

Financing Tools
- Developing and Augmenting Housing Funds for Preservation & Creation of Affordable Housing
- Land Acquisition for Affordable Housing
- Community Land Trusts & Other Shared Equity Homeownership Models
- Abatement-Financed Housing Acquisitions & Joint Ventures
- Capacity Building for Community Benefits

Land Use Strategies
- Inclusive ETOD Overlay
- ETOD Requirements for Accessory Dwelling Units
- Soft Density By Right

Homeownership and Tenant Support
- Supporting Tenants' Right to Counsel
- Expansion of Existing Preference Policy
- Expanded Down-Payment Assistance Funds
- Expanded Home Repair Programs
- Emergency Direct Rental Assistance

Developing and Augmenting Housing Funds for Preservation and Creation of Affordable Housing

Implementation Lead
City of Austin Housing and Planning Department; CapMetro/ATP Development and Real Estate

Partners
Austin Housing Finance Corporation; Austin Housing Conservancy

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D

ETOD Goals
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Financing Tools

Description: CapMetro and the City of Austin should consider creating a new ETOD Housing Fund in partnership with a third-party administrator that is solely focused on preserving and developing affordable housing around the transit corridors. This proposed fund should be open to capital from private corporations, financial institutions, and philanthropic institutions to minimize its reliance on public resources (current Austin housing funds are capitalized by public funds). Austin's ETOD Housing Fund should have three goals:

1. Fund the preservation of existing naturally occurring affordable housing;

2. Fund the preservation of expiring regulated affordable housing; and

3. Provide pre-development funding for affordable housing projects developed on CapMetro- and City-owned land.

Local government agencies, non-profits, and developers can use affordable housing funds to preserve existing affordable housing or acquire land parcels for future residential development. These funds require a significant amount of capital but can be highly effective in maintaining long-term affordability, particularly for households earning 30% to 60% of MFI. Developers emphasized the critical need for gap financing to complement other financing sources in affordable housing preservation and production given rising land and construction costs. Deeper affordability can be achieved through grants that accompany low-cost financing and funding. Trust funds that disperse funds are usually administered by boards or third parties.

Examples of affordable housing preservation funds include MARTA's Greater Atlanta Transit Oriented Affordable Housing Preservation Fund which has helped preserve over 200 units within half a mile or a 10-minute walk or roll from a transit station. Pre-development funds that leverage private-public partnerships are also being leveraged by MARTA in partnership with Goldman Sachs and Morgan Stanley to enable the construction of new affordable developments near transit. Similar pre-development funds have also been developed and implemented by organizations like Amazon through its Amazon Housing Equity Fund,

and by the King County Housing Authority.

Affordable Housing Preservation Funding

The Blue and Orange Line Corridor alone is home to over 100 apartment buildings with naturally occurring affordable housing at risk of rent escalation. It is critical to focus efforts on preserving the affordability of existing buildings. Preservation funding can provide low-cost debt or equity to support acquisition and conversion of affordable market-rate housing into deed-restricted affordable housing. The Blue and Orange Line Corridor also contains 49 buildings with deed-restricted affordable housing units. Preservation funding can help developers and non-profits maintain the affordability of units with expiring Low Income Housing Tax Credits (LIHTC), thereby avoiding the loss of affordable rental opportunities within half a mile of a Project Connect station.

Pre-development Funding

Pre-development funds can provide flexible financing for the development of affordable housing on CapMetro and City-owned land. Pre-development funds utilize revolving structures with self-replenishing pools of money, utilizing interest and principal payments on old loans to issue new ones. Revolving funds can stimulate the development of housing targeting households making 30-120% MFI. They are also useful tools to promote the feasibility of small affordable housing projects (<60 units).

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Austin already has a number of affordable housing preservation funds:

- The City's Affordable Housing Trust Fund has invested $14.6 million since its inception in 1999.

- The Austin Housing Conservancy, an open-ended social impact private equity fund, pools funds from Community Reinvestment Act bank programs, high net-worth individuals, and foundations to preserve affordable housing.

- The Austin Affordable Housing Corp, a subsidiary of Austin's Housing Authority, partners with for-profit developers through joint ventures to purchase market rate housing and convert it into affordable units.

- The Austin Housing Finance Corporation has used three voter-approved General Obligation bonds over the last two decades, along with other local funds as well as annual federal grants, to award over $200 million in gap financing for affordable housing developments.

The proposed ETOD fund would differ from existing funds in Austin by focusing its efforts only in and around transit corridors. It could be further differentiated through a focus on debt-based capital sources.

Implementation Challenges & Considerations:

- Increases in interest rates and land and construction costs have diminished the effectiveness of existing public funding mechanisms for affordable housing

development and preservation. Developing gap-financing structures that leverage private funding and enable the simultaneous use of federal and local funds will be critical in making affordable housing development and preservation feasible in Austin. To achieve the goal of preserving the remaining stock of naturally occurring affordable housing, CapMetro and the City could:

- Create an immediate-term affordable housing preservation plan which identifies properties with naturally occurring affordable housing units along the corridor that the City and CapMetro could purchase to preserve as deed-restricted affordable housing.

- Identify potential partnerships with federal agencies, private corporations, and philanthropic institutions to capitalize a housing preservation fund.

- Identify a fund manager with the capacity to underwrite, distribute, and oversee the funds. The requirements of existing and proposed affordable housing financing programs should be aligned with the criteria of federal and state funding opportunities to increase the financing opportunities of preservation and development projects.

- It can be a significant burden for non-profits to understand their eligibility for and identify existing and new funding sources to support affordable housing developments. The City should continue exploring ways to make funding opportunities and eligibility clear and build the capacity of small non-profit developers to adequately combine different funding sources.

Success Metrics:

- Dollars invested by private and philanthropic institutions to the ETOD Fund.

- Number of naturally occurring affordable housing (NOAH) units converted from market into deed-restricted affordable units.

- Number of preserved deed-restricted affordable units where affordability was about to expire.

- Number of affordable units developed at 30%, 50%, & 60% MFI supported by ETOD funds.

Land Acquisition for Affordable Housing

Implementation Lead
City of Austin Housing and
Planning Department

Partners
Austin Housing Finance
Corporation; Austin Housing
Conservancy; Austin Affordable
Housing Corporation; non-profit
fund managers

Timeline
Commence Planning and Design:
Within 1 year (process already
underway)

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D, X

ETOD Goals
1. Enable all residents to benefit
from safe, sustainable, and
accessible transportation
3. Preserve and Increase
Housing Opportunities that are
Affordable and Attainable

Strategy: Financing Tools

Description: The City of Austin needs to be proactive and strategic in purchasing land and properties containing existing naturally occurring affordable housing stock around the transit corridor with the explicit aim of preserving and developing affordable, transit adjacent communities. Real estate appreciation in Austin will only accelerate around Project Connect stations given the value created by transit proximity. To mitigate displacement pressures, the City should aggressively pursue acquisition opportunities around the proposed transit stations, while avoiding duplication of efforts with non-profit and affordable housing developers that share the objective of maximizing affordable housing production. Priority should be given to parcels appropriately sized for new housing development, parcels in priority areas that would be too expensive for affordable housing developers, and parcels along the Rapid Bus lines that will face larger affordability and displacement pressures in the future. To accomplish this, the City needs to develop nimble purchasing procedures that enable rapid action when private land goes on the market.

Building affordable housing near quality transit is important because transit lessens the need for additional car ownership. As the number of available parcels near the transit stations diminishes through redevelopment, supporting land acquisition is an important way to influence where affordable housing is placed. By controlling the land, acquisition allows the City to achieve a higher percentage of affordable units for longer terms and at deeper levels of affordability. The City of Austin should focus on achieving deep levels of affordability, which is a key area of need. In selling, leasing, or developing the land, the City can partner with private developers, non-profits, community land trusts, or other entities with experience in producing affordable housing. Public agencies can be particularly valuable in acquiring and holding smaller parcels for future assemblages for a larger development, as private affordable developers would not have the capital to be able to do so.

An effective mechanism for land purchasing in TOD areas is showcased by the District of Columbia's Public-Private Affordable Housing Preservation Fund. The fund was launched in 2017 through an initial $10 million in local funds with a goal of leveraging an additional $70 million in private funding for short-term bridge acquisition and pre-

development financing. This fund enables public agencies and non-profit organizations to partner and compete in the open market to purchase land earmarked for affordable housing development.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Acquiring and earmarking publicly owned land for affordable housing is legal in Texas according to Title 8, sec 272.001, paragraph g of the Local Government Code. In 2018, the City raised $100 million allocated to land acquisitions through the Proposition A Affordable Housing Bond. This precedent lays out a framework for the use of bonds to finance land acquisition. More recently, in November 2020, Austin voters approved $300 million in anti-displacement investments over the next 13 years. To date, $23 million has been earmarked for land acquisitions, including $8 million in loans to support affordable housing preservation and development projects by non-profits through the Community Acquisition Program. The remaining $15 million is being used by the Austin Housing Finance Corporation to acquire multifamily properties along Project Connect corridors.

Implementation Challenges & Considerations:

- Recent increases in construction costs, interest rates, and land prices will require larger funding allocations to make affordable housing development feasible. Funding earmarked for land acquisition in future affordable housing bonds should keep pace with inflationary and market pressures in Austin. The City of Austin should analyze the feasibility of including funding for purchase of land around transit corridors in future affordable housing bonds.

- Forming joint ventures to pursue development opportunities can be a slow and complex process. Streamlining these joint-venture processes to allow the City of Austin to rapidly purchase and dispose of land can accelerate production of affordable and mixed-income housing.

- When bidding on available parcels, the City of Austin should avoid competing with affordable housing developers who can afford the land and have a similar goal of building income-restricted housing.

Success Metrics:

- Number of affordable units developed at 30-60% MFI on publicly owned land.

- Number of preserved deed-restricted affordable units where affordability was about to expire.

- Number of naturally occurring affordable housing units converted from market rate into deed-restricted affordable units.

Community Land Trusts & Other Shared Equity Homeownership Models

Implementation Lead
City of Austin Housing and Planning Department; Austin Housing Finance Corporation

Partners
For-profit and non-profit developers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D, E, F, G, H, M

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Financing Tools

Description: Austin Housing Finance Corporation, with support of the City of Austin, should consider expanding the Austin Community Land Trust program to increase the supply of home-ownership opportunities for low-income households. Along with Limited Equity Cooperatives and Deed-Restricted Homeownership, Community Land Trusts (CLTs) are one of the three main shared equity models in the US. Shared equity programs facilitate homeownership for low-income households by decreasing the costs of home purchases. These models can allow for affordable development in areas where density is limited by zoning and other regulatory challenges. CLTs and deed restricted models can introduce long-term affordable options in primarily single-family housing neighborhoods.

Community Land Trusts create homeownership opportunities for moderate-income households by allowing buyers to purchase a home and lease the land for a small monthly fee. By taking the cost of the land out of the real estate transaction, land trust homes are more affordable than houses on the open real estate market. CLT's provide access to quality housing for low- and moderate-income families and keep housing affordable for future buyers by controlling the resale price of the houses on CLT land through a 99-year renewable ground lease and resale formula.

Limited Equity Cooperatives (Co-Ops) allow families to purchase a partial stake in a multifamily property through shares of a cooperative corporation that owns the entire housing complex. Each member of the cooperative receives a right to occupy one unit, as well as a vote on matters of common interest. Cooperative members share responsibility for maintaining common areas and admitting new members. Share prices are set by a formula contained in the co-op's bylaws, subscription agreement, and stock certificates. Co-ops promote housing affordability by allowing families with low and moderate incomes to own their homes, decreasing their exposure to rapid rises in rents. Co-op models can be an effective tool to create both homeownership and housing stability, thereby reducing the displacement pressures associated with rapid rent growth.

Deed-Restricted Homeownership promotes long-term affordable homeownership by subsidizing the initial purchase of a home in exchange for limitations on the future sale

price of the home. These restrictions require that the home be sold, and eventually resold, to buyers meeting certain qualifications—for example, incomes below 80 percent of the area median—at an affordable price as defined according to a formula set in the deed restriction or covenant. These mechanisms allow for the preservation of affordable homeownership opportunities.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The Austin Community Land Trust program is operated by the Austin Housing Finance Corporation and targets first-time homebuying households earning less than 80% AMI. The program has an initial stock of 44 homes, which will be sold via a lottery to eligible applicants. The program seeks to lower the cost of homeownership and improve housing security.

Austin's Housing Finance Corporation also helps funds community partners like the Guadalupe Neighborhood Development Corporation (GNDC) which operate their own CLT programs. These independent operations could be bolstered through further partnerships with City programs as a means of enhancing the affordability of CLT transactions. GNDC has 112 units in its CLT pipeline.

A number of co-ops already operate in Austin today whose missions focus on providing attainable homeownership:

- Community Housing Expansion of Austin (CHEA) creates and sustains co-ops by overseeing long-term financial planning, maintenance plans, and legal compliance of its communities; currently, two properties (Sasona Coop in South Austin and La Reunion Coop in North Austin) operate under CHEA.

- Asociacion de Residentes de North Lamar is a Resident-Owned Community (ROC) of manufactured homes, organized through a partnership with ROC USA (a national non-profit created to guide manufactured home communities through the cooperative agreement process.

- Boomers Collaborative Foundation (BCF), an Austin-based non-profit focused on a holistic approach to seniors and aging in place, is working towards completing planning for their first shared equity affordable senior housing cooperative located in Crestview Village near the Project Connect Red Line and future Orange Line.

- The Texas Rural Cooperative Center has been working with the City of Austin Economic Development Department on supporting small and mutually owned businesses, especially cooperatives, by providing training and coaching to cooperative boards of directors to advance success and efficiency as well as assist with start-up, expansion, and operational improvements.

While this list is not exhaustive of all the successful cooperative organizations and properties in Austin, it does provide evidence that limited equity cooperatives are a viable, sustainable and attainable homeownership solution for individuals and families. Partnering with existing organizations who promote cooperative living and business models to create new opportunities for homeownership, affordability, and housing stability can strengthen the implementation of this tool.

Implementation Challenges & Considerations:

- CLT programs are most impactful for moderate-income households who can cope with the financial burdens associated with homeownership. The impact of CLT programs for low-income households is limited without further subsidies.

- Affordability potential of program could be enhanced by facilitating the layering of existing home purchasing subsidies like down-payment assistance in CLT transactions.

- CapMetro and the City of Austin should consider leasing or donating vacant land to the Austin Community Land Trust to facilitate the development of low-income homeownership opportunities around the transit corridor.

- Shared-equity housing programs require long-term capital commitments in the form of long-term, low-cost, land leases. Program design and calibration might entail trade-offs between enabling wealth creation opportunities vs. maintaining long-term affordability.

Success Metrics:

- Number of moderate-income households that purchase a home through a CLT.

  - This data should also be broken out to understand the number of BIPOC-headed households accessing shared equity homeownership opportunities.

- Homeownership retention rate for low- and moderate-income households 5-10 years after purchasing a home through a CLT, which may be verified through Travis County parcel data or survey follow ups with program participants.

- Number of households and/or individuals served by cooperative properties.

  - This data should be broken down demographically to understand the number of BIPOC households that are served by cooperative housing.

  - This data should be broken down demographically to understand the number of households of different ages and abilities that are served by cooperative housing.

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Abatement-Financed Housing Acquisitions and Joint Ventures

Implementation Lead
City of Austin Housing and Planning Department; Austin Housing Finance Corporation; Housing Authority of the City of Austin; Travis County

Partners
For-profit and non-profit developers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D, E, F, G, H, M

ETOD Goals
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Financing Tools

Description: The Housing Authority of the City of Austin, the Austin Housing Finance Corporation, and the City of Austin should expand its abatement-financing programs for affordable housing preservation and development with a focus on encouraging deeply affordable units (e.g., at 30-60% MFI). High property taxes relative to the cash flow on affordable multifamily properties represent a disproportionately large part of operating costs, placing a burden on the viability of the property, and making it difficult to maintain multifamily properties at affordable rent levels. High property taxes also discourage property owners from engaging in property renovations because the owners will have an even higher tax bill from the improvements. To address this problem, tax abatement and tax exemption programs for affordable multifamily properties provide important incentives for owners to repair and renovate their properties and to preserve their properties as long-term affordable housing. Publicly owned properties in Texas are tax-exempt, reducing the fixed costs of rentals, and unlocking potential affordability. Public agencies can leverage this exemption by partnering with for-profit and non-for-profit developers to purchase market-rate housing complexes via joint-ventures and converting them into deed-restricted affordable units without the need of direct public funding.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The Housing Authority of the City of Austin (HACA) and the Austin Housing Finance Corporation (AHFC) already have joint-venture tax abatement programs which allow them to partner with for-profit and non-profit developers and investors to purchase market-rate housing and turn it into affordable housing. By maintaining public co-ownership of the asset, the property is exempt from property taxes, thereby providing an abatement to the private owner and operator. Since 2012, HACA in particular has purchased over 2,100 units, converting half of those into affordable housing for households earning 30%-120% MFI. HACA and the AHFC can expand their tax-abatement financing programs program as it has been a promising way to create new deed restricted affordable housing in the immediate term. However, HACA and the AHFC should propose and seek ways to enhance income targeting for households between 30% to 60% MFI.

Implementation Challenges & Considerations:

- Public agencies should maximize the use of public funding by enhancing income targeting requirements to emphasize households between 30% to 60% MFI and strengthening partnerships with local non-profits who can use the program.

- Public agencies need to be proactive in securing partners with compatibility around goals and values.

- Public agencies should prioritize the development of standardized joint-venture processes to reduce lengthy permitting processes and increase efficiencies in the development of recurring transactions. This will increase the viability of projects, as well as enable the City to act rapidly when acquisition opportunities go on the market.

Success Metrics:

- Number of housing units converted from market-rate into deed-restricted affordable units through tax-abatement financing.

- Number of affordable units developed with tax-abatement financing.

- Percent difference between the rents of abatement-financed deed-restricted affordable units vs comparable market rate units. The higher the discount, the deeper the affordability, and the better return the public sector receives from the abatement subsidy.

Capacity Building for Community Benefits

Implementation Lead
City of Austin Housing and
Planning Department

Partners
CapMetro; Financial institutions;
Philanthropic foundations; Major
employers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D, E, F

ETOD Goals
2. Help to Close Racial Health
and Wealth Gaps
3. Preserve and Increase
Housing Opportunities that are
Affordable and Attainable

Strategy: Financing Tools

Description: The City of Austin's Displacement Prevention Team should evaluate measures to facilitate the establishment of neighborhood and community groups capable of negotiating community benefit investments with developers and companies relocating into Austin. Austin's appeal as a technology hub is attracting investment from many different companies. Samsung, Tesla, Oracle, and Apple are among the technology companies expanding their footprint in the city. While these corporate relocations are contributing to economic growth of the city, they are also creating upward pressures on housing costs. Community coalitions can help lead advocacy efforts that encourage and incentivize companies to invest in the affordability of the communities that surround them through contributions to housing funds and other community benefits.

A Community Benefits Agreement (CBA) contractually requires a developer to provide certain community benefits as part of the construction of a development. These benefits might include amenities like public space, environmental mitigation, workforce development programs, and affordable housing/retail space. While it is illegal for the City to negotiate CBAs, neighborhood associations and other community organizations can. It is therefore critical to empower communities and neighborhood associations in Austin to negotiate Community Benefits Agreements with developers and private firms. This will require the development of a coalition-building framework that allows local organizations to reach agreements that provide investments in affordable housing. A coordinated effort could increase the negotiation power of individual neighborhood organizations, reduce displacement pressures, and ensure that Austin's economic growth can benefit communities of color and low-income communities.

Similar measures have been implemented by Portland's Healthy Communities Coalition (HCC) which is a group of 20+ community organizations focused on negotiating community benefit agreements with developers to ensure that private investments in the city have a broad positive impact for historically underinvested communities. Most recently, HCC negotiated a legally binding CBA with the developer of a 32-acre redevelopment project in downtown Portland. The agreement calls for the creation of 800 new jobs prioritizing BIPOC communities, and stipulations that affordable housing will compromise 30% of proposed units.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Neighborhood associations have been successful in reaching CBAs that require affordable housing investments from developers in the past. The City of Austin and non-profit partners could help incentivize these negotiations by providing resources that connect neighborhood associations and private companies with targeted opportunities to improve the city's affordability. The City could help identify "shovel ready" investments in affordable housing and infrastructure that could be easily adopted by developers and private firms as part of the CBA negotiations.

Implementation Challenges & Considerations:

- The negotiating power of neighborhood and community groups, including neighborhood associations is limited compared to that of the City. However, Austin's robust advocacy groups can develop strong coalitions capable of negotiating CBAs with corporations and developers.

- Finding an independent coordinating body to facilitate and enable negotiations between neighborhood and community groups and developers is critical. However, finding an actor to take ownership of this task may prove challenging.

- The City of Austin's Displacement Prevention Team and CapMetro need to identify community partners that can coordinate neighborhood and community groups in CBA negotiations.

- CBA negotiations could be facilitated by City agencies by developing resources and templates aimed to simplify negotiations between community partners, community associations, and developers and firms.

Success Metrics:

- Number of deed-restricted affordable housing units developed through community benefits agreements with companies.

- Dollar value of other commitments (e.g., workforce development support, scholarships) established through community benefit agreements with companies.

Inclusive ETOD Overlay for Affordable Housing

Implementation Lead
City of Austin Housing and
Planning Department

Partners
City of Austin Development
Services Department; CapMetro;
housing developers

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D

ETOD Goals
3. Preserve and Increase
Housing Opportunities that are
Affordable and Attainable

Strategy: Land Use Strategies

Description: The City of Austin Housing and Planning Department should design and seek City Council approval for a voluntary, inclusive ETOD overlay to facilitate the development of affordable housing. An inclusive ETOD overlay could provide a consistent, systemwide framework within which developers are provided with alternative regulatory standards and other incentives in exchange for the construction of affordable units. Overlays can offer more flexible dimensional standards (e.g., increased height), entitlement fee waivers, reduced parking requirements, expedited review, and other incentives to increase the feasibility of affordable housing production. Similarly, it can encourage the size of affordable units created to be larger to meet the needs of families of different sizes. The economics of the overlay should be carefully calibrated to neighborhood market conditions to understand opportunities for 1:1 replacement of existing NOAH properties that may redevelop if subject to the overlay. To disincentivize the redevelopment of income-restricted and NOAH units, the overlay at least in the short-term should be mapped to avoid application to these kinds of existing residential uses. The City should also explore other mechanisms to preserve existing multifamily housing, such as a system for transferring the development rights associated with these structures to less sensitive sites in exchange for the preservation of residential units.

Raleigh, NC is among the cities that have implemented a TOD overlay around their transit corridors. The overlay was adopted by City Council in 2021 and is eligible to be mapped to areas within a quarter mile of bus rapid transit stations. The zoning change implements a voluntary density bonus of 50% of additional height over existing base zoning for residential developments that reserve 20% of the bonus units as affordable at 60% AMI for 30 years. The policy recognizes the cost trade-offs between the number of affordable units, duration of affordability, and depth of affordability. To this end, this overlay provides a mechanism for developers to deliver a larger project near transit in exchange for providing affordable units which would otherwise not be delivered given state-level prohibitions in North Carolina on mandatory inclusionary zoning.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The City of Austin has multiple density

bonus programs to promote the development of affordable housing. The City has both neighborhood specific density bonus programs in Downtown, West Campus, East Riverside, and North Burnet Gateway, as well as citywide initiatives like the Affordability Unlocked Development Bonus Program and the Vertical Mixed-Use incentive program. As part of an overarching ETOD strategy, existing density programs around the transit corridor need to be recalibrated to ETOD priorities or superseded by the proposed ETOD overlay to mitigate the erosion of the existing affordable housing stock. Engaging developers and community partners will help the City of Austin understand both the strengths and shortcomings of current programs and develop an updated approach that offers attractive and effective incentives. Engagement to date suggests that the East Riverside Corridor overlay could be a good program to analyze first given its proximity to the planned transit corridor, and the program's identified shortcomings.

Implementation Challenges & Considerations:

- Current fee-in-lieu clauses in some programs encourage developers to pay into the City's affordable housing trust fund rather than building affordable units. Recalibrating the density bonus program should increase fees, which will incentivize more on-site affordable housing development and could help build a larger fund for the City undertake affordable housing projects.

- Austin's complex density bonus ecosystem is challenging for developers to leverage and for government agencies to regulate given the multiple programs currently active. The ETOD overlay can be an opportunity to align and reconcile existing programs sensitive to local market conditions.

- Mapping an ETOD overlay in stations with existing NOAH properties risks incurring a net loss of affordable housing units as the bonus program would be unlikely to yield 1:1 replacement of existing units without requiring a market-infeasible percentage of inclusionary units and/or a level of density that faces market and community hurdles. The overlay design process should evaluate the feasibility of incentives that promote, as close as possible, a 1:1 replacement of units affordable at comparable income levels so that existing residents are able to stay within their communities.

- The process of mapping the overlay must carefully consider treatment of residential versus commercial properties in station areas. At the same time, the opportunity to transfer the development rights associated with these properties could be important to preserving wealth-generation opportunities for local developers and landlords.

- The City of Austin should analyze the localized affordability needs of communities around the Project Connect transit corridors to tailor the affordability incentives to local market conditions and the need of existing communities.

Success Metrics:

- Number of affordable units developed at 30%, 50%, 60%, & 80% AMI in projects that leverage the proposed density bonus programs.

- Net increase of deed-restricted affordable units

- Net Increase in total affordable units (NOAH and deed-restricted units)

ETOD Requirements for Accessory Dwelling Units

Strategy: Land Use Strategies

Implementation Lead
City of Austin Housing and
Planning Department

Partners
City of Austin Development
Services Department; CapMetro;
housing developers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D, M

ETOD Goals
2. Help to Close Racial Health
and Wealth Gaps
3. Preserve and Increase
Housing Opportunities that are
Affordable and Attainable

Description: The City of Austin Housing and Planning Department, in partnership with the City's Development Services Department should streamline permitting procedures and promote existing mechanisms for providing low-cost financing for ADU development around the transit corridors, particularly in neighborhoods with higher BIPOC populations. Accessory Dwelling Units are additional living quarters located on single-family lots, with the living spaces independent from the primary home. ADUs can be built as separate structures or as part of the primary structure. ADUs are a relatively affordable way of increasing a city's housing stock, relieving some of the pressure in the market for affordable small units. They are a particularly useful tool for increasing the availability of housing in zones where constructing dense multifamily developments is prohibited by zoning regulations. When built around transit stations, ADUs can also provide walkable, transit connected housing options at affordable rent rates.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: While ADU development is legal in Austin, interested homeowners can experience lengthy and uncertain permitting processes which add to the barriers to development. Simplifying the permitting through a designated fast track review committee could help reduce the timeline and uncertainty associated with ADU development.

Barriers to ADU development could be further reduced by extending existing home financing programs to cover the costs of ADUs construction. By allowing homeowners to leverage programs like Austin's home repair loan to fund ADUs, the City could facilitate the development of missing-middle density in neighborhoods where denser housing is not allowed.

The deployment of these tools should prioritize neighborhoods with historically marginalized communities where increases in housing availability and wealth creation opportunities would have a greater impact.

Implementation Challenges & Considerations:

- The City Council recently initiated code amendments to ease barriers to ADU development; because parking is not required for ADUs within a quarter mile of transit, the passage of these amendments may encourage ADUs around ETODs.

- The City of Austin should explore incentives or other regulatory waivers to facilitate the construction of ADUs in transit-connected neighborhoods. For instance, the City could offer support in facilitating the installation of second electricity meters and other upgrades needed to provide an ADU as a rental unit.

Success Metrics:

- ADUs built in neighborhoods within a half mile radius from transit stations. This could be verified with ADU permitting data.

- Proportion of homeowners constructing ADUs that identify as BIPOC. This could be verified through surveys of participating homeowners.

- Proportion of homeowners constructing ADUs that identify as moderate- or low-income. This could be verified through surveys of participating homeowners.

Soft Density By Right

Implementation Lead
City of Austin Housing and Planning Department

Partners
City of Austin Development Services Department; Housing developers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D, M, R, Y

ETOD Goals
1. Enable all residents to benefit from safe, sustainable, and accessible transportation
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Land Use Strategies

Description: The City of Austin Housing and Planning Department should legalize the development of soft density typologies (like townhomes, duplexes, triplexes, and fourplexes) in single-family districts proximate to Project Connect stations, thereby creating denser housing across Austin. Allowing and encouraging more types of housing in single-family districts/neighborhoods particularly near employment and transit hubs can help decrease inflationary pressures in the housing market by facilitating the construction of multiple smaller and more affordable units in single family lots. "Soft Density" refers to various attached housing types, which can accommodate more households and provide smaller units for residents. Legalizing and incentivizing soft density can be an effective tool to increase the overall number of housing units in Austin housing stock.

In January 2020, the City of Minneapolis approved a new Comprehensive Plan that unzones many areas zoned for single-family to allow for duplexes and triplexes. The City of Portland approved a similar policy later in 2020, legalizing up to four homes on most residential lots in the city. The legislation also includes a further density option, where four to six homes can be built on a lot if at least half are affordable to low-income households.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: While Austin has multiple density bonus programs, there is no citywide policy to promote soft density by right across the majority of single-family neighborhoods. There are no state laws that bar the City of Austin from implementing soft density by right policies through its zoning and land use ordinances.

Implementation Challenges & Considerations:

- Existing zoning code, permitting processes, and review practices need to be updated to enable homeowners and developers to take full advantage of the legalization of soft density (e.g., by increasing the number of units a property owner can include and still qualify for the simplified residential review process). This may require a public process and a final approval by City Council.

- If implemented at a limited scale, the tool may have a limited impact on housing prices and development patterns.

- Soft density will not directly support the production of deed-restricted affordable units. In the design of this tool, the City could explore voluntary options for futher permitted density in exchange for affordability.

Success Metrics:

- Number of multi-unit developments built on lots that were previously zoned as single-family only.

Supporting Tenants' Right to Counsel

Implementation Lead
City of Austin Housing and
Planning Department

Partners
Legal non-profits

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A

ETOD Goals
2. Help to Close Racial Health
and Wealth Gaps
3. Preserve and Increase
Housing Opportunities that are
Affordable and Attainable

Strategy: Homeownership and Tenant Support

Description: City Council should consider the passing of an ordinance guaranteeing tenant rights to counsel for everyone facing eviction in Austin. Such a mandate would increase access to legal support for communities at risk of eviction and displacement. Tenants' rights programs help low-income renters hold power over their housing and counter predatory and unjust practices. These tools can mitigate displacement pressures and homelessness by preventing evictions, especially for households living along transit corridors where rents will continue to increase. Actions to support tenants facing eviction include providing low-income tenants access to free legal counsel. Providing tenants with a right to counsel balances tenant-landlord power within court by providing resources to support mediation or court appearances. The cost of City-funded legal representation is typically far lower than the costs to provide shelters and services for unsheltered homeless residents who have been evicted. A City Council ordinance guaranteeing tenant rights to counsel in cases of eviction would make it necessary for the City to expand its existing programs operated through partnerships with community non-profits like Texas RioGrande Legal Aid (TRLA) and El Buen Samaritano to prevent illegal evictions and predatory practices around the ETOD corridor. Further engagement with implementation partners will be necessary to determine the most efficient way to increase access and program capacity.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: During the height of the pandemic, the State of Texas helped fund and coordinate legal support for tenants facing eviction. The State partnered with Volunteer Legal Services of Central Texas, a non-profit, to provide free counseling to tenants in eviction proceedings. According to Volunteer Legal Services of Central Texas, 80 percent of cases it has handled as part of this program have not resulted in an eviction ruling. The City of Austin could provide support to legal non-profits to enable further access to free legal services for tenants in ETOD station areas. As rents continue to increase in Austin, tenant counsel can be an impactful measure to supporting households already living near future Project Connect transit stations who are vulnerable to predatory housing practices.

Additionally, during the pandemic, the City of Austin's Housing and Planning Department contracted with Texas RioGrande Legal Aid to launch a new eviction representation program. The program provides legal representation for households facing eviction. In addition to the legal representation program administered by TRLA, the Department also launched the I Belong in Austin program which is administered by El Buen Samaritano. These two programs work in close collaboration with one another. The I Belong in Austin program provides funding for any negotiated settlements that are reached because of the court hearings. In the rare event that the agreed upon outcome is eviction, the I Belong in Austin program also provides tenants with funds for moving, storage and deposits and move-in fees for their new location. These programs have continued to be funded and operated beyond the pandemic.

Finally, with the $300 million anti-displacement funds, $20 million was allocated for Community Initiated Solutions. Vendors have been identified to provide tenant organizing and tenant right services for eligible households located along Project Connect lines and stations who also live in areas with a vulnerable, active, or chronic displacement risk.

A City Council ordinance guaranteeing access to legal representation during eviction proceedings would prompt these existing programs to expand their reach to communities in need, particularly around the ETOD transit corridor.

Implementation Challenges & Considerations:

- The passing of an ordinance by City Council guaranteeing tenant rights to counsel during eviction proceedings would require a corresponding allocation of additional funds to expand existing programs and partnerships to meet the needs of communities at risk of displacement.

- Further engagement with implementation partners will be necessary to determine the most efficient way to increase access and program capacity.

Success Metrics:

- Total number of households receiving eviction support and avoiding unjust eviction.

  - Number of BIPOC-headed households receiving eviction support and avoiding unjust eviction.

Expansion of Existing Preference Policy

Implementation Lead
City of Austin Housing and Planning Department; Austin Housing Finance Corporation

Partners
Housing developers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, K

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Homeownership and Tenant Support

Description: Austin's Housing and Planning Department should consider expanding its Preference Policy Pilot to cover all deed-restricted affordable housing units created though the City's suite of development incentives. Preferential housing policies grant qualifying households preferential access to affordable units in rapidly gentrifying neighborhoods based on factors like generational ties to a community, household size, disability, or no-fault eviction. Expanding this tool would allow more low-income households to remain or return to their communities of origin after being displaced. Preferential policies can be implemented for both rental and homeownership opportunities to preserve the cultural fabric of neighborhoods. The main goal of preference policies is to provide existing residents with opportunities to remain and benefit from the growth in their communities.

Preference policies have been implemented in cities like Portland, OR and Cambridge, MA to allow low-income households to avoid displacement or return to their communities after being displaced.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Austin's Preference Policy pilot provides a preferential access to community land trust units for:

1) households that reside or previously resided in gentrifying areas;

2) households with people with disabilities, and

3) households whose immediate family reside in the City.

Expanding the policy to cover units created through Austin's full suite of inclusionary housing programs could allow households currently living in and around the transit corridor who would be displaced, to stay in their communities, thereby mitigating the potential displacement from their communities, around Project Connect stations.

Implementation Challenges & Considerations:

- The policy by itself does not incentivize the creation of new deed-restricted affordable housing units.

- Preference criteria requires careful design to prevent Fair Housing Act violations.

- Consideration and potential prioritization for residents who operate small, home-based businesses that support ETOD Goals (such as childcare centers) could be considered when implementing this tool.

- Vetting and tracking program applicants would add new work for implementation leads and relevant partners without expanding their existing capacity.

Success Metrics:

- Number of low-income households that remain in or return to the city through deed-restricted housing with support of the preferential policy program.

Expanded Down-Payment Assistance

Implementation Lead
City of Austin Housing and
Planning Department

Partners
N/A

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B, C, D

ETOD Goals
2. Help to Close Racial Health
and Wealth Gaps
3. Preserve and Increase
Housing Opportunities that are
Affordable and Attainable

Strategy: Homeownership and Tenant Support

Description: The City of Austin should recalibrate and expand its existing down-payment assistance program to account for the appreciation of Austin's housing market. Down-payment assistance programs create wealth building and homeownership opportunities through either grants or low-cost loans for first-time homebuyers to help cover the deposit when purchasing a home. This kind of financial support is particularly important given Austin's rapidly escalating housing costs.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The City of Austin's Down Payment Assistance Program provides up to $40,000 in down-payment and closing cost assistance to eligible first-time low-income homebuyers for purchases within Austin's full purpose jurisdiction valued at or below $295,000. This limit is typically too low for households wanting to purchase a home around the ETOD corridor. Expanding the funding provided to the program, while also increasing the amount of assistance provided per eligible homebuyer and the total home purchase limit, would enable the program to be a more powerful tool in providing homeownership support, especially in neighborhoods that will be served by transit.

Implementation Challenges & Considerations:

• Expansion of the down-payment assistance program would require substantial funding.

• Home value limit in current program is too low to support homebuyers in Austin's escalating housing market, particularly in Project Connect transit corridors. Further analysis is required to identify revised, higher limits for both the home value limit and the amount of down-payment and closing cost assistance to be provided to enable more eligible low-income homebuyers to participate in the program.

- Consideration and potential prioritization for residents who operate small, home-based businesses that support ETOD Goals (such as childcare centers) could be considered when implementing this tool.

Success Metrics:

- Total number of households supported by the down-payment assistance program.

  - Number of BIPOC-headed households supported by the down-payment assistance program.

- Homeownership retention rate after 5-10 years, which may be verified through Travis County parcel data or survey follow ups with program participants.

Expanded Home Repair Programs

Implementation Lead
City of Austin Housing and Planning Department; Austin Housing Finance Corporation

Partners
City of Austin Development Services Department

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A, B

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Homeownership and Tenant Support

Description: The City of Austin should increase funding for the City's existing home repair programs administered by the City's Housing and Planning Department. Home repair programs, also known as owner-occupied home rehabilitation, provide grants or low-cost loans to help eligible homeowners make critical home repairs. In addition to expanding the pool of funds available, the City could consider providing deeper assistance to low-income households. These programs can facilitate the preservation of safe housing for low-income homeowners. With increased resources, the Housing and Planning Department could 1) expand the funds it disburses with a focus along transit corridors and 2) further promote the program among low-income households and seniors who may not be aware of the options.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The City of Austin has a variety of home repair programs available to low to moderate income homeowners. The grant programs include: Architectural Barrier Removal that provides up to $20,000 to improve accessibility for seniors and persons with disabilities;. GO REPAIR! provides up to $20,000 to address health and safety hazards; Minor Home Repair provides up to $5,000 for critical home repairs. Additionally, the City has a Home Rehabilitation Loan Program that provides up to $75,000 to bring properties up to Code. A lien is placed against the property. The loans are 0%-interest, require no monthly payments, and are forgiven at a prorated amount.

Implementation Challenges & Considerations:

• Residents most in need of home-repair grants often lack the knowledge and resources needed to apply to the programs. Increasing awareness of the programs, and application support for communities of color and low-income households could support program adoption among eligible households.

Success Metrics:

- Total households served by home repair programs. The number of households served should be compared to the total number of applicants per year.

- Number of BIPOC homeowners who leverage home repair programs. This could be measured by surveys of program participants.

- Homeownership retention rates for households that participate in the program 5-10 years after their participation. This may be verified through Travis County parcel data or survey follow ups with program participants.

Emergency Direct Rental Assistance

Implementation Lead
City of Austin Housing and Planning Department

Partners
To be determined through future solicitation processes

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
A

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Homeownership and Tenant Support

Description: The City of Austin should continue to expand its direct rental assistance programs to mitigate the displacement of low-income households living along the ETOD corridor. Emergency rental assistance provides significant economic relief to help low and moderate-income households at risk of experiencing homelessness or housing instability by providing rental arrears, temporary rental assistance, and utility arrears assistance. This can be a critical tool to support the affordability of transit-oriented communities in the short and medium term as the City and CapMetro accelerate their efforts of building deed-restricted affordable housing near Project Connect stations. Since the beginning of the pandemic, the City of Austin and City Council have implemented rent assistance programs. Most recently, City Council approved $8 million for FY22/23 which can be allocated for tenant stabilization services to include emergency rental assistance. Expansion of these programs could directly mitigate the displacement risk of low-income households living near Project Connect transit stations.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The City of Austin, in conjunction with implementation partners and federal funding from the U.S. Department of the Treasury, launched the RENT Assistance Program to assist low-income families unable to pay rent during the height of the COVID-19 pandemic. The program was operated by the Housing Authority of the City of Austin (HACA) and covered up to 18 months of rent incurred between April 2020 through December 2021. This included past and present rent, late fees, and up to 3 months of future payments. While all the funding for the program has been distributed, it set a successful precedent for the potential of direct rental assistance in Austin. A permanent emergency direct rental assistance fund can be a critical tool to prevent the displacement of low-income households impacted by rising housing costs in Project Connect station areas. It could serve as a critical safety net for people who can get reconnected with employment opportunities through access to safe and reliable transit.

Through the $300 million anti-displacement funds, $20 million was allocated for Community Initiated Solutions. Vendors have been identified to provide tenant stabilization services to include emergency rental assistance for eligible households located along Project Connect lines and stations who also live in areas with a vulnerable, active, or chronic displacement risk.

Most recently, City Council approved $8 million for FY22/23 which can be allocated for tenant stabilization services to include emergency rental assistance. These funds will be used for a citywide emergency rental assistance program. Funds will be available after a solicitation is issued and a vendor selected to operate the program.

As rents along the ETOD corridor continue to increase, direct rental assistance programs can be a critical tool to prevent the displacement of low-income households who are to benefit the most from improved access to transit.

Implementation Challenges & Considerations:

- Emergency rental assistance is a short-term solution that requires substantial resources to help communities at scale. As rents continue to increase in Austin, it can be an impactful measure to support households already living near Project Connect transit stations or for those desiring to live close to opportunities around transit in the future.

- Emergency rental assistance should be paired with case management to address ongoing needs, which could include a partnership with Austin Public Health social service centers.

- Direct rental assistance programs do not directly support the development of new deed-restricted affordable housing.

- The City of Austin, in coordination with implementation partners, should identify sources of public and private funding that can improve the feasibility of this program.

- The City of Austin Housing and Planning Department should continue to develop partnerships with community partners to provide tenant stabilization services to households in need.

Success Metrics:

- Number of low-income households served by program.

- Number of BIPOC-headed households served by program.

- The Housing and Planning Department should also track longer-term outcomes for households after using emergency direct rental assistance to determine how successful the program is in preventing displacement. If possible through follow-up surveys or case management activity, the Housing and Planning Department could track if households are still in their homes after 3 months, 6 months, and 1 year.

Mobility

Transportation Demand Management
- ETOD Mobility Program (for New Site Users)
- Legacy Mobility Benefits Program (for Existing People & Businesses within Station Areas)
- Enhancing First/Last Mile Service to Stations
- Universal Basic Mobility Pilot
- Community Car Program

Mobility Infrastructure Improvement
- Equitable Station Access Strategy
- Mode Split Goal for Each Station

Parking Management
- Phased Parking Requirement Reduction in ETOD Zones
- Park & Ride Parking Management
- Shared Parking Requirements/Public Participation Program

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ETOD Mobility Program (for New Site Users)

Implementation Lead
City of Austin Transportation Department; CapMetro; Movability

Partners
N/A

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
N, P

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Transportation Demand Management

Description: Programs that provide mobility benefits and reduce household travel (and housing) costs are a strong fit for ETOD site users, and City of Austin Transportation Department, CapMetro and Movability can collaborate on their implementation. Program packages could cover a variety of site users beyond employers (residential, business, and customer travel needs all vary). Amenities with highest synergies are likely to include free and reduced transit passes, unbundled parking costs, accessible bicycle parking and repair facilities, real-time transit information displays, and improved signage. Travel demand management (TDM) programs often involve some marketing, incentives, and campaigns, which can reference station area existing businesses when possible. TDM program features can consider critical community benefits that have an impact on a broader definition of accessibility, such as childcare and station stroller/storage features. Successfully implementing a TDM program can advance equity goals by making transit a viable option to many individuals who would otherwise not be able to utilize it, increasing the mobility of community members while potentially also helping reduce single-occupant vehicle trips in the city. A successful TDM program will need to consider the community's needs and devise solutions to effectively respond to them, benefiting from a strong marketing and education campaign and funding. TDM programs can be initiated in the short-term but provide flexibility to remain viable for the long-term, adapting to changing conditions and responding to future circumstances as needed.

Transit agencies have not typically led TDM package creation, although they can –and should – be strong partners for successful TDM implementation. However, elements are commonly adopted in various policy frameworks: e.g., reduced/no parking in station area zoning overlays. An example of a transit agency working to implement TDM is the San Francisco Municipal Transportation Agency's (SFMTA) TDM Program Framework effort, which focuses on three areas: "land use and policy coordination, citywide parking demand management, and customer oriented travel choice marketing, education and outreach." SFMTA's efforts include actively working to build partnerships to advance TDM, educating the public about transportation options, and even "managing on-street and off-street parking pricing to ensure optimal usage and availability."

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Yes. Austin has a regional Transportation Management Association (TMA), Movability, that manages TDM programs primarily for large employers across the city. The City of Austin also has a TDM program—Get There ATX—that has previously implemented neighborhood-level TDM programs in partnership with CapMetro over the last decade or so. Additionally, the City of Austin has recently enacted heightened requirements for new development to participate in existing or site-specific TDM programs.

Implementation Challenges & Considerations:

- Existing TDM requirements lack enforcement power for new development. Implementation leads can explore administrative changes to policies affecting TDM in Austin to increase incentives, such as requiring submittal of an annual review. Similarly, study whether additional requirements can enhance TDM efforts. This effort can be led by the City of Austin in partnership with Movability.

- Implementation Leads can consider including data collection requirements (semi-annually or quarterly) during the first years after implementation to determine whether TDM elements are being provided by developers.

- It is important to continue to engage with developers to show how the requirements benefit them and how to implement new TDM requirements.

- TDM initiatives led by the City of Austin and Movability can be further built on to include ETOD-specific TDM considerations.

- Funding sources and partnerships will need to be identified for TDM implementation.

- Consider further fostering partnerships with large and medium-sized employers (as well as with owners/tenants of larger commercial buildings) to develop TDM plans with specific targets for single-occupancy vehicle trip reduction and to provide incentives to encourage employees to utilize transit and other alternative transportation modes.

Success Metrics:

- Number of community members participating in TDM programming, broken out by BIPOC and other priority populations when possible.

- System ridership will be another important factor to show the overall impacts of this program, though it cannot be directly attributed.

- Non-single occupant vehicle (SOV) travel share within Census geographies near stations.

- Participation in MetroWorks, CapMetro's bulk purchasing plan that allows organizations to offer employees and students discounted transit passes.

Legacy Mobility Benefits Program (for Existing People & Businesses within Station Areas)

Implementation Lead
City of Austin Transportation Department; CapMetro; Movability

Partners
N/A

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
N, P

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Transportation Demand Management

Description: Austin Transportation Department, CapMetro, and Movability can collaborate on the development of legacy mobility benefits programs, similar to a broader ETOD Mobility Plan, to reduce household travel (and housing) costs. Audience and features would be broadened from ETOD site residents to include existing study area residents and businesses with a goal of enhancing affordable access and mobility to businesses and destinations. Program features for this audience could include free or subsidized transit passes, access to ETOD on-site mobility-enhancing amenities, and information, personalized coaching, or marketing about how to use the system and potential destinations. This package also can benefit from a community co-creation process—working with existing community members to tailor mobility benefits to their lived mobility experiences and hurdles.

This program would apply similar community-responsive principles used for major transit line construction mitigation across the country (like NYC 2nd Ave Subway, Chicago) but with an ongoing Transportation Demand Management program lens. The community co-creation process has precedent in the Seattle Department of Transportation (SDOT) racial equity office approach to TDM programming.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Yes, this could be considered a more targeted version of the existing Get There ATX TDM program.

Implementation Challenges & Considerations:

- A Legacy Mobility Benefits Program fits in well with established priorities and programs but will require significant coordination in co-creating, implementing, and operating.

- The community will be a key implementation partner and it will be important to co-create programming and incentives to meet their needs. Therefore, building trust with the community and deploying "boots on the ground" for the administration and operation of this program will be key.

- Securing an ongoing funding source is biggest feasibility challenge. Large employers

and new development typically have more resources to devote to TDM programs. Increased bonus entitlements within ETOD study area could be leveraged, although those could compete with other community benefits.

- Important to define catchment area, create detailed mobility benefits package, identify sustainable/ongoing funding plan, and have structure in place in advance of station opening; or, parlay construction mitigation communications and planning into mobility benefits communications ahead of line/station opening.

- Funding sources and partnerships will need to be identified for TDM implementation.

- To assist in defining catchment area for Legacy Mobility Benefits Program, review previous Get There ATX and Smart Trips work to understand which neighborhoods have already been targeted. Reviewing recent large development applications is also important, since aspects of TDM have been included in Traffic Impact Analysis mitigation requirements in many of these in recent years. Due to recent growth, it may be time to follow up with some neighborhoods or check in to see how participants have continued to use alternate modes.

Success Metrics:

- Number of community members participating in TDM programming, broken out by legacy and BIPOC populations when possible.

- System ridership will be another important factor to show the overall impacts of this program, though it cannot be directly attributed.

- Non-single occupant vehicle (SOV) travel share within Census geographies near stations.

- Percentage of area residents participating in (and businesses providing) discounted transit pass programs – similar to participation in MetroWorks, CapMetro's bulk purchasing plan that allows organizations to offer employees and students discounted transit passes.

Enhancing First Mile / Last Mile Service to Stations

Implementation Lead
City of Austin Transportation
Department; CapMetro;
Movability

Partners
Ride-hailing companies (e.g.,
Lyft, Uber, etc.)

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
During Transit Construction

Active Period:
Duration of Transit Construction
and then Ongoing

City Council Goals
N, P

ETOD Goals
1. Enable All Residents to Benefit
from Safe, Sustainable, and
Accessible Transportation
2. Help to Close Racial Health
and Wealth Gaps
4. Expand Access to High-Quality
Jobs & Career Opportunities

Strategy: Transportation Demand Management

Description: CapMetro, Movability, and ATD (in collaboration with existing ride-hailing companies) can work on the implementation of a variety of programs to provide first and last mile services to stations, from promoting MetroBike, CapMetro's public bike-share provider, to offering reduced-cost fares for ride-hailing services. Often, transit service is not the first choice of would-be riders due to the difficulties associated with reaching their nearest bus stop/station or due to the long journeys that they might find once they've arrived at the nearest transit stop to their final destination. First and last mile services aim to enhance the rider experience by improving access between a rider's origin/destination and transit service.

For example, in the Dallas area, DART provides door-to-door on-demand service through GoLink. GoLink provides service to customers traveling within thirty-two different service zones, covering a large sector of DART's service area and connecting customers to key destinations, rail stations, and transit centers. A partnership with Uber allows riders to choose UberPool shared rides for added flexibility. DART has also partnered with the Southern Dallas County Inland Port Transportation Management Association to provide GoLink service at the Inland Port Connect Zone, an area of Dallas County with limited transportation options, but where hundreds of employers are located and provide more than 30,000 jobs.

Additionally, the Los Angeles County Metropolitan Transportation Authority has implemented a similar on-demand service program, Metro Micro, with eight different service areas across the LA metro. Similarly, CapMetro's pickup service, Metro Micro, provides a maximum wait of 15 minutes from reservation to pick up, with small vehicles (of up to 10 riders) providing the service.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: CapMetro provides a variety of services that have the potential to be enhanced and expanded to provide feasible first/last mile solutions to transit users. These include CapMetro's Pickup, where users have the option to arrange on-demand services within designated service zones, and MetroBike, CapMetro's partnership with BCycle that allows riders to rent bikes at key locations across the city. Pickup service often provides a mobility alternative in areas of the city with limited transit options, all at the same cost as MetroBus service. It

is also important to note that the City of Austin and CapMetro are working to implement improvements to the MetroBike program, aiming to increase the number of bikes and rental stations outside of Downtown, working on replacing the current bicycle fleet to become fully electric, and overall enhancing this option to become a better first/last mile transit solution. CapMetro users are also able to buy bike and rail or bus passes as a bundle, enhancing connectivity between services.

Implementation Challenges & Considerations:

- Define what services will be appropriate to implement locally, since there is potential to include a wide variety of transportation alternatives for first and last mile mobility options–on-demand shuttles, partnerships with ride-hailing and micromobility services, expansion of bikeshare programs, etc.

- Identify potential partnerships to help fund first/last mile service programs, including non-profits, private employers, and foundations with a vested interest in increasing mobility in the region.

- Building relationships with Transportation Network Companies (TNCs) to enhance first and last mile services can be challenging for a wide range of issues (for example, the building of trust amongst different institutions and the fast-changing landscape in the TNC environment). Although various agencies across the nation have developed successful partnerships that increase mobility options for the public with the aid of TNCs, others (such as CapMetro) have opted to develop in-house solutions to better serve the needs of the populations they serve. Therefore, considering all potential downsides and benefits of TNC partnerships is pivotal before a formal partnership is formed.

Success Metrics:

- System ridership

- First/last mile services usage levels.

- Percentage of trips provided on-time (if providing Pickup service).

- MetroBike ridership at Project Connect stations.

- Purchases and usage of bundle passes

- Assessing the use of MetroBike, Pickup, or other micromobility solutions to access stops during CapMetro Customer Surveys.

  - The above metrics should be broken out by BIPOC and other priority populations when possible.

Universal Basic Mobility Pilot

Implementation Lead
CapMetro; Movability

Partners
City of Austin Transportation Department

Timeline
Commence Planning and Design:
3 to 4 years

Implementation Begins:
After Transit Construction

Active Period:
Pilot program would last 1 to 2 years after implementation, then Ongoing

City Council Goals
N

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Transportation Demand Management

Description: CapMetro and Movability, in collaboration with the City of Austin Transportation Department, should consider implementing a Universal Basic Mobility Pilot in Austin. Universal basic mobility (UBM) is a broad concept that is similar to the concept of Universal Basic Income. Many UBM pilots have involved giving pre-paid debit cards to qualifying residents that can be used on a variety of transportation services and transit. In comparison to TDM programs, UBM is "all carrot and no stick," but should be tailored to those with the greatest need. Project Connect station areas are an ideal place to pilot broader mobility equity programs like UBM, and the program should consider targeting those most in need like extremely low-income community members, people experiencing housing instability, or workers in traditionally low-wage industries like childcare and service industries where employees are not required to be paid the federal minimum wage, etc.

A national example of this tool is one implemented by the Los Angeles Department of Transportation (LADOT), a leader in this space. The agency launched a Universal Basic Mobility pilot program earlier this year, which includes transportation subsidies for 2,000 residents, an on-demand community shuttle and EV car share expansions. Similarly, Oakland has also launched a UBM pilot, which provides 500 residents with $300 to spend on transportation options. The pilot is still underway, but it has already had an impact on participants – 23% have reported driving alone less frequently.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: CapMetro provides discounted and free fares to certain qualified individuals, and the Transit Empowerment Fund allows eligible 501(c)(3)s and other organizations to apply to obtain free and reduced transit passes. Additionally, Capital Metro is launching a fare capping program as part of the fare structure redesign in the coming months, which could provide the technology/logistical framework for a UBM program for transit. Additionally, the City of Austin is working on implementing a Guaranteed Income Pilot Program, providing participant families and individuals with $1,000 monthly for a year (not for the exclusive use of transportation services, as participants are not restricted on what they can use their funds for). UBM efforts can draw lessons from the Guaranteed Income pilot,

and potentially become an addition to future adaptations of this program. MetroBike manages a Bikeshare for All program which partners with the Austin Housing Authority to provide discounted, annual bikeshare passes for $5/year.

Implementation Challenges & Considerations:

- The Universal Basic Mobility Pilot could present political challenges to adopt due to its groundbreaking nature, but those can be overcome if project goals are clearly expressed and program is well-designed and managed.

- Define what services will take part in the program (for example, MetroBike, car share options, ride-hailing services, vanpools, etc.) and aim to make the program work better for every potential trip type.

- Program should be discussed together with other potential changes to fares.

- As a pilot program, tracking participant behavior during the pilot will be critical to understanding the program's effectiveness, which will require greater administrative costs.

- A university research partner to monitor and report outcomes could also be included in the UBM pilot. An independent third-party (e.g., a non-profit organization) can take part in the implementation of this policy, providing operational and administrative support. Similarly, surrounding cities can become partners in the pilot, as many of their residents commute into CapMetro's service area and could benefit from proposed improvements.

- Outlining pilot program parameters and identifying potential funding sources is also key for implementation.

Success Metrics:

- Impact of the UBM pilot on participant's living situation, measured through a follow-up survey (e.g., what benefit was obtained? Were they able to access jobs/childcare/ other services? Did UBM pilot allow them to afford other necessities?) This is considered the primary metric.

- Usage of UBM card and system ridership of program participants

- Change in travel mode usage pre- and post-pilot, measured through a follow-up survey of program participants. Success is not defined solely by non-auto mode shift, however, as many participants may not own a car and may choose to use their UBM budget on car share, which can extend their mobility – the most important goal of the pilot.

Community Car Program

Implementation Lead
City of Austin Transportation Department

Partners
Existing private carsharing companies (e.g., Zipcar, etc.)

Timeline
Commence Planning and Design:
3 to 4 years

Implementation Begins:
After Transit Construction

Active Period:
Pilot program would last 1 to 2 years after implementation, then Ongoing

City Council Goals
N

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Transportation Demand Management

Description: To increase mobility options, City of Austin Transportation Department should consider developing a community car program (with the potential collaboration of existing private carsharing companies). Carshare vehicles could be provided and marketed to ETOD and legacy site users to help provide more resources for households wishing to utilize new transit as a primary mode but needing back-up, essentially making it easier/more feasible for households to go car-free (especially cost-burdened households). Consider requiring carshare and EV parking as part of ETOD zoning regulations. To further enhance mobility options, consider providing bike share programs in conjunction with the community car program. An electric cargo bike share program can also be included to provide residents and small business owners with enhanced options to transport items when necessary.

A national example of this tool is one implemented by the City of Denver, which utilized $300,000 from CARES Act funding to pilot a program that introduced seven electric carshare vehicles to six underserved neighborhoods across the city. In California's San Joaquin Valley, the Valley Air ZEV Mobility Pilot Project (which took place from May 2018 to January 2022) provided project participants in targeted underserved communities the opportunity to rent electric vehicles, by the day or hour, at a low cost. In Boston, the equity-focused Good2Go program has recently been launched, providing electric vehicles through carshare "with sliding scale rates" to provide affordable clean transportation options to underserved communities.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Austin was one of the first cities to allow private carsharing (Car2Go), and currently includes Zipcar and Free2Move (although Car2Go is no longer service in Austin, it has made a comeback in other U.S. markets as of September 2022). Additionally, the City of Austin's Shared Mobility Services program keeps track of micromobility and shared vehicle services in the city. There are no clear statutory barriers to creating a City-led partnership program with a carsharing company. The ASMP also calls for the expansion of carshare, especially in underserved communities, and also identifies carshare as a service that could be located at mobility hubs.

Implementation Challenges & Considerations:

- Affordability of the community car program is important to equitably providing more Austinites with this access option. Consider options such as income-based and sliding scale fees, and/or pairing the community car program with the Universal Basic Mobility Pilot.

- Compliance monitoring (ensuring that project partners are following required procedures) will be a key aspect of this policy, as there might be a limited pool of partners available to implement carshare programs.

- The availability of electric vehicle charging infrastructure needs to be analyzed and addressed to ensure that it effectively supports the scale of any chosen community car program.

- Conducting additional community engagement as part of Project Connect outreach can help better gauge the appetite for this type of program.

Success Metrics:

- Impact of the community car program on participant's living situation, measured through a follow-up survey (what benefit was obtained? Were they able to access jobs/childcare/other services?)

- Average travel costs: A program like this would be "successful" if it allowed more residents to reduce their overall travel costs by reducing or eliminating the cost of private car ownership, but this is difficult to track. ATD could distribute surveys to participants to understand how the program has affected their household costs.

- Increase in number of zero car households, as measured by the U.S. Census.

Equitable Station Access Strategy

Implementation Lead
City of Austin Transportation Department

Partners
CapMetro; ATP Architecture and Urban Design

Timeline
Commence Planning and Design:
3 to 4 years

Implementation Begins:
After Transit Construction

Active Period:
Pilot program would last 1 to 2 years after implementation, then Ongoing

City Council Goals
N

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Mobility Infrastructure Improvement

Description: An equitable station access strategy shapes prioritization and implementation of station access improvements, and it could be developed in collaboration between the City of Austin's Transportation and Public Works Departments, as well as with CapMetro. An equitable strategy should prioritize high impacts to regional travel times of transit dependent households.

The strategy may include station design details that anticipate seamless bus transfers and any bus integration needs (such as layover space, charging capability, and bus prioritization treatments)–this has been an area for improvement in U.S. legacy systems that tended to overprioritize park-and-ride investments at the expense of bus, walking, and biking connections. Existing mobility bonds or other mechanisms in targeted priority areas can be used to rapidly upgrade pedestrian, bus, and bike connectivity within station areas, with particular focus on directly connecting existing housing to transit. Setting a goal to reach 100% sidewalk completion within station areas is key. Other considerations should include mid-block access to public sidewalks for greater permeability, crosswalks at the far-side/end of the transit platform for ease of crossing besides crosswalks at intersections, and pedestrian refuge areas in medians when the streets are wide. Also consider strategic purchases of easements for the purpose of sidewalk/trail connection in areas with limited right of way.

Nationally, the MBTA Systemwide Station Access Study highlights station access needs and identifies strategies for the agency and other partners to enhance access to stations; the BART Station Access Policy was adopted in 2016, and was designed to enable safe, comfortable and affordable access while also supporting sustainability and livability.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Yes–small area planning in Austin has traditionally involved a mobility/access component, including existing TOD station area plans adopted for the Red Line. This effort would involve a more holistic planning process for the entire system to prioritize access recommendations.

Implementation Challenges & Considerations:

- Needs to be elevated in station planning process immediately.

- Due to public funding constraints and competing infrastructure priorities, the prioritization of Project Connect station areas will need further coordination and discussions with implementation leads.

- Consider providing incentives and/or requirements for developers to build pick-up and drop-off zones for alternative mobility options to connect with stations. Implement flexibility in design to allow for pivoting to other options as they become available.

- Important to coordinate with impacted Project Connect teams and programs for consistency. Include specific station access priorities as part of ongoing station and station area design and implementation and use the framework consistently to guide future investments as well. It is key to coordinate with Sidewalk, Urban Trail, Corridor Construction Program, and Bicycle Programs for pending, planned, and existing projects. Also consider draft ATX Walk, Bike, Roll Plan and the Transit Enhancement Report for project integration and prioritization.

Success Metrics:

- Percent or linear feet of missing sidewalks and percent missing sidewalk ramps (however, it is important to note that the ATX Walk Bike Roll project is currently obtaining feedback from the community to determine the feasibility of Shared Streets as a likely alternative to missing sidewalk completion).

- Linear feet of pedestrian amenities constructed

- Linear feet of urban trails constructed

- System ridership

- Non-single occupant vehicle (SOV) travel share within Census geographies near stations

- Number of residential units within a ½ mile walk or 3-mile bike ride of the station area

- Reduction in regional travel times for transit dependent households.

  - The above metrics should be broken out by BIPOC and other priority populations when possible.

Mode Split Goal for Each Station

Implementation Lead
City of Austin Transportation Department

Partners
CapMetro

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
During Transit Construction

Active Period:
Ongoing

City Council Goals
N, O, Q

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
4. Expand Access to High-Quality Jobs & Career Opportunities

Strategy: Mobility Infrastructure Improvement

Description: CapMetro and the City should consider implementing mode split goals for each station. Mode split goals for each station area can be identified and tracked. Regular surveys and Census data can be used to track those goals. Past US TOD projects have had a flaw in station area users not using transit as much as previous inhabitants. Mode split, in this way, is partially an equity measure to help answer "are people moving near the station just for higher real estate potential or as a selling amenity?" or "are they using the infrastructure we created to improve lives/access?" Mode split data will help guide future interventions and glean important outcome data.

In Washington, DC, WMATA's Station Area Planning Guide (2017) recommends that "each station site plan should address a site's specific conditions, access mode split, and unique transit oriented development (TOD) goals." The document also includes an overview of the agency's access hierarchy, which "informs the location of various circulation routes and transfer facilities based on prioritized convenience and each access mode" and prioritizes modes of access (with pedestrians being first, followed by bicycles, transit, kiss & ride, and park & ride).

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Somewhat—the City adopted a mode split goal of 50% non-single occupant vehicle (SOV) commute trips by 2039. To reach that goal, transit-rich communities like the ETOD study area will need to have a much lower SOV mode share, but no specific study of a reasonable mode split goal for each station has been proposed. Additionally, the updated Transportation Criteria Manual (TCM) includes trip reduction targets for developments based on their location (trip reduction can be considered related to mode split). Further trip reduction targets could be considered to be amended in the TCM for station areas.

Implementation Challenges & Considerations:

- Tracking existing and future mode-share with readily available data such as the Census Bureau's American Community Survey (ACS) lacks precision at smaller geographies (like a ½ mile station area buffer).

- High administrative burden to identifying and tracking mode split using statistically valid survey mechanisms.

- Existing mode split may provide an unreliable baseline given ongoing effects of the COVID-19 pandemic.

- A baseline study can be conducted for program implementation and to help identify mode split goals for each station.

- Station-specific improvements can be implemented to help reach mode split goals for station areas.

- Determine existing baseline mode split for each station area using statistically significant survey methods.

- Calibrate mode split goals based on coordination with Austin Strategic Mobility Plan updates as needed.

Success Metrics:

- Non-single occupant vehicle (SOV) travel share within Census geographies near stations.

  - The above metrics should be broken out by BIPOC and other priority populations when possible.

Phased Parking Requirement Reduction in ETOD Zones

Implementation Lead
City of Austin Transportation Department; City of Austin Housing and Planning Department

Partners
N/A

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction (Parking Minimums)

Active Period:
Ongoing with transition through phases

City Council Goals
E, N, P, R, Y

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Parking Management

Description: ATD and the City of Austin's Housing and Planning Department can work towards the phased reduction of parking requirements in ETOD zones. Current zoning regulations provide opportunities for parking reduction in existing TOD zones (up to 60%), and other parking reduction options by meeting various thresholds for non-TOD zoned parcels. However, this process is cumbersome and unpredictable. The City can implement a three-tiered parking reduction plan in stations to reduce parking over time:

1.   *Removing parking minimums altogether* for all parcels in defined ETOD areas would provide a much more streamlined development process and allow developers to right-size parking to demand in transit-rich areas, increasing the likelihood that projects with more housing and/or more affordable housing or commercial space can be financially feasible.

2.   *Implementing a maximum parking cap* would be the next step after parking minimums. Further study would be required to determine the appropriate parking maximums in station areas.

3.   *Counting parking provided in new projects toward floor-area-ratio (FAR)*. That detail currently is not consistently in place in other areas of city with no minimums and creates incentive to build large amounts of new parking in structured parking garages as there is no penalty or trade-off in place. It may be important to establish a parking cap in conjunction to ensure parking does not crowd out housing within the FAR envelope.

Across the country, dozens of cities have removed parking requirements from areas near transit, and many have removed parking requirements citywide altogether (Raleigh, Sacramento, Richmond, Minneapolis, etc.) In Denver, parking counts towards FAR in some central business district (CBD) sub-zones. The City of Charlotte sets parking maximums only in TOD zones.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Removing parking minimums is already in place in Austin. Central Business District (CBD) and University Neighborhood Overlay (UNO) zoned parcels currently don't require parking. However, given the lack of parking maximums, the market has still delivered substantial new parking supply, especially in downtown. Inclusion of parking in FAR does not exist in

Austin. Parking is exempt from FAR in all existing zones. However, there do not appear to be any statutory limitations on including parking in FAR calculations.

Implementation Challenges & Considerations:

- The lack of parking *requirements* does not necessarily translate to a decrease in parking *construction*, often due to development financing constraints. Proactively engaging financing institutions, including using local market comparison data, is important to ensure that a significant change in parking requirements can be supported and implemented.

- Should be implemented through a holistic suite of neighborhood zoning changes near stations, which could also include studying other location-appropriate solutions to alleviate concerns with parking reduction. This can be included in any recommended zoning changes that advance through the City's regulatory process after completion of the ETOD study.

- There is potential value in studying past parking reduction rules and their quantitative impact on parking utilization and curb space usage to better inform this policy.

- It is also important to explore potential ties and lessons from the parking requirements in the "Affordability Unlocked" program, which only requires ADA parking, and explore whether those or similar requirements can be adopted in ETOD zones.

- Moving along the spectrum from eliminating parking minimums to instituting maximums to including parking in FAR calculations will need to be considered in a context-sensitive manner for individual station areas in order to ensure that this tool is meeting its goal and not competing with other ETOD priorities such as creating affordable housing and meeting the needs of existing residents (important to consider, since many low-income residents require their vehicles for work-related purposes).

- Important to test development financing implications for including parking in FAR using a variety of scenarios.

- On-site parking strategies must be developed in collaboration with right-of-way parking strategies (such as dynamic pricing) to ensure that parking demand isn't externalized into the right-of-way.

Success Metrics:

- Overall parking ratio within the study area could indicate whether this rule is disincentivizing parking construction, but another key outcome would be whether this change encourages increased housing supply–especially at lower price points–and also whether it encouraged transit use.

Park & Ride Parking Management

Implementation Lead
CapMetro

Partners
City of Austin Transportation Department

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
After Transit Construction (with system opening)

Active Period:
Ongoing

City Council Goals
N

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation

Strategy: Parking Management

Description: The CapMetro Transportation Team should develop a Park & Ride (P&R) parking management program with support from the City of Austin Transportation Department. Agencies across the country manage parking supply and demand at Park & Rides by charging for parking. However, CapMetro's P&R facilities are free to use for the public. Parking revenue from stations can be reinvested in access infrastructure on site for all travel modes. If the fee structure creates additional net revenue, it can be dedicated toward station area travel demand management (TDM) programs or other amenities, like restrooms for transit customers or infrastructure for other community related events such as farmer markets, family movie nights, etc.

Most major transit systems charge for at least some of the parking provided at P&Rs. Some agencies, like Denver's Regional Transportation District (RTD), charge different rates for "in-system" users vs. "out-of-system" users based on license plate registration location.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: CapMetro does not currently charge for parking at P&Rs, but there isn't any statutory limitation on their being able to. Additionally, the Affordable Parking Program (from the City of Austin and the Downtown Austin Alliance) is currently in place, providing entertainment and service industry employees downtown with affordable parking at designated garages in the area.

Implementation Challenges & Considerations:

• There are equity considerations for residents or employees who may want to use transit but are too far away from stations and have no other reliable means to access stations other than a vehicle. Including P&R fees in a comprehensive Equitable Station Access policy can help ensure that parking costs are not borne primarily by low-income riders.

• Concepts similar to fare capping and the City of Austin's Affordable Parking Program could also be implemented for Park and Ride costs. Equity considerations (such as the ability of low-income households to pay for any potential P&R fees) should also be considered when developing any enforcement/towing policy.

- The CapMetro Transportation Team should gather data and study Park and Ride users to better understand and implement equity considerations. Similarly, analyze conditions at each Park and Ride location to determine station-specific ridership and parking needs, and to determine where customer fees are needed. Demand-based fares (e.g., for special events) can also be implemented if appropriate. As new transit options are developed and conditions change, make needed updates.

- Implement methods to ensure that P&R facilities are indeed being used by individuals accessing transit services.

- Consider technology alternatives to simplify the parking experience (e.g., automatic parking fares based on license plate location).

- CapMetro Transportation Team should coordinate with project design teams on assumptions for P&R fees. It is important to establish comprehensive P&R management policy in advance of the first new P&R opening of the Project Connect System (likely on the MetroRapid corridors), with extensive community engagement to understand trade-offs of different fee structures and needs.

Success Metrics:

- Park & Ride utilization rates.

- Park & Ride revenue (if applicable).

- Analysis of Park & Ride user demographics, when available, to track equity considerations of P&R fees for priority populations.

Shared Parking Requirements/Public Participation Program

Implementation Lead
City of Austin Transportation Department; CapMetro

Partners
N/A

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
N, P

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Parking Management

Description: The Austin Transportation Department and CapMetro Transportation Team can develop a shared parking program among mixed uses, allowing the participation of legacy entities. The program would primarily involve private sector development agreements: however, in some station areas, public parking resources could be candidates for shared parking agreements. Shared parking has the potential to maximize the use of current facilities and reduce the need for added parking, while also helping to decrease congestion and create more walkable environments.

Shared parking agreements are a very common policy in many cities to reduce parking requirements. The City of Sacramento, California has placed an emphasis on shared parking agreements with private property owners with the goal of better utilizing existing facilities and decreasing the need for the construction of new parking. As a consequence (as of 2015) the city had around 10,000 parking spaces on shared agreements, which resulted in around $1M in revenues and an estimated $40M in savings.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s) If not, could it exist?: Yes—developers can enter into shared parking agreements that reduce parking requirements in some zones. Shared parking (allowed by City code) can be located on-site as well as off-site.

Implementation Challenges & Considerations:

• Shared Parking agreements are already allowed in existing policy, but they can be updated/adapted through the City's regulatory process via any comprehensive zoning changes in ETOD zones. Also relevant to conduct discussions with City of Austin staff to examine how future code amendments can include enhanced shared/off-site parking requirements.

• The costs of developing required site plans for shared parking applications can be prohibitive for small businesses: implementing policies to help mitigate those costs can help make shared parking more widespread.

• On-site parking strategies must be developed in coordination with right-of-way parking strategies (such as dynamic pricing) to ensure that parking demand isn't externalized into the right-of-way.

Success Metrics:

• Measuring the overall parking ratio within the study area over time could indicate whether this rule is disincentivizing parking construction.

Land Use & Urban Design

Complete Community Land Use Policies
- Establish Minimum Land Use Intensity of Transit-Supportive Uses
- Allow More Flexibility in Permitted Ground Floor Building Uses

Develop Incentives, Standards, or Regulations
- Establish High Affordable Housing Goals for Publicly Owned Land Within ETOD Areas
- Reimagining of Compatibility Requirements
- Incentivize Public Amenities that Improve Community Health & Well-being
- Equity Scorecard for ETOD Projects

Invest in Public Realm
- Provision of Civic Space Around Transit Stations
- Engage Community Voices in Public Space Design Process
- Context-Specific Bike-Pedestrian Infrastructure Design Framework
- Protection & Promotion of Tree Canopy Cover

Establish Minimum Land Use Intensity of Transit-Supportive Uses

Implementation Lead
City of Austin Housing and Planning Department

Partners
CapMetro; City of Austin Development Services Department

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
H, N, R, S, Y, BB, CC, DD

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable
4. Expand Access to High-Quality Jobs & Career Opportunities
5. Support Healthy Neighborhoods that Meet Daily Needs

Strategy: Complete Community Land Use Policies

Description: Through development of an equitable transit overlay zoning district (see the Inclusive ETOD Overlay tool in the Housing Affordability section), the City of Austin Housing and Planning Department can establish an inclusive mix of transit-supportive uses in ETOD station areas to serve people from diverse income groups and address their needs. Transit-supportive uses encourage convenient and effective use of transit by all income groups, which leads to increased ridership. These uses, typically characterized by higher intensity, a mix of uses, being supportive to a walkable and people-friendly environment, and better managed parking, can include multifamily housing, higher intensity commercial developments, and services. When clustered around a transit facility, transit-supportive uses work to provide residents and workers access to daily needs, neighborhood services, amenities and recreational opportunities, as well as access to key destinations, like work and school, without the need to get into a car.

Establishing an equitable transit overlay zoning district can be done through studying and establishing a standard for minimum development intensity to create a target level of activity. This also needs specific design guidelines to ensure that the physical built form engages with the public realm. The public realm guidelines should emphasize accessibility of uses for all and help enhance walkability and bikability around transit. Auto-focused uses that tend to rely on car access and do not engage with the public realm should be prohibited in ETOD station areas. Such uses can include gas stations, self-storage, and drive-through retail. This tool would be deployed as a part of the ETOD zoning overlay and would help define what uses would be disallowed as not-transit supportive.

Notably, and receiving national attention for its action, the City of Minneapolis has passed a resolution banning the construction of new drive-throughs which is meant to encourage pedestrian access, safety, and equity in the built environment by limiting this auto-oriented use.

Warm Springs/South Fremont Community Plan for the Bay Area Rapid Transit (BART) station in Fremont (CA) puts in place a flexible framework for transit-supportive compatible uses at sustainable densities that is market-sensitive. This ensures delivery of the full build-out development target while enabling a vibrant, pedestrian-friendly

environment. A mix of eight transit-supportive land uses are proposed into ten geographic Land Use Areas within the station area. Each Land Use Area is assigned a Land Use Typology that determines the mix and intensity of uses best suited to that context. Land Use Standards set the parameters and include Minimum Building Intensity, Maximum Parking, and Jobs/Acre targets.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: There are some policies akin to this type of regulation in overlay zones. The University Neighborhood Overlay (UNO), which promotes high density development in the area west of the University of Texas Campus, prohibits commercial off-street surface parking lots and Commercial off-street parking in a structure in the Outer West Campus Subdistrict. The East Riverside Corridor Regulating Plan also provides an example of encouraging transit-supportive uses, through a density bonus as well as optional shared parking, reduction of minimum off-street parking requirements, parking design standards, and bicycle parking requirements.

Implementation Challenges & Considerations:

- Transit-supportive and auto-oriented uses will need to be defined in collaboration with the community and level of intensity of uses will need to be incorporated into ETOD zoning overlay.

- Both Austin local and national case studies should be used to develop the thresholds and metrics.

- The thresholds and metrics developed through this policy tool need to evolve over time.

- A process for monitoring progress against targets and goals will need to be created.

Success Metrics:

- Develop station area typology-informed land use intensity metrics and use these metrics to measure the level of success.

- Track the parameters established in the minimum thresholds and design guidelines during all phases of the ETOD implementation.

Allow More Flexibility in Permitted Ground Floor Building Uses

Implementation Lead
City of Austin Housing and Planning Department

Partners
City of Austin Development Services Department; City of Austin Economic Development Department; Developers

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
H, I, L, R, S

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
4. Expand Access to High-Quality Jobs & Career Opportunities
5. Support Healthy Neighborhoods that Meet Daily Needs
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Complete Community Land Use Policies

Description: Where active ground floor uses are required by zoning on the site, expand currently allowable ground floor zoning uses beyond typical retail to allow for a wider variety of neighborhood services and amenities. Such uses could include health clinics, childcare, library, community rooms, urban production and maker space, co-working space, etc. In addition to defined uses, there should be flexibility to consider and allow for new types of uses, as space uses are constantly evolving. Provide sample architectural design specifications or other guidance to private developers that facilitates flexibility to accommodate broader types of current and future uses. Code changes such as the following can help open up opportunities for a variety of ground floor uses:

• Allowing for 5-foot voluntary height bonus added to the ground floor in ETOD areas,

• Limiting ground floor parking within a certain distance to the street frontage,

• Maximizing façade transparency, and

• Requiring at-grade entrances.

Several national examples illuminate a more expansive approach to active ground floor uses. Fruitvale Village in Oakland is an equitable TOD precedent integrating a variety of community amenities and services in response to community input during its planning and design. 44% of the total development floor area is dedicated to a health clinic, senior center, day care, preschool, and public library. New York City's "Laying the Groundwork" provides design guidelines for retail and other ground floor uses in mixed-use affordable housing development.

San Francisco created 'Production, Distribution and Repair' (or PDR) zone to encourage the rise of artisanal and craft production, digitally-enabled fabrication and prototyping, and small-scale service and retail. Small retail outlets are now allowed in PDR space and production is now permitted in neighborhood commercial districts, with performance standards to address noise, odors or other potential nuisances.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: No, but it could exist. The current VMU standards require pedestrian-oriented commercial space to be created along 75% of the building's frontage along the principal street. This policy tool can build upon the VMU standards for ground floor design and allow for additional flexibility in integrating a variety of uses in the ETOD station area to better meet community needs.

Implementation Challenges & Considerations:

- An ETOD overlay that allows additional flexibility for ground floor uses compared to base zoning must be established.

- VMU / VMU2 ground floor use categories will need to be updated and modified accordingly.

- Regulatory tools will need to be created to enforce implementation.

- The community will need to be engaged during the early stages of development projects in ETOD station areas to identify desired ground floor uses, such as adding childcare or other uses that support ETOD Goals as eligible uses.

- This policy tool needs to be coordinated with other ETOD policy tools such as Small Business Assistance Fund, Business Relocation Plan, and Affordable Ground Floor Space for Local Businesses & Non-profits.

Success Metrics:

- Square footage of active ground floor frontages along transit corridors and major public space.

- Diversity of businesses and community uses including size, ownership type and demographic representation, service type, etc.

Establish High Affordable Housing Goals for Publicly Owned Land within ETOD Areas

Implementation Lead
CapMetro and ATP Development and Real Estate; City of Austin Financial Services Department; City of Austin Housing and Planning Department

Partners
Public Agencies and Municipalities; Educational Institutions; Developers

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
H, I, L, R, S, X, Y, Z, BB, CC

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable
5. Support Healthy Neighborhoods that Meet Daily Needs

Strategy: Develop Incentives, Standards, or Regulations

Description: Publicly owned parcels should mandate a minimum percentage or quantity of housing units developed to be affordable and the depth of that affordability. These units should be held as affordable for the entire term of the ground lease to ensure an inclusive station area, with an option to increase the affordable housing requirement in certain station areas as market conditions allow. The affordable housing standard should also address the level of MFI at which units will be affordable, striving for deep levels of affordability when possible. In addition, goals for desired housing unit mix to encourage family units should be established.

There is precedent for this on individual projects within the City of Austin. The Lamar-Justin Lane Station Area Plan included a study by Dana McIver Associates that highlighted the opportunity for 261 units of housing on City-owned land within the station area if developed at medium density, with overall affordable housing demand between 325 and 414 units within the district at the time. The broad TOD affordability target of 25% at the time would have meant approximately 62 of those units would be targeted to be developed as affordable, making a small but important dent at the time, but not going nearly far enough with limited public resources and not keeping up with the rapidly growing need for affordable units since the plan was written.

Looking beyond Texas, the San Francisco Bay Area Rapid Transit District TOD Policy explicitly sets a target of an average of 35% of affordable housing across all its property in the BART corridors, with a mandated minimum of 20% affordable housing on any one given property.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Yes. For example, in a recently completed developer RFP for the City-owned parcel along Ryan Drive, performance criteria were established based on City affordable housing goals and site amenities were tailored around community-stated needs. The City, CapMetro and ATP could build from this example by assessing the effectiveness of this process and delivery of the housing, attempting to set even more ambitious targets. The City of Austin Corridor Program Office has also developed a methodology to prioritize multimodal mobility infrastructure and other urban design enhancements that preserve and make direct mobility connections to existing and planned affordable housing.

Implementation Challenges & Considerations:

- There is an inherent challenge in achieving a balance between the highest number of affordable units versus depth of affordability achieved with limited public land and public money.

- Market conditions, available resources, and location or size of any specific public parcel may shift the achievable quantity or percentage of affordable units at the time of development. A minimum target should be established for all properties and then evaluated for any given parcel the potential for greater quantity or depth of affordability at the time of development.

- An inventory of publicly owned parcels, developed as part of the ETOD Existing Conditions Analysis, will need to be maintained in each ETOD area to track development status.

- An expedited development review for developments with income-restricted affordable units in ETOD areas should be considered.

- While high amounts and deep levels of affordable housing are key to achieving our ETOD Goals, other community benefits and services such as affordable childcare, affordable business space, etc. are also necessary. Some of these other needs are already being considered and processes developed for evaluating those needs; for instance, staff from the City's Financial Services Department and Austin Public Health developed criteria and a scoring system for evaluating whether the inclusion of a child care facility should be further considered in development projects on City-owned and leased properties.

Success Metrics:

- Percentage and number of units developed for very low- and low-income households on publicly owned parcels.

- Average length of housing affordability preserved.

Reimagining of Compatibility Requirements

Implementation Lead
City of Austin Housing and
Planning Department

Partners
City of Austin Development
Services Department; For-profit
and Non-profit Developers

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
L, R, Y, Z

ETOD Goals
1. Enable All Residents to Benefit
from Safe, Sustainable, and
Accessible Transportation
2. Help to Close Racial Health
and Wealth Gaps
3. Preserve and Increase
Housing Opportunities that are
Affordable and Attainable
5. Support Healthy
Neighborhoods that
Meet Daily Needs

Strategy: Develop Incentives, Standards, or Regulations

Description: The City of Austin Housing and Planning Department should consider reimagining current compatibility requirements to focus on inclusive growth along transit corridors. Compatibility standards that are triggered by low intensity zones or uses can dramatically limit the allowable height and density of nearby projects, even at a significant distance from the triggering property. This has led to limited development, disincentivizing the voluntary inclusion of affordable units in new developments thereby contributing to Austin's high housing prices. Waiving or relaxing compatibility standards in ETOD station areas in exchange for specific equity and affordability requirements would allow greater heights and densities within the corridor while accounting for compatibility with a more sensible and design-based policy, as opposed to a relatively simplistic height envelope as currently employed.

Specific zones along transit and major commercial corridors within the ETOD station areas should be designated as areas eligible for a waiver. Areas where housing is the predominant use should allow that housing is always a compatible use. A transparent set of gatekeeper requirements, such as an equity assessment and affordable housing requirements, should be set to connect eligibility of a waiver with the affordable housing goals for each ETOD station area.

In cases when a waiver of compatibility standards cannot be implemented, the existing compatibility standards, predominantly limiting height and setback, should be adjusted to account for other forms or performance-based requirements that could allow development to happen at a higher density. Such adjustments include requiring a landscape screening zone, requiring step-backs, managing the bulk of the building, stopping compatibility standards from being triggered by properties on the opposite side of the public right of way, or other agreed upon context-sensitive community benefits.

Portland, facing similar issues to Austin, created a buffer overlay zone accompanied by design guidelines that triggers intentional change on single-family residential zones. The goal is to support redevelopment facing the main transit spine with the appropriate mass and scales. Through a back lot buffer and step-downs, the parcels abutting single family lots in the buffer zone can have additional height and density to produce middle housing typologies such as row

house/quad/duplex type product. Parking requirements are also removed for residential development that contains fewer than 30 dwelling units when development is located near transit.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: There are ongoing efforts at the City Council level to address compatibility, but this policy tool can take this effort to another level by tying it to equity and affordability goals of ETOD station areas. In May 2022, Council directed staff to relax compatibility requirements for projects located on light rail, large, and medium corridors. For these projects, the proposal would reduce the maximum distance for compatibility from 540 feet from a single-family home to 300 feet and offer an additional 5 feet of density by right to properties adjacent to one of these corridor types. Going further to relax compatibility would significantly strengthen development potential along transit corridors and around ETODs. The East Riverside Corridor Regulating Plan is another example of modifying the compatibility standards for designated areas to allow more development types to happen within 300 feet of triggering properties.

Implementation Challenges & Considerations:

- This policy tool rests within the existing incentive-based system of negotiating community benefits with private developers, which is done on a project-by-project basis, and would add another layer to the sometimes confusing set of overlays that guide the development process.

- It is also critical to set up a process by which each ETOD station area's equity and affordability goals are used to set standards for a waiver of the compatibility standards.

- With Council considering other changes to compatibility standards, a sample framework for waivers to compatibility standards in exchange for community benefits should be drafted and advanced for consideration.

- Affordability Unlocked has effectively reduced the barriers of compatibility for affordable housing developers. Depending on the affordability and equity benefits sought, the reduction of overall compatibility requirements may induce more development and impact land prices, creating difficulty for affordable housing developers to remain competitive in acquiring new parcels.

Success Metrics:

- Higher intensity developments with a higher level of affordable housing and other community benefits are implemented along transit and major commercial corridors.

- Number of people at different income levels added to transit-accessible communities by reducing compatibility. This can be measured more directly by the number of units in development built after compatibility changes, but also indirectly by overall station population growth.

Incentivize Public Amenities that Improve Community Health and Well-Being

Strategy: Develop Incentives, Standards, or Regulations

Description: CapMetro Facilities Planning and ATP Architecture and Urban Design can evaluate potential incentives (programmatic, financial, or administrative) that could be provided for ETOD projects that design public amenities and space to increase access to healthy food, public art, childcare, healthcare, exercise and fitness, mental health support, and other services that can enhance health and well-being of the community around the station area.

There are several precedents for incentivizing public amenities that can help inform incentives in Austin. The City of Chicago's ETOD Policy Plan recommends the development of incentives for services that would benefit young children, families, and pregnant persons in ETOD projects and requires health, arts and culture, and equity considerations in TOD-project level design. Additionally, Oregon's Department of Housing and Community Services manages an affordable housing program utilizing a weighted selection criteria for proposals. Through a series of equity focused criteria, the department grants funding to affordable housing and community services project proposals that meet the certain equity-focused criteria. A similar mechanism can help Austin prioritize development proposals that contribute to health, community ownership, well-being and safety in ETOD station areas.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The Project Connect *Nothing About Us Without Us* Report and Racial Equity Anti-Displacement Tool, maps out the gap in the community's access to existing amenities and needs including healthy and affordable food, public libraries, public schools, and community recreation centers. This effort laid the ground work for understanding station-area-specific needs for public amenities and services. Existing or new incentives such as density or height bonuses could be tailored to include specific criteria for public spaces and amenities that enhance community health and well-being. City of Austin has many different land areas that are eligible for density bonus programs that incentivize public amenities such as TODs, Small Area Plans, Downtown, etc. and these programs could be extended into the ETODs. The Corridor Program Office's Complete Communities Strategy has also prioritized multimodal

mobility infrastructure to address community health and well-being by making site-specific connections to services and amenities and by enhancing the public right of way to address social, health and economic outcomes.

Implementation Challenges & Considerations:

- Regulatory tools to enforce implementation will need to be developed in coordination with the ETOD zoning overlay and/or land redevelopment standards.

- The incentives design process will need to include station-specific goals for public amenities related to community health, well-being, and safety. This policy tool needs to be weighed against and coordinated with other incentives such as bonus programs for affordable housing. Need to balance the need to maximize affordable housing buildout and provide civic space around the stations.

- Incentives should also prioritize maintaining and preserving existing community assets, character, and open space in addition to creating new ones.

- The community will need to be engaged during the early stages of development of this tool to identify desired amenities, including consideration of amenities that are designed for the needs of families with young children.

- The City's process will need to be modified by creating a scorecard to get to the 'E' in ETOD and provide long-term clarity for private developers on expectation for health, well-being, and safety outcomes. This scorecard is defined further in the "Equity Scorecard for ETOD Projects" tool.

Success Metrics:

- The community benefit packages offered by development in ETOD station areas are measured against station-specific public amenity goals.

- Monitor the feedback and satisfaction level of community members.

Equity Scorecard for ETOD Projects

Implementation Lead
City of Austin Housing and Planning Department

Partners
CapMetro and ATP Development and Real Estate; Neighborhood and Community Organizations

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
L, S, BB, CC, DD

ETOD Goals
2. Help to Close Racial Health and Wealth Gaps
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable
4. Expand Access to High-Quality Jobs & Career Opportunities
5. Support Healthy Neighborhoods that Meet Daily Needs
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Develop Incentives, Standards, or Regulations

Description: An ETOD scorecard would be developed by the City of Austin Housing and Planning Department in coordination with CapMetro and ATP Development and Real Estate Team. A scorecard prompts City agencies to benchmark proposed development projects against the goals and priorities of Project Connect prior to providing regulatory considerations like compatibility waivers in ETOD areas or the ability to participate in density bonuses in proposed ETOD overlay zones. Having a transparent and accessible ETOD Scorecard will also allow development partners to have a clear understanding of the City's expectations and requirements for accessing any type of ETOD development incentive program and thus result in the inclusion of these equity considerations into the design of development proposals.

As part of the implementation of its ETOD plan, the City of Chicago is designing an ETOD Scorecard that community and government partners can use to assess future projects and programs. The scorecard will include environmental sustainability principles and metrics, such as considering noise, visual and environmental pollution reduction in impact assessments, as part of evaluation and scorecard efforts.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The Project Connect Racial Equity Anti-Displacement Tool was developed to evaluate Anti-Displacement Fund proposals and to inform policy, planning, and program decisions. While it would need to be adapted to fit the ETOD goals, it could be used as a starting place to ensure development projects are community-driven, advance racial equity, and prevent displacement harm. Austin's SMART housing program currently offers permitting waivers and other incentives to developers that meet certain standards for affordability, sustainability, accessibility, and proximity to transit. The ETOD scorecard could build upon the Project Connect Racial Equity Anti-Displacement Tool and the SMART program requirements as a foundation for how to communicate and measure the affordability and equity objectives needed to leverage regulatory incentives.

Implementation Challenges & Considerations:

- Changing market dynamics might rapidly make the affordability requirements of a scorecard obsolete if not updated regularly.

- If the scorecard is improperly calibrated, it might add to the existing barriers to development for housing, thereby discouraging development or preservation of affordable housing in Austin.

- A set of metrics should be developed to score proposed developments against the ETOD goals and priorities.

- Developers should be engaged regarding the feasibility of the metrics proposed.

Success Metrics:

- Number of affordable housing units developed in projects that were delivered after having been scored by the ETOD scorecard.

- Demonstrated fulfillment of other community benefits committed in development proposals, including accessibility efforts, equity and sustainability measures, and transit proximity.

Provision of Engaging Civic Space Around Transit Stations

Implementation Lead
CapMetro Facilities Planning and ATP Architecture and Urban Design; City of Austin Housing and Planning Department

Partners
City of Austin Parks and Recreation Department; Community Organizations; Developers

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
During Transit Construction

Active Period:
Duration of Transit Construction, then Ongoing

City Council Goals
S, Z, AA, BB, CC

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
5. Support Healthy Neighborhoods that Meet Daily Needs
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Invest in Public Realm

Description: CapMetro Facilities Planning and ATP Architecture and Urban Design can strive to anchor transit stations with inviting, vibrant, high-quality civic spaces, such as entry plazas, public squares, pocket parks, outdoor waiting areas, and sidewalks, that provide flexible areas for a range of activities and an opportunity for public art that instills a sense of pride and belonging for diverse communities, while improving transit legibility and contributing to intuitive wayfinding within stations areas. Civic spaces should also include basic services such as seating, restrooms and drinking fountains. Establish a set of guidelines to guide the design, operation, and maintenance of these spaces. This requires public and private entities around the station to collaborate in providing, programming, and activating engaging civic space.

Anchored by a 0.45-acre transit plaza framed by mixed-use development, the BART station at Fruitvale Village in Oakland is carefully designed to engage with features and programs that activate the station and represent the cultural identity of the surrounding communities. The plaza leads pedestrians from the BART station to International Boulevard, the main street, activating the retails lining the plaza.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Red Line stations have succeeded in this to varying degrees. The City of Austin Corridor Program Office's Complete Communities Program is investing in placemaking infrastructure along corridors and at transit stops with the aim of encouraging transit ridership by making mobility connections to stations, investing in community amenities and shade trees to increase comfort and community identity. ATP is embarking on an effort to develop detailed guidelines for system-wide station and urban realm design.

Implementation Challenges & Considerations:

- The lack of transit agency-owned land or the presence of physical site constraints at some stations can significantly limit the provision of a high-quality civic space. In these cases, private owners and developers will need to step in, potentially in exchange for certain incentives (e.g., expedited review), to provide the civic space needed to support a pedestrian-friendly environment around transit.

- The design and planning of these civic spaces need to go beyond fulfilling the minimum requirements for ADA and minimum needs of transit riders navigation. The design should reflect the identity of the larger community around the station and support the specific needs of residents.

- It is important to balance the need to maximize affordable housing and provide civic space around the stations.

- The development and business communities should be engaged to develop transit-oriented commercial models with inclusive civic space that is compatible with the equity and accessibility priorities of Project Connect.

- Crafting a narrative that highlights the value-add that civic space brings to the activation of local business and commercial real estate will be important.

- A plan should be developed for the maintenance, preservation, and activation of existing civic spaces that are important to the community.

- Lively, safe, and inviting public spaces broadcast the benefits of transit and incentivize long term usability, crucial to the transit business case.

Success Metrics:

- Monitor community feedback on the quality of the space in supporting a wide range of activities including community gathering, farmers markets, pop-up events, etc. CapMetro and ATP can gather this feedback through surveys or tabling events.

Engage Community Voices in Public Space Design Process

Implementation Lead
CapMetro Facilities Planning and ATP Architecture and Urban Design; City of Austin Housing and Planning Department

Partners
City of Austin Economic Development Department; City of Austin Parks and Recreation Department; Community Organizations and Artists

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Before Transit Construction

Active Period:
During Station Area Design Process

City Council Goals
H, I, L, M, S, BB

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Invest in Public Realm

Description: CapMetro Facilities Planning and ATP Architecture and Urban Design teams can coordinate to establish processes that encourage design elements in ETOD station areas that celebrate art, craft, culture, and history. Establish a framework to give communities power to influence design decisions and engage and compensate artists and craftspeople, especially those from communities of color and low-income households. Both CapMetro and ATP's Community Engagement Teams can play key roles in soliciting community input throughout the ETOD development process.

Destination Crenshaw has done this admirably in the creation of a community-inspired, 1.1-mile-long, outdoor museum dedicated to celebrating and preserving the history and culture of Black Los Angeles. This "place-keeping" project is an effort to use intentionally designed art and open space to combat possible gentrification prompted by LA Metro's decision to bring the Crenshaw/LAX Line to street level at the location of the site.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Existing public input processes can be tailored to focus on influencing the design and naming of public space around stations. A great example of this is the City of Austin Corridor Program which, as a result of the 2016 Mobility Bond, has engaged with local communities along improvement corridors to implement projects in conjunction with the Art in Public Places program to reflect these communities as construction moves forward.

Implementation Challenges & Considerations:

- With so many parallel public engagement efforts ongoing, it will be important to carefully craft the right message and avoid engagement fatigue. Community input could potentially be streamlined by using the Equity Scorecard to provide initial accountability for ETOD project proposals meeting ETOD goals.

- The station design team should be engaged to identify opportunities to include public art in Project Connect stations.

- The cost of art interventions should be quantified and funding mechanisms identified to support the creation and maintenance of public art in transit stations.

- Standardized scopes and contract templates should be developed to facilitate the procurement of public art.

Success Metrics:

- Participation of diverse audience in public space design process, that is at a minimum representative of the demographic makeup of the neighborhood and seeks to engage BIPOC residents at a level above that share represented in the city's demographic breakdown.

- Similarly, station area design should seek to engage BIPOC artists at a level above the share represented in the city's demographic breakdown.

Context-Sensitive Bicycle / Pedestrian Infrastructure Design Framework

Implementation Lead
City of Austin Transportation Department; City of Austin Housing and Planning Department

Partners
CapMetro; ATP; City of Austin Corridor Program Office

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Duration of Transit Construction

City Council Goals
Z, AA, CC

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
4. Expand Access to High-Quality Jobs & Career Opportunities
5. Support Healthy Neighborhoods that Meet Daily Needs

Strategy: Invest in Public Realm

Description: Through a Context-Specific Bike-Pedestrian Infrastructure Design Framework, the City of Austin Transportation Department can avoid a "one size fits all" approach to streetscape design along the corridor and at station areas. The Framework can help design with context in mind instead of forcing the same streetscape facilities into each ROW. For example, while some areas may have separate bike lanes/paths on either side of the street, other areas may be more conducive to large multi-use trail facilities on one side. Work to create aesthetically pleasing, experientially pleasant, compact, and functional multi-use paths where extensive separate multimodal street section is not possible.

One notable example of context-sensitive bike and pedestrian design is the Ohlone Greenway along the BART elevated tracks in east San Francisco Bay Area which repurposes at-grade BART easement area to provide bike/pedestrian infrastructure, and opportunities for public art, community gardens, outdoor exercise area, sports courts, and tot-lots among other active and passive recreation elements.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: Bike/pedestrian infrastructure design is in implementation across the city in different contexts. Although the majority of the current bicycle infrastructure is separate from sidewalks, there are examples where multiuse paths or shared use conditions are provided within a corridor, including the context-sensitive integration of the Red Line Trail between Highland and Crestview stations. The updated Transportation Criteria Manual also has updated bicycle/pedestrian design criteria which can include a shared use path under certain conditions.

Implementation Challenges & Considerations:

- Work with property owners along the corridors, particularly small businesses owners, to understand opportunities and challenges associated with particular facility interventions.

- Best practices that optimize for pedestrian and bicyclist safety should be identified and considered within context of each station. Provide collaborative opportunities to work with the station design team to develop a set of accessibility and connectivity goals for Project Connect stations. For example: to be able to walk and bike to restaurants/ancillary services around a ½ mile radius or 10-minute walk or roll from Project Connect stations.

- Create and seek approval from ATD and PWD for context-sensitive bike/pedestrian infrastructure typologies that can be used alongside ETOD station typologies.

Success Metrics:

- Increased bike and pedestrian connectivity in the surrounding community for an expanded quarter and half-mile walkshed around each station, which could be measured by length of new / improved sidewalk or bicycle facilities.

- Reduced collisions and bicyclist and pedestrian fatalities, measured at both the City level and station level to determine success of specific infrastructure improvements.

Protection and Promotion of Tree Canopy Cover

Implementation Lead
City of Austin Housing and Planning Department

Partners
City of Austin Development Services Department; City of Austin Parks and Recreation Department; CapMetro; ATP

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
L, N, S, BB

ETOD Goals
1. Enable All Residents to Benefit from Safe, Sustainable, and Accessible Transportation
2. Help to Close Racial Health and Wealth Gaps
5. Support Healthy Neighborhoods that Meet Daily Needs

Strategy: Invest in Public Realm

Description: To achieve the City of Austin's goal of over 50% citywide tree canopy cover, the City of Austin Housing and Planning Department should consider developing land use and zoning standards that promote the protection of existing tree cover and the planting of new trees in Project Connect stations and in new housing development projects around the ETOD corridor. These standards could be further integrated into the City's suite of development incentives alongside affordable housing density bonuses and other affordable housing financing tools or public land redevelopment programs.

Tree canopy cover is critical for enabling ETOD and improving transit usability and attractiveness since it can substantially reduce street temperatures during hot summer days, thus allowing people to opt for transit, biking, and walking over the use of single-occupancy vehicles, as well promotes environmental equity. ETOD priorities of Project Connect, CapMetro, and ATP should avoid development strategies that negatively affect the promotion of the Tree Canopy initiative (e.g., expansive surface parking infrastructure, fee in lieu mitigation, variances for Tree Removals, etc.) to set the expected standard for best ETOD development practices.

By setting canopy goals, and requirements or incentives for tree planting and preservation, the City of Austin could integrate the ETOD priorities of Project Connect with the climate goals of the City. This would deliver tangible improvements in areas like usability, energy savings, and emissions sequestration

As an example, the City of Tampa, Florida has established an Urban Forest Management Plan. Through this plan, they have reached a 32.3% percent canopy cover, achieving $7 million in annual energy savings, $121 million in carbon sequestration and storage, and $3.4 million in storm water treatment savings.

While the city's existing total tree canopy cover is approximately 36%, East Austin has lower rates of tree canopy coverage than other parts of the city. Project Connect can help advance both the City's equity and ecological goals by promoting the protection and creation of tree canopy in stations and publicly supported real estate development around the corridors.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The City of Austin's Climate Equity Plan sets a goal of achieving at least 50% citywide tree canopy cover by 2050, focusing increasing canopy cover equitably. The plan outlines 4 mains strategies to accomplish this goal: preservation of existing tree canopy in City lands, promotion of tree protections in landscape regulations, increasing community tree planting with an emphasis in communities of color and low-income communities, and promoting tree health and resilience across the Austin. The City of Austin already has regulations regarding tree preservation and removals. Heritage trees, including all oaks, pecans, Texas ash, and more are protected and cannot be removed. The City Arborist Program administers the City of Austin's Tree Ordinance and issues permits to remove or impact regulated trees. On private property, the City regulates three classifications of trees: 8- to 18-inch diameter, Protected Trees, and Heritage Trees.

Efforts to align this vision with the transit efforts of the City include the program designed by the City's Corridor Program Office and Development Services Department to plant ~2,000 street trees along the corridor to encourage a mode-shift among other outcomes. The team has developed provisional tree details that improve on the existing City standards, improve the longevity of street trees, and is vetting these details with utility departments for use in the Corridor Construction Program. Additionally, CPO is issuing a solicitation for growing, installing, and establishing trees so that larger caliper shade trees are installed in coordination with new bike/pedestrian infrastructure on the corridors.

The City could go further by setting station-level canopy assessments and goals as well as incentives to increase the preservation and planting of trees along the ETOD corridor. Project connect would thus forward both the ETOD priorities and the environmental goals of the City, CapMetro, ATP.

Implementation Challenges & Considerations:

- Enforcement of tree preservation regulations can be challenging given the impunity of illegal tree cutting.

- Tree planting initiatives take years to yield large shade-producing trees, and tree replacement regulations take years for new trees to produce enough shade as old trees are cut down.

- The City needs to consider the capacity of the City Arborist Program to administer further responsibilities if new canopy regulations or programs are created as part of Project Connect.

- Tree canopies near rail infrastructure may pose challenges to rail operations and to long term maintenance and resiliency of the public infrastructure.

- Maintenance requirements for tree mitigation material should be considered and enforced to ensure long-term implementation success.

- The City provides annual grant opportunities for planting and maintaining trees. Project Connect teams may consider applying for these grant opportunities to mitigate their tree impacts.

- Project Connect design teams could incorporate designs that mitigate impacts to trees, tree relocation, or designated areas for tree plantings.

- The preservation and expansion of tree canopy should be balanced with the viability of affordable residential units.

Success Metrics:

- Number of trees protected around the ETOD transit corridor, with a focus on the number of trees protected in ETOD station areas experiencing displacement.

- Number of trees planted around the ETOD transit corridor, with a focus on the number of trees planted in ETOD station areas experiencing displacement.

- Percentage tree canopy cover of the ETOD transit corridor, as measured through satellite imagery.

- Percentage tree canopy cover of station areas experiencing displacement within the ETOD transit corridor, as measured through satellite imagery.

Real Estate & Finance Strategies

Leveraging Publicly Owned Land
- Developer Solicitation & Procurement Framework
- Strategic Real Estate Portfolio Analysis

Acquisition Strategies for ETOD
- Land Acquisition Plan

Gap Financing
- City-Led Innovative & Gap Financing

Developer Solicitation & Procurement Framework

Implementation Lead
CapMetro Development and Real Estate

Partners
For-profit and Non-profit Developers

Timeline
Commence Planning and Design:
1 to 2 years

Implementation Begins:
Prior to Transit Construction

Active Period:
Ongoing

City Council Goals
U, V

ETOD Goals
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Leveraging Publicly Owned Land

Description: CapMetro can streamline the developer solicitation and procurement process for future ETOD parcel solicitations and Joint Development projects by creating a standard process, Request for Proposals (RFP) template, and transaction term sheet. In addition to a template, it will be valuable to confirm the agency's internal perspective on which disposition mechanisms will be under consideration for different types of projects, which could include: Public-Private Partnerships (P3s) and Joint Ventures, Land Swaps, and Reverse RFPs. Creating a standardized term sheet and framework for the agency's financial and process goals can help CapMetro to expedite transactions with developers and avoid repeatedly seeking customized Board approvals. Decisions should be reached for CapMetro's preferred approach to key terms within a standardized term sheet, including: Transaction Type (sale vs. lease), Base Rent or Sales Price (market vs. below-market value, Administrative Fee (Upfront payment(s) for ground leases), Base Rent and Participation Rent, Capital Event Participation.

As an example, the Los Angeles County Metropolitan Transportation Authority (LA Metro) has a streamlined Joint Development framework. Their Transit Oriented Communities Team developed a Joint Development Policy—adopted in June 2021—with a goal to streamline the collaboration process with developers to deliver projects faster without compromising on the quality of the projects and community benefits produced. The Joint Development Policy also serves as a public document to inform communities and developers on what to expect through solicitations. It prioritizes projects that will produce the most housing units for transit riders, increasing both ridership and affordable housing opportunities in LA. The Policy also outlines LA Metro's preferred methods for selection of developers, project requirements, criteria for site prioritization, project scoping process, and proposal evaluation criteria. LA Metro is currently pursuing a number of joint development projects using this framework.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: This framework does not currently exist within CapMetro, which instead has followed a more customized approach for each approval. CapMetro's Development and Real Estate team is capable of creating a standardized solicitation template and term sheet, as well as designing a clear process for its use. Conversations with the City and related entities with more experience in these disposition processes can inform CapMetro in designing its approach.

Implementation Challenges & Considerations:

- The relevant CapMetro staff should discuss essential elements of a standardized solicitation template and the overall solicitation process for ETOD parcel solicitations and Joint Development projects associated with Project Connect and other CapMetro growth. Establishing a set of realistic transaction structures is a prerequisite to looking at potential structures on a station or site level.

- CapMetro's Development and Real Estate Team should work with its Board of Directors to determine which standards and objectives can be universal across transactions versus in which situations these need to be customized. An educational tutorial session should be provided to the Board to review the advantages, disadvantages, and other considerations associated with different types of transactions to better equip Board members to provide guidance on standardization opportunities. The Developer Solicitation and Procurement Framework should be informed by CapMetro's overall equity goals.

Success Metrics:

- Average length of time from RFP issuance to closing, aiming to reduce the average amount of time down to 12-18 months. CapMetro should estimate the average length of time from the last few years, if timelines are available, and compare results over time as the new framework is used.

- Net present value of financial returns to CapMetro from Joint Development projects. CapMetro's Development and Real Estate team can measure financial returns from past deals as a benchmark for future solicitation and joint development deals.

Strategic Real Estate Portfolio Analysis

Implementation Lead
City of Austin Housing and Planning Department; City of Austin Financial Services Department; City of Austin Economic Development Department; CapMetro Development and Real Estate; Public Agencies and Municipalities

Partners
Austin Economic Development Corporation

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
Short-term (Completed Within 2 years)

City Council Goals
U, V

ETOD Goals
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

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Strategy: Leveraging Publicly Owned Land

Description: By creating a framework for prioritizing publicly owned sites for disposition and development, CapMetro, City of Austin, and Travis County can make more effective decisions and create a more predictable timeline for ETOD. For example, a framework can outline the different criteria (e.g., location, size) that make a site a priority for disposition for ETOD projects to accompany the implementation of Project Connect. The framework should use a strategic facilities approach to evaluate how buildings and sites can be used for existing functions and any surplus City, County, and CapMetro properties should be repositioned or disposed. It will be imperative that there is coordination across entities.

Sound Transit's ETOD Policy adopted in 2018, while flexible and successful in many respects, does not establish cohesive prioritization for ETOD projects. In response, Sound Transit is developing a strategic plan that will offer a priority tool to inform future site dispositions and planning decisions.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: For the City of Austin, this type of portfolio analysis was done through an interdepartmental team led by Financial Services Department (FSD) and Economic Development Department (EDD) consisting of Housing, Office of Sustainability, and City Strategic Facility Governance Team. For individual parcels, the City of Austin has moved forward with strategic disposition processes intended to generate community benefits, such as the ongoing development process for Ryan Drive, which has led to an Exclusive Negotiating Agreement that includes community benefits such as affordable housing, parks and open space, community-serving commercial space, and pedestrian and bicycle connections to transit. The City has not yet determined a definitive course of action for some large sites that remain in its portfolio, including One Texas Center, though affordable housing is anticipated to be part of any redevelopment efforts on portions of the site. CapMetro has not recently undertaken a strategic property portfolio analysis.

Implementation Challenges & Considerations:

- The City has recently completed an analysis of its existing inventory of spaces and its projected office space needs and is currently in the process of evaluating which spaces should be redeveloped or repurposed. CapMetro similarly has a Facilities Master Plan that includes its inventory of spaces and Travis County has the Comprehensive Facilities Planning Process, which has identified underutilized parcels and assessed space opportunities. These analyses can be used to identify potential disposition opportunities for affordable housing development and other community benefits.

- The ETOD Typologies and Policy Prescription Sets identify stations where affordable housing should be prioritized, including those that offer ample access to job and neighborhood amenities, a lower current inventory of affordable housing, lower population levels with room for overall new development, and higher land availability.

Success Metrics:

- Total housing units and affordable housing units delivered on sites transferred by CapMetro, the City of Austin, and Travis County.

- Each implementation lead can also measure additional community benefits generated in developments through strategic disposition, such as acres of open space, miles of sidewalk improvements, and square footage of affordable retail/ground floor space. These metrics can be found in development plans and agreements and confirmed with developers upon completion of the project.

Land Acquisition Plan

Implementation Lead
CapMetro Development and Real Estate; City of Austin Housing and Planning Department; Austin Housing Finance Corporation; City of Austin Financial Services Department

Partners
Austin Economic Development Corporation; City of Austin Economic Development Department

Timeline
Commence Planning and Design:
Within 1 year

Implementation Begins:
Prior to Transit Construction

Active Period:
As Needed Before and During Project Connect Construction

City Council Goals
A, B, C, D, X

ETOD Goals
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable

Strategy: Acquisition Strategies for ETOD

Description: The construction of Project Connect will require ATP and CapMetro to acquire staging land to support the construction of transit infrastructure. This strategically purchased land should be repurposed for affordable housing development and other ETOD priorities as Project Connect gets built and the land is no longer needed for its original use. The plan must take into account state restrictions on the repurposing of land for economic development if the purchase required condemnation. The land acquisition plan should inform the use of funds to prioritize purchases of parcels that are compatible with affordable housing, eligible for funding programs, and attractive to future partnerships with local developers. Importantly, the plan should equip ATP and CapMetro with a purchasing framework that provides flexibility to quickly obtain an option on potential purchases, identify funding, and complete the acquisition.

An example in Seattle demonstrates the benefits of strategic land acquisition and partnerships. Sound Transit saw an opportunity to create affordable housing and services for seniors on a parcel close to its Capitol Hill station area, but the parcel was owned by Seattle Central College. Sound Transit and Seattle Central College agreed to swap land parcels in the Capitol Hill station area to support this opportunity. After acquiring the land parcel closer to the station, Sound Transit provided a $6 million property discount to Community Roots Housing, a non-profit developer that will build an 8-story mixed-use development, "Pride Place," offering 118 units for low-income seniors earning 30-60% AMI.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: As part of the $300 million anti-displacement investment package approved in November 2020 by Austin voters, the City of Austin earmarked an initial $23 million to acquire land, including $8 million in loans to support affordable housing preservation and development projects by non-profits. The remaining $15 million is being used by the Austin Housing Finance Corporation to acquire existing multifamily properties along Project Connect corridors. This land acquisition plan could help coordinate land purchases around Project Connect stations and infrastructure, as well streamline the City's and CapMetro's processes for developing land into affordable housing.

Implementation Challenges & Considerations:

- CapMetro and ATP should continue to explore the legal limitations on allowed uses for sites acquired through eminent domain. Confirming the legal options should be fast-tracked in order to move forward with an effective Land Acquisition Plan.

- The CapMetro Board of Directors should weigh in on the priorities for land acquisition in a session dedicated to the Plan, including on the types of parcels, purchasing framework, and partnership structures sought.

- The acquisition of parcels for operations and maintenance facilities should also be considered in CapMetro's land acquisition plan.

Success Metrics:

- Affordable housing units ultimately delivered on sites acquired by Implementation Leads. This metric will need to be tracked beyond the period of Project Connect construction to affirm the overall number of units delivered in the long-term.

City-Led Innovative & Gap Financing

Implementation Lead
City of Austin Housing and Planning Department; Austin Economic Development Corporation; City of Austin Financial Services Department

Partners
CapMetro; Community stakeholders and voters; Elected representatives

Timeline
Commence Planning and Design:
3 to 4 years

Implementation Begins:
During Transit Construction

Active Period:
Ongoing

City Council Goals
F, H, V

ETOD Goals
3. Preserve and Increase Housing Opportunities that are Affordable and Attainable
4. Expand Access to High-Quality Jobs & Career Opportunities
6. Expand Austin's Diverse Cultural Heritage and Small, BIPOC-Owned, and Legacy Businesses

Strategy: Land Value Capture and Innovative Finance

Description: A suite of innovative finance tools exist that can be used to help fill funding gaps and allow for public and public-private development to support the community benefits required for ETOD.

Tax Increment Reinvestment Zones (TIRZs): TIRZs are special zones created by City Council to attract new investment in an area. These zones help finance costs of redevelopment and promote growth in areas that would otherwise not attract sufficient market development in a timely manner. Taxes attributable to new improvements (tax increments) are set-aside in a fund to finance public improvements or community benefits within the boundaries of the zone. While TIRZ is traditionally associated with the funding of infrastructure like roads and parking, in ETOD areas TIRZs could also be created for the specific purpose of funding community benefits like affordable housing as long as the TIRZ meets the requirements of State law.

Public Improvement Districts (PIDs): Cities may levy and collect special assessments on property within a particular area in order to fund a range of improvements including infrastructure, mobility, parks, landscaping, and affordable housing. Creation of a public improvement district requires the support of at least 50% of the property owners in the district and must meet the requirements of Chapter 372 of the Texas Local Government Code.

Bond Finance: Cities may issue bond debt to support infrastructure investments, economic development gap financing, affordable housing, and other public purposes. General Obligation Bonds are backed by the overall tax base of the City. Revenue Bonds are backed by a particular revenue stream which could include fees, tolls, or tax increment established through a TIRZ. Issuance of General Obligation Bonds requires support from the voters.

Federal Transit Administration Joint Development: Cities and property owners can partner with the Federal Transit Administration to develop ETOD in concert with federally funded transit investments through the FTA Joint Development Process.

Federal Loans and Grants: Various departments of the Federal Government provide gap financing through federally backed loan and grant programs. The Build America Bureau within the US Department of Transportation currently oversees several low interest loan programs that could be used to provide gap financing for private development and infrastructure projects that deliver certain community benefits.

These tools have been used in many cities in Texas , including Austin, San Antonio, Dallas, El Paso, Galveston, Houston, Lubbock, Waco, Corpus Christi, and Fort Worth. According to the City of Dallas Department of Economic Development, TIRZ-funded public improvements include: wider sidewalks, buried utilities, landscaping, lighting, environmental remediation, demolition, and historic preservation. Dallas's TIRZ policy also establishes a general requirement for 20% affordable units (80% AMFI or less) in housing developments that receive TIRZ funding. Fort Worth also has a 20% affordable housing requirement for projects receiving TIRZ funding.

Does something like this exist in Austin today? If so, how does this tool build from existing program(s)? If not, could it exist?: The City of Austin's TIF policy currently allows the use of TIF funds for affordable housing, and requires that any housing development that is part of a TIF project plan must provide for at least 20% of the units to be affordable to households earning at or below 60% of median family income for rental housing and 80% of the median family income for ownership housing for at least the duration of the TIF project plan. TIRZs that exist in Austin include Mueller, Waller Creek, Seaholm, and Second Street. The Mueller Airport redevelopment Master Development Agreement required that 25% of the housing units be affordable for families earning less than 60% MFI for rental units and 80% MFI for owner-occupied units. The TIF used the tax increment revenue to support infrastructure that helped facilitate the 25% affordable housing set aside.

The City of Austin has enacted a Downtown Public Improvement District which supports the activities of the Downtown Austin Alliance and has supported numerous improvements to Downtown.

Implementation Challenges & Considerations:

TIRZ:

- Creation of a TIRZ is more challenging with multiple landowners in a station area. Further analysis should be conducted to determine where TIF and TIRZ would have the greatest positive impact.

- The City could coordinate with CapMetro to discuss the feasibility and desirability of creating new TIRZs around certain station locations to support community benefits. To establish a TIRZ, the City of Austin must follow the 8-step TIRZ process outlined by the Texas Comptroller, meet the "but/for" analysis required by State law (Texas Tax Code Chapter 311) for TIRZ creation, and remain below the City limits on how much property value can be under a TIRZ.

- There are competing financial demands for revenues diverted from the general fund into a TIRZ fund, particularly in the current environment of state-imposed 3.5% tax rate cap on municipalities. As project development costs escalate, land value capture may be needed to fund the transit infrastructure itself. This will limit the remaining value available to be used for housing and other community priorities.

Public Improvement District:

- Implementing a Public Improvement District requires a supplemental tax on property owners, which can be passed down to tenants and place a high rent burden on small, legacy, and BIPOC-owned businesses in particular.

Federal Partnerships, Grants, and Loans:

- Applying for these grants and loans can be time intensive and dollars may be tied to specific federal requirements, but they provide an important option for gap financing.

Success Metrics:

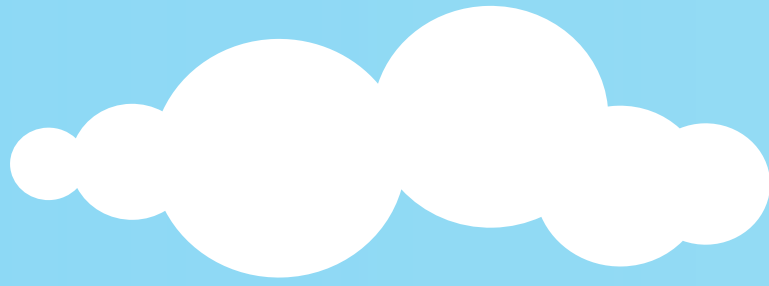Success metrics will vary based on the financing tool used.

For TIRZ or Public Improvement District:

- Revenue generated from the TIRZ or Public Improvement District.

For all tools:

- Dollars invested in public improvements/community benefits as a result of the TIRZ, Public Improvement District, bond, or federal loan or grant contribution. This metric can be estimated in terms of the actual cost of community benefit projects, but the City can also track the individual community benefits created through the projects (e.g., number of total housing units produced, number of affordable housing units, miles of sidewalks improved, etc.).

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ETOD Policy Plan