

People + Place Implementation Typology

No two transit communities are alike. They serve different functions in the region, such as dense downtown central business districts, regional industrial job centers, smaller mixed-use neighborhood districts, and commuter stations. At the local level, these places vary in their needs for infrastructure and housing investments, just as the people who live and work in these communities differ in their access to education, employment, housing, and other amenities and services to allow them to lead a successful life. Moreover, the local visions for these communities may differ greatly in terms of the amount and scale of future residential and employment growth anticipated. Accordingly, there is no one-size-fits-all approach to the strategies that will help a transit community thrive and grow with equitable outcomes for current and future community members.

The GTC Partnership recognized this need to tailor implementation approaches to different types of communities. The resulting typology provides guidance on strategies for different transit community types based on existing characteristics of the place and the people who live and work there now. Many station area typologies developed in other regions have described the current or aspirational physical characteristics of different transit communities. An *implementation* typology, on the other hand, classifies transit communities according to the types of strategies that will be most meaningful to help achieve desired outcomes. The GTC Partnership developed the implementation typology to connect strategies to the three overarching program goals: attract residential and employment growth, provide affordable housing choices, and increase equitable access to opportunity.

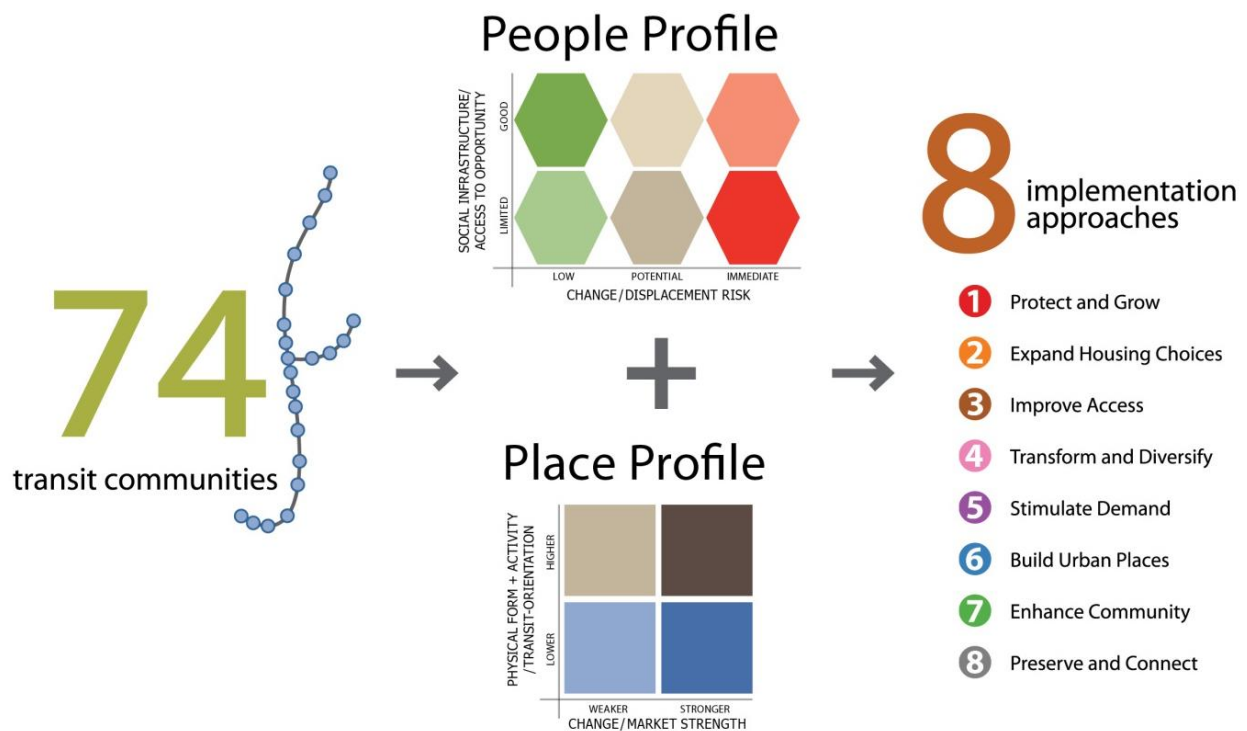


Figure 3: The People + Place Implementation Typology Framework

The 74 transit communities were evaluated using two screens—a People Profile and a Place Profile—resulting in eight Implementation Approaches. See Figure 3 on the previous page for an overview of the framework and Appendix D for a more detailed explanation of this methodology.

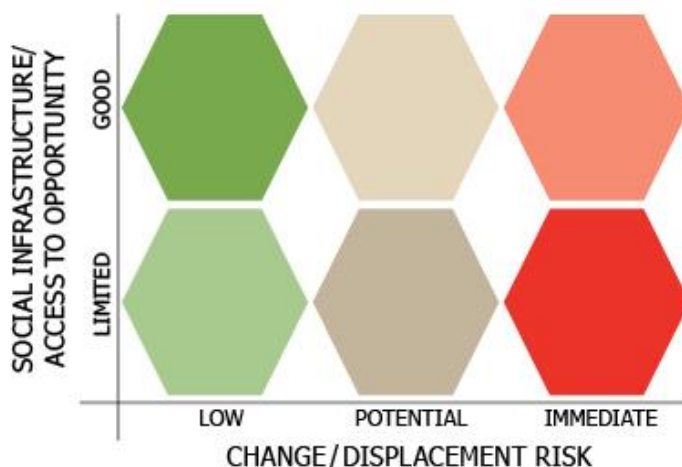
Through its work, the GTC Partnership concluded that it was insufficient to only examine physical aspects of communities; and that only a more holistic study of both “place” and “people” characteristics would fully inform strategies to bring about thriving and equitable transit communities. As a result, the typology uses a two-matrix “People + Place” framework. Each matrix shows the intersection of two types of measures: existing community strengths and likelihood of change. The People Profile assesses residents’ access to social, physical, and economic opportunity, compared to the degree to which the households and businesses are at risk of displacement as neighborhood change occurs over time. The Place Profile examines aspects of a community’s physical form and activity level, compared to the degree to which physical characteristics may change due to real estate market strength.

The results of the People and Place Profiles suggest a framework of eight Implementation Approaches, each associated with key strategies and investments tailored to meet the needs and opportunities in different communities, while also advancing regional and corridor-wide goals.

Transit Community People Profile

The People Profile includes a *Social Infrastructure / Access to Opportunity* index that measures the degree to which a transit community provides residents with access to the resources they need to succeed and thrive. A *Change / Displacement Risk* classification indicates the likelihood that growth pressures will present a risk of displacement to current residents and businesses. Together, the People Profile informs regional and local implementation by showing where strategies such as targeted community investments, affordable housing preservation and production, and community stabilization and revitalization are most needed.

The *Social Infrastructure / Access to Opportunity* index is based on the regional Opportunity Mapping analysis carried out by Growing Transit Communities and the Kirwan Institute in 2011-2012. The Opportunity Mapping analysis produced a range of scores based on five sub-measures: education, economic health, housing and neighborhood quality, mobility and transportation, and health and environment. For the purposes of the typology, performance on *Social Infrastructure / Access to Opportunity* is either *Limited* or *Good*.



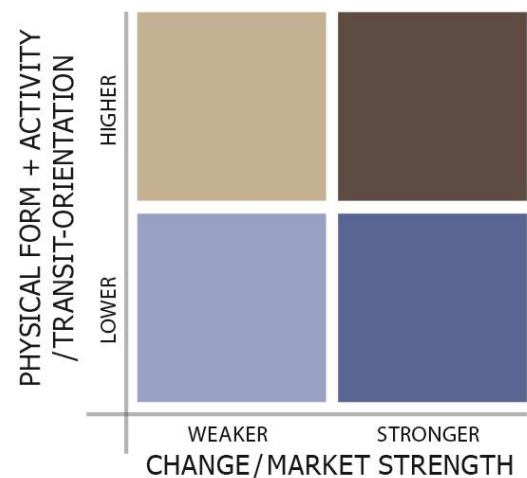
Change / Displacement Risk indicates the risk of displacement based on data that show recent neighborhood change, current community risk factors, and market pressure. Data used to quantify these factors included current and recent changes to residents’ income, education, race and ethnicity, household type, housing tenure, and residential market strength. Based on these data, transit communities were classified as *Low Risk*,

Potential Risk, or Immediate Risk for displacement. Low risk communities tend to be moderate to higher income communities or communities with lower market pressures. Immediate risk communities show indications that displacement of lower income populations is underway, higher current market strength, or high number of community risk factors. Potential risk communities are those that have weak market strength and therefore do not face imminent displacement risk. However, many also exhibit significant community risk factors that suggest needs for community stabilization efforts to avoid future displacement risk should market forces change.

Transit Community Place Profile

The Place Profile includes a *Physical Form + Activity / Transit-Oriented* index that measures the degree to which a location's current physical form and activity levels support transit-oriented development. A *Change / Market Strength* measure indicates the likelihood that the community will change due to real estate market demand. Together, the Place Profile informs implementation strategies by showing recommended locations for long-range planning, market catalyst strategies, and policies and investments to support density, walkability, and a high quality public realm.

The *Physical Form + Activity / Transit-Oriented* index measures the degree to which a community's physical form and activity level support a dense and walkable community served by high-capacity transit. The composite index includes data on five sub-measures: pedestrian infrastructure, transit performance, physical form, population, and proximity to a mix of uses. For the purposes of the typology, performance on *Physical Form + Activity / Transit-Oriented* is either *Lower* or *Higher*.



Change / Market Strength indicates the strength of the residential TOD demand. The index, which evaluates the potential demand for residential transit-oriented development, includes measures of local real estate market value and activity, employment patterns, density, and household income and size. Performance on *Change / Market Strength* is classified as either *Weaker* or *Stronger*.

Implementation Approaches

The typology exercise resulted in fourteen People + Place combinations, which were further grouped into eight Implementation Approaches. Each approach connects a set of shared community characteristics and needs to a different toolbox of recommended strategies and actions. Whether and how those strategies apply to any individual transit community will depend on local plans and policies and will be tailored to the opportunities and constraints present in each location. The eight Implementation Approaches are:

- 1 Protect and Grow
 - 2 Expand Housing Choices
 - 3 Improve Access
 - 4 Transform and Diversify
- 5 Stimulate Demand
 - 6 Build Urban Places
 - 7 Enhance Community
 - 8 Preserve and Connect

The first four Implementation Approaches (*Protect and Grow*, *Expand Housing Choices*, *Improve Access*, and *Transform and Diversity*) include transit communities in areas with emerging or strong real estate demand. These approaches capitalize on the potential for investment in housing, employment, and public amenities in a manner that increases equity and opportunity for both current and future community members. The next three Implementation Approaches (*Stimulate Demand*, *Build Urban Places*, and *Enhance Community*) include communities with medium- to long-term growth potential based on current market demand. Priority strategies focus on market catalysts, long-range planning, and economic and community development. Finally, *Preserve and Connect* transit communities are regional job centers for which residential growth is either limited or not appropriate, but transit access improvements to jobs is paramount.

The Implementation Approaches and typology analysis are intended to complement and inform existing regional and, especially, local plans as they are implemented, evaluated, and refined in the coming years. Linking dozens of transit communities to eight general approaches will help both regional and local decision makers evaluate appropriate policies and investments. Decisions on how best to use this work rest with governing boards of regional agencies, such as PSRC, which administers federal transportation funds, and local councils of cities and counties, which have jurisdiction for land use and zoning. The result should be better informed and more regionally coordinated efforts to nurture thriving and equitable transit communities.

Within each Implementation Approach grouping, there are significant differences among the transit communities. For example, communities in the *Improve Access* approach are similar in being highly desirable opportunity-rich places that lack housing affordable at low and moderate incomes. Recommended tools would increase housing choices and connectivity to other communities. However, the type and scale of tools used should reflect that these are also extremely different places, for example in the East Corridor ranging from Downtown Bellevue, a major regional center of commercial and residential activity, to the Hospital station, dominated by a large medical services complex, to South Bellevue, a single-family neighborhood and sensitive environmental area where no new growth is planned.

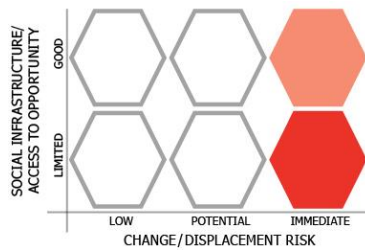
Figure 4 on the following page maps the eight Implementation Approaches for the 74 transit communities studied in the Growing Transit Communities work program. It is followed by detailed descriptions of each of the Approaches. Each description includes five elements: a narrative description, a list of the specific transit communities in the Approach, two graphics that show the People and Place Profile results, and a list of key implementation strategies. The key strategies highlight the types of actions that are most important to pursue in the short to medium term to help these transit communities thrive and contribute to local and regional goals. The lists are not exhaustive, and there are other tools and investments that are needed to support any specific community. Furthermore, local plans, opportunities, and constraints will influence the appropriate scale of implementation of each key strategy.



Figure 4: People + Place Implementation Approaches

1 Protect and Grow

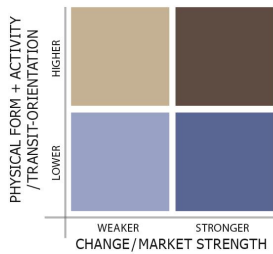
People Profile



Description

Protect and Grow transit communities are neighborhoods with emerging to strong real estate demand and community characteristics that indicate an immediate risk of displacement. Physical form and activity levels are varied. Key strategies focus on supporting an emerging market for higher density development while preserving affordability and leveraging community benefits from growth. As communities in transition, they call for a more proactive approach to ensuring equitable growth. Nine communities are categorized as Protect and Grow (including five current light rail stations in Southeast Seattle).

Place Profile



Transit Communities

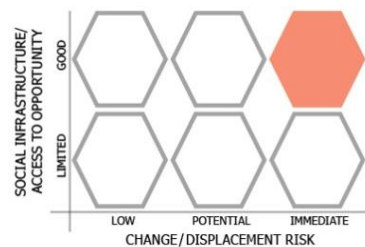
East: Rainier, NE 15th St, NE 10th St; North: NE 145th St; South: Beacon Hill, Mount Baker, Columbia City, Othello, Rainier Beach

Key Strategies*

- Development regulations and capital facilities investments that support market demand (7, 9-10)
- Full range of tools for new and preserved affordable housing (11-16)
- Community needs assessment and targeted community investments (19- 24)
- Targeted small business support (21)

2 Expand Housing Choices

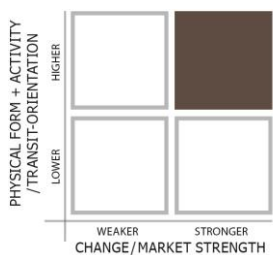
People Profile



Description

Expand Housing Choices transit communities are current or future mixed-use centers with good access to opportunity, TOD supportive physical form and activity, and emerging to strong demand for higher density development. Some communities are at high risk of displacement; others have significant subsidized housing but will still have trouble meeting demand from lower to middle income households given the locations' desirability. Key strategies leverage these strong markets to attract growth while providing broad affordability. Seven communities are categorized as Expand Housing Choices, all in the inner portions of the light rail corridors in Seattle (including four current light rail stations).

Place Profile



Transit Communities

Central Seattle: Westlake, University St, Pioneer Square, International District; North: Capitol Hill, Brooklyn, Northgate

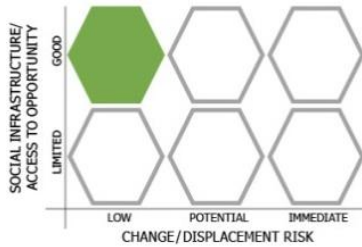
Key Strategies*

- Support potential to increase market rate housing supply and affordability (7, 9)
- Target subsidy and other efforts to preserve and expand low to moderate income affordable housing stock (12, 13)
- Leverage public and private assets and market demand to meet demand for workforce housing (11, 16-17)

* Key Strategies refer to numbered strategies found in the Toolkit of Strategies and Actions. The key strategies highlight the most important short to medium term actions to help these transit communities thrive and contribute to local and regional goals. The lists are not exhaustive, and there are other tools and investments that are needed to support any specific community.

3 Improve Access

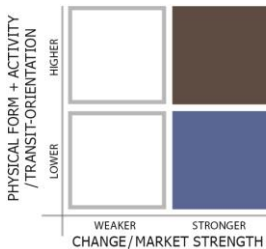
People Profile



Description

Improve Access transit communities are desirable neighborhoods or centers with good access to economic and educational opportunity, and strong real estate demand. Market rate housing is unaffordable to lower income households and there is relatively little subsidized housing. Key strategies focus on capturing value from strong markets to improve community access, either through subsidy to expand affordability within the community or transit investments to improve access to and from the community. Access needs and redevelopment opportunities will vary in scale and suitability across the diverse communities within this category, dependent on local visions and plans. For example, Bellevue Transit Center has planned for large amounts of near to medium term growth, while South Bellevue envisions little to none. Six communities are categorized as Improve Access (with no current light rail stations).

Place Profile



Transit Communities

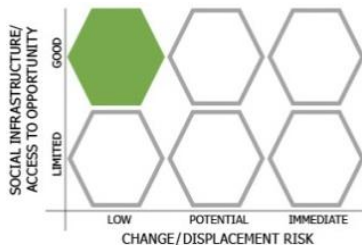
East: South Bellevue, East Main, Bellevue Transit Center, Hospital, Downtown Redmond; North: Roosevelt

Key Strategies*

- Ensure accessibility through multiple modes of transportation (8, 10)
- Adopt tools to increase affordable housing choices, as appropriate to community scale (11, 13-17)
- Connect transit dependent populations to transit and community resources (22)

4 Transform and Diversify

People Profile



Description

Transform and Diversify transit communities are neighborhoods or centers poised for transformation due to recent planning efforts that capitalize on their good access to opportunity and strong real estate markets. However, many lack the sufficient physical form and activity levels to fully support future transit-oriented growth. Key strategies should leverage stronger markets to diversify land uses, make public realm improvements and expand affordability. These communities are currently either employment nodes or single-family neighborhoods with little mixing of uses or intensity of development. They also have limited housing choice, either through lack of housing or affordability. At the same time, they have stronger markets and near-term potential to grow as equitable transit communities. Six communities are categorized as Transform and Diversify, all located in the East Corridor (with no current light rail stations).

Place Profile



Transit Communities

East: Mercer Island, 120th Station, 130th Station, Overlake Transit Center, Overlake Village, SE Redmond

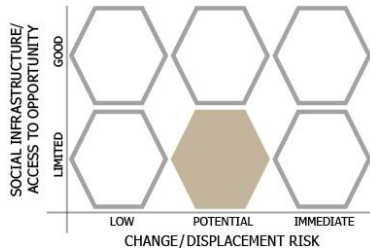
Key Strategies*

- Intensify activity with transformative plans for mixed use infill and redevelopment (6-9)
- Invest in basic infrastructure and public realm to support phased growth (10)
- Full range of tools for new affordable housing production (11, 13-17)
- Targeted small business support (21)

* Key Strategies refer to numbered strategies found in the Toolkit of Strategies and Actions. The key strategies highlight the most important short to medium term actions to help these transit communities thrive and contribute to local and regional goals. The lists are not exhaustive, and there are other tools and investments that are needed to support any specific community.

5 Stimulate Demand

People Profile



Place Profile



Description

Stimulate Demand transit communities are smaller employment centers, located in older city centers primarily at the termini of the light rail corridors. These communities have good physical form and activity, but moderate demand at this time for TOD. Key strategies focus on economic development strategies and investments to expand the local job base, fulfill development potential, and expand access to opportunity. Eight communities are categorized as Stimulate Demand (including five current Tacoma Link stations).

Transit Communities

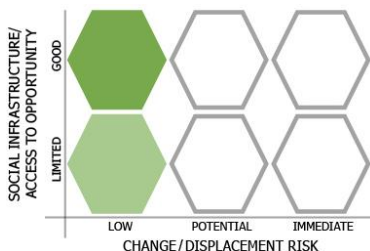
North: Wetmore/Colby, Everett Station; South: Federal Way TC, Tacoma Dome, S 25th St, Union Station, Convention Center Tacoma, Theater District

Key Strategies*

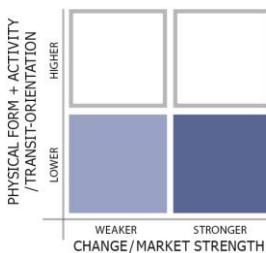
- Promote economic development to retain and expand job base (21)
- Long-range capital facilities plan with phased infrastructure and public realm investments (6, 10)
- Affordable housing assessment and preservation (11, 12)
- Community needs assessment and targeted investments (19-24)

6 Build Urban Places

People Profile



Place Profile



Description

Build Urban Places transit communities are neighborhoods or centers with weak to emerging real estate markets and lower physical form and activity, located primarily along major highways or arterials in the middle sections of the North and South corridors respectively. With low risk of displacement and good existing or future transit access to job centers these communities are poised for medium-term growth, however, their existing physical form and activity levels limit TOD potential. Key strategies focus on market-priming through strategic planning and key infrastructure improvements in order to attract pioneering, market rate TOD. Fourteen communities, found primarily in the North corridor (but no current light rail stations), are categorized as Build Urban Places.

Transit Communities

North: N 130th St, NE 130th St, N 155th St, NE 155th St, NE 185th St, Shoreline P&R, Mountlake Terrace, Lynnwood Urban Center, Lynnwood Transit Center, 4th Ave SW, Alderwood Mall, Ash Way, 148th St SW; South: S 288th St, S 348th St

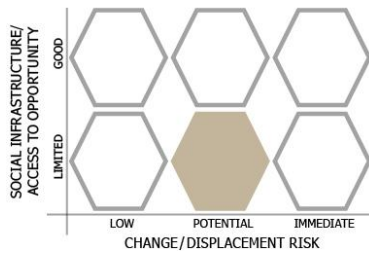
Key Strategies*

- Intensify activity with transformative plans for infill and redevelopment (6-9)
- Identify and fund catalytic capital facilities investments (10)
- Full range of tools for new affordable housing production (11, 14-17)
- Community needs assessment and targeted investments (19-24)

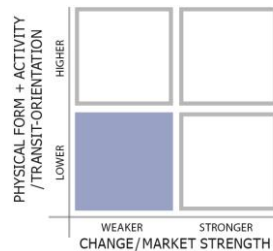
* Key Strategies refer to numbered strategies found in the Toolkit of Strategies and Actions. The key strategies highlight the most important short to medium term actions to help these transit communities thrive and contribute to local and regional goals. The lists are not exhaustive, and there are other tools and investments that are needed to support any specific community.

7 Enhance Community

People Profile



Place Profile



Description

Enhance Community transit communities are neighborhoods or smaller centers found in the South and North corridors. Recent and anticipated transit investments have the potential to catalyze considerable community development. However, many will face challenges to implementing TOD given auto-oriented environments, weak market demand, and limited access to opportunity. Key strategies focus in the short term on community development to expand opportunity and social activity, and in the long term on building a physical and social fabric that will attract new investment. Nineteen transit communities, more than any other of the other Implementation Approaches, are categorized as Enhance Community.

Transit Communities

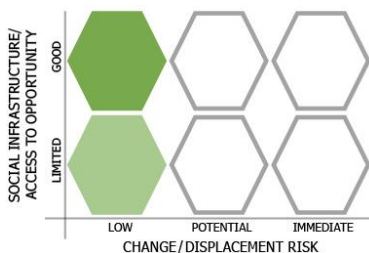
North: Edmonds Community College, International/Cherry, Lincoln Way, Airport Road, 112 St SW, Casino Road, 41st St SW, Mariner, Everett Mall; South: Tukwila International Blvd, SeaTac Airport; S 200th St, S 216th St, Kent-Des Moines, Highline Community College, S 260th St, Redondo, Star Lake, Fife

Key Strategies*

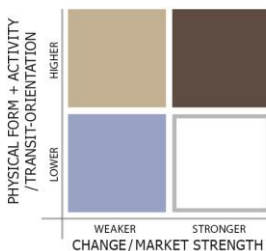
- Station area planning, focus on long-range vision and transitional uses (6, 8)
- Long-range capital facilities plan with phased infrastructure and public realm investments (6, 10)
- Community needs assessment and targeted investments (19-24)
- Affordable housing preservation (11, 12)

8 Preserve and Connect

People Profile



Place Profile



Description

Preserve and Connect transit communities are regional industrial or institutional employment centers that play a vital role in the region's economy. While People and Place characteristics vary greatly across the transit communities in this approach, they are similar in the overarching importance of preserving and expanding their employment base. Transit access improvements are needed where appropriate to support commuting. The introduction of housing in these areas may harm job opportunity and is not recommended. Four study areas, including two current stations, are categorized as Preserve and Connect.

Transit Communities

North: Boeing, UW Stadium; South: Stadium, SODO

Key Strategies*

- Ensure accessibility by multiple modes of transportation (8, 10)
- Connect transit dependent populations to transit and other community resources (22)

* Key Strategies refer to numbered strategies found in the Toolkit of Strategies and Actions. The key strategies highlight the most important short to medium term actions to help these transit communities thrive and contribute to local and regional goals. The lists are not exhaustive, and there are other tools and investments that are needed to support any specific community.

