U.S. Department of Transportation

# Building Livable Communities with Transit

## Planning, Developing, and Implementing Community-Sensitive Transit

The Federal Transit Administration Livable Communities Initiative

Federal Transit Administration

# PREFACE

Across the country, communities are becoming actively involved in enhancing the connections between transit and local quality of life. This is being accomplished by locating development near transit stops and stations so that walking to and from these facilities requires little effort. Better connections between different modes of transportation are making it easier to transfer from one transportation mode to another. Local governments are implementing transit supportive policies such as mixed-use zoning, parking management, and traffic calming. Additionally, special attention is being given to creating accessible transit for people with disabilities and the elderly, and communities are asking for transit stations and stops which are safer and more secure.

This booklet presents some of the successes—in terms of planning, development, and implementation—of the community-sensitive transportation facility development process. Although a comprehensive process is described here, not every project involves the full range of steps. By applying the techniques outlined in this booklet, transportation agencies, metropolitan planning organizations, local governments, and communities can help achieve transportation goals beyond "asphalt, concrete, and steel"—to reap quality-of-life rewards involving the economic, social and environmental benefits of transit investments. States and local governments are implementing transit supportive policies such as smart growth legislation, mixed-use zoning, parking management, and traffic calming.

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# INTRODUCTION

## BACKGROUND

Public transportation not only provides personal mobility, but also can contribute to the quality of life in communities. Metropolitan growth and resulting sprawl development patterns have led to increasingly longer trips, poor pedestrian access, traffic congestion, and adverse environmental impacts. These factors are diminishing the quality of life in the nation's communities and reducing effective and efficient operation of public transportation systems.

Transit-oriented development and community-sensitive transit can help reverse these trends. Transit-oriented development involves mixed-use development on air rights or near transit stations and stops, safe and secure pedestrian access, parking management, and other transit-supportive traffic management techniques.

Transit-oriented developments which involve Federal Transit Administration (FTA) financial assistance are defined as joint development. Transit-oriented development can be enhanced with community-sensitive transit consisting of real-time customer information, innovative transit services, on-site customer services, and other amenities.

Research has shown that land use strategies involving mixed-use development with higher densities, suitable job/housing balance, and effective parking management policies can reduce auto trips as much as 18%. Furthermore, developments which incorporate site design amenities (e.g., sidewalks, lights, seats, intermodal connections, and on-site services) can increase transit ridership by 4% or more. In Corpus Christi, Texas, the Regional Transit Authority RTA has experienced a 6% increase in ridership on the routes served by the transit centers, as well as a 19% increase in the systemwide ridership. Current technologies permit implementation of more innovative, efficient, and responsive transit services.

### IMPACTS OF TRANSIT ORIENTED DEVELOPMENTS

| MEASURES | RESULTS |
|---|---|
| Vehicle Trips | 18% Reduction in auto trips |
| Vehicle Miles Traveled | 12% Less total VMT in AM Peak |
| Travel Time | 18-28% Reduction on Network |
| Air Quality | Deterioration of Air Quality Retarded |
| Land Use | Less land required for roads and lower public cost of development |
| Pedestrian Flows | Promotes greater pedestrian movements and traffic |

*Sources: The Impact of Various Land Use Strategies on Suburban Mobility, December 1992, Middlesex Somerset Mercer Regional Council (MSM); Implementing Effective Travel Demand Management Measures, September 1993, Comsis Corporation and The Institute of Transportation Engineers.*

## FEDERAL TRANSIT ADMINISTRATION'S LIVABLE COMMUNITIES INITIATIVE

The FTA Livable Communities Initiative is demonstrating ways to improve the link between transit and communities. It promotes customer-friendly, community-oriented, and well-designed facilities and services. The characteristics of community-sensitive transit facilities and services include readily available customer infor-

**The goal of the Livable Communities Initiative is to strengthen the link between transit and communities by improving personal mobility, transportation system performance, and the quality of life in communities by:**

- strengthening the link between transit planning and community planning, including land use policies and urban design supporting the use of transit, and ultimately providing physical assets that better meet community needs;
- stimulating increased participation in the decision-making process by community organizations, minority and low-income residents, small and minority businesses, persons with disabilities, and the elderly;
- increasing access to employment, education facilities, and other community destinations through high quality, community-oriented, and technologically innovative transit services and facilities; and
- leveraging resources available through other Federal, State, and local programs.

mation and services; a safe and secure environment; sufficient pedestrian and bicycle access; and architecture that reflects the values of the community.

The Initiative recommends that transportation agencies and local governments introduce proposed transportation improvements to communities in the early stages of the planning process. When communities are afforded an opportunity for greater involvement in the decision-making process, the true objectives of a livable community are more likely to be accurately addressed and achieved. Both the U.S. Department of Transportation (DOT) and FTA strategic plans place emphasis on putting people first in the U.S. transportation systems. The FTA's Strategic Plan specifically envisions a stronger link in the relationship between transit and communities.

Under the Livable Communities Initiative, FTA has awarded funding to 21 projects that demonstrate the characteristics of community-sensitive transit. Demonstration projects were chosen using the criteria shown on Table 1. Table 2 lists the projects and the Appendix provides summary descriptions of each of the selected demonstration projects.

## Effects of Land Use and Urban Design on Transit Mode Share

| URBAN DESIGN/LAND USE CHARACTERISTIC | IMPACT ON TRANSIT |
|---|---|
| Availability of Convenience Services | 3.7% increase in transit |
| Mix of Land Use | 3.5% increase in transit |
| Accessibility of Services | 3.3% increase in transit |
| Areas Perceived as Safe | 1.8% increase in transit |
| Aesthetically Pleasing Environment | 4.1% increase in transit |

*Source: The Effects of Land Use and Travel Demand Management Strategies on Commuting Behavior, November 1994, Cambridge Systematics.*

TABLE 1:

## Evaluating Community-Sensitive Transit Facilities and Services

| Criterion | Characteristics | Results |
|---|---|---|
| COMMUNITY INVOLVEMENT | Inclusiveness | Supportive of transit |
| | Town Meetings | Better problem definitions |
| | Planning Workshops | Consensus on alternatives |
| | Design Workshops | Better project definition |
| ECONOMIC DEVELOPMENT EFFECTS | Transit-Oriented Comprehensive Plan | Catalyst for revitalization |
| | Employment Creation | Job increase |
| | Local Property Tax Base | Increased property values |
| | Additional Indirect Effects | Source of non-farebox revenues |
| LOCAL LAND USE AND TRANSPORTATION POLICIES | Transit-Oriented Development | Increased transit ridership |
| | | Efficient land use management |
| | | Reduced auto trips |
| | Transit Priority Treatments | Improved transit operations |
| | Parking Management | Increased transit modal share |
| PROJECT FINANCIAL IMPACTS | Project Cost | Allocation of funding requirements |
| | Optimizing Fund Sources | Prioritization of scarce resources |
| | Project Revenues | Transit agency income |
| | Leveraging Other Financial Resources | Risk management |
| QUALITY OF SERVICE | Safety/Security Provisions | Reduction in crime and accidents |
| | Customer Information | Improved time management |
| | Travel Time | Travel time savings |
| | Speeds | Operating efficiency |
| SITE DESIGN PRINCIPLES | Architectural Compatibility | Neighborhood/historical preservation |
| | Mix of Land Uses | Trip reductions |
| | Art | Aesthetically pleasing environment |
| | Local Master Plan Integration | Improved access to services |
| | Facility Design Integration | Better functional relationships |
| SYSTEM ACCESS | Transit Stop Location | Greater operations efficiency |
| | Intermodal Connections | Increased mobility |
| | Pedestrian Access | Greater pedestrian movement |
| | Transit Vehicle Circulation | Better line haul access |
| | Bicycle Access | Improved access |
| | Signal Preemption | In-vehicle travel time savings |
| | Access Roadway Congestion Levels | Improved network efficiency |
| TRAVEL DEMAND | Transit Usage | Increased work and non-work transit trips |
| | Transit Mode Share | Percent transit ridership |
| | Travel Demand Management | Improved air quality, reduced VMT |

TABLE 2:

## LCI Demonstration Project Summary

| LCI DEMONSTRATION PROJECT | PRINCIPAL FEATURE | TOTAL PROJECT COST (millions) | FTA SHARE (millions) |
|---|---|---|---|
| Atlanta University Center Access Improvements | Pedestrian Access | $10.00 | $3.10 |
| Austin | Pedestrian and Bus Access | $1.25 | $1.00 |
| Baltimore Reisterstown Metro Station Enhancements | Customer Services | $1.90 | $1.52 |
| Chester Transportation Center Enhancements | Pedestrian and Bus Access, Customer Services | $7.50 | $6.00 |
| Chicago Green Line 35th Street Station Enhancements | Pedestrian Access, Safety, and Security | $3.36 | $2.80 |
| Clackamas County Sunnyside Village Transit Plaza | Land Acquisition | $2.00 | $1.60 |
| Columbus Engineering for Transit Service Center | Engineering and Architectural Design | $10.001 | $2.50 |
| Corpus Christi Transit Center | Pedestrian Access | $3.72 | $3.10 |
| Dallas Pedestrian Accessway Enhancements | Pedestrian Access | $1.31 | $1.09 |
| East Cleveland - Enhancements to Stokes Station at Windermere | Land Acquisition | $6.00 | $3.20 |
| El Paso Union Plaza Pedestrian Enhancements | Bus and Pedestrian Access/Safety | $30.00 | $7.50 |
| Los Angeles Neighborhood Initiatives (LANI) Transit Enhancements | Safety and Security Features, Bus Shelters, Transit Stores | $7.40 | $5.30 |
| Louisville Neighborhood Travel and Jobs Center | Building Acquisition and Customer Services | $3.00 | $2.40 |
| New York City Harlem 110th St. Station Security | Safety and Security Enhancements | $2.80 | $2.20 |
| Oakland BART Fruitvale Station Enhancements | Transit-Oriented Development | $4.50 | $2.30 |
| North Philadelphia Pedestrian Access Improvements | Pedestrian Access | $5.70 | $3.00 |
| Peublo Downtown Transit Center | Safety and Security Enhancements | $1.70 | $1.00 |
| Rosslyn Metro Station Bus Bay, Pedestrian Access and Safety | Facility Improvements, Bus Access | $1.62 | $1.30 |
| St. Louis Metrolink Wellston Station Enhancements | Customer Services Enhancements | $7.80 | $1.00 |
| Tampa Ybor City Electric Trolley Access Improvements | System and Pedestrian Enhancements | $4.74 | $1.70 |
| Tucson South Park Avenue Improvements | Pedestrian Access | $1.80 | $1.50 |
| | TOTAL | $118.10 | $55.11 |

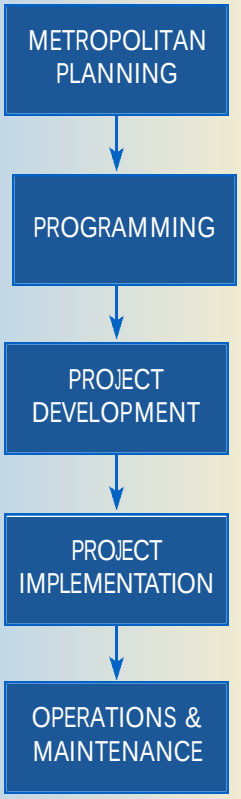
## STATUTORY BASIS AND FUNDING

The statutory basis for the Initiative is found at 49 U.S.C. Section 5309(a)(5) and (7) (formerly Sections 3(a)(1)(D) and (F) of the Federal Transit Act). These provisions authorize projects that 1) enhance the effectiveness of mass transportation projects to which they are physically or functionally related, and 2) provide non-vehicular, capital improvements which increase transit ridership in fixed-guideway corridors. The flexible funding provisions of TEA-21 strengthen the funding opportunities for transit investments that meet the needs of communities. The FTA Livable Communities Initiative is thus firmly grounded in law. The essential purpose of the Federal transit law is not simply to fund the capital and operating costs of transit systems; more generally, the purpose is to improve the quality of life in urban and rural communities through the use of transit systems, recognizing them as the lifeblood of livable communities.

The Clinton-Gore Livability Agenda is a billion dollar initiative. Sources of Federal funds for projects reflecting the basic principles of the Livable Communities Initiative include: the Transit Capital Discretionary Grant or Loan Program, the Transit Formula Assistance Block Grants, the Planning and Research Program, the Planning and Design of Mass Transportation Facilities to Meet Special Needs of Elderly Persons and Persons with Disabilities, the Rural Transit Assistance Formula Grant Program for Areas Other Than Urbanized Areas, the Surface Transportation Program (STP), and Congestion Mitigation and Air Quality (CMAQ) funds.

Livable communities do not simply happen. They are the by-product of a coordinated and participatory transportation and community planning process where transit decisions are made in conjunction with decisions on land use and other transportation investments. The principles of livable communities should be instilled throughout the planning and project development process. A description of that process and the kinds of principles that are appropriate at each stage follows.

### Steps in Planning and Project Development Process



# METROPOLITAN PLANNING

In urbanized areas around the country, local elected officials and transportation agencies carry out transportation planning and decision-making processes. The planning process produces a transportation plan, identifying the region's transportation policies, investment strategies, and major facilities and services to be implemented during the next 20 or more years. The process also produces a short range transportation improvement program (TIP), which identifies the projects to be implemented over a shorter (generally 3- to 5-year) period. The process is carried out under the auspices of a Metropolitan Planning Organization (MPO). MPOs have the authority to adopt plans and TIPs, but most do not implement transportation projects, provide transportation services, or regulate land use.

Some of the activities that occur as part of the metropolitan transportation planning process are:

- Analysis of transportation system performance and trends;
- Projections of future land use, travel, and system performance;
- Analysis of alternative strategies for solving transportation problems; and
- Involvement of the public and non-transportation agencies (see Table 3 for examples of techniques).

There are numerous opportunities to incorporate livable communities principles into the metropolitan transportation planning process.

Metropolitan planning leads to decisions, by the MPO and participating implementing agencies, on transportation plans, policies, and priorities. Under Federal law and regulations, metropolitan transportation plans must be relatively specific, must be consistent with reasonable forecasts of revenue, and must be in conformance with air quality plans. In addition, the planning process must take land use and development plans and

## LIVABLE COMMUNITIES CONCEPTS IN METROPOLITAN PLANNING:

- Regional transportation policies developed by the MPO might call for high density, mixed use development with good pedestrian access at places with good transit accessibility, such as transit stations.
- The travel demand models that are used to predict future travel behavior can be reviewed and adjusted as necessary to make them more sensitive to the tripmaking characteristics of mixed use, transit-friendly communities.
- Alternative land use plans and policies can be evaluated in a long-range plan, as a strategy, or as part of a strategy, for addressing transportation problems.
- The criteria used to evaluate alternative transportation strategies and to set priorities can favor projects that are supportive of transit-friendly communities.
- MPOs can carry out planning studies to help identify areas within the metropolitan region that are suitable for development as livable communities. Or, MPOs can develop regional guidelines or sample ordinances to help local governments establish livable communities programs.
- A community involvement program that stimulates increased participation by community organizations and residents, minority and low-income residents, small and minority businesses, persons with disabilities, and the elderly is essential to adequately consider land use and the overall social, economic, energy, and environmental effects of transportation decisions.

TABLE 3:

## Techniques for Public Involvement

FUNDING AGENCIES ARE EXPECTED TO ADOPT TECHNIQUES FOR ENCOURAGING PUBLIC PARTICIPATION IN THE PLANNING PROCESS. BELOW ARE SOME OF THE MORE POPULAR AND EFFECTIVE INNOVATIONS IN PUBLIC INVOLVEMENT FOR TRANSPORTATION PLANNING.

- **Charrette** – a meeting in which citizens are invited to participate in a full discussion of issues, interrelationships, and impacts. Time limits challenge people to openly examine problems and produce tangible results.
- **Visioning** – a series of meetings open to all citizens or a representative panel focusing on long-range issues that eventually lead to a goals statement.
- **Brainstorming** – a democratic process open to any citizen, led by a facilitator or moderator where participants come together in a freethinking forum to generate ideas. It provides participants with a sense of progress and accomplishments, and helps them move on to more difficult tasks.
- **Citizen's Advisory Committee** – a representative group of stakeholders that meets regularly to discuss issues of common concern. It allows for extended interaction between citizens and their government.
- **Transportation Fair** – a one-day event used to interest citizens in transportation and in specific projects or programs.
- **Focus Groups** – a meeting of a carefully selected group of individuals convened to discuss a single topic. The opinions are used to gauge public opinion.
- **Collaborative Task Force** – a group of individuals selected to come to a conclusion and resolve a difficult issue, subject to ratification by official decisionmakers.
- **Media Strategies** – use of print and broadcast vehicles to advise and inform customers about projects and programs.
- **Facilitation** – a neutral facilitator guides a group of citizen representatives through the problem-solving process.
- **Citizen Surveys** – a survey administered to a sample group of citizens via a written questionnaire or through interviews in person, by phone, or by electronic mail. The tabulated results are considered representative of a larger group.
- **Telephone Techniques** – an interactive medium used to solicit public involvement, obtain information, and get opinions.
- **Visual Techniques** – use of recorded visual and oral messages to present information to the public, e.g., Visual Preference Surveys.
- **Public Meetings/Hearings** – held prior to a decision point, it presents information to the public and obtains formal input from citizens.

social, economic, and environmental impacts into account.

Some metropolitan planning activities occur on a regional scale. For example, forecasts of future population and employment are normally produced for the region as a whole, reflecting regional growth and development expectations. Policies on desirable transportation system performance, highway and transit service levels, pricing, and finance are typically arrived at on a regional basis. Other planning activities focus on major transportation problems within the region.

In most metropolitan areas, the planning and regulation of land use and urban development are the responsibility of individual political jurisdictions. Since transportation planning takes place at the regional level, and land use responsibilities at the local jurisdiction level, the coordination of transportation and land use planning can be difficult. However, the same elected officials who sit on MPO policy boards often have responsibility within their local jurisdictions for land use decisions like comprehensive planning, zoning, and subdivision controls. Thus, there is linkage through which plans and policies developed at the regional level can be adopted and implemented by the local jurisdictions participating in the MPO planning process.

Livable community principles can also be implemented through the planning and land use control mechanisms of local jurisdictions in the following ways:

- Active and diverse community involvement in the metropolitan planning process.
- Local comprehensive land use plans can call for new development to be concentrated in corridors where high quality transit service exists or is planned.

## FEDERAL PROGRAM SUPPORTS COORDINATED LAND USE AND TRANSPORTATION PLANNING

The Federal Transit Administration is currently participating in a program that compliments the Livable Communities Initiative by providing grants to local and state governments that are improving access to jobs, services, and centers of trade. The Transportation and Community and System Preservation Pilot Program (TCSP) supports joint transportation and land use planning projects that address five goals: improve the efficiency of the transportation system; reduce the future cost of transportation infrastructure; provide efficient access to jobs, activities, and business centers; reduce the environmental impacts of transportation; and examine patterns of private sector development. FTA is part of a working group that includes the Federal Railroad Administration, the U.S. Environmental Protection Agency, and the Federal Highway Administration. In May of 1999, Transportation Secretary Rodney Slater awarded $13.1 million for 35 projects that support innovative local and regional transportation efforts. Projects range from investigating the impacts of transit overlay districts to preparing modern intermodal freight infrastructure in support of the economic development of brownfield sites.

- Local plans may call for high density, mixed use development with good pedestrian access at places with good transit accessibility, such as transit stations.
- Local zoning ordinances may be revised to provide incentives for mixed use, transit friendly developments. Such incentives might include reduced parking requirements, reduced set back requirements, or higher floor area ratios.
- Zoning ordinances might promote transit friendly design by requiring sidewalks or by placing off-street parking to the rear of buildings.

## Quality Community Surveys: Maryland's Approach to Involving Citizens and Officials in Developing Smart Growth Strategies

*At the heart of Maryland's emphasis on Smart Growth is the belief that progress toward the building of "Quality Communities" requires deliberate, goal-oriented planning and decision-making at the local level. Along with other states across the country, Maryland recognized that effective responses to sprawl must include vigorous efforts to enhance the quality of life in existing urban communities. If such communities can offer current and prospective residents an attractive, safe, nurturing environment in which to live and work, fewer Marylanders would elect to leave those communities to populate new neighborhoods at the edge of suburban development.*

*But quality communities do not happen be accident; they are the result of careful planning, hard work, public involvement, local support and continuing investment. Through a special partnership with the Federal Transit Administration's Livable Communities Initiative, the Maryland Mass Transit Administration (MTA) worked with ten Maryland communities from early 1997 through early 1999 to develop and apply the Quality Community Survey (QCS) approach. This approach to planning and community involvement employs public workshops using a technique called "vision translation." In advance of each QCS session, MTA planners met with local citizens and elected officials to identify issues that were felt to be critical to the future of each community. These meetings included tours and photo sessions to record and assess existing quality-of-life conditions in the communities. During the workshop itself, community members explore options for enhancement actions using the vision translation method. This interesting and popular process has repeatedly proven its usefulness in helping residents and officials develop consensus on concrete actions needed to create and sustain quality communities.*

# PROGRAMMING

Programming is where regional transportation funding allocation decisions are made. Projects determined to be of highest priority are programmed via a metropolitan and a statewide Transportation Improvement Program (TIP). TIPs usually cover 3-5 years. The Metropolitan TIP is approved by the MPO and the State TIP (STIP) is approved by the state's Governor. The annual element of the statewide TIP must be approved by the FHWA and the FTA before financial assistance is provided. These programs are to be prioritized and constrained to reasonably available revenues.

Each state and metropolitan area has a process for periodically amending its TIPs to incorporate new projects. If the states and the MPOs wish to program community-sensitive transit projects, the criteria in Table 1, or those determined locally, can be used to evaluate those projects.

An example of such local programming initiative is the Delta Area Rural Transit System (DARTS) in Clarksdale, Mississippi.

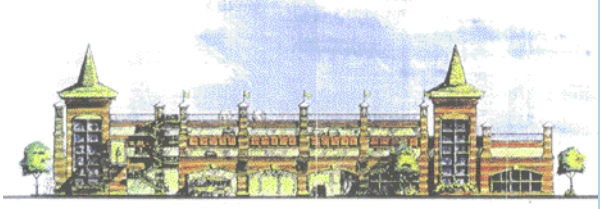
DARTS was launched in 1990 by a local health center with two minivans purchased by the federal Department of Health and Human Services. Local officials and service providers, working together, soon determined that this service had great potential to serve a more general population. A $100,000 Livable Communities grant helped the system to improve its marketing and purchase software to modernize its scheduling and dispatching.

## LEVERAGING OTHER FUNDS

Numerous leveraging opportunities exist for facilities which provide onsite community services, incorporate other transportation enhancements, and accommodate transit-oriented real estate development. Transit enhancements envisioned by the Livable Communities Initiative are typically part of larger funding packages. These opportunities occur, for example, in the form of funding from TEA-21's flexible funding programs, foundations, the Empowerment Zones and Enterprise Communities Program administered by the Department of Housing and Urban Development and Agriculture, or other Federal programs.

### EL PASO FLEXIBLE FUNDING FOR TRANSIT-ORIENTED DEVELOPMENT - A GOOD NEWS STORY

*In El Paso, Texas, Sun Metro is undertaking a major Transit Improvement Program known as Union Plaza that will redefine and revitalize the El Paso Empowerment Zone using over $30M in flexible funding. Sun Metro and the City combined to bring Surface Transportation Program (STP), Air Quality Mitigation Program (CMAQ), Section 5309, HUD Community Development Block Grants, Revenue Bonds, General Obligation Bonds, as well as local government and private sector investment to Union Plaza. Transit - oriented development is the key to making this redevelopment program work.*



## SMART GROWTH AND TRANSIT: A PROMISING PARTNERSHIP

*The growing national interest in the Smart Growth concept, together with the success of the Livable Communities Initiative in forging linkages between transit improvements and community development activities, suggests a wide panorama of new opportunities to achieve permanent changes in urban development patterns. Smart Growth is a local phenomenon and, like the Livable Communities Initiative, derives its energy and momentum from partnerships among key participants at the local level--developers, planners, transit agencies, citizens, and public officials, working together. Under such conditions, growth becomes an opportunity to harness the power of the market to bring a positive reshaping influence to the geographic distribution of population and jobs. As we look at the problems created by sprawl and the need to revitalize our urban cores and protect our rural communities, we must realize that sprawl creates a quality of life deficit, expressed in terms of, among other things, mobility deficiencies. Transit improvements, when undertaken in conjunction with other key components of community quality of life, can provide an important catalyst and for the implementation of Smart Growth policies.*

- In Cleveland, the Greater Cleveland Regional Transit Authority (GCRTA) used its Livable Communities Initiative demonstration grant to leverage an additional $2 million in foundation funding for a $6 million East Cleveland Windermere Station Head Start and extended day care project.
- Missouri's Bi-State Transit Development Agency and the East-West Gateway Coordinating Council are using a Livable Communities Initiative demonstration grant in conjunction with local brownfields redevelopment activities. This grant is being coordinated with a broader, $6 million funding package provided by the U.S. Department of Commerce and a donation of training equipment provided by the National Center for Manufacturing Sciences.
- In Portland, Oregon, METRO—the MPO—programmed Congestion Air Quality (CMAQ) and Surface Transportation Program funds in support of transit-oriented development around light rail transit stations.

Along with actual projects, MPOs and transit agencies are encouraged to program planning studies supportive of the Livable Communities Initiative in their area's Unified Planning Work Programs. As an illustration, in Oakland, California, the Metropolitan Transportation Commission, the MPO, worked with the Bay Area Rapid Transit District (BART) and the Spanish Speaking Unity Council, a neighborhood organization, to program planning funds for developing a site plan for the BART Fruitvale Station Transit Village.

### LIVABLE COMMUNITIES CONCEPTS IN TIP DEVELOPMENT

- Establish project selection criteria reflective of community-sensitive transit facilities and services.
- Prioritize projects that implement regional transit-oriented development policies.
- Allocate flexible funding to pedestrian and other transit-friendly enhancements.

# Project Development

Once a proposed project is included in a metropolitan plan and TIP, further project development work is undertaken to examine the proposal in greater detail. Project development includes the analysis of design options like the precise location, physical dimensions, architectural treatments, and access of new transit facilities or enhancements to existing facilities. During this phase, the environmental review process is completed, including the preparation of any environmental documents that may be required. These requirements are described in the FTA/FHWA Joint Environmental Procedures (CFR771). Cost estimates are also refined, along with financial commitments. Project development activities are normally carried out by the agency that will be responsible for implementation and operation.

Projects in the development phase must be consistent with the metropolitan transportation plan and coordinated with planning for other community resources, such as schools, hospitals, employment centers, recreational facilities, and cultural activity centers. In accordance with the goal of the Livable Communities Initiative, FTA encourages transit agencies to seek, early on, active community involvement in project develop-

**JOB ACCESS AND REVERSE COMMUTE**

Transportation is considered crucial in welfare reform. Public transportation has a pivotal role in the journey from welfare to work. To the nearly 40% of the 10 million daily public transit riders in the U.S., transit is more than merely a ride-it is a lifeline. Congress has authorized $750m, with $500M guaranteed for this program under TEA-21.

**Early and Active Community Involvement in Project Development Phase Ensures Community-Responsive Project ELements**

*In San Francisco, a light rail system is being developed for the Bayshore Corridor with intensive public involvement to ensure that the project meets community needs. Major issues addressed included how to successfully integrate the rail system into an area where major redevelopment efforts are planned and the provision of transit service that will best connect the corridor to the rest of the city. To accomplish this, peer panel meetings were conducted with involvement of community representatives and nationally recognized transportation experts. Topics discussed included current state-of-the-art in assessment of pedestrian access, tools and processes for community decisionmaking, land use impacts around stations and stops, micro-scale transit demand estimation, and the use of Geographic Information Systems (GIS) in analysis.*

ment such as occurred in the San Francisco Bayshore Corridor.

The process for developing community-sensitive transit facilities will vary depending upon the type and scale of the project. Projects proceed through the phases of preliminary engineering (PE), final design, and construction. Enhancements to existing stations and stops may involve site planning and facility design without a clear demarcation between PE and final design. Preliminary engineering is where site plans or station area plans are developed, facilities are designed to the 30% level, cost estimates are prepared, and, if needed, environmental documents are completed.

For major investments, inputs to PE include project design concept and scope, travel demand estimates, master schedules, and budgets. Changes in project definition and operations requirements are incorporated during the PE phase.

The design of community-sensitive transit facilities is greatly facilitated by an engaged, actively participating community, as illustrated by the site planning and design for rehabilitation of the Chester Transportation Center. Techniques such as the Visual Preference Survey, focus groups, and Hands-On Model Building Workshops are excellent methods for building community consensus during project development.

Project development is normally where issues associated with FTA-supported transit-oriented development are addressed.

### FTA Advances Implementation of Bus Rapid Transit Through Demonstration Program

*While livable communities projects seek to strengthen the link between transit and community, other initiatives underway will enhance mobility and transit efficiency through service improvements. For example, FTA recently launched the Bus Rapid Transit Initiative to improve the speed, reliability, and convenience of bus service while enhancing mobility and minimizing environmental impacts. Central to the Initiative is a Demonstration Program that will support bus rapid transit innovations at ten selected locations throughout the United States. The improvements funded through this Initiative will explore ways in which buses can operate with the speed, reliability, and efficiency of light rail at only a fraction of the cost.*


*Bus rapid transit offers many of the features of a subway system—unimpeded vehicle movements, efficient fare collection, quick loading, and reliable service—but above-ground and visible. These advancements are possible through the use of dedicated bus lanes or bus streets; engineering improvements such as bus turnouts and traffic signal preference and preemption at intersections; and enclosed bus-level boarding areas that allow passengers to pay fares prior to entering the bus.*

*The Demonstration Program will support implementation of bus rapid transit in ten cities, including Boston, MA; San Juan, PR; Eugene, OR; and Honolulu, HI. Funded projects include improvements to existing bus service, replacement service for discontinued light rail services, and intermediate service prior to extension of light rail. Careful documentation and analysis of each program will illustrate key lessons that can be applied to the implementation of bus rapid transit elsewhere.*

## Innovative Planning Technique Leads to Design that Meets Community Needs

The expectations and needs of a community must be reflected in the design of each project. At a transportation town meeting in Corpus Christi, Texas, over 150 neighborhood residents, agency representatives, elected officials and interested individuals met to exchange ideas for improving pedestrian and transit access from the award-winning Staples Street Transit Center to the Northside Community. A series of visual representations of design options were shown to assess the relative values of the group and to begin establishing community priorities. Knowing the community's priorities helped define not only the access improvements but also the customer safety and security enhancements to be made.

## Livable Communities Concepts For Project Development:

- Involve intensive community participation
- Accommodate transit-oriented development
- Locate transit station convenient to surrounding development, minimizing walking distance and avoiding hostile pedestrian environments
- Plan for an appropriate intensity of uses in the station area and along transit corridors
- Identify joint development opportunities, including integration of community facilities—such as day care centers—into transit stations
- Build in flexibility for future joint development (e.g., onsite services such as child care, health care, transit operator training facility, etc.) as the community's needs evolve
- Provide a sense of arrival, order, and orientation within the station area
- Balance architectural variety with overall consistency
- Mitigate adverse environmental impacts and replace lost resources such as parks

In accordance with the Federal Transit Act, FTA grantees may use FTA financial assistance for joint development projects that are physically or functionally related to transit or that increase transit ridership in a corridor. Such projects might include disposing of land for nearby real estate development; preparing land for development; providing enhanced access; and developing on-site community services like child care, health care, public safety, or commercial conveniences.

For joint development projects to be funded with FTA assistance, grantees should refer to the FTA Grant Management Guidelines (FTA Circular 5010.lB), the Capital Program: Grant Application Instructions (FTA Circular 9300.1), and the FTA Policy on Joint Development (Federal Register, Friday March 14, 1997; Vol. 62, No. 50, Pages 12266 to 12269). Table 4 provides additional guidance. FTA will work with the sponsoring agencies on a case by case basis to resolve any outstanding issues.

The FTA Capital Grant Application circular contains additional guidance on joint development projects. Information may also be

TABLE 4:

## JOINT DEVELOPMENT GUIDANCE

1. Establishing the physical or functional relationship to transit: Each project should establish the link between transit and the proposed community-oriented project, be it a child care center, health care facility, mixed-use development or retail facility. Issues to be considered include travel time between the community services and the transit facility, trip generation rates of the proposed community development, and transit share of those trips.
2. Coordinating the site and functional plans, particularly in relationship to transit facility operation and maintenance so as to avoid non-incidental uses: Major trip generators like housing complexes, hotels, and office buildings may be defined as incidental uses. However, because of their scale and potential for obstructing transit access, or causing safety problems, an incidental use determination for these major generators would be made on a case-by-case basis.
3. Program Income: Most importantly, TEA-21presumes that the transit operator will recover the reasonable cost of a joint development through rents or other means. FTA has determined that such revenue is Program Income, usable for any eligible transit purpose.
4. Designing transit and related services in an integrated manner: It is important that the architectural, structural, mechanical and electrical systems for the transit facility are compatible with the requirements of other anticipated uses. These and other aspects of the transit facility infrastructure should be adequately designed to accommodate the needs of community oriented enterprises such as health and day care, retail, financial, recreation and educational facilities which may be incorporated into the facility.
5. Determining the market and financial feasibility of the transit-related components: If community facilities are included in a proposal, market and financial feasibility need to be established to insure successful implementation and operation of the project. This will include some analysis of the potential demand for the services and the likelihood that the space will be occupied.
6. Producing supportive land use policies, urban design guidelines, and transportation management strategies to increase transit ridership: FTA is encouraging local governments, transportation agencies, employers, building owners, and building managers to work together in implementing policies and strategies that will support transit utilization. Supportive land use policies include promoting mixed use and high density development around transit stations. Urban design enhancements include landscaping, pedestrian and bicycle amenities, safety and security improvements, and improved access to transit services. Transportation actions include parking management strategies to increase the cost and reduce the number of parking spaces for single occupant vehicles, priority treatments for transit vehicles, and transit pass programs.
7. Joint Development Agreement: Joint development agreements address a number of issues including institutional arrangements such as revenues to be paid to transit operators, use of proceeds, land acquisitions, project financing, and the extent of Federal participation. Also, cost-sharing arrangements are to be considered whether they are voluntary, incentive-based, or mandatory.
8. Cross-Cutting Federal Requirements and Executive Orders: Projects that have a Federal interest must comply with statutory and regulatory requirements under Federal Transit and related laws, including the National Environmental Policy Act, Civil Rights, Americans with Disabilities Act, the Clean Air Act, Common Grant Rule, and other Federal cross-cutting requirements, including Davis Bacon, Buy America, third party contracting and 13(c). Such projects should also comply with Executive Orders on Infrastructure Investment and Environmental Justice. Decisions on whether these requirements apply will be made on a case by case basis. Flexibility will be allowed as appropriate.

# Project Implementation

obtained from the FTA Regional Offices.

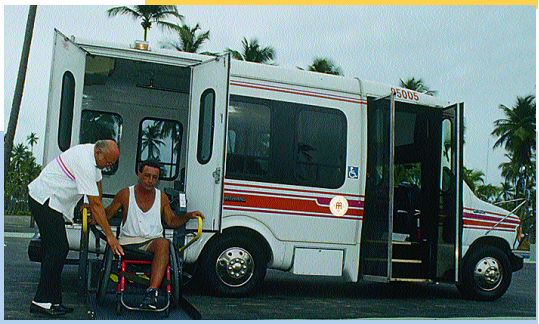
The complexity of the implementation process for community-sensitive transit enhancements depends upon the type and scale of the project. Facilities that are part of a major investment, new start, or rail modernization will require a more refined design effort. Implementation requirements for FTA-assisted projects are contained in the FTA Capital Grant Application and Management circulars.

### FINAL DESIGN

Final design involves preparation of final cost estimates, working drawings, and specifications. It represents the phase when individual construction bid packages, schedules, and management plans are produced and contractors are selected. In addition, projects implemented with Federal assistance must be accessible to meet the requirements of the Americans with Disabilities Act (ADA). In San Juan, Puerto Rico, the Department of Transportation and Public Works has developed an innovative, accessible beach facility at Luguillo Beach.

### CONSTRUCTION

The construction phase encompasses procuring most materials, furnishings, and equipment; constructing facilities; manufacturing,



## Use of ISTEA Flexible Funding Enabled Committed Public Agency to Develop Innovative Disabled-Accessible Beach Facility

*As part of the planning and programming process, the Puerto Rico Department of Transportation and Public Works (DTPW) identified access to beaches as a problem for the disabled community. To address this situation, the DTPW used flexible funding to design and develop an accessible beach facility at Luguillo Beach, located on the east coast of Puerto Rico. This innovative and fully accessible project is called Mar Sin Barrera, or Sea Without Barriers. The transit agency—the Puerto Rico Highways and Transportation Authority—provides service to this attractive beach facility with specially equipped paratransit vehicles.*

## Success of Los Angeles Community Effort Leads to Becoming National Community-Involvement Model

The Los Angeles Neighborhood Initiative (LANI), an eight-neighborhood coalition, is working with the Los Angeles County Metropolitan Transportation Authority (LACMTA) to make community-recommended transit enhancements. This coalition is serving as a national model for community involvement in the planning and implementation of transportation improvements. LANI recognized the vital role of transportation to the economic, social, and environmental well-being of communities.

installing, and testing; and systems. Effective construction management requires a clear definition of objectives, well-defined team roles and responsibilities, requirements and procedures for coordination, a promulgated management plan, and a dispute resolution process.

Generally, a project manager assumes overall responsibility for cost and schedule. Design support is required daily. Testing, inspection and quality assurance, change order approval controls, invoices, and submittals are required of the contractor. The project manager handles third party issues, specifically public inquires and negotiations of approvals from public agencies and utilities. The project manager also addresses systems elements, management controls, and financial/budget controls. Effective communication is of paramount importance during the construction phase.

Throughout the process, communication with the affected community plays a key part in the success of any project. Newsletters, community meetings, town hall meetings, project milestone celebrations, and other special events are effective tools for maintaining contact with neighborhood groups and citizens. Public notices and information about transit routes, schedules, and other customer information should be prepared, distributed, and posted well in advance of startup. Staging an open house at a transit center/station or its adjoining community facility provides a good welcoming and orientation to the neighborhood.

Project sponsors are encouraged to pursue innovative project delivery approaches where feasible or where market conditions permit. In some cases, a turnkey or design/build approach may save time and budget. Turnkey is where the design and construction activities are contained in a single contract. Joint development with private developers, who may handle finance, engineering, and construction, is another possibility.

## LIVABLE COMMUNITIES GRANT MOVES COMMUNITY DRIVEN GRANT FROM PLANNING PHASE TO DESIGN DEVELOPMENT

In New York City, citizens have been participating in the redesign of Frederick Douglass Circle, located at the northwest corner of Central Park. A series of meetings, workshops, and exhibits sponsored by the Central Park Conservancy have explored ways to revitalize this busy and neglected interesection. During the process, participants sought to make the circle more pedestrian-friendly, improve access to bus and subway stops, and strengthen the intersection's role as a gateway to Central Park and three surrounding neighborhoods. Participants also suggested ways to incorporate elements depicting the life of Frederick Douglass into the design of the area. A recent $140,000 Livable Communities grant from FTA has provided the funds to move the process from planning to design development. The project is progressing as a public-private partnership between the Central Park Conservancy and City agencies, and will incorporate new traffic signals, crosswalks, pedestrian lighting, a monument to Douglass, and urban design elements that will encourage future retail and commercial development around the Circle. The project is progressing as a public-private partnership between the Central Park Conservancy and City agencies, with Federal funding being provided by the Federal Highway Department.

## MAINTAINING CONTACT WITH THE COMMUNITY AND ENHANCING COMMUNITY INVOLVEMENT DURING PROJECT IMPLEMENTATION:

- **Newsletters**
- **Press Releases to Local Media**
- **Special Occasion Site Visits**
- **Project Milestone Celebrations**
- **Community and Town Hall Meetings**
- **Community Contests for Site Amenities**
- **Visual Preference Surveys**
- **Focus Groups**
- **Planning and Design Workshops**
- **Travel Questionnaires**

# Operation and Maintenance

Operations and maintenance of transportation facilities are everyday and basic responsibilities of the operator or sponsoring agency. Although these responsibilities become paramount after the facility is open and in use, operations and maintenance requirements should be addressed early on in the planning and project development phases. Proper operations and maintenance are essential to safeguard the initial investment and to achieve the use of facilities.

In recently completed community-sensitive transportation projects, a number of innovative approaches to operations and maintenance are presented. In Corpus Christi, Texas, over 1,500 community members created colorful ceramic tiles for the award-winning Staples Street bus transfer center. This direct community participation reduced litter and graffiti, and maintenance costs are significantly lower than at other transit stations. By employing off-duty city police officers, the Transit Authority is able to provide quality customer security at a lower cost.

The Santa Cruz Metropolitan District (SCMTD) utilizes creative concessionaire and maintenance agreements to reduce operating and maintenance costs at its Watsonville bus center. The SCMTD and the Municipality of Santa Cruz share the cost for security services on a 50/50 basis. At its Capitolla Mall, the SCMTD pays a negotiated, annual fee to the Mall for cleaning and maintenance of the bus transfer center. In each case, the SCMTD has significantly reduced the operating and maintenance costs.

Community-sensitive transit projects provide special opportunities for community stewardship. Community stewardship of transit stations and centers provides a sense of community ownership extending beyond transit employees and riders. This larger community includes residents, merchants, workers, property owners, and employers.

While stewardship can be applied at many transit facilities, the approach may vary based upon the facility, the location, and community interest. However, the partnerships created between transit and neighborhoods through the Livable Communities Initiative provide an ongoing basis for community stewardship, thus alleviating many operating and maintenance difficulties.

## Transit Facility Sublets Space to Create Convenient Community Health Center

*The Whittier Street Neighborhood Health Center opened the Health Station at Roxbury Crossing at a Massachusetts Bay Transportation Authority's (MBTA) station. It is the first known health center to be located at a public transit terminal. The Health Station, located in the Roxbury section of Boston, provides very accessible health care, health promotion, and health education services to an area with heavy pedestrian traffic. The Health Station leases 4,670 square feet of space from MBTA through a master lease contracted by MBTA. The master lease even put in electrical services as part of the agreement.*

The Livable Communities Initiative is demonstrating that transit can provide an important means of strengthening the link between transportation and communities. This booklet has described how the concepts and objectives of the FTA Livable Communities Initiative are incorporated into the ongoing planning, programming, project development, and project implementation processes. Examples were used to illustrate these phases, as well as operations and maintenance aspects.

The FTA Livable Communities Initiative involves a number of other activities. These include:

- Documentation of Best Practices in planning, developing, implementing, and operating community-sensitive transit facilities.
- Participation in the OneDOT Livability Initiative, a multi-modal effort involving all modes of the Department of Transportation. Information on the government-wide Livable Communities: A Tools and Resources Kit can be found at *http://tis.eh.doe.gov/livablecommunity/index2.html.*
- Coordination with professional organizations such as the American Institute of Architects, American Planning Association, Institute of Transportation Engineers, and International Downtown Association. Surface Transportation Policy Project, and Urland Land Institute.
- Town Meetings throughout the country to introduce new community-sensitive planning methods, such as the Visual Preference Survey.
- Technical assistance for transit-oriented development.

For further information on the Livable Communities Initiative and other FTA programs, please contact the appropriate Regional Office, and the FTA web site, *http://www.fta.dot.gov.*

Region I
Transportation Systems Center
55 Broadway, Suite 920
Cambridge, MA 02142-1093
(617) 494-2055

Region II
One Bowling Green, Room 429
New York, NY 10004-1415
(211) 668-2170

Region III
1760 Market Street, Suite 500
Philadelphia, PA 19103-4124
(215) 656-7100

Region IV
Atlanta Federal Center, Suite 17T50
61 Forsyth Street, SW
Atlanta, Georgia 30303
(404) 562-3500

Region V
200 West Adams Street, Suite 2410
Chicago, IL 60606
(312) 353-2789

Region VI
819 Taylor Street, Room 8A36
Fort Worth, TX 76102
(817) 978-0550

Region VII
6301 Rockhill Road, Suite 303
Kansas City, MO 64131-1117
(816) 523-0204

Region VIII
216 Sixteenth Street, Suite 650
Denver CO 80202-5120
(303) 844-3242

Region IX
201 Mission Street, Suite 2210
San Francisco, CA 94105-1800
(415) 744-3133

Region X
Jackson Federal Building
915 Second Avenue, Suite 3142
Seattle, WA 98174-1002
(206) 220-7954
Fax (206) 220-7959

## AUC TRANSIT STATIONS ACCESS IMPROVEMENTS

This $3.1 million project assisted the Metropolitan Atlanta Regional Transportation Authority (MARTA) in cooperation with the Atlanta University Center (AUC) in improving transit customer access, safety, and security around the Vine City, West End, and Ashby Street transit stations. The total project cost was $10 million.

Transit Ridership: Implementing the proposed station enhancements increased transit ridership by improving safe access to jobs, community services, and educational opportunities.

Site Amenities: Streetscape improvements include tree-lined streets, benches, special intersection paving, upgraded crosswalks, and three District Gateways marking the entrances to the AUC community.

Safety and Security: Open spaced promenades and additional security lighting have increased transit customer safety.

Public/Private Partnership: This project is a joint effort between MARTA, AUC, the Corporation for Olympic Development in Atlanta (CODA), City of Atlanta, FHWA, and FTA.

Leveraging Other Assistance: This project was part of a larger effort to enhance the West Side Enpowerment Zone corridor and provide a unique environment for staging three 1996 Olympic venues. A $130 million project in the historic Western Village is an additional related improvement.

Community Involvement: MARTA conducted a survey of AUC students to obtain data for use in developing new transit service plans for the AUC corridor. As a result, a plan was developed for addressing the transit and community needs around the West End, Vine City, and Ashby Street MARTA rail stations.

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region IV Office
(404) 347-3948

MARTA (404) 848-5342

**U.S. Department of Transportation**

# AUSTIN BUS AND PEDESTRIAN ACCESS ENHANCEMENTS

Capitol Metropolitan Transportation Authority (Capitol Metro) and the City of Austin will provide infrastructure improvements, an employment/transit center, an employer shuttle service, and a child care center in the historic Capitol Hill neighborhood in East Austin. The project will include sidewalk improvements, transit amenities, landscaping, and the creation of "gateways" and street artwork with a historic theme.

Strengthened connections between transit and child care will help the residents meet Welfare to Work goals. The project will illustrate the importance of transit for welfare, economic activity, and a community's well being. This project is part of the revitalization plan for Capitol Hill that includes housing funds from HUD and the East Side Foundation project that will emphasize African-American Texas History.

Transit Ridership/Employment Opportunities: The addition of a transit center in this neighborhood will ensure that residents of nearby subsidized housing can access employment centers throughout the Austin metropolitan area. A section of the transit center will be devoted to employment-related information such as job postings, educational opportunities, job training, and career development.

Community Involvement: The recently-developed Land Use Plan for East Austin was the result of extensive collaboration between the City of Austin and numerous groups and individuals, including the Austin Revitalization Authority (a non profit organization), representatives from area schools and universities, real estate developers, corporate presidents, local business owners, and long-time neighborhood residents. In addition, the Huston-Tillotson College and Capital Metro will jointly sponsor a low-cost child care center for families participating in the Federal Welfare Reform Act's Welfare to Work Program.

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region VI Office
(817) 860-9663

Capital Metro (512) 369-6036

FTA

**Federal Transit Administration**

## BALTIMORE REISTERSTOWN METRO STATION ENHANCEMENTS

The Maryland Mass Transit Administration (MTA) built a 10,500 square foot structure on the Reisterstown Road Metro Station Park and Ride lot to house a child care center and a police substation for a total cost of $1.9 million.

Other site amenities include security lighting, site and landscape renovations, kiss-and-ride lot modifications, customer information, and covered connecting walkways.

Transit Ridership: The transit station will serve as both an origin and destination as a result of the on-site services and site amenities.

Community Involvement: The Forest Park, Lochearn, and Upper Park Heights Neighborhood associations played an active role during the development of the station and remain active today. Community meetings took place to create "consensus visioning" where the aim was to find the best accepted ideas about how their community should look. Area residents also had the opportunity to take part in a "Quality Community Survey" (QSC) where they rated a series of visual images of their community.

Safety and Security: The police substation will provide for on-duty Baltimore police officers, participating in the Community Policing Program. The substation will also help deter crime from occurring on the park-and-ride lot.

Public/Private Partnership: MTA, which owns the station and 20 acres of land around it, has agreed to lease the building to the city or a private childcare provider.

Employment Access: The station is located near several shopping centers, the District Courthouse, medical offices, two State offices, Seton Park (high tech industries and offices), and MTA's Northwest bus maintenance and facility area.

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region III Office
(215) 656-6900

MTA (410) 539-5000

U.S. Department of Transportation

# CHESTER TRANSPORTATION CENTER ENHANCEMENTS

Working with the community of Chester, the Southeastern Pennsylvania Transit Authority (SEPTA) planned, designed, and constructed community service facilities within a rehabilitated Chester Transportation Center (CTC). The reconstruction also improved pedestrian and bus access and enhanced safety provisions at a total cost of $7.5 million.

The CTC, a multimodal station, serves one commuter rail line and eight suburban bus routes with a combined weekday ridership of 4,500 riders.

Transit Ridership: Easier transfer between bus and rail, the availability of on-site services, and improved customer safety have all combined to increase ridership.

Site Amenities: Special attention was paid to the center's aesthetics, focusing on new sidewalks, curb cuts, customer waiting areas, and facade improvements

Safety and Security: New elevators on both inbound and outbound platforms now provide safe access for disabled customers. Improved lighting and surveillance equipment installed in the underpass also contribute to higher security.

Community Involvement: The Chester community's active participation in the project included a series of town meetings and community workshops. An important result was the submittal to HUD of a proposal for funding to develop a small business incubator for the Center.

Economic Development: The CTC project, with the inclusion of community services, offers entrepreneurial and job opportunities through its senior citizen center, child care center, and convenience retail businesses.

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region III Office
(215) 656-6900

SEPTA (215) 580-7287

FTA

**Federal Transit Administration**

## CHICAGO GREEN LINE 35TH STREET STATION ENHANCEMENTS

The Chicago Transit Authority (CTA) has rehabilitated and improved access to the Green Line Tech/35th Street Station, located within a National Empowerment Zone. The total project cost was $3.36 million.

The project included functional designs to provide better bus connections, safety and security features, pedestrian walkways, ADA and other accessibility features, and other public amenities.

Transit Ridership: Access improvements have been demonstrated to increase transit system utilization by as much as 6 percent. The rehabilitation of this station has been no exception, increasing overall ridership on the Green Line and adding to the community's livability.

Economic Development: Significant new residential and retail construction and rehabilitation has also been achieved in this area. Aided by the National Empowerment Zone's incentives for business development, growth is consistent with local land-use plans and community goals

Leveraging Other Assistance:The Southside Tourism Center and other area investments have combined to benefit the project.

Community Involvement: Alongside the City of Chicago and CTA, neighborhood groups played an integral role in determining priorities for rehabilitating the 35th Street Station.


Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT

FTA Region V Office
(312) 353-2789

CTA (312) 664-7200

U.S. Department of Transportation

# CLACKAMAS COUNTY SUNNYSIDE VILLAGE TRANSIT PLAZA

Tri-County Metropolitan Transit District of Oregon (Tri-Met) and Clackamas County Department of Transportation and Development (DOTD) are developing a Transit Plaza as a major component of the Sunnyside Village development at a cost of $2 million.

Sunnyside Village, a transit-oriented development (TOD), is located about 10 miles from downtown Portland. The Land Use Plan and Design Guidelines for this "Neo-traditional" neighborhood established a mix of land uses within a compact, walkable setting. Apartments, townhouses, small-lot single-family residences, and professional offices all surround a core of complementary retail and public services including the transit plaza, library, community center, and daycare facility.

Community Involvement: A citizen and private sector involvement effort found that the original plans for Sunnyside Village lacked provisions for transit service, pedestrian amenities, and open space. A revised land use and site plan was subsequently developed that established a mix of land uses, including residential, offices, community facilities, retail business, pedestrian and bicycle paths, and small parks within a compact setting.

Trip Reduction: Transit-oriented development has led to a 10–18% reduction of automobile trips, and the potential for further reduction exists as transit service increases.

Public/Private Partnership: Private developers actively participated in deciding on the transit-oriented development concept.

Site Amenities: Sunnyside Village offers a cohesive system of off-road pedestrian and bicycle paths linking the village with two thousand existing and planned residences.

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region X Office
(206) 220-7954

Tri-Met (503) 238-4915

Clackamas County DOT
(503) 655-8521

FTA

**Federal Transit Administration**

## COLUMBUS TRANSIT CENTERS

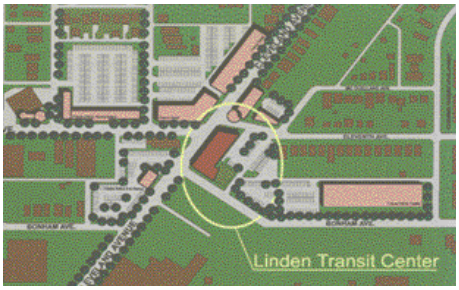
The Central Ohio Transit Authority (COTA) is building two transit centers that will bring opportunities to the citizens of the Columbus Empowerment Zone. The Easton Transit Center, located in a new planned community, will link Zone residents to new jobs. The Linden Transit Center, located within the Empowerment Zone, will directly serve the neighborhood. Total cost of both projects is $10 million.

The Easton site is the transfer point to the Easton internal circular system that will have clean-fuel buses. Other features of the Easton development include a park-n-ride facility, bus shelters, customer information services, and a future childcare facility.

The Linden Transit Center, a model for future development, connects a high unemployment area to needed employment sites. The Center will serve transit and community service needs by providing a major transfer point, a 24-hour childcare center, a health care center, a job training and employment resource center, retail, and customer information.

Transit Ridership: Ridership increase will result from new express and local bus routes and the transit-friendly nature of both centers.

Economic Development: The Easton Development is estimated to provide 43,000jobs when completed. The Linden Center is the anchor for the Four Corners project, which includes the new home of the Columbus Metropolitan Housing Authority and a sub-station for the Columbus Division of Police.




Public/Private Partnership: COTA and The Limited, a large clothing retailer headquartered in Columbus, joined to plan and design transit services and facilities as part of the new Easton development. The Linden project is being developed in coordination with the City of Columbus and the Columbus Urban Growth Corporation.

Community Involvement: These projects have been planned and designed with the neighborhoods surrounding the Easton development and citizens of the Columbus Empowerment Zone.

FOR FURTHER INFORMATION CONTACT:

FTA Region V Office
(312) 353-2789

COTA (614) 275-5800

Livable Communities Initiative

U.S. Department of Transportation

# CORPUS CHRISTI TRANSIT CENTER IMPROVED PEDESTRIAN ACCESS

The Corpus Christi Regional Transportation Authority (CCRTA) has used a community-sensitive approach to enhance amenities and pedestrian access to the Six Points Bus Transfer Center and the Staples Street Bus Transfer Center, improving ridership and yielding multiple benefits for local residents.

Enhancements include using 3,000 community designed tiles to help create safe and attractive pathways linking the station to nearby neighborhoods, landscaping around the Transfer Centers and adjacent neighborhood facilities such as senior housing, day care, and medical and community services. Other improvements include developing an automated bus dispatching system using more fully coordinated bus schedules.

The Transit Centers will be interconnected with nearby medical facilities, retail markets, a community college, and a full service hospital.

Passenger Safety and Security: Integrating the Center with surrounding neighborhoods will reduce passenger security incidents and complaints.

Transit Ridership: Sidewalk improvements and other amenities have resulted in a 4% to 6% increase in transit ridership. In addition, safety and security improvements have increased early morning and late evening ridership.

Transit Service Quality: The Automated bus dispatching system has improved schedule adherence, resulting in more reliable bus service.

Economic Development: Increased ridership and strengthened community ties have led to an increase in customers at nearby convenience retail businesses.

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region VI Office
(817) 860-9663

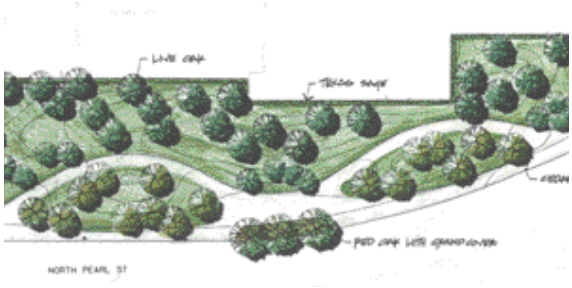
CCRTA (512) 883-2287

FTA

**Federal Transit Administration**

## DALLAS PEDESTRIAN ACCESS ENHANCEMENTS

Dallas Area Rapid Transit (DART) will provide improved pedestrian access between DART's Convention Center light rail transit station, feeder bus service, and the Dallas Convention Center. The Convention Center pedestrian accessway features handicapped accessibility (in the form of a new elevator), and a secure, climate-controlled environment with direct public transit access to the Convention Center. A landscaped park with secured lighting and amenities will provide a direct and secure pedestrian link from DART's Pearl Street LRT station at the east end of the transit mall to the East Bus Transfer Station.



### BENEFITS

Transit Ridership: Transit ridership will increase due to easier transfers and resulting better access to employment destinations, entertainment sites, and educational facilities.

Community Involvement: The Central Dallas Association worked with civic organizations and surrounding neighborhood groups to develop "A Future Vision for Downtown Dallas: Downtown's Strategic Plan." This plan emphasizes the need to strengthen the linkages from downtown to surrounding residential neighborhoods and to the region as a whole.

Employment Access: This linkage will focus on improving the "connectivity" of the new LRT system and the connecting bus transfer station with the economic renaissance of downtown Dallas. This improved connectivity will link the system to an employment center that contributes more than $4.3 billion annually to the region and accounts for one of every ten jobs in the region.

Leveraging Other Assistance: FTA capital assistance will be combined with the local funds provided by the Central Dallas Association, the City of Dallas, the Downtown Improvement District, and the Dallas Convention and Visitors Bureau.

U.S. Department of Transportation

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT

FTA Region VI Office
(817) 860-9663

DART (214) 749-3347

# EAST CLEVELAND: ENHANCEMENTS TO STOKES STATION AT WINDERMERE

In conjunction with the rehabilitation of Stokes Station at Windermere, the Greater Cleveland Regional Transit Authority (GCRTA) has acquired property construct a Head Start and extended day care facility for 250 children at a cost of $6 million.

The project, located in East Cleveland, falls within the influence area of a recently designated National Empowerment Zone

Transit Ridership: The Stokes Station is the terminus of the RTA's most heavily used rapid transit line, providing 4,000 trips daily. The on-site Head Start facility has led to an increase in ridership.

Economic Development: The Head Start facility provides a limited number of new jobs for the area, and employment prospects have also been derived from business incentives offered through the Empowerment Zone.

Public/Private Partnership: The private non-profit Council for Economic Opportunities in Greater Cleveland (CEOGC), working with the GCRTA, determined that in East Cleveland there is a real need for affordable child care, a Head Start program, and accessible transportation to downtown Cleveland. Joint development projects are now under consideration for this station.

Leveraging Other Assistance: Federal grants were used to leverage additional funding for the station, including assistance from the EZ program.

Community Involvement: GCRTA worked alongside East Cleveland residents and the Community Action Committee (CAC) in planning the project at this station. The Head Start facility was the direct result of the CAC's stated priorities.


Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region V Office
(312) 353-2789

GCRTA (216) 566-5218

FTA

**Federal Transit Administration**

# EL PASO UNION PLAZA PEDESTRIAN ENHANCEMENTS

The City of El Paso and Sun Metro will create pedestrian transit corridors within the Union Plaza Redevelopment Program area in conjunction with a new transit terminal/parking facility that will be designed to match the historic theme of the area. Proposed improvements will link residents and visitors to expanded transit services, intercity rail, and intercity and international bus services. Enhancements such as reconstructed sidewalks, improved lighting, landscaping, new transit shelters, benches, gateways, and curbcuts will create safe and attractive pedestrian environments. Public art, signage and banner poles, information kiosks, trash receptacles, and other safety and aesthetic elements will also be installed.

Safety and Security: The new Union Plaza Livable Communities Streetscape Program will provide security lighting and ADA-accessible sidewalks throughout the Union Plaza area. In addition, the City of El Paso is planning a combined fire station, police storefront, and community meeting center within Union Plaza.

Transit Ridership: The new transit terminal/parking facility anchors an intercept parking program that will increase ridership by providing convenient parking linked to expanded rubber-tire trolley services accessing locations throughout El Paso, Texas and Juarez, Mexico.

## Community

Involvement/Leveraging Other Assistance: The plan for the Union Plaza Redevelopment Program includes over $40 million of combined public and private funding. Public funding includes revenue bonds, Tax Increment Financing (TIF) funds, hotel/motel tax revenues, Congestion Mitigation and Air Quality Improvement Program funds, and Section 5309 funds.

Employment Access: The Union Plaza Livable Communities Initiative Streetscape Program will serve as a catalyst to private sector investment. These projects will provide new jobs for the area and may stimulate additional transit oriented development nearby.

Livable Communities Initiative

FOR FURTHER INFORMATION, CONTACT:

FTA Region VI Office
(817) 860-9663

Sun Metro (915) 534-5811

U.S. Department of Transportation

# LOS ANGELES NEIGHBORHOOD INITIATIVES (LANI) PHASE II TRANSIT ENHANCEMENTS

In 1995, the Federal Transit Administration awarded a Livable Community Initiative grant to the Los Angeles County Metropolitan Transportation Authority (LACMTA) to provide transit amenities in the eight neighborhoods that comprised the Los Angeles Neighborhood Initiative (LANI). Phase I provided for the planning, design, engineering, and construction of transit and pedestrian amenities; in Phase II safety enhancements were installed in the project area. LANI also supported developing Transit Community Stores by providing the capital to purchase equipment, furniture, and other related accessories. In Phase III, the program has expanded into four additional transit-dependent neighborhoods. The Phase III FTA grant leveraged almost $1.3M in additional matching funds from the Southern California Association of Governments and LACMTA.

Recognizing that transit stops are gateways into neighborhoods, LANI has sought to "humanize" transportation facilities by creating safe, attractive, and comfortable environments that serve both existing and new new transit users. Enhancements include pedestrian lighting, transit shelters, street furniture, landscaping, transit stores, and transit information kiosks. LANI has focused its improvements around commercial areas, in order to maximize the economic benefits provided by new transit users.

Phase III improvements have furthered the original LANI goals: (1) improve existing transportation infrastructure; (2) promote the growth of economically self-sufficient, livable neighborhoods linked by public transit, and (3) serve as a model of neighborhood revitalization for other transit-dependent communities. FTA-supported Phase III improvements have emphasized community participation in development and ownership of public places, leveraging of public and private resources, and improved long-term local capacity. Local organizations planned and implemented neighborhood improvements, including planting trees, installing new street lights, redesigning streets and revitalizing vacant lots.

Livable Communities Initiative

FOR FURTHER INFORMATION CONTACT:

FTA Region IX Office
(415) 744-3133

LACMTA
(213) 922-2459

LANI (213) 922-2840

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## LOUISVILLE NIA CENTER FOR NEIGHBORHOOD TRAVEL

The Transit Authority of River City (TARC) has converted an existing office building into the $3 million Nia Center for Neighborhood Travel in the West End—a National Enterprise Community.

The Neighborhood Travel Center is the central element of an economic development "campus" of buildings which include job training programs, child care facilities, a privately financed development bank, and space for small start-up businesses.

The Nia Center also serves as a terminal for two or more reverse-commute bus lines to employment opportunities in outlying industrial areas, and offers Night Owl bus service connecting workers with evening jobs.

Transit Ridership: Improved transit connections combined with the on-site employment training programs have resulted in a 6% city-wide increase in ridership.

Economic Development: The Nia Center includes a Small Business Administration Office, an enterprise group that supports new businesses, a job locator office, a job training office and a transportation information security office. An economic development office is located nearby.

Site Amenities: The nearby child-care and eldercare facilities allow new workers to drop off children and elders and proceed directly to their new jobs.

Community Involvement: The project was guided by a 121-member Empowerment Zone Planning Board with the active support of the City of Louisville, its Development Authority, and TARC.

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FOR FURTHER INFORMATION CONTACT:

FTA Region IV Office
(404) 347-3948

TARC (502) 561-5100

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# NEW YORK CITY HARLEM 110TH STREET STATION SECURITY

The Metropolitan Transportation Authority (MTA), on behalf of the New York City Transit Authority (NYCTA), implemented security and customer service improvements at the Harlem 110th Street subway station (IRT-Lexington Avenue Line). The Station, located in a National Empowerment Zone, was improved at a total project cost of $2.8 million.

Transit Ridership: The passenger security and communication enhancements served to increase transit ridership and improve mobility within the Empowerment Zone.

Site Amenities: Site design improvements and informational aids, such as multi-lingual maps and directions, make the stations user friendly and integrated with the neighborhood, adding to the livability of the community.

Safety and Security: Station lighting, emergency call boxes, parabolic mirrors, CCTV for better token booth and police surveillance, reconfiguration of corridors and staircases to improve sight lines and passenger flow, and the elimination of under-used entrances or passages all greatly increase passenger safety and security.

Community Involvement: The Harlem community was actively involved in the development of the EZ application which directly addressed security needs at Harlem stations. As a result, the project had the full support of the MTA, the NYCT and the Harlem community.

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FOR FURTHER INFORMATION CONTACT:

FTA Region II Office
(212) 264-8162

MTA (212) 878-7127

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## OAKLAND BART FRUITVALE STATION ENHANCEMENTS

The Spanish Speaking Unity Council (SSUC), in cooperation with the City of Oakland, CA, the Bay Area Rapid Transit District (BART) and other Federal agencies, is developing a transit village at the BART Fruitvale station in Oakland. State of California legislation supports the development of transit villages and the BART Board passed a resolution promoting transit village development around BART stations. The specific improvements include a new pedestrian plaza, relocation of the bus turnaround facility, a child care center, a health care clinic, a public library, senior citizen housing, a police substation, and other public and commercial facilities.

FTA provided funding to develop the site plan through a grant to the Metropolitan Transportation Commission (MTC), who worked with the SSUC. Additional FTA funding in the amount of $2.3 million supports station area enhancements and is leveraging $42 million in other transit village investments.

Transit Ridership: New development around the station, improved bus and pedestrian access, and safety and security improvements will increase ridership.

Economic Development: The incorporation of community services and commercial facilities into the site will provide entrepreneurial and employment opportunities within the community.

Leveraging Other Assistance: The FTA assistance will leverage assistance from the City of Oakland, U.S. Department of Housing and Urban Development, U.S. Department of Health and Human Services, and Federal Highway Administration.

Community Involvement: The overall project vision and development concept were conceived through a collaborative, community-based planning process which will be continued through construction.

FOR FURTHER INFORMATION CONTACT:

FTA Region IX Office
(415) 744-3133

BART (510) 464-6114

SSUC (510) 534-7764

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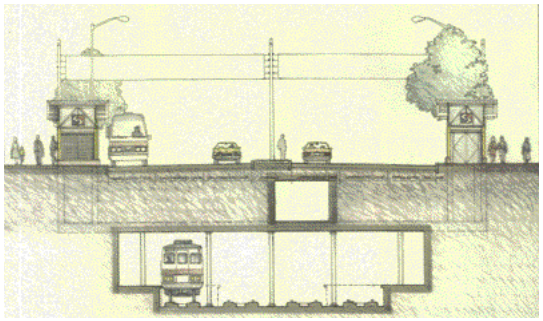
# NORTH PHILADELPHIA PEDESTRIAN ACCESS IMPROVEMENTS

Southeastern Philadelphia Transportation Authority (SEPTA) is providing improvements at three areas in North Philadelphia. SEPTA will reopen closed entrances, provide ADA-accessible elevators, increase visibility at SEPTA Police substations, and install new passenger bus shelters and bus stops. Additional improvements include escalators, upgraded architectural finishes, improved lighting and signage, streetscape improvements, enhanced pedestrian connections, a public art program, general clean-up, platform repairs, and a new information center at the AMTRAK station. SEPTA is also building new cashier booths and will install rotogates, turnstiles, and fences between paid and unpaid areas.

Safety and Security: The new pedestrian access enhancements will provide security lighting; better visibility for transit police; and ADA-accessible entrances, elevators, and sidewalks throughout the improvement area.

Community Involvement: A Livable Communities Initiative planning grant and the backing of the COLT Coalition and the Neighborhood Action Bureau (two community organizations), provided the North Philadelphia community an opportunity for extensive public involvement. The integration of transit facilities and services into the fabric of life of the community served by SEPTA became an important goal of the planning process.



Employment Access: Access to jobs is critical to the surrounding population, of whom 42% are transit dependent and 52% have no access to an automobile. Increased employment is expected with the redevelopment of the AMTRAK site into a local shopping center; more future development is expected.

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FOR FURTHER INFORMATION CONTACT:

FTA Region III Office
(215) 656-7100

SEPTA (215)580-3522

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## PUEBLO TRANSIT CENTER

The Pueblo Transit Center is located in Pueblo, Colorado's Central Business District near Qualmed, an HMO that employs over 2,000 workers. The Center is also located near the Union Avenue Historic District and the Arkansas River Walk. The station contains 12-berths serving lift-equipped buses operating on a "pulse" schedule over ten different routes. Since buses arrive and depart the Center at the same time, transferring from one route to another is fast and efficient.

Passenger Safety and Comfort: The new climate-controlled transit center, which is staffed during service hours, provides a comfortable and safe environment for transit riders. The ADA-accessible Transit Center especially benefits the community's many elderly residents, who were formerly deterred from using transit due to security concerns and temperature extremes.

Integration with the Community:The peak-roofed Transit Center is a visual landmark within Pueblo's business district . The use of brick-patterned sidewalks at the station and in the surrounding district helps to physically link the center with the surrounding community. The Center is connected to an adjacent five-hundred car parking garage by an arcade that is used for a farmers' market and other community activities on weekends.

Ridership: The center's location, easy access, security, pleasant environment, and coordinated transit service have all contributed to significant increases in ridership since it opened in 1997. The station now serves over one million riders annually.

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FOR FURTHER INFORMATION CONTACT:

FTA Region VIII Office
(303) 844-3242

Pueblo Department of Transportation
(719) 545-5480

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# ROSSLYN METRO STATION BUS BAY, PEDESTRIAN ACCESS AND SAFETY

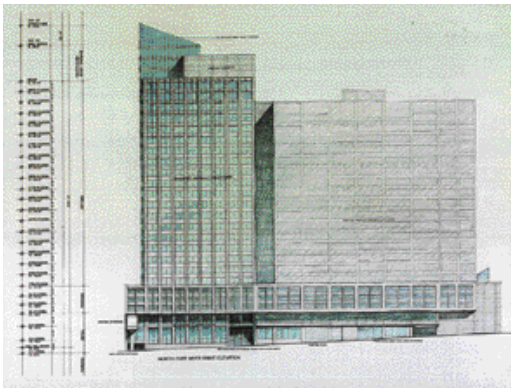
The Arlington County Government in collaboration with the Washington Metropolitan Area Transit Authority (WMATA) will implement transit access, customer information and building improvements at the Rosslyn Metro Station and Metrobus Facility at a cost of $1.6 million.

Station facility enhancements will include improvements in streetscape, station lobby and entrances and bus access provisions. Metro Station building facade and directional signage will provide greater emphasis on the entrance's location.

Transit Ridership: The Rosslyn Metro Rail Station attracts 22,700 passengers daily. The access, aesthetic and safety enhancements will spur additional use of the station and improve intermodal transfer.

Site Amenities: The site will be enhanced by making station entrances more appealing and discernible, improving bus customer waiting facilities and installing state-of-the-art scheduling information systems.

Public/Private Partnership: The station enhancements will be complemented with several other local projects including upgrading nearby office buildings, businesses and surrounding green spaces.



Economic Development: The public and private commitment represented by the implementation of this project will serve as a catalyst for further investment in the Rosslyn core area.

Community Participation: The Rosslyn Renaissance—with a membership of 150 area residents—and representatives from five area civic groups, the local business community, and numerous residents participated in community forums.

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FOR FURTHER INFORMATION CONTACT:

FTA Headquarters
(202) 366-4020

WMATA
(202) 962-1240

Arlington County
(703) 358-3130

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## ST. LOUIS METROLINK WELLSTON STATION ENHANCEMENTS

At a total cost of approximately $1 million, a Livable Communities Initiative demonstration project in St. Louis has led to creating a center for mobility, child care and educational facilities, a police substation, and employment opportunities at the Metrolink Wellston Station.

Using intensive and extensive community outreach, local groups and transit planners have collaborated to identify priorities for revitalizing a dying neighborhood. The effort is having a significant impact on changing Wellston from a depressed area with a decaying industrial park, high crime and unemployment to an attractive and viable community.

Improvements include a new pedestrian pathway featuring an artist designed fence, lighting improvements, resurfacing of roads, new signage, bicycle lockers, and information on services at the Cornerstone Partnership.

Transit Ridership: Both the improved access and expanded activities increased transit ridership and improved intermodal transfer.

Site Amenities: Station aesthetics and customer service benefitted as a result of the various landscaping, access, and information provisions.

Leveraging Other Assistance: Through the St. Louis County Economic Council, the U.S. Department of Commerce committed $4.5 million for the Cornerstone Partnership project construction. An additional $1.5 million for training equipment was donated by the National Center for Manufacturing Sciences. Other funding participants include Arts in Transit, the Bi-State Development Agency, the East West Gateway Coordinating Council, and the city of Wellston.

Public/Private Participation: The project united government agencies, non-profits, community residents, and businesses to develop and sustain the vocational training center.

Community Involvement: The station area was planned and designed using Innovative public involvement techniques,including use of a Visual Preferences Survey of focus groups.

FOR FURTHER INFORMATION CONTACT:

FTA Region VII Office
(816) 523-0204

Bi-State (314) 982-1400

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# TAMPA YBOR CITY ELECTRIC TROLLEY

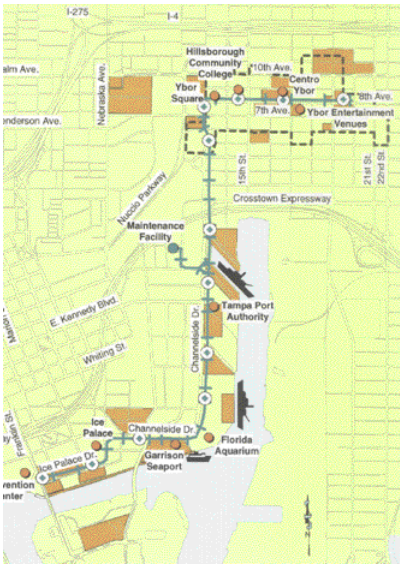
The Hillsborough Area Regional Transit Authority (HART) has facilitated the construction of a short, at-grade electric trolley line in the classically urban, ethnically diverse Ybor City district of Tampa, Florida to interconnect residential, commercial, community, and public service activities.

Site improvements included security lighting, wider sidewalks, and landscaping that allow for improved pedestrian access to and from Ybor City and adjacent activity centers.

Passenger Safety and Security: Increased lighting and sidewalk improvements will create a safer environment for passengers at and around streetcar stations. City of Tampa Police Department will provide increased patrols and coverage along the transit line and on the streetcars.

Transit Ridership: Transit ridership increased due to more frequent service, longer hours of operation, more passenger amenities, and a reorganization of bus service in Ybor City. The transformed bus service and lower maintenance costs for a trolley system led to increased operating efficiency.

Leveraging Other Assistance: FTA discretionary capital assistance was combined with donations from the City of Tampa, local funds, Intermodal Surface Transportation Efficiency Act, the Florida Department of Transportation, State Intermodal Funds, and FTA urban area formula funds.

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Community Involvement: The Tampa Downtown Master Plan was developed through a series of community meetings. Ybor City, a designated National Enterprise Community, selected the electric streetcar project both in response to this plan and to the Community Vision statement calling for improved transportation and economic revitalization. Local architects, engineers, historians, and community residents volunteered time and services to develop the project plan, and retired transit employees now help operate the streetcars.

FOR FURTHER INFORMATION CONTACT:

FTA Regional IV Office
(404) 347-3948

HART
(813) 223-6831

**Federal Transit Administration**

## TUCSON SOUTH PARK AVENUE IMPROVEMENTS

The City of Tucson has improved transit facilities along a two mile transportation corridor located southeast of downtown Tucson and in a National Empowerment Zone at a project cost of $l.25 million.

Enhancements consisted of the design and construction of bike racks, benches, and bus shelters; landscaping; site lighting; upgrading crosswalks and sidewalk improvements.

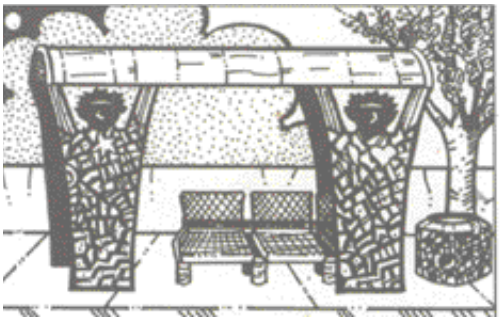
Community Involvement: The community's culture and civic pride are vibrantly expressed in this transit project. Residents designed 100 mosaic tiles installed on 9 bus shelters, a totem gateway, and a drainage sculpture. Besides bringing local residents into the project, the tiles visually tie together the project elements, and connect the project to the history of the area.

Public/Private Partnership: The South Park Avenue Project includes three new facilities geared to community improvement: a new Youth Center; a retail shopping center; and a job training and business center.

Leverage Other Assistance: HUD's Community Development Block Grant (CDBG) Program and donated time from the University of Arizona Architectural Program supported the project during its developmental phase.

Access: The project has improved pedestrian and bus access as well as increased pedestrian, bicycle, and transit accessibility to mixed uses within the project boundaries.

Safety and Security: The project created safe pedestrian access within the area and beautified the corridor to increase residents' pride in their neighborhood.



FOR FURTHER INFORMATION CONTACT:

FTA Region VIII Office
(303) 844-4217

City of Tucson, Department of Transportation
(602) 791-4371

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