

## NOTEWORTHY MPO PRACTICES IN TRANSPORTATION-LAND USE PLANNING INTEGRATION

# Final Report

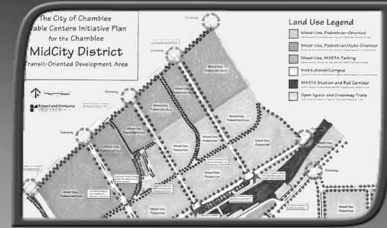
## April 2004



Prepared for  
Association of Metropolitan Planning Organizations



A black and white photograph of the Hotel de Ville in New Orleans. The building is a large, multi-story structure with ornate architectural details, including mansard roofs and dormer windows. A prominent covered outdoor seating area with white railings is visible in the foreground. Signs for "Hotel de Ville" and "Cafe du Monde" are visible on the building's facade. A vintage car is parked on the street in front of the hotel.



Prepared by  
**Wilbur Smith Associates**



Wilbur Smith Associates



## **ACKNOWLEDGEMENTS**

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## EXECUTIVE SUMMARY

During 2003, the Association of Metropolitan Planning Organizations (AMPO) conducted a review of noteworthy MPO practices in transportation-land use planning integration. The study was carried out in support of the technical assistance element of the United States Department of Transportation (USDOT) Transportation Planning Capacity Building Program (TPCB).

AMPO conducted a survey of recent MPO projects to identify those that have been highly effective in their support of transportation-land use integration. AMPO screened these initiatives for innovation, effectiveness and transferability and selected a sample of five as notable practices. Each of the selected projects was recently completed or is in the final stage.

Despite differences in project techniques, methods and goals, there was a common framework among all projects. This framework was built on the following themes:

- A desire to improve the connection between transportation and land use;
- Recognition that land use decisions are made by many,

often independent, actors and actions;

- An interest in empowering local organizations through a bottom-up approach;
- A readiness to work within the traditional planning process available to MPOs; and
- Willingness of the MPO to act as a leader during project conception but ultimately play the role of facilitator for local solutions and innovations.

Other important lessons were derived from the study. These include:

- Technology can simplify and strengthen your message.
- Public participation can be encouraged with web-based resources.
- Leverage existing support from officials and policy-makers.
- Engage local partners through clear guidelines and benefits.
- Encourage and support local responsibility.
- Use local examples to enhance accountability and build momentum.
- Timely initiatives are relevant and effective.

## SECTION 1: INTRODUCTION

The Association of Metropolitan Planning Organizations (AMPO) conducted a review of noteworthy MPO practices effective at promoting integration of transportation and land use planning. The study supported the technical assistance element of the United States Department of Transportation (USDOT) Transportation Planning Capacity Building Program (TPCB). The study illustrates positive outcomes and processes associated with transportation-land use integration projects to provide regions and organizations with useful examples that may be applicable to their own situations.

### Background

Transportation planners are aware of the important role land use patterns play in supporting transportation plans and systems. Often, however, few opportunities exist for transportation and land use planning to be coordinated or integrated. The result can be a mismatch between transportation goals and developing land use patterns.

Despite challenges, planning organizations around the country are working to bridge these gaps; many are making inroads and realizing success. This study focused on how MPOs are working to integrate transportation and land use planning, and highlights five examples of MPO-led initiatives with positive results.

In addition to considering the *outcomes* of the MPO undertakings, this study also closely examined the *process* by which each undertaking was conceived, planned and implemented. Because MPO structures, planning environments and technical capabilities vary widely across the nation, it is important to understand whether and how features of a particular successful practice may be transferable between MPOs. For this reason, this study describes many of the key steps the MPOs took along the path to achieving success, with a goal of providing information for other MPOs to use in determining whether and how a program or approach is transferable to their unique situations.

### Approach

AMPO conducted a survey of recent MPO projects to identify those that have been highly effective in their support of transportation-land use integration. AMPO screened these initiatives for innovation, effectiveness and transferability, and selected five examples as notable practices for further assessment. Each of the selected projects was recently completed or is in the final stage. These examples, together with the lessons and experiences drawn from them, are the focus of this report.

The remainder of this report is organized as follows:

Section 2: Selection Criteria and Process;  
Section 3: Summary Assessment of Case Studies;  
Section 4: Transferability of Experiences; and  
Section 5: Case Studies of MPO Noteworthy Practices.

## SECTION 2: CASE STUDY SELECTION CRITERIA AND PROCESS

This study focuses on developing five case studies of noteworthy practices that have made progress towards more closely integrating transportation with land use. The process for narrowing the many examples to a select few notable practices was based on an iterative process of review and comparison.

AMPO compiled an initial database of candidate case studies from numerous initiatives and projects across the country, as shown in **Appendix A**. These case studies were further screened through consideration of several descriptive and performance-oriented criteria, including:

- Metropolitan area characteristics;
- Technical sophistication of planning process employed;
- Notable aspects of the specific transportation-land use integration efforts; and
- Applicability/transferability to other regions.

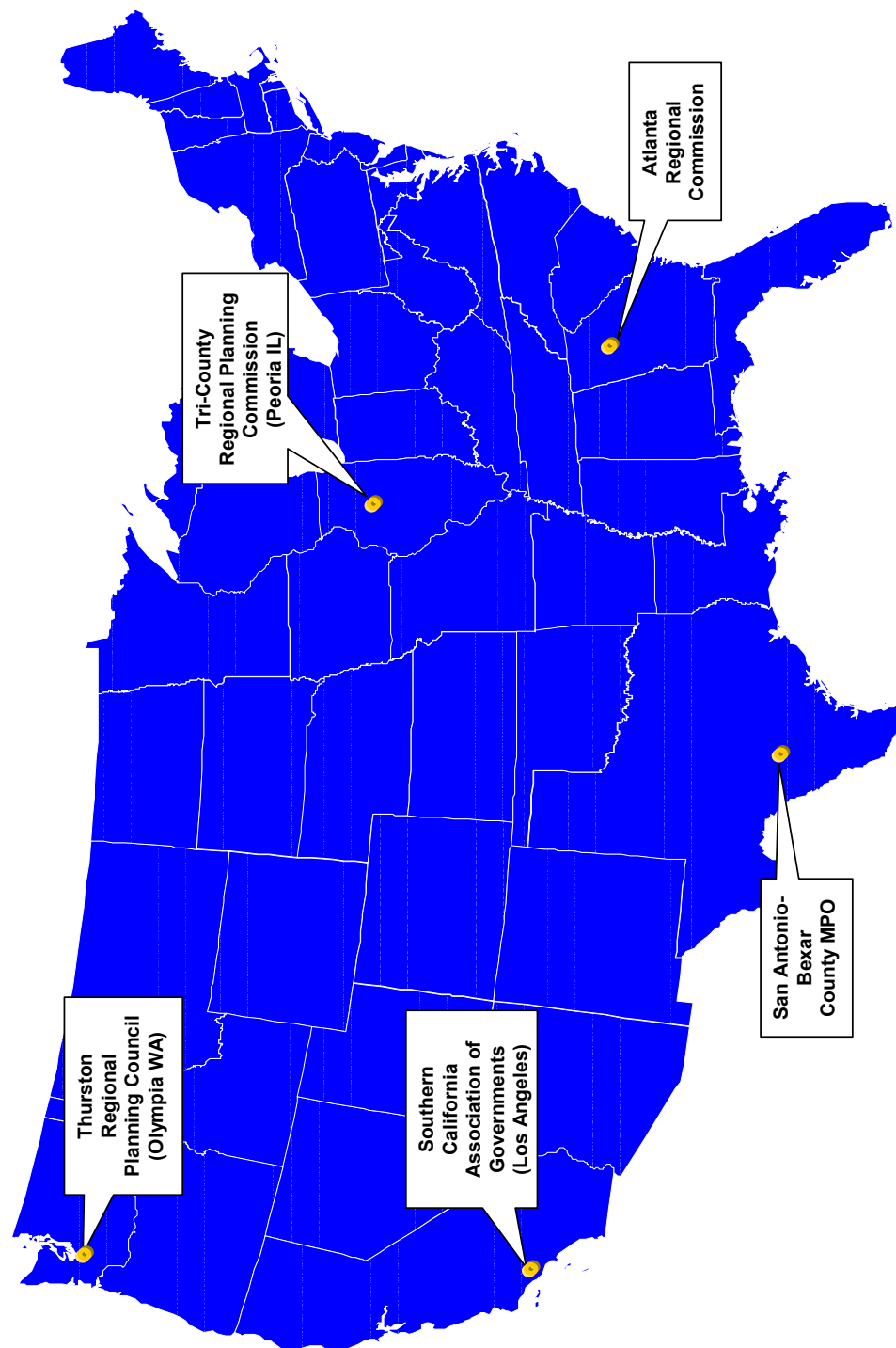
In addition, to the extent possible, an effort was made to ensure the case studies were geographically distributed around the country. **Figure 2-1** shows the location of each MPO whose initiative was selected for a case study.

This screening process identified five noteworthy efforts:

- “Creating Livable Places: Growth Visioning Presentations,” Southern California Association of Governments, Los Angeles, California;
- “Livable Centers Initiative,” Atlanta Regional Commission, Atlanta, Georgia;
- “‘Getting There’ – The Land Use - Transportation Connection,” Thurston Regional Planning Council, Olympia, Washington;
- “Tazewell County Traffic Congestion Mitigation Corridor Study,” Tri-County Regional Planning Commission, Peoria, Illinois; and
- “Interactive CD Manual for Improving Dialogue on Land Use and Transportation,” Bexar County, San Antonio Metropolitan Planning Organization, San Antonio, Texas.



Figure 2-1: MPOs Selected for Case Studies



## SECTION 3: SUMMARY ASSESSMENT OF CASE STUDIES

A challenge facing many MPOs is the difficulty associated with realizing goals and visions set out in Long Range Transportation Plans (LRTP). While there are many reasons an MPO might face obstacles in realizing implementation of the LRTP, one of the most common is making the connection between transportation and land use. As an MPO tries to create a transportation network that effectively serves the desired land uses, the challenge lies in simultaneously encouraging a system of land uses that support the desired transportation system.

The five projects highlighted in this study focus on transportation-land use integration, but vary in the techniques and methods employed as well as in project goals. The projects were undertaken by small and large MPOs in a variety of social and economic circumstances in different geographic regions of the country (see **Figure 2-1**).

### Common Fundamentals

Despite some key differences, there are similarities among the projects. For example, each of the noteworthy practices used a framework based on a common understanding of how transportation and land use planning is conducted and the roles and responsibilities of organizations in the planning process. **Figure 3-1** provides a graphic illustration of the framework common to all noteworthy practices and how it relates to the traditional MPO planning structure.

The five factors fundamental to the framework are:

1. A desire to improve the connection between transportation and land use planning;
2. A recognition that land use decisions are made by many, often independent, actors and actions;
3. An interest in empowering local organizations through a bottom-up approach;
4. A readiness to work within the traditional planning process available to MPOs; and
5. A willingness of the MPO to act as a leader during project conception but ultimately play the role of facilitator and inspire solutions and innovations.

Fundamental to the success of each project is the recognition of the importance of integrating transportation and land use planning and the desire to improve the existing situation. More specifically, each MPO recognized the importance of successfully integrating transportation and land use with its ability to realize goals described in its

LRTP. Accordingly, MPOs placed this issue high among their priorities and dedicated resources to support it.

A second element of the framework is an understanding of the differences between the planning process associated with transportation as compared with that associated with land use. For example, while transportation planning is carried out by both local and regional organizations, the MPO is the agency responsible for coordinating and identifying funding for regional transportation projects. Regional land use planning and decisions over permitted land uses, on the other hand, are generally carried out by independent municipalities and organizations with no single coordinating or funding agency. Consequently, land use patterns have many influences. They are largely determined by local authorities, often with only limited direct connection to regional transportation plans. Opportunities for collaboration, therefore, are often limited and infrequently pursued.

Similarly, the MPO recognized that a strategy must be able to influence many organizations and agencies working under varying circumstances. A successful strategy also needs to be flexible enough to take advantage of local leadership, knowledge and innovation where it exists. Motivating and encouraging involvement of the community's stakeholder base, rather than dictating an approach from the top, is a hallmark of the design of each of the case study projects. In each one, the MPO built relevant partnerships with many levels and types of local organizations and provided resources that were useful, flexible and transferable.

Another trait common to each of the notable practices was that MPOs designed the projects to work within, rather than outside, the traditional MPO planning process. This meant that projects used existing resources and/or relied on certain steps in the MPO planning process to take advantage of opportunities in innovative ways. In some cases, this translated to using UPWP funds to sponsor forums or distribute educational materials, while in others it meant using MPO funding sources to influence local planning and land use decisions.

In addition, although these projects were designed and led by the MPO, the emphasis was on the local organizations or officials, with the MPO facilitating rather than dictating the initiative. This approach is built on the recognition that local organizations are ultimately responsible for land use planning and that it is more effective to employ local authorities than prescribe actions they must take.

Finally, all the noteworthy projects exhibit durability and applicability to on-going MPO work. In some cases, notable practices represent projects that have been adopted as continuing programs. In other cases, the MPO expanded ideas into additional programs with each slightly more focused than the last, progressively working toward better integration of transportation and land use planning. MPO staff also noted that

materials and information developed as part of these projects continued to have relevance and application to their region with many still being used.



## VARYING TECHNIQUES AND METHODS

Each of the five MPO initiatives in the case studies used a similar framework for understanding the importance of transportation and land use. However, each also employed different techniques and methods to achieve their various stated goals. The following discussion is organized around primary goals, with the five projects divided among the following three goals:

- To increase awareness and understanding;
- To support a larger community based initiative; and
- To capitalize on opportunities available.

### Increase Awareness and Understanding

The Thurston Regional Planning Council's "Getting There" forum and San Antonio-Bexar County Metropolitan Planning Organization's CD-ROM were two projects designed specifically to broaden understanding of transportation and land use issues. Both of these projects focused on the interconnectivity of transportation and land use and how land use decisions affect the success of regional transportation projects, goals and systems. The projects, however, adopted different methods in pursuit of this goal.

#### Thurston Regional Planning Council

The Thurston Regional Planning Council (TRPC) sponsored and designed education forums to enhance understanding of the land use-transportation connection. One of these forums -- "Getting There" -- is considered a noteworthy practice. The MPO's transportation policymakers were the motivating force behind the project. Their goal was to guide local authorities toward understanding the collective impact of their individual land use decisions on the regional transportation plan.

The "Getting There" forum included several innovative and effective elements. One of these was the "flyover video," a computer-generated video created with local aerial photography and GIS data. The video gave the audience a birds-eye view of the TRPC region landscape, highlighting the impact of land use planning on the regional landscape. The video provided a clear picture of the importance of the transportation-land use connection and focused participant attention on the problem at hand.

TRPC showed the "Getting There" video at the beginning of the forum. The video served as a "regional report card" on the ten-year anniversary of the region's first visioning exercise. According to TRPC staff, the video was powerful because it reduced the "squirm factor" by showing local conditions. Participants at the forum could not pretend they were different from the example shown or feel they were

somehow immune to the challenges described. Thus, they could not “squirm away” from reality.

Organizers of the forum used the discussion to not only increase awareness of the connection between transportation and land use planning, but also to encourage decision makers to see their role in the process and in particular, how their individual and independent decisions worked to shape the regional land use picture. Rather than being told what and how to think, the participants were able to make the connection between their role in land use decisions and the regional effort for an integrated transportation and land use system on their own. As a result, further participation in discussion and strategy forums was more willingly accepted.

### San Antonio-Bexar County Metropolitan Planning Organization

The San Antonio-Bexar County MPO developed an interactive informational CD-ROM to increase community dialogue on how land use decisions affect different modes of transportation. The MPO developed the CD-ROM application to resemble a computer game, such that the viewer was able to view local transportation corridors, access information about the corridor, explore options for changing them and see the impacts of their decisions. The user, therefore, was able to see what happens to the transportation system because of different land use decisions and how those decisions shape the community. The MPO made the CD-ROM available free-of-charge and distributed it to member jurisdictions.

The MPO developed the CD-ROM as an educational tool. It had applications for anyone interested in understanding the linkages between land use decisions and transportation planning. It also proved to be an effective tool for communities wishing to make changes to their land use planning, especially as a tool to build support for or against implementation options.

### **Support Community Based Initiatives**

Two of the five case study projects were designed to encourage “livability” in their communities. While individual methods used were somewhat different, both projects provided support and resources for communities to determine their own vision and future. The MPOs followed broad definitions of “livability” with an emphasis on maintaining and enhancing residents’ quality of life and economic opportunities.

### Southern California Association of Governments

The Southern California Association of Governments (SCAG) desired to link transportation and land use in the eyes of citizens so that these same citizens could create and plan their own visions for the future of their community. This project, the

“Creating Livable Places” initiative, was a multi-step process supported by the MPO but locally driven. As one of the first steps in this process, the MPO developed and disseminated a “toolbox of materials” to be used by local authorities as they set out to create a vision for the future of their communities.

These materials were extensive and included maps, growth forecasts, job statistics, information on environmentally-sensitive areas and transportation plans. Other materials included a guide for undertaking a visioning exercise and examples of other regional and national communities that had successfully enhanced their livability. SCAG also developed a series of strategies and benchmarks for communities to measure progress towards achieving local goals.

Through these means, SCAG established a framework for improving the integration of transportation and land use planning by empowering and supporting local communities rather than prescribing specific actions. SCAG carefully crafted the framework to guide local efforts in a direction that supported regional transportation plans.

### Atlanta Regional Commission

The Atlanta Regional Commission (ARC) used funding as a strategy to further understanding of, and stimulate innovation regarding, transportation and land use linkages. ARC’s project, “The Livable Centers Initiative” (LCI), made funds available to town centers, activity centers and areas around commuter rail stations to conduct planning studies aimed at improving the integration of transportation and land use. ARC set clear criteria for the studies: they needed to promote live-work centers with a mix of land uses, support all transportation modes and have an inclusive public involvement process.

ARC annually awarded grants to carry out the studies, with counties, municipalities and non-profit agencies invited to submit proposals. As a further incentive, jurisdictions that had conducted planning studies were also eligible to compete for additional implementation funds. As a condition for receiving more funding, applicants were required to submit supporting work programs that outlined actions they would take to support their projects. ARC, therefore, could consider progress in these plans when awarding future grants.

ARC designed the program as an iterative process and gave local jurisdictions the freedom to initiate programs they believed would be most relevant and useful for their communities. ARC set clear criteria for awarding the funds, and established checks and balances to monitor progress towards the underlying LCI goals.



## Capitalize on Opportunities

### Tri-County Regional Planning Commission

Working in collaboration, the Tri-County Regional Planning Commission (TCRPC) and a local jurisdiction leveraged a large transportation project to plan the region's future and to influence and integrate transportation and land use planning. The project developed as a member jurisdiction sought ways to address traffic congestion in its downtown. Under existing conditions, a high volume of heavy truck and other vehicular traffic had to pass through the downtown of Pekin, Illinois (a city of about 32,000) to access the Interstate System.

While anxious to address congestion, the municipality was likewise concerned about negative impacts to the community resulting from the development of a bypass route. The MPO became involved at the invitation of the city and commenced the Tazewell County Traffic Congestion Mitigation Corridor Study. Once involved, the MPO listened to the myriad concerns and worked closely with adjacent municipal and relevant government agencies to plan for a new corridor that maximized benefits and minimized negative impacts.

The Corridor Study identified three possible routes for the transportation corridor, all of which were acceptable to community groups. These routes were identified through an expanded process of community involvement and the use of more sophisticated communication tools such as maps, graphics and presentation materials to highlight issues, impacts and choices.

The Study identified a preferred alternative. As part of the process, the community set clear goals for growth, land uses and transportation facilities. They also adopted a multi-jurisdictional decision model. This model was incorporated into the development process for the corridor and will provide the basis for future transportation and land use decisions.

## SECTION 4: TRANSFERABILITY OF EXPERIENCES

The five noteworthy projects examined in this study provide several important lessons for other agencies and organizations looking for ways and opportunities to improve the integration between transportation and land use planning and investments. The five traits common to all reviewed projects include the following:

1. A desire to improve the connection between transportation and land use planning;
2. A recognition that land use decisions are made by many, often independent, actors and actions;
3. An interest in empowering local organizations through a bottom-up approach;
4. A readiness to work within the traditional planning process available to an MPO; and
5. A willingness of the MPO to act as a leader during project conception, but as facilitator during project development/implementation.

Other important lessons derived from the study include:

- **Technology can simplify and strengthen your message.** Both the TRPC (the flyover video) and San Antonio-Bexar County (interactive CD-ROM) were innovative in their use of technology to convey the impacts and importance of land use decisions on development patterns and transportation systems. Because technology put the message in a more accessible format, these MPOs reached a wider and more diverse audience.
- **Public participation can be encouraged with Web-based resources.** SCAG is the regional planning body for an extremely diverse population of some 17 million people. SCAG maximized its outreach effort by developing a highly informative and easy-to-use website, including conducting a survey and providing access to materials and community tool-kits. The result was increased participation from a wider and more diverse segment of the region.
- **Leverage existing support from public officials and policy-makers.** The “Getting There” forums (TRPC) illustrate how MPO staff used existing support from a small group of policy-makers and politicians to bring more people to the planning table. TRPC then leveraged this opportunity to widen the base of interested parties and build support for a specific goal that, in this case, was creating the required land use patterns to support the long range transportation plan.

- **Engage local partners through clear guidelines and benefits.** The ARC’s LCI initiative has been effective at establishing strong local communities and inspiring innovation in them by setting clear guidelines and benefits. The communities, therefore, could understand the rules and see clearly how and what they would gain. The guidelines also worked to assure the ARC that its underlying goals for the LCI initiative would be pursued.
- **Encourage and support local responsibility.** Projects that effectively encouraged and helped local authorities to assume responsibility for their own future were able to inspire innovative solutions with enduring support. Among the noteworthy projects, SCAG supported communities with a wider campaign and made data and planning tool-kits available. ARC supported communities with funding for “on the ground” projects.
- **Use local examples to enhance accountability and build momentum.** Showing local examples is effective because they are more relevant to local stakeholders, appear more achievable and can build momentum for change. Most of the projects in this study were careful to use local examples to support their objectives. Some projects used local examples to highlight how plans were not as effective as hoped (TRPC), while others used them to illustrate how things might become (Bexar County). Still others used them to illustrate the achievement of goals and visions (SCAG and ARC).
- **Timely initiatives are relevant and effective.** Several of the projects in this study were able to engage communities because they were timely and hence more relevant to current community interests. The project in Tazewell County, for example, maximized concern over an infrastructure project to encourage the public to consider transportation and land use planning in a wider context and to define their goals, expectations and aspirations for the future of their community.

## **SECTION 5: CASE STUDIES OF MPO NOTEWORTHY PRACTICES**

*CASE STUDY:*

# THE ATLANTA REGIONAL COMMISSION LIVABLE CENTERS INITIATIVE (LCI)

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<b>Metropolitan Planning Organization:</b>	Atlanta Regional Commission
<b>Project Location:</b>	Atlanta Metro Region, Georgia (includes DeKalb, Cherokee, Clayton, Cobb, Douglas, Fayette, Fulton, Gwinnet, Henry, and Rockdale Counties)
<b>Mode(s):</b>	Multimodal
<b>Role of MPO:</b>	Sponsoring and administrating agency
<b>Participating Agencies &amp; Organizations:</b>	Atlanta Regional Commission (ARC) Board was the developing, sponsoring and funding agency with cities, counties, nonprofit community organizations, TMAs and community improvement districts submitting projects.
<b>Project Status:</b>	On-going – 5-year program, now in year 5.
<b>Funding:</b>	Funds were earmarked in the Regional Transportation Plan and programmed through the Transportation Improvement Program (TIP) process.
<b>Project Description:</b>	<p>LCI makes grant funds available to local communities and organizations to conduct studies designed to influence transportation infrastructure and land use planning at town centers, activity centers and/or areas near commuter rail stations. The grants are awarded annually on a competitive basis and funded through the TIP. In addition to planning study grants, some construction funds have also been awarded.</p> <p>ARC also conducted reviews of LCI studies and on-going community plans to support transportation-land use integration. Planners looked at the projects that had been approved and how closely they followed their 5-year work</p>



programs before additional funding was made available. This check ensured follow-through on the part of the local communities.

**Special Features & Innovations:**

LCI is an innovative program that has built support for regional transportation policies at the local level and at the same time fostered local innovation, involvement and control. The administration of funding via an open competition has proven to be an effective way to stimulate innovation and synergy between organizations with compatible goals.

The ARC effectively made use of a review committee to award funds via a process that was able to concentrate on and adapt according to Regional Transportation Plan goals. Both the committee structure and the prioritization process were designed to be flexible enough to adapt with changing circumstances and demands.

**Project Development Process:**

LCI has its roots in ARC's Land Use Task Force. In 1998, the ARC convened its Land Use Task Force to review and refine the existing regional development policies for the 1999 Regional Development Plan.

LCI emerged based on the belief that the policies would be effective only with strong understanding and participation on the part of local jurisdictions. The team wanted to create a pragmatic, demonstrable link between decisions about transportation infrastructure and land use planning and offer incentives to inspire innovations. Funding was identified as the most appropriate tool and LCI commenced.

The ARC Board adopted the LCI initiative and funded the program when it approved the 2025 Regional Transportation Plan (funding for LCI was in TIP). The Board subsequently amended the 2000-2002 TIP to include the first round of LCI study funds. The ARC Board further established the LCI program as a priority when it passed the Regional Development Plan in October 1999.

## Project Results:

While visible improvements in terms of land use-transportation integration may be a few years off, ARC believes LCI has stimulated many communities to think in-depth about themselves and how they carry out land use planning.

The process channeled

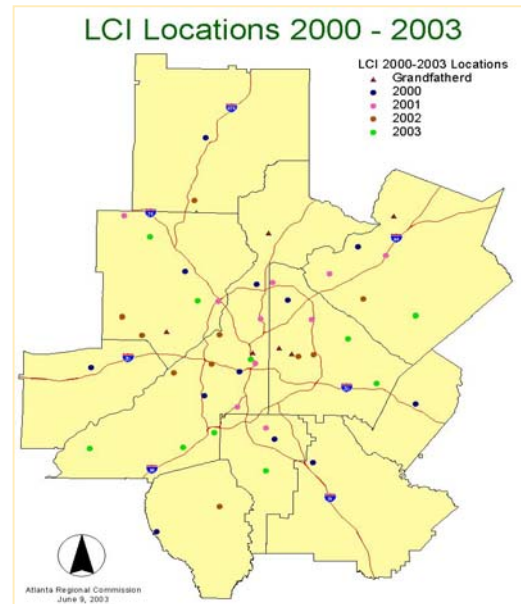
funding to new and different projects as well as to communities that may have otherwise been overlooked. LCI also resulted in synergy with other community initiatives undertaken by nonprofit organizations, such as United Way and the Blanck Foundation Open Spaces Program.

LCI also proved to be an effective program for ARC to focus its large and diverse region. LCI set general but clear goals of moving away from sprawl to centering activity and development around town centers, MARTA stations and activity centers. As the local communities determined how to best meet these goals, they were able to work together towards a shared objective.

An evaluation of the program indicated strong support for LCI among local authorities as an appropriate use of ARC money and resources. In addition, most recipients of LCI funds said they felt the study process was a valuable experience and most said that, given the opportunity, they would submit another proposal.

To date, ARC has funded 32 LCI studies that are now complete and being implemented. In the 4<sup>th</sup> year of the program, 20 applications were received with 10 additional programs awarded.

As a result of these studies, 155 transportation projects were identified, 66 of which received funding through the TIP in FY 2003-2005. These projects feature new pedestrian and bicycle facilities, streetscape and intersection improvements to



help reduce congestion, improve mobility and encourage better land use in congested activity centers or to transform tired downtown centers into vibrant town centers with “live, work and play” opportunities.

**Analysis & Lessons Learned:**

ARC noted an on-going challenge stems from balancing LCI projects that tend to be on a smaller multi-modal scale with larger, systemwide transportation demands. In some cases, ARC stakeholders felt that LCI gave inappropriate amounts of time and attention to small transportation improvement projects that did not directly support or enhance the wider system. This dynamic proved to be an on-going issue whereby resource demands for both small and large projects had to be considered and balanced.

**What Others Can Learn:**

Using funding to spur LCI has proven to be an effective tool to stimulate local authorities to think creatively and innovatively to improve transportation and land integration in their communities. LCI also encouraged local jurisdictions to be active players in the planning process.

ARC staff felt LCI worked because it set broad, clear goals for a big region working to dismantle sprawl while facing a diversity of social issues. The flexibility inherent in the program enabled each community to develop solutions that best met their needs.

The competition component to the program also worked to ARC’s favor by enabling a more even distribution of funding to all communities as well as different types of projects. The competition also fostered synergy with other organizations sharing similar goals.

**MPO Size:**

3.7 million population, 4,200 square miles

**Region of US:**

Southeast

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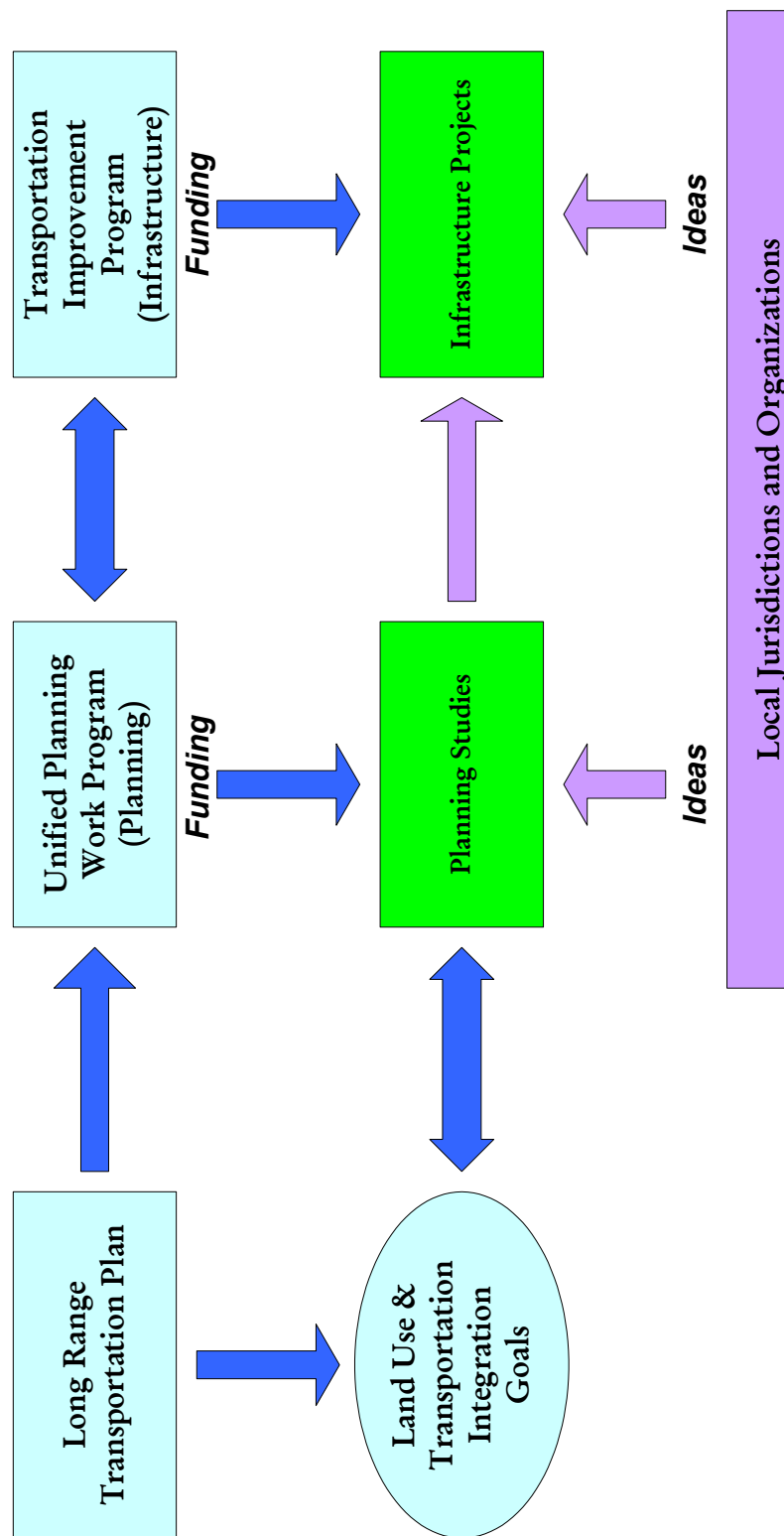
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**Figure 5-1:  
Atlanta Regional Council - The Livable Centers Initiative**



*CASE STUDY:*

# TAZEWELL COUNTY TRAFFIC CONGESTION MITIGATION CORRIDOR STUDY

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<b>Metropolitan Planning Organization:</b>	Tri-County Regional Planning Commission (TCRPC)
<b>Project Location:</b>	Cities of Pekin and Creve Coeur; Cincinnati Township, Illinois
<b>Mode(s):</b>	Road
<b>MPO's Role:</b>	Primary sponsor, funding agency, project coordinator, and consultant
<b>Participating Agencies &amp; Organizations:</b>	Pekin, Creve Coeur, Marquette Heights, Pekin Park District and Tazewell County
<b>Project Status:</b>	The report and study are complete. Funding is being sought for implementation.
<b>Funding:</b>	The Planning Study was conducted with a grant received from the Illinois DOT program, "Illinois Tomorrow."
<b>Project Description:</b>	<p>The Tazewell County Traffic Congestion Mitigation Study was concerned with an 11-mile stretch of a new corridor extending from Illinois State Route 9 in Pekin to Interstate 474. Under present conditions, a high volume of heavy truck and other vehicular traffic must pass through downtown Pekin to access I-474. The City of Pekin approached the Tri-County Regional Planning Commission (TCRPC) for assistance in developing a plan for the new corridor.</p>



This study followed a previous analysis that identified the need for a new transportation corridor to divert freight traffic from downtown Pekin and provide an alternative routing to Interstate 474. The Tazewell County Traffic Congestion Mitigation Study set out to prepare an expanded routing analysis for the new corridor.

Although keen to address the congestion problem, the City of Pekin also wanted to ensure that additional transportation infrastructure would be planned to avoid undesirable growth patterns. In particular, the city wanted to ensure that the new transportation corridor would not only provide efficient transportation, but also promote balanced development, preserve open space, promote development within the city's boundaries, and facilitate inter-governmental cooperation on land-use and zoning issues.

The Study brought together the various municipalities and other governmental entities and interested community groups to create a unified vision for how the corridor will grow.

#### **Special Features & Innovations:**

The Study identified three possible routes for the transportation corridor all of which were acceptable with community groups. The innovative aspect of the project, however, was the way the MPO and the city used the study to create a new planning paradigm. Planners expanded the community involvement to include a wider range of interest groups and address a wider range of issues. The public process also used more sophisticated graphics and presentation materials to highlight issues, impacts and choices.

The evaluation of different alternatives was new in that public, environmental, and social benefits were considered equally with transportation benefits.

By the end of the project, the study, in conjunction with the involved communities, agreed on several new and innovative items, including:

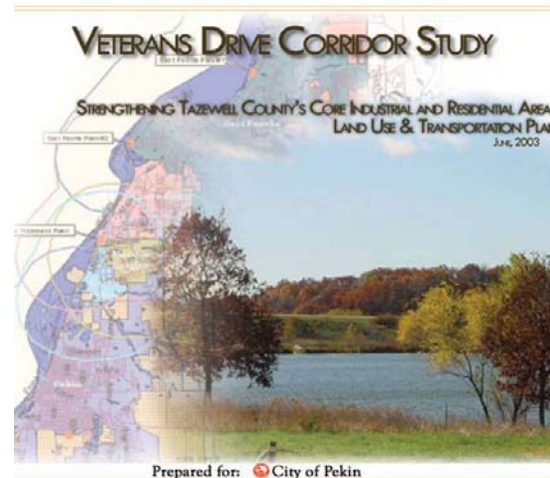
- specific growth limits and land use plans to control growth;
- preservation of natural resources and environmentally-sensitive areas;
- a multi-jurisdictional land use decision-making model to be used in the development process; and
- an alternate greenway corridor to be preserved when the transportation corridor developed.

**Project Development Process:**

The MPO assisted the City of Pekin in organizing the funding application and scope of work. After funding was secured, the TCRPC became the primary “consultant” on the project, doing the land use planning and coordinating work in house, using a private consultant to assist in the identification analysis of the alternate routes. The TCRPC is assisting in securing funding for the next phase.

**Project Results:**

The project brought together interest and community groups to consider a range of potential impacts associated with corridor development. As a result of the extensive public process, MPO planners felt that final recommendations addressed the



majority of concerns and led to a corridor development plan that minimizes negative impacts and maximizes project benefits.

Both participants and government staff viewed the process as exceptional. Ultimately, it resulted in a multi-jurisdictional land use decision-making model that will be incorporated into the development process for the corridor and probably adopted in future similar studies.

**Analysis & Lessons Learned:**

The decision to focus on land use collaboration with local leaders in each of the municipalities at the start of the project set the tone for cooperation throughout the rest of the project. Project staff was upfront and honest about the process, and made it clear that while the final decision on a route rested with the City of Pekin, public input would be considered and valued. This honesty improved the outreach efforts considerably. Participants felt their input was sincerely desired, rather than merely being sought because of funding requirements.

**What Others Can Learn:**

Recommendations for other regions undertaking a similar project include:

- Establish a detailed scope of work and review it with participating entities;
- Use good graphics and presentation materials including

- GIS to convey message to public; and
- Assign project management to somebody who has the ability to work with different groups and disciplines.

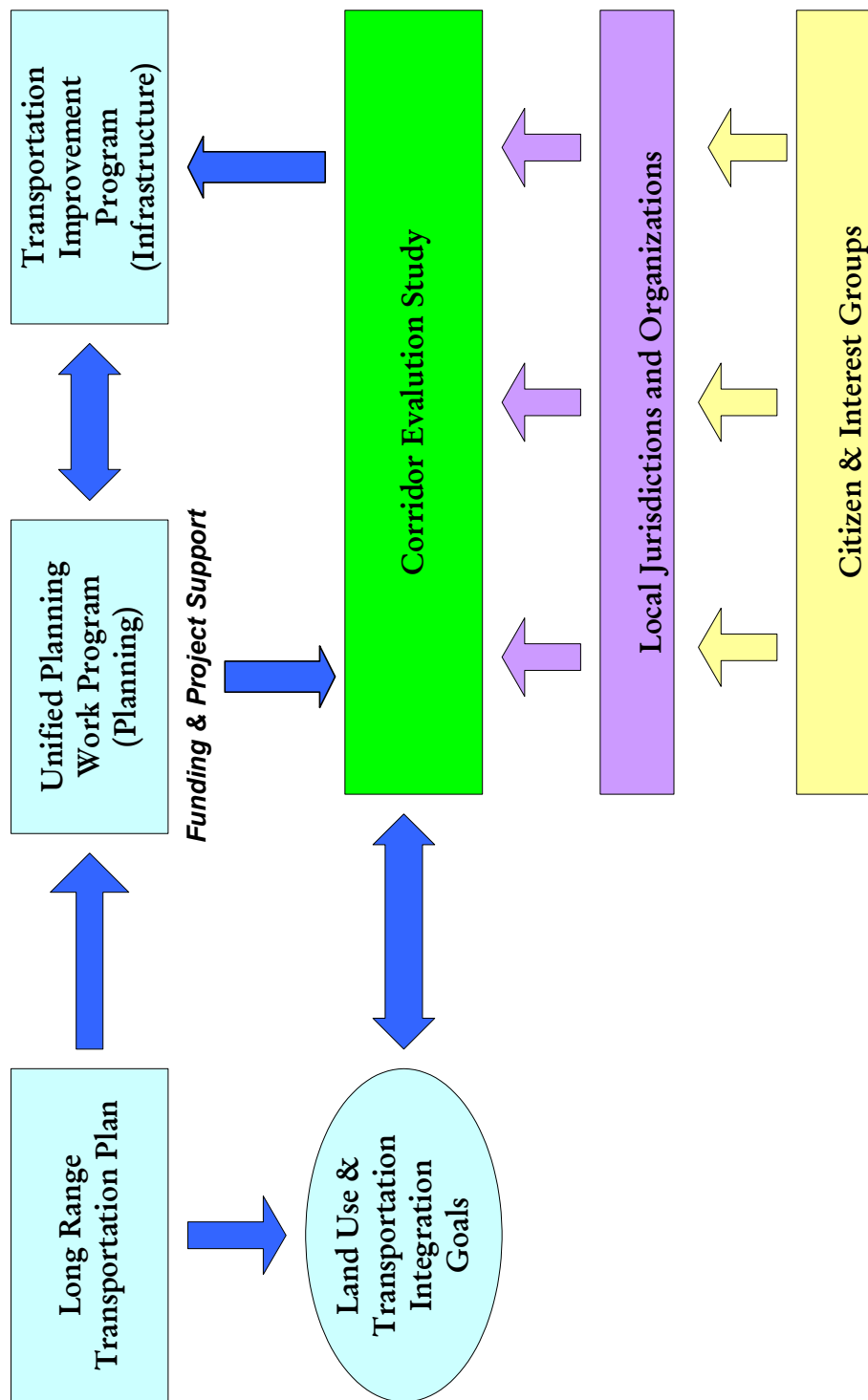
**MPO Size:** 350,000 population; 1,800 square miles

**Region of US:** Midwest

**Contact for further information:** Eman Ibrahim  
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**Figure 5-2:**  
**Tri-County Regional Planning Commission**  
**Tazewell County Traffic Congestion Mitigation Corridor Study**

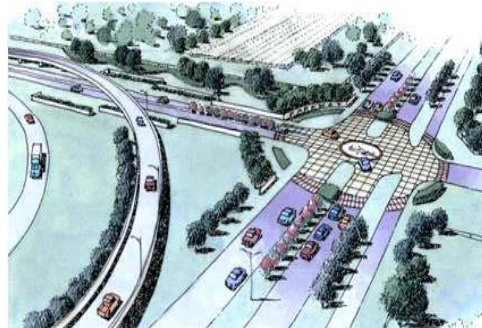


*CASE STUDY:*

## **INTERACTIVE CD MANUAL FOR IMPROVING DIALOGUE ON LAND USE AND TRANSPORTATION**

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<b>Metropolitan Planning Organization:</b>	San Antonio – Bexar County MPO
<b>Project Location:</b>	San Antonio, Texas
<b>Mode(s):</b>	Bus, Automobile, Bicycle and Pedestrian
<b>MPO's Role:</b>	Sponsor, manager, and part of decision-making team
<b>Participating Agencies &amp; Organizations:</b>	The Texas Department of Transportation, the City of San Antonio, Bexar County, VIA Metropolitan Transit and the Alamo Area Council of Governments
<b>Project Status:</b>	Completed
<b>Funding:</b>	Planning (PL-112) funds were used. Project budget was \$166,000 for the entire study.
<b>Project Description:</b>	<p>The San Antonio-Bexar County MPO created an interactive informational CD-ROM intended to elevate community dialogue about better transportation and land use in San Antonio. The CD contained assessments of numerous locations around San Antonio for Vehicular Mobility, Transit Access, Bicycle Access, Pedestrian Access, Economics and Aesthetics, and presented potential improvements for each situation. Implementation tools described in the CD provided the user with much of the background needed to make informed decisions on how to apply the information to individual situations.</p>



**Special Features & Innovations:**

The CD is easily distributed and works “on-demand.” When it was developed, the CD was a unique format for communicating the message. The CD is in PowerPoint with various links so the product does not have to be viewed in a linear fashion but can follow self-selected paths geared to the viewer’s interest. The discussion included not only an analysis of existing transportation corridors, but also the land uses and properties adjacent to the corridors, and suggested modifications to both the public facilities and private properties to make improvements in each of the issues discussed.

**Project Development Process:**

The project was managed by MPO staff in much the same way as other MPO planning activities; the staff managed the contract and provided support to an Oversight Committee. The project had no specific in-house pre-planning.

**Project Results:**

The minimum anticipated outcome was a raised awareness of transportation and land use issues with the CD serving as an educational tool; at best, it was hoped that the City of San Antonio would make some real changes to their Unified Development Code that was being updated as this project was underway.

To some extent, the project met the MPO’s goals. For example, the City of San Antonio used the CD at



several of its neighborhood planning meetings and for the update of its Unified Development Code.

**Analysis & Lessons Learned:**

According to the MPO staff, the CD distribution program was effective at increasing understanding about the relationship between transportation and land use and exposing these issues to a wider audience.

In hindsight, the project probably would have been even more effective if the MPO had “marketed” it to a greater extent by including the program on its website and linking it with other sites.

**What Others Can Learn:**

CD copies that are distributed need to be problem-free and



easy to use and understand if they are to be used extensively by the intended audience. The information also must be interesting and engaging to encourage users to progress through the various elements of the presentation. Distribution should be extensive. In-house expertise on the development of the CD could be used to keep costs relatively low and extend use of funding for in-house activities.

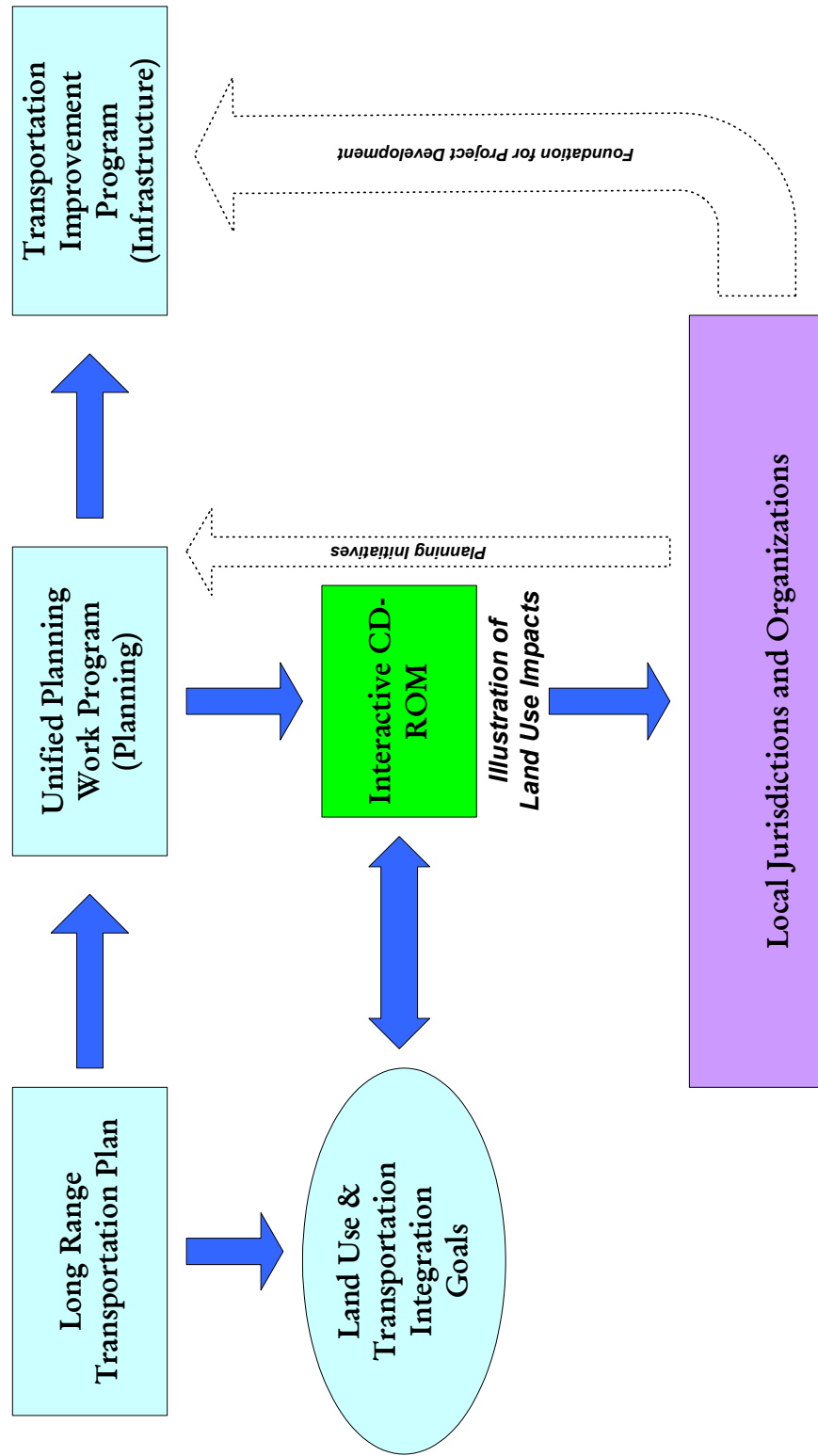
**MPO Size:** 1,300,000 population; 1,250 square miles

**Region of US:** South

**Contact for further information:** Jeanne Geiger, Deputy Administrator  
San Antonio-Bexar County MPO  
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San Antonio, TX 78212  
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**Additional information:** [www.sametroplan.org](http://www.sametroplan.org)

**Figure 5-3:**  
**San Antonio-Bexar County Metropolitan Planning Organization**  
**Interactive CD & Manual for Improving Dialogue on Land Use & Transportation**



*CASE STUDY:*

## CREATING LIVABLE PLACES - GROWTH VISIONING PRESENTATIONS

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<b>Metropolitan Planning Organization:</b>	Southern California Association of Governments (SCAG)
<b>Project Location:</b>	Los Angeles region – covering six Southern California Counties – Los Angeles, Orange, Riverside, San Bernardino, Ventura and Imperial
<b>Mode(s):</b>	Multimodal
<b>MPO's Role:</b>	Sponsor, funding agency and coordinator
<b>Participating Agencies &amp; Organizations:</b>	Numerous local municipal partners, subregional organizations and transportation commissions, with case studies selected on a competitive basis.
<b>Project Status:</b>	<p>Complete – The project has evolved into the development of regional visions to complement the local visions and overall MPO plan.</p> <p>The larger project, <i>Compass: Charting a Course for a Sustainable Southland</i>, has emerged as the largest and most ambitious visioning effort in the country. A new round of Compass workshops is underway.</p>
<b>Funding:</b>	Budget information unavailable.
<b>Project Description:</b>	SCAG began its “Creating Livable Places” initiative as an educational outreach and training campaign. The Livable Places Initiative links transportation and land use planning with citizen



participation. The program was designed to demonstrate how local land use and balanced transportation policies could reduce auto travel and support more pedestrian, mixed use and transit-oriented development.

Promoting community visioning efforts was a key feature of the initiative in its first phase, 1996-2000. In the current phase, the emphasis is on developing a “PILUT” (Planning for Integrated Land Use and Transportation) process that assists local officials as well as sub-area and civic leaders in developing a sustainable regional vision of where growth should occur. This preferred growth scenario would also have a set of implementation strategies to guide future transportation investments that is in alignment with that publicly-supported vision achieved through the Compass outreach effort.

As a starting point, SCAG developed maps and statistical information on current and projected growth, jobs, environmentally-sensitive areas, transportation, and other factors affecting regional development patterns. In its effort to promote livable communities with less auto-oriented design, SCAG sought out examples of such communities within its own geography. Ten communities were profiled as examples of how different combinations of economic development, transportation mode choice, and/or housing development could enhance community livability and environmental sustainability. Many sub-area programs were also supported to replicate and carry forward the regional initiative. SCAG also incorporated the concept of promoting livable communities as part of its mission statement and maintains a website to disseminate information.

SCAG also prepared other background information ranging from a discussion of how to develop a “visioning” process to policy implications



of current growth trends on future urban form. SCAG performed a national review of successful livable community initiatives elsewhere in the country to help communities and elected officials understand visioning concepts. It also made available a community toolbox of strategies and benchmarks to measure progress in achieving local goals.

**Special Features & Innovations:**

SCAG created partnerships with communities throughout the MPO region to help create local understanding and support for the regional transportation plan. The initiative focused on the public involvement process to help individuals and communities understand the link between what they want for the future of their community and the multi-modal transportation system serving it.

The initiative included multiple aspects such as local work sessions organized by the municipalities, several larger regional workshops and conferences, publications, and PowerPoint presentations. The MPO created the presentations and publications so that they could be uploaded to the Livable Communities website for easy distribution and viewing. The local and regional meetings also used the information in the publications and computer presentations.

SCAG staff considers this program to be a “bottom-up” type planning process, supported by the MPO, rather than a direct MPO effort that bypasses local communities.

**Project Development Process:**

The second phase of the Initiative began in February of 2000. The first steps focused on information gathering and the preparation of background information, case studies and profiles of other successful initiatives around the country. When this information was ready, the MPO began the partnering process to create the local visions and plans. SCAG managed the overall process, using consultants to help develop the case studies, other initiative profiles, and some publications. SCAG developed the other publications and the presentations. The local and sub-area visioning sessions were organized and managed by the municipalities with support from subregional organizations.

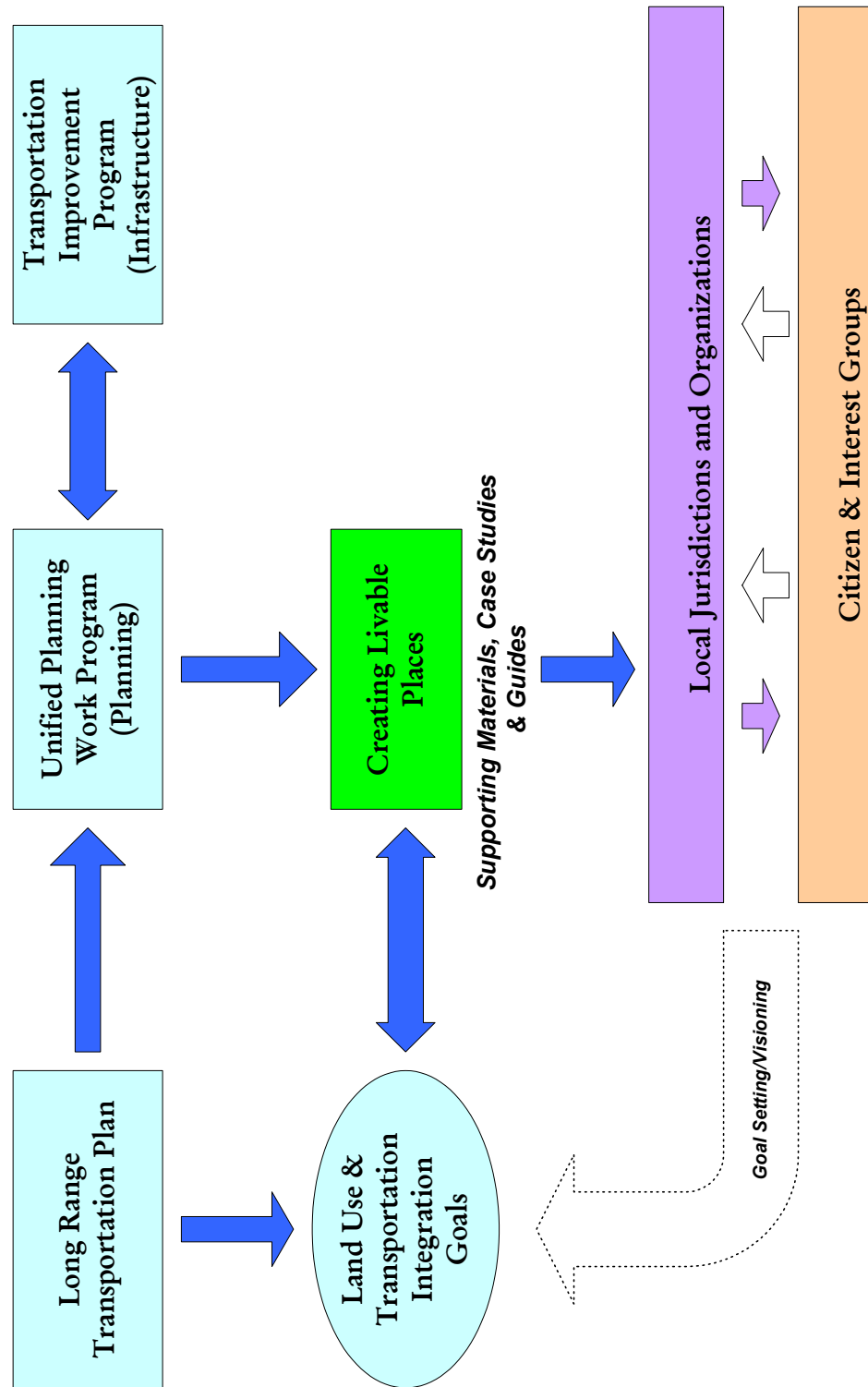
**Project Results:**

SCAG hoped that the Creating Livable Places initiative would help local communities embrace a more varied modal choice of transportation, with less auto-oriented planning. The results of the visioning sessions and subsequent plans and projects that are being developed appear to be fulfilling this hope.

The project resulted in many local community visioning sessions, 20 reports and presentations, 10 local Livable Communities case studies, an interactive CD and two regional conferences. The project was popular and led to the development of two subsequent projects that carried the work to the regional level, the Compass and PILUT projects.

<b>Analysis &amp; Lessons Learned:</b>	SCAG staff believed each of the communities involved in the Creating Livable Places initiative found it useful. The initiative has received numerous regional and state planning awards and has helped bridge the link between local, home rule planning and growth regulation with regional transportation goals.
<b>What Others Can Learn:</b>	According to SCAG, the Initiative worked because of the large number of diverse stakeholders that participated in the survey to identify and nominate “real life” livable places in the region and a highly informative website. On-line access allowed the showcasing of the examples of local success stories and the community toolkit that could be used to develop a local program anywhere in southern California. The local success stories were also an inspiration to nearby neighborhoods showing them that they too could nurture pedestrian life, access to transit, mixed use development, strong citizen involvement, and de-emphasize the auto-oriented design to create vibrant urban environments. The Creating Livable Places Initiative was promoted through twelve sub-area workshops and provided a needed regional context within which the local initiatives could evolve. The award winning Creating Livable Places and Transit Stop Opportunity videos are available and were distributed widely across the region as part of the local outreach campaign. Initial transportation modeling results show considerable potential benefits from strategic land use assumptions as a way to guide transportation investments and accommodate future population growth.
<b>MPO Size:</b>	17 million population; 38,000 square miles
<b>Region of US:</b>	West
<b>Contact for further information:</b>	Joe Carreras Southern California Association of Governments 818 W Seventh Street, 12 <sup>th</sup> Floor Los Angeles, California 90017 Tel: (213) 236-1800 <a href="mailto:carreras@scag.ca.gov">carreras@scag.ca.gov</a>
<b>Additional information:</b>	<a href="http://www.scag.ca.gov/livable">www.scag.ca.gov/livable</a> Both <i>Creating Livable Places</i> and <i>Transit Stop Opportunity</i> videos are also available.

**Figure 5-4:**  
**Southern California Association of Governments**  
**Creating Livable Places: Growth Visioning Presentations**



*CASE STUDY:*

## **“GETTING THERE” - THE LAND USE- TRANSPORTATION CONNECTION**

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<b>Metropolitan Planning Organization:</b>	Thurston Regional Planning Council (TRPC)
<b>Project Location:</b>	Olympia, Thurston County, Washington
<b>Mode(s):</b>	Multimodal
<b>MPO’s Role:</b>	The “Getting There” process was led and sponsored by the TRPC and its Transportation Policy Board (TPB). TRPC staff developed and presented all products, with guidance on product development from a regional policymaker advisory group. A consultant was hired to facilitate the actual forum.
<b>Participating Agencies &amp; Organizations:</b>	Lead Agency: Thurston Regional Planning Council Participants: TRPC member jurisdictions, including the region’s cities, towns, and county, Indian tribes, Intercity Transit, school & library districts, Port of Olympia, Conservation District, State Department of Transportation and Olympia Master Builders
<b>Project Status:</b>	The “Getting There” forum is completed. The forum, however, generated additional follow-up work on the “Vision/Reality Disconnect” to understand reasons behind the apparent disconnect between land use visions and marketplace realities, and to identify effective ways of minimizing that disconnect. Work in this program area is on-going.
<b>Funding:</b>	\$72,000 through the regional transportation work program: 26% Federal Highway Administration/Federal Transit Administration Consolidated Planning Grant, 4% State transportation planning funds, 55% regional Statewide Transportation Program allocation, and 15% member dues.
<b>Project Description:</b>	“Getting There” was the second forum in a series of workshops that followed up on regional planning issues related to Growth Management goals and issues. The concept for the forum was generated by the Transportation Policy Board as a means to focus on land use specifically as well as broaden understanding of transportation-land use issues for all elected officials and key department staff. In particular, the



intent was to work with all types and levels of officials and staff to establish a clear link between the collective impacts of individual, day-to-day land use decisions on the ability of the region to attain its long-range transportation goals.

Ultimately, the goal of the “Getting There” project was to provide a forum for elected officials and key staff, at all relevant organizations and levels of government,

to increase awareness of transportation-land use integration as well as the implications of independent actions made by individual organizations. The forums were also designed to build resolve to move forward with more effective implementation of transportation and land use plans. In this way, the forum worked to foster both visionary and hands-on leadership on regional issues.



### **Special Features & Innovations:**

The “Getting There” forum was innovative because it effectively leveraged an information and discussion session to inspire elected local officials and policymakers into a fuller understanding of their individual roles and responsibilities in supporting regional plans. The forum was able to build upon broad discussions of planning and visions to concentrate on understanding the specific challenges associated with realizing the region’s plans and visions and the way local decisions and efforts can aid or undermine regional goals.

Likewise, as the forum moved beyond high-level planning discussions, it encouraged decision makers, at all levels of government, to see their role as leaders in realizing regional transportation goals. TRPC staff worked to position themselves in this discussion as a regional resource with specific expertise but with the policymakers as the responsible decision-making authority.

One of the most innovative and successful aspects of the “Getting There” forum was creation and presentation of a “flyover video.” The video, designed specifically for the

forum, was a computer-generated movie developed using local data and aerial photography such that the viewer gets a birds-eye view of the region, effectively “flying over” the region to see the ways in which land use impact the region’s transportation issues and choices. The impacts of transportation and land use planning on the local community, therefore, was presented in a clear, tangible and powerful way.

## **Project Development Process:**

“Getting There” evolved from a concept idea developed by the MPO’s Transportation Policy Board, or TPB. The TPB proposed a regional transportation forum that emphasized the land use side of the equation in the transportation-land use connection. In particular, policymakers expressed concern that the effectiveness of the policies and investments recommended at a regional level were contingent on all levels of government achieving the land use vision called for in the transportation plan. From there, an in-house (MPO) team brainstormed options and ideas and narrowed those ideas to a rough scope. Input on content, emphasis, and the draft final outline was provided by an advisory group comprised of regional policymakers.



By coincidence, the region was nearing conclusion of its “Buildable Lands Study,” an in-depth land use analysis mandated by Washington State to assess results of growth management planning in each county.

The MPO decided to use the Buildable Lands Study – slated for completion in summer 2002 – as the primary data source for the regional forum.

Recommendations from the policymaker advisory group that shaped the forum included:

- an emphasis on the importance of visual aids,
- the notion that small group discussion should not come at the expense of plenary discussion, and
- a desire that the purpose of the forum should be information and discussion – a think-tank opportunity – more so than an action or decision-making opportunity.

## **Project Results:**

The forum effectively broadened awareness and stimulated informed discussions, which were its most basic objectives. The forum also motivated the Transportation Policy Board to initiate a new work program to follow up on key issues that

surfaced in the forum.

This has resulted in a new round of inquiries and evaluation inspired by the discussion and ideas raised in “Getting There.” A follow-on work program element is delving into the reasons for the perceived “disconnect” between adopted land use visions and marketplace realities, i.e. the “Vision/Reality Disconnect.” This next project includes the expertise of stakeholders in the community development sector, with representatives from the public sector as well as private real estate, finance and development sectors. It will also further explore how to strengthen the transportation-land use connection with understanding of how, collectively, day-to-day decisions in all aspects of community development can work to support regional plans and goals. It is anticipated that results of this policymaker work will provide the basis for a future regional transportation forum.

Although the “Getting There” forum was a one-time event, published materials were developed that had a tangible lasting effect. TRPC sought to create materials appropriate to a citizen policymaker audience that would have applicability in the larger public outreach process over an extended period of time. The investment in materials for the forum could be justified if those materials had a reasonably long “shelf life” and could be used in other settings. The “flyover video” received significant attention in both the Thurston Region and across Washington State. It was subsequently used as part of a briefing to the Washington State Transportation Commission to acquaint them with the Thurston region and the importance policymakers place on effective integration of transportation and land use decision-making processes.

The forum was also taped by Thurston County TV and broadcast for a few months afterwards for the local TV audience.

**Analysis & Lessons Learned:** Among the most important lessons from the forum was the value of having policymakers invested in the outcome and willing to take political risks if a region hopes to move “beyond planning” to the extremely difficult tasks of real-world implementation. TPRC staff felt that these traits can be cultivated and encouraged through on-going program efforts and interactions between staff and policymakers. MPO staff also noted it was not essential for all policymakers to be comfortable with taking risks and examining difficult transportation and land use issues, as long as enough policymakers were engaged. Those who are engaged tend to

motivate those who are not. The political nature of these issues is such that staff commitment alone is not sufficient to move beyond planning into implementation. Without sufficient policymaker support, it is not worth the investment of time and political energy to pursue the next stages of integrated transportation-land use decision-making.

**What Others Can Learn:**

The emphasis of “Getting There” was to develop understanding that fostered policymaker empowerment that transcended the specific topics of the forum. The goal of helping to move policymakers beyond figurehead roles to that of leadership and action was clearly an endeavor worth pursuing.

It was recommended to spend time and energy on building relationships and defining roles, and developing leadership opportunities for policymakers. Staff at TRPC emphasized that their role as the MPO staff was that of resource and, at times a sounding board, but ultimately policymakers are the ones responsible for making decisions and then acting on them. If these roles can be clearly established and reiterated on a day-to-day basis through small actions and decisions, policymakers are more prepared to take a leadership role when difficult issues and decisions are required.

Use of the “flyover video” also proved to be an important and useful tool. The video required considerable local data and information and, depending on the resources available, may be difficult for other organizations to replicate. However, the ability of the video to convey the desired message that, in this case, was transportation-land use integration, was considerable. The visual simulation proved to be a powerful tool for highlighting issues and problems specific to the TRPC region.

**MPO Size:**

210,000 Population; Approximately 470,000 acres

**Region of US:**

Pacific Northwest

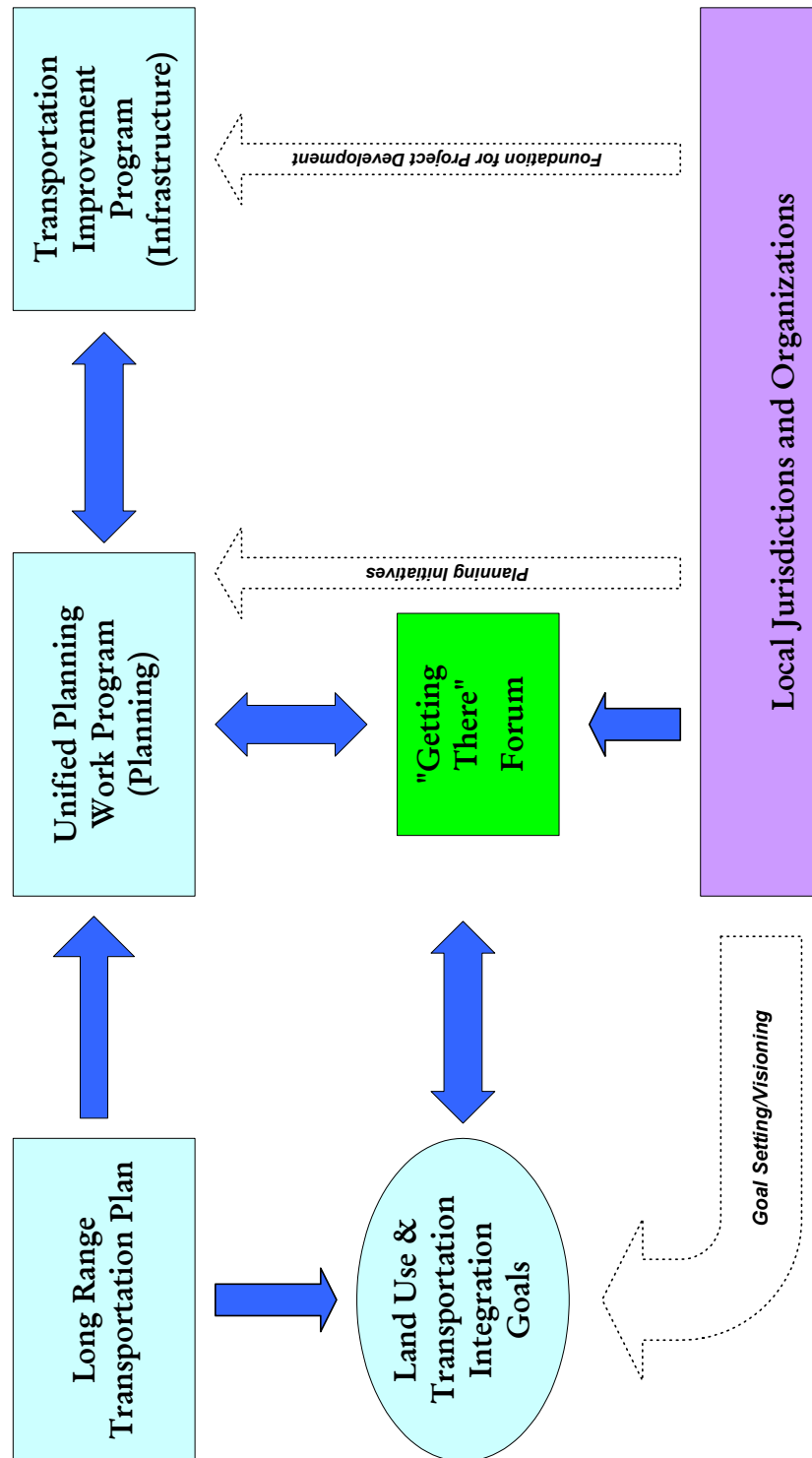
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Olympia WA 98502-6031  
360/786-5480  
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**Additional information:**

[www.trpc.org](http://www.trpc.org)

**Figure 5-5:**  
**Thurston Regional Planning Council**  
**"Getting There" - The Land Use-Transportation Connection**



APPENDIX:

DATABASE OF ALL CASE STUDY  
MPO CANDIDATES

APPENDIX  
Database of All Case Study MPO Candidates

Note: Shading indicates projects selected for case studies.

#	PROJECT/INITIATIVE	AREA DESCRIPTION		DESCRIPTION	NOTABLE FOR			APPLICABILITY			STATE	US REGION	STATUS
		METRO AREA SIZE	INTERGOVT. STRUCTURE		PROCESS	TOOLS/TECHNIQUES	OUTCOMES/RESULTS	LG	MED	SM			
1	<a href="#">Transportation for Livable Communities, Housing Incentive Program (HIP)</a>	L	Metropolitan Transportation Commission (San Francisco Bay Area)	MTC has embraced a number of programs and policy goals that foster livability and enhance alternatives to auto travel. Most recently, MTC expanded its portfolio of programs that link transportation and land-use decisions by launching a Housing Incentive Program (HIP). The housing program is designed to maximize public investments in transit infrastructure and encourage transit use while also addressing the region's housing shortage. This program encourages redevelopment efforts which add housing and economic vitality to older business and community centers throughout the region. Projects that provide pedestrian, bicycle and transit links to these centers are a part of this program.	Applications are considered for housing projects that are in planning to help them move towards construction. The program provides transportation funding that is tied to housing starts. Once a year application process from communities to MTC	The <b>Housing Incentive Program</b> offers incentives to cities and counties to increase the housing supply in areas where transportation infrastructure already exists.	Greater housing in already developed areas with existing infrastructure.	LARGE	MEDIUM		CA	WEST	Ongoing
2	<a href="#">Metro Vision 2020 - Denver, CO</a>	L	Denver Regional Council of Governments	Created six core elements needed to address regional goals for the future, which form the long range growth and development plan. Initiated contracts with member municipalities to implement Plan at local level			Transportation decisions integrated into TIP, SIP, DRCOG Clean Water Plan and Tax Policy and Revenue Sharing	√	√		CO	WEST	
3	<a href="#">Getting There: Making the Land Use/Transportation Connection</a>	S	Thurston Regional Planning Commission (Olympia, WA)	Educational video with companion power point presentations to educate decision makers on the background of how the region got to be the way it is. The video used a fly over technique to compare what the MPO want to accomplish in terms of TOD and Smart Growth and what is really happening in the market place in a non judgmental way. The video was a way to educate everyone involved in the planning decision making process so that they could be making decision from a common basis of understanding.	Created fly over video in house with free software and minimum budget. Presented video to over 60 groups over a two month period, shown on Public TV and offered through the MPO Website.	flyover movie/small groups/powerpoint combination used effectively to educate policy and decision members. (Catering to the TV preference of the public.)	Quite effective for education purposes, especially related to the budget.	√	√	√	WA	NORTHWEST	Completed and being used
4	<a href="#">Visual Preference Survey to Inform Land Use-Transportation Plans</a>	L	Hillsborough County MPO (Tampa/St. Petersburg)	At the regular meetings of over 60 community groups around the county, MPO staff asked for input on transportation needs. To help folks visualize possibilities for the future, slides of roads, sidewalks, buses and rail were shown. Some slides showed existing conditions in Hillsborough County, and some showed conditions as they might be if certain projects were undertaken.	In person and web based visual preference survey used as one method of gathering information for the Long Range Plan update. Helped to broaden the input of foreign speaking residents. Presented to groups that invited presentation rather than being used at general public meetings.	Visual Preference Survey	Visual survey results helped increase public involvement of foreign speaking residents. Results of visual preference survey correlated well to results of more statistically acceptable telephone survey.	√	√	√	FL	SOUTH	Completed
5	Quantifying buildout in rural Florida	S	Charlotte County-Punta Gorda MPO, FL	MPO estimated build out of the region and then estimated the costs of providing transportation for the build-out, based on the current direction of improvement planning. MPO developed alternatives to reduce the estimated cost of providing transportation.	Created a buildout analysis, and then studied the transportation implications. After reviewing the results, the MPO developed suggestions for its member communities to take to modify current conditions to reduce the high cost of providing transportation into the future. Did not have much public involvement.	Build out analysis (scare tactic)	Has helped begin refocusing of transportation goals		√	√	FL	SOUTH	Completed
6	<a href="#">Interactive CD-ROM manual for improving dialogue on land use and transportation</a>	L	San Antonio-Bexar County MPO (San Antonio, TX)	The Metropolitan Planning Organization created an interactive CD-Rom manual intended to elevate community dialogue about better land-use and transportation in San Antonio. Assessments for the manual include: Vehicular Mobility, Transit Access, Bicycle Access, Pedestrian Accesses, Economics and Aesthetics. Administrator Janet Kennison accepted the award on behalf of the MPO.	CD format is innovative - also application of tool as a means to educate and inform public and planners was interesting	Interactive CD-ROM	Increased/raised awareness. Made an impact on code development and updates.	√	√	√	TX	SOUTH	Completed
7	Envision Utah Update	S	Wasatch Front Regional Council (Salt Lake City, Ut)	Long Range Plan for north east Utah.	Public/Private Planning Partnership		Created process for addressing Utah's growth challenges.	√	√	√	Ut	West	In process
8	Livable Centers Initiative; Funding Program	L	Atlanta Regional Commission	To help foster greater livability in these activity and employment centers in our region, the Atlanta Regional Commission (ARC) developed the Livable Centers Initiative (LCI). LCI provides seed money to communities that are working to enhance livability and mobility for their residents. ARC adopted polices in the 25-year Regional Transportation Plan that provide \$1 million per year for five years for LCI planning grants to regional communities. To back this these planning studies up, ARC also has \$350 million available for implementation for the more innovative ideas generated from these plans	Applications from communities are accepted once a year for review and awarding of grants.	Funding (meant to help foster good interaction between transportation and land use)	Although LCI studies show an impressive range of ideas and ways to achieve livability, the funded projects demonstrate the fundamental concepts of: Connecting homes, shops and offices; Enhanced streetscaping and sidewalks; Emphasizing the pedestrian; Improving access to transit and other transportation options; and Expanding housing options. Several projects are now complete and others are in process.	√	√		GA	South	Ongoing
9	Livable Centers Initiative; On-line Toolkit for Better Planning	L	Atlanta Regional Commission	A set of land use planning tools and concepts that are available on line and ready for use by communities and individuals. The tools are easy to obtain, easy to understand and appear to be readily usable by a great variety of communities.	Publicity and instructions for using on-line tools created for use by member communities.	On-line use offers an extensive list of publications (tools) that address a variety of topics.	Supports LCI initiative.	√	√	√	GA	South	Ongoing

APPENDIX  
Database of All Case Study MPO Candidates

Note: Shading indicates projects selected for case studies.

#	PROJECT/INITIATIVE	AREA DESCRIPTION		DESCRIPTION	NOTABLE FOR			APPLICABILITY			STATE	US REGION	STATUS
		METRO AREA SIZE	INTERGOVT. STRUCTURE		PROCESS	TOOLS/TECHNIQUES	OUTCOMES/RESULTS	LG	MED	SM			
10	Destination 2030	L	Puget Sound Regional Council (Seattle/Tacoma, WA)	A strategy that outlines how to reach the goals created in Vision 2020, which includes guides for where and how to invest dollars, outlines best practices and financial incentives for the land use and channeled growth that are critical to the vision, and lists options for securing reliable, long-term funding.	Transportation plan built from bottom up. Comprehensive, regional multi-modal plan.	Modeling outreach	Early action "to do" list and vision for longer term growth management	√	√	√	WA	Northwest	Complete
11	Congestion Management Systems Strategies	M	Capital Area Metropolitan Planning Organization (Austin, TX)	A multi-agency Working Group led by CAMPO, is working to make congestion management more of an integral part of the transportation planning process in the Austin metropolitan area. Through the development of a Congestion Management System (CMS), transportation system performance measurements are systematically linked to methods of prioritizing and implementing projects and programs that help to manage traffic congestion. Based on annual traffic monitoring data, the CMS identifies problems related to the performance of the existing transportation system. Then, within the context of the goals and objectives of the broader transportation planning process, the CMS develops system performance improvement initiatives.	Researched management and evaluation techniques, and used this to update existing methods	Research and Analysis	Reconfigured evaluation and monitoring system for congestion management				TX	South	
12	Creating Livable Places; Growth Visioning Presentations.	L	So. CA Assn of Govt/SCAG (Los Angeles, CA)	Development of a process that assists local, subregional, and regional officials in developing strategies to accommodate growth that results in a preferred regional growth scenario.	Part of a larger process to encourage local communities to develop visions	Developed information kits, including maps, growth scenarios, etc. Also used case study materials to demonstrate options and choices.	A set of different informational publications/presentations presenting different aspects of the process of developing growth strategies.	√	√	√	CA	West	Ongoing
13	Picture It Better Together: Taking Transportation Goals from Policy to Reality,	M	Capital Region Council of Governments (Hartford, CT)	Created a local vision and definition of what "livable communities" means to the Hartford Region.	Used visual preference surveys, small discussion groups to create an image of the future fore the region. Process created through an innovative partnering of the MPO, a local government and a community group.	Visual preference surveys, small group discussions	A shared definition of a "livable community" and a set of tools to help rural, suburban and urban communities plan to help move towards being one.	√	√	√	C	Northeast	Completed
14	Interactive GIS land use maps and other web based technology	L	Regional Planning Commission (Chicago, Il)	Use of the computer GIS mapping that can be manipulated during meetings to get immediate answers to "what if" questions and to graphically see the results of decision instantly, allowing greater flexibility and refinement of the decision making process. They also use the computer to link individuals in a meeting, making interaction between people and agencies faster and more economical.		Computer tools	Greater public and official participation in the planning process	√	√		Il	North Central	Ongoing
15	South Carolina Inland Port	M	B-C-D Council of Governments (Charleston, SC)	The South Carolina Inland Port (SCIP) concept would move containers by rail between the port and SCIP, 'jumping over' a historic urban area and relocating the truck traffic. Also, moving container storage away from a scenic urban area allows urban re-growth in the former storage areas.	Development of multimodal options to facilitate movement of heavy freight around historic area	Partnership of state, MPO, city and freight operators	Opening of historic urban area for redevelopment and reuse	√	√	√	SC	South	Completed
16	Tazewell County Traffic Congestion Mitigation Corridor Study	M	Tri-County Regional Planning Commission	Study to provide detailed information on how to efficiently handled increasing freight through the area and from a growing industrial park. The study focused on a new transportation corridor and addressed associated land use issues and potential negative growth patterns, increased rail shipping, and intergovernmental cooperation and decision making.	Extended beyond traditional transportation planning to (1) involve community and local interests and (2) address land use and environmental impacts.	Gis maps, traffic mitigation plans, regulatory changes for multi-jurisdictional land use decisions	Developed an effective corridor plan. Also established a more acceptable process to include community groups, and addresses under impacts associated with transportation projects.	√	√	√	Il	North Central	Completed
17	"Freight Action Strategy for Everett-Tacoma-Seattle" (FAST) Corridor Initiative	L	Puget Sound Regional Council (Seattle/Tacoma, WA)	Since 1996, the FAST partnership has pursued projects for more efficiently moving freight via rails, roads and shipping ports, with a focus on enhancing efficient and safe access for trucks between the regional expressway system and the major intermodal port facilities in the region, thereby mitigating negative impacts on residential and mixed-use area from noise, traffic and emissions.	Use of planning and programming processes to identify highest-impact projects for improving both freight mobility and community quality of life	Partnership of state, MPO, municipalities and private interests	Diversion of heavy freight activity away from residential and mixed-use areas	√	√	√	WA	Northwest	Ongoing



