

# TRANSPORTATION PLANNING

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PLANNING DIVISION **AICP**

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On the Horizon:

## Future Highway System To Make Rush Hour Commuting A Breeze

By Patrick DeCorla-Souza  
Federal Highway Administration

**I**f an innovative federal pilot called “value pricing” is successful, harried rush hour commuters across the U.S. will have a choice to bypass congestion on crowded freeways – if they are willing to pay the price. Value pricing typically entails tolls assessed electronically. Tolls vary by the level of traffic demand on special freeway express lanes. Electronic toll collection eliminates delays associated

with manual toll collection facilities, and with “open road tolling” tolls can be collected at highway speeds. Relatively higher tolls are charged for travel during peak periods. Many other sectors of the economy use value pricing to respond to peak-use demands. For example, airlines offer off-peak discounts and hotel rooms cost more during peak tourist seasons.

Average construction costs for adding high-cost lanes in built-up urban areas amount to almost \$10 million per lane mile. This equates to 30 cents

per mile driven on the added lanes during the rush hours that they are really needed. Yet user charges in the form of fuel taxes average only two cents per mile driven, so that funds generated are grossly insufficient to pay for the lane additions. The bargain price paid by motorists increases demand artificially, so that congestion returns soon after new lanes are added. On the other hand, introducing value pricing on the added lanes brings transportation supply and demand into

*VALUE PRICING continued on page 4*

## Transportation Policy and Urban Form

### Case Study: San Diego

By Suzanne Drolet

The San Diego region is often looked upon admiringly for the way it has managed to integrate growth management, land use and transportation planning. A physically large jurisdiction, the county covers 4,200 square miles, encompasses eighteen cities, and is home to 2.8 million people. Transit-based land use has played a significant role there over the last three decades as local jurisdictions and the regional planning agency have struggled to lay the foundation for how land is allocated among uses and how people move through the region. Every decision

*URBAN FORM continued on page 6*

## TPD Forms Airports Focus Group

One aspect of the transportation system that has long escaped the attention of APA and the Transportation Planning Division is airports. From a transportation, land use, economic, and increasingly a security perspective, the impact of airports on our communities, regions and the nation is huge.

In recognition, the Division will focus on airports and aviation planning issues over the next year. We will examine and address airport issues in terms of mobility and access, goods movement, economic growth, land use/zoning for airfront districts, and environmental impacts.

If you have an interest in becoming involved in TPD’s airports focus group, please contact Mike

Callahan, aviation planner with Parsons Management Consultants (Michael.Callahan@MWAA.com). The purpose of the focus group is to develop newsletter articles,

conference session proposals, listserv discussion topics and other products (research, surveys, etc.) for various forums. We will also seek to collaborate with APA’s other divisions and outside groups to explore issues related to airport and aviation planning. Help shape the work of the airports focus group by getting involved.



*Courtesy Metropolitan Washington Airports Authority/Eric Taylor*

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## Approach To Developing APA's Policy Position for Reauthorization

*By Whit Blanton, AICP*

The Transportation Planning Division is taking a leadership role in APA's legislative efforts related to reauthorization of the Transportation Equity Act for the 21<sup>st</sup> Century, or TEA-21. Several TPD members are serving on APA's TEA-3 Task Force, which is chaired by Whit Blanton. The Task Force comprises professional planners from various APA divisions, with expertise across a range of disciplines, and APA's Legislative & Policy Committee. The Task Force's role is to shape APA's position on Reauthorization and help guide the organization's response to legislative activity over the next year. Supporting this effort is TPD's own Reauthorization committee, which includes about 30 division members who have expressed interest in helping monitor, develop information and respond to issues related to Reauthorization.

In thinking about how APA can be most effective as an advocate for maintenance and the continued expansion of strong planning provisions in the next federal transportation bill, consideration should be given to APA's national role in developing and applying Smart Growth principles to address the relationships of transportation with land use, community livability, economic development, social equity, the environment and fiscal efficiency. In short, creating a better transportation system through effective and comprehensive community planning is a unique perspective APA offers in the national debate over the next transportation law. Thus, to develop and effectively convey APA's message regarding reauthorization, the Task Force will develop specific policy positions that build on APA's adopted principles of Smart Growth and reflect our unique perspective and responsibilities as planners. Our positions on TEA-3 should reflect APA members' range of professional responsibilities and skills in the implementation of Smart Growth policies and programs.

Because transportation plays such a major role in shaping the character of our nation and its communities, it is extremely important that federal transportation policy reflect the multi-dimensional issues of transportation and land use. Because of APA's national Smart Growth voice, it is recommended that APA's TEA-3 policy positions be developed around several Smart Growth functional areas. Examples, or success stories, from local areas will be referenced and briefly described in the position statements. Specific objectives and language will be conveyed. We strongly encourage input from TPD members on our approach and positions relative to Reauthorization.

The policy positions the Task Force drafts will be presented to APA's Legislative and Policy Committee for discussion and adoption at the Fall Leadership Meetings in Rhode Island, September 13-14, 2002. We will then seek to match these positions and principles with other organizations to effectively communicate our message, in partnerships and forums as appropriate. The Task Force's recommendations will be presented in Providence to the APA Legislative and Policy Committee and also will be discussed as part of a special Policy Forum in Providence open to all members of APA's leadership.

### **Task Force Schedule**

The major work of the APA Task Force will take place over the next several months, working around a series of conference calls to provide guidance in the preparation of positions statements and organize the review and refinement of statements. The first of these conference calls was held in late June, with members endorsing the approach described in this article.

Task Force members are being assigned to teams of 3-4 members to develop position statements by functional area. The process will generally occur as follows:

## PLANS UNDERWAY TO HOST AIRPORT ISSUES WORKSHOP IN DENVER

By Larry Fabian

As noted on the first page in this issue, the TPD recently has formed a Focus Group to explore the urban transport planning issues that surround airports and their commercial and industrial districts. We have also been approached by the Advanced Transit Association (ATRA, [www.advancedtransit.org](http://www.advancedtransit.org)) to organize a workshop the day after the upcoming APA Annual Conference in Denver next April 3<sup>rd</sup>. This is an opportunity for Division members interested in these topics to gain useful

knowledge and network with like-minded professionals.

We are in the initial planning stages for this workshop, and need to gauge members' interest in attending. *Your response is important in helping us determine how best make this an effective and valuable workshop, within our available resources.*

The ATRA/TPD Workshop will explore planning issues for airport districts – with a particular emphasis on landside access and other forms of

ground transport. ATRA advocates the use of high level forms of transit known collectively as PRT (personal rapid transit).

What challenges do you face resulting from air traffic growth and expanding commercial and industrial development around your airport(s)? How can this workshop be best designed to satisfy your needs? Is it passenger access to the airport, or intermodal freight transport that dominates? How are airport and other workers served by mass transit and carpooling? How are parking resources managed? What is the synergy with economic development? How do noise abatement, safety and security policies affect land use and transport planning? How cost-effective can automated people movers (APMs), that have become common between airport terminals, be in linking regional transit, remote parking, and airport-related development?

This ATRA/TPD event would be similar to the ITS and Programming/Budgeting Workshop that TPD organized at APA in Seattle in 1999. TPD members and others who elect to pay a nominal fee will gain admission to a day of technical presentations and deliberations, receive workshop materials, and enjoy networking opportunities.

The cost of registration has not yet been determined. It is expected that a charge of \$20 - \$30 could be used to offset meeting room costs, provide for morning and afternoon refreshments, a catered lunch, and produce materials for each participant.

Please let me know of your interest at [LFabian@compuserve.com](mailto:LFabian@compuserve.com). Comments, questions, topic ideas or suggestions to improve your interest in attending are welcome and encouraged. We will use future newsletters, the website and Listserv to keep you apprised of developments.

### APA Denver '03 Conference Session Proposals Due August 9

Each summer APA solicits voluntary conference session proposals from its membership. Only about one in five session proposals evaluated by APA staff is selected for the conference. The 2003 APA Conference in Denver March 29-April 2, 2003, is no different. Proposals are due August 9<sup>th</sup>. As in years past, the Transportation Planning Division will submit a program for two by-right sessions, with a major focus on Reauthorization. Contact Whit Blanton, TPD chair, to suggest topics and speakers for these or other sessions. In addition to the Division's two by-right sessions, we are working to continue increasing the value of the national conference for transportation planning professionals by partnering with other APA divisions on joint topics, like airports and economic development, land conservation and multi-use trails programs, transit station access / urban design, and environmental streamlining.

In the past, the TPD has tried to organize submittals of voluntary

session proposals, which can be a lot like herding cats. The approach this year is simply to encourage members to assemble well-thought out proposals that reflect state-of-the-practice issues and methods, as reflected in the Division's mission statement. Last year's theme track in Chicago on transportation's interrelationships with community was very successful. With our focus this year on airport-related transportation planning issues, we suggest members be creative in addressing this topic in their proposals. The continued interest of the APA board and staff in topics like Smart Growth, New Urbanism, biodiversity and current/pending legislation should also be considered, along with a careful reading of session proposal guidelines posted on APA's website at [www.planning.org](http://www.planning.org). Competition is stiff because of the large percentage of sessions set aside for the local host committee, divisions, AICP and APA's other continuing programs. Session proposal forms are available from APA's website.

*VALUE PRICING* continued from page 1

balance and keeps the lanes congestion free. It thus ensures free-flow of transit vehicles and carpools, and provides an option for premium service, which a motorist can use when he or she needs to avoid delays in order to be on time for a business or social appointment.

Toll charges are set at a level high enough to ensure that the express lanes will be congestion-free. When charges rise above the level needed to pay for capacity expansion, it is a clear indication that additional capacity should be provided. Tolls generate revenues that can be used to pay for that new highway capacity, and to accelerate the completion of projects that otherwise have to wait for years to receive funding. Surplus revenues can be returned to motorists in the form toll credits or cuts in taxes. Alternatively, some of the surplus revenues can be used to provide cost-effective bikeway, ridesharing, paratransit, express bus, bus rapid transit (BRT) and rail transit services in the travel corridors serving motorists from whom the surplus revenues are obtained. This would increase travel options, cause shifts to other modes of travel, and free roadway capacity for the remaining motorists.

Congress authorized the Value Pricing Pilot Program to learn the potential of different value pricing approaches for reducing congestion. The table on the next page presents types of value pricing projects that have been implemented or are being considered in the U.S. The new value pricing concept called *FAIR (Fast and Intertwined Regular) Lanes* was developed to overcome equity concerns that sometimes surround efforts to implement value priced lanes. Primarily in areas where pricing has not yet been implemented, some feel that it is not fair to provide the wealthy with a higher level of mobility than those less well off can

afford. *FAIR lanes* involve separating congested freeway lanes into two sections, Fast lanes and Regular lanes. The Fast lanes would be electronically tolled. Motorists in the Regular lanes would face congested conditions, but would receive credits if their vehicles have electronic toll tags. The credits could be used as toll payments on days when the motorist chooses to use the Fast lanes, or as payments for transit or paratransit services.

In the summer and fall of 2001, an 800-person telephone survey of motorists who use I-15 in San Diego

were more likely to agree with the statement than whites. Finally, 89 percent of respondents supported extending the HOT lanes.

Two important findings resulting from the operation of the early pilot projects are that drivers do alter their behavior in response to value pricing, and motorists are receptive to value pricing if it can be shown to provide them with improved transportation services. Among the motorists who use the toll lanes are:

### TABLE 1. VALUE PRICING EXPERIENCE IN THE U.S.

#### Conversion of HOV Lanes to HOT Lanes

San Diego on I-15 and Houston on I-10 and US 290: Peak period tolls are being charged to drivers of low-occupancy vehicles who choose to use the HOV lanes but do not meet the occupancy requirements. The lanes are called "High-Occupancy Toll" or HOT lanes.

#### Tolls on Added Highway Lanes

State Route 91 in Orange County, CA: Tolls that vary by time of day have been successfully used to manage demand, while at the same time providing premium service for motorists willing to pay to avoid delays. Tolls also help finance the investment in new capacity.

#### FAIR Lanes

New York, Atlanta, Houston and San Francisco: These metropolitan areas are investigating the potential for "*Fast And Intertwined Regular*" or *FAIR lanes* which seeks to alleviate equity concerns and concerns about conversion of currently free lanes to toll lanes.

(see table) found that support for value pricing is deep among the Americans who have the most extensive experience with value priced HOT lanes. Ninety-one percent of those surveyed think it is a good idea to have a time saving option on I-15. Despite equity concerns that have been raised in states without value pricing, over 80 percent of lowest income users of I-15 agreed with the statement: "People who drive alone should be able to use the I-15 Express Lanes for a fee." Low-income users were more likely to support the statement than the highest income users. Hispanic and Asian motorists

- ◆ Blue-collar service personnel trying to squeeze in an extra service call into their workday;
- ◆ Parents rushing to the day care center to pick up their kids before high late charges kick in;
- ◆ White-collar workers and sales personnel trying to get to an appointment or meeting on time, and
- ◆ Parents who need to be home in time for evening activities with the family.

An analysis that I performed, to be published in the next issue of

*VALUE PRICING* continued on page 5

## TPD Honors Three Graduate Students for Outstanding Papers

The winner of this year's student paper competition is Suzanne M. Drolet from Cal Poly at San Luis Obispo, City and Regional Planning Department. Her advisor is Bill Simbieda. Suzanne was awarded \$1,000 and her paper appears in this newsletter. The runner up is David Kralik from the University of Illinois at Chicago, College of Urban Planning and Public Administration. His advisor is Piyushimita Thakuriah. The third place winner is Joshua Barbee from Iowa State University.

Thanks are due Bob Czerniak of New Mexico State University for chairing this year's competition and reviewing the papers. Jurors also included Jack Lord from TXDOT, Jacob Riger of Renaissance Planning Group and Stephanie Roth of FHWA.



*Suzanne Drolet, a graduate student in urban planning at Cal Poly San Luis Obispo, receives the Division's 2002 first place award from Bob Czerniak.*

*VALUE PRICING* continued from page 4

*Transportation Quarterly* (a publication of the Eno Foundation), suggests that providing new priced express lanes on the approximately 200 miles of severely congested freeways in the Washington DC metropolitan area would generate \$600 to 700 million in toll revenues annually to pay for much needed transportation improvements. And, in comparison to providing free service on the added lanes, \$2 to 4 billion in net additional economic benefits would be obtained from reduced travel delays and fuel consumption as well as environmental and parking cost savings.

In metropolitan areas such as Washington, a network of "Very HOT lanes" or FAIR lanes could be introduced in conjunction with freeway capacity additions and a system of toll credits. Very HOT lanes involve introduction of tolls only on added express lanes, with free service provided only to very high-occupancy vehicles such as transit and paratransit vehicles. FAIR lanes differ from Very

HOT lanes in that the tolled express lanes include not just the added lane but also an existing lane.

To increase public acceptance of such a comprehensive network of priced express lanes, all metropolitan area motorists could be provided with transponders and a limited quota of credits for use on the express lanes during rush hours. To ensure equity, the value of the credits allocated could be higher for drivers in low income tax brackets. Those who use up their quota of toll credits would be allowed to use the lanes with payment of the requisite toll charged to their transponder accounts and billed to them on a monthly basis. Unused credits could be exchanged in a subsequent year for cash funded from toll revenue surpluses. This would provide a monetary incentive for solo drivers to share rides and for carpoolers to increase the number of riders in their carpools, since charges may be split among those in the vehicle. Current HOV-3 lanes in areas such as Washington, DC lack incentives to form a 2-person carpool.

Motorists from outside the region could open accounts and obtain transponders at welcome stations located on freeways at entry points to the metropolitan area, or use accepted transponders from their home areas. To accommodate motorists concerned about having to use electronic vehicle transponders which could compromise their privacy, the toll collection system would need to allow use of anonymous smart cards with stored value, such as those in use in Japan.

A network Very HOT or FAIR lanes in your metropolitan area may be what commuters in your area would like to see. And it would help your area reduce congestion, improve air quality and provide funding for your area's transportation needs. The Federal Highway Administration funds efforts to develop and implement innovative value pricing concepts. For more information, check out our website at [www.valuepricing.org](http://www.valuepricing.org), or contact me at: [Patrick.decorla-souza@fhwa.dot.gov](mailto:Patrick.decorla-souza@fhwa.dot.gov).

*Disclaimer: The views expressed are those of the author and not necessarily those of the U.S. Department of Transportation or the Federal Highway Administration.*

they make is of great consequence because the region, already almost doubled in developed area as well as population in the last two decades, is forecast to add an additional million people by the year 2020 (SANDAG, 1999). The future well being of the region—economically, socially, and environmentally—hinges on making essential linkages between land uses and transportation systems in planning decisions today.

This paper explores how San Diego is doing with the integration of transportation and land use. Specific attention is paid to the City of San Diego in the discussion because it is such a significant part of the metropolitan area economically, historically, in population and physical size. Furthermore, it has dedicated substantial planning effort and financial support of integrated transit-based development.<sup>1</sup> Due to the regional implications of this city's influence, this paper describes and evaluates the efforts that have taken place in the city to implement transit-based land use and then reflects on the direction of its General Plan update within the context of the regional attempt to coordinate inter-jurisdictional land use decision making and the County's General Plan update activity. In conclusion, the current effort to restructure regional governance for improved transportation planning is briefly discussed as a platform for further study.

### **In the Beginning**

Historically, the City of San Diego has been the principal municipality of San Diego County. As such, the city has tended to set the course for the region in terms of policy planning, implementation, and approaches to growth management that has transcended jurisdictional boundaries and mindsets. Two events dovetailed in the mid to late 1970s that impelled

the region toward new directions. First, in 1975 the city was the fortunate recipient of funding to reestablish its rail transit when a bill sponsored by California State Senator James Mills called for certain transportation funds to split between highways and light rail. Originally proposed for division with Los Angeles and Orange Counties, the other two regions opted out of the arrangement when they objected to certain of the bill's conditions, leaving San Diego the sole recipient of coveted transportation dollars (Boarnet & Compin, 1999). The city welcomed the opportunity to shift planning directions and was readily able to acquire the existing rights of way of an established rail freight route for its new light rail trolley. The second key turning point occurred in 1979 when the city invoked a "tiered" growth management ordinance to phase new development based upon the availability of new infrastructure. This tiered growth management plan, which had various policies and implementation tools for different parts of the city, had profound implications for later development and movement through the city and region (Calavita & Jensen, 1997).

### **The Legacy**

These policy choices, as well as ones that build upon their legacy, dramatically shaped the political and physical horizon of the region, and continue to do so today. Indeed, reconciling the two paths appears to have been problematic during the last 25 years because the city often vacillated between competing objectives concerning transit and development policies.

Four years after the city was endowed by Mills' legislation and coinciding with commencement of the first line of trolley service in 1979, the city tip-toed around its first opportunity to integrate land use and transportation when it updated its General Plan (City

of San Diego, 1992a). The city, when deciding among four potential framework schemes, chose to incorporate the 1975 growth management ordinance by advocating nodal development patterns that called for "more balanced and self-sufficient communities than . . . existing trends" (City of San Diego, 1992a). Although this choice advocated such things as locating employment centers near suburban residential communities and discouraging leapfrog development, it precluded another alternative under consideration drafted to orient land use "to ensure higher intensities of development near the public transportation corridors and stations." The rejected alternative was clearly more associated with a commitment by the city to transit-based development patterns. Even though the preferred alternative was an improvement over existing development trends, as the city's first opportunity to legislate development supporting fixed rail transit, it failed to capitalize upon the initial impetus to integrate rail as a broad-based city policy (City of San Diego, 1992a).

The early 1980s was a period of rapid growth for the City of San Diego and, in line with its approach to tiered-growth, development was directed to existing urban and urbanizing areas. According to Calavita and Jensen (1997), San Diego's growth management planning initially worked well; too well, in fact, with unintended results:

"One after another, single family neighborhoods were invaded by multi-family buildings, many of them insensitively designed, and community facilities were overwhelmed by the onslaught of newcomers . . . In the planned urbanizing tier . . . fees were not keeping up with infrastructure needs and canyons and wetlands were being filled with in by new development."

URBAN FORM continued from page 6

Compounding these consequences in the mid-80s, the City began approving low-density development in urban reserve areas resulting in clashes over land use that fractured the community into pro-growth and slow-growth factions. Multiple initiatives were proposed to limit growth in the region but none mustered enough voter approval for enactment (Calavita & Jensen, 1997).

In the midst of citizen upheavals, the city responded by revising its growth management ordinance fee structure and putting a cap on residential building permits (Fulton, 1999). Following those actions in 1990, the city passed a Single Family Protection Ordinance that essentially prevented attempts to intensify zoning in existing neighborhoods (City of San Diego, 1990). Meanwhile, redevelopment of the city center was rapidly taking shape because of work by the Center City Development Corporation, the city's redevelopment arm, which was launched in the year

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1975. Coinciding with downtown redevelopment, the city adopted a resolution supporting the principle of transit-based development, ostensibly signifying its intent to facilitate accessibility through the city on public transit (City of San Diego, 1986). The measure spelled out the city's intent "to pursue implementation measures for planning, right of way protection and acquisition, and funding of guideway and facility construction, operation and maintenance" (City of San Diego, 1986) and indicated that the General Plan would be updated to incorporate these measures for maximum effectiveness. At this time, only two segments of light rail were in operation, however most of the trolley stations were in the city proper. Additional lines for the city through high travel corridors were programmed for completion, which would presumably also benefit from this policy decision.

New Directions?

In 1990, the Strategic Framework of the 1979 General Plan was reaffirmed as the guideline for future growth (City of San Diego, 1992). Since General Plans were considered to have 20-year time horizons, the city was simply affirming that the decision made ten years prior was still adhered to, even though it implied further postponement of many of the policy statements made about facilitating transit-based development. On the other hand, the city did adopt additional related resolutions, this time advocating improvements to pedestrian corridors in center city and near transit stations. Two years later, the city also adopted Peter Calthorpe's celebrated guidelines for transit station area development (City of San Diego, 1992). His guidelines incorporated higher densities and multi-use developments including housing, civic services, and residential-serving retail so that walking, bicycling, and public transit could become more widely used modes of travel in the city.<sup>2</sup> In

1994, yet another policy advocating development of projects with transit accessibility was adopted, this time with a stated purpose to discourage commutes downtown via the automobile (City of San Diego, 1994).

Additional transit service continued to be laid in place: five new trolley line segments were added in the city and a commuter rail service from north county to downtown San Diego began in 1995. Meanwhile, in 1993 a master-planned TOD project designed by Calthorpe adjacent to a programmed Mission Valley trolley station, commenced construction. Rio Vista West was a bold and progressive leap for the city carrying out the "Calthorpean" vision of new infill development. Since the site was on vacant land, (previously a sand mining operation) the city was able to implement TOD zoning from scratch in the Mission Valley District Plan. This was the first example of a specifically tailored development oriented around a transit station in the City of San Diego (Calthorpe, 1993).

Rio Vista was not fully realized in its original design after a downturn in the market prompted the developer to place less emphasis on smaller, residential-serving "village-type" retail stores by changing the mix and size of commercial space in the development (Boarnet & Compin, 1999). Apparently, this project was phased to build out the commercial aspect of the site before the residential portion, which, when the economy took a dive, made the developer uneasy about the viability of smaller-scale commercial retailers' survival without a nearby core of residential neighborhoods. It is difficult to lay blame for the alterations in this development upon the city because it substantially conformed to the original design and uses of the site: station area development patterns reflect hierarchical zoning with increased residential and commercial density close to transit stations, less densification further out from them,

*URBAN FORM continued from page 7*

and enhanced mobility for pedestrians, although it is definitely more automobile-oriented than conceived.

Until the Mission Valley East segment goes online (expected in 2004), the Mission Valley west segment is also the only trolley line and station built without existing rail right-of-way (Boarnet & Compin, 1999). A 1995 study of San Diego experience with TOD by Boarnet and Compin concluded that one of the problems with implementing TOD is the existing land-uses along purchased rights-of-way. They found that densities along trolley lines were not consistent with the recommendations set forth in the TOD Guidelines prepared by Calthorpe (Boarnet & Compin, 1997). Progress has been made to improve this discrepancy, however. In 1997, the city's entire zoning code was updated in preparation for a revised General Plan. Notable among zoning improvements are the Transit Station and Urban Village Overlays that set out specific requirements for station area developments and used in conjunction with the city's Transit Oriented Development Guidelines (City of San Diego d). Policy decisions the city had resolved to support were finally being broadly implemented through zoning changes and overlay zones. Several station areas in the city presumably now have overlay zoning that conform to the principles of the TOD Guidelines.

The enactment of the revised zoning ordinance was delayed until January 1, 2000, perhaps in anticipation of implementation of the revised Strategic Framework, which continues as of this writing, but it could also be due to major restructuring in the city's planning department. Restructuring took place over the entire decade. The early years of the 1990s were a recessionary period of slow growth and, according to the city, "the

recession nearly brought development to a standstill" (City of San Diego c). The newly elected mayor who took office in 1992 promised to bring "business friendly" policies to City Hall (Arimes & Knack, 1997). Believing planning regulations too numerous and restrictive, her administration streamlined permit processing and slashed many programs and policies deemed to inhibit economic growth; the streamlining included the reduction of development impact fees (Calavita & Jensen, 1997).

In 1996, the economy rebounded and, as the city grew along with it, a renewed demand for housing ensued. At the time, City Hall was experiencing another wave of restructuring, during which the City's Planning Director resigned, numerous positions were cut and planning functions were split into two departments (Jensen, 1997). The department went without a director for two years until 1998, when the current Planning Director stepped into the post. Since then the city has been aggressively pursuing additional development projects, including the redevelopment of downtown's East Village, adjacent to the newly expanded Convention Center and future home of the new Padre's ballpark stadium.

While the city invests in these redevelopment areas, parts of the city that suffered due to failed city policies in the eighties, especially the Mid-City area, still await reinvestment to bring infrastructure and services up to city standards. Bob Forsythe, a local planner who assists Mid-City on the side, states that the deficit amounts to \$300 million—\$200 million for parks, \$30 million for libraries, and \$80 million for roads (e-mail communication, May 3, 2001). Public transportation in this area is markedly deficient. Even with one of the highest densities in the city, residents in Mid City do not have convenient transit service to major employment centers (Forsythe, 2001).

Interestingly, Calthorpe had earlier identified Mid-City as a good location for TOD in the Guidelines he prepared for the city, but, as already described, the city's attention has been primarily focused elsewhere.

The city has been engaged with reframing its Strategic Framework since last year. After numerous lengthy community meetings throughout the city, the council has embarked upon planning for a "City of Villages" (City of San Diego, 2000b). On the surface, it appears to reflect the city's movement toward transit-based development, with densified nodal centers on transit lines and the same type of hierarchical land use patterns advocated by Calthorpe nine years ago when the city first adopted his guidelines. However, several issues remain problematic for true implementation of the village concept, notably the Single Family Protection Ordinance (SFPO). According to Betsy McCullough (Flynn, email communication, 2001), a supervisor in the city's Community Development Department, the ordinance is no longer in effect; nevertheless, during the period in which it was in effect, many single-family neighborhoods were down-zoned under its umbrella. In effect, the ordinance allowed neighborhoods to keep multi-family units out and established a precedent for maintaining the exclusivity of single-family areas. Of the older urban areas that absorbed the bulk of new growth in the eighties, most of these have never recovered from the inundation, and still await infrastructure that meets city standards. Urban reserve areas, however, received ample new schools, roads, and city services (Calavita & Jensen, 1997).

Although congestion pervades all major corridors during peak times, most traffic impacts result from movement to and from the low-density outlying areas and employment centers. Considering the history of the

*URBAN FORM continued on page 9*

SFPO, it will be difficult to convince some areas that they should accept increased density in order to improve transportation efficiency through the region. It is likely that the city's efforts will probably be directed to already densified areas like Mid-City and along existing transit corridors because single family neighborhoods are notoriously protective of perceived threats to their property values.

Bernick and Cervero (1997) assert that the City of San Diego has energetically pursued transit-oriented developments since the late 1980s. To an extent, this seems to be true, given the numerous policies and resolutions the city has made through the years. Time is the ultimate test however and the city is just now in the first stages of updating its General Plan so it remains to be seen whether the city is seriously committed to transit-orientation as an over-arching land-use policy and whether it can overcome NIMBY ("Not In My Back Yard") pressure to implement TOD throughout the city.

**The Regional Context**

It is interesting to think about the historical incompatibility of the city's policies as it both extended outward to its edges and pulled inward toward center city. Consequences of the city's scattered framework not only resulted in deteriorating infrastructure in parts of the city itself, but also resulted in regional, and even inter-regional impacts on traffic congestion and loss of open space. In 1988, county voters directed the San Diego Association of Governments, the regional planning body for the area, to begin administering growth management planning for the region, in part as a response to spillover effects from the city's growth management decisions. SANDAG designed the Regional Growth Management Strategy (RGMS) to integrate transportation,

land use, economic, and demographic studies and planning to help local governments prepare for projected growth. Originally adopted in 1993 and now known as Region2020, the strategy is facilitated by the participation of all 19 planning directors in the region for maximum cooperation and consensus planning on what actions may feasibly be implemented by each jurisdiction in the region.

Technically, the state and federal governments recognize SANDAG as the regional transportation planning agency (SANDAG, 2000a, p. 17). In that role, it is responsible for not only preparing the long term Regional Transportation Plan (RTP) and shorter term Regional Transportation Improvement Program (RTIP), but SANDAG also allocates transportation funding, and administers the Congestion Management Program (CMP), a state-mandated plan to coordinate local governments' land use and transportation planning in order to improve regional air quality (SANDAG, 2000a, p. 17).

RGMS and CMP rely upon self-certification of local jurisdictions' land use plans' consistency with policies embodied in the RGMS's Land Use Distribution Element (LUDE).

Achievement of the goals in LUDE is contingent on adoption by member jurisdictions. Implementation of the plan by all jurisdictions is projected by SANDAG to have these benefits:


- Reduced automobile travel, saving drivers more than \$450 million per year;
- Shorter travel times, saving an average automobile commuter 40 hours per year;
- Additional transit riders per day, increasing by approximately 15%;
- Energy savings of \$200 million by the year 2010; and
- Conservation of vacant land for open space uses. (SANDAG, 2000b)

Although SANDAG is largely an advisory agency, it retains a good reputation for its efforts to coordinate transportation and land use planning for the region. Since it launched its growth management plan, it has consistently received high accolades by those observing regional governance.<sup>3</sup> The RGMS utilizes measurable standards and objectives in 13 categories to monitor

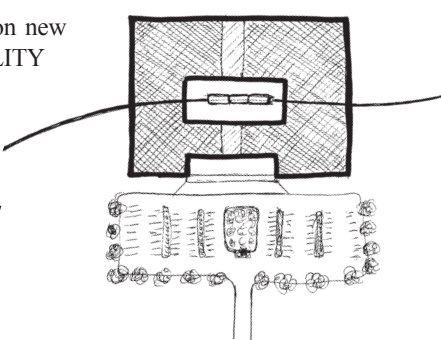
URBAN FORM continued on page 10

Strategic information on new  
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**Lawrence J. Fabian**  
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conformance and achievement of its goals:

- Air Quality
- Transportation System and Demand Management
- Sewage Treatment
- Sensitive Lands and Open Space Preservation and Protection
- Solid Waste Management
- Hazardous Waste Management
- Housing
- Economic Prosperity
- Shoreline Preservation Strategy (added July 1993)
- Regional Economic Prosperity Strategy (added June 1994)
- Regional Energy Plan (added December 1994)
- Land Use Distribution Element (added February 1995)
- Series 8 Interim Regional Growth Forecast (added May 1995). (SANDAG, 2000a, 19)

Many of these goals are consistent with transit-oriented development, i.e., higher density in areas with best transit access, pedestrianization as a mode of travel, mixed-use development in rail and bus transit access areas, and coordination of bicycle and transit routes, among other things (SANDAG, 2000b). SANDAG also promotes transit-based development by allocating funds on a competitive basis to jurisdictions interested in developing projects compatible with LUDE along existing or planned transit corridors (SANDAG, undated).

SANDAG's transit-based planning is considered a viable method of growth management for the region because it attempts to integrate planning in a way that provides a constructive framework for local jurisdictions to plan within. In other words, it provides for a regional planning perspective in a way that respects the autonomy of local

governments to determine how to implement the policies (Melnick, 1997). However, given the fact that SANDAG has no authority to implement the LUDE or to enforce local jurisdictions' compliance with its adopted policies, many of its planning objectives remain inert. In the end, overarching regional issues do not generally take precedence over local ones, which confound the type of integrated planning that is the theme of this paper. This has been the experience of SANDAG with the RGMS and it remains a constant challenge to those trying to plan for the region's welfare.

In the eight years since the RGMS was adopted, the region has grown rapidly, and, as alluded to earlier, growth is projected to continue apace in the next twenty years with an additional one million new residents in the county, a 44 percent population increase over the region. SANDAG's studies (2020 City/County Forecast: Alternatives Evaluation, 1998) show that there is tremendous potential to improve land use efficiency in the county. Seventy percent of the region's homes are within one-quarter mile of a transit stop and more than 85 percent are within a half-mile. In addition, studies show that current density of residential land in the cities is 7.7 dwelling units an acre (du/ac) while existing land use policies for the average planned density on vacant land is 3.7 du/ac, less than half the density currently on the ground. There is a tremendous opportunity to dovetail higher density land use with transit station area development and improve transportation choices. SANDAG's LUDE proposes to increase planned density percentages to 4.3-4.9 du/ac by concentrating development within urban centers around transit stations in multiple family neighborhoods. If all the jurisdictions implemented LUDE, 400,000 acres, nearly the size of two cities of San Diego, would remain in open space for other uses (SANDAG, 2000d).

The future quality of life in the region is of course, dependent upon jurisdictions making policy choices that consider the collective ramifications. In my opinion, this responsibility is especially obligatory upon the two largest jurisdictions, the City and County of San Diego, because of the enormous potential of their decisions to affect long-term regional health. It is essential that all agencies make a genuinely good effort to adhere to the policies agreed upon by the SANDAG Board. The Board is composed of delegates from each of the eighteen cities and the County of San Diego, as well as representatives from California Department of Transportation (CalTrans), the Department of Defense (due to the military presence in the region), the two regional transit agencies MTDB and North County Transit District (NCTD), the County Water Authority, and the Port of San Diego. The cities and county are the only voting members and, as a group, they make regional decisions backed by the explicit delegated authority of their municipalities. All voting cities and the county, as participating members of this regional government, are bound in principle as members of the governing body to act in good faith upon the agreed upon decisions made in that arena. However, if the most powerful jurisdictions do not set responsible precedence for acting in the collective interest of the region then smaller, less influential but rapidly growing jurisdictions may have no recourse but to follow the lead of the larger jurisdictions.

The County of San Diego, like the city, is also in the midst of updating its General Plan and preparing to determine how best to accommodate its share of growth in the next twenty years. The County Planning Department is commencing its second attempt to draft land use alternatives that plan for distribution of nearly 240,000 more people projected to settle in the unincorporated area

during the planning horizon; this would be a 55 percent increase in population (SANDAG, 1998). Duncan McFetridge (telephone interview, May 21, 2001), president of a local citizen “watchdog” activist group, contends that since the last General Plan revision, the county has repeatedly used its discretionary land use authority to permit low-density residential and “big-box” commercial development in unincorporated areas, places not in proximity to existing cities that could annex them and also predominantly accessible by the auto. McFetridge argues that the county continues to accommodate projects that undermine SANDAG’s growth strategy plans, even though the county’s Planning Director was directly involved with its preparation and the Board stipulated to SANDAG’s 2020 Forecast.<sup>4</sup> In response to county actions like these, grassroots groups in the county have repeatedly initiated legislative and judicial action to prevent inappropriate “rural sprawl” in the unincorporated areas.

The subject is highly contentious for the region because as long as the county competes for development with the municipalities, the region does not have a consensual direction of growth and development. Moreover, if the county proceeds to accommodate development far from urban centers, regardless of what the cities do to minimize their individual impacts, transportation corridors will continue to experience needlessly increasing congestion because of the county’s actions.

For a region with such a positive reputation for growth management and transportation planning, the county’s Circulation Element, updated in 1994, appears woefully inadequate, consisting of a mere nine pages of text, only one of which concerns its road network<sup>5</sup> (County of San Diego, 1994). Transportation analyses are

non-existent, and there is no reference to the county’s land use element, planned-development areas, regional land use plans, or neighboring jurisdictions, all of which would presumably be of interest to a jurisdiction of this size if it were concerned with its contribution to regional welfare. Accordingly, all factions, including developers, environmentalists, citizen watchdog groups, municipalities, and private property rights activists are scrutinizing the county’s General Plan update process while the county negotiates “appropriate zoning” for the next 20 years.

### Next Steps

While SANDAG continues to encourage the adoption of its growth strategy, there are San Diegans who believe that the region needs stronger regional governance to facilitate better transportation planning in the county. In 2000, an effort was launched to study the potential restructuring of multi-level governance by merging five agencies with wide-ranging regional authority in the county: SANDAG, Port of San Diego, MTDB, NCTD, and the Border Infrastructure Financing District. In conjunction with discussions of the new agency is talk of new, albeit limited, discretionary land-use powers to implement transportation projects and curtail land use decisions that would negatively affect movement through the region.

Obviously, talk of this kind has stirred spirited debate and speculation in the region. According to the manager of Region2020 Carolina Gregor, (email communication, May 25, 2001), there are many elected officials who believe a new agency is not necessary because they believe the strategy is progressing just fine. However, surveys of county residents do not demonstrate public agreement with that assessment. A Public Policy Institute poll last summer shows that the majority of county voters believe

that traffic congestion and growth are serious problems (Baldassare, 2000).<sup>6</sup> SANDAG’s own surveys show similar results (SANDAG, 2000e). Furthermore, voters think ineffective regional planning (56%), ineffective government (61%), and greed and corruption in government (56%) contribute to the problems experienced in the region (Baldassare, 2000). Thus, it may be appropriate to reflect on the governmental process over the last years that have stymied successful collaborative implementation on regional issues such as transportation and land use.

SANDAG’s limited powers may also be improved upon. Options available to but never implemented by the agency are also under consideration. For instance, since SANDAG has transportation funding authority it could use financial incentives to reward jurisdictions that implement LUDE-based planning. According to Gregor, this is something being seriously considered by the agency to achieve better integrated planning. However, this could not help resolve all the region’s transportation issues because there are other looming transportation problems not easily remedied by this “quick fix,” such as the problem relocating the international airport. The current airport facility is projected to have a limited useful duration, which the region has struggled to reconcile for over 20 years (SANDAG, 2000a, 166). Over 15 airport and economic studies show that the region’s economic growth is contingent upon relocating the airport, but thus far no consensus on its ultimate location has been reached, largely due to inter-jurisdictional land use conflicts over noise and operation of the airfield.

One last but very troubling issue concerns transit planning for the next 20 years. The most recent Regional Transportation Plan (2000) does not adequately provide for an expansion of transit and it relies upon \$12 billion of

unfunded transportation projects and TOD nodes throughout the region (SDCTC, 2000). However, roads and highways are still given priority funding in the RTP (SDCTC, 2000). It is unclear why SANDAG chose to give transit such a limited role in the future when they base their strategic plans, forecasts, and efforts upon the assumption that local governments implement RGMS land use policies. Eighty-five percent of voters support building a superior public transit system as a way to deal with increasing transportation issues (Baldassare, 2000). It appears that even SANDAG isn't convinced that the region will pull out of its dependence on the auto, but if they're not prepared to back up their assumptions with expanded options, then who should be?

## Conclusion

San Diego and SANDAG need to wrestle with the overarching issues of governance and a regional vision in pragmatic ways so that the area can move forward and grow intelligently. The problem of integrated planning for the city, as well as the region, has never been one characterized by a lack of information, but one of leadership and implementation. Leadership—within both local governments and regional institutions—to make bold decisions for the welfare of the region, is required for the good of all citizens in the region. It is incumbent upon local governments to make tough policy choices, like those the County and City of San Diego are faced with now. Setting precedent for change and laying a foundation for the next generation's livelihood and welfare requires real commitment to participation, adherence to regional goals, and commitment to implementing integrated land use and

transportation measures throughout the cities.

More study is needed to grasp some of the intricate issues related to transportation funding and planning in San Diego County. New aggressive strategies by MTDB to capture more ridership, and upcoming re-authorization of TransNet funds could substantially affect the ability to pay for planned and desired projects in the near future. In addition, at the time of this writing, the author does not know how many stations are actually "overlain" with Transit Station and Urban Village Overlays in the City of San Diego since the new zoning took effect. The developments documented in this paper appear to suggest inconsistency with integrated planning; however, firm conclusions are not made here.

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**Footnotes**

As presented during the course of this paper, examples of the City’s

commitment to transit-based planning include its initial acquisition of railway right-of-ways, preparation and adoption of Transit Oriented Development Guidelines in 1992, adoption of a supportive policy in 1994, and transit station and urban village overlays as part of the comprehensive zoning code update in 2000. Bernick and Cervero (1997) also note that San Diego has actively pursued transit oriented development.

1. The City’s Guidelines called for 10 percent mixed use, 20 percent residential, 10 percent public space, plus density bonuses, reduced parking requirements, streetscape and pedestrian provisions.

2. Numerous professional and academic books and journal articles refer to SANDAG’s efforts, including Douglas Porter’s *Managing Growth in America’s Communities* (1995 Island Press), William Fulton’s *Guide to California Planning* (1999 Solano Press), and others.

3. As mentioned earlier when describing the collaborative efforts to construct the RGMS.

4. Actually, one and a half pages are about roads, and another one and a half are on definitions. The rest is devoted to bicycle planning.

5. On congestion problem the survey found 78 percent in general of county voters view congestion as serious; individual breakdowns in the county were Central City 79 percent, North County 85 percent, South Bay 78 percent, and East County 69 percent. Growth breakdown as follows: 47% in general, with Central City 44%, North County 56%, South Bay 44%, and East County 45%.

6. TransNet is a countywide sales tax of half a cent expiring in 2008. Currently, funds are split equally in thirds to highways, transit, local streets. Reauthorization is expected within the next couple of years but there are indications that the allocation of transit funds could be changed, depending on political leadership to support alternate allocations.



**NEWS AND UPDATES FROM APA**

**Planning Award Nominations Open**

APA wants to celebrate people across the country working to make great communities happen. Help us by nominating the best plans, projects and people in your community for a National Planning Award. APA must receive completed National Planning Award entries and fees where applicable, by September 6, 2002. Go to: <http://www.planning.org/awards/2003.htm> for complete nomination information and descriptions of each award. For the 2002 award winners and descriptions of the winning entries, go to: <http://www.planning.org/awards/index.htm>.

**Submit Your 2003 National Planning Conference Proposal Online**

Now you can use the new online option to submit session proposals competing

in the general pool. Call for Presentations for APA’s National Planning Conference, Denver, March 29-April 2, 2003. This conference provides educational, technical, and technological information to planners and planning allies across the world – an excellent opportunity to share your expertise, gain visibility, and enhance your professional growth. Go to <http://www.planning.org/2003conference/sessionproposal.htm> for topic ideas, educational programming information and details on your submission options.

**APA Staff News**

Leadership Affairs Manager  
Please join us in congratulating Mike Welch, formerly Divisions Manager, on his selection from among over 75 applicants as our new Leadership Affairs Manager. Mike’s new

responsibilities will include working with the APA Board, its Committees and Task Forces, and the Executive Director. He will also supervise the Leadership Affairs Department in Chicago, overseeing the work of staff supporting the Chapters, Divisions and Students. Mike has provided excellent service to the Transportation Planning Division, and the Divisions Council. He has already begun the search for a new Divisions Manager to ensure continuity in staff support for the divisions and Student Representatives Council.

Membership Manager  
Again, after receiving many applications from highly qualified candidates, APA has selected Tish Yos as APA’s new Membership Manager. Tish brings myriad skills, talent and experience to a position that supervises six staff.

*TEA-3 continued from page 2*

- July/August – Develop draft policy positions by functional area
- August/September – Review and refine policy positions
- September – Transmit draft Task Force policy positions to APA
- October – Identify and develop communication methods/process
- November/December – Begin communicating APA’s message and developing strategic partnerships
- Early 2003 – Monitor legislative activity and efforts of other organizations, with the Task Force and TPD committee members ready to respond as needed
- May 11-13, 2003 – Legislative Conference in Washington, D.C., with a focus on Reauthorization. Mark your calendars; this will be an excellent opportunity for TPD members to lobby on TEA-3; APA is setting aside a half day of the conference for lobbying visits on Capitol Hill. Plans are to have high-level speakers from Congress and the Administration discussing TEA-3 at this conference.

**Smart Growth Functional Areas**

The following functional areas have been suggested to form the basis of APA’s policy position on Reauthorization. Listed beneath each functional area title are examples of transportation-related issues or programs that support or help frame the functional area discussion.

These are initial thoughts and will be refined as necessary over the summer by Task Force members. Responsibility for drafting position statements on more than one functional area may be given to a group of Task Force members.

1. Connecting Communities
  - Intermodal transportation
  - Safe routes to school (“corridors to campus”)
  - Enhancements funding
  - High Speed Rail/Amtrak
2. Creating Travel Choices
  - Promoting creative and flexible public transportation options
  - Urban corridor congestion management programs
  - Greenways and multi-use trail development
  - Value pricing
3. Transportation Equity and Access to Transportation Decision-making
  - Environmental Justice
  - Community-based planning and programming
  - Meaningful public participation
4. Public Transportation and Smart Growth
  - Reduce auto dependence
  - Reduce oil dependence (national/economic security)
  - Funding assistance for the full range of modes
  - Encourage transit-oriented development
  - Expand tax incentives
5. Promoting Economic Competitiveness
  - Efficient freight/goods movement
  - Reduced household transportation costs
  - Access to jobs
  - Reduce oil dependence (see environment)
6. Preserving the Environment
  - Improve air quality
  - Reduce trip lengths
  - Environmental streamlining
  - Encouraging transit-oriented development; compact mixed-use centers
7. Governance
  - Non-motorized transportation
  - Alternative fuels
  - Flexible funding for MPO multi-modal planning and implementation
  - Incentives for Smart Growth transportation-land use planning
  - Role and professional capacity of MPOs in environmental streamlining
  - Funding for TCSP program
  - Research on land use patterns and travel behavior
  - Promote regional partnerships with agencies, non-profit and community-based organizations, etc.

**Process**

A small group of Task Force members will be assigned to draft policy statements in each of the seven areas outlined above (and others as appropriate). Their instructions are to work together to produce a draft for distribution to other Task Force members. Each draft position paper is then distributed to another team to review.

The Transportation Planning Division’s TEA-3 committee will support the work of the Task Force by reviewing interim drafts and providing legislative policy perspective where needed. TPD members will then be called upon to assist with outreach of APA’s position through various means.

The product of the Task Force will be a clear and concise position statement on reauthorization, with supporting policy positions on in the various functional areas that offer specific guidance and preferred language for consideration by the U.S. Congress.

*If you have questions, comments or information to share about the Division's Reauthorization efforts, please feel free to contact Division Chair Whit Blanton or APA's Governmental Affairs staff.*

# TPD ISSUES CALL FOR CANDIDATES

## Election of officers to be held this fall Candidate Position Statements due August 30<sup>th</sup>

The Transportation Planning Division's By-Laws state that elections of officers will be held every two years. The current group of officers took office in 2000, following elections held in the fall of 1999, so we are about one year behind schedule. TPD will hold elections this fall, and officers will be installed at the 2003 APA National Conference in Denver next April.

This serves as the Division's formal Call for Candidates for the positions of Chair, Vice Chair, Treasurer and Secretary. All positions for TPD officers are open. The Division strongly encourages members with ideas for the Division and an interest in professional service and playing a leadership role in APA to consider running for election. According to the TPD By-Laws, officers may be re-elected up to three times. All current officers, with the exception of Vice Chair Richard Willson, have indicated their interest in running for re-election.

The four elected officers of the Division, together with the editor of the newsletter, the appointed chairs of active Division committees, and the immediate past-chair of the Division, form the Division's Executive Committee. By-Laws outlining the duties and responsibilities of each of these positions and the Executive Committee are available at the Division's website: [www.apa-tpd.org](http://www.apa-tpd.org). Travel costs to attend the Division's business meetings at TRB in Washington each January and at the APA National Planning Conference are covered by the Division.

### Schedule

Elections will be held this fall, and election winners will officially take office next April. Nominations (both of other individuals or self-nominations) are now open for all officer positions through Friday, **August 30, 2002**. Nominees must submit a brief candidate position statement (generally not more than a page) and concise summary of qualifications by the deadline.

Submit candidate statements to:

Larry Fabian  
TPD Secretary  
PO Box 249, Fields Corner Station  
Boston, MA 02122-0022  
(617) 825-2318  
[LFabian@compuserve.com](mailto:LFabian@compuserve.com)

### Process

Candidate statements should be sent via electronic mail (printed copies optional) for publication in the fall Division newsletter and as part of the official ballot. The elections may be conducted by various means, including mail, fax or the Internet. APA staff will confirm election results. For questions or comments, contact either Larry Fabian or Whit Blanton, TPD chair.

## TPD Mission Statement

*The Transportation Planning Division exists to facilitate technical information sharing among member professionals who deal with the ways transportation effectively and efficiently moves people and goods, shapes urban form, affects economic vitality and impacts quality of life. The Division promotes professional communication among its own members, with other APA divisions and with other professional groups. We assess and make recommendations on policies and programs so as to derive the full public benefits of comprehensive and community-based planning that promote personal mobility and travel choices.*

### NEWSLETTER EDITOR SELECTED

From a dozen strong candidates, the TPD has selected Ruth Fitzgerald, AICP, as the Division's next newsletter editor. Ruth is president and principal-in-charge of the transportation planning firm Fitzgerald & Halliday, Inc., with its main office in Connecticut. She will begin her tenure as newsletter editor with the fall issue (September-October). She can be reached at (860) 236-9369, or via e-mail at [rfitzgerald@fhiplan.com](mailto:rfitzgerald@fhiplan.com). Story ideas and suggestions should be directed to Ruth beginning immediately.

TPD officers were very pleased with the great response from our members, and look forward to increasing the frequency and quality of the newsletter. Thanks to all who expressed their interest in serving as the Division's newsletter editor. We hope you will contribute to the newsletter and stay involved in other TPD activities.



### INSIDE THIS ISSUE

Transportation Policy and Urban Form

Value Pricing Pilot Program

Steps for APA's TEA-3 Task Force

Planning for 2003 APA Conference

Call for Officer Candidates

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# TRANSPORTATION PLANNING DIVISION