ULI/Curtis Regional Infrastructure Project

Local Innovations | National Impact

September 2011
ULI/Curtis Regional Infrastructure Project

Basics:

- Three-year program from 2008-2011.
- Partnership between ULI’s Infrastructure Initiative and four District Councils selected via a competitive process.
- Programs of work tailored to the needs and opportunities of each region.
- $375,000 grant matched by ULI and leveraged with ULI member-volunteers.
- Supported by ULI trustee James Curtis.
ULI/Curtis Regional Infrastructure Project

Goals:

- Address the relationship between infrastructure and land use at the regional level.
- Improve decision-making.
- Develop national models of best practices.
- Enhance ULI’s leadership position on infrastructure and land use.
Lessons Learned about the Ingredients for Success:

- Develop a flexible program that can exploit emerging opportunities to meet project goals.
  - Leverage the experience and innovative thinking of member-volunteers.
  - Support member-volunteers with staff technical expertise.
- Make advocacy and outreach part of developing and promoting new content.
- Build through a multi-year commitment.
ULI/Curtis Regional Infrastructure Project: Activities

ULI Infrastructure Initiative
- Program development
- Technical assistance
- Grant-writing
- Speakers
- National dissemination and publicity
- National models

ULI District Councils
- Program development
- Opportunities for member volunteers
- Connections to government officials and electeds
- Outreach in the region
- Impacts on the ground
ULI/Curtis Regional Infrastructure Project: District Councils

ULI Minnesota

ULI Seattle

ULI Chicago

ULI Florida
## The Curtis Project: Making a Difference on the Ground

<table>
<thead>
<tr>
<th>ULI Location</th>
<th>Accomplishment</th>
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<tr>
<td>ULI Chicago</td>
<td>Innovated better ways to tie infrastructure to economic development and land use.</td>
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<td>ULI Florida</td>
<td>Catalyzed significant conversations about transit and land use across the state.</td>
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<td>ULI Minnesota</td>
<td>Built strong, on-going partnerships between government and the private sector.</td>
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<tr>
<td>ULI Seattle</td>
<td>Stimulated new thinking on bus rapid transit, transit corridors, and land development.</td>
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The Curtis Project in Chicago

Infrastructure Game Changers

- Identifies significant infrastructure projects and their potential influence on land use and economic development.
- Breaks down silos and encourages partnerships.
- Three components: 1) evaluation, 2) selection, and 3) outreach.
- Scalable and rigorous: tested and proved successful in a smaller, bi-state region and a larger, suburban region within Greater Chicago.
- Outreach tools: major reports, coordinated media campaign, web presence, individual and small-group meetings, and major breakfast programs.
The Curtis Project in Chicago

Partnerships

- Infrastructure Committee: 48-members from the private and public sectors, bringing tremendous intellectual capital to innovating how Americans think about infrastructure.

- Key partners: Metropolitan Mayors’ Caucus, City of Chicago, Northwest Indiana Regional Development Authority, Metropolitan Planning Council, and Chicago Metropolitan Agency for Planning.

- Government outreach: numerous state, regional, and local governmental agencies and elected officials in Illinois and Indiana.
The Curtis Project in Chicago

Outcomes and Results

- Engaged government and elected officials in thinking comprehensively about infrastructure, including across political boundaries.
- Set a new standard for infrastructure discussions: focus on economic competitiveness, opportunity, sustainability, and financial feasibility.
- Touched 1000+ individuals through meetings, programs and media outreach.
- Drew attention to 22 infrastructure projects and their connection to land use and economic development.
The Curtis Project in Florida

Connecting Florida

- Partnership led by ULI SE FL/Caribbean that included all five District Councils in Florida.

- Committed to the integration of land use and transportation, including increased transit connectivity.
  - Advocacy and outreach effort.
  - State and metropolitan levels.

- Outreach tools: major report, briefing paper, legislative mailings, web presence, programs co-sponsored with transportation agencies, and informal speaker’s bureau.
The Curtis Project in Florida

Partnerships

- District Councils: ULI Southeast FL/Caribbean, ULI Central FL, ULI Tampa Bay, ULI Southwest FL, and ULI North FL.

- State-level outreach: legislature and key agencies.

- Metro-level outreach: metropolitan planning organizations, regional planning commissions, regional transportation authorities, local transit providers, and local governments.
The Curtis Project in Florida

Outcomes and Results

- State Level: educational outreach to legislators and officials timed for maximum impact.
  - Special session of the state legislature on commuter rail (December 2009).
  - New session of state legislature after contentious elections, including on transit (January 2011).

- Metropolitan Level
  - Programs in each metropolitan region touching 1000+ individuals.

- Go-to Resource on Transportation, Land Use, and Economic Development
  - Speakers, briefings and materials available at the request of state and metropolitan officials and interest groups.

- New Partnerships
  - Regional transportation and economic development organizations representing both the public and private sectors.
The Curtis Project in Minnesota

Connecting Transportation and Land Use Systems (CTLUS)

- Leadership through Partnerships
  - Led by the CTLUS committee throughout three-year period; ongoing.
  - Co-chaired by ULI Minnesota and the Regional Council of Mayors.
  - 50 members representing the private sector, government officials and electeds.

- Program Elements: Education, Tools and Applications
  - Corridors of Opportunity for regional approaches to development.
  - Southwest Corridor Complete Investment Framework for light rail.
  - Redevelopment Tools, assessment and action plan to “get smart together” and “make it easier to do better.”
  - Walkability Indicators.
The Curtis Project in Minnesota

- **Corridors of Opportunity**
  - Initiative that uses the region’s emerging transitway system to promote sustainable, vibrant and healthy communities.
    - HUD Sustainable Communities Grant.
    - Living Cities Integration Initiative.
    - $21,000,000 portfolio of projects.
  - Partners: The Metropolitan Council and a broad consortium of policymakers, foundations, community organizations, and leaders.
    - ULI Minnesota represented on the policy board.

- **Southwest Corridor Complete Investment Framework**
  - Led by ULI Minnesota and Hennepin County.
  - Includes representatives from the five cities in the corridor.
  - Collaborating on land use strategies early in the light rail planning process.
The Curtis Project in Minnesota

Outcomes and Results

- Built an on-going mechanism, CTLUS, that continues to build the case for better decisions on transportation and land use.
- Brought the private and public sector, including elected officials, to the table.
- Developed tools to make real changes on the ground.
  - Redevelopment.
  - Walkability.
- Applied tools through the Corridors of Opportunity and Southwest Corridor.
- Attracted an additional $305,000 to ULI Minnesota.
The Curtis Project in Seattle

Bus Rapid Transit and Land Use Initiative

- Analyzed and made recommendations connecting King County’s RapidRide and land use opportunities.
- Developed case studies exploring similar BRT lines in Minnesota, Kansas City, and Cleveland.
- Addressed urban design, housing, jobs, marketing, and stakeholder involvement.
- Outreach Tools: joint project with public sector partners, major report, breakfast program, workshop, walking tour.
- Part of a larger, three-year work program on transit corridors.
The Curtis Project in Seattle

Partnership Examples

- Joint Project: BRT and Land Use Initiative
  - King County Metro Transit, City of Seattle, and City of Shoreline.
  - Private sector and transit, land use, housing, public works, and economic development officials.

- Resource on Infrastructure and Transit Corridors
  - Puget Sound Regional Council.
  - Successful application to the federal Sustainable Communities grant program.
The Curtis Project in Seattle

Outcomes and Results

- Produced detailed recommendations for two RapidRide corridors and three station areas.
- Developed principles that can be applied to BRT across the Puget Sound region and elsewhere in the United States.
- Facilitated discussions of BRT and land use among elected officials and between public sector and private sector decision-makers.
- Emerged as a leading voice on transit and land use for BRT and rail.
- Attracted $45,000 in additional funding.

“Think of marketing light rail and RapidRide together. Think in terms of major corridors.”
### The Curtis Project: Impacts, Innovations, and Outcomes

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<td>Engaged members in unprecedented volunteer effort</td>
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<td>ULI Florida</td>
<td>Garnered support for regional transit funding</td>
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<td>Forged state-wide District Council partnerships</td>
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<td>Put ULI in Florida on the transportation policy map</td>
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<tr>
<td>ULI Minnesota</td>
<td>Popularized corridor-based approaches to transit planning</td>
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<td>Leveraged partnerships with public sector leaders</td>
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<td>ULI Seattle</td>
<td>Pioneered new thinking on BRT and land use</td>
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<td>Developed accelerated outreach and technical engagement process</td>
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National Models

Infrastructure Game Changers
- Innovative analysis and outreach process that can be adapted to small, medium and large regions across the country.

District Council Collaboration
- Collaborative analysis, advocacy and outreach efforts based around regional or issue “affinity” groups, inspired by Connecting Florida.

Bus Rapid Transit and Land Use Initiative
- Land use and development opportunities in a BRT framework.
National Models

Infrastructure Committee Co-sponsored with Elected Officials
- Ongoing mechanism whereby the private sector and elected officials regularly meet and work to better coordinate infrastructure and land use, inspired by CTLUS.

Redevelopment Tools: Make It Easier to Do Better
- Assessment and action plan process that analyzes available redevelopment tools and redevelopment culture and charts actions for the private and public sectors.

Complete Investment Framework for Transit Corridors
- Collaborative development of land use strategies involving the public and private sectors very early in the transit development process, before major engineering decisions are set in stone.
ULI/Curtis Regional Infrastructure Project

Next Steps:

- Highlight and publicize successes.
- Continue to develop and promote national models.
- Seek funding to continue collaborative partnerships with ULI’s Initiatives Group and District Councils.