Local Transportation & Land Use Coordination
Tools and Gaps

final presentation to

Montana Department of Transportation
Research Panel

presented by

Cambridge Systematics, Inc.
Renaissance Planning Group, Inc.
Robert Peccia & Associates, Inc.

May 26, 2010

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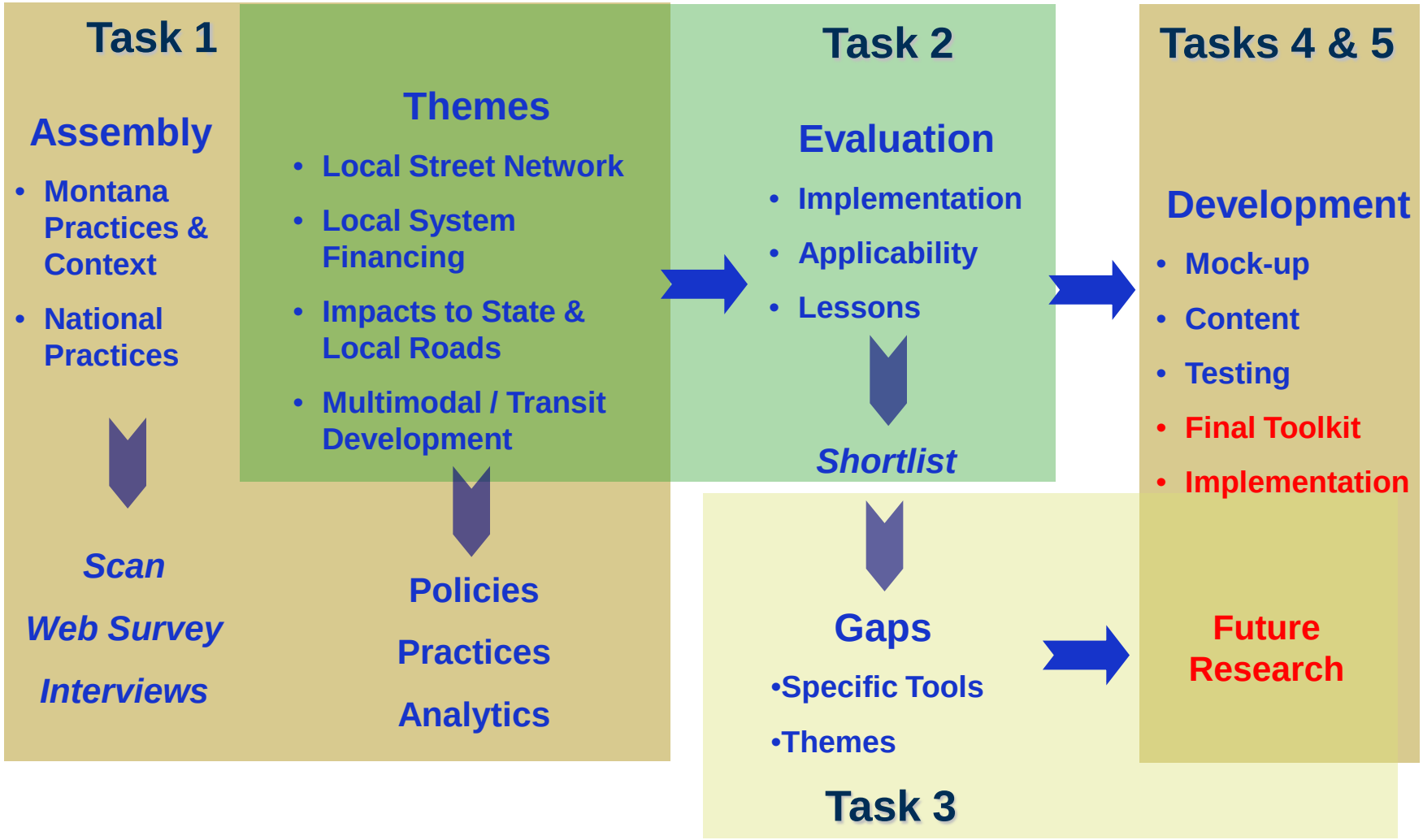
Project Objectives

- **Resource Goal**
  - **Assist Montana's expanding cities and surrounding areas better coordinate transportation and land use planning and decision making**
  - **Present ideas, options and examples**
- **Identify Off-The-Shelf Tools**
  - **Policies and practices**
  - **Analytic methods**
  - **Data sources**
  - **Software**
  - **Other ideas**

Project Objectives (continued)

- **Tools Should Support:**
  - **Development and extension of local street networks**
  - **Local transportation system financing**
  - **Assessment of development impacts on local and state roads**
  - **Directions for multimodal and transit development**
- **Gaps in Practice**
  - **Promising but undeveloped approaches**
  - **Refinements for smaller communities**
  - **Missing appropriate examples**

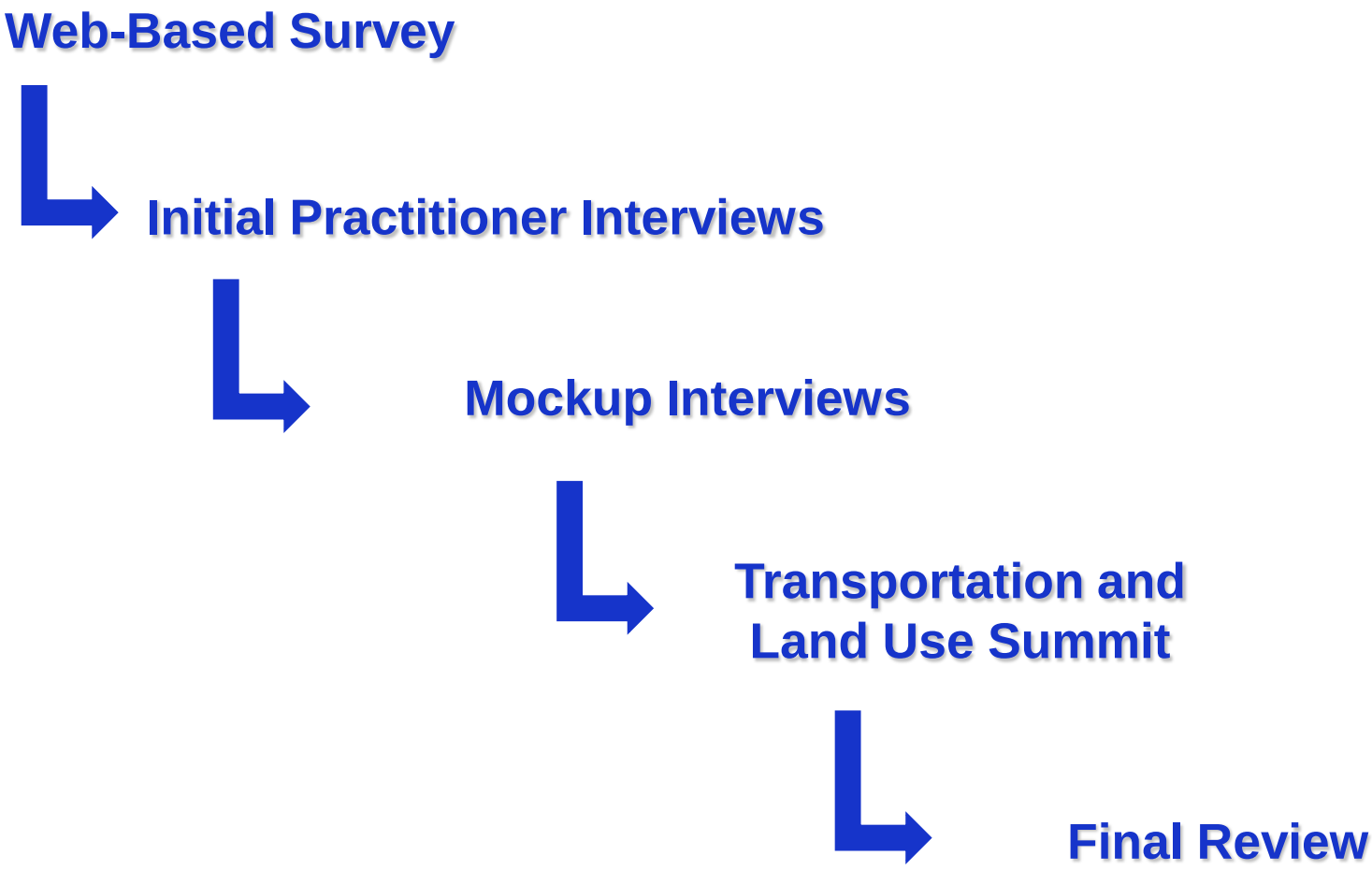
Research Plan
Work Flow and Products



Research Panel

- Sue Sillick & Kris Christensen, MDT Research
- Michelle Bryan Mudd, University of Montana
- Ann Cundy, Missoula OPG
- Tim Davis, Smart Growth Montana
- Andrew Finch, City of Great Falls
- Hal Fossum & Mike Tierney, MDT Planning
- Jerry Grebenc, Montana CTAP
- Lloyd Rue, FHWA
- Chris Saunders, City of Bozeman
- Harold Stepper, Jefferson County

Stakeholder Outreach



National Practices

- **What is a Tool?**
  - **Policies**
  - **Practices**
  - **Analytic Methods**
  - **Data Sources**
  - **Software**
  - **Other Ideas**
- **Tool is Distinct from a Product**

National Practices (continued)

- **Literature Review**
  - **Interest areas**
  - **Implementation categories and usage examples**
    - **Initial scan to support objectives**
    - **58 categories and over 150 usage examples**
- **User Interviews**
  - **Compelling examples**
  - **Fill knowledge gap; assist evaluation**
  - **Practitioners and appliers at local and state agencies**

Montana Context

- **Web-Based Survey**
  - **96 respondents**
    - **Role**
      - Public sector planning professional (50%)
      - Appointed committee member (20%)
    - **Geographic Scope**
      - Municipal (40%)
      - Regional (25%)
    - **Nearly all involved with transportation and land use planning**

Montana Context (continued)

- **Web-Based Survey (continued)**
  - **What currently works best?**
    - Planning for local and neighborhood roads
    - Planning for drinking water and wastewater
  - **Areas for improvement**
    - Regional roads
    - Transit and non-motorized
    - State/local communication
    - Funding and finance for local infrastructure

Montana Context (continued)

- **Web-Based Survey (continued)**
  - **Toolkit preferences**
    - **Helpful formats for information sharing**
      - Internet-based resources
      - Professional conferences and associations
    - **Most used formats**
      - Internet search engines
      - State and local conferences and seminars
      - Peer agency reports and examples
    - **Top information needs**
      - Finance and funding
      - Impact analysis and mitigation techniques
      - Coordination between projects in a community

Montana Context (continued)

- **Practitioner Interviews**
  - **Focus on state of practice and information needs**
  - **23 local planning professionals**
    - **Broad range of community size and growth rate**
    - **Generally participated in web survey**
  - **Key findings**
    - **Small, multifunctional staff**
    - **Limited resources and analytic proficiency**
    - **Montana examples are most valuable**
    - **Limited consideration of long-term cumulative impacts**
    - **Need funding and finance options**

Tool Compilation and Evaluation

- **Initial scan results compiled into task-oriented tools**
  - **Coordination and consensus building**
    - Community visioning
    - Interagency & multiagency coordination
  - **Planning and Policy**
    - Growth management
    - Special area planning
    - Special area regulations
    - Design standards & regulations
  - **Financing**
    - Financing districts
    - Development incentives
    - Developer exactions
    - Fund leveraging
  - **Technical analysis procedures**

Tool Compilation and Evaluation (continued)

- **Tiered Structure**
  - **Tool Category – *Special area planning***
  - **Implementation Mechanism – *Corridor plans***
  - **Examples – *US 93 Study; Missouri River Urban Corridor Plan***

- **Evaluation Process**
  - **Tool category and implementation focus**
  - **Key considerations**
    - **Type of tool**
    - **Applicability to study objectives/issues**
    - **Geographic scope and community type**
    - **Complexity of initiation and maintenance**
    - **Implementation mechanisms**
    - **Montana context**

Tool Evaluation and Selection

Table 5.2 Tool Evaluation Matrix

Tool	Tool Implementation	Tool Type				Study Objectives				Geographic Scope		Community Type			Implementation Mechanism			Montana Context	Complexity of Initiation			Complexity of Maintenance			Recommended Priority		
		Policies	Practices	Analytic Methods	Data Sources	Development of Local Street Networks	Local Transportation System Financing	Assessment of Development Impacts	Multimodal/Transit Development	Regional	Local	Urban	Rural	Rapid Growth	Legislative	Planning Process	Plan Development	Explicitly Allowed	High	Med	Low	High	Med	Low	High	Med	Low
Coordination and Consensus Building																											
Community Visioning			●	●		●	●	●	●	●	●	●	●	●		●	●	●	●	●		●	●			●	
	Scenario planning		x			x			x	x	x	x	x	x		x		x	x			x				x	
	Visualization		x	x		x			x	x	x	x	x	x		x	x	x		x			x		x		
	Visual preference survey			x		x		x	x	x	x	x	x	x		x		x	x			x				x	
	Charrettes		x			x	x		x	x	x	x	x	x		x	x	x	x			x				x	
	Workshops, facilitated meetings, and gaming exercises		x	x		x	x	x	x	x	x	x	x	x		x		x		x			x		x		
Interagency/Multidisciplinary Coordination		●	●		●	●	●	●	●	●	●	●	●	●		●		●	●	●		●	●		●		
	Program-/project-specific initiatives	x	x		x	x	x	x	x	x	x	x	x	x		x		x	x			x				x	
	Planning process development		x		x			x		x	x	x	x	x		x		x	x			x				x	
	Resource and funding coordination	x	x		x		x	x	x	x	x	x	x	x		x		x		x			x		x		
	Shared development of plans and policies	x	x		x	x		x	x	x	x	x	x	x	x	x	x	x		x			x		x		
Plans, Policies, and Regulations																											
Growth Management		●	●	●		●		●		●	●	●	●	●			●	●	●	●		●	●			●	
	Growth policies (comprehensive plans)	x						x		x	x	x	x	x			x	x		x			x		x		
	Concurrency/adequate public facilities ordinances	x				x	x	x	x	x	x	x	x	x	x			x	x			x			x		
	Development of regional impact analysis	x	x	x		x	x	x	x	x		x	x	x	x				x			x					x
	Urban growth boundaries	x					x	x		x	x	x		x	x		x	x	x			x				x	
	Rural land conservation easements	x	x							x	x		x				x	x		x			x		x		
	Transfer of development rights	x	x					x		x	x		x				x	x	x			x				x	
	Transportation planning and access management	x	x			x			x	x	x	x	x	x	x		x	x		x			x		x		
Special Area Planning		●	●			●		●	●	●	●	●	●	●	●	●	●	●	●	●		●	●			●	
	Corridor plans		x			x		x	x	x	x	x	x	x	x		x	x		x			x		x		
	Neighborhood/subarea plans		x			x		x	x		x	x		x	x		x	x		x			x			x	
	Downtown master plans		x			x		x	x		x	x	x				x	x	x			x				x	
	Interchange area plan	x	x			x		x		x	x		x	x			x			x			x				x
	Multimodal transportation plans		x						x	x	x	x	x	x		x	x	x		x			x		x		
	Extraterritorial jurisdiction/cooperative planning area	x	x			x		x		x	x	x		x	x		x		x			x				x	
Special Area Regulations		●	●			●		●	●	●	●	●	●	●	●	●	●	●	●				●				●
	Growth management areas	x	x					x		x	x	x	x	x		x	x	x	x				x			x	
	Overlay zoning	x				x			x	x	x	x	x	x	x			x	x				x				x
	Special transportation planning areas/highway corridor designations	x	x			x		x	x	x	x	x	x	x		x	x	x	x				x		x		
	Corridor access management ordinances	x	x			x		x		x	x	x	x	x	x	x	x	x	x				x		x		

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Implementation

- **Stakeholder Outreach**
  - **Web-based surveys**
  - **Initial interviews**
  - **Toolkit mockup review**
  - **Final toolkit review**
- **Transportation and Land Use Summit**
- **Webinars**
- **Peer Network**
- **Ongoing Deployment and Maintenance**

Demonstration

- **Tools and Strategies**
  - **Overview of Tools and Strategies**
  - **Example "Drilldown" of Financing Tools**
- **Resources**
  - **Case Studies**
  - **Montana "Transportation Planning 101"**
  - **General Resources**
- **"How Do I…?" Pages**
- **Search Function**

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Montana Transportation and Land Use
Resources for Growing Communities

Resources for Growing Communities

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- Coordination & Consensus Building
- Planning & Policy
- Financing
- Technical Analysis

Resources
- Case Studies
- Montana Transportation Planning 101
- Key Transportation Planning Resources

How do I...
- Assess & mitigate impacts of new development?
- Connect individual developments?
- Fund transportation improvements?
- Identify & plan for transportation needs?
- Plan for bicyclists, pedestrians & transit riders?
- Prepare local land use plans?
- Establish a vision & set goals?
- Coordinate plans with agencies & stakeholders?

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MDT Research Home

The Montana Department of Transportation (MDT) recognizes that the effective coordination of transportation and land use planning decisions is vital to Montana's long-term economic growth and fiscal well-being. In Montana, as in most states, land use regulations and many transportation-related decisions are matters of local governance. This Toolkit is a result of research into best and most promising practices, guided by land use and transportation professionals across the state.

While the toolkit is maintained by MDT, its content is not a statement of Montana policy, neither in whole nor in part., nor does it represent recommended or preferred practices.

Within the toolkit you will find off-the-shelf tools: information about policies, practices, analytic methods, data sources, software, and case studies. We welcome your feedback. Use the menu bar on the left to jump right in, or learn more about using or the toolkit.

New and Coming Soon...

Resources Only Search Tool

The **Resources for Growing Communities** search function has been improved to return only information from this resource web site. The entire MDT website may searched using the Search/Index option found at the top of this page.

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Montana Transportation and Land Use

Coordination & Consensus Building Tools

Overview

Allowing all interested parties to have a venue to express concerns and influence a project is important in community planning.

Residents, stakeholders in the community such as local business owners, developers and elected officials, as well as other agencies who will be responsible for implementing and aiding planning efforts may all have different perspectives.

Incorporating the views of all interested parties may help ensure that a plan's recommendations will succeed, because conflicts can be resolved during the planning process. Municipalities that have involved related agencies from the beginning have been able to create more effective plans, as these agencies will make decisions related to the goals of the plan. This section contains many tools to encourage the participation of all interested parties and to ensure efficient implementation.

Tools

Community Engagement
- Charrettes
- Visioning & Scenario Planning
- Visualization
- Workshops

Interagency Coordination
- Resource & Funding Coordination
- Shared Development of Plans & Policies

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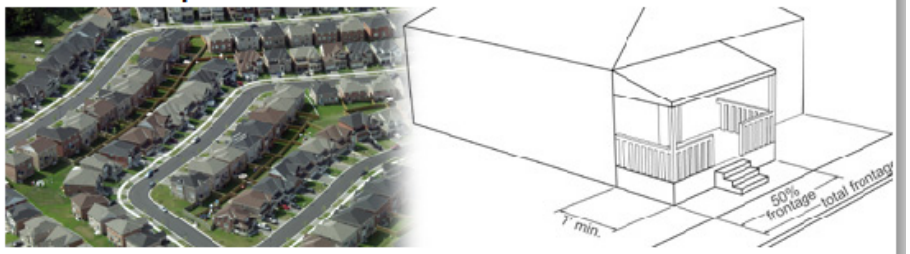

Planning & Policy Tools

Overview

In nearly every area of Montana, rural lands are being developed and existing urban centers are undergoing change. Each of these situations presents an opportunity to influence the way in which a "community" is designed. This section of the toolkit highlights a few of the planning and policy tools that can be used to better integrate land use and transportation planning to create safer and healthier communities.

Tools

Growth Management

- Growth Policies
- Concurrency & Adequate Public Facilities (APF) Ordinances
- Development of Regional Impact (DRI) Review
- Urban Growth Boundaries
- Rural Land Conservation Easements
- Transfer of Development Rights (TDR)

Design Standards & Policy

- Access Management
- Frontage Road Requirements
- Land Use Regulations
- Roadway Design Manuals & Guidelines
- Multimodal Street Classification Systems
- Pedestrian & Bicycle Facilities & Trails (Multimodal Transportation Infrastructure)

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Montana Transportation and Land Use

Technical Analysis Tools

Overview

Technical analysis tools are software tools or evaluation methods that can be applied to inform transportation planning or regulatory decisions. Technical analysis is a fundamental transportation and land use planning tool, and will be central to assessing development impacts, understanding multimodal and transit options, and identifying viable opportunities for local street networks. Good analysis procedures are also important for establishing a nexus to support a decision to impose some developer-supported fees.

The analysis tools presented here are intended primarily for planning applications rather than detailed engineering or operations analysis. However, there is still a very wide range of capabilities and implementation examples within the broad tool category of technical analysis tools. This toolkit focuses on lesser known procedures and innovative uses of standard tools. Transportation and land use technical analysis tools are presented by the analysis activity where they are used.

Tools

Data Collection
- Primary Data Collection
- Secondary Data Collection

Traffic Analysis
- Sketch Planning
- Multimodal Analysis

Transportation & Land Use Analysis
- Connectivity Measures
- Scenario Planning Analysis

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- Financing Districts

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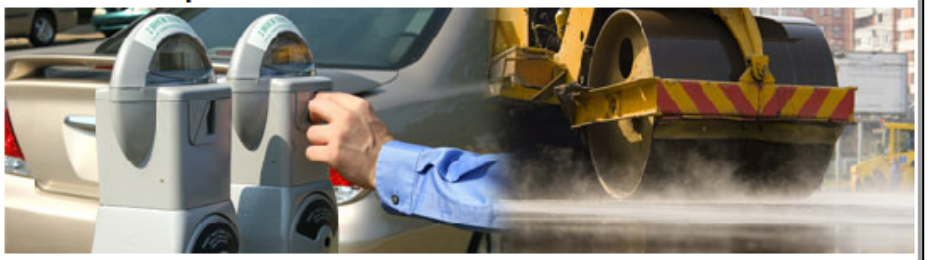

Financing Tools

Overview

Financing tools include regulatory strategies, exactions, and incentives designed to generate revenues for local transportation projects. Federal and state transportation funding sources such as gas taxes are expected to continue shrinking in the years to come. In addition, the priority for available federal and state funds will be on maintenance of the existing system, with relatively little left for new projects or expansions.

In order to support desired economic and community development goals, local communities must find creative, equitable methods to generate revenues for transportation improvements. The tools presented in this section emphasize innovative, relatively low-cost approaches used in Montana and throughout the country, and include a focus on strategies that promote partnerships with private sector developers.

Tools

Development Exactions & Incentives
- Impact Fees
- Trip Credits
- Density Awards & Bonuses
- Transfer of Development Rights (TDR)

Financing Districts
- Tax Increment Financing Districts
- Resort & Local Option Taxes
- Urban Transportation Districts
- Parking Benefit Districts
- Transportation Utility Fees

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Development Exactions and Incentives

What are Development Exactions and Incentives?

Implementation Strategies
- Impact Fees
- Trip Credits
- Density Awards & Bonuses
- Transfer of Development Rights (TDR)

Developer exaction tools consist of conditions or financial obligations imposed on developers that help local governments in providing additional public facilities or services required by new growth. The developers of new properties are typically required to provide at least a portion of the added infrastructure (such as transportation networks) necessitated by their development, or to make some cash contribution to the agency responsible for implementing the needed system improvements.

Typically, exactions provide funds for water and sewer lines, road construction, new schools, and parks. They are intended to help growth to "pay for itself" and to lessen impacts of new development on existing public facilities. They can take several forms including impact fees levied on developers, financing of infrastructure improvements, and land donations.

Developer incentives encourage efficient, orderly growth patterns by quantifying the monetary benefits of smart growth principles and then offering them as "carrots" to developers. Development incentives give discounts or bonuses for projects in designated growth areas, which helps city planners and developers make more efficient transportation investments that are linked to existing infrastructure. By creating incentives to coordinate development projects with existing and planned transportation infrastructure, communities can improve their ability to sustain and expand multimodal transportation systems.

Why and where are they applied?

Development incentives are most commonly applied in growing communities or redeveloping areas, but would serve any community poised for future development. Having certain tools in place before a density boom allows a local community to coordinate land

The power to exact concessions from developers is part of local government's police power to further a public interest. Development exactions and impact fees are perceived to be effective growth management tools, as growth "pays for itself" through infrastructure payments in the form of a lump sum at the beginning of development.

Development exactions and impact fees can provide a financing mechanism for local communities to develop and extend local street networks. Although the concept of requiring developers to pay for facilities, infrastructure, or other benefits to the community is usually in the form of a monetary exaction, the tool can be implemented to address various features of new development.

Development exactions can be particularly useful to support growth in developing areas and centers designated for urban renewal. Areas poised for high growth, even in built-out existing neighborhoods, are good applications of this tool. Among other things, exactions can be used to demonstrate to local residents that there is a plan in place to deal with traffic impacts generated by new development in their neighborhood.

Where can I get more information?

- A Planner's Guide to Financing Public Improvements. 1997. Sacramento, California: Governor's Office of Planning and Research. See Chapter 4: Fees and Exactions.
- Policy Link Equitable Development Toolkit. Policy Link has created a toolkit in which development exactions is described as a strategy to offset the burdens of new development on the community.
- State Agriculture Development Committee of New Jersey. The State that pioneered TDR, this site has a wealth of information about the mechanics of the tool, examples nationwide, and explanations of the technicalities and administrative requirements.
- The Brookings Institute Center on Urban and Metropolitan Policy Document on TDRs and Other Market-Based Land Mechanisms: How they work at their role in shaping metropolitan growth. Using case studies and a national survey, this paper examines TDRs and other market-based land preservation techniques like mitigation banking and density transfer fees.
- Wisconsin Comprehensive Planning Implementation Guide Toolkit. This toolkit reviews TDRs and density bonuses as tools used in Montana to help shape land use and transportation development. Several fact sheets of commonly used implementation tools are especially relevant. See Chapter 3 for additional links.
- Livable Boulevards Toolkit CD Resource Guide. Distributed at the Westside Cities Livable Boulevards Symposium, this toolkit reviews a number of municipal and regional efforts that have sought to incorporate practical approaches to sustainability into their plans and programs. Rockville, Maryland's Trip Credit Program is one of the examples.

Impact Fees

What are impact fees?

Impact fees are charges imposed upon private land developers by a governmental entity to fund the additional service capacity required by the development for which it is collected (7-6-1602). Developers can also opt to donate land and/or build public infrastructure in lieu of cash payments.

Impact fees are becoming increasingly popular as a method for financing transportation infrastructure needs in Montana and in other states. They can help local communities generate revenues for the development and extension of local street networks, transit stations, and bicycle/pedestrian facilities.

An impact fee can also serve as a strategy to implement growth management policies and plans. Special area regulations may be used to designate geographic areas where impact fees will be applied. Some communities allow developers to offset some of their anticipated impact fees costs by paying for traffic mitigation, transportation demand management (TDM) or traffic calming measures in order to benefit the livability of the community.

Recently, the state of Florida is considering mobility fees, seen as the next generation of transportation financing. Mobility fees are essentially impact fees that are particularly sensitive to vehicle-miles traveled (VMT), which rewards developments that locate in or near urban centers and those that offer a balanced mixed of uses with lower fees. Mobility fees also help to streamline concurrency at the local level. Unlike a conventional road impact fee, the mobility fee is tied to achieving an area-wide future condition, and therefore may be applicable to addressing existing deficiencies, such as a road segment with no sidewalk or a lack of frequent bus service. For example, the local government conducts an analysis of the existing pedestrian, bicycle and transit level of service, and determines each to be an E condition overall throughout the district. A set of improvements is identified to achieve a B level of service score for each mode and an area -wide overall score, and adopts that target in the Comprehensive Plan as the basis for mitigating the impacts of new growth.

This strategy is useful for:

- Urban and suburban areas
- Fast growing areas
- Cities and counties
- Resort areas

COST

$ $$ $$$

COMPLEXITY

easy difficult

Montana applicability

Widely used in Montana?
No Yes

Widely used in peer communities?
No Yes

Required? No
Statute? Montana Code Annotated, Title 7, Chapter 6, Part 16

Who can implement an impact fee?

Montana Code Annotated, Title 7, Chapter 6, Part 16 enables local governments to establish impact fees to help pay for roads, water, sewer, stormwater, parks, fire and police, library, and solid waste facilities. Fees are assessed by local governments according to a formula.

A governmental entity that intends to propose an impact fee ordinance or resolution must establish an impact fee advisory committee which includes at least one representative of the development community and one certified public accountant. The committee reviews and monitors the process of calculating, assessing and spending impact fees. Committee recommendations and comments are provided to local officials for reference during the development review process.

What are the keys to success and potential pitfalls?

Consistency: Impact fee ordinances must clearly identify the process and methods that a locality will use to require (or negotiate with) private sector developers to pay for public services or infrastructure needs triggered by new development. The geographic area that is subject to impact fees must be clearly defined, and the negotiation process must be consistently applied to all proposed developments in the designated area. Standards created to determine the amount of the exaction must be consistently applied across the board.

Clarity: The community must establish clearly defined level of service standards for the infrastructure and/or services to which the impact fee applied. The impact fee amount must be based upon a detailed analysis of existing and anticipated future conditions and capital improvements required in order to maintain the locally established standards. The fee cannot be used to support operational or maintenance improvements, or to correct deficiencies in the existing system. In addition, new development may not be held to a higher level of service than existing development unless there is a mechanism in place for the existing users to make improvements to the existing system to match the higher level of service.

Education: One key to successful implementation of impact fees is community education and stakeholder awareness of how the fees support infrastructure for the community as well as the developer. Implementing a public education campaign around impact fees could allow more support within the community. Developers should also be provided with a detailed accounting of what the impact fee will be used for, and how it is calculated.

Several concerns may arise when the idea of impact fees is proposed for the first time. Proactive, thoughtfully developed information can help decision-makers weigh the pros and cons, and can dispel "myths." For example, communities concerned about losing economic development worry that the "de facto" tax implied by impact fees could cause job growth to slow down, or drive developers to other communities that don't have impact fees. Another argument that has been made against the use of impact fees is that they may have an effect on the price of housing or other units by increasing it. The use of the impact fee on developers may cause them to pass the cost onto the property owners and charge them a higher cost due to the extra fee they will have to pay.

Coordination: There is significant up-front work in establishing how to assess impact fees, and regional coordination is needed to ensure that communities within the same region have comparable requirements so that developers are less able to play one community off another.

Contingency: All impact fee revenues are dependent upon growth, and are therefore cyclical and subject to the current economic climate. Impact fees are not an overly stable source of revenue. Although impact fees provide funding for new capacity, funding sources for backlogs, operations and maintenance may still be needed. Other funding avenues should be sought after.

Where has this strategy been applied?

Examples in Montana

Montana communities considering impact fees:

- The City of Whitefish is considering impact fees.
- The City of Polson adopted impact fees for parks, water, sewer, fire in 2007
- The City of Hamilton adopted impact fees for water, sewer, fire and police.
- The City of Belgrade adopted impact fees for parks, water, sewer, streets, and fire in 2007.
- The City of Columbia falls has water and sewer hook-up fees and may consider road impact fees at some time in future.
- The Town of Manhattan has water and sewer impact fees and is considering adding impact fees for streets and fire services.
- Ravalli County is considering an impact fee program.
- **City of Kalispell Impact Fee Debate:** On March 2009, Kalispell adopted an impact fee program after two years of trying to come up with a workable policy while developers criticized the fees as unfair to retail and commercial development (some projects would be required to pay millions of dollars), and possibly out of line with state law. In the end, the Kalispell City Council approved the motion 8-1.

  The deteriorating economy and attendant slowdown in new construction heightened the urgency of this issue for both the city and the business community. Kalispell had a list of roughly $12 million in road improvements and upgrades listed in its Capital Improvement Plan, for which the city intended to charge new developments through traffic impact fees. But in discussions, it grew clear to council members that the charges on developers would not cover the entire cost of these projects. Since the city lacks the funds to complete some of these road improvements, it was unclear how some of the projects could ever be completed.

  The council also needed to decide on a policy to "grandfather" developments with phases already under construction for which financing had already been arranged. Developers argued that introducing a large fee after developments had already been approved represented a "bait-and switch" on the city's part, and could fail to make many proposed projects profitable.

Examples outside of Montana

- The **City of Lacey, Washington** rewrote the ordinance governing collection of fees to mitigate development impacts on the transportation system. The revised ordinance includes trip generation reductions for commercial property and a per trip mitigation fee cap for residential properties.
- The **City of Alexandria, Virginia**, has developed an ordinance that requires projects meeting certain size thresholds to submit traffic impact analysis and transportation management plans (TMP). The ordinance requires the establishment of a TMP fund to finance TDM strategies that will induce people to use public transit.

Case studies

- Shasta/Tehama Regional Impact Fee Program, CA
- City of Bozeman Transportation Impact Fee Program, MT

How can I get started?

A first step in determining whether the local community should set up development exactions and impact fees is to meet with local developers to see what tools would be acceptable for them. Having initial discussions to gauge receptiveness from potential developers, current real estate managers, and representatives from the business community is critical in future success of tool implementation. If the reception towards this tool is weak or minimal, the community may want to pursue other smart transportation and land use tools.

Where can I get more information?

- Impact Fees and Housing Affordability: A Guide for Practitioners: The purpose of this guidebook is to help practitioners design impact fees that are equitable. Prepared for the U.S. Department of Housing and Urban Development, the guide steps through how a fair impact fee program can be designed and implemented. In addition, it includes information on the history of impact fees, discusses alternatives to impact fees, and summarizes state legislation that can influence the design of local fee programs. There are also case studies of successful programs
- Field Guide to Development Impact Fees: Published by the National Association of Realtors, this web site includes articles, studies, Supreme Court decisions and other material on the debate over impact fees
- **Florida Mobility Fee Study (2009):** The potential policy and practical implications of implementing mobility fees and transportation utility fees in Alachua County, FL are discussed in this report. Valuable background information is presented on mobility fees.
- ImpactFees.com: Maintained by Duncan Associates, this site is a comprehensive and current collection of online information relating to impact fees and infrastructure financing. This site includes surveys of national and regional practice related to impact fees, links to impact fee statutes, and reports and fee schedules for county and municipal governments across the country.
- National Impact Fee Roundtable: This information exchange forum provides information on impact fees as an infrastructure finance tool. It includes access to a discussion listserv and links to external reports related to impact fees across the country.

mt.gov
Montana's Official State Website

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Resources for Growing Communities

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Tools

Coordination & Consensus Building
Planning & Policy
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Technical Analysis

Resources

Case Studies
- Eastern Planning Initiative (EPI), VA
- Missoula Urban Fringe Development Area (UFDA) Project, MT
- PlanCheyenne, WY
- Shasta/Tehama Regional Impact Fee Program, CA
- Sedona, AZ
- Windsor-Severance, CO
- City of Billings Arterial Construction Fee Program, MT
- City of Bozeman Transportation Impact Fee Program, MT

Montana Transportation Planning 101
Key Transportation Planning Resources

How do I...
- Assess & mitigate impacts of new development?
- Connect individual developments?
- Fund transportation improvements?
- Identify & plan for transportation needs?
- Plan for bicyclists, pedestrians & transit riders?
- Prepare local land use plans?

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Montana Transportation and Land Use

Shasta/Tehama Regional Impact Fee Program, California

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This case study relates to:
- Resource & Funding Coordination
- Tax Increment Financing
- Impact Fees
- Sketch Planning

The Setting

The counties of Shasta and Tehama are located in the northern Sacramento Valley of California, midway between the City of Sacramento and the Oregon state border. The Shasta/Tehama region retains its agrarian and rural roots, but has recently experienced growth pressures from an influx of retirees, second-home buyers and the tourism industry that combined in the recent past to spur new housing and commercial developments. The estimated 2008 population of Shasta County is 182,470 and Tehama County is 62,466; both counties' population has increased about 12 percent since 2000 [1]. The 2030 population is projected to be 260,200 for Shasta County and 93,500 for Tehama County [2].

Shasta County's economy has experienced a steady increase in the service and retail trade sector as well as the government segment while the manufacturing sector has declined as an important component of the County's overall economy. During the recent decades of population growth, a significant share of individuals who moved to Shasta County are retired or semi-retired. This factor is important as retirement income tops the list of

Shasta/Tehama Regional Impact Fee Program

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Since 2000, the population of Tehama County has grown an average annual increase of 1.4 percent[4]. Approximately 34 percent of Tehama County's population (21,054) resides in the cities of Corning and Red Bluff. Tehama County's strong agricultural background grew from the fertile valley lands along the Sacramento River and the expansive foothills where grazing activities are prevalent.

This case study relates to:
- Resource & Funding Coordination
- Tax increment financing districts
- Impact Fees
- Sketch Planning Software Tools

Development and growth in the Shasta/Tehama region is due largely to the ability to move people and goods up and down Interstate 5 (I-5). I-5 is the only continuous north-south route through the region, and is therefore a critical link for local, regional, interregional and interstate traffic. Residents rely on I-5 for access to jobs, commerce,

Case Studies and Examples
Case Study Focus

	Funding	Coordination	Policy & Planning	Technical Analysis
Billings Arterial Fee	✓✓	✓		
Bozeman CIP Funding	✓✓		✓	✓
Missoula UFDA Plan		✓✓	✓	✓
Eastern Planning Initiative		✓✓		✓✓
"Fix Five" Fee Program	✓✓	✓		✓
Plan Cheyenne			✓	✓✓
Sedona Road Runner			✓✓	✓
Windsor-Severance CPA		✓✓		✓

✓✓ Primary Case Study Focus
✓ Secondary Case Study Focus

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Sample Applications

- How should development of a community-wide long-range transportation plan be approached?
- How could a traffic impact study be reoriented to more fully assess non-motorized and transit travel?
- Might impact fees be appropriate for a community?

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Montana Transportation and Land Use Resources for Growing Communities

The Montana Department of Transportation (MDT) has published an on-line set of resources, Montana Transportation and Land Use Resources for Growing Communities, which can be accessed at:

http://www.mdt.mt.gov/research/toolkit/.

This site is a guide to off-the-shelf policies, practices, analytic methods, data sources, and software to assist communities coordinate transportation and land use planning. Successful transportation and land use applications are illustrated in communities throughout Montana and similar states by a series of examples and cross-cutting case studies.

Tools and examples can be accessed by category or a "How do I?" list of typical questions and situations faced by local planners as they seek to coordinate land use and transportation planning. "How do I…" topics cover a range of practical problems, such as:

- Funding transportation improvements;
- Assessing and mitigating the impacts of new development; and
- Coordinating plans with other agencies and stakeholders.

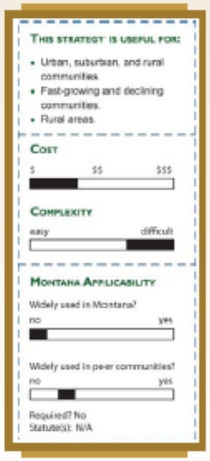
Resources for Growing Communities also links users to national and state-level transportation planning resources.

How Can these Resources Help Me?

Through explanations, examples, and links to other resources, Resources for Growing Communities illustrates how other local communities have approached transportation and land use issues faced by small, growing cities and counties. Whether you are looking for general ideas on how to begin approaching transportation and land use coordination, or specific analysis and policy ideas, this set of resources should be your first stop.

Each tool includes a summary "dashboard" indicating the types of communities for which a tool is most applicable and gauges the tools' cost and complexity.

The dashboard is joined with more detailed information that provides an overview of each tool, who can most benefit from using the tool, keys to success and potential pitfalls, examples of tool usage in other communities, and suggestions on how to get started and where to turn for additional information.



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RESEARCH PROGRAMS

Images courtesy of www.city-data.com

How Were the On-Line Resources Developed?

This site is the result of 18 months of research into best and promising practices in local land use and transportation planning that sought to identify current resources and strategies useful in small and growing communities. The effort was advised by local planners and policy specialists. The research focused on critical problems of:

- Development and extension of local street networks;
- Local transportation system financing;
- Assessment of development impacts of local and state roads; and
- Directions for multimodal and transit development.

Where Can I Get More Information?

The Montana Transportation and Land Use Resources for Growing Communities can be accessed at:

http://www.mdt.mt.gov/research/toolkit/.

Further information on the Transportation and Land Use research project, including project reports and a video overview of the toolkit, are available from MDT's Research web site at:

http://www.mdt.mt.gov/research/projects/planning/smart_trans.shtml.

We welcome ideas and feedback about how to improve these resources. Comments can be sent using the "Contact Us" form at http://www.mdt.mt.gov/research/toolkit/, or by sending an e-mail to mdtcommres@mt.gov.

Gap Analysis

- **Phase I – Sufficiency Analysis**
  - **Qualitative scoring**
  - **Breadth, depth and quality of content coverage**
    - **State of practice**
    - **Community type**
    - **Resource need**
    - **Montana usage**
    - **Peer community usage**
    - **Case studies**
  - **Gap Determination**
    - **Tool development, range of scales or context**
    - **Examples**

Gap Analysis (continued)

- **Phase II – Toolkit Additions and Enhancements**
  - **Type of tool**
    - **Toolkit content**
    - **Hardcopy material**
    - **Sample procedures, ordinances, etc.**
    - **Software or tutorials**
  - **Cost range**
  - **Potential interest from research partners**
  - **Relative priority**
- **Gaps Found: Two subcategories and 21 implementations**

Gaps in Practice

- **Paying for transportation in small, rapidly growing communities**
- **Transferable processes and data for community-level transportation analysis in smaller communities**
- **Multijurisdiction approaches and incentives for smaller communities**
- **Multimodal transportation system needs and opportunities in smaller communities**
- **Staff-level training resources to improve community and interagency com-munication**
- **Effective growth policies and success stories**

Conclusions

- **Key toolkit elements**
  - **A living research product**
  - **Product of ongoing local transportation and land use planning and coordination**
  - **Not a prescription for local planning activities**
- **Excitement and sense of ownership at local level**
- **Activities to date represent *initial* implementation**
- **Shelf-life of toolkit and content can be short**

Recommendations

- **Near-term implementation led by MDT Rail, Transit and Planning Division**
  - **Respond to comments and questions**
  - **Semi-monthly minor fixes**
  - **Quarterly content updates**
- **All MDT staff are toolkit ambassadors**
- **Identify long-term maintenance plan**
  - **Host organization**
  - **Comprehensive overhauls**
- **Seek funding for six research gaps**

Get More Information

- **Find additional project information at:**
  - http://www.mdt.mt.gov/research/projects/planning/smart_trans.shtml
- **Access *Resources for Growing Communities* at:**
  - http://www.mdt.mt.gov/research/toolkit/
- **Send feedback and questions to:**
  - mdtcommres@mt.gov

Local Transportation & Land Use Coordination
Tools and Gaps

final presentation to

Montana Department of Transportation
Research Panel

presented by

Cambridge Systematics, Inc.
Renaissance Planning Group, Inc.
Robert Peccia & Associates, Inc.

May 26, 2010

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