P3 IS FOR PARTNERSHIPS, PLACEMAKING, AND POLICY:
What a P3 Can do for Equity, Affordability, and Small Business Retention

Saving the Soul of a Community Displaced by Redevelopment
Panelists

• **Paul Morris**, President & CEO, Atlanta Beltline
  – Development of modern streetcar/light rail transit network to connect employment and activity centers, expand park system, and impact development patterns over time to create dense, urban, accessible core in Atlanta
  – Among the largest, widest ranging redevelopment and mobility projects in the US

• **Bob Tuccillo**, Associate Administrator for Budget & Policy, Federal Transit Administration
  – Oversees a team responsible for policy development, strategic and program planning, program evaluation, budgeting, and accounting.
  – Serves as the Chief Financial Officer for FTA
  – Previously at OMB, working with EPA, Departments of Interior and Education
• Financing, entitlement, construction > 1 million SF - Project value > $500 million
• Holland Partner Group, Zidell Yards, The Kor Group
• LOCUS Steering Committee, Vice Chair ULI Northwest District Council
• Board Member – Portland Streetcar & Los Angeles Streetcar
• Urban One Profile
  – Manages complex urban development for public and private clients
  – Specialize in urban West Coast locations
  – Integrate private infill/redevelopment with improved public infrastructure
P3: The New Paradigm

• We have a new way to consider PPP
• Streetcars as an ideal example
  – Partnerships
    • Present examples are some of the best traditional PPPs
    • True buy in from business, land owners, and public
  – Placemaking
    • Create the walkable, socially equitable places LOCUS promotes
    • Develops the appropriate urban context
  – Policy
    • When implemented right can stimulate social equity
    • Displacement is often misunderstood
    • Significant environmental gains
Original Los Angeles
A Better Idea.......?
Oops......maybe that wasn’t such a good idea?
Back to the Future
Portland Streetcar

• True Public/Private Partnership
• Portland Streetcar
  – Hit ridership record in March 2017, > 16,000 / day
  – 1990 – city initiated feasibility study
  – 1999 – ground breaking for construction start
  – 2001 – passenger service began
  – 7 miles in 2 loops
• Lessons
  – Create a non-profit structure
  – Have elected leadership buy-in
  – Engage/include the business community
Corridor Percentage of City RMV has increased by 6%

$11.63$ billion

- The corridor has increased in market value by $11.63$ billion since 1998.
- The corridor comprised 11% of citywide market value in 1998. Post-Streetcar, it increased to 17% of total market value in the city by 2015.

11% of PDX in 1998  17% of PDX in 2015

Source: Metro RLIS
Multifamily Units Developed Since 1998 in Corridor

- 25% of all apartments developed in the corridor from 1998 to 2015 were subsidized affordable housing units.

<table>
<thead>
<tr>
<th>Type</th>
<th>Buildings</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apartment</td>
<td>71</td>
<td>8,635</td>
</tr>
<tr>
<td>Affordable</td>
<td>26</td>
<td>2,911</td>
</tr>
<tr>
<td>Condominium</td>
<td>41</td>
<td>4,230</td>
</tr>
<tr>
<td>Hotel</td>
<td>6</td>
<td>1,315</td>
</tr>
<tr>
<td>Institutional</td>
<td>3</td>
<td>797</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>147</strong></td>
<td><strong>17,888</strong></td>
</tr>
</tbody>
</table>

Source: Metro RLIS, CoStar, City of Portland, REIS
Los Angeles Streetcar

- 1963 – 90 years of streetcar history ends, Largest system in the country
- 2008 – City begins investigation of adding route downtown
- 2010 – nonprofit LA Streetcar Inc. formed
- 2012 – assessment district formed
- 2016 – environmental study complete
- 2018? – begin construction
- 2020 - complete construction, begin system testing
- Lessons Learned
  - Use non-profit for flexibility
  - Don’t let infrastructure drag project
Why Do A Non-Profit PPP

• **Private Sector**
  - Necessary if want private dollars
  - Private Property Owner Buy-in and Credibility
  - Seat at the table for decisions and ideas
  - Creativity in structure and funding

• **Public Sector**
  - Removes burden / blame from any one entity
  - Single point of leadership and accountability with government
  - Not Just an Advisory or Steering Committee - but Real Power
# Promotes Equity & Sustainability

<table>
<thead>
<tr>
<th>Objective</th>
<th>Expand Roadways</th>
<th>Efficient / Alt Fuel Vehicles</th>
<th>Mode Shifts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Traffic Congestion</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Roadway cost savings</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Parking cost savings</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Consumer cost savings</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Improve mobility options</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Improve traffic safety</td>
<td>?</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Energy conservation</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Pollution reduction</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Land use objectives</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Public fitness &amp; health</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Victoria Transport Policy Institute