About the Urban Land Institute

ULI Mission: to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

- A multi-disciplinary membership organization with more than 45,000 members in private enterprise and public service
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits, and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
- Provided Advisory Service Panels since 1947
ULI Panelists and Staff
Selected for their subject matter expertise to provide objective, volunteer recommendations

Marilyn Jordan Taylor (Panel Chair)
University of Pennsylvania
Philadelphia, PA

Amitabh Barthakur
HR&A
Los Angeles, CA

Eliza Datta
E3 Development
Boston, MA

Connie Fan, ASLA LEED AP
LSG Landscape Architecture
Tysons, VA

Antonio Fiol-Silva, FAIA
SITIO
Philadelphia, PA

Kendra Freeman
Metropolitan Planning Council
Chicago, IL

Ilana Lipsett
Institute for the Future
Palo Alto, CA

Michael Rodriguez, AICP
Smart Growth America | CBRE
Washington, D.C.

David K. Scott
DaVinci Development Collaborative
Atlanta, GA

ULI Staff

Paul Angelone
Senior Director, Advisory Services

Georgia Gempler
Senior Associate, Advisory Services

Rose Kim
Logistics

Kelsey James-Kavanaugh
Panel Intern
MLA Candidate, UT-Austin
Panel Assignment

Scope

- Design strategies for the I-35 corridor
- An implementation and funding plan with a focus on equitable outcomes
- Public engagement process that results leading to a community-wide vision for development and mobility
Austin’s future is being set right now

• A completely different I-35 that is part of a network of mobility, not a congested corridor
• A regional transit system that links both North-South and East-West
• Development and investment opportunities for all communities
• Affordability, gentrification, and displacement
The next 6 months are critical

- Ongoing dialog and idea exchange with TxDOT
- Setting a vision through a shared process
- Defining and sharing a vision for an urban boulevard using “cap and stitch” to bridge the East-West divide long missing from the City
Growth & Consequences
Planning for I-35 and Additional Growth
Challenges of Housing Affordability, Gentrification and Displacement

<table>
<thead>
<tr>
<th>The Two Sides of Growth</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• 11\textsuperscript{th} largest city in U.S. and growing</td>
<td>• 60,000 affordable housing units needed in next 10 years</td>
</tr>
<tr>
<td>• Hottest U.S. job market (2nd year)</td>
<td>• 232,000 households at risk of displacement</td>
</tr>
<tr>
<td>• Fastest growing apartment rents in Texas</td>
<td>• Rapidly rising real estate taxes</td>
</tr>
<tr>
<td>• 75% increase in hotel rooms in past 10 years</td>
<td>• Rising homelessness</td>
</tr>
<tr>
<td>• Top 5 growth market for global capital</td>
<td>• Loss of child population, loss of schools</td>
</tr>
</tbody>
</table>
Accelerate Efforts to Address Homelessness

Increase Displacement Prevention Efforts

Who is most vulnerable to displacement?

- Communities of Color
- People 25 and older without a Bachelor’s Degree
- Renters
- People making at or below 80% Median Family Income
- Households with children in poverty

Image from *Uprooted* report
Expand Production of Affordable Housing

35%  
Total Increase in Multifamily Rents  
(2009-2018) in Downtown

$107,000  
Income Required to Afford  
Average Rent Downtown

City-owned land (DAA)
Preserve Historical and Cultural Landmarks

https://www.austinmonthly.com/a-tale-of-two-murals-at-12th-and-chicon/

Mobility & Design Strategies
Transportation
Development
Open Space
Overall
Existing I-35
245' ROW, 215' Center

Proposed I-35
Depressed and Surface
360' ROW, 210' Center

Proposed I-35
Depressed, with Surface Boulevard
245' ROW, 120' Center
Proposed Boulevard Section
Proposed Boulevard Section, with Cap

63'-0" 120'-0" 63'-0"

41'-0" 164'-0" 41'-0"

246'-0"
Cap
Program Examples for Caps

Utrecht – Bike Parking

Boston – Rose Kennedy Greenway

Barcelona – Rondas Neighborhood Recreation Park
6th, 7th, and 8th Street Connector
Urban Design

Placemaking

- A unique place for the local community bridging east and west Austin
- A beautiful, vibrant, urban environment that celebrates cultural diversity
- A mix of uses that activate the corridor
- Multi-modal movements, sustainable design and construction techniques
Urban Design

Circulation and Pedestrian Routes

- North-south, east-west connections
- On-street parking
- Pedestrian experience
- Accessibility
Urban Design
Cap at East Cesar Chavez looking north
Urban Design
Urban Design

- Boulevards –
  - An important component of the public realm, serving both a transportation function and contributing to the overall urban character.
Urban Design
Celebrate our heritage

- Frederick Douglass School
- Leesburg, Virginia
Urban Design
Programmed to serve all people
The Time is Now! NEPA
National Environmental Policy Act (NEPA)

NEPA Overview

- Federal law requires that projects receiving federal funding for projects to assess the environmental effects of their proposed actions

- The law mandates that the process provide opportunities for public review and comment for input and shaping of decisions
National Environmental Policy Act (NEPA)

Scope of Review

- Noise, air quality, traffic and natural resource impacts; social, cultural, economic and environmental justice impacts

- TxDOT focus – on the roadway improvements.

- Proposed caps and stitches – important to the scoping process, but not part of the TxDOT scope
National Environmental Policy Act (NEPA)
Sample Work Plan

**Next 6 Months**

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>Design Charette</td>
</tr>
<tr>
<td>2021</td>
<td>Scoping of the alternatives</td>
</tr>
<tr>
<td>2021</td>
<td>Development of Draft Environmental Impact Statement (DEIS)</td>
</tr>
<tr>
<td>2021</td>
<td>Traffic data collection, traffic modeling and alternatives analysis</td>
</tr>
<tr>
<td>2021</td>
<td>Community Engagement on Cap and Stitch Improvements</td>
</tr>
<tr>
<td>2022</td>
<td>Final Environmental Impact Statement (EIS)</td>
</tr>
<tr>
<td>2022</td>
<td>Other Studies: Existing condition, natural resources, environmental justice, air quality, noise, utilities</td>
</tr>
<tr>
<td>2023</td>
<td>Record of Decision (ROD)</td>
</tr>
<tr>
<td>2023</td>
<td>Funding strategies and advancement of Cap and Stitch elements</td>
</tr>
</tbody>
</table>

**PUBLIC INPUT**
Continuous thru process

**NEPA PROCESS**
Scoping, Environmental Review and Design
- Coordination with Cooperating and Participating agencies throughout

**TECHNICAL ANALYSIS**
Analysis of potential impacts

**CAP/STITCH IMPROVEMENTS**
Development of urban design elements throughout process
- Coordination with stakeholder groups and potential funders
National Environmental Policy Act (NEPA)

Online NEPA Support Tools

https://ceq.doe.gov/get-involved/citizens_guide_to_nepa.html
Community Engagement
Community Engagement: Timeline
Community Engagement to Heal

Photo by Adam Thomas on Unsplash
Principles for Effective Engagement

Acknowledge past trauma
Meet people where they are
Transparency and clarity
Trust people as the experts of their experience
Process is part of the outcome
Help people see the future
Community Engagement: Goals

Goals

Collective vision

Create Scoping Working Group

Build trust

Co-create design principles
Design Principles: Sample Framework

- Traditional Road Expansion: Design for Adaptability
- Short Term Fix: Long Term Plan
- Feasibility Under Current Funding Options: Additional Funds Needed
- East-West Connectivity: Preserving Cultural Heritage & Neighborhood Character
- Value Capture & Development Opportunities: Affordability & Gentrification
- Pedestrian & Bike Safety: Automotive Efficiency
- Improved Public Realm: Auto-Centric Design
Cost & Finance
## Cost and Benefits

### Estimated Costs of Project

<table>
<thead>
<tr>
<th>Item</th>
<th>Est. Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 acres of caps</td>
<td>$220 mil.</td>
</tr>
<tr>
<td>2 acres of stitches (14 stitches total)</td>
<td>$40 mil.</td>
</tr>
<tr>
<td>O&amp;M costs (30-years)</td>
<td>$53 mil.</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td><strong>$313 mil.</strong></td>
</tr>
</tbody>
</table>

Source: ULI  
Note: Figures presented in present-value 2020 dollars at 3% real discount rate

### Potential Benefits (U.S. DOT Strategic Priorities)

- Reduced surface road congestion
- Mode-shift from auto to bike, walk, transit
- Reduced bus congestion
- Safety: reductions in injuries and fatalities at crossings
- Environmental: stormwater, greenhouse gas, noise abatement
- Health: air quality
- Livability: open space
Tax Increment Financing

Sample Diagram of TIF Financing

Before

Base Taxable Value

After

Base Taxable Value

Tax Increment

Project financing

Community programs

General revenues

Source: ULI
Tax Increment Financing

Existing Inventory

<table>
<thead>
<tr>
<th>Inventory</th>
<th>Est. Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>1,021,985 sq. ft.</td>
</tr>
<tr>
<td>Retail</td>
<td>753,843 sq. ft.</td>
</tr>
<tr>
<td>Apartment</td>
<td>3,992 units</td>
</tr>
</tbody>
</table>

Estimated Revenues

<table>
<thead>
<tr>
<th></th>
<th>Baseline (No-Build)</th>
<th>Project Scenario</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Properties &amp; Growth</td>
<td>$449.3</td>
<td>$516.7</td>
<td>$67.4</td>
</tr>
<tr>
<td>New Properties</td>
<td>-</td>
<td>$103.3</td>
<td>$103.3</td>
</tr>
<tr>
<td>Total</td>
<td>$449.3</td>
<td>$620.0</td>
<td>$170.7</td>
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</table>

Source: CoStar; CBRE, Inc.; ULI

Note: Figures presented in present value 2020 dollars using a real 3% discount rate
## Funding the Gap

### Funding Gap

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Cost</td>
<td>$260 mil.</td>
</tr>
<tr>
<td>O&amp;M Costs</td>
<td>$23 mil.</td>
</tr>
<tr>
<td><strong>Total 30-Year Costs</strong></td>
<td><strong>$313 mil.</strong></td>
</tr>
<tr>
<td>TIF Finance</td>
<td>$171 mil.</td>
</tr>
<tr>
<td>Federal – BUILD Grant</td>
<td>$0 to $25 mil.</td>
</tr>
<tr>
<td>State / MPO</td>
<td>?</td>
</tr>
<tr>
<td>City / County</td>
<td>?</td>
</tr>
<tr>
<td>Capital Metro</td>
<td>?</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>?</td>
</tr>
<tr>
<td>Toll revenues</td>
<td>?</td>
</tr>
<tr>
<td><strong>Total Funding Sources</strong></td>
<td><strong>$171 mil. to $196 mil.</strong></td>
</tr>
<tr>
<td><strong>Funding Gap</strong></td>
<td><strong>$121 to $146 mil.</strong></td>
</tr>
</tbody>
</table>

### Sources to Fill the Gap

- Federal
  - BUILD Grants
  - FTA New Starts
- State
  - State Infrastructure Bank
  - Highway Bridge Program
  - Transportation Alternatives Set Aside / Safe Routes to Schools
  - Transportation Improvement Plan (TIP) / CAMPO
- Conventional transportation funding sources
- Toll revenues
- Philanthropy

Source: ULI

Note: Figures presented in present-value 2020 dollars at 3% real discount rate
Implementation
A Complex Project with Multi-Faceted Implementation Goals

Coordinate and Deliver ‘Capital’ Projects

Manage Amenities and Programs

Coordinate the Delivery of Community Development Goals
A Governance Structure Needs to Address this Complexity

Strategic Leadership

Enhanced Technical Capacity

Harness and Manage Funding and Financing

Conduct Policy Coordination and Advocacy

Create and Sustain Partnerships
The Key Governance Questions to Answer

Who Leads?

Who Implements?

Who Manages?
A Leadership Structure that Can Evolve

An Empowered Body to Represent Diverse Community Interests and Provide Strategic Direction

- **Immediate Term (0-6 Months)**
  - Form a **Scoping Working Group** with representation from the City, DAA and Community Leadership
    - Lead **Community Engagement and Design** Process

![Diagram showing intersections of DAA, City of Austin, and Community Leadership]
Guiding Questions for Equitable Governance

Ask questions like:

- What is the decision-making structure? Who holds decision-making authority?

- How will institutional power and privilege be balanced?

- How will you co-create goals, metrics and rules of engagement for the group?

- What is your eco-system of stakeholder and assets? Who/what is missing?

Photo Credit: Wally Gobetz
Sustainable Leadership Strategy

Develop independent entity who can engage the public sector, private sector and community stakeholders in proactive planning for equitable growth.

Mid-Term (6-12 Months)
- Evolve Scoping Working Group into a Project Steering Committee
- Strategic visioning and policy direction on project implementation representing the City and its community members
- Direct coordination of policy and programs among various project participants/stakeholders
- Long range planning to form independent...
Guiding Questions for Equitable Implementation

- How can you incorporate placemaking and temporary activations in existing physical assets?
- Can you prototype ideas to visualize concepts and deliver small wins?
- How will you communicate progress to publicly and create feedback loops?
- How will you measure outcomes against community vision and equity concerns?
Long term Support for Collaborative Planning
Case Study:

MPC is an independent, nonpartisan, nonprofit organization

- Proactive Planning and Policy Development
- Connects private, public and community stakeholders
- Intersectionality of big regional issues
- Housing, Transportation, Effective Government, Natural Resources
Build Capacity to Implement ‘Brick and Mortar’ Elements

A Purpose Driven Non-Profit Development Corporation

An entity with technical and transactional capacity to implement the vision set by the steering committee

Mission focused and can be dissolved once mission is achieved

Roles and Responsibilities Include

- Technical aspects of pre-development and planning
- Oversee Infrastructure delivery
- Manage funding
- Real estate and vertical development coordination
- Multi-Agency coordination
- Establish partnerships
Create Capacity Long Term Management of Amenities

A New Dedicated I-35 Parks Conservancy

Building on the success and institutional knowledge of the Parks Ecosystem in Austin

Work in partnership with the City and the Steering Community to forward defined project goals

Mission focused with an independent board and delegation of authority from the City

Roles and Responsibilities Include

- Participate in the pre-development and planning stages
- Manage and program all public open space and related facilities (including retail)
- Fundraise through philanthropy, earned revenues and City resources for long term O&M
Advisory Services Program

City of Austin

Scoping Working Group evolving to a Project Steering Committee

New Purpose Driven Non-Profit Development Corp.

I-35 Parks Conservancy

TxDOT (I-35 Project)
CAP Metro (Project Connect)
CAMPO (Regional Transp.)
Huston-Tillotson / UT Austin (Edu.)
Other Stakeholders

Operations & Maintenance
Retail curation and tenanting
Programming and activation
Sustained community engagement

Cap Infrastructure
Real Estate (coordination)
Capital Funding
Agency Coordination
Key Takeaways
Key Takeaways

- The time to get started is now
- This is a project of state and national significance
- The realization of the potential of I-35 corridor and its design will depend upon an integrated approach that prepares Austin for growth that is equitable, sustainable, and affordable
- A shared vision must be created in a way that includes and prioritizes marginalized communities
- Successful implementation will require new forms of governance
- Longer-term, a new nonpartisan entity should be formed to realize a vision for the Austin region

And now, let’s go to Q&A
Vision

An integrated future
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