

TRANSIT-ORIENTED DEVELOPMENT GUIDEBOOK

A comprehensive guide
for Transit-Oriented
Development (TOD) across
the Central Texas Region

May 2026

CapMetro





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The TOD Guidebook is representative of a real estate development approach that is appropriate for the Central Texas real estate market at the time of publication. The TOD Guidebook may be updated periodically, to reflect current state of practice. Strategies involving real-estate approaches are subject to the evolution of market forces and best practices.

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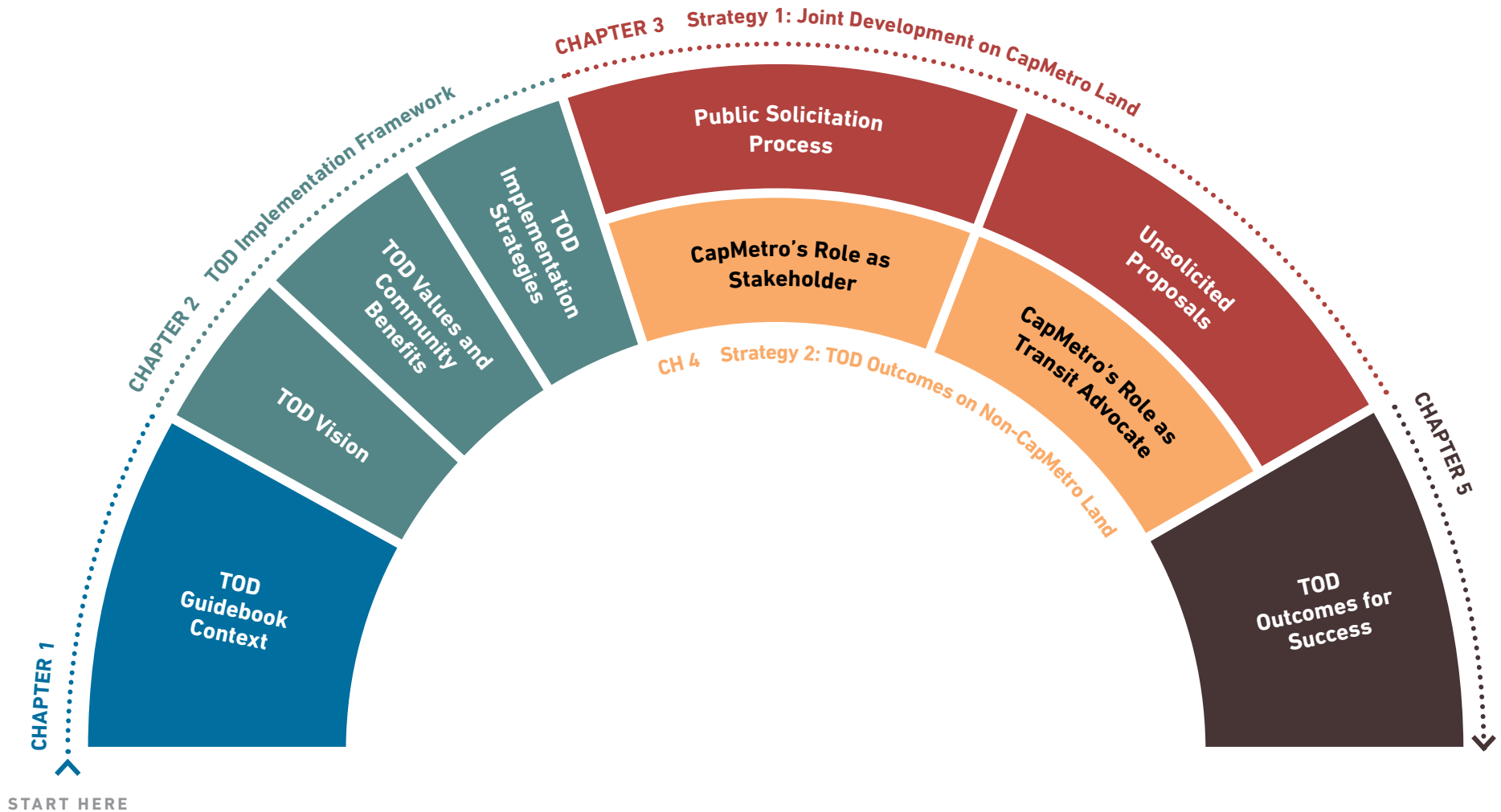
Appendices: Public Frameworks

This section provides additional details on various topics, processes, and concepts covered in this guidebook

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Figure 1 CapMetro TOD Guidebook Roadmap

The diagram below illustrates the structure of this Guidebook as well as CapMetro's approach to implementing TOD. It appears throughout the document as a recurring graphic, showing how each section is interconnected and creates a process of continuous improvement for CapMetro to achieve its goals.





EXECUTIVE SUMMARY

The CapMetro TOD Guidebook establishes a vision for transit-oriented development at CapMetro and defines a process for implementation across Central Texas. The Guidebook provides transparency on CapMetro TOD priorities and values, and it informs the development community, Member City and agency staff, contractors, and the general public about our development process.

This document intends to:

- Advance CapMetro’s core mission, values, and goals through TOD delivery and long-range planning;
- Define a path to transform underutilized or underperforming agency-owned land into income-generating assets that optimize long-term value and support CapMetro’s financial sustainability;
- Use TOD as a strategic tool to promote and grow transit ridership through increased access, density, connectivity, and placemaking;
- Ensure that CapMetro-led TOD projects are guided by and responsive to the unique context and priorities of the surrounding neighborhoods;
- Pursue and encourage development projects that incorporate context-appropriate Community Benefits; and
- Streamline organizational efficiency, communication protocol, and procedures regarding TOD implementation.

TOD Vision

The systemwide TOD vision supports TOD program goals identified through previous efforts, including the [2023 ETOD Study](#). The systemwide vision states:

CapMetro, through largescale public transit investment, is a catalyst for high-quality TOD investment that enhances mobility options and connectivity, supports local and regional economic development goals, and builds complete communities. Through TOD projects, CapMetro partners with the Member Cities it serves, the development community, and the public to further its mission to empower, enhance, and serve the region and its communities through the responsible delivery of high-quality public transportation.

TOD Values

To advance the stated vision, this Guidebook outlines TOD Values that will underly each project, as described below.



What’s Best for Transit Access and Placemaking

CapMetro supports safe, multimodal connectivity, reduced car dependency, and vibrant, pedestrian-friendly environments using effective placemaking strategies.



What’s Best for Communities Development Program and Affordability

CapMetro promotes financially sustainable TOD projects with mixed-income housing and active commercial spaces, improving quality of life for communities and transit riders.



What’s Best for Long-Term Partnership Transaction and Governance

CapMetro pursues public-private partnerships that generate financial returns, reinvest in transit systems, create jobs, and ensure long-term Community Benefits.



Community Benefits

Community Benefits are amenities, physical design features, and programmatic elements that help build strong communities through TOD projects. The Guidebook outlines base recommendations for Community Benefits flowing from CapMetro TOD projects. It also accounts for context, holding space for opportunities by project where minimum and aspirational benefits are not listed in this document.

TOD Implementation Strategies

The TOD Guidebook outlines two strategies for TOD Implementation. These strategies ensure that CapMetro-led and-supported developments maximize benefits to transit and communities, while also prioritizing strong long-term partnerships to cultivate and sustain those transit and community benefits.

Strategy 1:

Joint Development on CapMetro Land

CapMetro-owned land gives the agency greater control over TOD outcomes by allowing it to shape disposition processes, establish contracting terms, and align developments with its transit-supportive goals and values.

- 1 **Public Solicitation Process**
- 2 **Unsolicited Proposals**

Strategy 2:

TOD Outcomes on Non-CapMetro Land

Through partnerships, planning, and collaboration, CapMetro can guide TOD initiatives on land it doesn't own, ensuring alignment with TOD values and regional goals.

- 1 **CapMetro's role as Stakeholder**
- 2 **CapMetro's role as Transit Advocate**

TOD Outcomes

Metrics for TOD program success are organized across five categories:



Key Development Terms

Community Benefits	Adjustments or benefits offered by developers, such as affordable housing or public amenities, to meet community or transit agency goals
Complete Communities	A concept of community building focused on multimodal access, high-quality transit service, mixed housing types and affordability, and economic growth through TOD
Deal Structures	Financial and contractual frameworks used to establish and execute development agreements

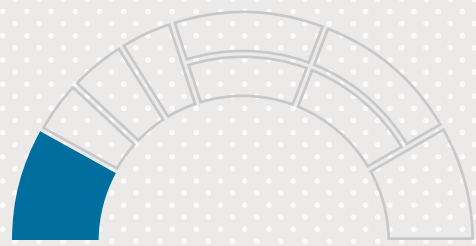
Disposition	Generally refers to the sale, lease, or transfer of ownership of a property
Joint Development	Collaborative projects between CapMetro and private/public developers to build TOD
EOI Expression of Interest	A document submitted to express interest in pursuing a specific project or partnership opportunity
RFP Request for Proposal	A document issued to invite developers to submit financial and programmatic proposals for a specific project or partnership opportunity
SOQ Statement of Qualifications	A document submitted to demonstrate a team or firm's experience, expertise, and qualifications for a specific project opportunity
Development Solicitation	A formal document issued to invite proposals on a property, which may be an EOI, SOQ, or RFP
Solicited Proposal	A proposal submitted in response to a formal request by CapMetro or a related entity to be selected to perform the work for a specific development project
Unsolicited Proposal	A development proposal initiated by a third party without a formal request from CapMetro



1



TOD GUIDEBOOK CONTEXT



CAPMETRO OVERVIEW

CapMetro, or the Capital Metropolitan Transportation Authority, is Central Texas' public transportation provider connecting people, jobs, and communities across the region through reliable transportation options. Established through a voter referendum on January 19, 1985, CapMetro was created under Chapter 451 of the Texas Transportation Code, including but not limited to Subchapter D, Station or Terminal Complex Systems, establishes broad authority for CapMetro to engage in transit-oriented development (TOD) projects.

The agency is guided by an eight-member Board of Directors appointed by various governing bodies in its service area. The daily operations of CapMetro are overseen by President & CEO Dottie Watkins, who reports directly to the Board.

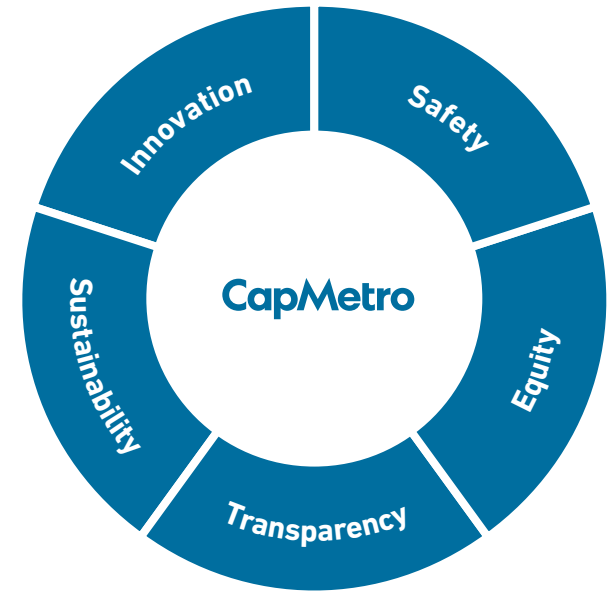
Vision

CapMetro is integral to the region and its communities, providing connectivity, fostering economic activity, and ensuring safe, environmentally sustainable, and equitable access to opportunity.

Mission

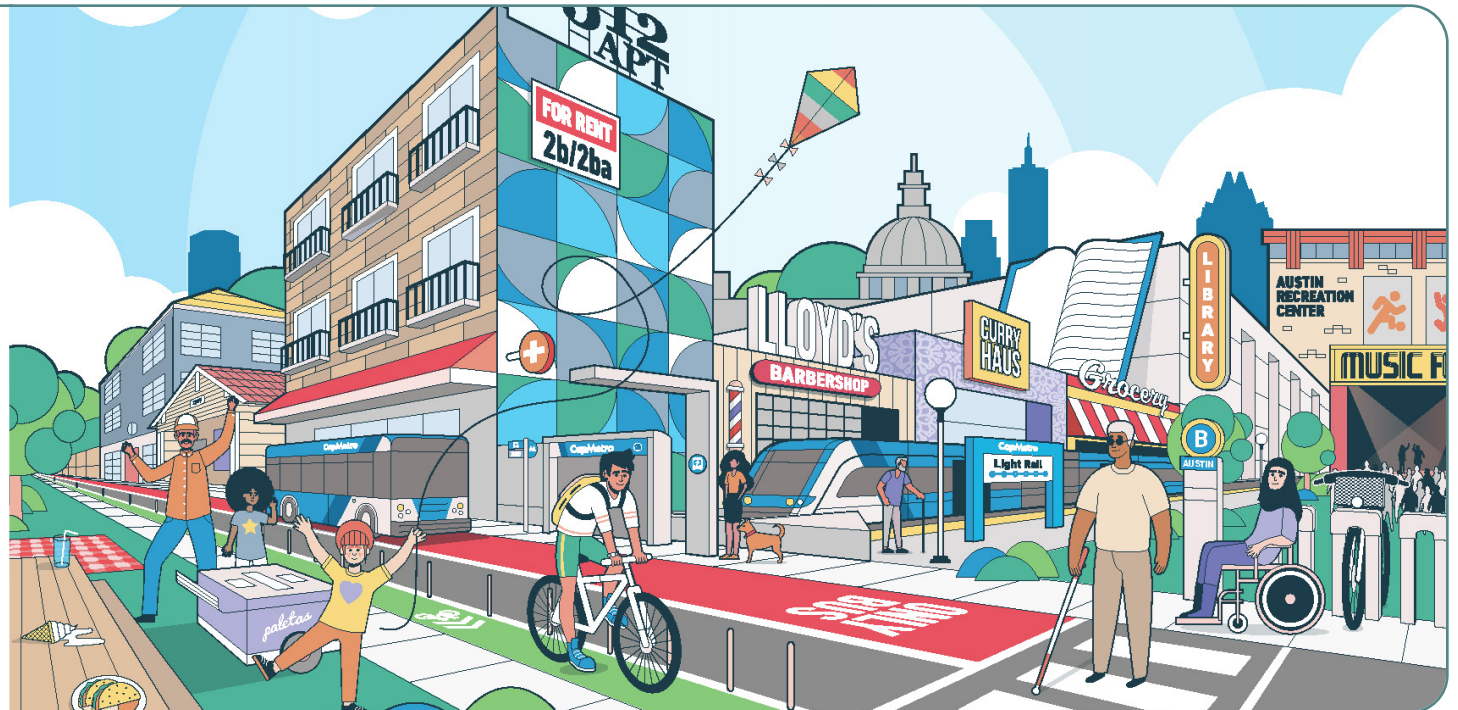
To empower, enhance, and serve the region and its communities through the responsible delivery of high-quality public transportation.

Core Values



The image captures the heart and soul of what CapMetro and the City of Austin have committed in the intersection of housing and transit. It embodies many of the goals for transit-oriented development that have been identified by City Council, CapMetro and Community. This ONE image encapsulates the TOD vision of encouraging thriving neighborhoods with safe transit, housing for all income levels, with a strong public realm and a complete community that meets everyday needs.

A detailed description of this image can be found on page 3 of the [2023 ETOD Study](#).





Key CapMetro Services and Facts

Find out more about each item by selecting below.



Bus

Frequent stop-service with routes all over town, plus flyer routes with fewer stops and faster service



Rail

Operates along 32-miles of track, connecting 10 stations between Leander, North Austin, East Austin, & Downtown Austin



UT Shuttle

Service designed to connect the University of Texas (UT) campus and residential areas



Rapid

Fast service with limited stops and quicker travel times on the busiest corridors



Bikeshare

Offers electric bike rental service available across 82 stations, primarily focused on campus and the core



Night Owls

Operates from midnight until 3 a.m. between popular destinations and local neighborhoods



Express

Commuter bus to and from downtown, including service from park & rides into the city



Pickup

Provides on-demand transit service within 12 neighborhood service zones



Rail Connectors

Takes customers to and from select rail stations to nearby major destinations



Park & Rides and Transit Centers

Provides opportunities to connect from various points, currently with 26 across the region

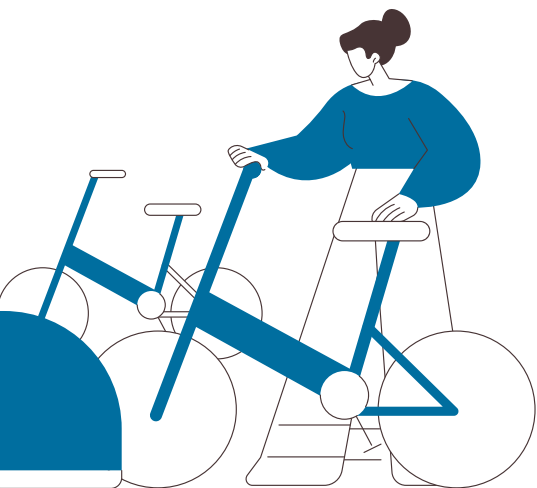


Table 1 CapMetro by the Numbers

Service Area	549 square miles
Population Served	1,359,992
Annual Boardings (July 2025)	26,968,142
Bus Routes	71 (as of Jan 26' service change)
Buses	416
Bus Stops	2,500
High-Frequency Routes	13 (2 Rapid & 11 Local)
Rapid	103 stations along 4 corridors
Rapid Vehicles	55
Trains	10 Diesel Electric
Commuter Rail	10 stations along 32 miles of track between Leander and Downtown Austin
Freight Rail	162 miles between Giddings and Llano
Bikeshare Stations	82
Pickup Vehicles	77
Paratransit Vehicles	181
Vanpools	94
Park & Rides/ Transit Centers	26

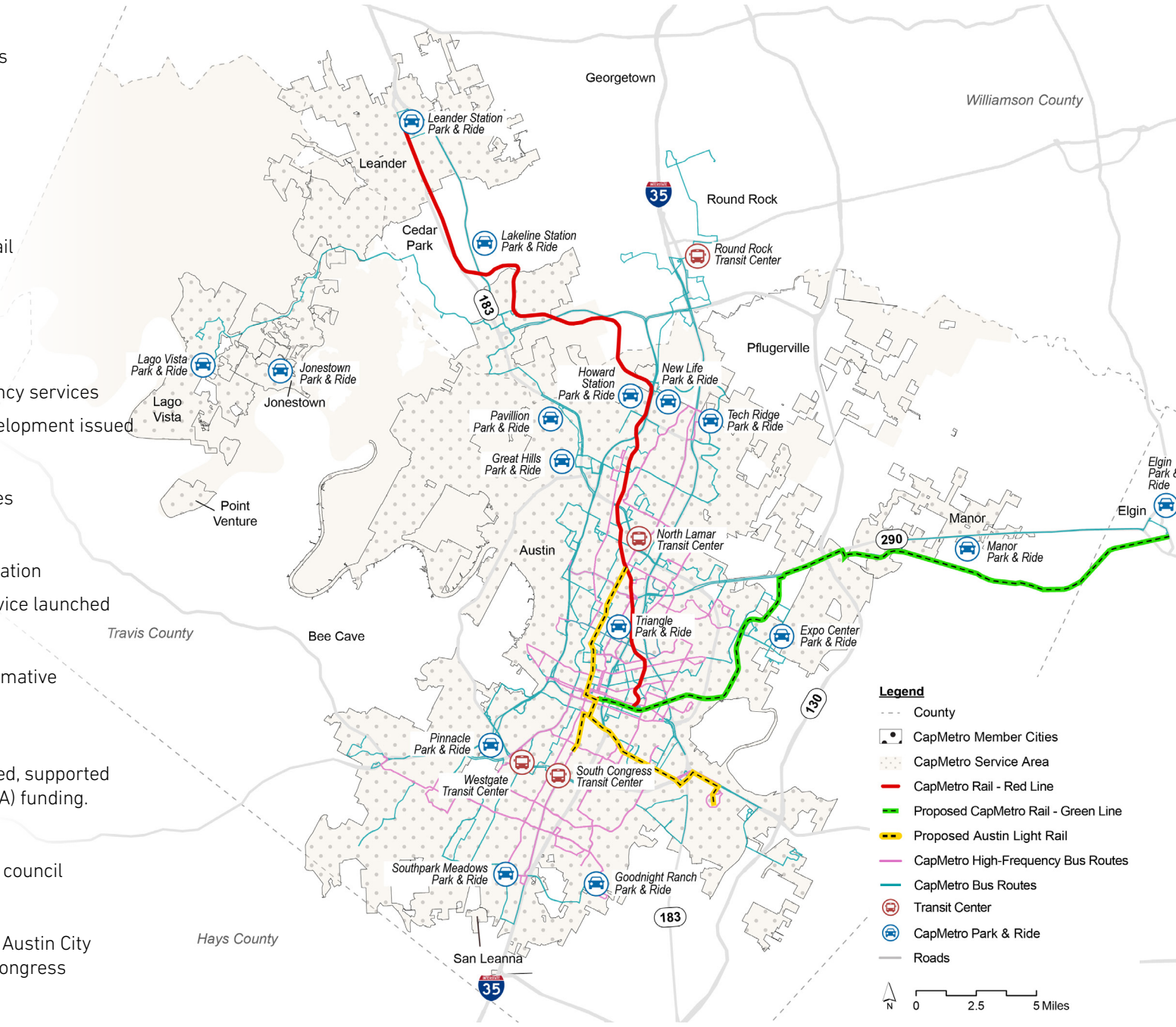
CapMetro serves City of Austin and six other areas - Leander, Jonestown, Lago Vista, Manor, Point Venture, San Leanna, as well as parts of Travis and Williamson counties - providing transit benefits across Central Texas. [Figure 2](#) on the next page shows the service area and CapMetro system spread across the region.



Agency Milestones

Figure 2 CapMetro Services Across Central Texas

- 1985**
Established as a state-sanctioned bus operator through a voter referendum
- 1990**
CapMetro initiates efforts towards ADA compliance
- 2010**
Opening of the Red Line commuter rail
- 2013**
Construction of Plaza Saltillo begins
- 2014**
 - Launch of MetroRapid high-frequency services
 - Solicitation for Plaza Saltillo redevelopment issued
- 2018**
Introduction of High-Frequency Routes
- 2019**
 - Plaza Saltillo development inauguration
 - CapMetro's on-demand pickup service launched
- 2020**
Launch of Project Connect, a transformative regional transit initiative
- 2021**
Joint ETOD Study with the CoA initiated, supported by Federal Transit Administration (FTA) funding.
- 2023**
ETOD Policy Plan adopted by the CoA council
- 2025**
Station Area Vision Plans adopted by Austin City Council for North Lamar and South Congress Transit Centers



Legend

- County
- CapMetro Member Cities
- CapMetro Service Area
- CapMetro Rail - Red Line
- Proposed CapMetro Rail - Green Line
- Proposed Austin Light Rail
- CapMetro High-Frequency Bus Routes
- CapMetro Bus Routes
- Transit Center
- CapMetro Park & Ride
- Roads

Scale: 0 2.5 5 Miles



DOCUMENT PURPOSE

The CapMetro TOD Guidebook establishes a vision for transit-oriented development at CapMetro and defines a process for implementation across Central Texas. The Guidebook provides transparency on CapMetro TOD priorities and values, and it informs the development community, Member Cities and agency staff, contractors, and the general public about our development process.

This document intends to:

Advance CapMetro's core mission, values, and goals through TOD delivery and long-range planning	Transform underutilized or underperforming agency-owned land into income-generating assets that optimize long-term value and support CapMetro's financial sustainability
Ensure that CapMetro-led TOD projects are guided by and responsive to the unique context and priorities of the surrounding neighborhoods	Use TOD as a strategic tool to promote and grow transit ridership through increased access, density, and connectivity
Pursue and encourage development projects that incorporate context-appropriate Community Benefits	Streamline organizational efficiency, communication protocol, and procedures regarding TOD implementation

This TOD Guidebook is a resource outlining the agency's vision for advancing TOD Implementation across Central Texas. It builds upon the [2023 Equitable Transit-Oriented Development \(ETOD\) Study](#), [ETOD Priority Tool](#), and the City of Austin (CoA) City Council accepted [ETOD Policy Plan](#), which includes the [ETOD Policy Toolkit](#), and other efforts led by CapMetro, the City of Austin, and other regional partners.

Reader Outcomes



COMMUNITY MEMBERS

Advocacy

Use the plan's value and sustainability goals to advocate for developments that reflect community values.

Collaboration Opportunities

Engage with CapMetro, local officials, and developers to contribute ideas and feedback.

Monitoring Progress

Track the implementation of TOD initiatives and ensure accountability to community priorities.



MEMBER CITY & CAPMETRO STAFF

Alignment with TOD Values

Reference this Guidebook's goals and strategies to ensure that all TOD projects and programs adhere to overall TOD values.

Collaboration Tools

Leverage recommendations to facilitate partnerships with the development community, local governments, and other stakeholders.

Accountability

Use metrics outlined in the document to track progress and Community Benefits over time.



ELECTED OFFICIALS

Policy Development

Use the Guidebook in policymaking that supports TOD initiatives and positive community outcomes.

Investment Prioritization

Leverage the Guidebook to strategically allocate funding and resources along transit corridors.

Alignment with Member City Processes

Ensure Member City decisions on housing and transit match CapMetro's TOD values to maximize collective impact.

Leadership and Accountability

Identify roles and responsibilities at different levels of TOD implementation in diverse contexts.



DEVELOPMENT COMMUNITY

Partnership Framework

Reference this Guidebook to understand CapMetro's values for development.

Regulatory Insight

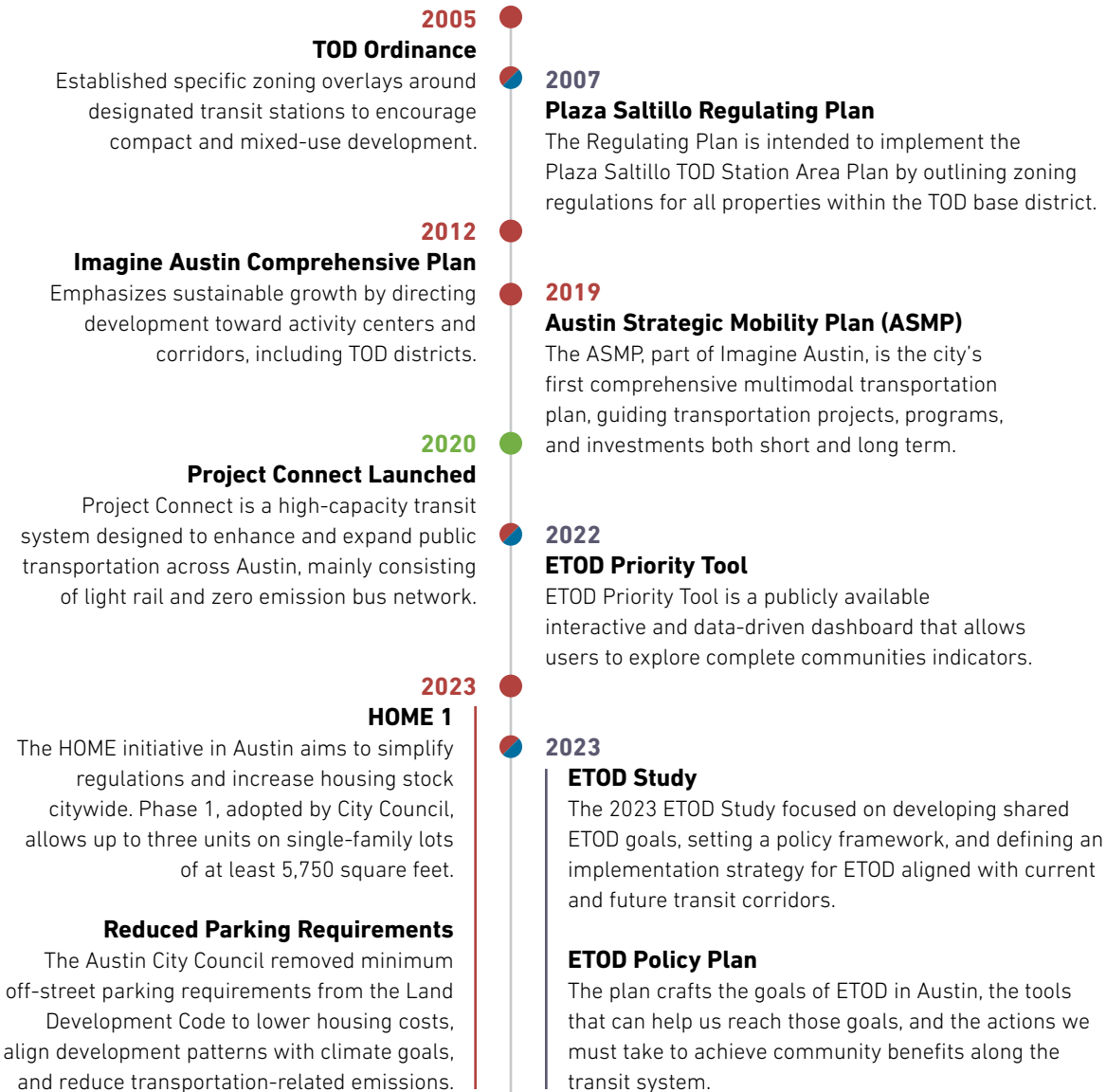
Gain familiarity with CapMetro's policies and procedures that support TOD and community outcomes.

Funding Opportunities

Explore federal funding options to reduce costs when partnering with CapMetro.

PLAN CONTEXT

Figure 3 Timeline of Key TOD Initiatives



Continues on the next page



CapMetro led the City Council-adopted [2023 ETOD Study](#), in partnership with the CoA and Austin Transit Partnership (ATP), funded by a \$3.15 million TOD Pilot Grant from the FTA. This study focused on developing shared goals, setting a policy framework, and defining an implementation strategy for TOD aligned with current and future transit corridors.

This Guidebook is part of the next phase of the [2023 ETOD Study](#) focusing on delivering TOD through site-specific implementation strategies. It builds upon the six ETOD goals, priority frameworks, and the [ETOD Policy Toolkit](#) identified in the study.

[CapMetro's Strategic Plan 2030](#) calls on us to demonstrate our value to our growing region by collaborating with partners and communities. This TOD Guidebook is an essential step for Action 2.5 to support transit-oriented development in the region, as well as Action 1.6 to implement placemaking principles, and 4.5 to pursue additional revenue sources for increased transit services including through partnerships. It also furthers the role of TOD across all four Critical Results: reliable and secure service, fiscal responsibility, increased ridership, and regional significance. In August of 2025, the CapMetro Board of Directors adopted the [TOD Implementation Policy](#), which outlines the guiding principles and expectations the Board of Directors sets for TOD projects undertaken on CapMetro-owned or third-party-owned land, or for partnerships that advance TOD across the service area.

[Figure 3](#) provides a historical timeline of TOD milestone policies and collaborations between CapMetro and its partners to date that inform and predate this Guidebook.

If viewing digitally, explore additional details in the timeline by selecting the milestone headers.

- City of Austin
- CapMetro
- ATP
- CAMPO



Continued from previous page

2025

South Congress Transit Center Station Area Vision Plan

The South Congress Transit Center Station Area Vision Plan, adopted by Austin City Council, envisions revitalizing the 1/2-mile boundary around the South Congress Transit Center into a high-density, mixed-use neighborhood by leveraging the proximity to transit and the planned Bergstrom Spur bike and pedestrian trail.

North Lamar Transit Center Station Area Vision Plan

The North Lamar Transit Center Station Area Vision Plan, adopted by Austin City Council, aims to transform the 1/2-mile boundary around the North Lamar Transit Center into a vibrant, mixed-use community.

2025

TOD Implementation Policy

The purpose of this policy is to establish the framework for CapMetro's implementation of TOD.

2026 and beyond

CapMetro TOD Guidebook

The CapMetro TOD Guidebook outlines a vision and process for implementing TOD across Central Texas, providing clarity on CapMetro's priorities to guide developers, agencies, and the public in navigating TOD development.

2024

HOME 2

Home Phase 2, adopted by City Council, reduced the minimum lot size for single-family homes to 1,800 square feet, to diversify housing options and increase supply in single-family-zoned areas.

ETOD Zoning Overlay

Updates to the Land Development Code introduced the ETOD Zoning Overlay, adding specific zoning and development standards for properties within 1/2 mile of the Project Connect Austin Light Rail Phase 1 alignment and Priority Extensions.

2025

Regional Transportation Plan 2050

The RTP is a collaborative, multimodal transportation plan addressing congestion and mobility needs over the next 25 years. It combines local, regional, and subregional input to prioritize projects involving transit, roads, walking, biking, and emerging technologies while maximizing existing infrastructure.

Site Selection and Partnering with Developers

CapMetro is currently working on identifying partners and testing joint development implementation on pilot sites.

Transit Development Guidelines

The Transit Development Guidelines (TDG) help integrate transit infrastructure into private developments, promoting transit-oriented outcomes and defining the scope of transit integration near CapMetro facilities.

Regional Challenges to TOD

While there has been some progress in achieving TOD goals, there are lingering challenges to address through policy and project implementation. This Guidebook addresses critical gaps, including:

Mixed-Income Housing and Rising Land Costs

The high cost of living in Austin makes it harder for many to live near transit. TODs are meant to support mixed-income, higher-density development near transit hubs, but affordability remains a challenge. Joint development around transit stops can help prioritize workforce and mixed-income housing.

Need for TOD Implementation Framework

The [2023 ETOD Policy Plan](#) outlines goals and tools but as a long-term high-level policy document does not specify particular types of development processes, solicitations, or financial considerations. This Guidebook provides strategies for advancing TOD Implementation and leveraging private partnerships to address financial constraints.

Monitoring and Accountability Mechanisms

There is no established system to track the Community Benefits of implemented TODs (such as Plaza Saltillo) and evaluate their success against broader objectives. Evaluation metrics identified in [Chapter 5](#) could help measure TOD impacts and ensure alignment with community goals.

Challenges of Regional Coordination

Multiple jurisdictions with varying priorities and timelines make TOD implementation a challenge.

Zoning and Land Use Barriers

Implementing TOD faces challenges due to complex, layered zoning regulations; lengthy approval processes and associated costs.

- City of Austin
- CapMetro
- ATP
- CAMPO



CASE STUDY

Plaza Saltillo

Austin's First Transit-Oriented Development

Plaza Saltillo opened in 2019 as CapMetro's first TOD along the CapMetro Rail - Red Line, which began operation in 2010. The 11-acre East Austin site is a former Union Pacific rail yard redeveloped into a dense, mixed-use community centered around public transit. The site is ground leased to the Endeavor Real Estate Group to develop into a mixed-use community called Saltillo Development. It is a pedestrian-friendly, mixed-density neighborhood that integrates housing, commercial spaces, and improved connectivity around Plaza Saltillo Station. CapMetro and the CoA collaborated to shape the vision for this development, resulting in a regulating plan that guided the district's design and growth.

More details on development process and lessons learned can be found in [B. Case Study: Plaza Saltillo](#) in Public Frameworks.



Plaza Saltillo by the Numbers

800
Total Number of Residential Units

134
Number of Affordable Residential Units

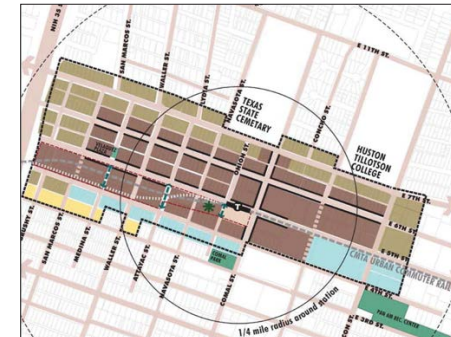
110,000 sq ft
Total Area of Retail Space

140,000 sq ft
Total Area of Office Space

1.4 acres
Total Area of Open Space & Public Art



REGULATING PLAN for the Plaza Saltillo TOD Station Area Plan (SAP)



Adopted: December 11, 2008

Effective: March 01, 2009

Revisions include:

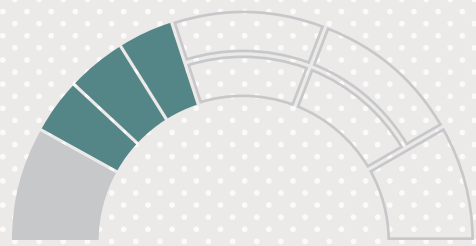
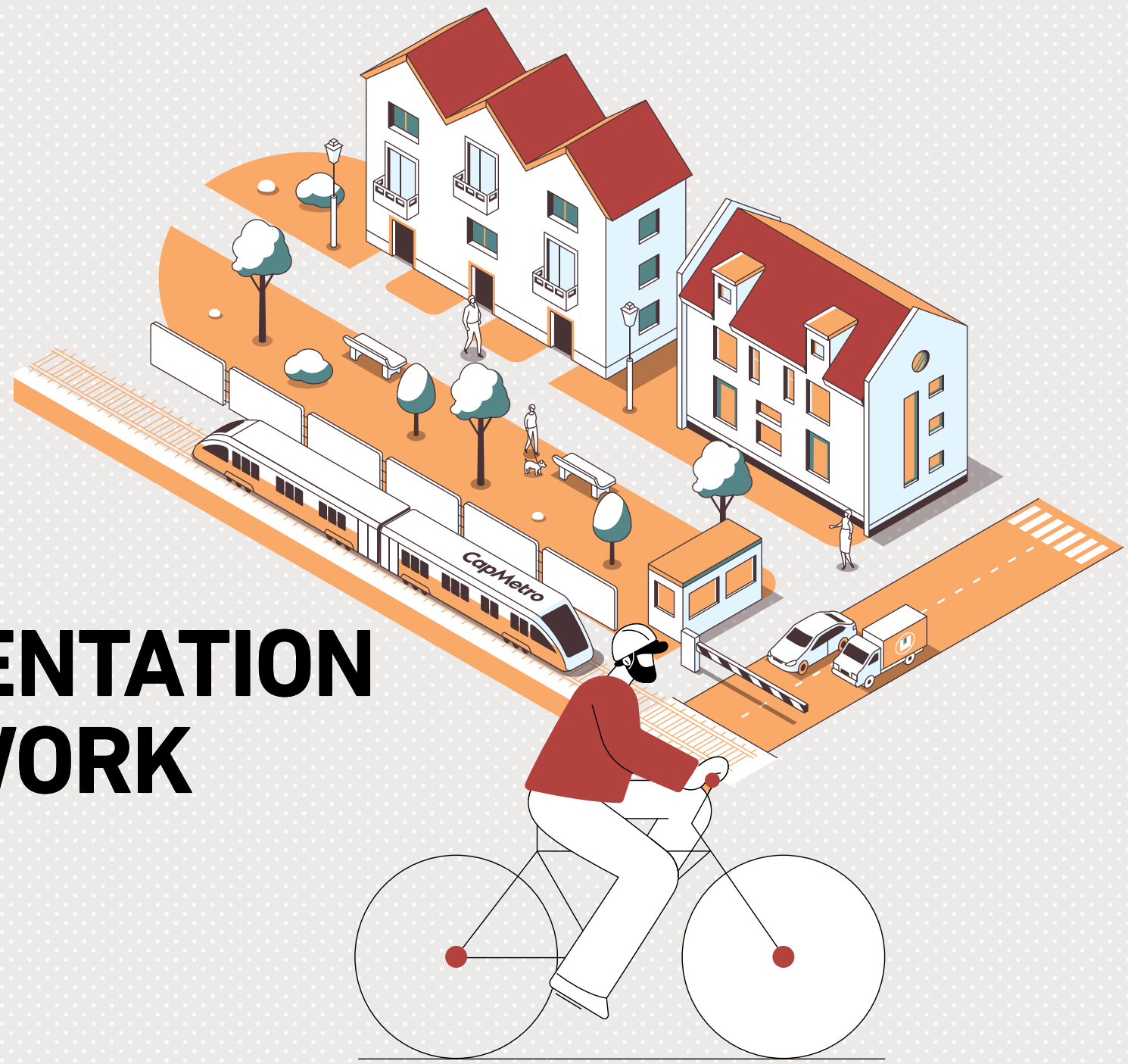
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Ordinance NO 20180628-115
Ordinance NO 20210826-076
Ordinance NO 20211104-047

Ordinance NO 20220324-056
Ordinance NO 20220407-066
Ordinance NO 20230608-049
Ordinance NO 20231019-032
Ordinance NO 20241121-098



2

TOD IMPLEMENTATION FRAMEWORK



IMPLEMENTATION FRAMEWORK

CapMetro's TOD Implementation Framework lays the foundation for planning and delivering TOD projects in Central Texas. The framework consists of the following elements explained in detail in the following sections of the document:

CapMetro's TOD Vision

for the Central Texas Region.

CapMetro's TOD Values

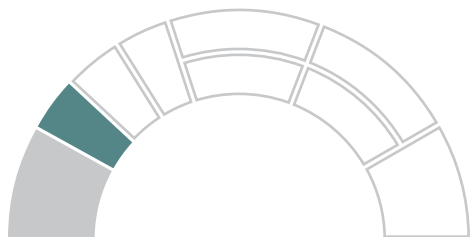
for high-quality, community building development.

Community Benefits

elements CapMetro prioritizes to be incorporated into design.

TOD Strategies

to provide a guidance for development partners.



CAPMETRO TOD VISION

The systemwide TOD vision supports TOD program goals identified through previous efforts, including the [2023 ETOD Study](#).

Each TOD project is an opportunity to enhance communities, connectivity, and the cities CapMetro serves by advancing core values identified through previous TOD efforts and further defined in this chapter.

The systemwide vision states:

CapMetro, through largescale public transit investment, is a catalyst for high-quality TOD investment that enhances mobility options and connectivity, supports local and regional economic development goals, and builds complete communities. Through TOD projects, CapMetro partners with the Member Cities it serves, the development community, and the public to further its mission to empower, enhance, and serve the region and its communities through the responsible delivery of high-quality public transportation.



TOD VALUES

What Makes a Good TOD in Central Texas?

CapMetro's TOD values reflect a blend of practical insights and aspirational goals, shaped by lessons from past experiences, industry best practices, the local Austin context, and four years of collaborative work with the Austin community and City staff members on the TOD framework.

At CapMetro, We Value:



1 What's Best for Transit Transit Access and Placemaking

CapMetro believes in safe and efficient multimodal and pedestrian connectivity, reduced car dependency, and the creation of vibrant and pedestrian-friendly environments. Placemaking strategies should focus on enhancing user experience and increased transit ridership.



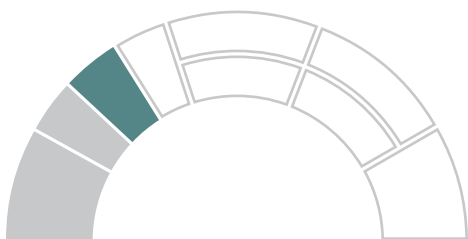
2 What's Best for Communities Development Program and Affordability

CapMetro encourages the development of TOD projects that prioritize financial sustainability and include community-supportive programming such as mixed-income housing, active commercial spaces and increased density and more housing options for everyone, enhancing the quality of life for both local communities and CapMetro riders.



3 What's Best for Long-Term Partnership Transaction and Governance

TOD projects should implement public-private partnership models that generate financial returns for CapMetro, enabling reinvestment in transit systems and infrastructure and ensuring long-term Community Benefits. CapMetro will streamline regulatory coordination, offer technical assistance to local governments, and leverage joint development models to facilitate effective TOD partnerships.





COMMUNITY BENEFITS

For this guidance document, Community Benefits are defined as physical design elements, amenities, and programmatic priorities (like affordable housing agreements) that help build communities through TOD projects. Each project must balance the level of private investment, potential economic return, physical constraint mitigation, and benefit to transit services and adjacent communities. CapMetro seeks to encourage the development community to incorporate elements of “high quality” TOD from the list in [Table 2](#) that push the Central Texas region in the direction of safe and secure, lasting, and vibrant development and accessible transit service.

CapMetro station areas and transit stops differ in their neighborhood context, access, and amenities across the region; therefore, Community Benefits and their implementation may require careful consideration of urban form and land value, community needs, safety and security, and more.

NOTES

For detailed definitions of these benefits, refer to [A. Community Benefits Expectations in Public Frameworks](#).

Table 2 is a suggested list, not exhaustive.

CapMetro uses Crime Prevention Through Environmental Design (CPTED) principles when adding amenities in areas where safety concerns exist, for example, by installing lighting and security cameras to reduce risk.

Table 2 Base Recommendations for Community Benefits

1. What’s Best for Transit Transit Access and Placemaking	2. What’s Best for Communities Development Program and Affordability	3. What’s Best for Long-Term Partnership Transaction and Governance
<ul style="list-style-type: none"> Direct paths to station Sidewalks Bicycle racks Transit wayfinding Reduced parking ratio Unbundled parking Active ground floor use Bicycle and Shared Use Paths CapMetro Bikeshare station Long-term bicycle storage Public space enhancements Transit passes CapMetro Bikeshare passes Shared parking arrangement Transit shelters Transit Right of Way Improvements Shared Parking Garage Bus bays Station Infrastructure Improvements 	<ul style="list-style-type: none"> High site utilization Green infrastructure Shade and other cooling measures Affordability covenants Mix of housing types Affordable housing set aside Community Benefits agreement Mix of uses Mix of ownership types Essential worker preferences New play area Outdoor seating areas Public art Renewable energy generation Public plaza Daycare Affordable commercial space Grocery store Health clinic Affordable housing preservation 100% workforce housing 100% affordable housing Deeply affordable housing units Permanent supportive housing 	<ul style="list-style-type: none"> Community engagement Leverage Available Funding Sources Performance requirements and deposits Schedule commitments Assignment and redevelopment clauses Ground rent escalation Market value ground rent Project labor agreement Local hiring Sustainable design certification Site programing Shared governance structures Pre-development studies Impact fees Wraparound services Workforce development programs Appraisal at parcel takedown Revenue participation Base rent resets Capital event participation Share of public infrastructure Housing Accelerator Loan Fund



TOD IMPLEMENTATION STRATEGIES

CapMetro's approach for TOD implementation is formed by two strategies reflecting CapMetro-owned or third-party-owned land. Specific criteria, processes, and recommended measures are described in [Chapter 3](#) and [Chapter 4](#) of this document.



STRATEGY 1

Joint Development on CapMetro Land

CapMetro has the greatest influence over TOD outcomes on the property it owns. These are essential opportunities to incorporate CapMetro's TOD values through joint development projects. For Strategy 1, CapMetro-owned land gives the agency greater control over TOD outcomes by allowing it to shape disposition processes, establish contracting terms, and align developments with its transit-supportive goals and values. Further details can be found in [Chapter 3](#).

Public Solicitation Process

Unsolicited Proposals

STRATEGY 2

TOD Outcomes on Non-CapMetro Land

When CapMetro does not own the land near its stations or services, it can still influence policies and improve transit functions through collaborations. By cultivating interagency partnerships, participating in coordinated planning processes, and engaging in collaborative development efforts, CapMetro guides TOD initiatives across the region. Further details can be found in [Chapter 4](#).

CapMetro's role as Stakeholder

CapMetro's role as Transit Advocate



PUTTING IT ALL TOGETHER

CapMetro aims to promote Community Benefits as part of each project, responsive to specific community needs and to the extent they are financially feasible.

The graphic in Figure 4 illustrates how Community Benefits can be selected and applied beginning with a TOD site and evaluating Site Context Factors and finally determining delivery method. Projects that fall under Strategy 1 may have additional requirements. Projects that fall under Strategy 2 may need CapMetro's review to ensure things like service continuity during construction. Each of these concepts are further detailed in Sections 3 and 4.

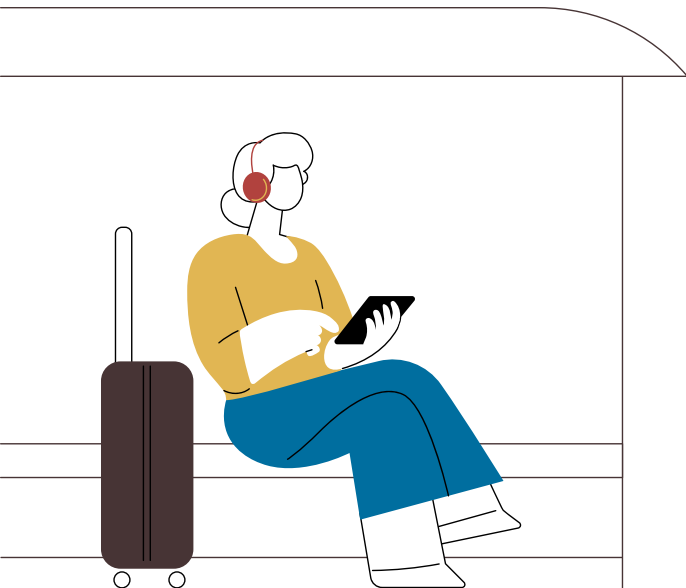


Figure 4 Process for selecting Community Benefits





STEP 1

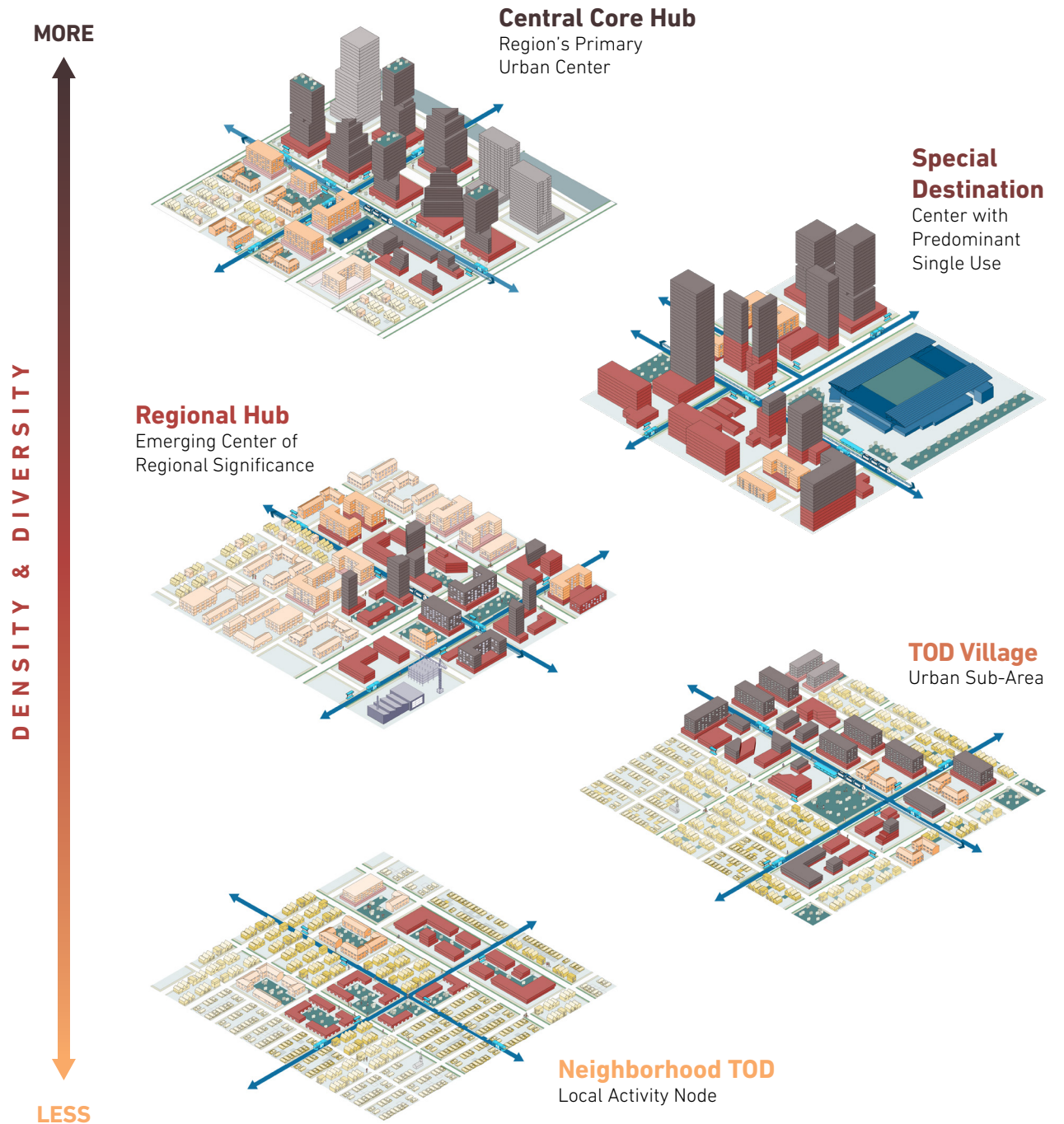
TOD SITE CONTEXT TYPES

Site Context Type are depicted in the continuum shown in [Figure 5](#) to provide development intensity reference points. Generally, as urban form and transit intensity increases (Central Core Hub), TOD projects become more complex and require more coordination for the application of Community Benefits.

In 2016, CapMetro developed the TOD Place Typologies to understand the current state of a station area (defined as a half mile radius from a station) relative to its transit-supportive density within the larger urban network. Following the additional analysis and community engagement conducted in 2021, this foundation was expanded upon to create a deeper understanding of existing conditions in the Project Connect station areas, with a particular focus on increasing transportation access, and economic opportunity. This led to the 8 ETOD Typologies of the ETOD Policy Plan, which was accepted by Austin City Council in March of 2023.

The [ETOD Typologies](#) group each station area according to their shared characteristics, capturing the specific needs and neighborhood context to provide guidance to decision-makers. This ensures that each station contributes to improved outcomes for existing and future residents across the system. The characteristics that determine each of the 8 ETOD Typologies, collected from U.S. Census Bureau data at the block group level, are as follows: relative existing population, displacement risk, and population and job growth over the past 10 years.

Figure 5 Site Context Types





Each Typology also considers transit service type (bus or rail). These Typologies can be explored in more detail through CapMetro’s [ETOD Priority Tool](#), or on pages 20 through 27 of the City of Austin’s [ETOD Policy Plan](#). See pages 26 and 27 specifically for guidance on using the ETOD Typologies when determining appropriate community benefits for a station area.

CapMetro considers each of these factors when establishing development goals, minimum requirements, and evaluation criteria for each site solicitation. Many of these factors are tracked for all sites for the Site Prioritization framework discussed in [Chapter 3](#), with others identified in required studies in the lead up to a development solicitation. The following sections discuss each factor in detail.



STEP 2

SITE CONTEXT FACTORS

This study has categorized Site Context Factors as Neighborhood & Transit Characteristics, and Land Value Factors.

Neighborhood & Transit Characteristics

Factors like transit access, community makeup, and market conditions help determine **which benefits** should be prioritized.

Land Value Factors

Market strength, development scale, and overall feasibility affect **the scale of Community Benefits** a project can reasonably provide.

Neighborhood & Transit Characteristics

Development Character

Based upon existing proposals, market feedback, zoning, and/or review of comparable developments, CapMetro can infer the type of development expected on-site. These types include likely mix of land use, height and density. For instance, CapMetro might expect high-rise development on certain sites and mid-rise on others.

Transit Service Types

A site is defined by any CapMetro services near the project site. For this assessment, adjacency typically means within a block or 400 feet of a transit station or stop location. Services can be generally divided into the following types:



Austin Light Rail

corridor and priority extensions*
- [Central Core Hub, Regional Hub, TOD Village](#)



Rail

i.e. Red Line and planned corridors
- [Central Core Hub, Regional Hub, TOD Village, Special Destination](#)



Rapid and planned corridors

- [Central Core Hub, Regional Hub, TOD Village, Neighborhood TOD](#)



Bus

(i.e., High Frequency and local routes)
- [Neighborhood TOD](#)



Park & Rides and **Express** locations - [Regional Hub, Neighborhood TOD](#)

In addition to service type, CapMetro must take into account on-site transit infrastructure needs. This transit infrastructure includes existing Park & Rides or Bus Bays and new transit infrastructure, such as bus stops or mobility hubs.

*Special provisions and coordination are required for projects adjacent to the planned Austin Light Rail corridor. TOD projects meeting this criteria should initiate coordination with ATP and CapMetro.



Healthline BRT in Cleveland

BRT and TOD Impact

Some of our potential developments are bus-led TOD sites. As rail costs and risks have grown prohibitive, BRT (Rapid for CapMetro) has emerged as a cost-effective, high-quality alternative and a core investment strategy. Cities like Cleveland and Indianapolis show that, when paired with supportive land-use policies, BRT corridors can drive transit-oriented development, spurring economic growth and revitalization comparable to rail. Increasingly, BRT serves not just as transit, but as a long-term tool for both major development and neighborhood improvement.

Building Forms & Scale

Community Benefits are chosen to complement existing neighborhood strengths and opportunities. Their selection is based upon community outreach and feedback as well as review of data related to socioeconomics, housing, jobs, amenities, and other factors. Development must not promote the displacement of current residents.

Land Value Factors

Level of Influence

Ultimately, what Community Benefits can be asked for depends on how much influence CapMetro has to impact outcomes. CapMetro has the highest influence when arranging joint development on its own land, where it can request specific things and offer land value to offset the costs of providing Community Benefits. CapMetro has comparatively lower influence when it does not own the land, but it can provide best practices and work with government partners who review these projects. These scenarios are described in TOD Implementation Strategies below.

Land Value

The amount of Community Benefits supportable by a development depends on the residual land value of the site or on willingness/ability to subsidize the development. This land value is directly related to the size of the site, transactions of similar nearby sites, and additional density that can be unlocked through public-private coordination. Community Benefits with direct, quantifiable costs such as capital improvements or site remediation can be funded through residual value in the development.

Market Maturity

In some cases, the development will be urban infill in an established submarket with high density and a mix of uses. In other cases, the development will be “creating” a submarket that does not currently exist. This situation is common in more suburban contexts where existing land use is low density with a focus on commercial or single-family residential uses. Within emerging submarkets, deal structures may focus on building value that can be captured in the future to support community and transit needs. In stable submarkets, deal structures may focus on more upfront benefits supported by high land value.

STEP 3

TOD STRATEGY APPLICATION

Delivery strategy is the final step in determination of potential Community Benefits. Each strategy is fully defined in [Chapter 3](#) and [Chapter 4](#).

The subsequent chapters assume features of different site context. In practice, the precise context will differ by site and be confirmed through community outreach, site studies, and financial analysis. Refer to [Table 3](#) for guidance on incorporating the above-mentioned factors when evaluating the surrounding context of a station area to determine appropriate Community Benefits.

For Strategy 1 Joint Development on CapMetro Owned Land

Community Benefits expectations will be reflected in the following development solicitation process stages:

- **Development Solicitation**
- **Development Negotiation**
- **Implementation and Monitoring**

For Strategy 2 TOD Outcomes on Non-CapMetro Land

Community Benefits expectations will be reflected in the following forums:

- **Site Review and Coordination**
- **Strategic Planning**



Table 3 Example of Context-Driven Community Benefit Factors by Context Type

Place Typology	Station Example	NEIGHBORHOOD & TRANSIT CHARACTERISTICS			LAND VALUE FACTORS		
		Development Character	Transit Service Types	Building Form & Scale	Level of Influence	Land Value	Market Maturity
<p>Central Core Hub</p> <p>High-density, mixed-use areas in downtown Austin anchored by major institutions, government, and entertainment. These hubs have the highest ridership and strong multimodal connections, with transit as a primary travel mode.</p>	Downtown Station	High density, infill development	Rail and Rapid Bus; Requires Infrastructure replacement	Moderate community service needs	Depends on ownership	High land value	Stable market
<p>Regional Hub</p> <p>Growing centers outside the urban core that support regional economic and residential development. Transitioning from car-oriented to mixed-use, these areas anticipate high population or employment growth.</p>	Crestview Station	Moderate density, infill development	Rail and Rapid Bus; Requires Surface parking replacement	High community service needs	Depends on ownership	Medium to high land value	Growing market
<p>TOD Village</p> <p>Compact, mixed-use nodes within lower-density surroundings. Serving local and regional needs, they feature organized street grids and support multimodal access.</p>	Barbara Jordan (Mueller) Station	Moderate density, master plan	Rapid Bus; Requires transit infrastructure integration	High community service needs	Depends on ownership	Medium to high*	Growing market
<p>Neighborhood TOD</p> <p>Smaller-scale station areas with moderate density, focused on community-serving uses. They enhance daily life with walkable access to housing, shops, and transit within lower-density neighborhoods.</p>	St. Elmo Station	Low density, master plan	Rapid Bus; Requires Surface parking replacement	High community service needs	Depends on ownership	Low to Medium land value	Emerging market
<p>Special Destination</p> <p>Anchored by major single-use destinations like universities or arenas, these areas generate high trips but require tailored TOD strategies beyond typical mixed-use patterns.</p>	McKalla Station	Moderate density, master plan	Rail and/or Rapid Bus; Requires Increased capacity	Low community service needs	Depends on ownership	Medium land value	Emerging market

EXAMPLE SCENARIO

Suppose CapMetro has the following site it is offering for joint development. It has these characteristics, as identified by CapMetro in the strategic planning process for solicitation:

- TOD Village station area context type
- CapMetro-owned land
- CapMetro Rail station
- Single medium parcel
- Currently Park & Ride surface parking
- Adjacent to established working-class community
- Several recent mid-rise multifamily developments nearby
- Rising home values and risk of displacement

As joint development on CapMetro-owned land, the default transaction structure is a ground lease. CapMetro holds a market sounding session and conducts an appraisal to determine the feasibility of development accommodating Park and Ride structured parking. As a medium-sized parcel without significant complexity, CapMetro then proceeds directly to an RFP.

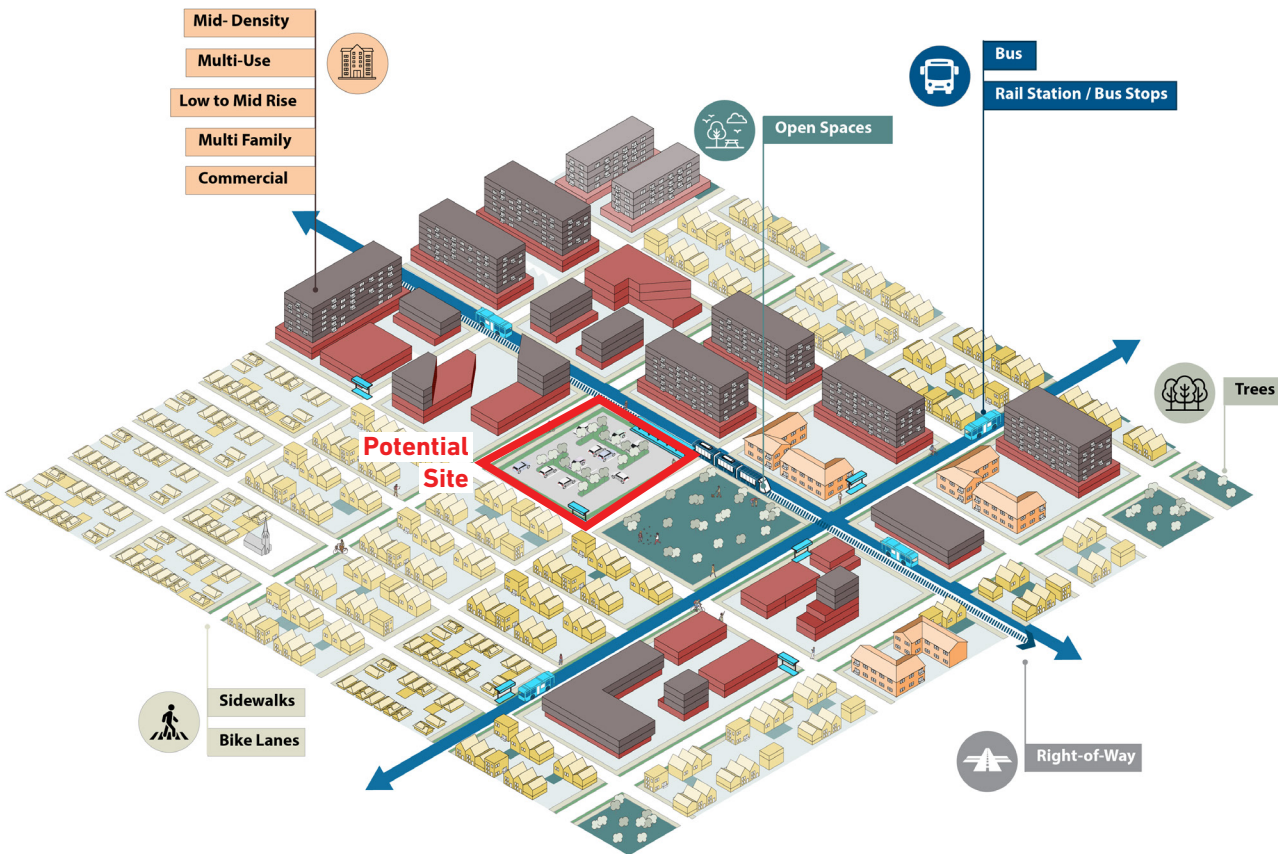
For the RFP, CapMetro uses a development solicitation template that includes appropriate base recommendations for joint development, as shown in [Table 2](#). To determine additional Community Benefits prioritized for this site, which may appear as development requirements or evaluation criteria, CapMetro uses the Community Benefits framework to identify specific site requirements, summarized in [Table 4](#).

Table 4 Community Benefits Considerations Based on Place Typology

Factor	Site Notes	Implications	Outcomes
Neighborhood and Transit Characteristics			
Development Context	TOD Village type with moderate density nearby	Need to establish neighborhood center and density	Community Benefits focused on services and supporting neighborhood and residents through transition
Transit Service Types	CapMetro Rail station with Park & Ride surface parking	Need to replace transit infrastructure to facilitate development	
Building Form and Scale	Surrounding community needs for jobs and anti-displacement	Need to support community through programs and anti-displacement	
Land Value			
Level of Influence	CapMetro-owned land	High leverage as joint development negotiation	Moderate “budget” for Community Benefits, with value increases over time
Land Value	Medium land value	Land value sufficient to accommodate some deductions	
Market Maturity	Growing market	Future value increases that can be shared between parties	



Figure 6 Example Scenario Site Context



**What's Best for Transit:
Transit Access and Placemaking:**

Agreed upon Benefits

Public space enhancements, transit ROW improvements

Added evaluation criteria

Higher weight for full construction responsibility or funding towards structured parking that replaces Park & Ride facility.

**What's Best for Communities:
Development Program and Affordability:**

Agreed upon Benefits

Community Benefits agreement, at least 20% set aside at 60% AMI or less, mix of housing types

Added evaluation criteria

Higher weight for given to 100% affordable/ workforce housing and daycare to the extent feasible

**What's Best for Long-Term Partnership:
Transaction and Governance:**

Agreed upon Benefits

Local hiring preference

Added evaluation criteria

Higher weight for deal structure that includes revenue participation and/or base rent resets, workforce development programs or other wraparound services

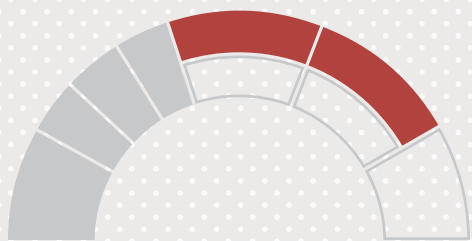
Developers will be encouraged to go "above and beyond" these expectations and will receive additional consideration in evaluation criteria. Once a developer is selected, CapMetro will negotiate other items based upon land value offered by the developer.



3



STRATEGY 1 Joint Development on CapMetro Land



STRATEGY 1 OVERVIEW

When CapMetro owns a site, it has the greatest ability to influence land use and TOD outcomes. This specific form of TOD is known as joint development and can be leveraged to provide valuable Community Benefits ensuring that new development supports transit operations. It also opens a critical funding source for CapMetro operations and capital programs through land value, rental revenue, ridership revenue, sales tax revenue, and other forms of value capture. When executed correctly, the benefits of joint development can profit the transit system and community far beyond owned property boundaries.

This chapter outlines the process through which CapMetro executes TOD on its own land, including various decision-making tools that CapMetro will use to evaluate development opportunities. This transparency is critical for developers to understand procedural requirements and transaction expectations if seeking to partner with CapMetro on TOD. It also provides the opportunity for community members and government partners to add their voice to the process and understand how CapMetro selects developers based upon the desired financial, transit, and community outcomes.





Critically, this chapter identifies specific points in the joint development process when Community Benefits will be negotiated and written into contractual agreements. While the “menu” of Community Benefits established in [Chapter 2](#) is a starting point for negotiations, specific benefits will be determined as appropriate to the context of a given project site.

The focus of this chapter is private development on CapMetro property within a station area. However, CapMetro also owns property outside

of station areas, including maintenance facilities, administrative buildings, and ROWs. CapMetro also pursues capital improvements for transit infrastructure, which can be delivered through other public-private partnerships that do not include private development.

TOD and Affordability

For joint development projects including mixed-use or residential housing components, CapMetro will identify targets aligned with published Member City guidance and, through joint development solicitation, pursue housing affordability targets specific to each project, by:

- 
Maximizing affordability where leverage is greatest
 Target more and higher levels of affordable projects where possible in solicitations, specifically within higher land value and density site contexts (example: Urban Core).
- 
Establish minimum set-aside percentages
 Set minimum affordable unit count and affordability thresholds, with the intention of exceeding them where feasible based on project site context.
- 
Weight affordability highly in evaluation
 When evaluating proposals, apply a higher weight in scoring for projects proposing high levels of affordability.
- 
Negotiate alternatives where appropriate
 If zoning or other extraordinary constraints make on-site affordable housing infeasible and no subsidies can be secured, development partners will be encouraged to explore “fee-in-lieu” Housing Trust Fund contributions, subsidized ground floor retail, or improving open space and other public amenities onsite.

Joint Development Process

This section details the process by which CapMetro pursues joint development on owned land, with a focus on developer requirements. The first section, **Public Solicitation Process**, also described as Solicited Proposals, walks through the development solicitation process, whereby CapMetro seeks proposals for specific owned property.

Recognizing the importance of market and community feedback, a second section, **Unsolicited Proposals**, outlines the process through which CapMetro seeks feedback on joint development opportunities and considers opportunities that arise through unsolicited proposals.

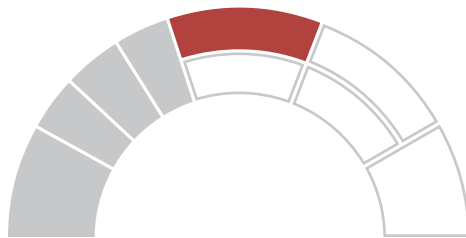
A third section, **Transaction Steps**, follows the general process of executing a joint development deal, from selection to construction and long-term operations. These steps are consistent regardless of how the joint development opportunity is first identified.



PUBLIC SOLICITATION PROCESS

Workflow Summary

- 1 Site Prioritization
- 2 Required Studies
- 3 Solicitation
- 4 Evaluation
- 5 Selection



1 Site Prioritization

As a general principle, CapMetro must prioritize which joint development solicitations it pursues. The number and pace of joint development projects is limited by market feasibility, site conditions, and CapMetro's organizational capacity to execute transactions. This internal capacity includes staffing to effectively manage multiple projects, available operating funds for pre-development studies, and capital budgeting to "unlock" more complicated sites through public investments.

As a result, CapMetro conducts strategic planning to identify short-, medium-, and long-term priorities in its property portfolio for joint development. CapMetro evaluates each station area for joint development readiness according to the following categories:



Market Readiness

This assessment evaluates local growth trends and market-maturity to categorize sites as being in high-growth areas with strong demand, emerging markets with moderate potential, or regions with limited market activity.



Policy Context

This evaluates jurisdictional support and available resources to reduce planning risks by assessing political stability, access to funding resources, and jurisdictional policies that could facilitate TOD success while maximizing Community Benefits.



Operational Alignment

This review of CapMetro's facilities and operations plans includes identifying opportunities to repurpose underutilized land, integration of operational facilities into TOD projects, exploring land swap options, or safeguarding assets for long-term planning.



Site Readiness

This assessment examines a site's size, context, and complexity to determine potential impact as a TOD project. Larger or strategically located sites may offer greater opportunities for transformative development, while smaller sites may present fewer complexities but also reduce overall impact.



Transit Readiness

This assessment identifies maturity of transit access for each site and ensures TOD projects consider rider and community outcomes for existing and planned transit infrastructure and services.



Community Benefits

This assessment evaluates whether the neighborhood has unmet needs, such as housing across different income groups, food and services deserts, open space, and civic needs

2 Due Diligence

A minimum amount of due diligence work must be executed by CapMetro before it brings a joint development opportunity to market. Some of these activities help define the opportunity for development and clear the way for an efficient transaction, such as title and survey work. Other activities can “de-risk” the project for developers and improve response rate and financial offers, such as environmental and entitlement work. Due diligence may uncover opportunities and constraints across sites under consideration for TOD and is therefore used to make final decisions on site prioritization before proceeding to solicitation. The scope of pre-development responsibilities may include:

CapMetro-Led Activities

Items that support transit infrastructure, lower development barriers, or improve financial feasibility, which includes the aforementioned title and survey work, as well as heritage tree surveys, Phase 1 Environmental Site Assessment (ESA), and ALTA surveys.

Developer-Led Activities

Feasibility assessments and certain entitlement processes required to secure project approvals and financing, with CapMetro review and oversight as appropriate.

Shared Responsibilities

Activities where both CapMetro and developers contribute based on project needs and jurisdictional requirements.

As part of this process, CapMetro also collaborates with jurisdictional partners to ensure that development proposals reflect shared objectives while creating a transparent and competitive environment ahead of formal procurement. A detailed breakdown of pre-development activities is provided in [Appendix C. Pre-Development Activities](#), including title, survey, market study, appraisal and other key components.

3 Solicitation

The structure of the solicitation process may differ depending on the complexity of the project and the need to collect feedback from developers before finalizing requirements:

Single-Phase Solicitation

Projects that include a limited number of parcels or have no significant feasibility risks will usually proceed directly to a Request for Proposals (RFP), whereby CapMetro collects qualifications, proposed programs, and financial offers from offerors. This was CapMetro’s approach for Plaza Saltillo.

Two-Phase Solicitation

Projects with greater complexity or value may first start with a Solicitation of Qualifications (SOQ), wherein CapMetro evaluates developer qualifications to identify and invite a short list of qualified firms to propose programs and financial offers through an RFP.

A two-phase solicitation process can clarify key items impacting the scope of proposals, such as available parcels, community benefit requirements, important risks to mitigate situations such as governmental partner coordination, and additional pre-development studies. CapMetro may also conduct a single-phase solicitation using an SOQ to identify a partner. Under this solicitation variation, CapMetro would collaboratively develop a project and program with the selected partner.

Solicitation Timeline

CapMetro will create an estimated timeline for each phase of work from solicitation to selection based on standards set forth by Procurement. Schedules will vary by project and are intended to provide sufficient time for thoughtful proposals and internal stakeholder coordination.

Figure 7 Solicitation Timeline

Milestone Approx. Timeframe	Key Activities & Considerations
Response 1-2 months	Solicitation is open for developer submissions. CapMetro provides a pre-proposal conference and Q&A opportunity.
Evaluation 1 month	Evaluation committee assesses proposals based on evaluation criteria, including financial feasibility, community benefits, and transit alignment.
Interviews 1 month	Evaluation committee conducts developer interviews and requests best-and-final offers if applicable.
Selection 2 months	Evaluation committee selects recommended proposal and prepares Board approval documentation for exclusive negotiation.

Proposal Requirements

CapMetro will issue a development solicitation that outlines site conditions, development expectations, financial requirements, and community benefit objectives for the project site. The document will also highlight opportunities for developers to strengthen community benefits and build upon market fundamentals. An example table of contents is included below.

Basic Outline

CapMetro Joint Development Solicitation

1	Project Goals
2	Procurement Process
3	Development Opportunity
4	Site Context
5	Community Context
6	Community Benefits
7	Response Requirements
8	Evaluation Criteria
9	Appendix A. Site Information
10	Appendix B. Response Template

4 Evaluation

CapMetro applies a consistent scoring methodology to ensure fair and transparent evaluation. High-scoring proposals advance to the negotiations, where project terms, public benefits, and responsibilities are finalized directly with CapMetro. Sample criteria below outline key assessment areas which will be weighted (adding up to 100%) based on site context and community and transit needs.

Minimum Qualifications

Response submitted electronically by the deadline, includes all required information, and meets minimum project requirements.

Development Program

Proposed development is thoughtfully planned, responsive to existing site conditions, and includes a program of uses that supports TOD, resilient communities, and efficient site utilization.

Community Benefits

Development concept proposed for the site delivers additional benefits for the community, drawing from but not limited to, those outlined throughout this report and listed in [Table 2: Community Benefits](#)

Firm Qualifications

Development team is likely to be an effective partner in executing the project, as demonstrated by similar projects, team structure, key personnel, and required disclosures.

Financial Terms

Financial offer and transaction structure proposed provides best value for CapMetro and the community, including feasible capital stack, distributions, and allocation of risks.

5 Selection

Evaluation and selection are led by an evaluation committee comprised of CapMetro staff. The role of the evaluation committee is to assess minimum compliance with solicitation requirements, to score according to previously established criteria, and to recommend selection by the Board of Directors.

The selected developer will be notified with next steps outlined in the Transaction Steps. Other offerors not selected will be notified and have the opportunity to request a debrief. A clear dispute process will be available for offerors as needed.



Variations of Two-Phase Development Solicitation Process

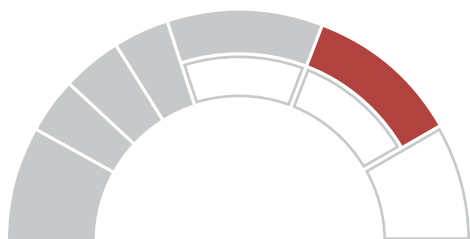
While an SOQ is the most common first stage of a two-phase solicitation process, alternatives include a formal Expression of Interest (EOI), an Industry Day that explores development options with key development stakeholders, or Market Sounding meetings to collect informal feedback from developers and the public before joint development requirements are finalized in the RFP.

UNSOLICITED PROPOSALS

CapMetro selects TOD partners for agency-owned properties through a competitive solicitation process that complies with federal requirements.



While CapMetro will follow its own strategic priorities when planning solicitations, CapMetro recognizes the value of market feedback in identifying joint development opportunities. This feedback is collected through two broad mechanisms: Market Testing and Unsolicited Proposals.



Market Testing

CapMetro will endeavor to conduct market testing where appropriate prior to formal development solicitation.

Market testing targets two main stakeholder groups:

For Development Stakeholders

Participation provides an opportunity to shape the joint development process and strategically prepare for future solicitations.

For CapMetro

Market testing can gauge developer interest in specific properties, better understand possible Community Benefits, and identify project risks to mitigate where possible prior to solicitation.

Participation will generally be open to developers, contractors, government partners, and community leaders, with the public notified of solicitations and provided direct virtual feedback channels to CapMetro staff.

Examples of early feedback informing the joint development process include the following:

- Understand current feasibility and likely land value
- Understand possible development program
- Determine which parcels to include in the solicitation
- Identify available funding sources to support feasibility
- Identify key risks to mitigate in advance of solicitation
- Determine when to release the solicitation

Unsolicited Proposal Process

While CapMetro encourages projects to follow the public solicitation process, the agency is open to receiving development proposals outside of agency-initiated public solicitation processes. If a private or public entity brings an idea for development on CapMetro-owned land that aligns to our values and brings benefits to transit and community members, we are willing to hear about the opportunity. However, should this require CapMetro to enter into a joint development agreement with a private developer, a public solicitation process would still be required.

Workflow Summary

- 1 Proposal Submission
- 2 Comparison to Strategic Priorities
- 3 Public Solicitation

1 Proposal Submission

Interested parties may submit unsolicited inquiries to CapMetro via email (see [website](#) for contact information). A staff member will respond to confirm receipt and coordinate a formal response. CapMetro may schedule an introductory meeting to better understand the proposer's interest, site context, and project feasibility.



2 Comparison to Strategic Priorities

Next, CapMetro will apply the Site Prioritization Framework outlined in the prior section to understand site readiness and possible re-prioritization of the site. This review includes understanding transit infrastructure for the site and ensuring that proposals do not conflict with long-term capital plans. If the site is now determined to be a priority for TOD given the unsolicited proposal, staff will proceed with steps 3 and 4. If not, the proposer will be notified that CapMetro is not interested in proceeding at this time.

3 Public Solicitation

If the project does not meet criteria for direct negotiation, CapMetro may proceed with the Public Solicitation outlined in the previous section.

TRANSACTION STEPS FOR ALL PROJECTS

Once a developer is selected, CapMetro and the developer enter a critical phase of implementation that spans from negotiation through construction and long-term oversight. This phase involves formalizing project agreements, securing entitlements, finalizing financial terms, and ensuring the project remains aligned with CapMetro's TOD objectives throughout its life cycle.

The following workflow outlines the standard sequence of post-selection actions, highlighting CapMetro's responsibilities and partnership expectations across each stage of delivery and asset management. This framework ensures that TOD projects on CapMetro-owned land deliver lasting transit, housing, and Community Benefits while safeguarding public investment.

1 Award

Selected developers will be notified of the award, and CapMetro staff will provide required documentation to the Board of Directors. This approval documentation will include a summary of expected program, financial offer, and key deal terms.

2 Negotiation

After selection, CapMetro and the developer will complete remaining due diligence and finalize the details of the terms of the development agreement and ground lease as applicable. When negotiating, the goal is to identify a list of dimensions that may be "traded" in a negotiation, which a specific party may be highly suited to provide based on relative cost, capacity, and tolerance for specific risks.

Development components to be negotiated can be categorized broadly by Developer Contributions, Public Contributions, and Case-by-Case factors as described in [Table 5](#) on the next page.

Workflow Summary

- 1 Award
- 2 Negotiation
- 3 Development Agreement
- 4 Transaction Close
- 5 Construction Monitoring
- 6 Project Acceptance
- 7 Asset Management

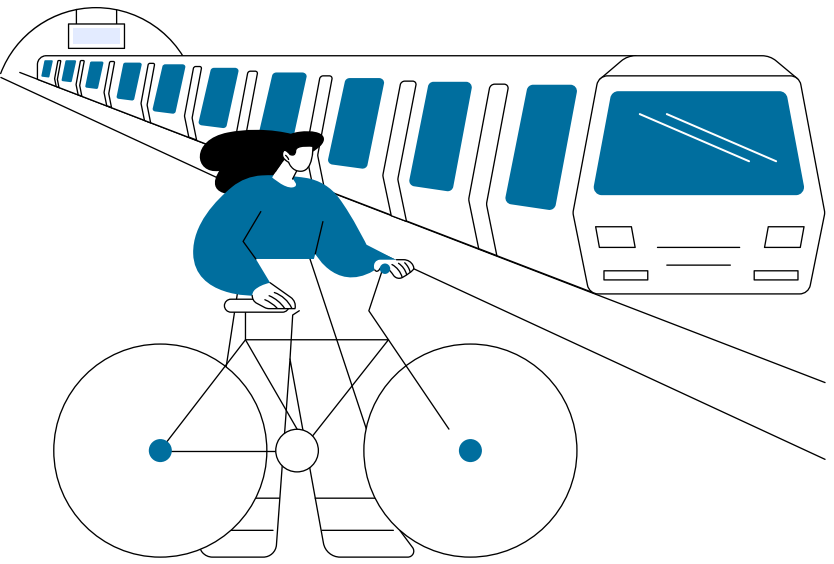


Table 5 Development Negotiation Types

Developer Contribution

What’s valuable to CapMetro and reasonable for the developer to provide

Private financing, upfront revenue, ongoing revenue, revenue-sharing, level of maintenance, performance risk

Public Contribution

What’s valuable to the developer and relatively inexpensive to CapMetro?

Station access, state/federal funds, tax-exempt bonds, capital program funds, level of transit service, parking ratio, upzoning and entitlement support

Case by Case

Who provides what depends on deal-specific factors?

Public space, parking infrastructure, transit infrastructure, transit amenities, public engagement

3 Development Agreement

After awarding the project, CapMetro works with the selected developer to finalize entitlements, regulatory approvals, and implementation details.

Stakeholder and Community Engagement

Ongoing communication ensures transparency, mitigates concerns, and integrates community priorities into project implementation.

Jurisdictional Coordination

CapMetro collaborates with relevant municipalities to ensure appropriate zoning, TOD overlays, and infrastructure requirements are applied.

Entitlement Approvals

The selected developer leads site planning, permitting, and environmental reviews as required by local and state agencies.

Development Agreement Finalization

CapMetro and the selected developer formalize project terms, including financial commitments, public benefit agreements, and long-term governance structures.

Infrastructure Readiness and Pre-Development Coordination

CapMetro works with the developer to secure necessary transit infrastructure investments and funding commitments before construction begins, including potential federal funding such as the [TIFIA](#) and [RRIF](#) loan programs.

A well-defined approvals and entitlements process should align land use regulations, infrastructure investments, and development incentives with CapMetro’s transit goals. When CapMetro has site control, whether through ownership, long-term leases, or joint development agreements, the approvals and entitlement process for TOD projects may include:

- Defining development terms through land disposition agreements and RFP processes.
- Ensuring compliance with TOD-supportive zoning and design guidelines.
- Facilitating expedited approvals through pre-entitlement strategies.





Table 6 Development Approval Types

Approval Type	CapMetro's Role
Land Disposition & Development Agreements CapMetro executes agreements with developers for joint development or land sales.	Establish project terms, affordability requirements, and transit-supportive standards.
Zoning Compliance & TOD Overlay Requirements Projects must align with local TOD zoning, density bonuses, and parking reductions.	Ensure that zoning modifications align with CapMetro's TOD objectives.
Site Plan & Design Review Development proposals undergo review for multimodal integration and public space enhancements.	Require design elements that prioritize pedestrian access, station connectivity, and transit amenities.
Public Infrastructure & Transit Integration Developers must coordinate infrastructure improvements with CapMetro.	Define requirements for station access, multimodal hubs, and first/last-mile connections.
Environmental Review & Mitigation Oversight Review and oversight ensures compliance with environmental regulations and transit-related mitigations.	Oversee mitigation strategies that enhance TOD feasibility.

4 Transaction Close

Once terms have been agreed upon and final due diligence has been conducted by the development team, CapMetro will execute the transaction. This process typically includes a development agreement that memorializes conditions of funding or land use, as well as additional legal documents such as Ground Lease Agreement. Financial consideration will also typically be exchanged at this phase.

5 Construction Monitoring

After the project commences, CapMetro will monitor construction to ensure the following:

- Prevent, limit, and mitigate impacts to transit operations and infrastructure
- Coordinate on required transit benefits
- Adhere to performance schedule and other terms of deal
- Ensure health and safety of all stakeholders

Access and monitoring terms must be established in the agreement and follow relevant FTA requirements.

6 Project Acceptance

Certain transactions will include provisions for acceptance of the completed project, including any transaction structures with transit infrastructure. Upon project completion, CapMetro staff will inspect the project to ensure quality and that deal terms are met.

7 Asset Management

CapMetro will have a long-term relationship in the development as stipulated in the executed agreement. Their role may include collection of annual rent payments, review of financial statements, or other reporting so that the terms of the deal are met.

In addition, there may be “critical dates” within the agreement or moments triggered by actions from either party, including changes in ownership, changes in tenancy, or agreed-upon participatory structures such as escalation or ground rent reset. Each moment requires detailed engagement from CapMetro staff.

In general, CapMetro should defer monitoring to other agencies where possible, to minimize required processes and budget and minimize impact on the developer. For example, public funding programs often include covenants requiring affordability or other conditions for a certain number of years. In such cases, CapMetro will rely on the project partner to conduct monitoring and reporting until these covenants expire and are defaulted to the joint development agreement.

DEAL STRUCTURES

Each TOD project requires a carefully structured transaction model to ensure that development advances CapMetro's TOD values and program goals while maintaining financial feasibility and long-term transit-supportive outcomes.

Deal structures define the legal and financial relationships between CapMetro and a developer, determining ownership control, financial returns, and governance responsibilities over the life cycle of a project. The appropriate transaction model helps CapMetro evaluate how each TOD proposal aligns with long-term affordability, transit integration, and community benefits, while maximizing public value.

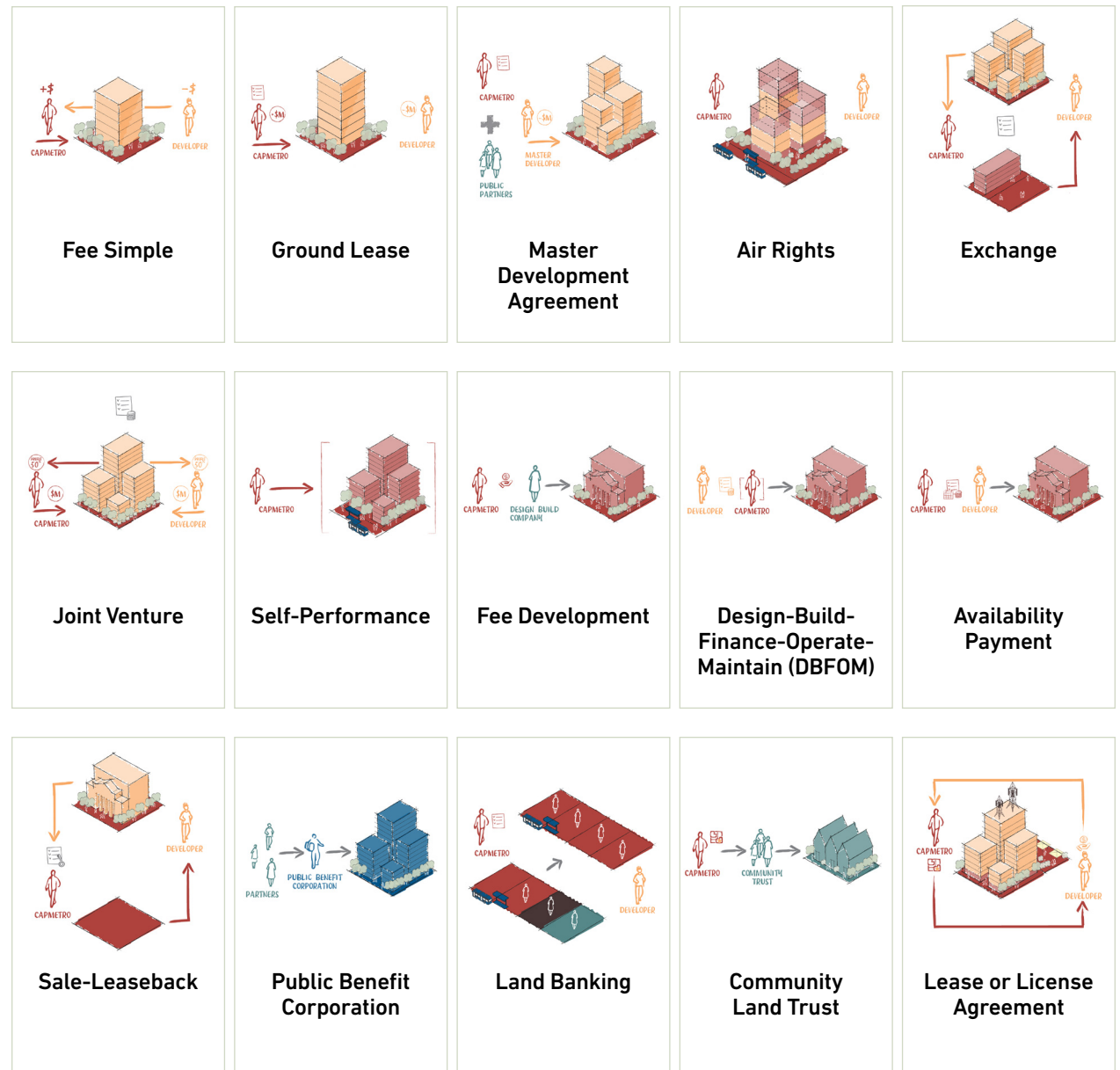
Assumed Deal Structure

It is important for CapMetro to retain long-term control of its land and have a formalized "seat at the table" for the continued evolution of the neighborhood. As a result, the default deal structure for joint development on CapMetro land is a **99-year unsubordinated** ground lease. In specific circumstances, a fee simple transaction might be considered for small portions of the site to support housing ownership.

Other Deal Structures

CapMetro's TOD program is open to a range of deal structures, from traditional real estate transactions to more complex public-private partnership models, so long as they maximize transit, community, and long-term partnership benefits. [Figure 8](#) highlights 15 example of real estate transaction models that demonstrate the variation of deal structures CapMetro may consider for TOD Implementation. These models are detailed further in [D. Deal Structures](#) under Public Frameworks chapter.

Figure 8 Real Estate Transaction Models Available to CapMetro





Federal Transit Administration Requirements for Real Property Acquisition

As a key funder of transportation projects in the Central Texas region and around the country, the FTA often has a direct interest in joint development projects. Projects in which FTA has a direct real property interest must adhere to the U.S. DOT Uniform Relocation Assistance and Real Property Acquisition Policies Act Final Rule and the FTA Guidance on Joint Development ([Circular 7050-1C](#)).

To comply with the final rule, FTA recipients planning to begin real property acquisition should ensure that documents, policies, and procedures related to the acquisition of real property reflect necessary Federal requirements.

A few examples of this are noted below for consideration:

- The development proposed includes replacing or modifying infrastructure that was funded by the FTA, including Park & Ride facilities. Additional consideration should be given to the [FTA Guidance on Joint Development](#) which outlines requirements specific to FTA-assisted Joint Development projects.
- The development will include a new FTA formula or discretionary funding source. In this case, the project must adhere to the specific requirements of an FTA-Assisted Joint Development.

CapMetro will lead coordination with FTA staff in joint development projects, including securing necessary approvals and adhering to necessary federal requirements.

Funding Opportunities for Strategic Implementation

Planning, designing, and implementing TOD projects requires intentional funding and financing strategy to identify and secure funding that aligns with transit, housing, and economic development goals.

Federal, state, and local funding programs offer critical resources for acquisition, site preparation and infrastructure, housing, and economic development, while philanthropic and private investment mechanisms may help bridge financing gaps. A successful TOD financing strategy blends multiple funding sources to ensure financial feasibility while maximizing public benefits.

Funding Considerations

When exploring funding opportunities for TOD projects, CapMetro and project partners should consider the following:

- When issuing an RFP, CapMetro may identify preferred or applicable financial tools and funding strategies based on project characteristics.
- Developers are encouraged to propose alternative financing approaches, provided they align with TOD priorities and demonstrate financial sustainability.
- Identify partners who are interested in funding certain types of projects to maximize resources and increase competitiveness.
- Explore opportunities to “stack” multiple funding programs to secure funding needed for different components of the TOD project such as planning, design, acquisition, and construction.

- Agency plans, policies, and goals should be easily accessible and organized to quickly attach to funding applications.
- Prepare early and maintain an up-to-date schedule of upcoming grant opportunities at the federal, state, and local level to allow for time to pre-plan and position for a grant application.

Funding Opportunities

Funding and financing sources available for TOD projects are offered by the federal government, state, or local sources in addition to private and philanthropic sources ([Table 7](#)). These funding sources may meet goals in the project life cycle from planning to implementation.

Diversifying funding sources can help CapMetro and its partners to meet programmatic goals including spurring transit ridership, attracting private investment, and ensuring long-term affordability and resiliency in transit-adjacent communities.

Federal Programs

Federal programs include planning grants through the FTA’s Pilot Program for TOD Planning, financing tools through the Build America Bureau (e.g., [Transportation Infrastructure Finance and Innovation Act](#), [Railroad Rehabilitation, and Improvement Financing](#)). Additional discretionary funding is available through the US Environmental Protection Agency (EPA), and Department of Housing and Economic Development (HUD), Economic Development Administration (EDA). Other federal grants, loans, and tax credits supporting transit infrastructure, affordable housing, and environmental remediation. These sources are critical for financial capital-intensive components for TOD and supporting deeper affordability targets.

Table 7 TOD Project Funding Opportunities Summary

TOD Project Funding Goals	Federal	State	Local	Private & Philanthropic
Planning	●	●	○	○
Design and Engineering	●	●	○	○
Property Acquisition	●	●	●	●
Construction	●	●	●	●
Mixed-Use/ Commercial Incentives	○	●	●	●

Applicable
 Limited
 Not Applicable

State Programs

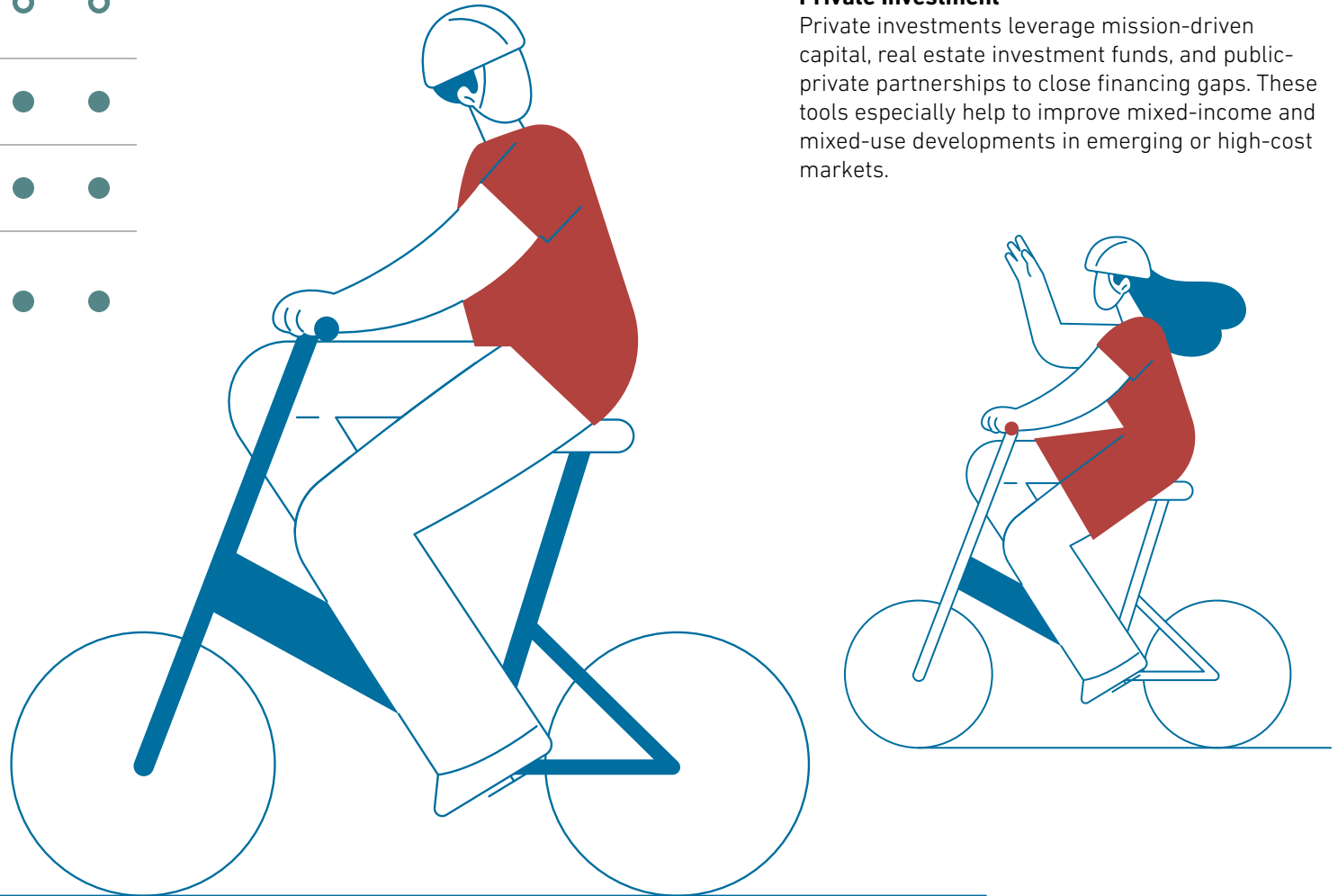
State programs support transit-oriented infrastructure, housing development, and economic development through programs offered by the Texas Department of Housing and Community Affairs (TDHCA), State of Texas’s [Public Facility Corporation](#), including state housing tax credits and low-interest rate loans to support multifamily residential development geared toward for-profit and non-profit developers and housing authority partners.

CoA and Local Government Funding

These include local incentives and subsidies such as the City of Austin’s density bonus program; funding and financing through the Austin Housing Finance Corporation (AHFC), Austin Housing Public Facility Corporation (AHPFC) and Austin Affordable Housing Corporation (AAHC); tax and assessment reinvestment through Tax Increment Reinvestment Zones (TIRZ), Place-Based Enhancement Program, and Public Improvement Districts; and other infrastructure investments that align with TOD goals.

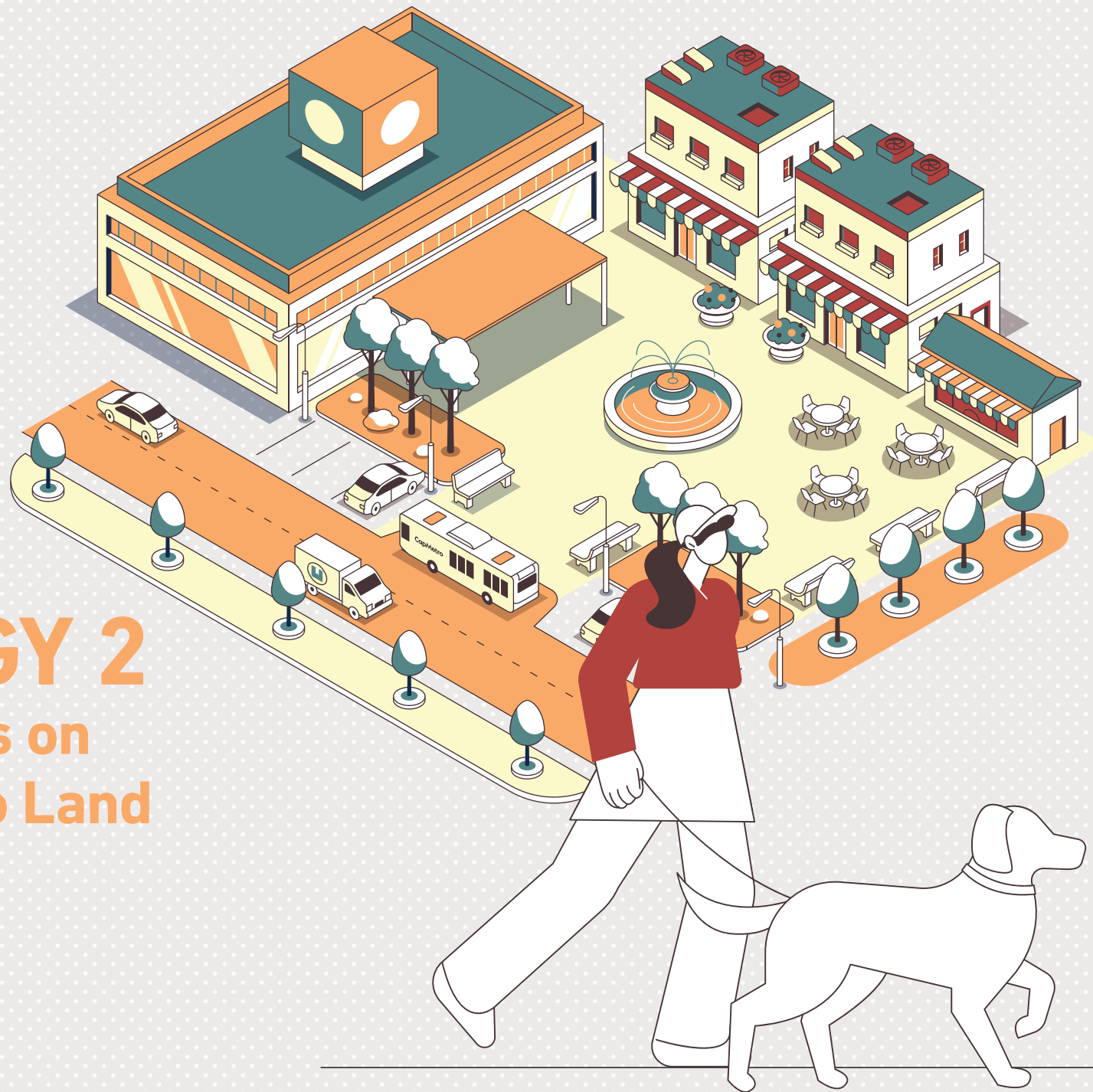
Private Investment

Private investments leverage mission-driven capital, real estate investment funds, and public-private partnerships to close financing gaps. These tools especially help to improve mixed-income and mixed-use developments in emerging or high-cost markets.



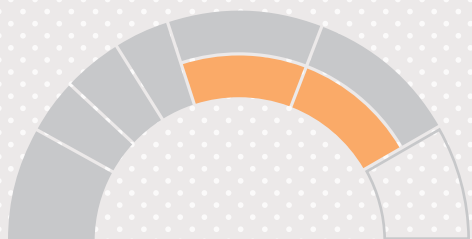


4



STRATEGY 2

TOD Outcomes on Non-CapMetro Land





STRATEGY 2 OVERVIEW

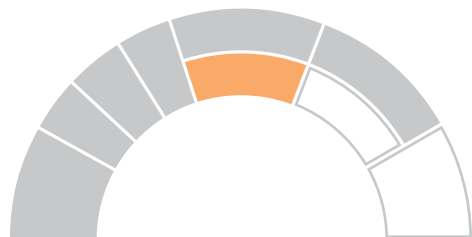
Strategy 2 focuses on CapMetro's interest in serving as a valued partner in development on land it does not own. Early integration and consideration of transit into site design can optimize connectivity strategies, site programming, and introduce transit supportive amenities. Similarly, CapMetro believes transit service integration in strategic corridor and land use planning at regional, municipal levels serves a mutual benefit. The following pages outline CapMetro's approach to being a valued partner optimizing TOD benefits on land it does not own:

CapMetro's Role as Stakeholder

- Early Collaboration and Development Review
- Transit Stop and Station Area Planning Initiatives

CapMetro's Role as Transit Advocate

- Land Use and Transportation Planning Initiatives
- Regional Planning Initiatives



CAPMETRO'S ROLE AS A STAKEHOLDER

Applicable Entities

CapMetro, Member Cities, Development Community

Site Development Review Process

The site development process typically includes securing approvals for land use, zoning, density, and design from local governments. Each municipality within CapMetro's service area manages this process differently, typically through the locality's planning department. CapMetro reviews and responds to development projects as appropriate with Member City processes, including:

Conditions for CapMetro site development review including, but not limited to:

- Engineering and design consideration when impacting CapMetro facilities
- Disruption or request of service
- Relocation or addition of stops/stations or amenities
- Assessment of safety and security conditions
- Assessment of transit connectivity conditions or proposals
- Other transit service or facility related requests

Enhanced Transit Amenities

CapMetro will identify opportunities, as appropriate, for improved transit infrastructure, such as shelters, pedestrian connectivity, and multimodal access.

Community Benefit Opportunities

Assess opportunities for the integration of features that could be leveraged during negotiations for entitlements or financial incentives.

Development Processes

You can know more about development process for cities within CapMetro's service area by clicking on the links below:

City of Austin	City of Leander	City of Manor
City of Lago Vista	City of Jonestown	Village of Point Venture
Village of San Leanna	Travis County	Williamson County

Transit Stop and Station Area Planning Initiatives

When Member Cities embark on strategic planning initiatives for corridors, districts, or catalyst sites in proximity to transit services, CapMetro will provide expertise and advisory services to optimize for transit and transit supportive land uses. For example, the collaboration between CapMetro and the CoA resulted in City Council-adopted Station Area Vision Plans for the [North Lamar and South Congress Transit Centers](#) as well as the [Regulating Plan for Plaza Saltillo](#), Austin's first TOD.

CapMetro will seek to engage Member City partners to:

- Act as a **reviewer and stakeholder** for station area and small area plans, ensuring developments support transit-friendly outcomes.
- Partner on **corridor planning initiatives** to advance multimodal strategies with CapMetro's TOD values and transit and community benefit priorities.
- Encourage and collaborate with suburban municipalities on **retrofit transit-supportive amenities**, incorporating TOD values into auto-oriented areas to improve transit access.
- Establish a formalized process for **ad hoc development reviews**, enabling municipalities to request transit-specific input during planning stages.
- Identify and plan for parking strategies supportive of CapMetro's TOD values and with consideration of transit integration.

Collaboration on Station Area Plans

CapMetro and City of Austin Collaboration on Station Area Plans

The North Lamar Transit Center and South Congress Transit Center Station Area Vision Plans adopted by the Austin City Council on May 22, 2025, aim to transform the ½-mile boundary around the transit centers into a vibrant, mixed-use community that prioritizes connectivity, and sustainability. The vision for the transit centers includes amenities to enhance the current transit services and emphasize sustainable design practices, such as integrating green spaces and eco-friendly construction.



The Vision Plans were developed by CapMetro and the CoA to maximize the integration of land use and transit hubs. Key takeaways from this collaboration include:

Streamlined Planning Process

An important outcome of this collaboration is streamlining the previous TOD station area planning process, which is a model the city intends to continue to adopt for future TOD corridors/ neighborhoods.

Community Engagement

Residents and stakeholders were actively engaged in shaping the vision for both transit centers.

Catalyst for Community Growth

The CapMetro site for both transit centers serves as a catalyst for neighborhood growth. The CoA and CapMetro worked together to ensure land use, neighborhood characteristics, street network, and open spaces are compatible with future TOD.

Phased TOD Implementation

Both sites are designed as bus-focused transit centers and will provide essential community services.



CAPMETRO'S ROLE AS TRANSIT ADVOCATE

CapMetro is an advocate for connecting communities with efficient and safe, high-quality public transit service. TOD supports transit by building places, jobs, public spaces, and connectivity that supports transit. To facilitate development and advocate for transit supportive outcomes, CapMetro aims to be a trusted partner to Member Cities and the MPO in advising on strategic planning, district planning efforts, or other transportation and land use plans in proximity to transit services. From a TOD perspective, CapMetro has been successful with the City of Austin by providing input on major policy decisions that support TOD. Examples include [ETOD Zoning Overlay](#), [ETOD Policy Plan](#), [housing affordability policies \(HOME 1 and HOME 2\)](#), and anti-displacement policy and funds.

In partnership with CAMPO, local elected officials, Member City staff, and communities, CapMetro advocates for transit-supportive policies, affordable and workforce housing, land use policies, and other initiatives that provide community benefits and increase transit ridership.



Land Use and Transportation Planning Initiatives

Applicable Entities

Member Cities, Partner Agencies,
Community Members, Development Community

CapMetro works with Member Cities to develop policies with TOD values, such as zoning incentives, housing affordability, and anti-displacement strategies in proximity to transit services.

Key Actions:

- Advocate for **zoning incentives** (e.g., density bonuses, parking reductions) that promote compact, mixed-use development near transit stops and stations.
- Support the creation of **TOD overlays** and/or **form-based codes** to encourage walkable, multimodal growth around high-frequency transit corridors.
- Collaborate on citywide initiatives like **mixed-income housing policies** (e.g., S.M.A.R.T. Housing Policy) to work toward affordability targets near transit hubs.
 - Encourage 100% affordable projects where possible, especially within the Urban Core typology.
 - Set expectation of at least 10% of units at 60% AMI or less, or meeting jurisdictional requirements, whichever is higher.
 - Explore “fee-in-lieu” Housing Trust Fund contributions if there are zoning or other extraordinary constraints, as mirrored on Austin’s housing in-lieu fee table.
- Provide input on **multi-agency programs** like anti-displacement initiatives, ensuring transit accessibility is a priority in policy discussions.

Regional Planning Initiatives

Applicable Entities

Regional Planning Partners, Member Cities

CapMetro’s mission includes providing high-quality public transportation to communities across the region. Transportation policies by partner agencies shape how people travel and influence land use development around transportation networks. CapMetro engages in planning initiatives to shape transit and adjacent land use through the following approach.

Key Actions:

- Advance regional land use policies that support TOD integration and increase ridership. An example is the inclusion of TOD in the project list highlighted in CAMPO’s [Regional Transportation Plan 2050](#).
- Advance transportation policy that adds transit value across the region and reduces commute times and related costs.
- Encourage and promote an appropriate mix of housing types, price points, and policy that encourages density in proximity to transit stops and stations.

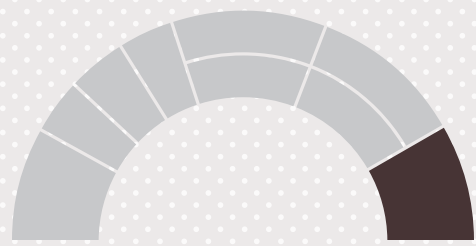
Transit agencies like TriMet (Portland), the Massachusetts Bay Transportation Authority, Metro Transit (Minneapolis), and Regional Transportation District (RTD) (Denver) have successfully advanced regional TOD policies that promote transit-supportive land use, affordable housing, and economic development. Each of these entities has demonstrably shown the transformative abilities of TOD projects for land use, transportation, and communities.

CapMetro recognizes the TOD Guidebook is not a regulatory document and land development is primarily regulated by cities and counties. These statements of policy reflect the mission and TOD values of CapMetro to provide high-quality transit services that enhance ridership and build complete communities.



5

TOD OUTCOMES FOR SUCCESS



EVALUATING TOD IMPACT

CapMetro will periodically track and report key TOD program performance metrics to ensure transparency and accountability. Metrics identified in [Table 8](#) primarily focus on joint development land CapMetro owns and will be reported to the public, member cities, regional partners, and funding agencies to monitor progress on Community Benefits and overall use of CapMetro resources.

The metrics are organized into five categories:



Real Estate Development



Community Benefits



Transit



Direct Revenue



Indirect Revenue

These metrics can be required as part of the development agreements that will define reporting topics, metrics, and duration.

Table 8 Possible CapMetro TOD Program Performance Metrics

Real Estate Development

- Number and acreage of completed joint development projects
- Number and acreage of in-progress joint development projects
- Number and total acreage of completed TOD projects (that did not qualify as joint development), located adjacent to or within 400' of high-frequency transit services.
- \$ of Total joint development value
- \$ of Total federal funding
- \$ of Total local funding
- Number of residential square footage
- Number of commercial square footage
- Number of retail square footage
- Overall occupancy rate for housing and ground floor retail

Direct Revenue

- \$ of Disposition proceeds or land value
- \$ of Ground rent revenues
- \$ of Additional revenues

Community Benefits

- Number of residential units
- Number and percent of affordable units
- Number of acres of park space
- Count of bicycle, bikeshare or pedestrian amenity added
- Number of new jobs
- Square footage of affordable commercial space
- Number of green buildings
- \$ of Contracts to legacy businesses awarded through joint development project solicitation process

Transit

- Ridership at TOD stops/stations
- \$ Invested into Transit projects
- \$ Invested into active transportation projects
- Number of shared parking spaces

Indirect Revenue

- \$ of Increased fare revenues
- \$ of Increased state and local property tax Revenues
- \$ of Increased state and local sales tax revenues



A



APPENDICES: PUBLIC FRAMEWORKS

**Appendix A
Community Benefits
Expectations**

Detailed information on community benefits scoring
[Chapter 2](#)

**Appendix B
Case Study—Plaza Saltillo**
Lessons from Plaza Saltillo
[Chapter 1](#)

**Appendix C
Pre-Development Activities**

Breakdown of studies required by CapMetro before issuing an RFP
[Chapter 3](#)

**Appendix D
Deal Structures**

Overview of potential deal structures in CapMetro's TOD Program
[Chapter 3](#)





APPENDIX A

COMMUNITY BENEFITS EXPECTATIONS

As outlined in [Chapter 2](#), CapMetro recommends all TOD projects to pursue and negotiate a set of baseline Community Benefits that reflect neighborhood and transit characteristics (what gets asked of developers) and land value (how much gets asked of developers).

While the specific Community Benefits will vary by project, this section outlines what developers, government partners, and community members might consider for a typical project within each Site Context Type. Development partners are encouraged to coordinate with CapMetro to select and build from the Community Benefits table outlined in [Chapter 3](#).

Site Context Type	Central Core Hub (CCH)	Regional Hub (RH)	TOD Village (TV)	Neighborhood TOD (NT)	Special Destination (SD)
Expected Land Value	High	Medium-High	Medium	Low-Medium	Medium-High
 <p>What's Best for Transit Access and Placemaking</p>	Transit Passes Park & Ride replacement garage Public space enhancements CapMetro Bikeshare station	Transit shelter or bus bays Mix of uses Bicycle/ Pedestrian Amenities	Transit passes Shared parking arrangements Bicycle/ Pedestrian Amenities	Transit passes Shared parking arrangements Bicycle/ Pedestrian Amenities	Shared parking arrangements CapMetro Bikeshare station Secure bicycle storage
 <p>What's Best for Communities Development Program and Affordability</p>	Residential and Commercial Affordability considerations Mix of uses Community amenities (daycare, health care, etc.)	Residential and Commercial Affordability considerations Mix of uses Community amenity (daycare, health care, etc.)	Residential and Commercial Affordability considerations Community amenity (daycare, health care, etc.)	Residential and Commercial Affordability considerations Community amenity	Residential and Commercial Affordability considerations Mix of uses Community amenity
 <p>What's Best for Long-Term Partnership Transaction and Governance</p>	Share of public infrastructure Wraparound services	Share of public infrastructure Base rent reset Wraparound services	Base rent reset Wraparound services	Base rent reset Participating rent	Share of public infrastructure Appraisal at takedown



What's Best for Transit

Transit Access and Placemaking

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits ensure that TOD supports transit directly, through ridership and capital improvements, and indirectly through decreasing reliance on vehicles in the surrounding area.

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Direct paths to station</p> <p>Pedestrian pathways to the station or stop are as direct as possible and transit is highly visible through site design.</p>	●	●	●	●	●	N/A
<p>Sidewalks</p> <p>Sidewalks provide critical access for people walking and rolling to and from their transit stop and are a key part of the infrastructure that facilitates multimodal connectivity.</p>	●	●	●	●	●	Section 11 - TOD Code Pedestrian Safety Action Plan Transportation Criteria Manual
<p>Bicycle racks</p> <p>Bicycle racks at bus stops provide additional support for customers accessing bus service.</p>	●	●	●	●	●	Section 11 - TOD Code Austin Bike Plan 2023 Urban Trails Plan
<p>Transit wayfinding</p> <p>Wayfinding materials at a stop or station can include schedules, system and route maps and local area maps.</p>	●	●	●	●	●	CapMetro Standard Service Guidelines
<p>Reduced parking ratio</p> <p>Lower number of parking spaces provided for a given development compared to comparable projects.</p>	●	●	●	●	●	Section 11 - TOD Code
<p>Unbundled parking</p> <p>Parking spaces are priced separately from the rental of a residential or hotel unit.</p>	●	●	●	●	●	Section 11 - TOD Code
<p>Active ground floor use</p> <p>Ground floors include retail, services, or public amenities that activate street-level spaces and improve the pedestrian experience in station areas.</p>	●	●	●	●	●	City of Austin Land Development Code (LDC)

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit



What's Best for Transit

Transit Access and Placemaking

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits ensure that TOD supports transit directly, through ridership and capital improvements, and indirectly through decreasing reliance on vehicles in the surrounding area.

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Bicycle and Shared Use Paths</p> <p>Development supports dedicated portion of a right of way intended for the exclusive or preferential use of bicyclists or active transportation.</p>	●	●	●	●	●	Austin Bike Plan 2023
<p>CapMetro Bikeshare station</p> <p>Includes docking station where you can rent and return bikes provided by CapMetro for short trips.</p>	●	●	●	●	●	Austin Bike Plan 2023
<p>Long-term bicycle storage</p> <p>Secure parking spaces where bikes can be stored safely for an extended time, like during work hours or overnight.</p>	●	●	●	●	●	Austin Bike Plan 2023 Urban Trails Plan
<p>Public space enhancements</p> <p>Improvements to public areas like sidewalks, plazas, or parks to make them more attractive, accessible, and enjoyable for everyone.</p>	●	●	●	●	●	Austin Parks and Recreation Department Austin Public Works Department
<p>Transit passes</p> <p>Prepaid passes that let you use CapMetro buses or trains for a certain time period, such as daily, weekly, or monthly.</p>	●	●	●	●	●	Transit Empowerment Fund CapMetro for Business
<p>CapMetro Bikeshare passes</p> <p>Prepaid cards or subscriptions that allow unlimited or discounted use of CapMetro's bikeshare system.</p>	●	●	●	●	●	N/A
<p>Shared parking arrangement</p> <p>An agreement where multiple users or businesses share the same parking spaces to maximize use and reduce the need for extra parking.</p>	●	●	●	●	●	Section 11 - TOD Code

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit



What's Best for Transit

Transit Access and Placemaking

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits ensure that TOD supports transit directly, through ridership and capital improvements, and indirectly through decreasing reliance on vehicles in the surrounding area.

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Transit shelters</p> <p>A shelter protects riders from the elements, both heat and rain, and helps identify the location of a stop.</p>	●	●	●	●	●	CapMetro Standard Service Guidelines
<p>Transit Right of Way improvements</p> <p>Upgrades to the dedicated paths or areas reserved for transit vehicles, like adding bus lanes, sidewalks, or crosswalks as well as follow ROW recommendations outlined in ASMP.</p>	●	●	●	●	●	Transit Enhancement Program Transportation Criteria Manual
<p>Shared Parking Garage</p> <p>Shared surface parking is replaced by a structured garage to increase site utilization.</p>	●	●	●	●	●	N/A
<p>Bus bays</p> <p>Special pull-off areas where buses can stop to pick up and drop off passengers without blocking traffic.</p>	●	●	●	●	●	CapMetro Standard Service Guidelines
<p>Station Infrastructure improvements</p> <p>Upgrades to transit stations, such as adding seating, shelters, lighting, or digital screens to improve the experience for riders.</p>	●	●	●	●	●	CapMetro Standard Service Guidelines

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit



What's Best for Communities Development Program and Affordability

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits support current and future residents through well-designed developments that support community, limit displacement, and provide opportunity for a range of residents.

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>High site utilization</p> <p>Making the best use of available land by including a mix of buildings and features like housing, shops, and public spaces.</p>	●	●	●	●	●	City of Austin Land Development Code (LDC)
<p>Green infrastructure</p> <p>Environmentally friendly features like rain gardens, trees, and permeable pavement that manage stormwater and reduce environmental impacts.</p>	●	●	●	●	●	Community Initiated Solutions (CIS)
<p>Shade and other cooling measures</p> <p>Shade and other cooling measures refer to strategies used to mitigate the effects of heat exposure, primarily by reducing direct sunlight and promoting body cooling</p>	●	●	●	●	●	The Great Streets Plan
<p>Affordability covenants</p> <p>Legal agreements that ensure housing or commercial spaces remain affordable over time.</p>	●	●	●	●	●	SMART Housing Affordability Unlocked Austin Housing Finance Corporation Austin Housing Public Facility Corporation (AHPFC)
<p>Mix of housing types</p> <p>Including different kinds of homes, like apartments, townhouses, and single-family homes, in one development.</p>	●	●	●	●	●	ETOD Zoning Overlay
<p>Affordable housing set aside</p> <p>Reserving a portion of housing units in a project for households earning below a specific AMI threshold.</p>	●	●	●	●	●	SMART Housing Affordability Unlocked Austin Housing Finance Corporation Austin Housing Public Facility Corporation (AHPFC)



What's Best for Communities Development Program and Affordability

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits support current and future residents through well-designed developments that support community, limit displacement, and provide opportunity for a range of residents.

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Community Benefits agreement</p> <p>A contract between developers and the community to provide specific benefits, like affordable housing or public spaces, as part of a development.</p>	●	●	●	●	●	N/A
<p>Mix of uses</p> <p>Balanced mix of residential, commercial, and recreational spaces in one area to create vibrant, walkable communities.</p>	●	●	●	●	●	City of Austin Land Development Code (LDC)
<p>Mix of ownership types</p> <p>Variety of housing ownership options, such as homes for rent, purchase, or cooperative ownership, to meet diverse needs.</p>	●	●	●	●	●	City of Austin Land Development Code (LDC)
<p>Essential worker preferences</p> <p>Giving priority for housing to essential workers, such as teachers, healthcare providers, first responders and CapMetro transit operators.</p>	●	●	●	●	●	Housing Authority of the City of Austin
<p>New play area</p> <p>A designated space with playground equipment for children to play and socialize.</p>	●	●	●	●	●	Parks and Recreation Department
<p>Outdoor seating areas</p> <p>Spaces with benches, tables, or chairs for people to relax, eat, or socialize outdoors.</p>	●	●	●	●	●	Transportation Criteria Manual Outdoor Seating and Retail Programs
<p>Public art</p> <p>Public art improves the experience at transit stops and stations by offering interesting and engaging visuals while waiting for services.</p>	●	●	●	●	●	ETOD Toolkit

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit



What's Best for Communities Development Program and Affordability

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits support current and future residents through well-designed developments that support community, limit displacement, and provide opportunity for a range of residents.

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Renewable energy generation</p> <p>Installing systems like solar panels or wind turbines to produce clean, sustainable energy.</p>	●	●	●	●	●	N/A
<p>Public plaza</p> <p>An open space designed for people to gather, often featuring seating, landscaping, and community events.</p>	●	●	●	●	●	Transportation Criteria Manual Parks and Recreation Department
<p>Daycare</p> <p>A facility that provides childcare services for working parents or caregivers.</p>	●	●	●	●	●	Relevant District Station Area Plan or Corridor Area Plan
<p>Affordable commercial space</p> <p>Retail or office spaces rented at below-market rates to support small businesses and entrepreneurs.</p>	●	●	●	●	●	ETOD Toolkit
<p>Grocery store</p> <p>A shop that provides access to fresh food and essential items for the local community.</p>	●	●	●	●	●	Relevant District Station Area Plan or Corridor Area Plan
<p>Health clinic</p> <p>A facility that offers medical services, such as checkups and vaccinations.</p>	●	●	●	●	●	Relevant District Station Area Plan or Corridor Area Plan
<p>100% workforce housing</p> <p>Housing units reserved for moderate-income workers, such as teachers and service industry employees.</p>	●	●	●	●	●	Housing Authority of the City of Austin

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit



What's Best for Communities Development Program and Affordability

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits support current and future residents through well-designed developments that support community, limit displacement, and provide opportunity for a range of residents.

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Affordable housing preservation</p> <p>Measures to preserve the affordability of existing housing, such as acquisition or funding support, separate from newly constructed housing.</p>	●	●	●	●	●	SMART Housing Affordability Unlocked Austin Housing Finance Corporation Austin Housing Public Facility Corporation (AHPFC)
<p>100% affordable housing</p> <p>Housing where all units are reserved for low- or moderate-income households at below-market rates.</p>	●	●	●	●	●	SMART Housing Affordability Unlocked Austin Housing Finance Corporation Austin Housing Public Facility Corporation (AHPFC)
<p>Deeply affordable housing units</p> <p>Housing units are affordable to households at lower levels of AMI.</p>	●	●	●	●	●	SMART Housing Affordability Unlocked Austin Housing Finance Corporation Austin Housing Public Facility Corporation (AHPFC)
<p>Permanent supportive housing</p> <p>Long-term, affordable housing combined with services like healthcare and job training to help people who are homeless or at risk of homelessness.</p>	●	●	●	●	●	SMART Housing Affordability Unlocked Austin Housing Finance Corporation Austin Housing Public Facility Corporation (AHPFC)



What's Best for Long-Term Partnership Transaction and Governance

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits support long-term management of the development, including successful partnership between CapMetro and the developer. Many benefits related to transactions relate to [Strategy 1: Joint Development on CapMetro Land](#).

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
Community engagement Meaningful engagement with residents and stakeholders to understand their needs for Community Benefits.	●	●	●	●	●	ETOD Toolkit
Leverage Available Funding Sources Developer leverages all available funding sources for the project before requesting contribution from CapMetro.	●	●	●	●	●	N/A
Performance requirements and deposits Developer offers some form of financial security in exchange for control of land prior to construction.	●	●	●	●	●	CapMetro's DBE Program
Schedule commitments Developer commits to reasonable schedule in which CapMetro can seek development by another team should targets not be met.	●	●	●	●	●	N/A
Assignment and redevelopment clauses CapMetro retains approval over assignment of interest in the property and any future redevelopment.	●	●	●	●	●	Federal Transit Administration Guidance on Joint Development
Ground rent escalation Ground lease escalates rent at a reasonable rate annually.	●	●	●	●	●	N/A
Market value ground rent Developer offers market value for the land.	●	●	●	●	●	N/A
Project labor agreement A contract between developers and labor unions that sets standards for wages, benefits, and working conditions for a project.	●	●	●	●	●	The Texas Comptroller
Local hiring Hiring preference for people who live in the surrounding area.	●	●	●	●	●	Local Preference Program



What's Best for Long-Term Partnership Transaction and Governance

CCH Central Core Hub

RH Regional Hub

TV TOD Village

NT Neighborhood TOD

SD Special Destination

These Community Benefits support long-term management of the development, including successful partnership between CapMetro and the developer. Many benefits related to transactions relate to [Strategy 1: Joint Development on CapMetro Land](#).

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Sustainable design certification</p> <p>Recognition, such as LEED or Envision SP certification, for buildings that meet high standards for energy efficiency, environmental friendliness, and sustainability.</p>	●	●	●	●	●	LEED Building Certification Envision SP
<p>Site programing</p> <p>Planning activities or events, like farmers' markets or concerts, to make space more engaging and beneficial for the community.</p>	●	●	●	●	●	Austin Build + Connect
<p>Shared governance structures</p> <p>Collaborative decision-making systems where stakeholders, such as developers, tenants, and jurisdictional partners, share responsibility for managing a project or space.</p>	●	●	●	●	●	N/A
<p>Pre-development studies</p> <p>Contribution towards or financial responsibility for shared due diligence required before construction (such as environmental studies) to assess feasibility and impacts.</p>	●	●	●	●	●	N/A
<p>Impact fees</p> <p>Charges that developers pay to local governments, for the trips generated by their development, to offset the cost of infrastructure improvements needed because of their project.</p>	●	●	●	●	●	Street Impact Fees (SIF)
<p>Wraparound services</p> <p>Comprehensive resources designed to support residential housing stability and other needs.</p>	●	●	●	●	●	N/A
<p>Workforce development programs</p> <p>Initiatives that provide training and education to residents to gain skills and find jobs in various industries.</p>	●	●	●	●	●	City of Austin's Workforce Development Program
<p>Appraisal at parcel takedown</p> <p>For multi-phase developments, land value is determined through appraisal before construction start.</p>	●	●	●	●	●	Travis Central Appraisal District



What's Best for Long-Term Partnership Transaction and Governance

- CCH** Central Core Hub
- RH** Regional Hub
- TV** TOD Village
- NT** Neighborhood TOD
- SD** Special Destination

These Community Benefits support long-term management of the development, including successful partnership between CapMetro and the developer. Many benefits related to transactions relate to [Strategy 1: Joint Development on CapMetro Land](#).

Benefit	CapMetro Priority by Context*					Applicable Regulations/Plans
	CCH	RH	TV	NT	SD	
<p>Revenue participation</p> <p>CapMetro receives a share of net revenues exceeding a breakpoint, such as minimum return threshold.</p>	●	●	●	●	●	N/A
<p>Base rent resets</p> <p>Ground rent is reestablished by appraisal at various points over the term of a lease.</p>	●	●	●	●	●	N/A
<p>Capital event participation</p> <p>CapMetro receives a share of net proceeds from sale of the property.</p>	●	●	●	●	●	N/A
<p>Share of public infrastructure</p> <p>Developer contributes to public infrastructure above and beyond typical site development expectations.</p>	●	●	●	●	●	N/A
<p>Housing Accelerator Loan Fund</p> <p>The Housing Accelerator Loan Fund is a \$16+ million fund that leverages public and private dollars to accelerate the pace of affordable housing production in Central Texas. It can also be an option for a developer to contribute to this fund.</p>	●	●	●	●	●	Housing Accelerator Loan Fund by Austin Community Foundation

*Number of benefits that CapMetro can expect depends upon land value factors and the relative cost of each benefit

APPENDIX B

CASE STUDY: PLAZA SALTILLO

Plaza Saltillo opened in 2019 as CapMetro's first TOD along the CapMetro Rail - Red Line, which began operation in 2010. The 11-acre East Austin site is a former Union Pacific rail yard redeveloped into a dense, mixed-use community centered around public transit. The site is ground leased to the Endeavor Real Estate Group to develop into a mixed-use community called Saltillo Development. It is a pedestrian-friendly, mixed-density neighborhood that integrates housing, commercial spaces, and improved connectivity around Plaza Saltillo Station. CapMetro and the CoA collaborated to shape the vision for this development, resulting in a regulating plan that guided the district's design and growth.

Lessons Learned

The solicitation and developer selection process benefits from some flexibility to be able to balance community benefits and developer risk.

- **Negotiated Land Use Mix**

Developers proposed initial land use mixes suitable for the site and market, which CapMetro then reviewed and refined to align with project goals.

- **RFP Process**

The RFP clearly outlined expectations, including program requirements and infrastructure needs. However, overly rigid criteria might have made the deal challenging for developers. A development consultant was brought in to craft the RFP, ensuring that CapMetro achieved a favorable deal.

Developer Selection

The TOD committee evaluated 16 responses using a matrix-based evaluation to select the winning developer.

Plaza Saltillo by the Numbers

800

Total Number of Residential Units

134

Number of Affordable Residential Units

110,000 sq ft

Total Area of Retail Space

140,000 sq ft

Total Area of Office Space

1.4 acres

Total Area of Open Space & Public Art

Mitigating environmental risks for developers early pays off later.

- CapMetro undertook significant site preparation before releasing the RFP, including a Phase 1 environmental study for the 10-acre site. Identifying and mitigating risks early ensured a smoother development process while clarifying responsibilities in the RFP and potentially unlocking greater land value.

Public and private partners should be prepared for longer timelines.

- The development process for Plaza Saltillo highlights the long-term nature of TOD projects. While construction for the 5-block development took 2 years, the project pre-positioning took 4 years and the ground lease process alone required 4 years, bringing the overall project timeline to 10 years.



Ground leases provide CapMetro with more control over TOD outcomes than land sales.

• Long-term Benefits

Plaza Saltillo utilized a long-term ground lease, which CapMetro prefers over direct land sales. Ground leases allow CapMetro to retain long-term control, ensure TOD delivers ridership benefits, and maintain oversight on land use.

• Revenue Generation

The lease included revenue-sharing mechanisms, such as a percentage of retail revenue and a 3% rent increase over the first 5 years.

• Land Use Restrictions

The lease prohibited certain types of businesses, such as body shops and liquor stores, to maintain the TOD's character.

• Risk Management

Real estate risks, including environmental cleanup, were shifted to the developer in the RFP process.



Engage communities early.

- Engaging the community early proved critical to building trust and aligning community priorities with development outcomes. Before releasing the RFP, CapMetro conducted monthly meetings to incorporate community priorities upfront. Once developers were selected, they led ongoing engagement, maintaining transparency and trust throughout the process.
- A key takeaway is balancing community expectations with realistic deliverables, avoiding overpromising while addressing community needs.

Be transparent about feasible community benefits and trade-offs though project delivery.

• Phasing

While affordable housing provisions were included, the community felt they should have been expanded and frontloaded. However, market conditions and financial constraints may have limited the developer's capacity to frontload the affordable housing provision, which would have demonstrated priority commitment to the community.

• Context-sensitive Commercial Uses

There was a disconnect between the aspirational commercial uses in the pre-solicitation process, the RFP, and what the developer managed to secure, resulting in a sense of unmet promises and gentrification impacts in the community. A stronger integration of context-sensitive commercial spaces could have enhanced the project's impact.

Set clear performance targets that provides transparency of expectations for different stakeholders.

• Financial ROI (Return on Investment)

While CapMetro's goal is to generate revenue from TOD projects, Plaza Saltillo's financial return on investment was relatively low. A more comprehensive cost-benefit analysis could have strengthened outcomes for both CapMetro and the community.

• Community Benefits vs. Real Estate Success

The project achieved significant success as a commercial real estate venture, but community benefits were limited. This highlights the need for clearer performance measures and a stronger focus on larger community benefits.



APPENDIX C

PRE-DEVELOPMENT ACTIVITIES

A detailed breakdown of possible activities to complete prior to development solicitation is provided below. The scope of pre-development responsibilities may include:

CapMetro-led Activities

Items that support transit infrastructure, lower development barriers, or improve financial feasibility.

Developer-led Activities

Feasibility assessments and certain entitlement processes required to secure project approvals and financing, with CapMetro review and oversight as appropriate.

Shared Responsibilities

Activities where both CapMetro and developers contribute based on project needs and jurisdictional requirements.

Activity	CapMetro Responsibility	Developer Responsibility	Notes
Title	Always	Rarely	Include in solicitation
Survey	Always	Rarely	Include in solicitation
Environmental Site Assessment (ESA)	As needed	Expected	At least Phase 1 and more if identified
Community Outreach	As needed	Expected	As desired by procedure
Market Study	As Needed	Expected	Includes highest and best use
Conceptual Site Plan	As Needed	Expected	If parcelization or replacement facilities
Funding Commitments	As needed	Expected	Confirm infrastructure funding, including LOI
Rezoning/ Entitlements	As Needed	As Needed	Secure required entitlements or Memorandum of Understanding (MOU)
Infrastructure Cost Estimate	As needed	As needed	For any transit replacement infrastructure
Legal Subdivision	As needed	As needed	Create required legal parcels and ROW
Site Remediation	As needed	As needed	If required by ESA or other site condition
Geotechnical Investigation	As needed	As needed	If identified as risk
ROW	As needed	As needed	Resolve any rail or utility ROW issues
Existing Agreements	As needed	As needed	Address existing licensees or tenants

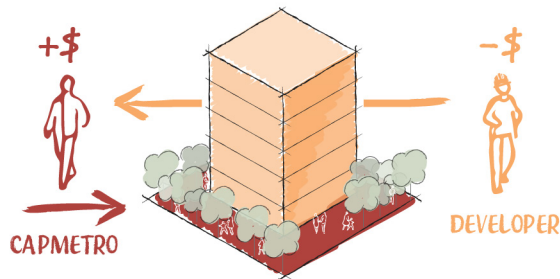
APPENDIX D

DEAL STRUCTURES

An overview of deal structure has been discussed in [Chapter 3](#), but the next few sections detail out these deal structure along with definitions, applicable project contexts, and key considerations for infrastructure, public development, and commercial applications for each.

FEE SIMPLE

CapMetro sells parcels to developer for redevelopment and deducts required public infrastructure from land value



Infrastructure



Public Development



Commercial Development



Situation

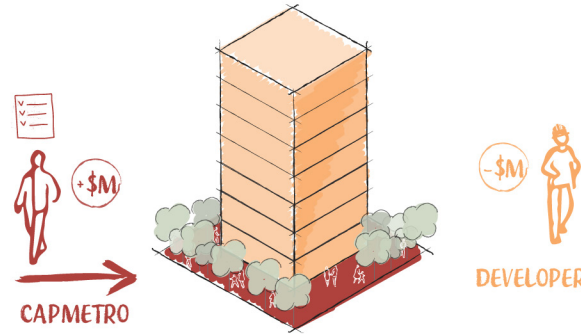
Limiting developer risk and providing up-front revenue in established market; facilitating for-sale residential

Other Variations

Covenants, Conditions, & Restrictions to carry through title

GROUND LEASE

CapMetro offers developer long-term ground lease to develop parcels and deducts required public infrastructure from land value, which is paid via lump sum (value) or annual base rent (value x ground rent multiplier)



Infrastructure



Public Development



Commercial Development



Situation

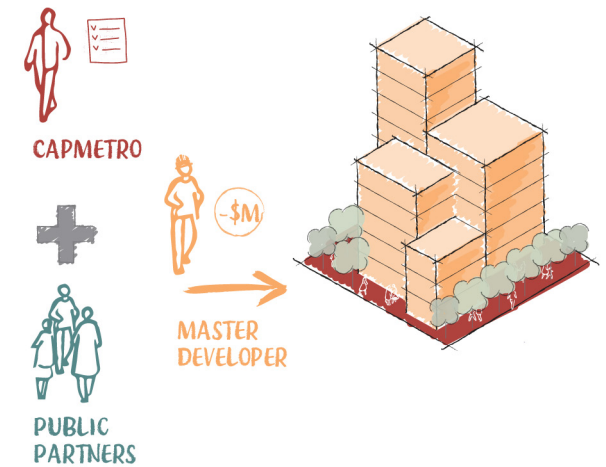
Maintaining long-term ownership and some operational control; capturing land value increases over time in emerging markets

Other Variations

Base rent reset and other mechanisms to capture revenue increases

MASTER DEVELOPMENT AGREEMENT

CapMetro establishes core conditions with master developer for multi-phase project; can include other public partners and be separate from ground lease or sale



Infrastructure



Public Development



Commercial Development



Situation

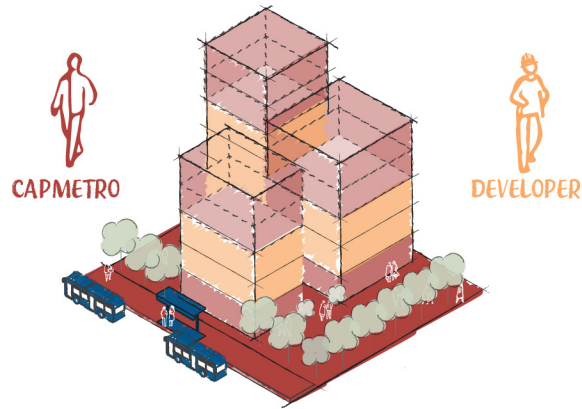
Multi-phase project with deferred decisions on use mix and timing; ability for master developer to assign site developers

Other Variations

Ground lease that includes phasing and additional parcel rights; master lease agreement

AIR RIGHTS

Variation on fee simple or ground lease in which CapMetro sells or leases air rights to developer above owned land or infrastructure to facilitate development



Infrastructure



Public Development



Commercial Development



Situation

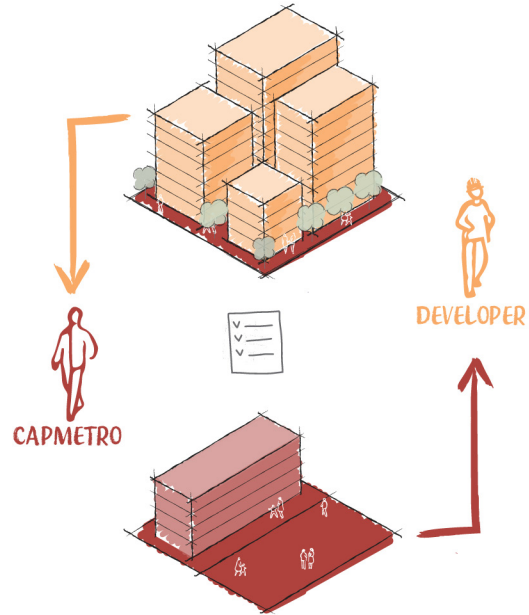
Creating parcels over transit infrastructure; maintaining long-term ownership and some operational control

Other Variations

Condominium within larger project

EXCHANGE

CapMetro arranges land or property with developer to facilitate redevelopment and meet other capital or strategic needs, such off-site facilities



Infrastructure



Public Development



Commercial Development



Situation

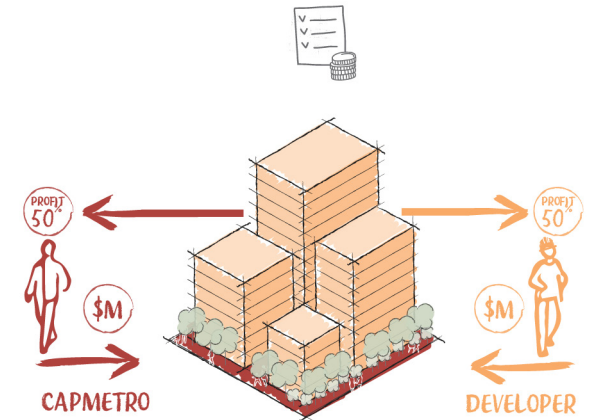
Relocating operations to enable highest and best use of land adjacent to transit; meeting other agency needs such as office space

Other Variations

Portfolio sale (multiple properties)

JOINT VENTURE

CapMetro contributes funding to project in exchange for share of profits and other partnership conditions



Infrastructure



Public Development



Commercial Development



Situation

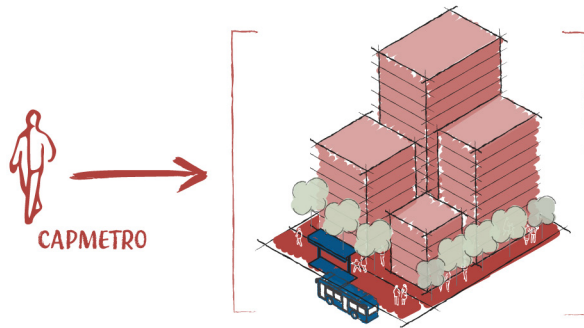
Funding required for commercial development that exceeds TIF (Tax Increment Financing) capacity; projects that include private land ownership

Other Variations

Revenue participation

SELF-PERFORMANCE

CapMetro executes projects on its own, including continued ownership, operation, and maintenance



Infrastructure



Public Development



Commercial Development



Situation

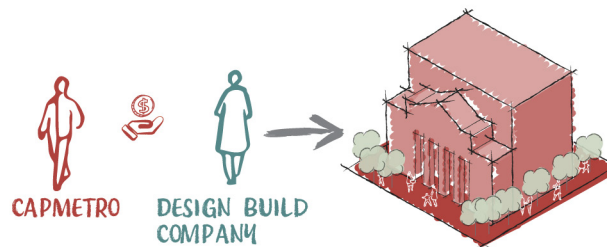
Publicly owned and operated projects (or portions of projects) within agency capabilities to execute

Other Variations

Lease, license, or concession agreement

FEE DEVELOPMENT

Variation on self-performance in which CapMetro procures design-build firm, general contractor, or fee developer to execute a project according to specifications



Infrastructure



Public Development



Commercial Development



Situation

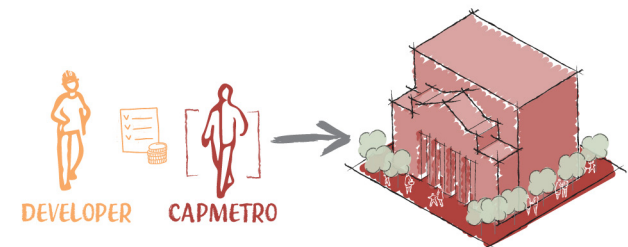
Publicly owned and operated projects with precise specifications

Other Variations

Standard CapMetro procurement options

DESIGN-BUILD-FINANCE-OPERATE-MAINTAIN (DBFOM)

Variation on fee development in which developer brings its own financing and must operate and maintain the facility on behalf of CapMetro



Infrastructure



Public Development



Commercial Development



Situation

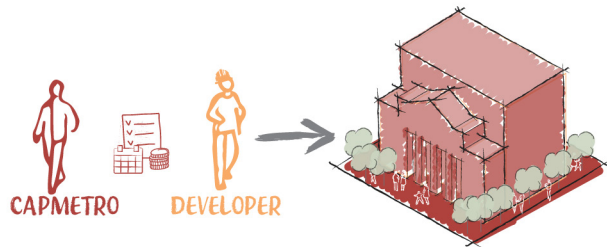
Publicly owned project with limits to agency capacity or expertise for financing, operating, and/or maintaining

Other Variations

Other variations on DBFOM spectrum according to project needs

AVAILABILITY PAYMENT

Variation on DBFOM in which CapMetro pays monthly/annual fee to developer for all development and operating costs, but payment is deducted or abated for unavailability/performance gaps



Infrastructure



Public Development



Commercial Development



Situation

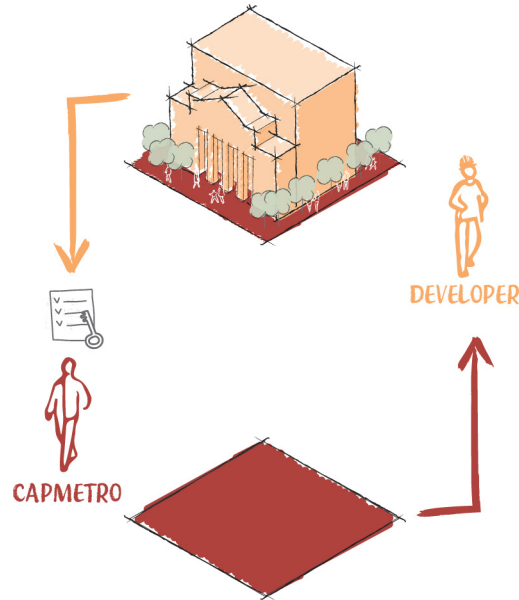
Transit infrastructure and other public projects; desire to mitigate delivery or operational risk;

Other Variations

Precise conditions triggering deductions or abatement

SALE LEASEBACK

Variation on DBFOM in which CapMetro sells or ground leases property to developers to construct facility that is leased back to the agency



Infrastructure



Public Development



Commercial Development



Situation

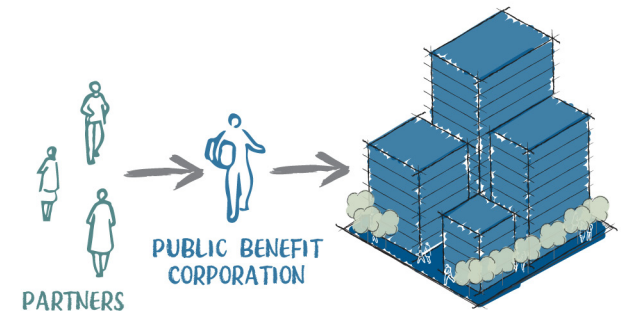
Core product type need such as office or industrial; greater operating budget capacity than capital budget

Other Variations

Self-leaseback with underlying ground lease

PUBLIC BENEFIT CORPORATION

CapMetro establishes non-profit public benefit corporation to coordinate development of all components of the project; new development authority board seats include major public stakeholders



Infrastructure



Public Development



Commercial Development



Situation

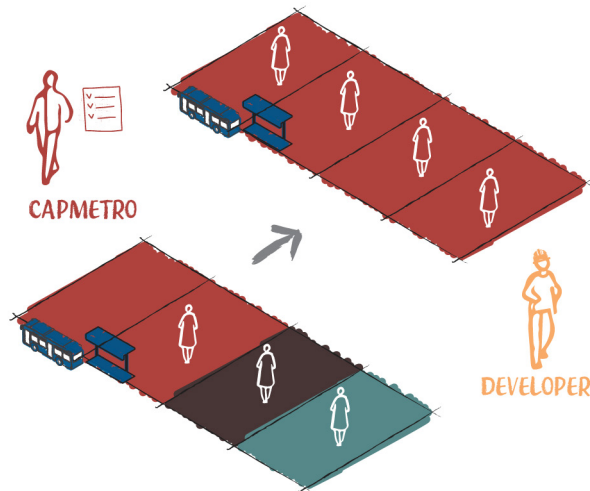
Facilitating participation of state, local, and other public stakeholders in project, including funding and buy-in

Other Variations

TIF district creation and participation

LAND BANKING

CapMetro strategically acquires additional properties near or adjacent to owned station area



Infrastructure



Public Development



Commercial Development



Situation

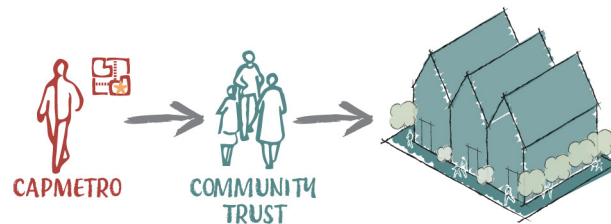
Parcel assembly to facilitate greater development scale; value capture around public investment and emerging markets

Other Variations

Individual land acquisition(s) coinciding with project

COMMUNITY LAND TRUST

Variation on land banking in which CapMetro transfers land to non-profit land trust who can facilitate development



Infrastructure



Public Development



Commercial Development



Situation

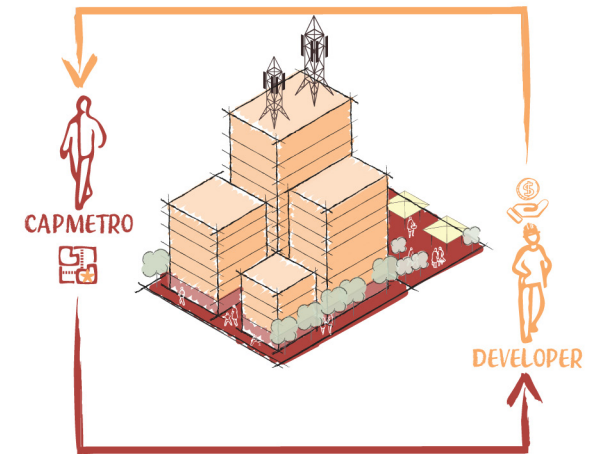
Increasing capacity of public interest partners to execute projects that meet community needs; smaller properties that are not efficient for CapMetro's scale.

Other Variations

Land trusts focused on specific uses, i.e. affordable housing, open space, shelters

LEASE OR LICENSE AGREEMENT

CapMetro provides existing property or tenant space as landlord to private entities for activation in exchange for nominal or market-based rent.



Infrastructure



Public Development



Commercial Development



Situation

Building reuse or other activation of underutilized property short of redevelopment; monetizing public property in short or long-term

Other Variations

Concession agreement

**Transit-Oriented
Development Guidebook**

For additional details or questions
related to the TOD Guidebook,
please contact us via email at
TOD@capmetro.org