



MEMORANDUM

TO: TPB Technical Committee
FROM: Sophie Mintier, COG Staff, John Swanson and Lamont Cobb, COG/TPB Staff
SUBJECT: Recommendations from the 2016 TLC Program Evaluation and proposed actions
DATE: February 1, 2016

This memorandum accompanies and responds to the *2016 Transportation/Land Use Connections Program Evaluation*. During the fall of 2015, COG/TPB staff determined to conduct this evaluation of the TLC program with the assistance of an outside consultant, John Mataya. The evaluation was developed to assess the TLC program's outcomes and strengths, and provide recommendations to enhance the program to improve its effectiveness and strategic alignment with regional priorities. The evaluation includes analysis of the 83 projects completed under TLC since its beginning in 2007, the results of a survey completed by over 50 past TLC recipients, and case studies from completed TLC projects. Based on these components, the evaluation provides the following recommendations for how to build on past successes and strengthen the TLC program in the future.

SUMMARY OF RECOMMENDATIONS IN THE 2016 TLC PROGRAM EVALUATION

1. Better Align TLC Funding Priorities with Regional Priorities and Program Strengths
2. Give Priority to Projects in Activity Centers
3. Give Priority to Projects That Improve Access to Transit
4. Give Priority to Projects in Areas with High Concentrations of Low-Income and Minority Residents
5. Support Collaborative Regional Projects
6. Increase Funding and Staff Capacity for the TLC Program
7. Utilize TAP Funding to Implement TLC Projects
8. Develop a More Robust Peer Exchange Network
9. Create a TLC Awards Program
10. Establish a Monitoring Process

This memorandum provides suggestions and proposed actions for how to operationalize the consultant's recommendations above, broken out according to the main stages of the TLC program: I) solicitation and outreach, II) project selection, and III) ongoing program management. Each proposed action also indicates a status. "Underway" indicates that staff have already started to implement some of these actions (underway), and this memo serves to formalize these. "Short-term" actions are those implemented during calendar year 2016, and "long-term" actions are beyond 2016.

I. SOLICITATION & OUTREACH

Recommendations 1, 2, 3, 4, and 5:

The TLC program supports a range of projects that are related to (1) regional transportation priorities, and over the past year, staff have focused on emphasizing projects focused on (2) Activity Centers, (3) access to transit, and (5) cross-jurisdictional/regional collaboration through application materials. But more can be done to encourage projects that advance regional priorities and create regional impact. In particular, staff should ensure these priorities are emphasized in all solicitation and application materials. The forthcoming environmental justice analysis by TPB staff, which will identify (4) communities with high concentrations of low-income and minority populations throughout the region, provides an opportunity to strengthen the program by encouraging and targeting assistance to projects focused on such areas. Collectively, Activity Centers, stations in the Station Area Access study, and areas with potentially vulnerable populations can provide a spatial lens for identifying and supporting projects in locations of special interest throughout the region.

Recommendation 7:

The Transportation Alternatives Program (TAP) provides funding to implement capital improvements for transportation alternatives such as pedestrian and bicycle infrastructure. TAP program can be a resource to support implementation of projects supported under TLC, and past TLC recipients should be encouraged to apply for TAP funding.

Staff proposed actions for solicitation and outreach:

- Emphasize regional transportation priorities, Activity Centers and access to transit in TLC solicitation and application materials and presentations. (Underway)
- Use Activity Centers, analysis from the Station Area Access database, and analysis of potentially vulnerable populations (once complete) to identify priority locations to support through TLC. Ahead of the opening of each year's solicitation, conduct proactive outreach to local jurisdictions to identify and encourage applications for projects in Activity Centers, station areas included in the Station Area Access study, and communities of concern. (Short-term and long-term)
- Conduct outreach to solicit collaborative regional projects, whether focused on projects crossing jurisdictional boundaries, or those that address a common regional need. This would require staff to conduct proactive outreach and achieve sufficient buy-in from involved jurisdictions to ensure the project is actionable. (Short-term and long-term)
- Consider the TLC program and Transportation Alternatives Program as complementary technical assistance programs that can support the same projects at different stages of development. Reference TAP in TLC solicitation materials and presentations, and reference TLC in TAP solicitation materials. Include supplemental application materials for TPB-area TAP applications that include explicit project

- criteria related to regional goals and funding priorities. (Underway)
- Conduct outreach among past TLC recipients to encourage them to apply for TAP funding if appropriate. (Short-term)

II. PROJECT SELECTION

Each year, TLC projects are chosen by a selection panel of planning and design professionals from around the region and COG/TPB staff. The selection panel considers each application according to project attributes and consistency with regional priorities on a qualitative basis, ranking each project “high,” “medium,” or low.” Through discussion the selection panel develops consensus on which projects to support.

Recommendations 2, 3, and 4:

These recommendations call for giving priority to projects focused on Activity Centers, access improvements identified in the Station Area Access study, and areas with potentially vulnerable populations. In recent cycles, Activity Centers and access improvements have been considered during the selection process; the recommendation and the proposed actions below are intended to formalize and emphasize these as key considerations in the selection process.

Staff proposed actions for project selection:

- Before the selection panel meets, screen applications to identify which projects are located in Activity Centers, and/or station areas from the Station Area Access study, and highlight this in the evaluation matrix used to record feedback on each project. Instruct selection panel members to consider these factors as priorities in their review of each project. (Underway)
- Consider developing a quantitative or hybrid quantitative/qualitative scoring system for project selection that provides additional points for projects focused on Activity Centers and access improvements to transit. This system would still consider the entire applicant pool on a holistic basis, including factors such as regional balance and support for jurisdictions with fewer resources. (Short-term)
- Following project selection, identify how many of the awarded projects meet one or more of these locational factors, and include this information when presenting awarded projects to the Transportation Planning Board and TPB Technical Advisory Committee. (Short-term)
- Once the environmental justice analysis is complete, incorporate areas with high concentrations of low-income and minority populations as an additional factor into the selection process and into any quantitative scoring system that is developed. (Long-term)

III. ONGOING PROGRAM MANAGEMENT

Recommendation 6:

In addition to the consultant assistance awarded to each TLC project, COG/TPB staff provide significant assistance, including contracting with the consultant and approving consultant invoices. In addition, staff providing project management and oversight for each project, including attending

kick-off meetings, refining scopes of work, reviewing and providing feedback on consultant deliverables, and addressing any scope, budget, or schedule challenges that arise during the project. As the evaluation notes, these activities by staff provide real value to the jurisdictions and should continue, but they also require significant time by staff. Furthermore, the federal TAP funding doesn't provide any funding for administration, so staff support for the MPO portion of TAP for Maryland, Virginia, and the District must also be funded out of TLC. Currently, TLC and TAP are administered by approximately one FTE. To continue to provide the essential contracting and project management assistance, COG/TPB may need to consider an increase in staff capacity for the TLC program. Additional staff capacity would also enable us to address Recommendation 8 on enhancing the Peer Exchange Network.

Recommendation 8:

During FY16 and FY17, staff will work on enhancing the Peer Exchange Network. This may include scheduling presentations or webinars to share lessons on individual completed projects, putting together a forum at the end of each project cycle, or arranging for more informal information sharing between new and past TLC recipients on similar projects.

Recommendation 10:

Following completion of the FY15 projects, COG/TPB staff sent a survey to project recipients and consultants to gather feedback on program operations and project satisfaction. This is a simple way to monitor the program and the projects it supports each year. Staff should make this a regular part of the project close-out and let recipients and consultants know at the beginning of their projects that this is a required component of participation in TLC. The 2015 TLC program evaluation survey conducted for this report collected data on the number of TLC projects that have been implemented, whether through capital improvements or policy change. Staff should monitor implementation periodically through follow-up surveys, possibly conducted every two to three years.

Proposed actions for ongoing program management:

- Work with the TPB and its stakeholders to assess overall funding and staffing available to support TLC program and project management and contracting, and the Transportation Alternatives Program. (Short-term and long-term)
- Aim to schedule at least one presentation, webinar, or forum for past TLC projects during calendar year 2016. Offer AICP credits for any events to help encourage participation. (Short-term)
- Where appropriate, connect past TLC project sponsors with new recipients to share information and lessons learned on similar projects during a pre-scoping meeting. (Short-term)
- At the end of each project cycle, send a survey to all current TLC recipients and consultants to gather feedback on their experiences with the program and specific project. Update program records on the number of projects completed under each jurisdiction, project type, Activity Center, etc. Follow up on any negative feedback received from the survey to determine if it needs to be addressed through program changes. Summarize in an annual report and summary of each year's TLC projects. (Underway and short-term)
- Conduct periodic follow-up (every 2-3 years) to identify additional TLC projects that have been implemented and update program records on implementation. (Long-term)

A nighttime photograph of a city street intersection. The central focus is a square traffic sign illuminated with a bright blue arrow pointing upwards and to the right. To the left, a white sign with black text is partially visible, showing 'ION-FRI' and 'DEPT OF TRANSPORTATION'. The background is a blurred city street with lights and a person walking on the sidewalk.

Transportation/Land Use Connections Program Evaluation

Prepared for the National Capital Region Transportation Planning Board
Metropolitan Washington Council of Governments

February 2016

Prepared by John Mataya

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**Prepared by John Mataya for the National Capital Region
Transportation Planning Board**

February 2016

Mr. Mataya is a freelance consultant and a former planner with the Metropolitan Washington Council of Governments and Prince George's County. In these roles, John prepared *Region Forward*, the region's comprehensive vision plan, updated the region's Activity Center map, and managed several transit-oriented TLC projects at the local level. John is also affiliated with City v3, a new planning firm focused on using transportation and technology to build dynamic urban communities.

Executive Summary

This evaluation reveals the Transportation Planning Board's (TPB) Transportation/Land Use Connections (TLC) program is an effective and popular program for advancing forward-thinking planning projects with regional benefits at the local level. Between 2007 and 2015, it funded 83 projects valued at nearly \$3 million. In just eight years, the TLC program has evolved into the region's premier technical assistance resource available for local governments seeking to address regional land use and transportation challenges. The TLC program also serves as an important resource for the TPB to advance regional priorities at the local level.

The purpose of the evaluation is to assess the effectiveness of the program, better understand the impact of TLC projects over time, and examine opportunities for strengthening the program. A survey conducted for this evaluation shows the program is well received and is in high demand among planners in the region. The program has attracted more funding and is maturing, taking on new types of projects and new roles. These include coordinating with other TPB programs such as the list of unfunded projects, convening local planners around best practices through the Peer Exchange Network, and completing several 30% design and engineering projects that have attracted more capital improvement funding to implement TLC projects.

This evaluation recommends enhancing the TLC program by focusing on the program's strengths and proposes changes to make the program more effective at advancing regional priorities. These improvements should include building more internal capacity, aligning the program with new regional planning priorities, and enhancing partnerships with state DOTs and local governments to link funding programs to TLC projects. These recommendations are based on the TLC program's origins and focus on what the TLC program does best—advancing regional goals through technical assistance and collaboration.



Summary of Recommendations

1. Better Align TLC Funding Priorities with Regional Priorities and TLC Program Strengths—The TLC program should evolve by more explicitly aligning TLC funding priorities with regional priorities and program strengths. For example, new program funding criteria would give preference to proposals in Activity Centers, projects that improve access to transit, and other TPB priorities outlined in the Regional Transportation Priorities Plan (RTPP). The TLC program plays an important role in implementing regional priorities and these planning priorities should be the basis for awarding technical assistance through the TLC program.

2. Give Priority to Projects in Activity Centers—Activity Centers represent the locations where regional land use and transportation priorities converge. Activity Centers are also linked to local comprehensive plans and according to the TPB's travel demand forecasts, they represent locations where the region will see the highest growth in jobs and population and the greatest increases in regional travel by transit, walking, and biking between now and 2040. These are the areas where the TLC program can have the greatest regional impact.

3. Give Priority to Projects That Improve Access to Transit—Give priority to TLC applications that advance station area improvements identified in the TPB's federal TCSP grant and WMATA's Station Area Access Improvement Studies. The effort should support transit ridership for Metro and other regional transit systems.

4. Give Priority to Projects in Areas with High Concentrations of Low-Income and Minority Residents—Use the TPB's forthcoming environmental justice analysis to identify potentially disadvantaged communities throughout the region and priority locations to support through transportation and land use planning projects under TLC.

5. Support Collaborative Regional Projects—The TLC program should consider actively promoting collaboration among jurisdictions to advance TLC projects of regional significance. Examples could be creating a plan for a regional bicycle beltway or examining equity

issues along the Purple Line. The program in its current form is flexible enough to accommodate and fund such projects, but an active outreach process would need to be initiated to bring the right stakeholders together and ensure buy-in on such a project.

6. Increase Funding and Staff Capacity for the TLC Program—Funding for the TLC program should be increased to fund larger projects, specifically more 30% design projects, which help accelerate progress toward implementation of capital improvements. Staff capacity should also be increased to support overall management of the program and of individual projects selected each year.

7. Utilize TAP Funding to Implement TLC Projects—Examine opportunities to link planning and implementation programs. This might include better coordination with implementation programs such as the Transportation Alternatives Program (TAP). These funds can be applied to support many of the projects and outcomes generated from the TLC program.

8. Develop a More Robust Peer Exchange Network—The TLC program should build on its existing Peer Exchange Network to engage TPB members on a more frequent basis around successful TLC projects and best practices.

9. Create a TLC Awards Program—Consider giving an annual award for a TLC project that was particularly good at advancing regional goals. This could be given out at the COG annual meeting or another high-profile event to raise the importance of specific projects among elected officials and other key regional stakeholders.

10. Establish a Monitoring Process—A monitoring process should allow frequent feedback to assess how the program and TLC projects are achieving their stated goals and objectives. Such a process should focus on key elements of the program such as TLC project implementation, performance of the Peer Exchange Network, and the program's relationship with implementation partners such as the state DOTs.

Introduction

This report summarizes key findings from an evaluation of the Transportation Planning Board's (TPB) Transportation/Land Use Connections (TLC) program. The evaluation examines key strengths and gaps in the program, based on review of program data maintained by TPB, a survey sent to all past TLC recipients, and interviews with selected project participants. The evaluation makes recommendations on how to build on the TLC program's strengths while using the program to advance key regional planning priorities for metropolitan Washington.

Between 2007 and 2015, the TLC program has funded 83 projects valued at nearly \$3 million. These projects give momentum to innovative planning concepts and serve to accelerate regional implementation activities at the local level. In just eight years, the TLC program has evolved into the region's premier technical assistance resource available for local governments seeking to address regional land use and transportation challenges.



Origin of the TLC Program

The TPB initiated the TLC program in 2007 to promote regional goals reflected in the 1998 TPB Vision and ideas generated from the TPB's Regional Mobility and Accessibility scenario analysis.



At the time, few resources were available to assist local governments working to address regional issues and the program provided a way for the TPB to support local planning without access to STP and CMAQ funds. Furthermore, integrating land use and transportation activities was recognized as a critical challenge in the TPB Vision, which focuses on improving transportation connections within and among Activity Centers, promoting transit-oriented development, locating jobs and housing closer together, reducing auto dependency, and increasing transit use.

Since the program was created, numerous scenario studies and planning exercises have further demonstrated that local actions can advance important regional goals. The TLC program is designed around this premise, and provides local governments with resources and incentives to address these regional challenges at the neighborhood level. This approach has proven to be an effective and popular model throughout the region. The program has attracted more funding and is maturing, taking on new types of projects and new roles, such as convening local planners around best practices through the Peer Exchange Network and completing more 30% design and engineering projects that accelerate project implementation. As the program continues to mature, it should stay true to its origins of advancing regional goals by providing technical assistance to local governments.

What is the TLC Program?

The TLC program provides focused consultant assistance to local jurisdictions working on creative, forward-thinking sustainable plans and projects. Technical assistance may include a range of services, such as:

- Streetscape and urban design, including concept plans and 30% design and engineering projects
- Pedestrian and bicycle accessibility plans
- Studies addressing topics such as parking, zoning, and transit operations
- Policy and regulatory evaluations and studies
- Transit-oriented development and transportation demand management plans
- Studies addressing challenges related to transportation and land use coordination



How the TLC Program Works

The TLC program funds short-term consultant assistance for planning and 30% design and preliminary engineering projects. Any local jurisdiction in the region that is a member of the TPB is eligible to apply. Each year, the program's selection panel evaluates proposed projects based on the TLC program's strategies and selects eight to ten projects. The program provides \$30,000 to \$60,000 in consultant assistance for planning projects, and up to \$80,000 for 30% design and preliminary engineering projects. The program matches each project with a consultant from a pre-qualified list, and COG/TPB staff handle all the contracting and invoicing.



The TLC program has expanded since its creation in 2007. The Regional Peer Exchange Network was established in 2010 to promote and share best practices from completed TLC projects. In 2015, a Station Access Database was developed under a grant from Federal Highway Administration's Transportation, Community, and Systems Preservation (TCSP) Program. The database provides an inventory of pedestrian and bicycle access improvements at 25 rail station areas with excess ridership capacity. These more recent activities can support TLC applications and convene planners throughout the region around important planning topics.

Evaluation

This section presents an analysis of key elements of the TLC program since it was created in 2007. The recommendations in this evaluation are based on the data presented in this section. This is the second evaluation of the TLC program. Over the past eight years, COG/TPB staff have continuously sought opportunities to improve and refine the program through ongoing discussions with jurisdictional staff and TLC consultants. In 2010, the national non-profit Reconnecting America conducted an evaluation of the program. Their recommendations were included in the 2011 TLC Program Evaluation and can be found in the appendix of this report. Some of these recommendations have been implemented, most notably the creation of the Peer Exchange Network.

Today the program has completed eight successful years of operation and the data show the program is well received and popular among planners in the region. However, over the course of the last eight years, regional policies and transportation priorities have evolved and the TLC program should also evolve to advance those priorities articulated by the TPB. In this context, it is important to reflect on the TLC program's strengths and limitations and examine how the TLC program can best advance regional transportation policies. This section identifies strengths and limitations of the program.

Methodology

This evaluation is based on project information maintained by COG/TPB staff and results from a survey sent to all TLC recipients from 2007 to 2015, conducted as part of this evaluation. Many of the local planners who responded to the survey have been awarded multiple TLC projects, giving them a deep understanding of the program's strengths and limitations. A complete list of projects and survey questions are provided in the appendices to this report.

This report also includes six case studies that were selected to show how the TLC program has been successful in advancing various types of projects at the local level. The report's recommendations for the program were also influenced by the successful projects featured in the case studies. The case study locations were selected by using results of the survey and through a number of interviews with local planners.



Assessment of the TLC Program's Strengths and Limitations

The assessment below is based on the results of TLC program survey conducted as part of this evaluation and interviews with local planners involved in previous TLC projects.

Strengths:

- The TLC program is an important tool for helping local governments address regional issues at the community level.
- The TLC program can quickly accelerate planning concepts from mere ideas into tangible projects.
- The TLC program is effective at providing alternative transportation plans that encourage people to walk, bicycle, and use transit.
- 30% design and conceptual design projects can accelerate projects toward implementation, positioning them to be implemented through capital improvement projects.
- The TLC program is flexible enough to support various types of projects and accommodate regional collaboration among jurisdictions.
- The TLC program can be an effective platform for promoting best practices and opportunities for jurisdictions to collaborate through the Peer Exchange Network.
- The TLC program encourages innovation by allowing the flexibility for jurisdictions to pilot and explore new ideas.
- The limited timeframe of TLC projects helps produce meaningful, outcome-oriented projects.
- Because COG handles all the contracting for TLC projects, local government recipients save time and money, and projects can be completed more quickly.

Limitations:

- While the TLC program supports many projects related to regional planning priorities in the TPB's Regional Transportation Priorities Plan, it has not explicitly tied project selection to these priorities.
- The TLC program has funded many projects in Activity Centers, but has not fully emphasized supporting Activity Centers as a key program priority through its outreach, solicitation, and selection processes.
- Links between the TLC program and federal and state funding sources to implement TLC projects are limited.
- Limited incentives exist for jurisdictions to collaborate on TLC projects.
- The TLC program does not always yield successful outcomes when internal or interagency buy-in is limited at the start of a TLC project.
- The TLC program, in its current form, has had limited success supporting affordable housing solutions at the local level.
- The TLC program is not the best option for supporting ongoing or long-term projects at the local level.



TLC Project and Funding Levels

	TLC projects	Value
2007	11	\$220,000
2008	11	\$220,000
2009	8	\$270,000
2010	10	\$320,000
2011	8	\$320,000
2012	8	\$350,000
2013	9	\$380,000
2014	9	\$380,000
2015	9	\$425,000
Total	83	\$2,885,000

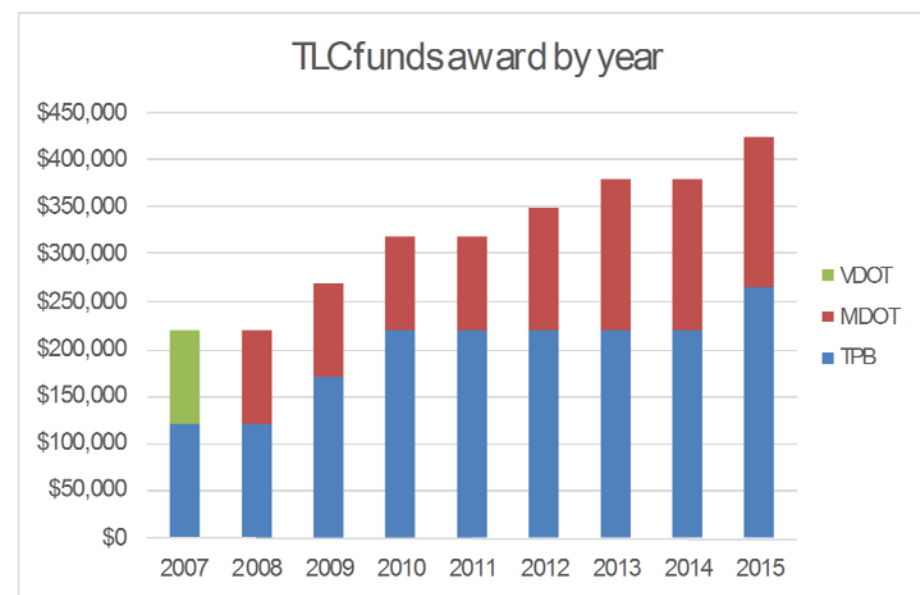
Source: MWCOG

Since the TLC program was created in 2007, it has funded 83 different projects valued at \$2,885,000. Each year the program funds eight to ten technical assistance projects valued at between \$30,000 to \$80,000. TLC projects vary significantly and have addressed pedestrian and bicycle infrastructure, parking, transit operations, green streets, and economic development, among many other topics. The TLC program has gradually grown to fund projects at higher levels, including 30% design and engineering projects that can leverage capital improvements.

This evaluation points to the popularity of the TLC program and recommends finding opportunities to expand the program. Expanding the program would create the need to examine funding sources. Many MPOs around the country fund similar technical assistance programs through the federal Surface Transportation Program (STP). Due to the TPB's unique situation in a multi-state region, these resources are not allocated to TPB and therefore, more creative funding partnerships and mechanisms will need to be explored in partnership with the state DOTs to expand the TLC program.

Funding the TLC Program

After eight years, the TLC program has nearly doubled its original funding levels. In 2007 the TPB committed \$120,000 to the program and most technical assistance projects were funded at around \$20,000. Soon after the program launched, the TPB was awarded a grant of \$100,000 from the Virginia Department of Transportation to fund additional projects. Today the program has grown considerably with both the TPB and the Maryland Department of Transportation (MDOT) allocating higher levels of funding toward technical assistance projects. MDOT regularly agrees to allocate additional funding for TLC projects in Maryland from the portion of the TPB's work program reserved for technical assistance in Maryland. As a result, the TLC program has supported more planning projects in Maryland. In FY 2015, the TPB and MDOT allocated \$265,000 and \$160,000, respectively, to the TLC program.

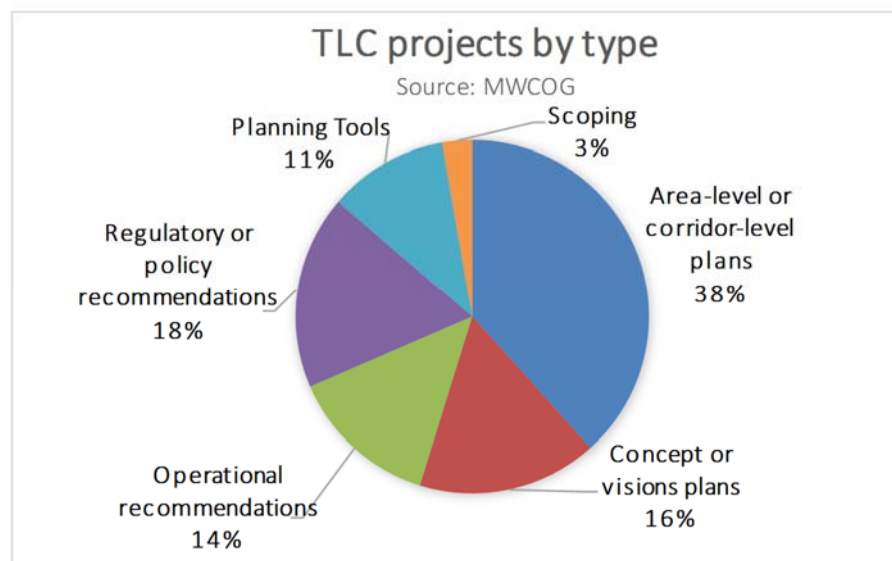


TLC Projects by Type

The TLC program funds a variety of technical assistance projects. Since 2007, TPB staff have tracked the types of projects the TLC program supports. TLC Projects are grouped into six different types of projects. The project types and descriptions are listed below.

Area-level or corridor-level plans: These are the most common type of TLC project, accounting for 38% of projects completed to date. These identify specific recommendations and steps, including capital improvements, to implement goals and objectives that have already been established for a community, such as improving access to transit, increasing pedestrian and bicycle access, and enhancing streetscapes. These plans are often linked to larger planning activities. This category also includes 30% design and engineering projects.

Regulatory or policy recommendations: Eighteen percent of TLC projects have examined local policies and regulations, such as parking policies or zoning ordinances.



Concept or vision plans: Sixteen percent of TLC projects are concept or vision plans that are conceptual in nature and often make preliminary and broad recommendations that require further examination in future studies. Many of these projects address transit-oriented development issues and opportunities.

Operational recommendations: Fourteen percent of TLC projects focused on operational recommendations including suggested routes or services changes for transit. An example includes a project where Fairfax County examined the feasibility for a bikeshare program in suburban transit stations near Reston.

Tools for planning: Eleven percent of TLC projects focused on developing planning tools such ratings mechanisms and public presentations. For example, the Multimodal Takoma project developed a multimodal scorecard to assess the Takoma neighborhood's accessibility to various modes of transportation.

Scoping: Two TLC projects (3%) have developed scopes that were used for future studies: an analysis of BRAC impacts in Prince William County and a revitalization strategy for the Potomac Avenue Metro Station area in D.C.

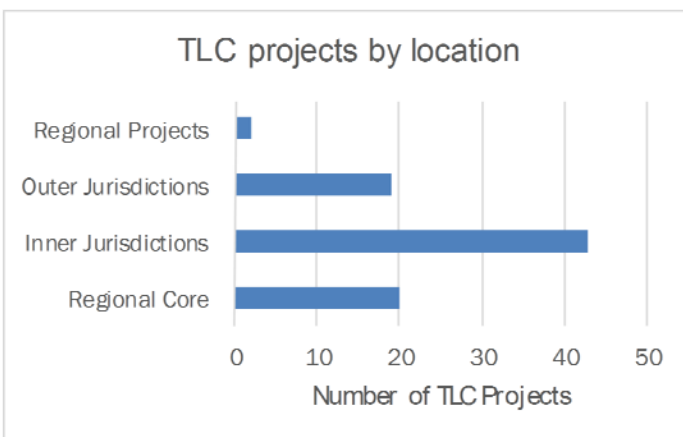
TLC Projects by Jurisdiction

The TLC program has benefited nearly every jurisdiction in the metropolitan Washington region. The chart on the right lists the TLC projects and the level of funding by jurisdiction between the years 2007 and 2015. In a couple instances, jurisdictions have collaborated on a joint or multi-jurisdictional application. While these projects are rare, the TLC program is flexible enough to allow such regional collaboration and could serve as an incentive for greater multi-jurisdictional collaboration.



The District of Columbia and Prince George's County have benefited most from the technical assistance provided by the TLC program, completing 14 and 13 projects respectively. It should be noted that additional federal funding is available for projects in Maryland. Due to the funding arrangements, 44 TLC projects have been in Maryland, 26 in Virginia, and 14 in the District of Columbia. One TLC project included jurisdictions from all three states. The chart below shows the inner jurisdictions, which

include Montgomery, Prince George's, and Fairfax Counties and the respective cities that fall within their borders, have been awarded the largest number of projects.



	Number of projects	Funding
*District of Columbia	14	\$575,000
City of Bowie	3	\$80,000
Charles County	3	\$80,000
City of College Park	2	\$60,000
*City of Frederick	4	\$155,000
*Frederick County	3	\$140,000
City of Gaithersburg	1	\$45,000
City of Greenbelt	3	\$80,000
*Montgomery County	8	\$290,000
*Prince George's County	13	\$425,000
City of Rockville	4	\$120,000
City of Takoma Park	2	\$80,000
*City of Alexandria	2	\$80,000
Arlington County	6	\$240,000
City of Fairfax	1	\$60,000
Fairfax County	5	\$175,000
City of Falls Church	2	\$60,000
Loudoun County	3	\$80,000
City of Manassas	0	\$0
City of Manassas Park	2	\$40,000
Prince William County	5	\$160,000
Total	83	\$2,885,000

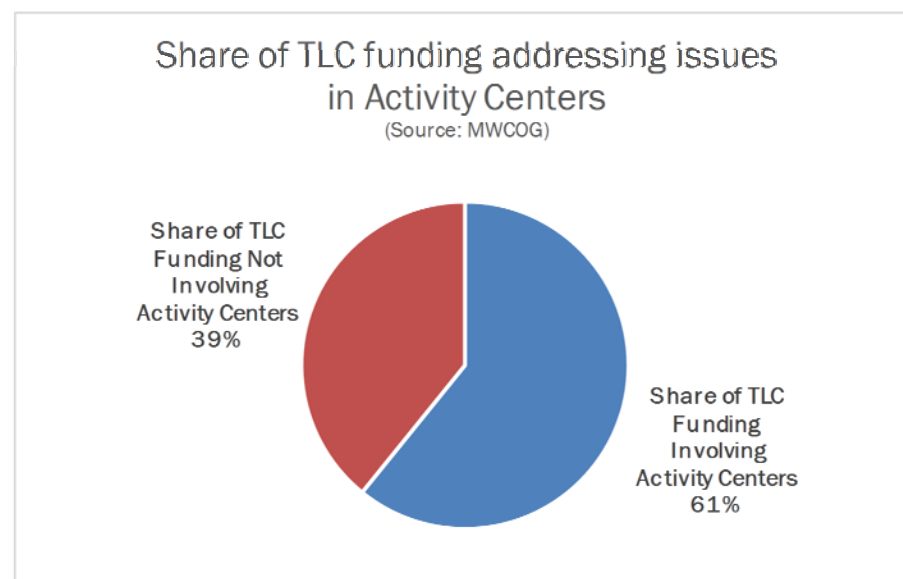
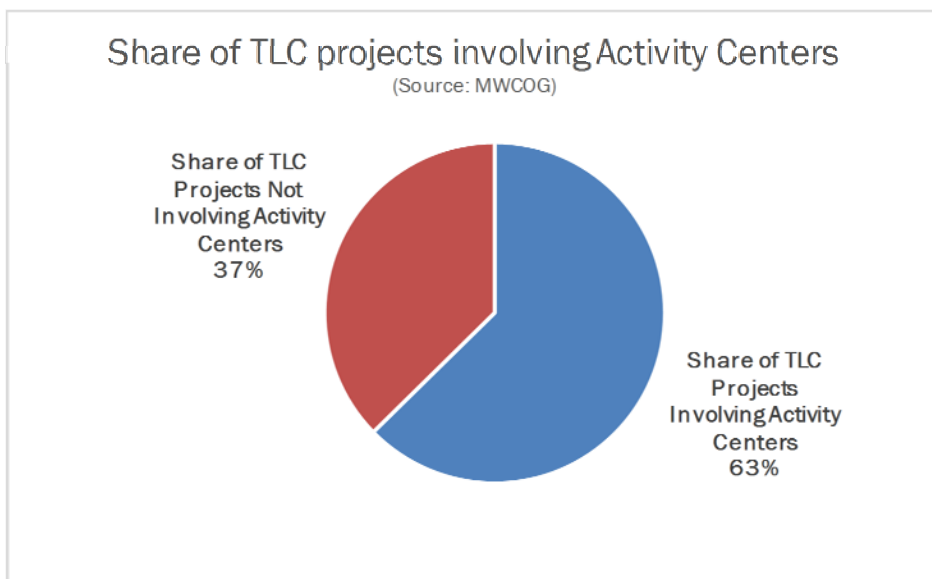
*Indicates the jurisdiction participated in a joint multijurisdictional TLC project.

TLC Projects in Activity Centers

Improving transportation connections and encouraging development in Activity Centers is one of the most important regional policies for the TPB and local governments. This analysis examines TLC projects since 2007 that took place in Activity Centers. Typically, in a given year, about half to two-thirds of awarded TLC projects take place in Activity Centers. This has resulted in approximately 63 percent of TLC projects and 61 percent of the program’s funding supporting planning efforts in Activity Centers. This does not include jurisdiction-wide projects, but does include some projects that examine transit corridors connecting Activity Centers. The results use the new regional Activity Center Map approved in 2013. Because the new Activity Center Map added a number of new locations, a retroactive analysis was done to include some TLC projects, that when awarded, were not in locations identified on COG’s previous Activity Center Map.

	Share of TLC projects involving activity centers	Total TLC projects by year	Total TLC funding by year	Share of TLC funding involving Activity Centers
2007	7	11	\$220,000	64%
2008	9	11	\$220,000	82%
2009	5	8	\$270,000	67%
2010	8	10	\$320,000	78%
2011	5	8	\$320,000	53%
2012	3	8	\$350,000	34%
2013	5	9	\$380,000	74%
2014	6	9	\$380,000	66%
2015	4	9	\$425,000	44%
Total	52	83	\$2,885,000	61%

Source: MWCOG



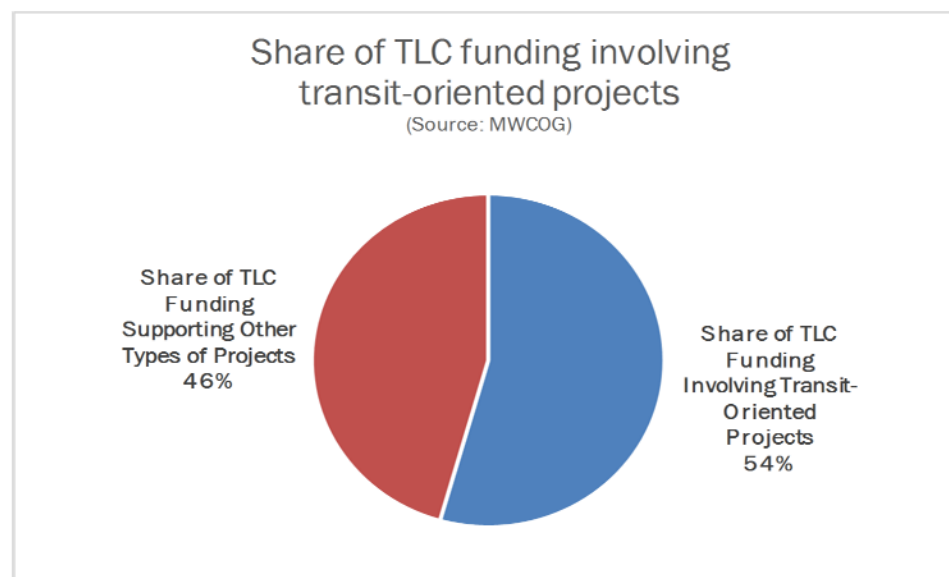
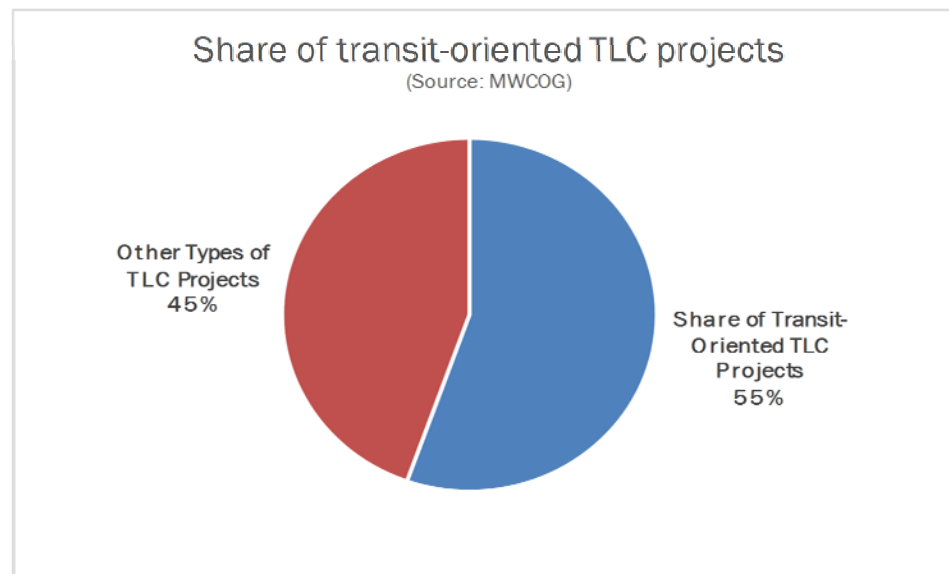
Transit-Oriented TLC Projects

The TLC program has been an important resource for local governments addressing land use and transportation connections at transit stations. Approximately 55 percent of TLC projects and 54 percent of the program’s funding has supported TLC projects at transit stations throughout the region. Some of these projects examined specific station areas and others included an analysis of a transit corridor. Examples include creating complete streets policies in transit districts and a bicycle access plan for proposed Purple Line stations.

This evaluation finds that the TLC program can be a catalyst for improving pedestrian and bicycle access to transit and recommends prioritizing such projects in the future. Many of the TLC program’s projects address access to transit issues. Improving access to Metrorail stations is also a critical regional need. Better station access not only gives mobility benefits to those who need it, but it also boosts ridership and revenue, in turn lowering Metrorail’s operating subsidy from state and local governments.

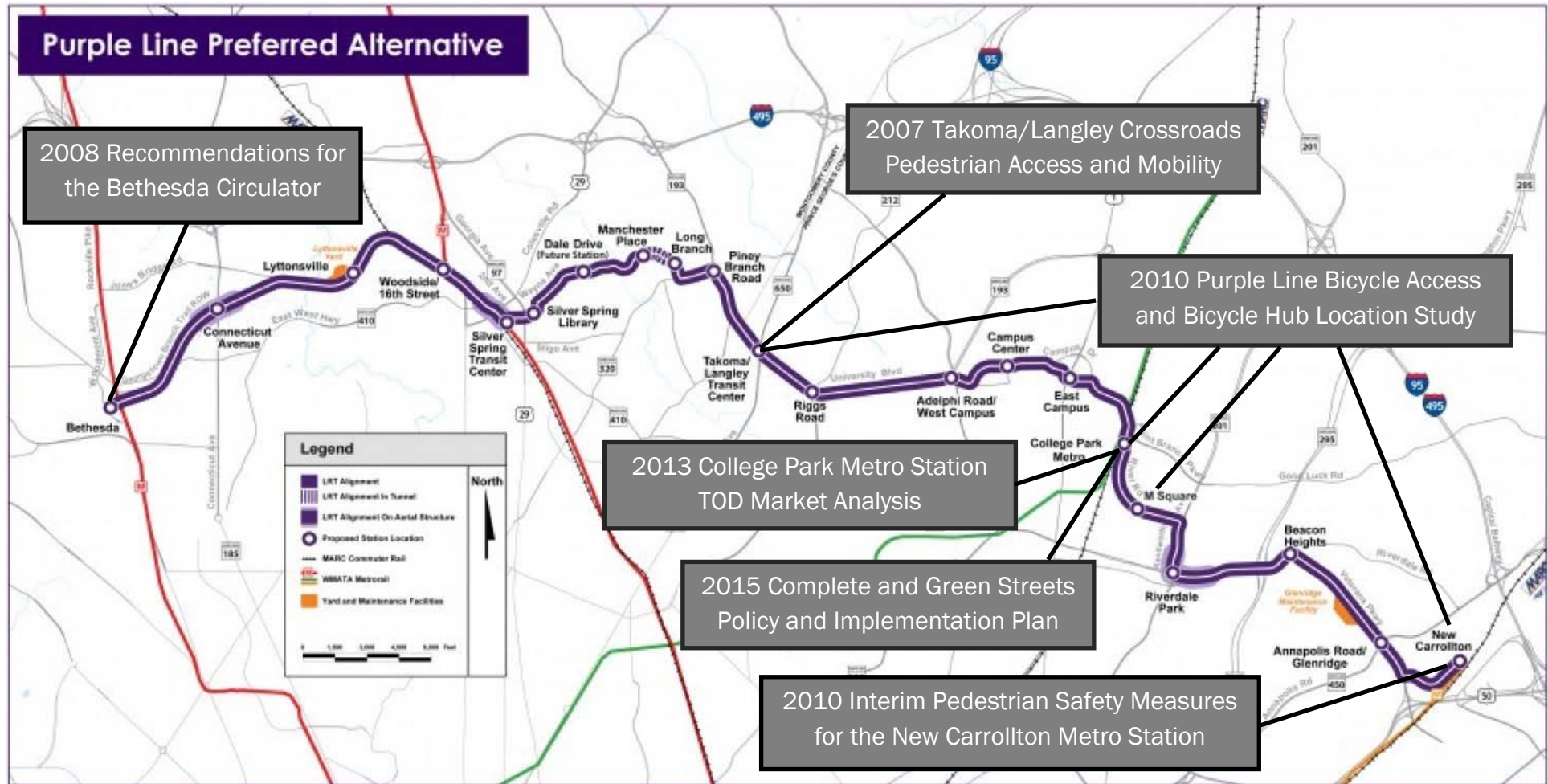
	Share of TOD projects	Total TLC projects by year	Total TLC funding by year	Share of TLC funding involving TOD projects
2007	5	11	\$220,000	36%
2008	8	11	\$220,000	73%
2009	6	8	\$270,000	78%
2010	6	10	\$320,000	59%
2011	5	8	\$320,000	47%
2012	3	8	\$350,000	34%
2013	4	9	\$380,000	61%
2014	5	9	\$380,000	57%
2015	4	9	\$425,000	51%
Total	46	83	\$2,885,000	54%

Source: MWCOG



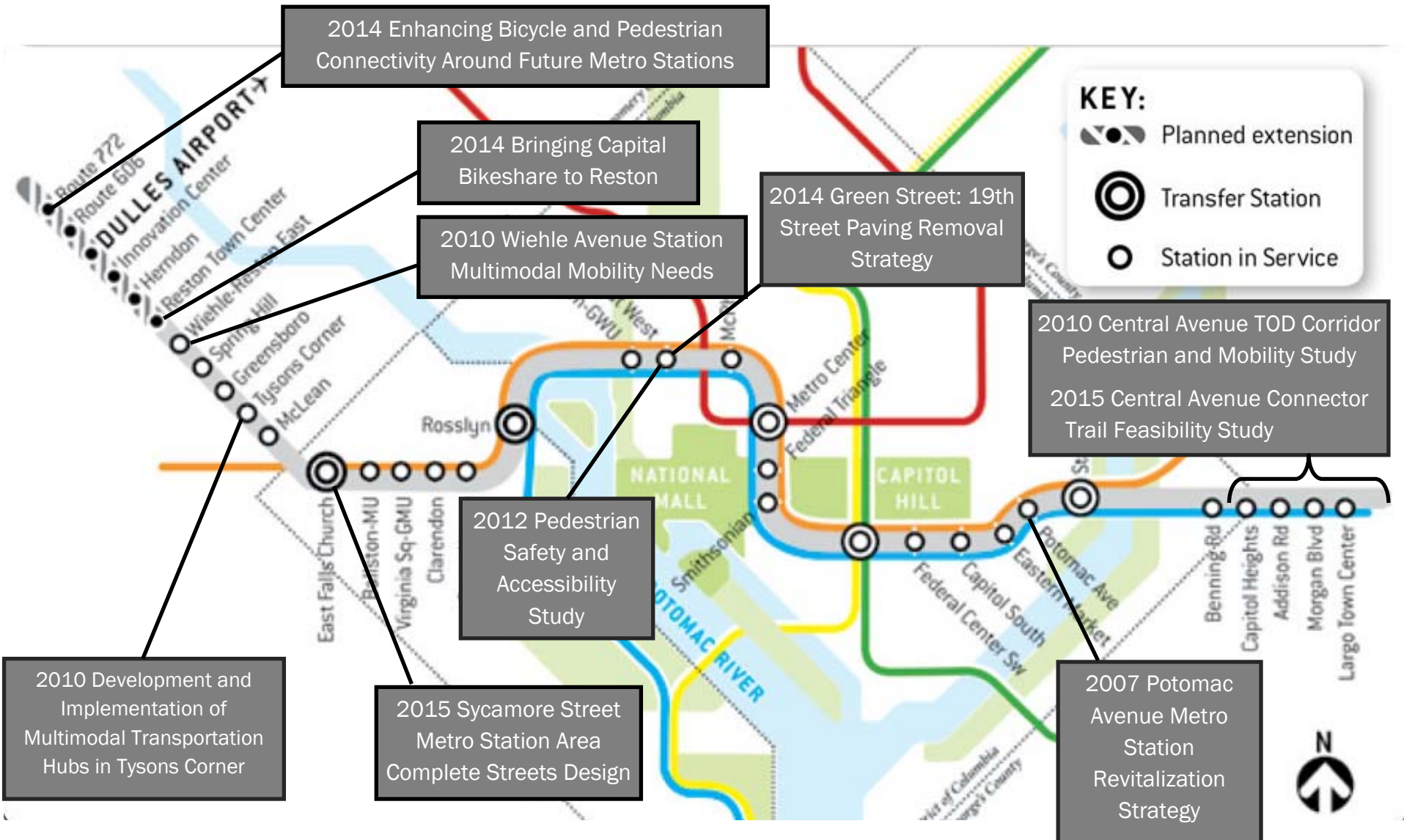
Transit-Oriented TLC Projects

TLC Projects Along the Proposed Purple Line



Transit-Oriented TLC Projects

TLC Projects Along the Silver Line



TLC Projects Recommending Capital Improvements

Projects that Recommended Capital Improvements	
2007	2
2008	2
2009	5
2010	3
2011	2
2012	0
2013	3
2014	1
2015	3
Total	21

Source: MWCOG

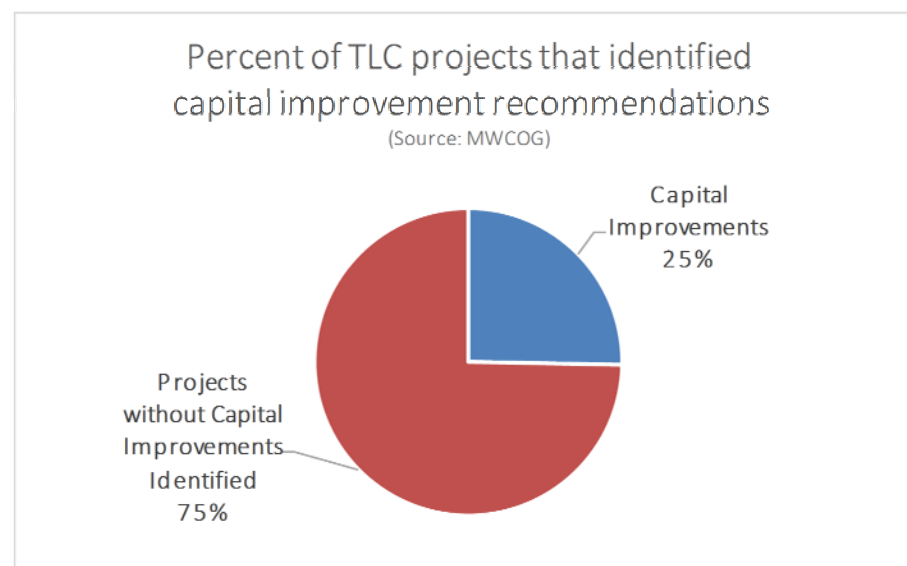
Since 2007, TPB staff have been tracking which projects recommend specific capital improvements. Capital improvement recommendations are often seen as a tangible way to demonstrate specific steps toward implementation. Since 2007, 21 projects or 25 percent of projects have identified capital improvements, such as the East Street Trail Project in the City of Frederick and the Washington Streetscape Improvement Plan in Loudoun County. The 30% design projects, which were first funded in 2013, are focused exclusively on funding preliminary engineering for capital projects.

While the TLC program tracks which projects make capital improvement recommendations, there is no regular monitoring process of when projects are implemented. The most comprehensive data that examines projects that are implemented over time is captured in the 2015 TLC program survey, completed as part of this evaluation. More detail on projects that have been implemented can be found later in the report and in the appendices.

Many MPOs throughout the U.S., like the Atlanta Regional Commission, maintain TLC-like programs that provide both planning technical assistance and funding for capital improvements. Moving in this direction has been seen as a natural progression for similar regional programs, and may be a direction that the TLC program could take in the future.



In 2009, the NoMa BID completed the Gateway TLC Plan on New York Ave NE. The plan was implemented with a \$200,000 capital improvement grant from DDOT.



Results of the 2015 Survey

This section of the evaluation includes highlights from the 2015 TLC program evaluation survey, conducted as part of this evaluation. The survey was sent to local planners and managers who were awarded TLC projects between 2007 and 2015. The survey asked local planners to respond to questions about their experience with the technical assistance process, details about whether and how the project was implemented, and which aspects of the program were most valuable to their jurisdictions.

The survey results represent 53 percent of 83 TLC projects completed between 2007 and 2015. Thirty seven people responded to the survey, but in many cases a single respondent had experience managing more than one TLC project. For example, one individual with the City of Frederick has worked on four TLC projects. The table to the right show the survey responses by jurisdiction. It includes the number of TLC projects awarded to the jurisdiction and the number of projects represented in the survey.

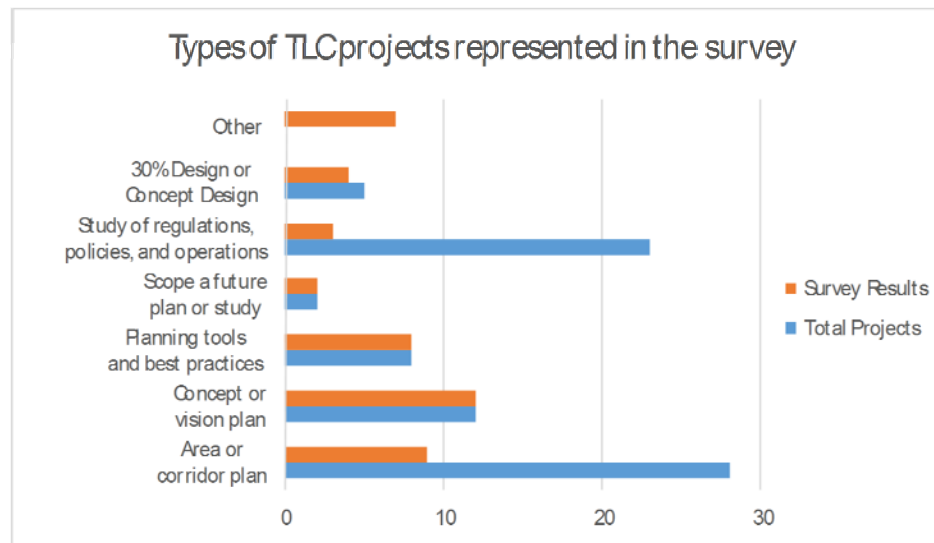


	Total projects	Responses by jurisdiction	Projects represented in survey responses	Percent of projects represented in survey responses
*District of Columbia	14	6	5	36%
City of Bowie	3	1	2	67%
Charles County	3	0	0	0%
City of College Park	2	0	0	0%
*City of Frederick	4	1	4	100%
*Frederick County	3	1	3	100%
City of Gaithersburg	1	1	1	100%
City of Greenbelt	3	1	2	67%
*Montgomery County	8	6	6	75%
*Prince George's County	13	9	8	62%
City of Rockville	4	3	2	50%
City of Takoma Park	2	1	2	100%
*City of Alexandria	2	1	1	50%
Arlington County	6	1	3	50%
City of Fairfax	1	1	1	100%
Fairfax County	5	1	1	20%
City of Falls Church	2	1	1	50%
Loudoun County	3	1	1	33%
City of Manassas	0	0	0	0%
City of Manassas Park	2	0	0	0%
Prince William County	5	0	0	0%
Unknown		1	1	0%
Total	83	37	44	53%
<i>Source: MWCOG and the 2015 TLC Program Evaluation Survey</i>				
<i>*Indicates the jurisdiction participated in a joint multijurisdictional TLC project.</i>				

Results of the 2015 Survey

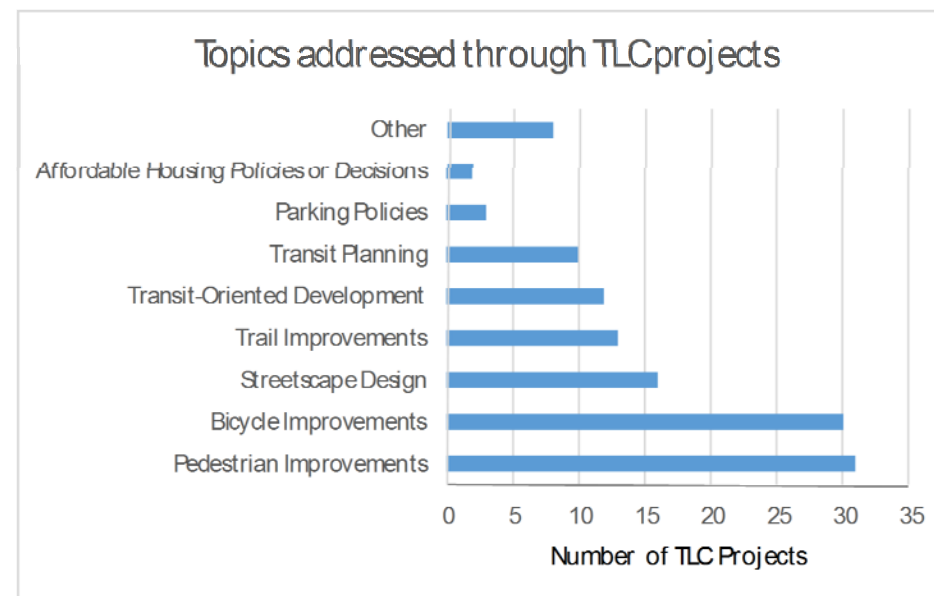
Types of Projects Represented in the Survey

The survey captured a mix of project types. The chart to the right shows the number of TLC projects by type represented in the survey compared to the actual number completed. The most common type of projects represented in the survey are concept or vision plans and area or corridor plans. A number of respondents that chose “other” further indicated their TLC project was a study of some type. The TLC program has only funded five 30% design or concept design projects and four of these projects are represented in the survey results.



Topics Addressed Through TLC Projects

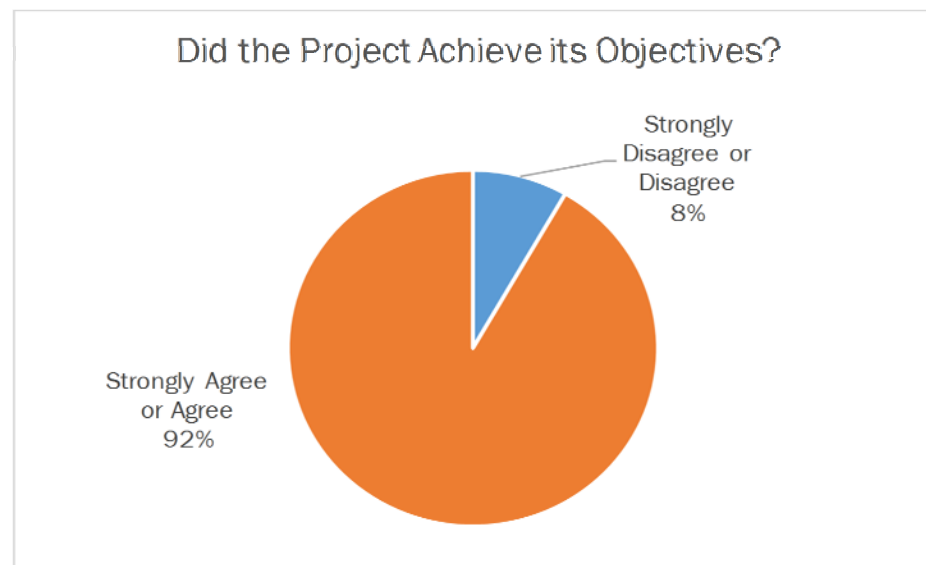
Survey results indicate that the most common type of planning topic includes pedestrian and bicycle improvements. These planning topics are in high demand and tend to be a good fit for the TLC program’s level of funding and short time frame. The chart to the right lists all the topics of TLC projects included in the survey results. Respondents could choose more than one topic per project and it is common for TLC projects to examine multiple topics. While the TLC program has explicitly welcomed projects that address affordable housing, few applications include such topics and only two projects indicated they addressed affordable housing topics. The TLC program should look for better strategies to address affordable housing and promote these types of applications from jurisdictions.



Results of the 2015 Survey

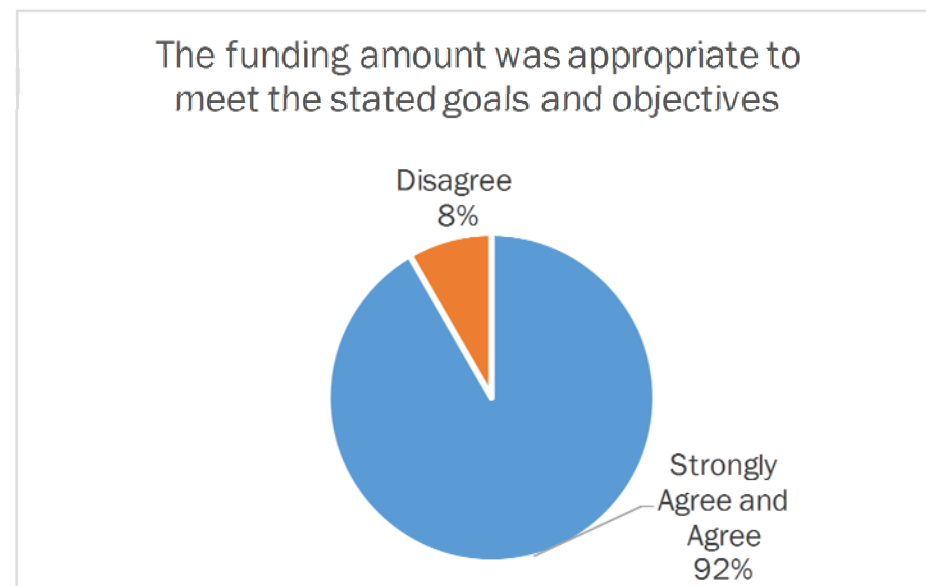
Achieving Project Objectives

According to the results of the TLC survey, project participants feel that TLC projects frequently achieve the stated objectives put forth in the application. In instances where respondents indicated they felt the project did not achieve its stated objectives, they often cited internal changes at the local level or challenges with the consultant. The results suggest that TLC projects frequently achieve the desired objectives identified at the local level.



Appropriate Funding Levels for Projects

Since the program was created, TPB staff and partners have questioned what the right range of funding for TLC projects should be. In 2007, projects were all funded at \$20,000. Today, projects are typically funded between \$30,000 and \$80,000. Responses to the survey suggest that in most cases the funding levels provided were appropriate to meet the applicants' stated goals and objectives. In some cases where respondents indicated funding levels were too low, they often cited their project scope was too ambitious. In one situation, a respondent felt that if they were awarded at least another \$10,000 the project would have met their objectives.



Results of the 2015 Survey

The Value of the TLC Program in the Words of Local Planners

"[The TLC program] opened the doorway to broader discussions regarding transportation and commuting related to the City"

"This funding has been instrumental in developing detailed studies that enable better negotiations with private developers to invest in better quality TOD that incorporates strong LID facilities."

"The process of creating the 30% designs and the resulting designs built the public and private support to move the project forward to developing construction drawings."

"It garnered a great deal of public support and will ultimately make the area a more bike, pedestrian, and transit friendly section of the city."

"The project has helped to convince decision-makers of the importance of separated bike lanes (cycle tracks)."

"The TLC project helped us obtain two grants for implementation and the project isn't even completed yet."

"It hasn't been the most valuable, but the main reasons lie in a change of leadership at the main agency that would implement the findings of the study and the project's outcomes weren't really written into our agency's performance plan. If they were, it would've gone a lot further."

"The project has been invaluable to the City."

"The TLC project provided a lot of information that is now being expanded upon in a larger planning effort."



"[The technical assistance] helped to pull together a vision that was lacking. It became a master implementation plan to guide the City in its multi-modal transportation and economic development objectives for Old Town Bowie."

"The study has assisted the City in prioritizing bus stop improvements and in capital project budgeting."

"The project has advanced a vague concept to an attractive design that can be engineered, funded, and implemented, as well as promoted for completion."

"The project provided the technical basis for subsequent city-wide bicycle master plan."

"The project helped set expectations for the types of transit connectivity between the emerging White Oak master plan area and the Metrorail system."

Results of the 2015 Survey

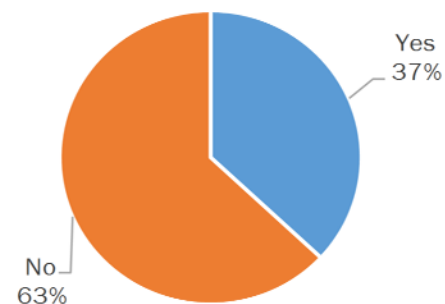
Accomplishing the Project Without the TLC Program

Survey respondents suggested nearly two thirds or 63 percent of projects could not have been completed without the support of the TLC program. When the TLC program was created, it was meant to provide additional resources to local governments to deal with vexing land use and transportation challenges they could not otherwise address on their own. If the TPB is interested in supporting more projects, where local resources do not exist, the TLC program could request more information about local funding commitments to this project as part of the application process. This is also an area where more information may be needed before changes are made to the program.

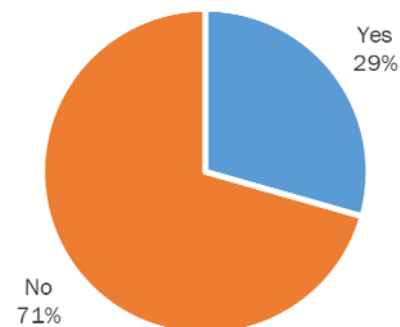
Exchanging Knowledge About TLC Projects

About 30 percent of survey respondents mentioned they received inquiries from other jurisdictions about their TLC project. The goal of the TLC Regional Peer Exchange Network is to provide a variety of opportunities and media through which to communicate information and best practices on TLC topics. The 30 percent is likely a result of promoting TLC projects through the Peer Exchange Network. The Peer Exchange Network is one area where the TLC program could be strengthened through additional outreach and engagement.

Would your jurisdiction have been able to accomplish this project without the support of the TLC Program?



Have you received inquiries from other jurisdictions about the TLC project?

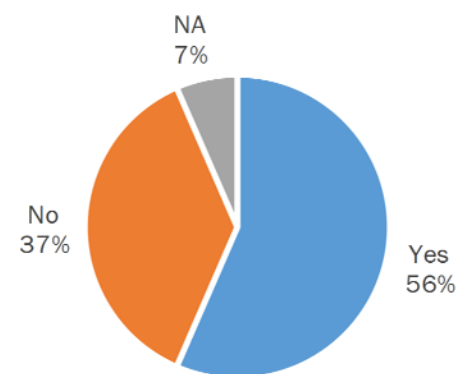


Highlights of the 2015 Survey

Implementing TLC Projects

A little more than half of the survey respondents stated their jurisdiction had implemented recommendations identified in the TLC project, while 37 percent indicated that project recommendations had not been implemented. In many cases where TLC projects have not been implemented, survey respondents suggested the projects added value by influencing leaders, positioning an agency to apply for grants, and positioning the local jurisdiction to better negotiate implementation actions with developers.

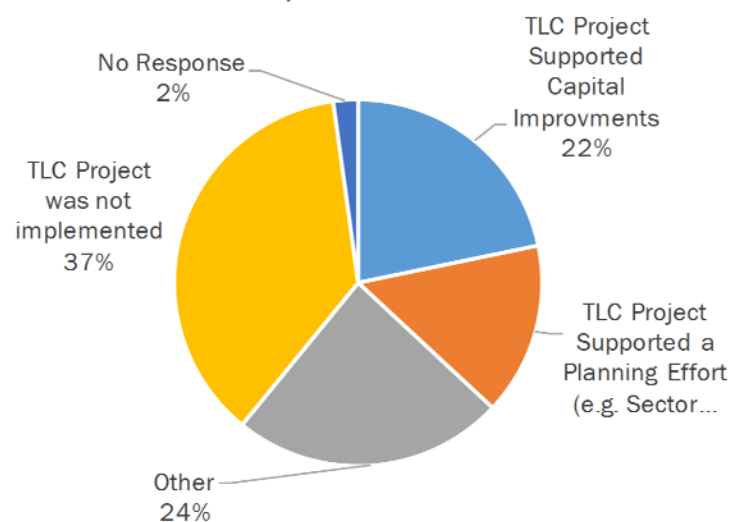
Has your jurisdiction implemented any of the recommendations identified in the TLC project?



Implementation Through Capital Improvements

About 22 percent of respondents indicated their TLC project was implemented through some form of capital improvements. Fifteen percent of respondents indicated that TLC projects were implemented through another planning effort at the local level such as a master plan or sector plan. Respondents that chose other typically indicated the plan was implemented through the private sector such as working with a developer on a planned-unit development process.

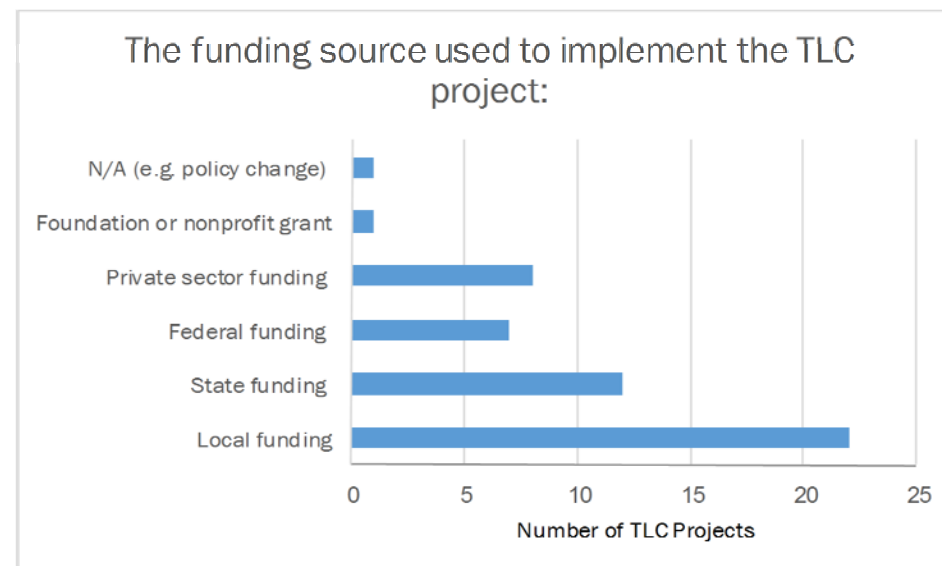
Please describe how the TLC project was implemented:



Results of the 2015 Survey

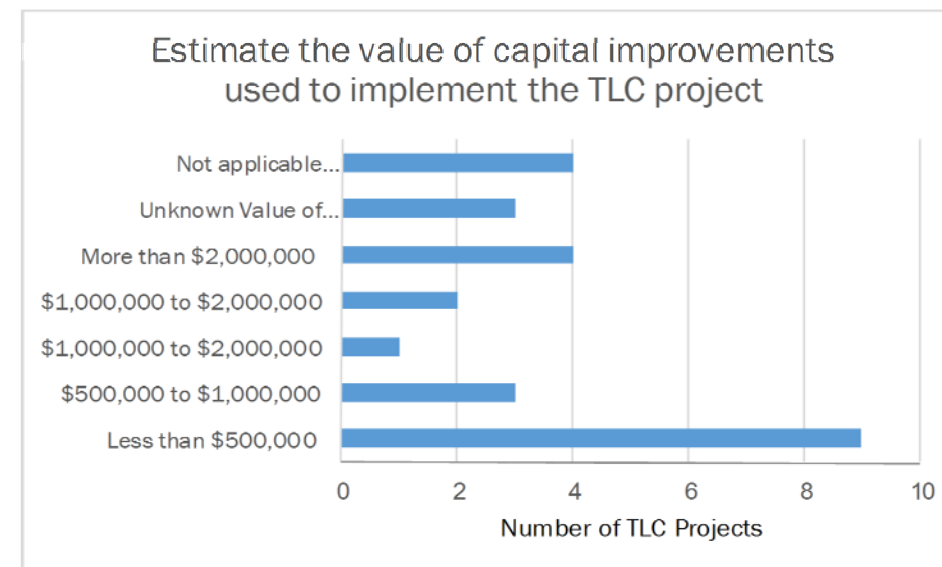
Funding Sources Used to Implement TLC Projects

The most common funding source to implement TLC projects is local, according to survey responses. Twenty seven percent of TLC projects between 2007 and 2015 were implemented through local funding sources. In many situations, projects are implemented by using a mix of federal, state, or local funding or negotiating implementation through development projects. One project was implemented through a foundation or nonprofit grant.



Cost of Capital Improvements Used to Implement TLC Projects

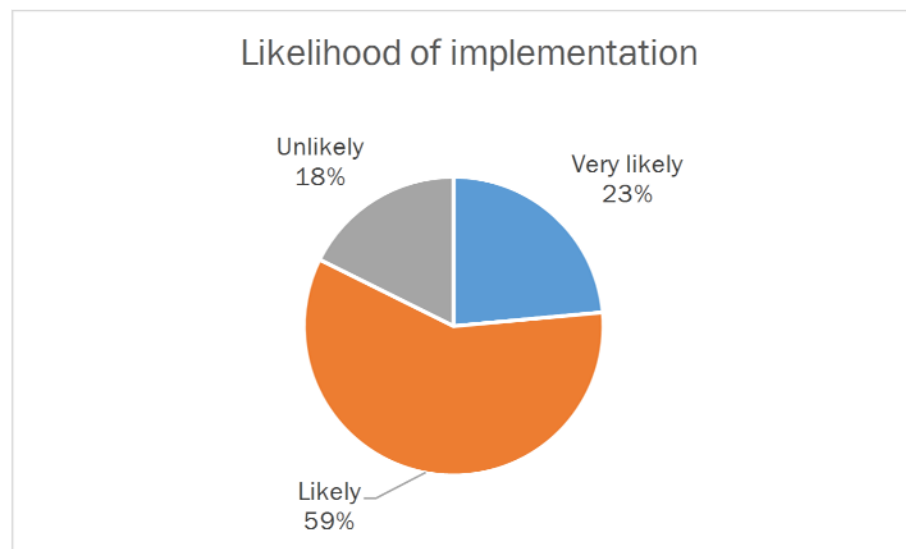
Among survey respondents that indicated capital improvements were used to implement TLC projects, the values were mostly below \$2 million. Nine TLC projects indicated they were implemented with capital improvements valued at below \$500,000. This chart demonstrates that TLC projects are typically implemented by smaller capital improvement projects.



Highlights of the 2015 Survey

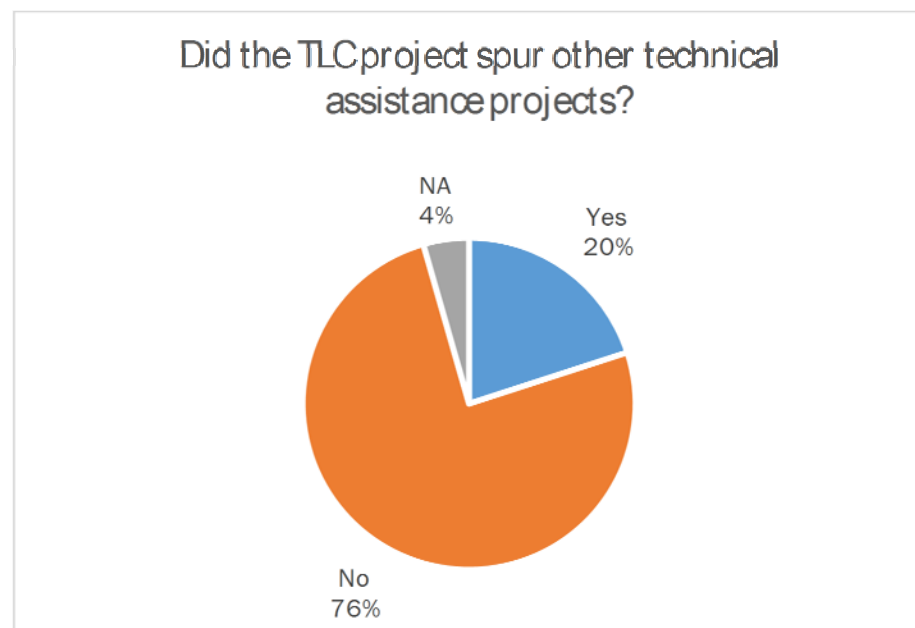
The Likelihood that TLC Projects will be Implemented

Among TLC projects that were not currently implemented, most respondents were optimistic their projects would be implemented in the future. Twenty three percent indicated it was “very likely” their project would be implemented and nearly 60 percent suggested it was “likely” their project would be implemented in the future. Implementation takes time, and TLC projects completed in the last few years may not get implemented due to ongoing planning efforts or funding cycles.



TLC Projects Linked to Other Technical Assistance Programs

The survey asked respondents to indicate if their TLC project has supported other types of outside planning technical assistance (e.g. ULI-Technical Assistance Panel) for the place or topic of interest. Nine TLC projects or 20 percent of the total projects included in the survey suggested this was the case. Most of these projects were completed since 2011. Since COG has partnered with ULI on their Technical Assistance Program, it may be worth examining opportunities for further collaboration between the two programs.



Highlights of the 2015 Survey

Positive Experiences with the TLC Program

Most of the survey respondents had a positive experience with the TLC program. About 56 percent of respondents rated their experience “excellent” and 38 percent rated their experience “good.” One of the most commonly cited elements that jurisdictions like about the program is that TPB staff handle the contracting.



Recommendations for Improving the TLC Program

“More follow-up by TPB and staff to ensure that TLC-funded projects are carried through to implementation and evaluation of project outcomes.”

“The recent 30% Design projects are a good idea to move TLC projects to the next level. “

“There needs to be a mechanism to give feedback on the overall work of the consultants.”

“I didn't get the peer-to-peer learning from my experience. I feel like I got money for a study I couldn't have funded otherwise.”

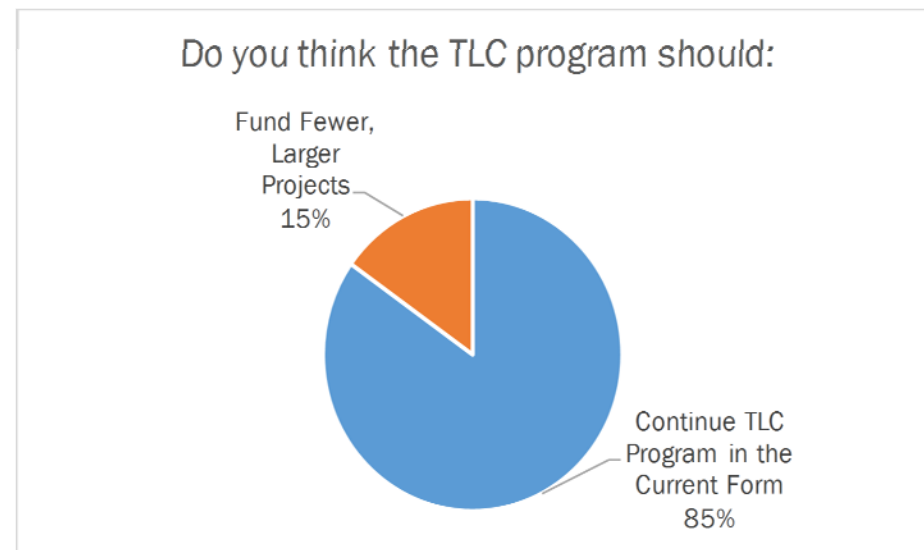
“Please maintain or expand the program.”



Highlights of the 2015 Survey

Future Funding Levels

Most survey respondents felt the TLC program should continue funding projects at current levels (funding 8-10 projects per year ranging from \$30,000 to \$80,000 per project). Only 15 percent of respondents felt that the program should fund fewer, larger projects on an annual basis. Respondents that felt the program should focus on fewer, larger projects also rated their experience with the program as “fair” or “good.”



Recommendations to Improve the Peer Learning Network

“Require past recipients to participate in some sort of peer exchange and/or mentoring of new recipients. Brief Technical Committee, relevant subcommittees, and even the TPB (for consequential projects of regional significance) on project outcomes.”

“Maybe an expansion of the TLC website to include summaries of previous completed grants with findings (toolbox recommendation) and points of contact at the jurisdictions.”

“I think it would be valuable to have an annual symposium where awardees are required to present their findings as part of the grant process.”

“Its not clear to me even as a participant how this part of the program works, when/where/how are we supposed have this larger sharing of information?”

“A final presentation of TLC findings and maybe a round table discussion on relevant regional issues/findings would be helpful.”

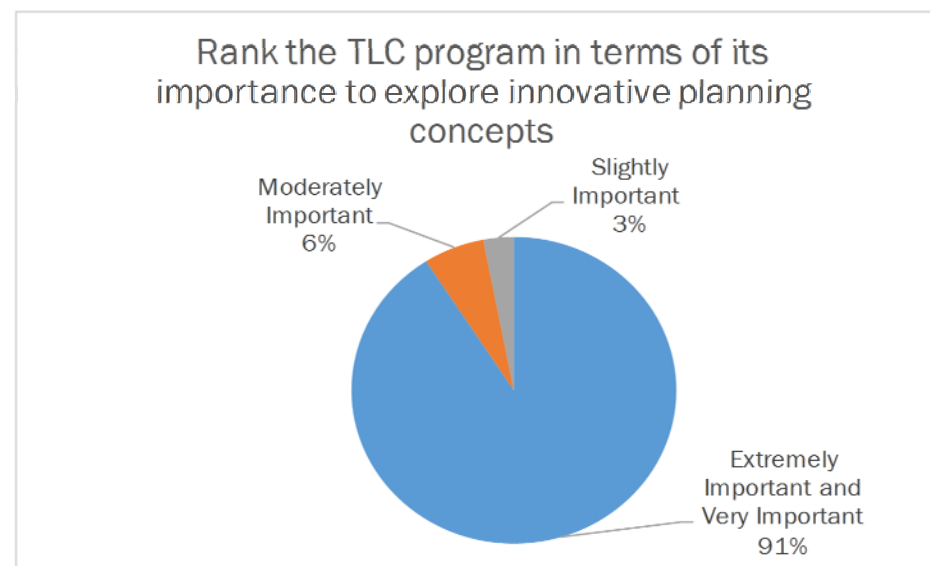
“Continue the peer-exchange workshops and offer professional certification credits (AICP credits) to ensure strong attendance.”

“A peer-exchange forum might be useful. I attended a workshop like this a number of years ago and I thought it was great.”

Highlights of the 2015 Survey

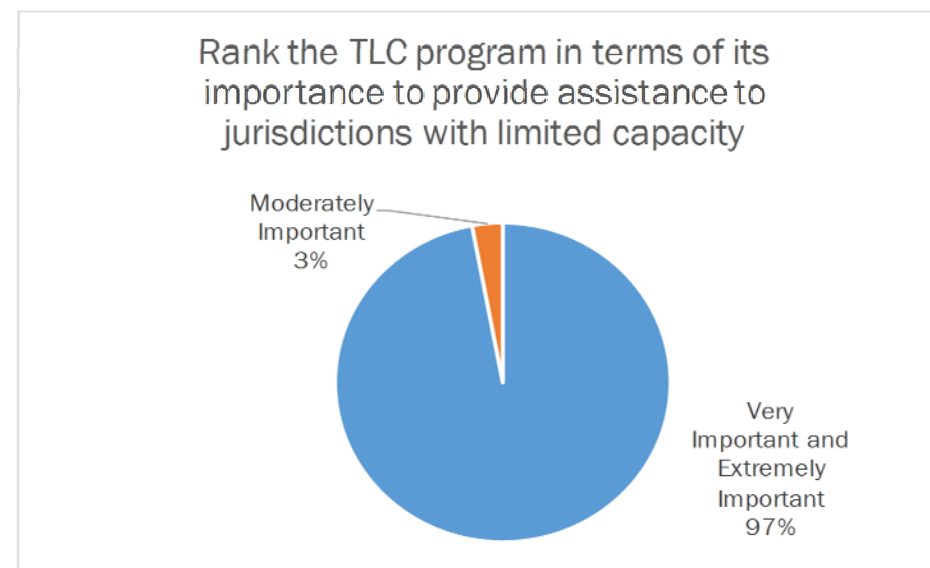
The Importance of Exploring Innovative Planning Concepts

A large majority of respondents felt that the TLC program is “extremely important” and “very important” to local governments in terms of exploring innovative planning concepts. The flexibility of the TLC program to fund various types of projects allows jurisdictions to test new ideas and examine transportation and land use challenges in more detail.



Importance of Providing Assistance to Jurisdictions with Limited Capacity

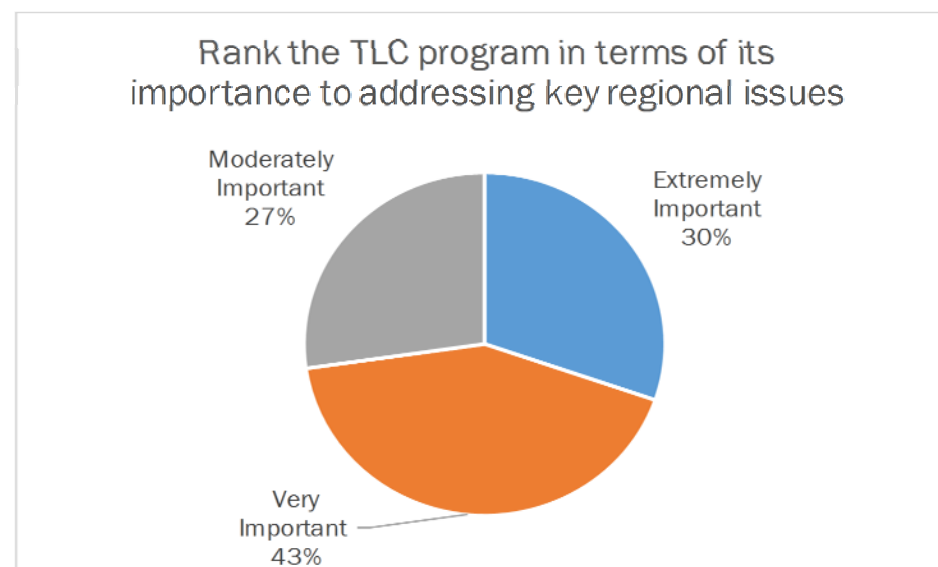
Nearly all survey respondents felt the TLC program is an important resource for providing assistance to jurisdictions with limited capacity. Since the program was created, about 30% of TLC projects have been awarded to smaller cities such as the City of Takoma Park, Rockville, Fairfax, and Frederick that typically do not have large planning and transportation sections.



Highlights of the 2015 Survey

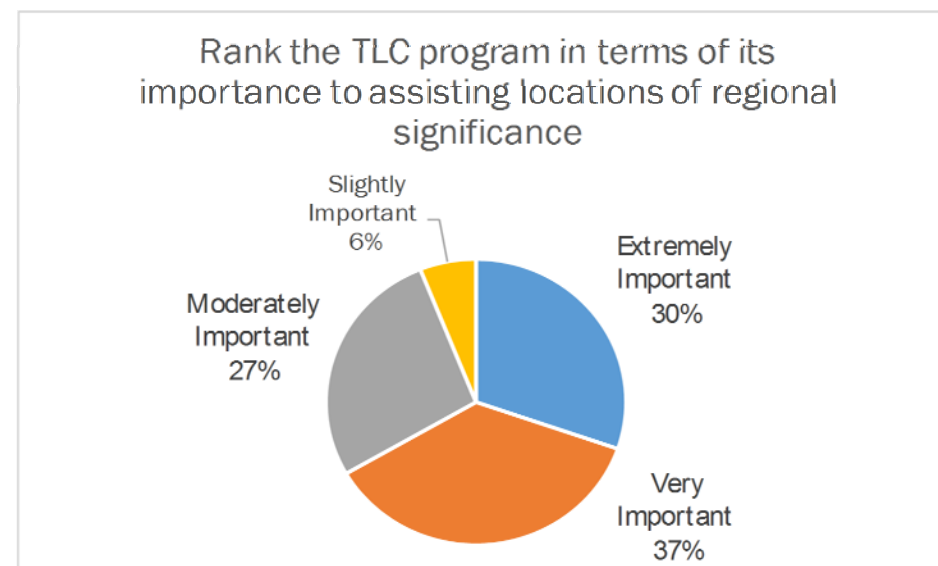
The Importance of Addressing Regional Issues

About two-thirds of respondents felt the TLC program is “extremely important” or “very important” to local governments addressing regional issues. When the TLC program was created, it was designed to promote goals and objectives in the TPB Vision. Today the program aims to support local actions that address regional issues. The chart to the right, shows that nearly 27 percent of participants in the TLC program do not see a clear connection between their projects and regional priorities and issues. This is one area where the TPB could examine opportunities to more clearly solicit or link TLC projects with the new Regional Transportation Priorities Plan.



Importance of Providing Assistance to Locations of Regional Significance

About two-thirds of respondents felt that the TLC program is “extremely important” or “very important” to assisting local governments in locations of regional significance. The TPB has identified Activity Centers as key locations of regional significance in the Transportation Priorities Plan. Planning practitioners at the local level appear aligned with regional officials in terms of supporting these locations through the TLC program.





Case Studies

Examples of Successful TLC Projects

District of Columbia: Green Street Paving Removal Strategy for 19th Street NW



In 2014, the Golden Triangle Business Improvement District (BID) in partnership with the District of Columbia sought 30% design and preliminary engineering to create a green street for 19th Street NW, between K and L Streets. The project proposed replacing sidewalk paving with permeable materials, including larger tree boxes and an amenity zone at the curb to showcase Low Impact Development (LID). While the entire plan has not yet been implemented, it remains a priority for the District Department of

Transportation (DDOT). In the meantime, the BID has implemented the rain gardens proposed in the plan at the intersection of L and 19th through a funding partnership with U.S. Environmental Protection Agency (EPA) and District Department of Energy and Environment (DOEE).

The green streets element of the project is fairly unique for the TLC program and for the region. The plan serves to improve the walkability of the street in a regionally identified Activity Center, Farragut Square. The street design serves to advance several key goals for the region including improving pedestrian circulation in the region's central business district and downtown Activity Center, while also serving as a model for how to better manage stormwater runoff. This project has the ability to be replicated in other Activity Centers with walkable urban characteristics and could be incorporated into plans for newly emerging urban centers.



- \$70,000 TLC Design and Engineering Project
- Supported **\$185,000 of capital improvements** from the Golden Triangle BID, EPA's 319 program, and DOEE to implement the plan at one intersection
- Further implementation is a top priority for DDOT
- Improved pedestrian circulation in downtown DC
- Located in a regionally identified Activity Center, Farragut Square

"The TLC program provided the legitimacy for the plans to be accepted by DDOT and other partners."

—David Suls

Director of Planning and Economic Development at the Golden Triangle Business Improvement District

Prince George's County: Naylor Road Metro Station Accessibility Study



In 2011, Prince George's County applied for a TLC project to improve pedestrian and bicycle access to the Naylor Road Metro Station. The study evaluates the quality and adequacy of existing pedestrian and bicycle infrastructure (e.g., sidewalks, crosswalks, traffic signals) and identifies locations for low-cost, short-term improvements in an Activity Center. The consultant prioritized and identified options to address missing

links, intersection shortcomings, including a lack of crosswalks and bike lanes, and safety concerns such as intersections without signage, lighting, or pedestrian countdown signals. The study examined industry best practices and provided implementation recommendations for redesigning streets that both mitigate traffic congestion and improve walkability conditions to the Naylor Road Metrorail station.

This TLC project is an example of how short-term studies can influence larger streetscape improvement projects. Since the TLC project was completed, MDOT has started reconstructing the streets around the Metro station, a project valued at \$9.8 million. The TLC project manager in Prince George's County, Fred Shaffer mentioned that the plan was critical in helping MDOT understand types of infrastructure improvements needed to meet the goals of the community and the County. The County has also been able to use the plan for other areas where streetscape improvements are being planned. Mr. Shaffer believes when the project is completed it will provide new connections for thousands of residents that live in close proximity to the Metrorail Station. This TLC project is clearly a great example of how the program can assist local governments in making specific improvements that, not only benefit the community, but the region as a whole.

"The plan is being implemented by MDOT and when finished, it will provide new bicycle and pedestrian connections to thousands of households that live in close proximity to the metro station."

Fred Shaffer, Transportation Planner, Prince George's County

- \$30,000 TLC Design and Engineering Project
- Urban **streetscape reconstruction** at Naylor Metro station by Maryland State Highway Administration **valued at \$9.8 million**
- Implementation is currently underway
- Located in regionally identified Activity Center, Naylor/Southern Ave.

Town of Middleburg/Loudoun County: Washington Streetscape Improvement Plan



In 2013, the Town of Middleburg, with the endorsement of Loudoun County, requested technical assistance for a streetscape improvement strategy for the town's main street, Washington Street, which was a recipient of the 2010 American Planning Association Great Streets Award. Downtown Middleburg is an example of a historic town with walkable streets and a mixed-use environment. The streetscape plan included cost estimates and an implementation time-frame, while considering a host of unique factors such as historic preservation, aging street lights, and a succession plan for overgrown trees.

The TLC plan positioned the community to successfully apply for federal funds through the Transportation Enhancements Program, VDOT, and Loudoun County. Today, approximately \$3.7 million worth of capital improvements are implementing the TLC project. In a conversation with Marther Mason Semmes, the Town Administrator she praised the TLC project for its ability to quickly provide the necessary plans to advance one of the town's top priorities, to improve the streetscape of Washington Street.

This TLC project is an important case study for smaller, historic communities working on streetcape improvements. Due to the project location, which is on Route 50, the project can also serve as an example for other communities throughout the region working to improve the walkability of streets which are



- \$30,000 TLC Planning Project
- Supported **\$3.7 million of capital improvements** from USDOT's Transportation Enhancements program, VDOT, and Loudoun County
- Implementation will be complete in the fall of 2016
- Improved **walkability** and traffic **calming** on Route 50

"It was such a godsend to have COG handle the contracting. This sped up the project and saved us valuable time and money."

—Martha Mason Semmes

Middleburg Town Administrator

City of Frederick: East Street Trail Project



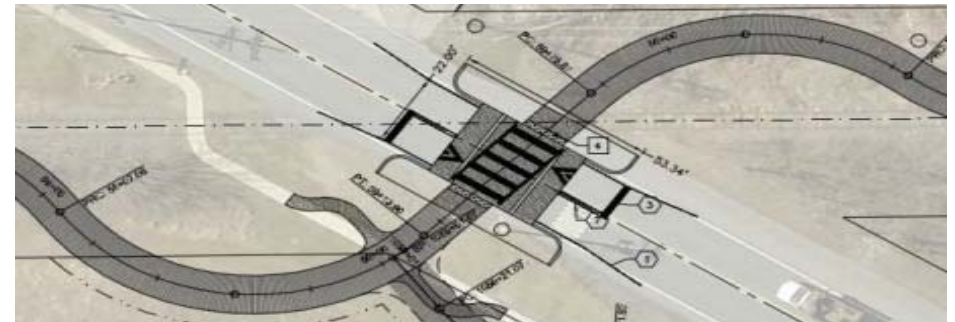
In 2013, The City of Frederick was awarded a TLC project which focused on a trail that includes a combination of bike lanes, sidewalk upgrades, and the development of a shared-use path. The project

advanced an existing plan with new concepts and complements existing parks and bicycle facilities along the trail. The trail will benefit new and existing residential areas and connect to key regional points of interest such as the MARC rail station, Frederick Memorial Hospital, Hood College, and Fort Detrick, which is the largest employer in Frederick County.

The project is significant because it is the TLC program's first 30% design and engineering project. Since the project was finished the TLC program has completed four additional 30% design projects, many of which are still in the early stages of implementation. Participants of these projects, including Tim Davis, Transportation Planner with the City of Frederick view these projects as the future of the TLC program. In a conversation with Mr. Davis as part of this evaluation, he believes the 30% design projects have the ability to leverage larger sources of capital improvements. Mr. Davis mentioned that without this project the East Street Trail project would have taken much longer to advance.

While the East Street Trail project is not yet fully implemented, Mr. Davis mentioned approximately \$2.5 million of capital improvements is currently being considered as the City adopts its Capital Improvement Plan.

- \$80,000 TLC 30% Design Project
- Three of four sections of the trail are built
- Connects key destinations with employment areas and transit
- **\$2.5 million** of capital improvements are currently being considered for inclusion in the City's Capital Improvement Plan
- Located in a regionally identified Activity Center, Frederick



"The TLC program is most effective when advancing concepts in an approved plan."

Tim Davis, Transportation Planner with the City of Frederick

Fairfax County: Reston Bikeshare Feasibility Study



In 2014 Fairfax County was awarded a TLC grant to examine the feasibility of implementing Capital Bikeshare in suburban locations. The study developed recommendations for a start-up network of Bikeshare stations

and bicycles. The plan considered phasing the Bikeshare network under current conditions and expansion options at Wiehle-Reston East and Reston Town Center Metrorail stations, which are also regionally identified Activity Centers.

This project is a good example of a local jurisdiction testing a new idea and later implementing it. Once the TLC project concluded a Bikeshare system was feasible in Reston, local planners were able to quickly move the idea closer to reality. In January 2106, Fairfax County took an important step to implement the plan by approving \$1.7 million plan to bring the Capital Bikeshare System to Tysons and Reston, which includes locations examined in this TLC project. The first phase of the system is expected to be implemented in the fall of 2016. After the TLC project, bikeshare plans for Reston were modified but the project is an important example of how the TLC program can support new ideas at the local level and give them momentum.

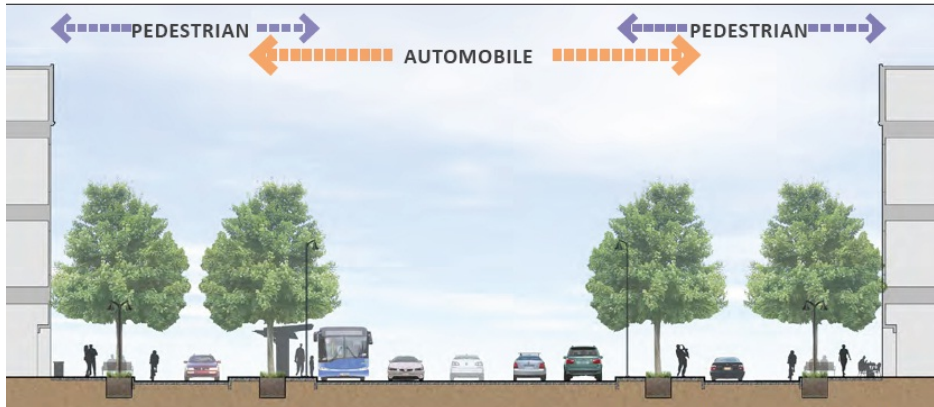
Once complete, the bikeshare system will provide important benefits to existing communities and the region. The system will give residents more transportation choices connecting neighborhoods to Metrorail stations along the new Silver Line and provide an important active transportation option to residents and employers in Reston.

- \$30,000 TLC Planning Project
- Up to 15 Capital Bikeshare stations are set to open by the end of 2016
- Bikeshare stations will link residents to new Silver Line Stations
- A mix of local and federal dollars are supporting Capital Bikehsare implementation in Reston
- Funding has been identified through the Transportation Alternatives Program
- Provides an example of Bikeshare operations in suburban locations
- Located in the Wiehle-Reston East and Reston Town Center Activity Centers

“The TLC grant expedited the process for moving the idea closer to reality.”

**Adam Lind, Bicycle Program
Manager, Fairfax County**

New Hampshire Avenue Multiway Boulevard Feasibility Study



In 2013, the City of Takoma Park requested technical assistance to conduct a feasibility study to assess the viability of converting New Hampshire Avenue, a state highway arterial, into a multi-way boulevard. The project advanced streetscape standards proposed in a 2012 TLC project for Takoma Park examining the corridor. The plan has supported the city's efforts to revitalize the corridor and plans to use the feasibility study to guide streetscape changes to the corridor. The redesign aims to enhance the pedestrian realm of the corridor, while maintaining through-traffic and regional transit.

The plan is significant because it advanced a new idea and has served as an important educational tool for the region. The TLC program's Peer Learning Network has featured the project to a receptive regional audience interested in better understanding how multiway boulevards could be implemented in rapidly urbanizing suburban locations. The plan is also significant in the sense that the corridor is also designated as a state highway and few regional examples exist where a state highway has made the transition from a road into a multiway boulevard.

"The city is optimistic that Montgomery County's Bus Rapid Transit Plan will be the catalyst that moves the plan forward."

Erkin Ozberk, Senior Planner, City of Takoma Park

- \$50,000 TLC Design and Engineering Project
- Montgomery County's **Bus Rapid Transit Plan could be the catalyst** to implement the plan
- Plan serves as a **regional model for creating multi-way boulevards**
- Plan aims to **reestablish connections between communities** in Prince George's and Montgomery Counties
- The concept would transform an auto-oriented highway into a pedestrian-oriented street

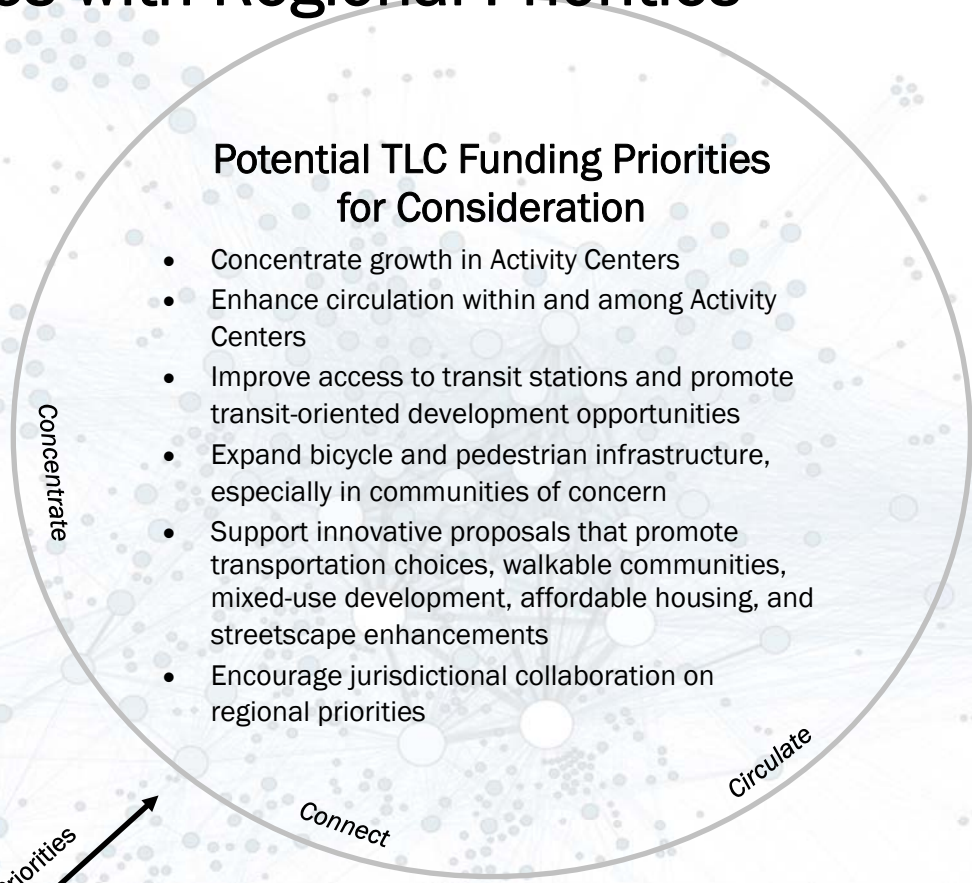
Recommendations



1. Better Align TLC Funding Priorities with Regional Priorities and TLC Program Strengths

Since the TLC program was created in 2007, regional policies and plans have evolved. The TLC program should also evolve by more explicitly aligning TLC funding priorities with regional priorities and program strengths. The TLC program plays an important role in implementing regional priorities and these planning priorities should be the basis for awarding technical assistance through the TLC program.

Over time, the TPB staff have sought to align the TLC program with regional priorities, but more can be done to encourage projects that best advance regional priorities and support projects in locations that have the greatest regional impact. This includes evaluating and updating the TLC program’s funding priorities and the program’s project selection criteria to give preference to proposals that advance clear regional priorities. For example, new program funding criteria would give preference to proposals in Activity Centers and projects that improve access to transit. TPB staff should also reach out to local governments to encourage applications for the types of projects the TLC program is seeking to fund. As a first step, newly proposed funding priorities for the TLC program are included in this recommendation.

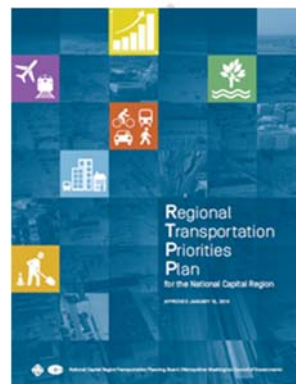


Potential TLC Funding Priorities for Consideration

- Concentrate growth in Activity Centers
- Enhance circulation within and among Activity Centers
- Improve access to transit stations and promote transit-oriented development opportunities
- Expand bicycle and pedestrian infrastructure, especially in communities of concern
- Support innovative proposals that promote transportation choices, walkable communities, mixed-use development, affordable housing, and streetscape enhancements
- Encourage jurisdictional collaboration on regional priorities

Regional Priorities

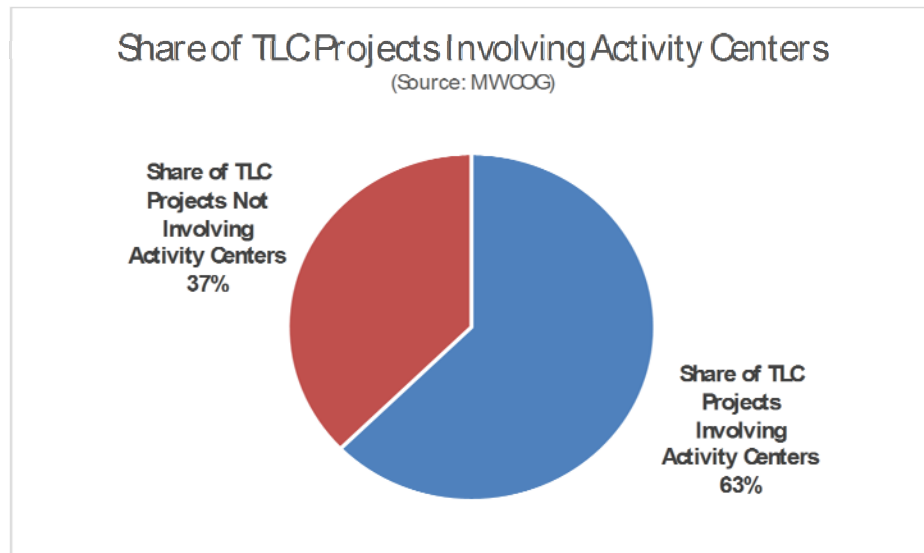
Strengths



2. Give Priority to Projects in Activity Centers

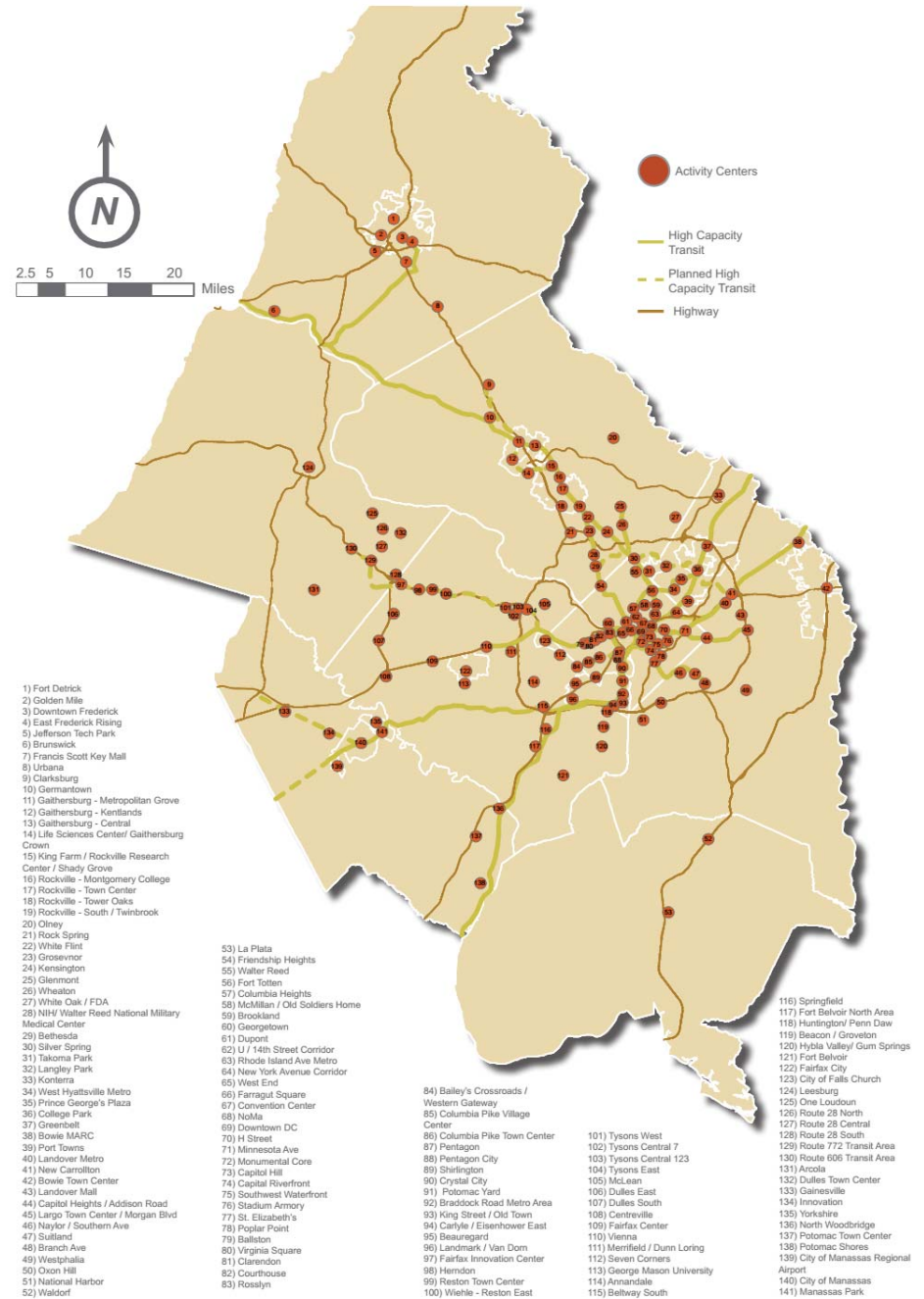
Activity Centers represent the locations where regional land use and transportation priorities converge. Activity Centers are also linked to local comprehensive plans and according to the TPB's travel demand forecasts represent locations where the region will see the highest growth in jobs and population and the greatest increases in regional travel by transit, walking, and biking between today and 2040. These are the areas where the TLC program can have the greatest regional impact.

Over the last eight years, 63 percent of TLC projects have focused on or included Activity Centers. This data shows that giving priority to TLC applications that involve Activity Centers would not significantly change where TLC projects are awarded, but it would better align the program with regional priorities and arguably make a larger regional impact. Many of the best examples of implemented TLC projects have occurred in Activity Centers because they represent priority places for local, state, and regional stakeholders.



Regional Activity Centers Map

Submitted to COG Board for Approval January 13, 2013



3. Give Priority to Projects that Improve Access to Transit

The TLC program should prioritize projects that advance critical regional priorities—this includes giving preference to TLC applications that improve pedestrian and bicycle access at transit stations and examining land use options to increase transit ridership. The region has already invested significant planning resources to identify needed station area access improvements, and the TLC program should be used to advance these improvements.

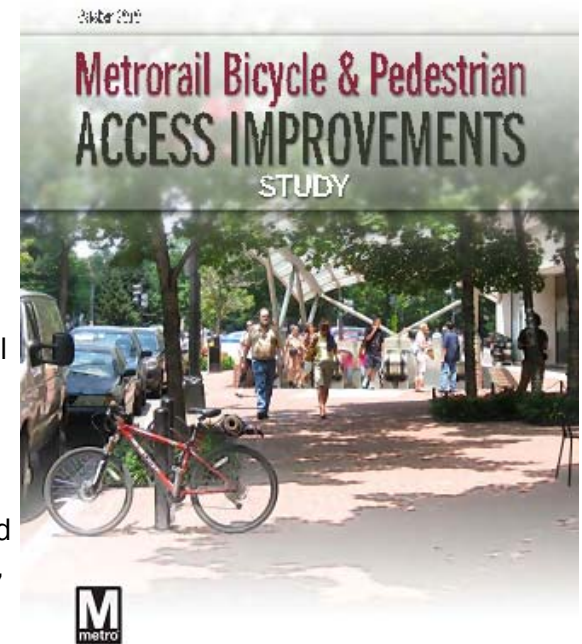


Through a grant from FHWA's Transportation, Community, and Systems Preservation (TCSP) program, TPB released an inventory in 2015 of pedestrian and bicyclist access improvements at 25 select rail stations with capacity to accommodate greater ridership and additional growth forecasted. Additionally, the Washington Metropolitan Area Transit Administration (WMATA) has conducted detailed studies of the range of physical infrastructure

improvements as well as policies and programs to encourage pedestrian and bicycle access around all Metrorail stations. The studies identify opportunities to address access barriers to Metro stations in order to connect more households and jobs and increase ridership.

Improving access to Metrorail and commuter rail stations is a critical regional need. Not only does better station access increase mobility, but it also boosts ridership and revenue, in turn lowering Metrorail's operating subsidy from state and local governments. The TLC program, with its strength in accelerating bicycle and pedestrian

improvements, is well-positioned to address this regional challenge. The TLC program should support partnerships among local governments and regional rail transit providers, including WMATA, VRE, and MARC to prioritize TLC projects that improve access to rail stations from nearby residential and commercial development. The effort could rank station areas most in need of physical improvements, then work in collaboration with local governments to encourage applications that support 30% design projects or other types of TLC projects that result in tangible benefits to pedestrian and bicycle access at the station areas. These efforts should also include more collaboration from the state DOTs to link state and federal funding resources to these TLC projects. The effort should be monitored and evaluated to analyze the link between funding and changes to transit ridership. There is no regional program better suited to advancing this issue and regional leaders should seize this opportunity and build on current studies to make tangible improvements that will benefit both Metro and TPB member jurisdictions.



4. Give Priority to Projects in Areas with High Concentrations of Low-Income and Minority Residents

The TLC program should give priority to projects in “communities of environmental justice concern,” characterized as locations with high concentrations of low-income and minority residents based on U.S. Census tract data on poverty, race, and ethnicity. Every jurisdiction across the region has underserved or potentially vulnerable communities that have been shaped by limited access to transportation choices, housing choices, jobs, and other opportunities. These communities in particular could benefit from the types of planning and design projects that the TLC program supports, such as streetscape and pedestrian infrastructure improvements that increase safety, mobility, and access to transit.

During 2016, the TPB will be conducting an environmental justice analysis to identify potentially vulnerable communities, and analyze these locations relative to existing transportation infrastructure and planned investments. Once this analysis is complete, the TPB should use this as a factor for targeting resources and prioritizing projects that fall within these communities. This work can be a powerful tool for identifying high-priority locations for investment, particularly when considered in combination with other factors such as Activity Centers, regional transportation priorities, and access to transit stations.

Adopting this recommendation would not require additional funding or major changes to the existing TLC program. The recommendation would encourage applicants to think in more detail about equitable projects and include potentially vulnerable communities that might have otherwise been excluded. The TLC program has had limited success in focusing on specific affordable housing or projects with equity themes. However, supporting transportation and land use improvements in communities of concern could enhance access to jobs, opportunities, and improve quality of life. Transit-dependent residents in these communities in particular would benefit from tangible pedestrian and bicycle improvements.



5. Support Collaborative Regional Projects

TPB staff should consider actively promoting collaboration among jurisdictions to advance projects of regional significance through the TLC program. Examples could include creating a plan for a regional bicycle beltway, examining equitable development opportunities along the Purple Line and improving access to Metrorail stations. Projects could include a package of bicycle and pedestrian enhancements at transit stations across the region and others might involve cross-jurisdictional collaboration on a transit corridor. Ideally, such regional projects should be identified through a regional process led by the TPB/COG, but would ultimately be up to local governments to decide how to work together to implement or advance through a TLC project. The program in its current form is flexible enough to accommodate and fund such projects, but an active outreach process initiated by TPB staff to bring the right stakeholders together and ensure buy-in on such projects is recommended. Collaborating at this level would simultaneously create a new platform for local governments to work together while

providing the necessary resources for addressing specific projects of regional significance. In metropolitan Washington, jurisdictional collaboration is most successful when new resources are available to collaborate around new projects. The TLC program is well-positioned to provide the right platform and incentives for jurisdictions to team up on new projects or focus on common priorities that address regional issues at the local level. Even if projects are not cross-jurisdictional in nature there should be incentives to advance common regional needs at the local level through the TLC program. Ultimately, piloting new ways to encourage local collaboration through the TLC program could reveal new approaches to address projects of regional significance and create better models for enhancing regional collaboration in a multi-state region.

Some considerations and benefits to such collaboration:

- Such a collaboration may not be feasible for every funding cycle of the TLC program.
- The collaboration would need to include a staff intensive outreach effort to collaborate with local governments.
- Using the TLC program for such a project would give the project unique momentum.
- Depending on the type of project, implementation partners such as local governments and DOTs would need to be involved.
- The project might also need to be treated uniquely as it could potentially deviate from the traditional short time frame of a typical TLC project.
- Piloting such collaboration could reveal models for local and regional planners to collaborate on projects of regional significance.



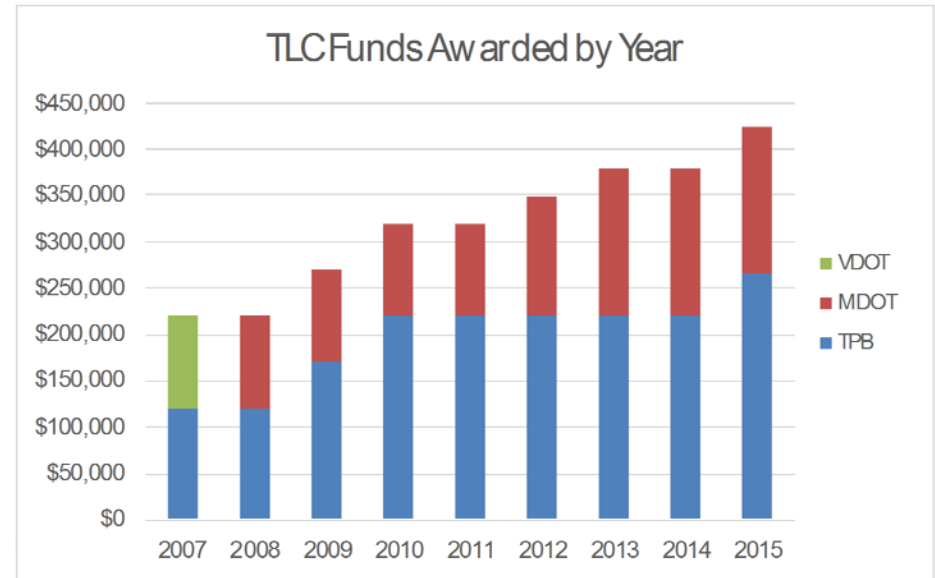
6. Increase Funding and Staff Capacity for the TLC Program

Funding for the TLC program should be increased in order to fund larger projects, specifically more 30% design projects and build greater capacity within TPB to manage the program and individual projects. These TLC projects accelerate local projects with clear regional benefits and have a strong track record of galvanizing capital improvement funding to support implementation. The TLC program has only completed five of these type of projects since 2013. According to survey responses, four of these projects have already attracted around \$3 million of capital improvements and local planners indicated they expect more capital improvements to be allocated to implement these TLC projects in the next couple of years.

The chart on the right shows how the TLC program’s funding has increased over time. The TPB should continue to increase funding for the program to fund more 30% design projects and ensure TPB staff have the capacity to manage the program and these larger projects. The 30% design and engineering projects have proven to accelerate tangible changes that benefit the region and funding should be increased to support more of these types of projects.

	TLC Projects	Value
2007	11	\$220,000
2008	11	\$220,000
2009	8	\$270,000
2010	10	\$320,000
2011	8	\$320,000
2012	8	\$350,000
2013	9	\$380,000
2014	9	\$380,000
2015	9	\$425,000
Total	83	\$2,885,000

Source: MWCOG



7. Utilize TAP Funding to Implement TLC Projects

TPB staff should examine opportunities to work with state DOTs and link TLC projects to funding programs such as the Transportation Alternatives Program (TAP). Federal legislation suballocates a portion of TAP funds to the TPB, and the Board should use them to support the projects and outcomes generated from the TLC program.

Many Metropolitan Planning Organizations (MPOs) that fund projects through programs similar to the TPB's TLC program have linked federal funding programs to their TLC-like technical assistance programs. Linking TAP funding to past TLC projects serves to leverage funding and ensure that TLC projects will lead to better land use and transportation outcomes across the region. While the TPB doesn't have the ability to implement TLC projects through capital improvements the way other regions do, the region should still seize the opportunity to coordinate and align programs to maximize regional benefits through TAP funding.

The TPB should encourage more formal collaboration in this context and encourage regular reporting on how collaboration is yielding tangible benefits to state and regional priorities.

The benefits of improved collaboration:

- More efficient use of transportation resources
- Integration of local and regional planning with state-level initiatives that advance regional priorities
- Align federal planning and investment resources with local, state and regional priorities
- Improve communication and coordination among regional transportation officials
- Provide momentum to local projects of regional significance



8. Develop a More Robust Peer Exchange Network



The TLC program should examine opportunities to create a more formal Peer Exchange Network that promotes interaction around best practices and successful TLC

projects among planners throughout the region. A number of survey respondents indicated they had positive experiences from some of the previous educational forums organized by TPB staff and encouraged more of these activities.

Potential Ideas to Enhance the TLC Program's Peer Exchange Network:

Enhance the TLC program's website—This would include more detail about TLC projects and how they are linked to key regional priorities. This is also an opportunity to create a platform for regional best practices

Workshop or Symposium—A number of planners mentioned they had positive experiences with previous workshops organized to promote regional best practices. These should be organized at least once a year and the TPB staff should look for opportunities to involve planners engaged with the TLC program. There might be also opportunities to partner with the National Capital Area Chapter of the American Planning Association, ULI-Washington or similar groups.

Walking Tours—Walking tours in locations where TLC projects have been implemented could highlight best practices and demonstration projects.

Ideas Offered by Local Planners to Enhance the Peer Exchange Network

"Require past recipients to participate in some sort of peer exchange and/or mentoring of new recipients. Brief Technical Committee, relevant subcommittees, and even the TPB (for consequential projects of regional significance) on project outcomes."

"Maybe an expansion of the TLC website to include summaries of previous completed grants with findings (toolbox recommendation) and points of contact at the jurisdictions."

"I think it would be valuable to have an annual symposium where awardees are required to present their findings as part of the grant process."

"A peer-exchange forum might be useful. I attended a workshop like this a number of years ago and I thought it was great."

"A final presentation of TLC findings and maybe a round table discussion on relevant regional issues/findings would be helpful."

"Continue the peer-exchange workshops and offer professional certification credits (AICP credits) to ensure strong attendance."

9. Create a TLC Award

2017 | Best TLC Project

Regionalism Award TPB

The TLC program should consider creating an awards program as a means to encourage and feature TLC projects that advance regional goals. An award could be given to one successful TLC

project per year at a TPB meeting or another high-profile event such as the COG annual meeting.

The award would acknowledge outstanding contributions to advancing regional goals through the TLC program. The award would formally recognize the project team, which might include local planners, elected officials, and consultants.



The Council of Governments presents annual awards that recognize regional leadership and excellence. The TLC program could similarly recognize outstanding work.

10. Establish a Monitoring Process

During the last eight years, the TLC program has evolved, making incremental changes to the types of projects it funds while taking on new responsibilities such as engaging planners on best practices and research through the Peer Exchange Network. As the program evolves and changes over time it is important to establish a regular monitoring process to assess and measure the program and its changes.



Since the TLC program was created, TPB staff have regularly sought feedback and have examined opportunities to improve the program. This process has led to a successful and popular program with TPB members. However, as the program grows and attracts more funding, more information on how key elements of the program are performing will become more important to the TPB, regional stakeholders, and program partners like MDOT. Establishing a regular monitoring process to collect data on TLC projects over time will also build a strong foundation for expanding the program and conducting future evaluations.

A monitoring process should allow feedback at various time periods to assess how the program and TLC projects are achieving their stated goals and objectives. Setting up a monitoring process will require TPB staff to establish a methodology unique to the TLC program and establish regular contact with program participants for a set period of time, since many projects can take several years to implement. Such a process should focus on key features of the program such as TLC project implementation, performance of the Peer Exchange Network, and the program's relationship with implementation partners such as the state DOTs.

Appendix A:

Recommendations from the 2010/2011 TLC Program Evaluation

1. Provide peer exchange opportunities

Establish a more formalized and extensive network for regional learning among jurisdictions working on similar challenges. Programming options might include the following:

- Hold a one-day conference to conduct a series of topic-based workshops and/or webinars
- Improve the TLC website

2. More explicitly focus TLC projects on regional priorities

Develop a framework to ensure the TLC technical assistance projects are more explicitly targeting regional priorities, not just local priorities. Options for a more focused approach might include the following:

- Target some or all of the TLC projects on specific geographic locations – one option would be to focus on Regional Activity Centers or on another set of targeted growth areas
- Focus some or all of the TLC projects on key topics, such as affordable housing

3. Fund fewer, larger projects

Fund technical assistance projects that would be more extensive in scope. Projects would be funded at higher levels, which would mean that fewer projects would be funded overall.

4. Increase TLC funding

An increase in funding for the TLC program would provide opportunities to meet unmet demands that have been demonstrated by the program's first four years.

Opportunities might include:

- Fund capital improvement projects
- Fund more extensive studies and plans
- Fund other implementation activities

Appendix B: TLC Projects by Year

Fiscal Year	Jurisdiction	Project	Funding
2007	Montgomery/Prince George's Counties	Takoma/Langley Crossroads Pedestrian Access and Mobility Study	\$ 20,000
2007	Charles County	Development of Urban Roads Standards	\$ 20,000
2007	Fairfax County	Automobile "Levels of Service" in Transit Station Areas	\$ 20,000
2007	Prince William County	Scoping Assistance: Impacts of BRAC on the Potomac Communities	\$ 20,000
2007	District of Columbia	Potomac Avenue Metro Station Revitalization Strategy	\$ 20,000
2007	Multiple	Public Presentation on Density Issues	\$ 20,000
2007	Loudoun County	Leesburg-Dulles Greenway Bus Rapid Transit Feasibility Study (Town of Leesburg)	\$ 20,000
2007	Fairfax County	A Review of Rezoning Cases to Compare Projected and Actual Transportation Impacts	\$ 20,000
2007	City of Manassas Park	City Core Planning and Development: Strategic Action Plan Near the VRE Rail Station	\$ 20,000
2007	City of Falls Church	South Washington Street Corridor Planning	\$ 20,000
2007	City of Alexandria	A Review of the Transportation Management Plan (TMP) Program	\$ 20,000
2008	District of Columbia	"Multimodal Takoma!" - Development of a Multimodal Scorecard	\$ 20,000
2008	District of Columbia	Recommendations for Performance-Based Parking Regulations Near the Nationals Ballpark	\$ 20,000
2008	City of Bowie	Community Charrette on Pedestrian Trail Feasibility to the Bowie MARC Station	\$ 20,000
2008	City of Frederick	Assessment of Pedestrian Crossing Options at East Street and Carroll Creek	\$ 20,000
2008	Frederick, City/County	Fort Detrick Area Transit and Non-Motorized Transportation Access Study	\$ 20,000
2008	City of Greenbelt	Maximizing Transit Opportunities in Greenbelt	\$ 20,000
2008	Montgomery County	Recommendations for the Bethesda Circulator (Bethesda Urban Partnership)	\$ 20,000
2008	Prince George's County	Identification of Appropriate TOD Strategies for the Landover Metro Station Area	\$ 20,000
2008	Prince George's County	Recommendations for "Complete Streets" in the Prince George's Plaza Transit District	\$ 20,000
2008	Prince William County	Transportation and Land-Use Strategies for the Yorkshire Corridor	\$ 20,000
2008	Arlington County	Parking Management Plans: Process Improvements for Parking in New Development	\$ 20,000
2009	District of Columbia	Gateway Transportation Enhancement Project (NoMa BID)	\$ 50,000
2009	City of Bowie	Pedestrian Trail System, Phase I Concept Development	\$ 20,000
2009	Frederick County	MD-355 / MD-85 TOD Study	\$ 60,000
2009	City of Greenbelt	Pedestrian and Bicycle Master Plan	\$ 30,000
2009	City of Rockville	Complete Streets Policy	\$ 30,000
2009	Prince George's County	Non-Motorized Transportation Study (Town of Cheverly)	\$ 30,000
2009	City of Manassas Park	Marketing the Redevelopment Potential of TOD	\$ 20,000
2009	Prince William County	Sustainability of Mixed-Use Development at Commuter Rail Stations (Woodbridge)	\$ 30,000

Appendix B: TLC Projects by Year

Fiscal Year	Jurisdiction	Project	Funding
2010	District of Columbia	Independent Shuttle Bus Consolidation Strategy for the Greater Brookland Community	\$ 25,000
2010	District of Columbia	Golden Triangle Business Improvement District Design Standards (Golden Triangle BID)	\$ 30,000
2010	Charles County	Waldorf Urban Transportation Improvement Plan	\$ 30,000
2010	Prince George's County	Purple Line Bicycle Access and Bicycle Hub Location Study	\$ 30,000
2010	Arlington County	Multi-Use Trail Traffic Control Study	\$ 30,000
2010	Fairfax County	Wiehle Avenue Station Multimodal Mobility Needs Analysis	\$ 45,000
2010	Prince William County	Harbor Station Multimodal Commuter Center	\$ 30,000
2010	Prince George's County	Interim Pedestrian Safety Measures for the New Carrollton Metro Station	\$ 30,000
2010	Prince George's County	Pedestrian-to-Transit Accessibility Prioritization Project	\$ 30,000
2010	Montgomery County	Analyzing Transportation Impacts of Neighborhood-Scale Retail	\$ 40,000
2011	District of Columbia	Van Ness / UDC Metro and Commercial Corridor Enhancement Study	\$ 30,000
2011	Frederick County	Freight Transportation and Land Use Connections	\$ 60,000
2011	Montgomery County	US 29 / Cherry Hill Area TOD Scenarios	\$ 50,000
2011	Prince George's County	Central Avenue TOD Corridor Pedestrian and Mobility Study	\$ 30,000
2011	Prince George's County	Naylor Road Metro Station Area Accessibility Improvement Study	\$ 30,000
2011	City of Rockville	Accessibility and Rockville's TODs: Safer Walkways to Transit	\$ 30,000
2011	Arlington County	Best Practices in Providing Bicycle Facilities in Streetcar Corridors	\$ 30,000
2011	Prince William County	Pedestrian Facility Standards for Mixed-Use Development Centers	\$ 60,000
2012	District of Columbia	Pedestrian Safety and Accessibility Study in the Farragut Square Area	\$ 30,000
2012	Montgomery County	Glenmont Community Visioning Workshop	\$ 30,000
2012	Prince George's County	Transitway Systems Study	\$ 60,000
2012	Prince George's County / DC / Alexandria	Transit-Oriented Development Housing Needs Analysis	\$ 60,000
2012	City of Rockville	Bikeway Master Plan Update	\$ 30,000
2012	City of Takoma Park	New Hampshire Avenue Streetscape Design Standards	\$ 30,000
2012	Arlington County	Arlington ADA Evaluation	\$ 50,000
2012	Fairfax County	Development and Implementation of Multimodal Transportation Hubs in Tysons Corner	\$ 60,000

Appendix B: TLC Projects by Year

Fiscal Year	Jurisdiction	Project	Funding
2013	District of Columbia	Affordable Housing with Access to Jobs via Multimodal Transit	\$ 60,000
2013	City of College Park	College Park Metro Station - TOD Market Analysis	\$ 30,000
2013	City of Greenbelt	Greenbelt Bus Stop Safety and Accessibility Study	\$ 30,000
2013	Montgomery County	Study to Establish Parking Credits Related To Bike Sharing	\$ 60,000
2013	City of Rockville	Regional Development Impacts: Transportation Capacity Analysis	\$ 60,000
2013	City of Takoma Park	New Hampshire Avenue Multi-Way Boulevard Feasibility Study	\$ 50,000
2013	City of Frederick	East Street Rails with Trails	\$ 80,000
2013	City of Falls Church	Transit-Oriented Development Within and Beyond the Quarter Mile	\$ 60,000
2013	Loudoun County / Town of Middleburg	Washington Street Streetscape Improvement Project	\$ 30,000
2014	District of Columbia	Sustainable DC: Healthy by Design Standards for Affordable Housing	\$ 30,000
2014	District of Columbia	Parking Demand Research	\$ 60,000
2014	District of Columbia	Green Street: 19th Street Paving Removal Strategy	\$ 70,000
2014	City of Bowie and Prince George's County	Bowie Heritage Trail - Pedestrian Underpass of MD 197	\$ 40,000
2014	City of Frederick	Golden Mile Multimodal Access Enhancement Plan	\$ 35,000
2014	City of Gaithersburg	The Gaithersburg Connector: A Circulator Bus Network	\$ 45,000
2014	Montgomery County	Guidance for Bikeway Classifications	\$ 40,000
2014	Fairfax County	Bringing Capital Bikeshare to Reston, VA	\$ 30,000
2014	Loudoun County	Enhancing Bicycle and Pedestrian Connectivity around Future Metro Stations	\$ 30,000
2015	District of Columbia	Connecticut Ave / Forest Hills Paving Removal Strategy	\$ 70,000
2015	Charles County	College of Southern Maryland, Hughesville Transportation Study	\$ 30,000
2015	City of College Park	College Park Complete and Green Streets Policy and Implementation Plan	\$ 30,000
2015	Montgomery County	Creating Non-Auto Infrastructure in the Life Sciences Center	\$ 60,000
2015	Prince George's County	Central Avenue Trail Implementation Study	\$ 35,000
2015	Prince George's County	Town of Upper Marlboro Bicycle and Pedestrian Study	\$ 30,000
2015	Arlington County	Lee Highway Multimodal Needs Assessment	\$ 30,000
2015	Arlington County	Sycamore Street Metro Station Area Complete Streets Design	\$ 80,000
2015	City of Fairfax	Old Lee Highway "Great Street" Multimodal Planning	\$ 60,000

Appendix C: Survey Results

TLC Projects Implemented by Jurisdictions

In the 2015 TLC Program Evaluation Survey, respondents indicated these projects had been implemented by local jurisdictions. It is possible more TLC projects have been implemented, but were not accounted for in the survey due to the lack of a response.

Year	Jurisdiction	TLC Project
2007	Montgomery/Prince George's	Takoma/Langley Crossroads Pedestrian Access and Mobility Study
2008	Frederick City/County	Fort Detrick Area Transit and Non-Motorized Transportation Access Study
2008	City of Bowie	Community Charrette on Pedestrian Trail Feasibility to the Bowie MARC Station
2008	City of Frederick	Assessment of Pedestrian Crossing Options at East Street and Carroll Creek
2009	City of Greenbelt	Pedestrian and Bicycle Master Plan
2010	Montgomery County	Analyzing Transportation Impacts of Neighborhood-Scale Retail
2011	District of Columbia	Van Ness / UDC Metro and Commercial Corridor Enhancement Study
2011	City of Rockville	Accessibility and Rockville's TODs: Safer Walkways to Transit
2011	Frederick County	Freight Transportation and Land Use Connections
2011	Arlington County	Best Practices in Providing Bicycle Facilities in Streetcar Corridors
2011	Prince George's County	Naylor Road Metro Station Area Accessibility Improvement Study
2012	City of Rockville	Bikeway Master Plan Update
2012	City of Takoma Park	New Hampshire Avenue Streetscape Design Standards
2012	Arlington County	ADA Evaluation
2013	City of Falls Church	Analysis of Transportation Demand Management along the Washington Street Corridor
2013	Loudoun County	Town of Middleburg Washington Streetscape Improvement Plan
2013	City of Greenbelt	Greenbelt Bus Stop Safety and Accessibility Study
2013	City of Frederick	East Street Trail Project Design (30% Design Pilot Project)
2014	Fairfax County	Bringing Capital Bikeshare to Reston, VA
2015	Prince George's County	Town of Upper Marlboro Bicycle and Pedestrian Study
2015	Prince George's County	Central Avenue Trail Implementation Study

Source: 2015 TLC Program Evaluation Survey

Appendix C: Survey Results

TLC Projects Supported by Capital Improvements

In the 2015 TLC Program Evaluation Survey, respondents estimated the following range of capital improvement values were used to implement these TLC projects.

Year	Jurisdiction	TLC Project	Capital Improvement Values
2015	Prince George's County	Town of Upper Marlboro Bicycle and Pedestrian Study	Less than \$500,000
2011	District of Columbia	Van Ness / UDC Metro and Commercial Corridor Enhancement Study	Less than \$500,000
2012	City of Rockville	Bikeway Master Plan Update	Less than \$500,000
2012	City of Takoma Park	New Hampshire Avenue Streetscape Design Standards	Less than \$500,000
2013	City of Greenbelt	Greenbelt Bus Stop Safety and Accessibility Study	Less than \$500,000
2008	City of Frederick	Assessment of Pedestrian Crossing Options at East Street and Carroll Creek	Less than \$500,000
2010	Montgomery County	Analyzing Transportation Impacts of Neighborhood-Scale Retail	Less than \$500,000
2008	Frederick, City/County	Fort Detrick Area Transit and Non-Motorized Transportation Access Study	\$1,000,000 to \$2,000,000
2015	Prince George's County	Central Avenue Trail Implementation Study	\$500,000 to \$1,000,000
2014	Fairfax County	Bringing Capital Bikeshare to Reston, VA	\$500,000 to \$1,000,000
2009	City of Greenbelt	Pedestrian and Bicycle Master Plan	\$500,000 to \$1,000,000
2012	Arlington County	ADA Evaluation	\$500,000 to \$1,000,000
2008	Frederick, City/County	Fort Detrick Area Transit and Non-Motorized Transportation Access Study	\$1,000,000 to \$2,000,000
2008	City of Bowie	Community Charrette on Pedestrian Trail Feasibility to the Bowie MARC Station	\$1,000,000 to \$2,000,000
2013	Loudoun County	Town of Middleburg Washington Streetscape Improvement Plan	More than \$2,000,000
2011	Frederick County	Freight Transportation and Land Use Connections	More than \$2,000,000
2011	Prince George's County	Naylor Road Metro Station Area Accessibility Improvement Study	More than \$2,000,000
2013	City of Frederick	East Street Trail Project Design (30% Design Pilot Project)	More than \$2,000,000
2011	City of Rockville	Accessibility and Rockville's TODs: Safer Walkways to Transit	Unknown values
2011	Arlington County	Best Practices in Providing Bicycle Facilities in Streetcar Corridors	Unknown values

Source: 2015 TLC Program Evaluation Survey

Appendix D: 2015 TLC Program Evaluation Survey

Section 1: Background

1.1 Contact Information

Name:
Jurisdiction:
Sponsor Agency:
State:
Email :
Phone:

1.2 How many TLC projects have you worked on and will be responding for?

- One
- Two
- Three
- Four
- Five
- More than five

Section 2: Evaluate Your TLC Project

2.1 Select the TLC Project you worked on and will be responding for.
[Complete List of TLC Projects by year and jurisdiction]

2.2 Select the topic area(s) addressed through your TLC project.

- Pedestrian Improvements
- Bicycle Improvements
- Trail Improvements
- Parking Policies
- Transit-Oriented Development
- Transit Planning
- Streetscape Design
- Affordable Housing Policies or Decisions
- Other (please specify)

2.3 What was the main deliverable or product of your TLC project?

- Area or corridor plan
- Concept or vision plan
- Study of regulations, policies, and operations
- Planning tools and best practices
- Scope a future plan or study
- Marketing study
- Other (please specify)

2.4 How was the TLC project ultimately used?

- Augment an existing planning process
- Implement an approved plan
- Support a capital improvement project
- Develop or modify a regulation or policy (e.g. parking requirements, zoning codes)
- Study a specific issue or problem
- Other (please specify)

2.5 The project achieved its stated goals and objectives.

- Strongly agree
- Agree
- Disagree
- Strongly disagree

2.6 The funding amount provided under TLC was appropriate to meet the stated goals and objectives outlined by the applicant:

- Strongly agree
- Agree
- Disagree
- Strongly disagree

2.7 In your opinion, how has the resulting project been valuable to your department or agency?

Survey continues on the next page...

Questions
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Appendix D: 2015 TLC Program Evaluation Survey

2.8 Would your jurisdiction have been able to accomplish this project without the support of the TLC Program?

2.9 Have you received inquiries from other jurisdictions about the TLC project?

2.10 Briefly describe any additional or unexpected actions/outcomes beyond the final product that came out of this project.

2.11 Did the TLC project support or spur other types of outside planning technical assistance (e.g. ULI-technical Assistance Panel) for the place or topic of interest?

2.12 Has your jurisdiction implemented any of the recommendations identified in the TLC project?

- a. Yes (if “yes” survey asks respondent about implementation questions)
- b. No (if “no” the survey asks respondent about the likelihood of implementation)

2.13 Please describe how the TLC project was implemented:

- a. Through policy changes
- b. Recommendations were included in another planning document (e.g. sector plan, master plan, comprehensive plan)
- c. Recommendations were included in the local capital improvement plan
- d. Recommendations supported direct capital improvements
- e. Other (please specify)

2.14 Please describe the funding source(s) for implementation.

- a. Local funding
- b. State funding
- c. Federal funding
- d. Private sector funding
- e. Foundation or nonprofit grant
- f. Not applicable (e.g. policy change)
- g. Other (please specify)

2.15 Please estimate the value of capital improvements used to implement the TLC project.

- a. Less than \$500,000
- b. \$500,000 to \$1,000,000
- c. \$1,000,000 to \$2,000,000
- d. More than \$2,000,000
- e. Not applicable (e.g. policy changes)
- f. Capital improvements were made to implement the TLC project, but I do not know the value
- g. If you know the exact value of capital improvements, please specify

2.16 Did you work on *more than one* TLC project and will you be responding to the survey for *another project*?

- a. Yes (if “yes” the survey repeats TLC project questions for each TLC project respondent was awarded between 2007-2015)
- b. No (if “no” the survey take respondent to final section evaluating their experience with the TLC program)

Section 3: Evaluate Your Experience with the TLC Program

3.1 How would you rate your experience with the TLC program?

- a. Excellent
- b. Good
- c. Fair
- d. Poor

Survey continues on the next page....

Appendix D: 2015 TLC Program Evaluation Survey

3.2 In your opinion, which aspects of the TLC program are most important to local governments?

3.2.a Exploring innovative planning concepts and piloting new solutions

- a. Extremely Important
- b. Very Important
- c. Moderately Important
- d. Slightly Important
- e. Not at all Important

3.2.b Providing technical assistance to jurisdictions with limited capacity

- a. Extremely Important
- b. Very Important
- c. Moderately Important
- d. Slightly Important
- e. Not at all Important

3.2.c Providing assistance to locations of regional significance

- a. Extremely Important
- b. Very Important
- c. Moderately Important
- d. Slightly Important
- e. Not at all Important

3.2.d Addressing key regional issues

- a. Extremely Important
- b. Very Important
- c. Moderately Important
- d. Slightly Important
- e. Not at all Important

3.3 Are there challenges or limitations of the program?

3.4 Do you have any suggestions to improve peer-exchange or information sharing as part of the TLC program?

3.5 Currently the TLC program funds 8-10 projects per year ranging from \$30,000 to \$80,000 per project.

Do you think the program should:

- a. Fund Fewer Larger Projects
- b. Continue Assistance in the Current Form (No Change)

3.6 Do you have suggestions for additional types or locations of projects the TLC program should support in the future?

3.7 How can the TLC program best support Activity Centers throughout the region?

3.8 Do you have any additional recommendations for improving the TLC program?

End of Survey



National Capital Region Transportation Planning Board
Metropolitan Washington Council of Governments
777 North Capitol Street NE, Suite 300 Washington, DC 20002-4290
(202) 962-3200
mwcog.org