

Development Scenarios



TRANSIT SCENARIOS

A set of scenarios has been developed for transit service that encompasses operations and capital needs for the core CUMTD services. The purpose of those scenarios is to provide the basic concepts to guide transit service and related transit activity in the CUMTD service area.



DEVELOPMENT SCENARIOS

This section encompasses strategic planning with a different focus that indirectly affects transit potential. Changes in land use, economic activity, social interaction, and transportation trends affect CUMTD and CUMTD, in turn, affects these trends at the local level. This section is intended to provide insights and strategies to guide the relationship and interaction between CUMTD and decision makers that affect the factors that will ultimately provide a stronger transit system.

Three scenarios will be provided. One is a passive involvement that is traditional in the transit industry; a more involved level is a moderate stance; and the third is an intense involvement in community development.

The factors that will be discussed are:

▣ Economic Development

- ▣ Industrial development
- ▣ Infrastructure development
- ▣ Commercial development

▣ Land Use Policy

- ▣ Sustainable Choices 2040
- ▣ Site development
- ▣ Mobility Enhanced Development (MED)
- ▣ Corridor development

▣ Social/Cultural Development

- ▣ Core social services
- ▣ Sense of community
- ▣ Arts and cultural activity

In the transit development scenarios, CUMTD is completely in control of the low and moderate growth scenarios. In the reduction scenarios, CUMTD is reacting to the actions of others. The factors in development in this section are significantly different.

DEVELOPMENT SCENARIOS

In economic development and land use policy, CUMTD is not in a decision-making role; but, rather, in a supportive or possible facilitator role. The Transit District is able to move within a variety of spheres of influence in the private and public sector. Utilizing this flexibility, CUMTD can be very influential in development activities that are conducive to transit service.

In the transit scenarios, criteria and standards can be developed to measure progress. It is much more difficult to develop criteria and standards that will be meaningful to the transit board for these development scenarios.

The scenarios presented will show three levels of involvement for the transit board to discuss:

- ▣ **Passive**
- ▣ **Moderate**
- ▣ **Strong**

ECONOMIC DEVELOPMENT

Typically the key targets of economic development are industrial/production development, commercial/retail development, and infrastructure development. The role of CUMTD can vary by the type of development. There are direct and indirect benefits that can accrue to CUMTD when transit is part of the development process.

A large industrial development using modern manufacturing techniques often yields job densities of less than four jobs per acre and often with highly paid employees. This type of development will typically generate few transit trips. However, this type of development may benefit the community economically as a whole, and there will be indirect benefits due to an increase in population and consumer spending.

Commercial and retail development (service industries) can yield more immediate demand for transit service with high job densities. Often, a fast food store will exceed 40 jobs per acre, many that are part-time, entry-level, at low or moderate wage levels. Job density and wage levels are often positive forces for transit usage.

“THERE ARE DIRECT AND INDIRECT BENEFITS THAT CAN ACCRUE TO CUMTD WHEN TRANSIT IS PART OF THE DEVELOPMENT PROCESS.”

Infrastructure development often consists of a mixture of private and public investment. Typically, the facilities for the production of goods and services are privately financed and maintained. The infrastructure of public services (water, sewer, roads, transit, etc) is determined by a public agency (sanitary district, park district, etc) and supported by user fees or general property or sales taxes.

Local tax policy can also influence business development through a variety of tax-supported policies that provide financial incentives for specific types of desirable (as determined by the local community) economic development. Local tax policy can influence tax support of CUMTD operations.

The CUMTD board and staff can adopt any of the three approaches to economic development. There will be an implication in staffing levels and duties depending on the approach that is preferred.

ECONOMIC DEVELOPMENT

Passive

The passive scenario requires minimal effort and is typical of most transit systems in the Midwest. Under this scenario, CUMTD offers minimal input for economic development decisions. The transit district will react to economic development by making service decisions based on CUMTD service provision policies. Some businesses may be supported with transit service while others may not. Current staffing levels are adequate to participate at this level.

Moderate

The moderate scenario will involve CUMTD board and staff in the recruitment and encouragement of businesses that are most likely to generate transit and non-automotive mode trips. Often these are businesses that will primarily recruit millennial workers who are most flexible in their choice of modes. Businesses in the CUMTD service area that will employ workers most likely to live in the CUMTD service area will be most attractive to creating transit and other mode travelers. The current planning staff will be involved in most of these activities. Additional staff (full or part-time) may be needed depending on the level of economic development activities in the region and the time commitment required.

Strong

The strong scenario for CUMTD/economic development activities will create a proactive environment where the transit district will be a participant in the recruitment of businesses to the area or the expansion of existing businesses. CUMTD will require an economic development staff person to be constantly involved in economic development activities. In large systems, this is often an assistant general manager or senior staff level person. Most of his/her interaction will be with the business community. Adequate support staff and budget for travel will be needed. This will make CUMTD a high profile participant in developing local businesses, either new or expanded.

Support can be indirect, such as leasing office/meeting space at below market rates to new businesses or as an active investor in conjunction with private sources and other public sources of capital.

LAND USE POLICY

Land use development consists of long-term plans, Sustainable Choices 2040 Plan, site development for specific projects, public facility location decisions, corridor development, and Mobility Enhanced Development (MED).

Land use policy is a key component in transit development. As land is developed, it can result in a transit-friendly environment or a transit-hostile environment. Frequently developers and policy makers consider transit service as an afterthought. This makes it difficult to retrofit a development project for good transit service.

“LAND USE POLICY IS A KEY COMPONENT IN TRANSIT DEVELOPMENT.”

Long-term development decisions can focus on corridors of intensive development, typically along high capacity roadways and water/sewer infrastructure. Complete corridor development (similar in thought to complete streets) considers all aspects of the final build out of the corridor. Many land use plans consider the initial development activities without considering the long-term implications of municipal service provision for many decades in the future. CUMTD would partner with other municipal services in the development of these plans.

Mobility Enhanced Development (MED) has been discussed at CUMTD. The core understanding of direct benefits of MED for transit is well known to CUMTD and for all modes. The success of MED in the Green/White Street corridors is an example of how future MED can develop in the CUMTD service area.

Site development is another factor often critical in developing successful transit service. Minor investments in sidewalks, pedestrian circulation within a development, safe bus stop locations, parking requirements, and parking lot location within a development are some of the factors that will affect transit and multi-modal usage to and from a facility. Sometimes a final site plan is approved by a city or county with minimal input from all municipal service providers.

Public facility location decisions are frequently allowed in a variety of land use/zoning configurations. Public facilities are often strong transit traffic generators. Locating new public facilities far from existing transit service will require additional public tax investment in transit service. The trend for large campus-style development for single use facilities has implications for transit service provision in the future. Additional tax supported funding for bus service is often overlooked in the site decision process.

LAND USE POLICY

Passive

The passive scenario will have CUMTD react to land use developments and decisions. Long-range plans will be developed with some input from staff and board. Public facilities will develop without consideration of transit service cost, and MED will not occur.

Site plans will have minimal consideration for transit service. Often this requires transit service to travel off primary roadways to provide safe boarding and alighting locations for transit passengers. Some additional operating expense may be incurred if development occurs in outlying areas with a development that will serve a clientele that typically uses transit service. CUMTD will provide service to these developments, often with a lower productivity than the current system averages and requiring additional tax support.

Moderate

Moderate involvement in land use, site development, and corridor development will have CUMTD actively involved in long-term planning (LUPP) as well as immediate site development decisions. MED projects will be encouraged, and CUMTD will actively comment on long-term development plans, similar in manner to current practice.

Depending on the speed of economic development staffing may be needed if there is rapid development in the area. This level of involvement is very similar to current staff involvement. While there is no dedicated person assigned to development, it is a consideration in the activities of several senior staff members.

Strong

Strong involvement in land-use planning will have board and staff actively involved in MED planning as well as traditional corridor and long-term land-use planning. A financial commitment may be part of the process. MED and long-term planning is a slow, long-term process that will require CUMTD staff who are able to effectively communicate with developers, builders, planners, the public, and financiers. CUMTD has demonstrated the ability to communicate with a wide variety of interest groups and would continue this tradition at a more intense level.

A senior staff member will be involved in long-term as well as short-term planning. A junior staff member may be assigned primary duties in site development activities and coordination with municipal development functions.

The pace of development would determine if the staff member needed for the economic development position would be able to be involved in land-use decision-making. Often, the skill set for economic development activities is different than land-use development skills. If it is necessary to have a separate position, this person will likely spend more than half of their time involved in long-term studies and developing relationships with local municipal officials and the local construction/development industry.

SOCIAL/CULTURAL DEVELOPMENT

Social and cultural development consists of the components of a well-developed region that meets the core social needs of all residents while creating a strong sense of community and loyalty within that community. Basic physical and psychological needs are met through a combination of government services, faith-based services, and private non-profit service providers.

“ A WELL DEVELOPED CULTURAL AND ARTS COMMUNITY IS ALSO A CRITICAL PART OF THE COMMUNITY SOCIAL DEVELOPMENT. ”

A well developed cultural and arts community is also a critical part of the community social development. Sports, recreational, and cultural activities that meet a variety of individual and group needs are prevalent in this type of community.

Small businesses are encouraged, and artistic development is strongly supported. Large and small cultural activities are supported. Athletic events at all levels from beginner participation to professional/collegiate activities are part of a healthy socially-developed community. CUMTD provides the critical links to get people to a wide variety of activities in the service area.

Passive

CUMTD will provide transportation to many events, large and small, through its normal scheduled services. Core social services are connected with fixed route and paratransit services in a manner similar to current service provision. The current network meets many of the basic needs of the people who are social service patrons. No change is needed from current policies in service provision, marketing activities, or involvement with special events.

Moderate

A moderate level of involvement in cultural development will include a higher level of support and involvement in community cultural activities. Marketing/community outreach will extend to non-traditional transit activities. A community coordinator will be involved with local arts/cultural/social service/faith communities to assist them in using transit services. Some financial support from CUMTD will be expected and accepted by tax funders as part of the CUMTD commitment to improve the quality of life.

Strong

A strong level of involvement will require a high public profile for some board members and staff members. Additional staffing may be needed to support a wider variety of activities. Expenditures for events and social service activities may be required. CUMTD will be “giving back” to the community through a variety of programs, such as a CUMTD scholarship at U of I, or Parkland Community College. Partial financial support for arts or museum interns could be examples of another option to strengthen the quality of life issues that will be supported by CUMTD. This can be controversial, and care should be taken in creating the appearance of supporting some social issues.

Coordination with core social services with private non-profits and faith-based communities can be time consuming and would extend beyond basic marketing functions. Additional staffing may be needed depending on the level of involvement.