



MEMORANDUM

To: CMAP Land Use Committee
From: CMAP staff
Date: March 15, 2017
Re: Alternative Futures: What if more people chose walkable communities?

As part of ON TO 2050 development, CMAP is undertaking an “alternative futures” planning process focusing on exogenous factors that are largely beyond the control of any one entity, including CMAP and our regional partners. These factors include the environment, consumer preferences, technological advancements, and macroeconomic trends. Based on research and feedback from stakeholders, CMAP envisions five different futures for the region:

- Walkable communities – More people demanded pedestrian-oriented, compact, mixed-use communities
- Changed climate – Climate change intensified
- Transformed economy – Technology changed what we make, and how
- Innovative transportation – Technology enabled smarter mobility
- Constrained resources – Federal and state public resources continued to diminish

The Alternative Futures planning exercise, which draws upon ongoing CMAP work and ON TO 2050 products, will inform public engagement efforts to take place over the summer of 2017. CMAP will identify the key macro-level drivers shaping each future and their potential impacts. With written and interactive materials, staff will endeavor to illustrate life for residents and businesses in these imagined futures. With the assistance of committees, CMAP will also propose strategies that will help to mitigate potential negative outcomes and capitalize on opportunities that might arise. At the end of the project, staff will emphasize crosscutting strategies, that is, actions and policies that will help the region thrive across a wide range of possible outcomes.

This memo, the second in a series, will focus on a future, in which more people prefer and choose to live in walkable, mixed-use communities. CMAP made assumptions about this future based on two key societal shifts. CMAP’s 2050 socioeconomic forecast estimates that residents age 60 and older will greatly increase between now and 2050. As baby boomers downsize,



many may prefer places with accessible and walkable amenities. At the same time, consumer preference surveys indicate a growing desire for mixed use communities with walkable amenities in both urban and suburban areas, most particularly among millennials. Lastly, CMAP anticipates that technological innovations, specifically those that increase transportation options and ease transitions between modes, will continue into the future.

In a future where consumer preference for walkable, mixed-use communities has markedly increased, people and businesses invest in these areas. By 2050, reinvestment in many existing suburban downtowns and commercial cores has increased; some other suburban areas have created new downtowns and mixed-use centers, as well as pedestrian and bicycle infrastructure. Certain jobs continue to concentrate in downtown Chicago and mixed-use centers, particularly in transit-accessible areas; consequently, disinvestment occurs in auto-oriented suburban office parks and strip malls. Residents increasingly bike, walk, and use transit, ride-sourcing, and shared driverless cars, leading to decreased demand for driving and parking. As demand for walkable communities has increased, affordable housing in these areas has become scarcer, particularly in communities with amenities and transit access.

Primary driver: increased preference for walkable, mixed-use communities

In 2050, a greater proportion of the population prefers and chooses to live in walkable, car-optional, mixed-use communities, due in part to demographic shifts and technological advances.

A large percentage of today's millennials and older baby boomers prefer walkable, mixed-use communities.¹ This future assumes that subsequent generational cohorts (e.g., Gen Z, born in mid 1990s to early 2000s) will share these preferences. Compared to historical trends where the young and old live in walkable places, these preferences are assumed to be, on average, higher during the middle-age years as well. This future also recognizes that the location and built character of walkable, mixed-use communities varies. While typical urban areas will continue to grow, many suburbs may also grow smaller scale downtowns and nodes to serve this growing demand.

Young adults are attracted to walkable, mixed-use communities because they are able to fulfill many of their daily needs within their neighborhood without depending on car ownership, and because of the attractiveness of nearby amenities. Delayed household formation and slower wealth accumulation also influence their geographic and housing preferences. Due to the

¹<http://www.realtoractioncenter.com/for-associations/smartgrowth/placemaking/walkable-communities/demand-impact.html?referrer=https://www.google.com/>



convenience and vibrancy of walkable, mixed-use communities, many young adults will want to remain in these areas as they start families, raise children, and care for aging parents, even as their needs for housing and other amenities change. Senior citizens also prefer these neighborhood types because they allow for continued independence and access to medical services, social networks, and everyday needs without a car.

By 2050, the Chicago region has seen decades of increased, and continued, preferences for walkable and transit-served neighborhoods as several large demographic cohorts pass through young adulthood and eventually age into their senior years. The large size and long life expectancies of the baby boomer, millennial, and Gen Z generations combine to drive sustained, increased demand for these neighborhood types. The demand from seniors will be particularly acute, as 29% of households in the region will be headed by someone over the age of 65 in 2050. In 2050, the region will be at a point parallel to today; just as baby boomers are just now becoming seniors, the first millennials will be 65 in 2050. Seniors and residents under 35 will continue to make up a significant proportion of the region’s population through 2050, making planning for these groups critical.

Table 1: Relative preference for living near the central business district, 1980 to 2010

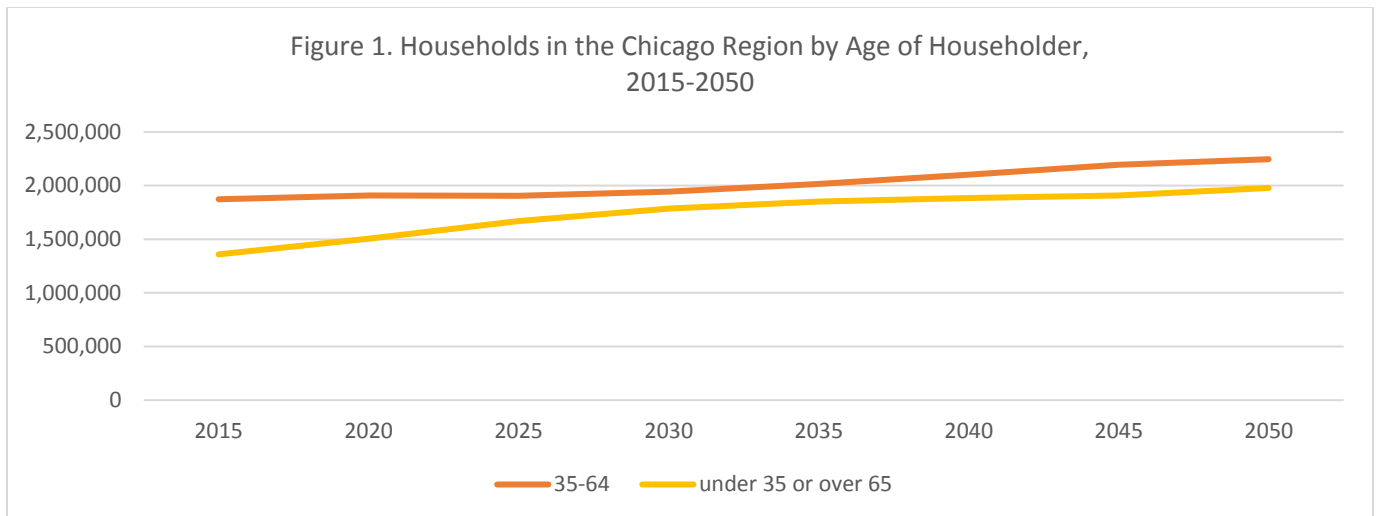
	1980	1990	2000	2010
Population 25 to 34	10%	12%	32%	51%
25 to 34 with a four-year degree	NA	NA	77%	126%

Source: Decennial Census, years cited, American Community Survey, 2008-12 five year data.

Note: Figures represent the proportionately greater likelihood that a person in the demographic group would reside in a neighborhood within three miles of each metropolitan area’s primary central business district, compared to the average metropolitan resident. For example, in 1980, a 25 to 34 year old person was 10 percent more likely to live in this kind of neighborhood than the average metropolitan resident.

Source: <http://cityobservatory.org/wp-content/uploads/2014/10/YNR-Report-Final.pdf>





Source: ON TO 2050 Socioeconomic Forecast

Advances in technology, such as bike sharing stations, shared cars, and on-demand rides, facilitate car-optional lifestyles. Although personal automated vehicles are available, people prefer to quickly hail a driverless ride from a private company or public transit agency. These services offer a variety of vehicle types, and many of them use advanced routing to pick up and drop off multiple passengers on a single trip. This same routing technology is used in driverless freight applications to provide rapid delivery to homes and businesses. Telecommuting and on-demand delivery are also more popular, with more people working and shopping from home or their neighborhoods.

Life in 2050 with increased preference for mixed-use, walkable communities

Walkable, mixed-use development patterns increase throughout the region.

The sustained demand for walkable, mixed-use communities has led to an increase in this type of development. Historically vibrant, amenity-rich, mixed-use areas continue to thrive. While some have welcomed new, often higher density, developments to accommodate demand, others have sought to maintain their existing character.

Some disinvested urban areas and suburban downtowns, especially those with transit access and diversity of land uses, have experienced revitalization, including decreased commercial vacancy and increased population and employment; others struggle to tap into the market demand and continue to experience disinvestment, despite their existing assets.

Suburban, residential neighborhoods that are largely auto-oriented, but have downtowns or commercial nodes, also see population growth as well as revitalization of their downtown areas. Many communities that did not have walkable downtowns or commercial areas in 2017 strive to attract residents and jobs by creating downtowns and mixed-use nodes through



rezoning and investments in pedestrian and bicycle infrastructure. Communities with the fiscal and technical capacity, as well as existing supportive infrastructure, will be at an advantage in these efforts. Many communities that are unable to create walkable, mixed-use areas experience disinvestment, as demand for auto-oriented living decreases.

Jobs in knowledge, service, and retail locate near transit and population centers, while industrial, intermodal and warehousing jobs continue to locate in less dense, auto-oriented parts of the region.

Employers in knowledge, service, and retail industries increasingly locate in places that are transit accessible and near other amenities in order to attract and retain talented employees, many of whom prefer to live and work in vibrant communities and commute without a car. Furthermore, due to the increase in telecommuting and online shopping, the need for brick and mortar retail and offices spaces will decrease. Commercial uses consolidate and cluster in vibrant, dense downtowns, corridors, and mixed-use areas where they are most viable, particularly those that are transit-accessible.⁴ Communities with better transit access find that property values and rents in their commercial areas increase. Businesses with small profit margins may not be willing or able to stay in their current locations. Intermodal facilities and most manufacturing firms remain in auto-oriented areas with lower land values and fewer land use conflicts.

More people use shared modes, active transportation, and transit. Car ownership rates decline.

Technology has made shared modes of transportation more desirable by expanding service areas, reducing wait times, and improving connections between different types of transportation. Because fewer people own their own cars, they often use several modes on one trip, depending on which is cheapest, fastest, or most convenient. For example, they may walk or bike to a bus stop, or take the train to the Loop and hail a ride home in a shared automated vehicle. As more people use public transit for part or all of longer trips, transit agencies find themselves with increased fare revenue and public support, but also greater maintenance costs and greater demands for quantity and quality of service. They may also face competition for space and fare revenue from private transportation services. Routes that have dedicated right of way and connect people to job centers see the greatest growth in ridership. On-demand delivery services replace many shopping trips, and freight traffic increases on local roads. Decreased personal vehicle travel will reduce the need for additional road network capacity, but the region's roads will still be congested, particularly in places with substantial freight traffic. Absent careful planning, there may be more conflicts between freight delivery vehicles and vulnerable road users, like pedestrians and cyclists.

⁴ <https://www.wsj.com/articles/kohls-shows-effects-of-retail-slump-as-some-ponder-the-amazon-factor-1463084218>



High-cost walkable, mixed-use communities become increasingly segregated, while more affordable auto-oriented areas diversify.

Increased demand to live and work in walkable, mixed-use neighborhoods has led to higher cost of living in these areas. Particularly desirable neighborhoods, such as amenity-rich, transit-served areas, become high-cost. The high-cost neighborhoods that today have lower (and in some cases, moderate) income residents and businesses experience displacement (see “disproportionate impacts” for further discussion). By 2050, high-cost communities are predominantly comprised of higher income and college-educated residents, the majority of whom are white, as lower-income residents and communities of color continue to face entrenched barriers to employment and education. Lower-income residents, residents with fixed-incomes (e.g., seniors), and communities of color relocate to more affordable areas, some of which are walkable but offer few amenities (especially transit access), and many of which are entirely auto-oriented. These more affordable areas become more diverse – racially, ethnically.

The region reduces per capita greenhouse gas emissions, and development pressure on agricultural and natural resources eases.

Smaller housing units and denser development patterns like town houses and apartment buildings are more efficient to heat than larger single-family houses, and their residents consume less energy.⁵ As more people live in mixed use or multifamily buildings and the size of single-family housing units decline, energy use and greenhouse gas emissions per capita in the Chicago region decline. The decline of retail and office square footage will also decrease energy consumption in the Chicago region, as these uses are relatively more energy intensive than warehousing and storage facilities. Furthermore, new technologies provide opportunities to further improve the energy efficiency of the region’s buildings. Because people drive less, they consume less gasoline, and passenger vehicle carbon emissions decline. Despite increased freight traffic, emissions from freight vehicles have not increased dramatically because of improved fuel efficiency and advances in routing and logistics. Overall emissions from the transportation sector decline.

As infill development becomes more attractive, municipal boundaries expand at a slower rate, if at all. Development in areas with existing transportation and water infrastructure helps municipalities avoid the financial and environmental cost of constructing or expanding infrastructure. As development pressure on the fringe of the region decreases, municipalities and conservation organizations are able to afford the acquisition of large, undeveloped natural areas for trails, habitat restoration, high-quality natural areas, and agriculture.

Walkable mixed-use communities provide residents a higher quality of life.

Relatively newer municipalities that experience rapid population growth will have to expand some systems, such as water treatment facilities, to accommodate new residents. However, local governments can provide services and amenities like garbage collection, public safety, water

⁵ http://buildingsdatabook.eren.doe.gov/docs/DataBooks/2011_BEDB.pdf



treatment, and public education at higher quality and/or more efficiently, as the per capita costs of these services decrease as population density increases.^{6,7} Many more established municipalities need to invest a substantial portion of those savings in updating and maintaining systems that have reached the end of their designed lifespan.

Moreover, residents of walkable communities benefit from a healthier and safer environment, as neighborhoods with more foot traffic provide significant opportunity for interacting with neighbors and visitors, increasing “eyes on the street” and strengthening social ties. Seniors and single person households benefit significantly, as the neighborhood network helps reduce loneliness and isolation. The improved social network in these neighborhoods provides a safety net of people who can provide assistance during emergencies, and will notice if something is amiss.⁸

Disproportionately impacted communities

The cost of living in walkable, mixed-use communities increases, particularly in those that are transit-served. As these areas see higher demand, many of the original property owners and renters will face financial pressure. Renters will see the cost of renting increase more quickly than their wages or revenue, and the number of renter households paying 35 percent or more of income towards rent will increase.⁹ While the increase in land values benefits some property owners, others may not be able to afford increased property taxes and may be forced to sell. Some small businesses, facing the dual challenges of a changing consumer market and rising real estate costs, may no longer be profitable. In communities and neighborhoods where there has been little new development and minimal increase in housing supply to meet demand, affordability challenges are particularly acute.¹⁰

Ultimately, living in these areas – either as a renter or owner – will be out of reach for some segments of the population. Lower income residents, including immigrant groups, may move to more affordable neighborhoods that are more auto-oriented and/or are farther from job centers, social services, and the community safety net they rely upon. Low-income seniors and those with limited English proficiency are particularly isolated in communities that have limited experience and capacity for reaching these residents. Some communities that become home to immigrant groups struggle to accommodate the language and other needs of these residents, and to adapt to the demographic changes.

⁶ CMAP research has shown that higher density development have a lower per capita cost of service provision.

⁷ Chicago Metropolitan Agency for Planning, “[Fiscal and Economic Impact Analysis of Local Development Decisions](#),” 2014.

⁸ <https://news.uchicago.edu/article/2014/02/16/aaas-2014-loneliness-major-health-risk-older-adults>

⁹ Based on the American Community Survey 5-year survey estimates (2011-2015), approximately 40 percent of households in the region paid rent that was 35 percent or more of household income.

¹⁰ Based on the most recent ACS estimates,



While many communities in the region stand to benefit from increased investment in their commercial cores and downtown areas, some will lack the institutional and civic capacity to capitalize on their existing assets or sufficiently adapt to the market, demographic, and fiscal changes. Historically disinvested communities will need assistance to attract investment, plan for growth, and establish policies that ensure that investment is sustainable and benefits existing residents.

New areas of disinvestment may also arise. As demand shifts towards walkable, mixed-use development, there is an accompanying decline in demand for auto-oriented, single-use commercial or residential areas far from activity centers. Communities without much land use diversity will need to adjust to the new market realities and explore alternative development types and sources of revenue. Some of these communities may remain attractive to industrial firms, freight facilities and those who work in those industries. As these firms continue to locate in auto-oriented locations, their workers will likely need to commute by car or face long transit commutes. High travel costs may put employment in these industries out of reach for some otherwise qualified workers.

Strategies to Prepare for Increased Demand for Walkable Communities

CMAP and partners should focus investments in areas that are expected to see the greatest increase in demand in this future, specifically, mixed-use communities and transit served areas. CMAP and partners should also pursue strategies for communities that choose to preserve their character, or are facing negative impacts such as new or exacerbated disinvestment or widening housing affordability gap. Below are broad strategies to undertake now to prepare for a future with increased demand for walkable, mixed-use development. These strategies are described in more detail in related CMAP strategy papers and research (see Attachment A). Each broad strategy also includes questions for stakeholders that will help CMAP better understand preferences or message the issues or solutions. These questions may be included in future surveys to stakeholders.

1. *Help communities overcome complex barriers to mixed-use development*

With a large transit system, road network, diverse economy, as well as existing main streets, downtowns, and commercial corridors, many communities in the Chicago region have the foundation to accommodate the increased number of residents who wish to walk or take transit to work. Mixed-use development, however, often faces even more intense financial, regulatory, and community constraints than other development types. Financing is more complex, involving multiple funding streams. Multiple agencies and stakeholders are required to work jointly, potentially resulting in jurisdictional conflicts and misaligned goals. Obsolete zoning codes and regulations may not allow mixed-use development or require inflated parking minimums that make compact development difficult. Even with transit availability, community



members may still be wary of potential impacts to congestion and parking. Residents may also perceive new developments, particularly those that increase density, as drastically changing community character. Some downtowns and mixed-use areas may not be served by transit, or high quality transit that comes at frequent intervals.

CMAP and partners can help communities create more mixed-use, walkable environments through local planning and implementation. This effort includes aligning investments and coordinating planning for land use, transportation, housing, infrastructure, and services. For example, CMAP can help partners coordinate parking and adjacent land uses, such as commuter rail parking across stations to maximize efficiency. Streets and roads will have to be redesigned for a future with less demand for car parking, more bike and pedestrian usage, and changing freight needs in response to more frequent on-demand delivery. Zoning codes and other ordinances will also have to be updated to achieve community goals. For example, CMAP and partners can help communities develop land use strategies that increase densities to transit supportive levels. CMAP and partners can also help communities plan for infrastructure investments, such as green and gray stormwater infrastructure that will help reduce urban flooding. Partners can also help to combat fears against density and new development through education on the benefits and impacts of new development.

Key questions about this strategy:

- What are the most common fears about development that increases density?
- What are the best strategies to address concerns about increases in density?
- Infill development has many benefits. What benefits most resonate with you?

2. *Strengthen lower capacity and disinvested communities*

The increased demand for walkable, mixed-use neighborhoods will create challenges for some communities. Lower capacity and disinvested communities with the existing foundations to support walkable, mixed-use neighborhoods will find it difficult to dedicate financial resources or utilize planning tools to reinvest in or adapt their built environments, leading to continued disinvestment. Auto-oriented communities without downtown centers may experience new or increased disinvestment. While some of these communities will want to develop new walkable, mixed-use areas, others will want to maintain their existing character and focus on attracting new industries or land uses.

CMAP and partners should develop and implement strategies to help all communities take advantage of or adapt to the shifts in market demand. CMAP and partners can strengthen communities' technical capacity by way of trainings, making information on best practices widely available, as well as offering direct planning assistance with comprehensive and sub-area plans, zoning code updates, and market studies. CMAP should also advocate for partnerships such as service sharing that would allow communities to maximize the financial resources they have. For disinvested communities, CMAP and partners should offer an even



more comprehensive suite of solutions to overcome the complex physical, financial, and social barriers to reinvestment. For instance, CMAP can help advance spatial understanding of the nature of investment and disinvestment, and encourage innovative solutions to problems with vacancy and abandonment, such as land banking and vacant building and adaptive re-use ordinances. CMAP and partners can also work to build stakeholder and private sector capacity and enhance partnerships with lending institutions and nonprofits.

Key questions about this strategy:

- What types of assistance are most important for lower capacity communities to thrive in this future?
- What types of assistance would be most important for communities to attract new industries?

3. Incorporate market feasibility into planning and implementation processes

In order for developments to be successful, developers consider market factors such as demographics, costs, and competition, among others. Many of these factors will look significantly different in 2050 from the present day. A larger share of residents will be older and populations of color; significant consumer preference for mixed-use neighborhoods with transit access will lead to greater demand in or near those neighborhoods; and retail and many jobs will follow households to these neighborhood types. Some desirable communities may see upshifts in the market, and may want to address the changing demographics and potential displacement issues that may arise. On the other hand, other neighborhood types such as auto-oriented employment centers or low-density residential neighborhoods may experience disinvestment, as residents or businesses leave for transit-served, amenity rich neighborhoods.

CMAP and partners should help communities plan for these changing demographics and consumer preferences by incorporating market feasibility into planning and implementation processes. More education, such as demographic changes and projections, will assist local implementers and developers. Local planning and development can assist neighborhoods that must re-align their existing land uses to adjust to market shifts. CMAP and partners can also help align local community goals, such as increased sales tax revenue, with broader regional goals, such as regional economic growth, through greater interjurisdictional cooperation.

Key questions about this strategy:

- What are the biggest challenges to market feasible planning?

4. Increase housing choice for all residents

In a future with sustained demand for walkable, mixed-use communities, cost of living in these areas increase, while the existing housing supply – across various housing categories, including tenure, size, price point, and accessible design – will be insufficient to accommodate the diverse needs and preferences of households. CMAP and partners can address these challenges by



increasing housing choice, particularly for disproportionately impacted populations. Housing choice is the ability for all households in the region, regardless of size, income, age, or ability to find a quality affordable home that fits its preferences and needs throughout all stages of life.

CMAP and partners can promote housing choice by emphasizing the construction and preservation of stock diversity (e.g., owner and rental units; units of multiple sizes; accessory dwelling units; shared housing; senior congregate housing etc.) and affordable housing, with a focus on areas where cost of living might be particularly high, such as walkable, mixed-use communities that are amenity and transit-rich. CMAP and partners should also focus on the specific housing needs of seniors, given that a greater proportion of households will be elderly.

Historically, achieving housing choice has been particularly challenging when developments increase density or include affordable units, in part due to regulatory environments and community and political constraints, as well the market feasibility challenges associated with affordable housing. To overcome these barriers, partners should take the lead in fostering more community and political support, while CMAP should examine tools, regulations, and funding mechanisms to preserve or create different housing types.

Tools may include increased renter protections, non-traditional tenancy structures, and first right of purchase for public agencies. Regulatory strategies may include updating zoning codes to allow increased stock diversity and density in key locations, and inclusionary zoning ordinances in markets with high housing demand and development. Finally, CMAP should research how federal and state housing finance regulations impact the region and its various housing markets, and best practices on funding and project selection criteria so that transportation investment decisions take into consideration housing choice.

Key questions about this strategy:

- What type of housing is most needed in your community? (e.g., affordable housing for low-income residents, senior housing, supportive housing, multi-family housing)

5. Pursue regional inclusive growth

Persistent economic inequality remains a problem in a future with greater preference for walkable, mixed-use communities, and becomes especially challenging in areas where cost of living has increased. To address these challenges, CMAP and partners should place emphasis on inclusive growth strategies that build human and community capital. For instance, focusing economic development on industries that offer pathways for upward mobility, and workforce training on providing access to jobs in these industries can make quality jobs – including those in transit-served employment centers – attainable for a broader range of the region’s population. CMAP and partners can also foster entrepreneurship, which offers an effective pathway for upward mobility for residents in excluded communities that may face barriers to entry to middle and high-wage jobs. Through coordinate efforts to reduce unequal access to



opportunity, CMAP and partners can slow the displacement of lower-income residents from their communities and encourage sustained regional economic prosperity.

As discussed earlier, many auto-oriented communities are likely to experience an influx of lower-income and immigrant residents who cannot afford to live in walkable, mixed-use communities. These communities will face distinctive challenges in advancing inclusive growth. CMAP and partners should help these communities form new partnerships with non-profit agencies and other municipalities that have experience working with these demographic groups. CMAP and partners should also encourage connection between municipalities and local banks to attract increased private sector resources for community reinvestment and to provide financial literacy programs and products customized to their constituencies' needs.

Key questions about this strategy:

- Questions under development.

6. Focus transportation investments on enhancing public transit service, managing arterial congestion and safety, and efficiently moving freight

In a future with increased preference for car-optional lifestyles, the balance of traffic on the region's streets will change, with a higher percent of shared vehicles, bicycles, and pedestrians, as well as more freight delivery vehicles. Municipalities will need to redesign their local streets to assign appropriate space for transit, pedestrians, cyclists, freight vehicles, and freight and passenger loading zones to ensure the safety of all road users. Decreased personal vehicle travel will reduce the need for additional road network capacity, but the region's roads will still be congested, particularly in places with substantial freight traffic. The region's highway system will need to be maintained to provide fast, reliable travel for transit vehicles as well as freight traffic. CMAP and transportation agencies will need to identify critical congestion bottlenecks and priority transit routes and incorporate advanced communication technologies like coordinated signals, sensors, and traffic management centers on roads, rail lines, and vehicles.

As the backbone of a multimodal passenger transportation system, public transit will play an even more important role in the region's economic vitality. Public transit agencies should invest in maintaining and expanding dedicated transit right of way on high-frequency routes that serve mixed-use centers and employment clusters. Transit agencies and municipalities will need to coordinate as they plan for new development and expanded public transit service. CMAP and transit agencies should take into account local plans for reinvestment and development as they prioritize infrastructure investments, and municipalities seeking additional transit service should involve transit agencies in development review. Transportation agencies should ensure that investments in multimodal infrastructure benefit all residents. CMAP, transportation agencies, and municipalities should continue to prioritize projects that improve access to jobs, education, and other needed goods and services for excluded communities.



Key questions about this strategy:

- How can transit agencies and municipalities better coordinate land use and transit service for suburban walkable communities?
- What types of transportation investments should be the highest priority for the region?
- How should the region prepare for technological advances in transportation?

7. *Improve connections between shared and active modes of transportation*

Improving ease of connection between multiple modes of transportation is already a primary demand of residents in the Chicago region. In a future with increased desire for car-optional lifestyles, investments that facilitate seamless transfers between modes will be even more necessary. Transit agencies, private companies, and municipalities should work together to expand access to “last mile” transportation options, including expanding the network of Divvy bikeshare stations, encouraging peer-to-peer and employer-sponsored carpool programs, and providing innovative demand-responsive transit and paratransit service. They should collaborate on mobility hubs that include transit stations, bus stops, bike share stations, and drop off/pick up stations. Municipalities should also plan for transit-supportive densities near transit hubs to ensure the feasibility of these amenities.

Data and communication technology are a critical piece of improving connections between modes. Transit agencies should continue to invest in technology like Ventra that allows for seamless trip planning and payment across several services. Combining data from multiple sources can help improve operations, identify gaps in the region’s existing transportation ecosystem, and implement and evaluate new policies and services. Partnerships with private shared mobility providers should include provisions for data sharing.

Seniors, people without bank accounts and/or with low incomes, and people with limited English proficiency may have difficulty using new modes of non-motorized transportation. Transportation agencies should consider ways to expand access to these transportation options, through fare discounts and subsidies, alternative payment methods, and education.

Key questions about this strategy:

- What are the main components of infill development?
- What are the greatest benefits of a walkable, mixed-use environment?
- What are barriers to creating infill development in suburban areas?

8. *Explore and develop new funding mechanisms for transportation infrastructure*

The revenue collected from traditional sources of transportation funding, particularly the state motor fuel tax, is already insufficient to make needed investments in the transportation system.



In a future with declining gas consumption, the state, region, and municipalities will need to replace the motor fuel tax with other sources of revenue to maintain the transportation system. One potential replacement is a vehicle-miles traveled fee. In a future with declining rates of personal VMT as well as declining fuel consumption, it will be even more important to set appropriate rates for privately owned vehicles, shared fleets, and non-passenger vehicles. Increased transit ridership may provide more support for investments in transit, but will also present challenges for managing demand and maintaining a state of good repair. Variable transit fares may help manage demand on the transit system, but additional revenue sources will also be necessary. New fees, taxes, or other revenue sources from private shared mode services should also be explored.

Municipalities and transit agencies will also need to identify new funding streams for expansions of shared mode and active transportation infrastructure, which will be in demand in walkable communities. Some strategies for specific transportation infrastructure projects may include public/private partnerships and value capture. CMAP should continue to play a leadership role in evaluating potential new funding sources and financing strategies for transportation infrastructure, taking care to avoid disproportionate burdens on low income populations or undue risk to public entities.

Key questions about this strategy:

- Would you support a VMT fee?
- If VMT and fuel consumption from passenger vehicles continue to decline, the region may need to explore revenue sources in addition to a VMT fee. Which strategies do you think are the most promising?

9. *Employ a balanced local revenue and land use mix*

In a future where online retail replaces many brick and mortar retail establishments, particularly in auto-oriented areas, communities accustomed to relying primarily on commercial property and sales tax may find themselves with a lower base from which to draw tax revenues. A low tax base can contribute to reduced services and amenities, as well as high property tax rates, which can discourage economic development, leading some communities to fall into a cycle of low economic growth.

In order to support communities experiencing land use changes, CMAP and partners should encourage communities to pursue a healthy mix of land uses, as well identify refinements to the tax structure so local governments can provide sufficient revenue to meet community goals. For instance, expanding the sales tax base to include additional services allows communities with non-sales tax generating businesses to generate additional revenue and incentivizes non-retail commercial land uses. Relying on a variety of land uses and revenue sources would improve stability of municipal revenue, allow municipalities to more consistently maintain services and



existing tax rates, and provide more amenities or options for residents. Increased revenue predictability would also improve municipalities' ability to undertake financial planning.

Key questions about this strategy:

- Questions under development.

10. Strengthen natural land protection and stewardship, and regional agricultural systems

As development pressure on agriculture and open space eases, increased conservation is possible. CMAP and partners should develop and implement strategies to capitalize on this opportunity. By assisting communities with coordination of land acquisition, prioritization of restoration efforts, and preservation of farmland and natural resources, CMAP and partners can maximize the benefits of natural land protection and stewardship, and increase the diversity and resilience of the commodity export system and the local food market. Specific activities can include refining key natural areas, identifying key agricultural assets, and performing analysis to demonstrate the economic value of farmland and agricultural uses. CMAP and partners can also explore financing strategies and re-establish substantial and reliable state funding sources for land preservation and stewardship. Communities struggling with disinvestment due to declining demand for auto-oriented uses can reduce blight and maintain economic vitality by restoring, repurposing, and enhancing existing community-scale open spaces on golf courses, institutional campuses, office parks, and subdivisions. CMAP and partners can assist with these efforts through local technical assistance.

Key questions about this strategy:

- How important is it to preserve our region's key agricultural areas?
- Whose responsibility is it to preserve high quality natural areas? How should preservation efforts be funded?

Next Steps

Following committee review and feedback, this memo will be finalized and used to inform the development of an online platform, MetroQuest, that will allow residents to learn about and select preferences for strategies to prepare for the walkable communities future where more people prefer pedestrian-oriented, mixed-use neighborhoods. In addition, CMAP is developing an interactive kiosk illustrating the key features of this future. The kiosk will be featured on a digital display hosted at various locations throughout the region and made available online. The MetroQuest site and kiosks will be utilized during an intensive public engagement period beginning in April 2017.



Four other potential futures for the region have also been selected for exploration. These futures will be oriented around what the region would be like if climate change impacts intensify; if the regional economy is transformed; if significant technological advances enhance transportation; and if federal and state public resources are further constrained. These futures will also be accompanied by interactive kiosks and MetroQuest platforms. Staff will also develop a final memo where the recommendations in ON TO 2050 strategy papers will be analyzed through the lenses of the 5 alternative futures. The strategies that apply across many of these futures will help to inform which strategies to prioritize in ON TO 2050, which will be completed in October of 2018.



Attachment 1: Related CMAP products by strategy

Strategy	Related CMAP ON TO 2050 strategy papers
1. Help communities overcome complex barriers to Encourage investment in mixed-use development	Reinvestment and infill
2. Strengthen municipal capacity for lower capacity and disinvested communities	Municipal capacity, reinvestment and infill
3. Incorporate market feasibility into planning and implementation processes	Reinvestment and infill, tax policy and land use
4. Increase housing choice for all residents	Housing supply and affordability
5. Pursue regional inclusive growth	Inclusive growth, reinvestment and infill, tax policy and land use, human capital, innovation, and clusters
6. Focus transportation investments on enhancing public transit service, managing arterial congestion and safety, and efficiently moving freight	Transportation systems funding concepts, asset management, highway operations, transit modernization, freight strategic directions
7. Improve connections between shared and active modes of transportation	Transit modernization, transportation technology, highway operations
8. Explore and develop new funding and financing mechanisms for transportation infrastructure	Transportation systems funding concepts, transportation technology, highway operations
9. Employ a balanced local revenue and land use mix	Tax policy and land use
10. Strengthen natural land protection and stewardship, and regional agricultural systems	Lands in transition, integrating green infrastructure

