

A SEARCH FOR



TRANSPORTATION SOLUTIONS


Getting There
An Under One Roof Initiative

MARCH 9, 2005

PRESENTED BY

CHESTER COUNTY 2020

CHESTER COUNTY PLANNING COMMISSION

TRANSPORTATION MANAGEMENT ASSOCIATION

OF CHESTER COUNTY

► INTRODUCTION

Transportation needs do not start and stop at government boundaries. The March 3, 2005 Commentary Page in the *Philadelphia Inquirer* set the scene for dealing with transportation as a multi-constituency challenge:

“With SEPTA’s funding crisis, looming federal cuts to Amtrak and shrinking bus service in Pennsylvania’s towns, how we get from here to there is big news these days. Not simply a means to an end, transportation has become a quality-of-life issue. How we live, work and spend our leisure time these days depends in large part on the availability of public transit, the efficiency of our roads and whether our communities are outfitted with bicycle and walking routes.

“At nearly every regional meeting on economic health, transportation becomes a focal point, even if it is not formally on the agenda. The productivity of businesses and critical services depends upon thousands of employees “getting there,” not to mention other thousands of students getting to regional schools and colleges via mass transit. The need can be easily demonstrated, even without adding in senior citizens who no longer drive, or the handicapped.

“At the same time we consider how to pay for transportation, we need to ask how to make mass transit more appealing to the public. For all the pluses of getting off the road and onto a train or bus—avoiding the aggravation of traffic jams being among the best – it is difficult to sever America’s relationship with the automobile. Some cities and states cherish their commuter trains, among them, New York City, Boston and Chicago. For all the clogged highways that still characterize these cities at rush hour, think how much worse they would be without the other transportation alternatives.

“There are hundreds, perhaps thousands, of intelligent minds that should and can be brought to bear on transportation solutions. We can’t afford to wait until worry grows to crisis proportions and no obvious solution remains — other than taking to the highways. Imagine the chaos anywhere in the Philadelphia region the day that train and bus schedules are cut, when essential workers can’t reach their jobs, when car ownership is the only option for getting to work. Certainly the great minds that can create jobs, run local and regional governments, and educate the leaders of the future can support the struggling transit agencies in solving their problems.”

Getting There was not only about listening to well-informed speakers suggest temporary patches for the ailing systems. It was a totally interactive exercise. No idea was out of bounds. Working in multi-constituency breakout groups, the participants considered issues, important players, critical types of transportation, and opportunities for cooperation. Typically, discussion focused on maximizing the value of transportation centers, and the contributions each potential team member could make toward strengthening a sense of community through transportation. The final product was a series of thoughtful scenarios accompanied by realistic assessments of both the potential benefits and barriers.

Getting There demonstrated once again that bringing together diverse constituencies opens new lines of communication, which in turn uncover surprising areas of common ground. The Chester County Commissioners, represented by Commissioner Carol Aichele and a statement from Commissioner Andy Dinniman, were united in their desire to be proactive in addressing the complicated challenges of “getting there.” They challenged the audience to think constructively about the issues surrounding transportation in both the urban and rural areas of the region.



THE *GETTING THERE* SUMMIT

Setting the Stage

The keynote speaker, Anne P. Canby, is President of the Surface Transportation Policy Project, Washington, D.C. She is a former Delaware Secretary of Transportation and Commissioner of the New Jersey DOT. Canby is a strong supporter of advocacy coalitions that include representatives from growth management, health management, environmental organizations and agencies, business (large and small), and local elected officials. These coalitions promote working together to achieve better, more responsive transportation capabilities.

In Ms. Canby's opinion, solutions are complicated by the reality that repeatedly, as road capacity is increased, far-sighted developers have already committed to build-out the adjacent land. Almost before road construction is on the board, developers get ahead of the DOTs, have bought land in anticipation, and are ready to soak up the new capacity. In this case, "future" traffic is in the present. Infrastructure is constantly trying to keep up with development, rather than development happening where transportation infrastructure is in place. Her presentation reinforced the decision to hold a transportation summit, and contributed substantially to the lively discussions that produced the transportation scenarios. A detailed summary of her thoughtful assessment of where we are and where we can go appears in Appendices 1 and 2.

Rating the Issues

The participants rated key issues with color-coded dots that reflected their constituencies. The list of issues to be prioritized and addressed had been developed over several meetings of the organizing committee. Of the 154 attendees at the opening session, 141 are represented in the responses (see Appendix for detailed dot summary), which were prioritized by the number of dots. Each person was instructed to identify the five most important issues with colored dots (no more than one dot per person, per issue).

Different dot colors were assigned to:

- Municipal officials
- Transportation professionals, including planners, engineers and other experts
- Business community/developers/builders
- Land planners
- Regional representatives who live in Chester County
- Interested individuals or those allied with non-profit housing or transportation organizations (or other unidentified constituencies).

There was common ground among the municipal officials, transportation professionals, regional representatives and land planners as they all recognized the importance of the first four issues – the land planners weighing in with less emphasis on governmental-private sector cooperation (see Table 1). All four involve the need to educate the public to the value of adopting or even just accepting the concept of alternate types of transportation. In looking at the rating by constituencies, although they tended to choose similar issues, the priorities assigned to them frequently differ. Not surprisingly, the municipal officials and regional representatives developed longer lists than the more specific-activity-focused planners and business interests. These are listed in the order of importance assigned to them.

Small Group Discussion

Because the top nine issues received very close ratings, the groups were freed to deal with the issues and trends they determined most important within the nine. Ultimately, all are critical in creating a long-term future for the county that respects highly valued traditions, natural resources and potential for economic growth.

The pre-assigned breakout groups dispersed to separate rooms to work with their chosen issues. This format received excellent anecdotal response and generated thought-provoking ideas.

As each group presented a transportation future for the region at the end of the session, common ground began to emerge. There was agreement that it is not enough to improve the availability of public transportation without an improvement of public perception about it. High priorities were assigned to rail service improvements and extensions, emphasizing the importance of connecting land planning with transportation. As the foundation for any progress around the more costly improvements, cooperation in identifying and confirming funding sources took top place. Consensus among the various constituencies led to a lengthy list that produces an ambitious vision of the County's future, with benefits and barriers to consider, and steps that can or should be taken now in working toward better planning and more effective cooperation at every level.

The small groups were charged to determine the following:

- A preferred transportation future for the County and its residents.
 - Address the high priority issues.
 - Identify the players in addressing each issue, the values to be preserved.
 - Outline how the various players can work together
 - Determine what types of transportation are critical. How do we maximize the value of transportation nodes, both existing and potential?
- How to strengthen a sense of community through transportation.
- The anticipated accomplishments/benefits of the plan.
- The barriers that will be overcome. How should they be addressed?

At the end of the summit, breakout session reporters shared their visions of Chester County's transportation future. As the reports were presented, it became clear that a great deal of common ground existed around the core issues.

Table 1

TOP FIVE ISSUES FOR GETTING THERE STAKEHOLDER GROUPS

| Municipal Officials | Transportation Professionals | Business Community/Developers | Regional Representatives | Land Planners |
|---|---|--|---|---|
| Make public transit the option that “with it” people choose. | Disconnect between land use decisions, transportation problems | Incentives to use public transit | Disconnect between land use decisions, transportation problems | Transportation as an economic development tool |
| More sidewalks and bike paths, changed attitudes about alternate transportation | More sidewalks and bike paths, changed attitudes about alternate transportation | Need for and benefits of extending R-5 | More sidewalks and bike paths, changed attitudes about alternate transportation | Non-drivers can’t live in most of Chester County. |
| Need for and benefits of extending R-5 | Making public transit the option that “with it” people choose. | Need for improved government and private sector cooperation on transportation | Make public transit the option that “with it” people choose | More sidewalks and bike paths, changed attitudes about alternate transportation |
| Completion of Paoli Transportation Center | Need for increased government and private sector cooperation on transportation | Public transit doesn’t match the need. | Need for increased government and private sector cooperation on transportation | Disconnect between land use decisions, transportation problems |
| Disconnect between land use decisions, transportation problems | Incentives to use public transit | Public- private cooperation necessary to encourage investment in urban centers | Incentives to use public transit | Public- private cooperation necessary to encourage investment in urban centers |

Bold type indicates issues that were in the top five of at least three groups.

ACTIONS FOR NOW: Specific Requests from the Participants

The following action items were recommended by the *Getting There* participants. These have been left unedited, because they also reflect the knowledge base of the participant. Part of the process going forward is to identify how shared information can improve the likelihood for success as projects and activities are prioritized.

Public Transportation Services

- Move SEPTA R5 extension to Atglen to an immediate priority
- Get funding and implement turnaround switch installation west of Coatesville
- Establish incentives between vendors and riders
- Busway left lanes on US 202
- E-Z pass for SEPTA
- Help urban centers thrive because transit between them is efficient, accessible, clean, safe, affordable, well-maintained

Municipalities/Government

- Require developers to put in sidewalks.
- Add sidewalks leading to schools.
- Establish bikeway grants
- Require connected cul de sacs
- Support more regional planning agreements among municipalities
- Encourage townships to work together, even without formal agreements.
- Zoning dictates development. Make it happen where it belongs
- Provide incentives for dense development in appropriate areas
- More in fill development to justify/sustain public transportation
- Create incentives to encourage reinvestment in urban centers around transit hubs and discourage sprawl
- Legislation at county level for urban revitalization tax credits
- Synchronize lights across municipalities to contribute to more efficient road systems
- Provide education incentives for municipal officials
- Give Chester County and PennDOT more regional planning authority
- Give the Pennsylvania Municipal Planning Code more authority for regional planning
- Create and approve a County-wide transit plan

Individuals

- Carpooling
- Educate the public
- Push the vision
- Educate for the future
- Build consensus
- Share success stories
- Help support attitudes in favor of public transit use
- Include youth, challenge students

Business

- Plan for more flex time
- Explore work-at-home opportunities
- Share stories about successful business approaches to transit solutions
- Make transit checks more available
- Take small steps – now

FINDINGS

The range of thought projected considerable common ground at the same time that it generated new topics and opportunities for additional forums around some of the more specialized topics. Within all the scenarios for the future, a sense of can-do energy emerged. Given direction and additional opportunities to help design the individual elements of a positive transportation future, these groups will continue to be engaged.

PLANNING

The connection between land planning and transportation is inescapable.

The challenge lies in working to make development sensitive to transportation rather than the more prevalent reverse. Regional planning and continuing fulfillment of *Landscapes* is vital in strengthening the planning – transportation relationship. Integration should begin at the design phase. Although the Schuylkill Valley Metro did not surface as a generally high priority issue, it was discussed in several of the groups. As Anne Canby mentioned, the start-up light rail projects around the country have been remarkably successful, even in the face of initial public resistance. They seem to be a more positive expression of “build it and they (the passengers) will come.”

Attendees were positive in their approaches to the future, and supported regional planning.

There was consensus around the idea that no entity alone – public or private – possessed the funding or will to solve major transportation problems but in working together together there was hope for the future. The fact that there has been significant progress in multi-municipal planning supported by the county's Vision Partnership Program provides encouragement for the same type of cooperation around issues.

Public-private cooperation is indeed necessary if there is to be investment in urban centers.

The current, dramatic plans for Coatesville are an example of positive action in this area. Zoning that encourages commercial developers to balance fewer parking spaces with transportation services could be another. Developers can lead the way in strengthening the use of public and alternative transportation options by reinvesting in the areas around transportation centers and taking advantage of in fill opportunities with their existing infrastructure. The municipalities have to be willing to partner with the developers in terms of making the “good” options by right and sprawl as an exception. There is more cooperation between government and the private sector around transportation issues than the general public realizes. Effective implementation can rely on a variety of tools: partnerships, incentives, distinctive, consistency and flexibility. (This report includes a list of existing resources that anyone interested in improving transportation options should find useful.)

MOBILITY ALTERNATIVES

Sidewalks and bike paths attracted strong interest across several constituencies.

They represent not only alternative ways of “getting there,” but also can be sold as options for good health, wholesome activity and a contribution to a better environment. The fact that they appeared as a component in nearly every group product suggests potential for cooperation in establishing better networks and usage, including connections with transit centers. Chester County's *Linking Landscapes* was recognized as a solid basis for developing wide-ranging bike and walking trails.

Potential for competition exists between the proponents of trails and those who are passionate about preserving existing rights of way for future rail use. This is an important area for exploring common ground in planning. Cooperation is vital.

The idea of connecting County parks surfaced repeatedly, as did the use of utility rights of way for walking and biking.

PUBLIC TRANSPORTATION

The desire to make public transit an “in thing” demands careful analysis of why it isn’t “in,” and how to encourage substantial changes in the perception of the opportunities and convenience it represents. Parking is certainly part of the equation.

Supporting and extending the SEPTA R5 Regional Rail Line attracted multi-constituency support.

It represents the connection with land planning, relief of highway congestion, encouragement for urban in fill and a valid economic development tool. Completion of the Paoli Transportation Center should provide a boost to ridership in that area. As a demonstration project, it will encourage improvement at other stations. The availability of funding sources will determine the time frame.

Chester County suffers from a scarcity of transportation choices other than automobiles.

Besides the R5 and access to the R3 Regional Rail Line in neighboring Delaware County, buses from SEPTA, the TMACC and other providers only fill a portion of the need. The *SCCOOT* and *Coatesville Link* bus lines have to struggle with the absence of dedicated funding. This is an area for municipal cooperation.

Relief of peak-time congestion probably depends upon greater use of public transit.

The heavy use of secondary roads at peak time illustrates the attempts of many drivers to avoid major highways. There are safety factors in this attempt to “shunpike,” for most of the smaller roads are not designed for increased traffic or the speeds at which too many drivers travel.

The fact that non-drivers find it difficult to live in Chester County is only to become more of a problem.

Age-related demographics are changing. The County has proved appealing to many retiree's, resulting in thriving adult communities like Hershey's Mill and the “Golden Mile” clustered around Route 1 from Kennett Square south. For most of the residents, the car option reigns supreme. *SCCOOT* helps in the southern part of the county, but the funding question makes it difficult to fill all the transportation needs.

FUNDING

Funding processes are murky territory.

Few people except those who are directly associated with transportation have a clear idea of what funds are available for specific types of projects or how the bureaucratic interests can be combined with private, citizen goals. (See the Appendix and the listing of resources.)

The funders of transportation improvements and the potential beneficiaries (employers, developers and retail operations) have major, cooperative roles to play.

TECHNOLOGY/ENGINEERING

Modern technology and engineering are part of the solution.

They offer the ability to deal with problems within the current highway-public transportation systems, not perhaps to solve but at the least to alleviate some of the pressures. Options include coordinated signals at intersections to help traffic move more smoothly; traffic calming options designs as well as use of GPS and wireless to address congestion as it develops.

Technology is the key for coordination of rail corridors, local transit, bikeways and so-called "last mile" connecting transit services.

ATTITUDES/COMMUNICATION

Public transit use needs to be more widely accepted by the public.

Ultimately, taking the train or bus can be the "in thing" once the message gets across that it can be pleasant, less stressful, a time to work or relax, and an opportunity to enjoy more free or family hours.

Given more time, the summit participants could produce a long list of incentives to make public transit more appealing. There was a willingness to explore and identify the various groups who might be convinced to try public transit.

BENEFITS

For the Individual

Communities are stronger in a multi-modal environment.

Most of the *Getting There* participants came to the event by car. Nonetheless, the benefits of alternative transportation were easily identified by each group. Sidewalks rather than road shoulders for walking equated with safety – and even the developers understood their benefits. Exercise and subsequent improved health, the reduction of road traffic, a better sense of community, personal economies and the allied development potential for affordable housing all played into the creation of community futures.

For Chester County

The County enjoys a healthy balance between economic development and open space when there are improvements to all modes of transportation.

Recognition of the benefits to the County of a balanced transportation system ranged from

revitalization of communities like Coatesville and Phoenixville to farmland and open space preservation. Ideally, cooperation among the developers and municipal officials in the planning process would result in better utilization of existing assets and a better sense of community.

For the Business Community

Commuters are happier when transportation problems are resolved.

The business community benefits included more choice of work force, less employee time (and energy) wasted in traffic, affordable housing for their workers at the same time that the healthier towns become more attractive to economic development at all levels. All these components are bound to contribute to a better bottom line and employee retention.

FOR THE ENVIRONMENT

Environmental quality is preserved with multiple mode choices.

Economically and socially healthier, transit oriented communities contribute to environmental quality with less vehicular miles traveled (less air pollution). Less residential construction beyond the boundaries of water and sewer service translates into support for farmers, better conditions for water recharge and protection against storm water flooding.

BARRIERS

For the General Public

Change is rarely easy.

As productive as the vision forum was for the participants, they were extremely realistic about the challenges involved in promoting a balanced transportation system. Dealing with the barriers will call for carefully crafted public relations campaigns that emphasize the benefits and defuse fears.

Acceptance of public transportation as a valid option involves dealing with both perception and politics. Automobiles are equated with independence. Establish dependence on train or bus schedules rather than a preference for jumping into a car on impulse will be difficult to establish. The increasing price of gasoline may be an important factor, making drivers more realistic about the cost of driving to work.

Change related to transportation may be especially difficult. We live in a car culture.

For Government

A shared sense of the future does not exist. The tools for change are sometimes available, but hard to manage.

Absence of a shared sense of the future by neighboring communities provides a challenge as municipalities are encouraged to work together. Zoning plays a big role in enabling more concentrated development around transit centers. Currently, most of that zoning represents a barrier and rarely can be considered creative. Parking is a big issue that many municipalities have not addressed. For instance, structured parking lots (garages) along the Main Line could increase SEPTA ridership. One has to be able to park before committing to taking the train.

It is difficult to plan transportation on a local, rather than regional basis. Politics are a big player in the transportation picture as is the presence or absence of funding. The biggest question centers on sources of funding. Are new answers available to what appears to be insurmountable funding problems?



RECOMMENDATIONS

The summit produced tangible recommendations and goals for improving the transportation picture. Each of them depends upon establishment of active coalitions committed to effective communication and cooperation. Chester County 2020, the TMACC and the Chester County Planning Commission are available as conveners where needed or desired.

The goal of preserving the quality of life that continues to attract people to Chester County without regard to political or parochial interests requires involvement at many levels. In any given situation, it is too easy to derail productive efforts with sound bites or the fear factor. This is why vision forums work; they respect all viewpoints. No one is right or wrong; it is the combined vision that ultimately shows the way. That is not to say that there will never be contention. Conflicting opinions will surface, but at least there is a chance to deal with them constructively if a foundation of cooperation has been established. The *Under One Roof* white paper took a year to achieve full approval because so many different approaches and attitudes came to the table.

Establishing a can-do attitude is a critical move, along with open communication and cooperation:

1. Prioritize the “Action for Now” items generated by the *Getting There* participants. Develop working teams to create strategies and action plans.

There was plenty of expression of “where there’s a will, there’s a way,” and that type of energy and determination should be respected and utilized wherever possible. There may not currently be full authority in some areas to carry them through, but that does not mean they should be discarded.

2. Identify opportunities and funding to provide training on transportation and related issues.

Because the basic issues are complicated and rooted in decades of struggling with budgets and authority issues, it may well be that topical training and/or small multi-disciplinary summits around the highest priority issues can be productive. These small summits require the approach of “If you want to achieve ‘this,’ then this and this must be in place.” If a number of groups work on their distinct pieces of the puzzle, and come together to assess progress on a regular basis, new opportunities will evolve. This approach presents the opportunity to escape the restrictions of the past.

3. Encourage municipalities to examine their zoning, and subdivision and land development ordinances as they relate to transportation issues.

Recognize that transportation is a major factor in determining where affordable housing should be built. Encourage mixed-use development concepts. Transit overlay districts are a another option.

4. Improve the market appeal of public transportation.

Identify the most appealing aspects of public transportation as it exists today. Improve the marketing of public transit as a whole. Emphasize the convenience, time-saving, stress-relieving, less-expensive-than-driving aspects.

5. Identify specific opportunities and targets for public-private cooperation.

The TMACC is a strong resource in this arena. There needs to be a realistic assessment of the most potentially capable contributors to improving public transit availability.

6. Develop programs to bring more attention to alternative transportation efforts to the forefront.

A good beginning is the is to solicitation of broad public support for the individual sections of the biking and walking trails associated with *Linking Landscapes*.

Our intention is to use the existing *Under One Roof* committee to work with the contents of this report with support from the sponsors and community volunteers. Participants in *Getting There* and other interested parties are welcome to join the committee. Please let us hear from you if you would like to be notified about meetings and other opportunities to continue the *Getting There* dialogue.

Chester County 2020 will continue to serve as a clearinghouse for information and communication. Inquiries should be directed to: Chester County 2020, 28 W. Market Street, West Chester, PA 19380. Phone: 610-696-3180 | Fax: 610-696-4587 | E-mail: info@CC2020.org

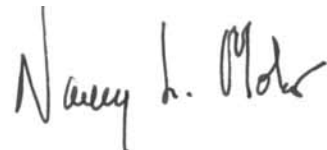
Getting There represents an initial step in a long-term, dynamic process. We look forward to continued involvement with these issues and their solutions on all levels.



Michael E. Herron
Transportation Management
Association of Chester County



William H. Fulton, AICP
Chester County
Planning Commission



Nancy L. Mohr
Chester County 2020
An affiliated fund of
Chester County Community Foundation



APPENDICES

1. Highlights of the *Getting There* keynote address by Anne Canby, President, Surface Transportation Policy Project, Washington, DC.
2. Highlights of an interview conducted by Michael E. Herron, Executive Director, Transportation Management Association of Chester County (TMACC) with Anne Canby, aired on "Chester County Connection," WCOJ Radio, March 12, 2005.
3. Details of Breakout Sessions – Ground Rules and Full List of Breakout Comments.
4. List of *Getting There* sponsors.
5. List of Resources and References

APPENDIX 1

Highlights of the Getting There keynote address by Anne Canby, President, Surface Transportation Policy Project, Washington, DC:

- Good transportation choices are dependent upon effective cooperation and communication among representatives from the private sector, municipal officials, other elected officials at all levels, citizen advocates, and the agencies that bear responsibility for providing those choices.
- Transportation is hardly a single issue. It involves attention to an aging population, the effect of transportation costs on the cost of housing, and access.
- Energy costs are not going down. What is the influence on transportation in the not very distant future?
- Think about the health impact on kids. The current dependence upon the automobile as the primary transportation system certainly bears a large portion of the responsibility for increased incidence of asthma, obesity, heart disease, and diabetes. A truly balanced transportation system will include walking and bike trails. As a society, we have forgotten how to walk to our destinations!
- Transportation and housing offer the least opportunities for choice.
- We have a safety problem. Of the 42,000 who die on the roads, pedestrians account for 13% of the fatalities. We don't think of their safety in terms of transportation choices.
- At the Federal level, money and projects in conversation have little to do with the community and the lives the people live. Discussion about, for instance, the devolution of responsibilities to the state may focus on Amtrak, but without funding so that suddenly the state must solve the problem and find private funding. How do you help empower communities, allow them to make their own decisions?
- Chester County's comprehensive plan, *Landscapes* is on track – even though dealing with the need for more public transportation may require some tinkering.
- Housing affordability issues can't be ignored in the context of a vibrant economy. The market for housing is closely tied to transportation needs. Talk to the housing people. Look at transportation and housing together. Transportation cannot respond to housing. For instance, teachers, fireman, policemen, and retail businesses are too dependent on cars, a depreciating asset. The aging population in America is

stranded without options. Older driver are often behind the wheel longer than they should be (certainly a safety factor); yet when they give up their cars, there goes their independence. The corollary is that their children also lose in the process as parents cope with isolation and not enough activity, leading eventually to physical and mental deterioration.

- Specific transportation issues:

- The Departments of Transportation (DOTs) are all about construction, not so much on long term maintenance. The condition of the Interstate system is of concern. The repair bill will be enormous. "Maintenance first" should be the motto, and maintenance dollars shouldn't be eligible for use on new building projects. Consistently, maintenance investment pays off. In Wilmington, DE, investment in the run-down railroad station area resulted in the attractive river walk, the generation of market rate housing, recreation. Location was all. Updated infrastructure leveraged economic progress.
- Traffic signal systems, timed for good safe speeds, have great value. These systems are not costly, but make people feel better about moving through congested areas. It seems to be difficult to get DOTs to think about managing system for the benefit of their customers. They are constructors first and foremost. And yet, the potential is there for huge rewards.
- We need to reorganize priorities. Maybe there isn't enough money, so projects that shouldn't get built should be dropped.
- In Chester County, it's difficult to get around without a car, and that speaks to bringing land use and transportation together. Local governments are not deeply involved in the transportation system – and they should be.

- Good things can happen:

- Bring transportation and permitting officials together with the economic development interests. There must be connections from the beginning.
- Identify community assets, and preserve them.
- Land consumption can be kept in line with population growth. Create incentives for in fill development. Make it easy to do right thing, harder to do wrong thing
- Incentives for multi-municipal cooperation are effective tools. Encourage more of this type of behavior. Promote mixed-use development. Find good examples to show people so people will say "we want one of those." For instance, with public financing for senior housing and schools, good location should result in a lower financing rate. Tie funding with public money to the outcomes.
- Make connections between subsidies for economic development and transit availability. Change the incentives that allow 65% of development outside of areas with sewer and water connections. Maximize job and housing connections. This topic is going to grow as citizens become more aware that it involves their tax money.
- Transit Related In fill Development (TRID) funding means that transit agencies should and will get more active with local jurisdictions that have existing transit service.

APPENDIX 2

Highlights of an interview conducted by Michael E. Herron, Executive Director, Transportation Management Association of Chester County (TMACC) with Anne Canby, aired on "Chester County Connection," WCOJ Radio, March 12, 2005:

- Transit-Oriented Development (TOD) has a future where the developer provides mixed-use opportunities within a half mile of a transit center. The resident can conveniently walk or ride a bike to the station, reduce automobile dependence, even be healthier. New Jersey's transit villages are benefiting from housing and commercial investment. S. Orange is a particularly good example.
- Transit agencies can benefit from working with the local communities.
- TODs spur economic development. In Arlington, Virginia, most of the development over the past twenty years has been along the two transit corridors. The result is an expanded tax base and healthy commercial development. Since transit alternatives are available and popular, there is probably no more automobile traffic than before.
- In the Philadelphia region, it has been difficult to get the Schuylkill Valley Metro started, but across the country, new starts ups are working. They can be found in Dallas, Denver, Salt Lake City, Portland (Oregon), Phoenix, Seattle, Los Angeles and Las Vegas. Each of these projects recognizes that the transportation choices improve quality of life – relieving highway congestion, transforming drivers into passengers who can read, work or relax on the trains. When Minneapolis first proposed the short light rail segment, there were major objections but once open, it has proved immensely popular and the demand for an extension of the line is strong.
- Developers have discovered that investing around transit centers can be highly profitable.
- The future of highways is in limbo. Maintenance of what already exists is expensive, and across the U.S., maintenance has too often been deferred. Highways may be great with cheap oil, but when it reaches \$80/barrel, consumers are going to be saying "no" more often. Those "in the know" feel that \$2.50 a gallon is the break point. At that level, large segments of the public will fall off the affordability screen. However, automobile use will not drop until there is a sustained period of high prices.
- Choices and trade-offs will ultimately become important. Changing the mindset of the American driver will not be easy. The subtle approach may be to talk about issues in terms of everyday lives. What happens when parents can't afford to drive kids to soccer games, go five different places to drive to do errands? What about older people who lose the ability to drive which in our mass-transit-scarce society certainly translates into loss of independence? People will need to be helped to understand there are options. How to present and talk about the options will become a skill in itself. As Americans, we have been transporting ourselves one way for too long.
- If we are going to make any progress in improving transportation options (and their acceptance) we need to engage in broader community discussions. "What would you do? What makes good sense?"
- Transportation agencies are thinking significantly about the relationship between homeland security and public transportation.
- To accomplish some of the transportation goals, elected officials have to vote tax increases. That's not easy unless citizens have faith in programs. The referendum route gives citizens a voice in making those tax decisions. Denver passed a \$5 billion transit referendum because the taxpayers understood the benefits.

APPENDIX 3

Details of Breakout Sessions

GROUND RULES

In an exercise of this type, attitude is everything. The rules of engagement for the breakout sessions were simple.

- Listen to Each Other
- All Ideas Are Valid
- Write All Ideas on Flip-Chart
- Observe Time Frames
- Seek Common Ground and Action
- Differences and Problems are Acknowledged - but Not Debated

FULL LIST OF BREAKOUT COMMENTS PROJECTING THE REGION'S TRANSPORTATION FUTURE

Planning

- Development of effective public/private partnerships.
- Utilization of a variety of implementation tools: partnerships, incentives, distinctive, consistency, flexibility.
- Zoning options that encourage commercial developers and corporate landlords to build fewer parking spaces while providing compensating transportation services to tenants and employees. Options protected with easements and deed restrictions to ensure long-term compliance and transferability of the requirements.
- Railroad rights of way as the key component of a hybrid transportation system including bus ways (example: Pittsburgh) as well as trails and rail restoration (R3 to West Chester). Preservation of existing railway rights of way.
- Acceptance of the importance of regional planning. Continued fulfillment of the varied components of Chester County's regional plan, "*Landscapes*."
- Municipalities work together on transit issues, as another critical target for regional planning.
- Integration of various transportation modes at the design phase
- A healthy community environment with a consistent, reliable, safe, and affordable system that includes buses, rail, and alternate methods of transportation
- A regional transportation plan that addresses all modes of transportation with serious attention to land planning.
- Development and redevelopment in areas with infrastructure. Concentration on towns and villages, not subdivisions.
- Identified transportation corridors with focused development near the corridors.
- Investment in infrastructure is centered around current and proposed transportation nodes.

- Economic development is focused at nodes, encouraging more concentrated, mixed-use communities.
- Incentives encourage development focused on town centers to discourage sprawl. Incentives include placing transportation infrastructure where development is wanted.
- Incentives for denser development, including reinvestment in urban centers around transit hubs and more in fill development justify and sustain public transportation

Alternatives to Driving

- Full utilization of Chester County's *Linking Landscapes* as a base plan.
- More trails, sidewalks, bike paths.
- County parks connected with trails.
- Sidewalks connect to schools from neighborhoods
- Use of utility rights of way for walking, biking

Public Transportation

- An inventory of large employers and landlords (corporate parks) targets them for TMACC sponsored transportation services including bus to train, carpools, and van pools.
- Expanded pedestrian options and public transit from rail stops.
- Continuing improvements/maintenance for SEPTA R5 keeps the cost of road improvements manageable and attracts ridership.
- The extension of R5 to Coatesville as a practical doable project in Chester County has helped alleviate congestion and created new economic development.

Technology/Engineering

- Peak-time congestion is handled with coordinated signals.
- Regionally, utilization of employee flextime and alternate transportation improvements like roundabouts supports better handling of congestion.
- Technology supports directed pick-up services that achieve higher standards of quality and customer satisfaction –through use of GPS and wireless.
- Traffic calming design standards are incorporated into economic development.
- High speed, rail corridors coordinate with local transit, sidewalks, bikeways, and last mile services
- No more roads. Highways better serve communities with lower speed=more capacity. Peak traffic is reduced with flex time.
- Generally, there is more flex time, work at home
- Isolated cul-de-sacs are connected for better traffic flow, less congestion.
- Road systems are more efficient.
- Streetscape improvement benefits everyone.

Attitudes/Communication

- Why taking the train is the “in thing” Less stress, more time for family, opportunities to multi-task, time is precious
- Transit incentives abound: free day, coupons for retail purchases.
- Municipalities engage in regular dialogue to address problems and opportunities
- Timely information provided to users
- Educated youth depend upon public transportation, biking, walking.
- Model townships are the norm, utilizing smart zoning.
- Successful businesses share their stories.
- Urban centers thrive because transit between them is efficient, accessible, clean, safe, affordable and well-maintained.
- Non-private transport imbued with sense of pride.
- SEPTA buses for schools.

BENEFITS

To the Individual

- Sidewalk-safety.
- Exercise for kids, adults
- Trails provide exercise, exposure to the beauty of the county, and encourage the desire to preserve it
- Reduction of road traffic
- Improved personal health and mobility for an aging population
- Better sense of community
- Improved public health. Healthier quality of life
- Attractive
- Safe
- Quality of life improved, more family time.
- Personal economies
- Affordable housing opportunities.

For Chester County

- Development plans in Coatesville and Parkesburg include revitalization of urban centers.
- Open space preserved by building around commuting hubs.
- Preservation of open space and consequently less sprawl.
- Reduced congestion.

- New development along rail lines
- Close relationship with developers in the planning process helps guide future transit improvements.
- Existing assets well utilized.
- Improve sense of community.
- Multi-modal systems as a result of better planning processes.

For the Business Community

- Better work force availability.
- Consistent mobility, less time-wasting congestion.
- Communities more attractive to economic development.
- Better service of community needs.
- Higher productivity through less time commuting.

For the Environment

- Improvement of environmental factors, especially air quality.
- Reduction in vehicle miles traveled.
- Slower growth of vehicle traffic. Fewer cars on road.

BARRIERS

Public

- Public relations — public against trails (NIMBY)
- Neighbors opposed to change, general resistance to change.
- Need good public relations effort to highlight benefits
- Need local meetings and approvals.
- Perceptions and politics.
- Attitudes toward giving up independence of personal transportation.
- Perception of personal and economic cost,
- Politics.
- Bad habits
- Car culture

Government

- Absence of a shared sense of future by affected communities.
- Getting municipalities to work together
- No money.
- Low priority for SEPTA.
- Zoning dictates development.
- Non-creative zoning.
- Chester County and PennDOT need more regional planning authority.
- Lack of regional signal planning.
- Uneducated local officials.
- Lack of vision and good examples.
- Lack of courage to change.
- Little consistency between political administrations.
- Lack of broad transportation planning.
- Politics.
- Not enough press coverage

Funding

- Insufficient funds.

Infrastructure

- Shortage of existing parking
- Balkanized transport institutions
- Security, compliance, cost, fare box recovery

APPENDIX 4

GETTING THERE SPONSORS

City Of Coatesville
Coatesville Redevelopment Authority



Cansler Investment Group
Chetty Builders, Inc.
Iacobucci Homes, A Baker Company
Oliver Tyrone Pulver Corporation
Tower Investments, Inc.
T. R. White, Inc.

McMahon Associates, Inc.



Home Builders Association of Chester and Delaware Counties
Liberty Property Trust
S.A.V.E.
Vollmer Associates, LLP

Congressman Jim Gerlach
Arthur and Marjorie Miller
Edwards and Kelcey
Traffic Planning and Design, Inc.
Under One Roof Committee
Chester County League of Women Voters
J.D. Wood & Company

APPENDIX 5

List of Resources and References

There are thousands of web sites and reference materials on transportation, too many to mention here. Found below are some of particular value.

Information on the three prime sponsors of *Getting There* is available at the following:

Transportation Management Association of Chester County (TMACC): <http://www.tmacc.org>

Chester County Planning Commission: <http://dsf.chesco.org/planning>

Chester County 2020: <http://www.cc2020.org>

A wealth of information is available from the following public sector web sites:

United States Department of Transportation (USDOT): <http://www.dot.gov>

Federal Highway Administration (FHWA): <http://www.fhwa.dot.gov>

Federal Transit Administration (FTA): <http://www.fta.dot.gov>

Pennsylvania Department of Transportation (PennDOT): <http://www.dot.state.pa.us>

Delaware Valley Regional Planning Commission: <http://www.dvrpc.org>

Pennsylvania Turnpike Commission: <http://www.paturndpike.com>

Southeastern Pennsylvania Transportation Authority (SEPTA): <http://www.septa.org>

Newspaper articles about transit villages in New Jersey may be found at
<http://www.state.nj.us/transportation/press/2005/02-15-05TransitVillages.shtm>

Other useful web sites include:

Surface Transportation Policy Project (STPP): <http://www.transact.org>.

Victoria Transport Policy Institute (VTPI): <http://www.vtpi.org>. The VTPI has an on-line Transportation Demand Management (TDM) Encyclopedia.

Reconnecting America – The Center for Transit-Oriented Development:
<http://www.reconnectingamerica.org/html/TOD/index.htm>. The report, “Hidden in Plain Sight: Capturing the Demand for Housing Near Transit,” is available on that site.



► EXECUTIVE SUMMARY

In 2003, an impressively diverse committee produced the *Under One Roof* summit on Chester County's housing affordability. From a lengthy list of recommendations came eight tightly structured initiatives found in a white paper, which earned unanimous approval by the summit committee's member organizations.

The impetus for *Getting There* was the housing committee's recognition of the relationship between land planning and transportation. A difficult question emerged: "Is it possible to encourage development that is sensitive to the transportation network, rather than trying to reframe transportation to fit development?" Stakeholders are as varied as those involved with housing issues, with the complication that the wide range of planning, funding and implementing entities rarely convene at the same table. The goal of *Getting There* was to gather transportation and land planners, transportation agencies, business and corporate representatives, municipal and county officials, and individual citizens for a single, intense session of wrestling with transportation issues that affect local and regional quality of life and economic vitality.

The transportation summit was the product of a partnership among Chester County 2020, the Chester County Planning Commission (CCPC), and the Transportation Management Association of Chester County (TMACC), all of whom had been involved with *Under One Roof*. The summit focused attention on transportation problems and opportunities, promoting a proactive approach to addressing future transportation needs. One-hundred fifty-four people participated in the introductory and breakout sessions. The products of that discussion, as well as recommendations for future action, are contained herein.

