

Practitioner's Guide

With their inherent complexities, corridor projects pose many challenges for planners and designers. At the same time, successful corridor development offers many rewards to those community members who benefit from improved mobility, economic growth, and sustainable development, as well as to those planners and officials who are responsible for charting the corridor's course and whose work results in healthier, more livable communities.

What makes a project successful? Researchers with the State and Local Policy Program (SLPP) at the University of Minnesota's Hubert H. Humphrey Institute of Public Affairs began their research by asking this question. They studied corridor projects and analyzed the factors that influenced successful corridor development.

While the studies revealed no easy answers, they do offer guidance for practitioners who are undertaking the complicated tasks of corridor planning and development. This guide offers a recap of the framework elements that influence corridor projects, a closer look at the key lessons of successful corridor development, and the practical implications of those lessons.

The Framework: Key Factors

Early studies show that using a more holistic approach to planning corridors results in a greater likelihood of corridor implementation.

Even more significantly, the patterns that emerged from examining more than a dozen corridor projects throughout North America formed the basis for the development of a framework—a way to think about the key factors of corridor development.

The framework includes the five key factors that significantly affect the success of transportation corridors. While they all impact projects and

require the attention of corridor developers, in any individual case, one factor or combinations of factors may determine whether a corridor flourishes or flounders. In addition, one factor also may impact another factor or factors.

Understanding the following factors is an important first step in moving a corridor development project forward.

Citizen Participation

Effective citizen participation during the planning process helps in shaping the project to maximize its community benefits and in identifying and resolving potential issues as early as possible. Planning for a transportation corridor often requires innovative approaches to soliciting and responding to citizen preferences.

Design

Successful metropolitan transportation corridors establish compatible relationships with the diverse and complex surrounding environments and networks. With a unique physical design, each metropolitan transportation corridor reflects the relationships between three primary structural components: transportation infrastructure and networks, mix and form of communities and land uses, and natural systems

Economic Impact

Transportation corridors clearly can play a role in building the region's economy. The actual economic development that communities gain from such a project depends on factors such as location, density, highway capacity, accessibility, transportation modes, zoning, and public-private collaborations.

Financing

Financing a large capital-intensive project, like the implementation of a corridor project, presents many challenges. As states and federal governments experience budget pressures, more local communities are exploring innovative ways to finance their share of corridor projects.

Governance

In many cases, the planning, design, construction, and management of transportation corridors involve multiple agencies at all levels of government and even nongovernmental organizations. Multiple modes also contribute to the complexity in the governance system. Most corridor projects require partnerships, and studies show the more formal the collaboration, the more successful the results.

Application: Example of the Five Factors at Work

Boston's Southwest Corridor provides an example of the five factors at work and their impact on corridor development and implementation.

In the early 1970s, Boston planned an extension of Interstate 95 to run through several southwest Boston neighborhoods.

Divided first by a railway, corridor neighbors watched as land was cleared to accommodate an elevated highway. Aware of the fate of North End residents, who a decade earlier had

seen more than 1,000 structures demolished and more than 20,000 residents displaced during the Central Artery construction (Central Artery/Tunnel Project, 2001), Southwest Corridor residents organized and made their objections heard.

The state planned the elevated highway without any local input, at first ignoring the key factor of citizen participation. The strong local reaction ultimately stopped the project in its tracks, forcing project developers to re-evaluate their plans.

Developers then formed a new coalition, taking into account another key factor, governance. The Massachusetts Bay Transit Authority came aboard to work in conjunction with city and state agencies. Developers also focused on community participation, and more than 20 community-based groups, 12 public agencies, and six committees joined forces to shape an entirely new set of plans for the corridor, which included three railroad lines, a new rapid transit line, a 52-acre linear urban park, nine stations with adjacent neighborhood facilities, a new cross-town boulevard, and 143 acres of land or development. Construction on the project began after nine years of planning.

From a finance perspective, this lengthy process undoubtedly raised costs, incurring inflation and perhaps unsettling investors. However, if the Southwest Corridor highway project had ended, its removal and literal "burial" might have cost more than \$14 billion.

From the viewpoint of economic development, original plans favored auto mobility. The elevated highway initially may have reduced traffic congestion and reduced travel time for users, but if conditions on the Central Artery were any indicator, capacity would have been reached shortly after project completion. Instead, the economic impacts that resulted

from the multi-model subterranean corridor have only been positive. The project succeeded in reducing local traffic congestion and in supporting strong transit ridership. The neighborhood benefited from mixed-use development, gardens, and bike and pedestrian paths. Corridor design focused on the needs of neighborhood residents.

The Southwest Corridor case study demonstrates the importance of considering all five factors—and some of the consequences that can occur by not taking them into account.

Connections: Factors and Lessons

From the analysis of corridor projects also came a series of eight practical lessons. The following lessons proved important to the success of corridor developments:

- Get to know for whom you are planning
- Tailor the five components to meet local conditions
- Recognize that priorities can change as scale changes
- Have a champion
- Do not let economic conditions affect a future vision
- Do not let technology or design drive the planning process
- Connect with regional transportation planning and funding process
- Amend local zoning as necessary

While one size does not fit all for corridor projects, these lessons can help guide planners as they consider their own challenges in moving forward with corridor projects. These lessons evolved from examining the five framework factors, and each lesson relates to one or more of the five factors, as described below:

Citizen Participation

- Get to know for whom you are planning
- Tailor the five components to meet local conditions
- Recognize that priorities can change as scale changes
- Connect with regional transportation planning and funding process
- Amend local zoning as necessary

Design

- Amend local zoning as necessary
- Do not let technology or design drive the planning process

Economic Impact

- Amend local zoning as necessary
- Do not let economic conditions affect a future vision

Financing

- Connect with regional transportation planning and funding process
- Do not let economic conditions affect a future vision

Governance

- Recognize that priorities can change as scale changes
- Have a champion

A closer look at each lesson offers more details about the ways these lessons translate into practice.

LESSON I

Get to know for whom you are planning, and meet them on their terms

Laws now mandate community involvement for corridor projects, so planners must address the issue at some level. The question really is not whether to involve community members, but rather how to successfully involve community members during corridor planning and implementation. In fact, successful corridor projects show that the effective involvement of community members can improve the outcomes and enhance the corridor's benefits.

Information about travel behavior, housing patterns, and commercial districts plays a role, but that data only offers a two-dimensional portrait of a community. And, although popular in the past, open houses and government-sponsored meetings tend not to attract enough participation or broad enough representation of the community. Because of the hectic lives of community members, the project may not garner the attention of the community until construction equipment arrives on site. Indeed, planners who rely on feedback from project-sponsored events may find unpleasant surprises as the corridor project proceeds.

Today, truly engaging citizens in a dialogue about a project requires diverse approaches. For a more complete understanding of community needs and to help spread the word about a project, planners can make presentations at already scheduled meetings of business and neighborhood groups and build relationships with community organizations.

In successful projects, planners not only gathered existing data, they also contacted community groups for a spot on their meeting

agendas and met with community representatives to build relationships and strengthen trust. Those relationships proved an invaluable source of ongoing feedback during the life of the project.

In addition, most successful projects include strong communication components, such as communication plans and public relations elements. Planners can provide both planning and construction information to citizens through local media, direct mail, websites, and other communication methods.

Lessons in Action

- Ottawa established a citizen advisory group that involved hundreds of citizens.
- Denver also established two new committees, in addition to hosting standard public meetings.
- San Diego project team members met with stakeholders by scheduling presentations at regular meetings of community groups.
- The Kansas Department of Transportation used an advertising campaign and media blitz for a major investment study, posting billboards and other advertising that encouraged citizens to call with their opinions on the project.
- San Diego and Ontario worked with the local media to spread news and information.
- Massachusetts conducted more than 1,000 public meetings as part of the federally required environmental review process.

Project Questions

When thinking about involving community members, be sure to ask these questions:

- Have stakeholders been extensively involved?
- Have methods other than separate public meetings been used?
- How are stakeholders identified, contacted, and engaged?

LESSON 2

Practice Tips

- Identify communities that are affected by the project and key community organizations
- Link to currently existing governmental committees and groups with interests or jurisdiction in corridor
- Arrange to present information about the project at existing community meetings
- Consider unconventional stakeholders, such as school districts, building managers, apartment building owners, business groups, the military, park districts, tribal organizations, and others, and involve them in the project
- Build relationships with key organizations
- Develop a communication plan
- Update your website often to include information about the project
- Make a clear and transparent structure for gathering feedback, including identifying who is responsible for collecting feedback

Lesson-At-A-Glance

GET TO KNOW FOR WHOM YOU ARE PLANNING	
Related framework factor	Citizen participation
Questions to ask	<ul style="list-style-type: none">• Have stakeholders been extensively involved?• Have methods other than separate public meetings been used?
Actions	<ul style="list-style-type: none">• If YES to questions, continue to involve and inform the public at all phases and levels of development through conventional and unconventional means• If NO to questions, engage the public by meeting on their terms on their agendas and at their location

Tailor the five components to meet local conditions

Each of the five framework factors—citizen participation, governance, financing, economic development, and design—plays a role in corridor development. However, not all of the factors necessarily play key roles at all times. Local conditions may demand attention to a particular factor or factors as the project unfolds.

In the case of Boston’s Southwest Corridor, for example, the initial failure to involve the local community led to a later emphasis on citizen participation, at the expense of the financing factor. This was indeed an appropriate move: More than 10 years after clearing land for the highway, nothing had been built. With skeptical residents, “doing it right” by involving citizens the second time around was a greater priority than saving additional dollars or speeding project completion.

In the case of the T-REX project in Denver, financing became a critical focus. Project progress hinged on the ability to demonstrate financial support. The project required a significant amount of federal funding, as well as local match dollars. Planners used a two-pronged approach: emphasizing financial mechanisms to control costs, such as design/build, and stressing governance measures to demonstrate the ability to raise revenues, such as the Memorandum of Understanding that all but committed local entities to contribute toward the local match. In this process, planners put citizen input on the back burner until they secured funding. This trade-off worked, in large part, because the project enjoyed public support. Citizens approved by a wide margin a transit funding referendum.

Assessing the local environment can help corridor planners and political leaders to identify an appropriate balance of the five factors. It may not make sense or even be possible to treat all the factors with equal attention. Local political, financial, or other conditions can dictate which factors carry the day when they come into tension. Trade-offs are inevitable and necessary.

Lessons in Action

- Signed during the early stages of the design/build process, an intergovernmental agreement for the Denver project defined the shared authority between agencies.
- A formal agreement between the comprehensive planning organization, SANDAG, and the California Department of Transportation helps ensure effective ongoing corridor management.
- In Dallas, the centralized DART structure provides clearly defined roles and responsibilities.
- In Ottawa, a number of advisory committees help advise and guide the city council and city departments, and the comprehensive planning update process, which includes a transportation plan, provides an opportunity for public involvement.

Project Questions

When thinking about tailoring the five components, be sure to ask these questions:

- Which lesson(s) present the greatest challenge?
- What should be accomplished now?
- What will take longer?

Practice Tips

- Assess the local environment to determine priority key factors
- Determine the priority actions that will move the project forward

- Continue to plan for strategies to implement other factors
- Pay attention to successes and failures of other projects and consider how they might apply to your project

Lesson-At-A-Glance

TAILOR THE FIVE COMPONENTS TO MEET LOCAL CONDITIONS	
Related framework factor	Citizen participation
Questions to ask	<ul style="list-style-type: none"> • Which lesson(s) present the greatest challenge? • What should be accomplished now? • What will take longer?
Actions	<p>PRIORITIZE: Activities in different analytical areas have different timelines. Consider setting aside planning and outreach in some areas until activities in others are well under way or complete.</p>

LESSON 3

Recognize that priorities can change as scale changes

On large-scale projects, the vital factor or factors may shift as the project progresses. Yet, corridor projects involve many decisions, and understanding that priorities may change as the project scale changes allows planners to focus their efforts appropriately.

For example, when a corridor passes through several jurisdictions, issues like financing and governance may dominate discussions of the overall project. Design and economic development factors may become more important as smaller scale elements—such as station design or park-and-ride features—are determined.

Prioritizing concerns and separating smaller scale and controversial elements from the overall discussion helps avoid potential project delays. In Denver, planners used the design/build method to ensure that the project remained on time and on budget. The overall project enjoyed significant public support, but planners encountered opposition on narrower issues, such as station design. Changes in station design raised the potential for expensive change orders.

In this case, Denver may have benefited from keeping station design outside of the design/build plan and allowing for greater public input and more time to reach a consensus on these factors. Also, given the potential of successful station sites to generate revenue and development through creative zoning and public-private partnerships, controlling financial costs may be of less importance.

These narrow elements that emerge in a project may require planners to consider strategies that differ from the broad strategies that drive the overall project.

Lessons in Action

- To fill excess capacity and raise revenue for transit, San Diego used an alternative congestion-pricing mechanism or toll, which is constantly adjusted based on congestion levels.
- In Massachusetts, citizens were able to decide on issues as detailed as fences, lighting fixtures, construction disruption, placement of curbing, a special needs garden, and the design of parkland.
- Citizen involvement led to changes in the components of the Portland streetcar project.

Project Questions

When thinking about recognizing priorities, be sure to ask these questions:

- Which lesson(s) present the greatest challenge?
- What should be accomplished now?
- What will take longer?

Practice Tips

- Identify all project elements
- Prioritize concerns
- Assess strategies for priority factors
- Separate narrow and potentially controversial elements
- Determine approaches for narrower project elements

Lesson-At-A-Glance

RECOGNIZE THAT PRIORITIES CAN CHANGE AS SCALE CHANGES	
Related framework factor	Governance
Questions to ask	<ul style="list-style-type: none"> • Which lesson(s) present the greatest challenge? • What should be accomplished now? • What will take longer?
Actions	<p>PRIORITIZE: Activities in different analytical areas have different timelines. Consider setting aside planning and outreach in some areas until activities in others are well under way or complete.</p>

LESSON 4

Have a champion

The most successful corridor projects share the common characteristic of strong supporters—champions who are motivated to stand by the project. The lack of supporters demonstrates a low level of commitment and can threaten the project’s chances to advance.

Champions—especially those with political clout—provide much-needed momentum. Champions can keep a project in the public eye, dismiss false rumors, demand attention and

time from community groups and government organizations, push the project forward, and allow project planners to stay focused on their tasks.

Whether a politician, public official, planner, contractor, or neighborhood advocate, effective champions are committed to the vision behind a project and are willing to devote time and energy to it. The ideal situation exists when a project has several champions at different levels. While a high-profile champion can be quite effective, it also helps to have a champion with a lower profile but significant commitment to the project and the vision behind it.

The perfect situation arises when the media and community recognize the champion. In San Diego, a city council member built relationships with the existing neighborhood groups, meeting with them on their schedules, and garnered their support, as well as making the case on the larger scale and in the city council chambers. Such an effort obviously requires time and energy, but without “putting a face” with a project in a positive manner, the ability to build and maintain support for an innovative project is hampered.

Lessons in Action

- In San Diego, a member of the California Legislature and SANDAG initiated the I-15 HOT lane project, shepherded the legislation into law, and addressed concerns raised by opponents.
- In Phoenix, the mayor led an effort by business and government to pass a citywide sales tax increase that will raise \$5 billion in the next 20 years.

Project Questions

When thinking about developing a champion and, ideally, a number of them, be sure to ask these questions:

- Is there a recognizable champion that represents the entire corridor?
- Can the champion continue in a leadership role for the long term?
- Is the champion able to build coalitions and attract support for the project?

Practice Tips

- Identify possible candidates who may serve as project champion, especially those who are linked to a major organization that can move the project forward
- Consider the need for champions at multiple levels of government
- Determine their enthusiasm for the project
- Collaborate with the champion on project outreach strategies
- Ensure the champion remains engaged for the entire project
- Consider the benefits of also recruiting a sponsor and/or additional champions

Lesson-At-A-Glance

HAVE A CHAMPION	
Related framework factor	Governance
Question to ask	<ul style="list-style-type: none"> • Is there a recognizable champion that represents the entire corridor?
Actions	<p>YES: Build upon visibility and voice of the champion to develop consensus and momentum for the corridor.</p> <p>NO: Find a champion with political clout and high visibility throughout the region.</p>

LESSON 5

Do not let present economic conditions affect a future vision

Corridor projects often act as the impetus for improving the economic fate of the communities in their paths. While they command significant resources, they also spur economic development, increasing the return on their investment.

Economic conditions likely will change during the life of a large corridor project, and it's important to understand their possible impact on the project and to prepare for both opportunities and downturns, always keeping in mind the bigger picture. During times of economic concern, public officials and community members may find it easier to focus on the project price tag than on the project's long-term economic benefits. Presenting a clear case about the economic impact of the project becomes even more critical in such times to ensure that all stakeholders understand the corridor's contributions and resist the temptation to set the project aside because of a temporary economic downturn.

A project can bring significant and positive change to a neighborhood if it improves conditions for current residents by providing better transportation links or opportunities to improve home values and offers ways to attract new investment. Projects that are most likely to spur economic development and enjoy political support even in a slow economy are those in which supporters succeed in articulating a clear vision of the project and its ultimate effect on an area. The economic improvements in Portland's River District, where a streetcar corridor connects a previously underused industrial area

to the University of Portland and downtown, show how transportation and related investment can revive a neighborhood.

Lessons in Action

- The success of the Pittsburg East Bus Way demonstrates the importance of location for economic development; the bus way continues to attract development and high ridership levels despite a period of regional population decline.
- In Dallas, a before-and-after study helped document the substantial economic impacts of the light rail transit project.
- Ottawa crafted its transit way to fit its economic development vision.
- The Vancouver Sky Train emerged from the Livable Region Plan, which envisioned a regional network of development nodes linked by transit; the vision has allowed the Sky Train to shape and guide growth in the region.

Project Questions

When thinking about the impact of current economic conditions, be sure to ask these questions:

- Is there a lack of dedicated or alternative funding source?
- Is an economic downturn hindering project completion?
- What is the economic condition of the area served by the corridor?
- How will economic conditions impact funding sources?

Practice Tips

- Determine the potential economic development benefits of a project
- Find ways to maximize economic development
- Develop cost scenarios based on various economic assumptions
- Communicate the return on investment of the project
- Articulate the future vision and build support for it

Lesson-At-A-Glance

DO NOT LET PRESENT ECONOMIC CONDITIONS AFFECT A FUTURE VISION	
Related framework factors	Economic development, financing
Questions to ask	<ul style="list-style-type: none">• Is there a lack of dedicated or alternative funding source?• Is an economic downturn hindering project completion?
Actions	YES: Consider a dedicated regional sales tax or high occupancy/toll (HOT) lane network. NO: Continue to lobby for dedicated, sustainable funding source; traditional methods may prove to be inadequate.

LESSON 6

Do not let a technology or a design drive the planning process

The studies show the value of considering and balancing the five framework factors throughout corridor development planning and implementation. Several case studies reinforce the value of not choosing the design style or technology, such as rail or bus, until at least addressing

citizen participation and governance issues. In some cases, the decision to wait led to more responsive and innovative options.

The development of the I-15 corridor in San Diego provides an example. In an area that already enjoyed a successful light rail system, planners and public officials avoided a “one-size-fits-all” approach. Instead, they worked to understand the particular nuances of this corridor and determined that a combination of bus rapid transit and a user-financed high-occupancy vehicle lane best served the community and was more easily financed than adding another light rail line. The corridor proved so successful that it led to development of a multi-modal strategic plan that uses several different funding sources and identifies the most advantageous roles for each technology based on the location.

The Boston Southwest Corridor also supports this lesson—in an opposite manner. When planners selected a freeway expansion as the original solution, the government purchased and cleared land before community residents protested and the governor stopped the project. Corridor developers then began working on a new transportation plan, which they eventually implemented.

Lessons in Action

- Stakeholder involvement impacted the decision to include a streetcar line in the Portland River District project, which in turn shaped its design.
- The Ottawa bus way corridors fluctuate in design from at-grade urban street alignments downtown to grade-separated transit ways that stretch from the central business district to the feeder buses that navigate the residential streets of the suburbs.

LESSON 7

Project Questions

When thinking about technology and design in the planning process, be sure to ask these questions:

- How was the preferred technology or design selected? By objective data? Or by political preference?

Practice Tips

- Develop citizen participation and governance strategies before selecting design options
- Consider design options that respond to community and governance needs
- Avoid making assumptions that what worked in the past will work in the future
- Consider integration with current transit modes

Lesson-At-A-Glance

DO NOT LET TECHNOLOGY OR A DESIGN DRIVE THE PLANNING PROCESS	
Related framework factor	Design
Questions to ask	<ul style="list-style-type: none">• How was the preferred technology or design selected? By ridership projections? Or by political preference?
Actions	PROJECTION BASED: Good. Basing design and technology decisions on ridership projections helps to ensure long-term success of corridor projects. POLITICAL PRESSURE BASED: Not good. Decisions based on political pressure can be premature and can undermine project legitimacy.

Connect with regional transportation planning and funding process

It can be tempting to think of a corridor project as an isolated improvement that benefits a narrow group of residents in a metropolitan area—perhaps at a cost to the rest of the region—especially in rapidly growing part of the region that must improve its transportation connections.

The broader framework of regional transportation planning and financing can work against corridor developments, unless corridor developers take careful steps to balance the corridor plan with other regional priorities. Planners should work to integrate corridor planning into larger regional development plans and goals and remember that unrealistic expectations can cause credibility issues for the project.

Successful integration into an overall regional perspective helps ensure that the public does not view any corridor project as a “zero-sum” proposition—that is, one that takes from other parts of the region. Such a strategy encourages the view of a project as an innovative element to the regional plan and part of a broader effort to move people efficiently and to build a vital regional economy. Integrating corridors into regional plans also makes it easier to access federal and state transportation funds. It is important to take into consideration the plans and actions of other government entities and agencies in the project.

LESSON 8

Lessons in Action

- The Ottawa regional plan supported the development of the Ottawa transit way, and the province of Ontario provided 75 percent of capital costs.
- Unlike Ottawa, Denver’s planners did not have a strongly supportive funding environment, but after securing state and local funding assembled a financing package that brought together four partners: the Colorado Department of Transportation, the Regional Transportation District, the Federal Highway Administration, and the Federal Transit Administration.

Project Question

When thinking about connecting with regional plans, be sure to ask this question:

- Does the governing body have representation from all affected jurisdictions and funding sources?

Practice Tips

- Identify regional planning initiatives
- Build relationships with regional planning organizations
- Integrate corridor planning into larger regional development plans and goals

Lesson-At-A-Glance

CONNECT WITH REGIONAL TRANSPORTATION PLANNING AND FUNDING PROCESS	
Related framework factors	Governance, financing
Question to ask	<ul style="list-style-type: none"> • Does the governing body have representation from all affected jurisdictions and funding sources?
Actions	<p>YES: Use all member organizations’ governmental powers and funding sources.</p> <p>NO: Create a governing body with broad representation from all levels of government.</p>

Amend local zoning as necessary

Too many times, zoning ordinances stop corridor projects before they even start. Instead, implementing flexible zoning regulations that allow adaptation according to community needs will allow developers to respond to trends and truly “reinvent” places. If the difficulties in zoning arise because of multiple jurisdictions, addressing zoning issues in a Memorandum of Understanding between government agencies is one way to ensure that the project moves forward.

Lessons in Action

- Supportive zoning and joint development guaranteed a rich variety of land uses in the Boston Southwest Corridor project.
- Ottawa also used supportive and land use policies to lay the foundation for economic development.

Project Question

When thinking about amending zoning, be sure to ask this question:

- Does the governing body have land use powers or access to them?

Practice Tips

- Work with local agencies to identify project needs
- Collaborate with local agencies on zoning modifications
- Develop a memorandum of understanding to address zoning issues in multiple jurisdictions
- Involve neighborhood organizations in zoning decisions to build support

Lesson-At-A-Glance

AMEND LOCAL ZONING AS NECESSARY	
Related framework factors	Citizen participation, economic development, design
Question to ask	<ul style="list-style-type: none">Does the governing body have land use powers or access to them?
Actions	YES: Develop a community vision and adopt zoning regulations supportive of that vision along the corridor. NO: Consider a Memorandum of Understanding between municipalities to facilitating rezoning.

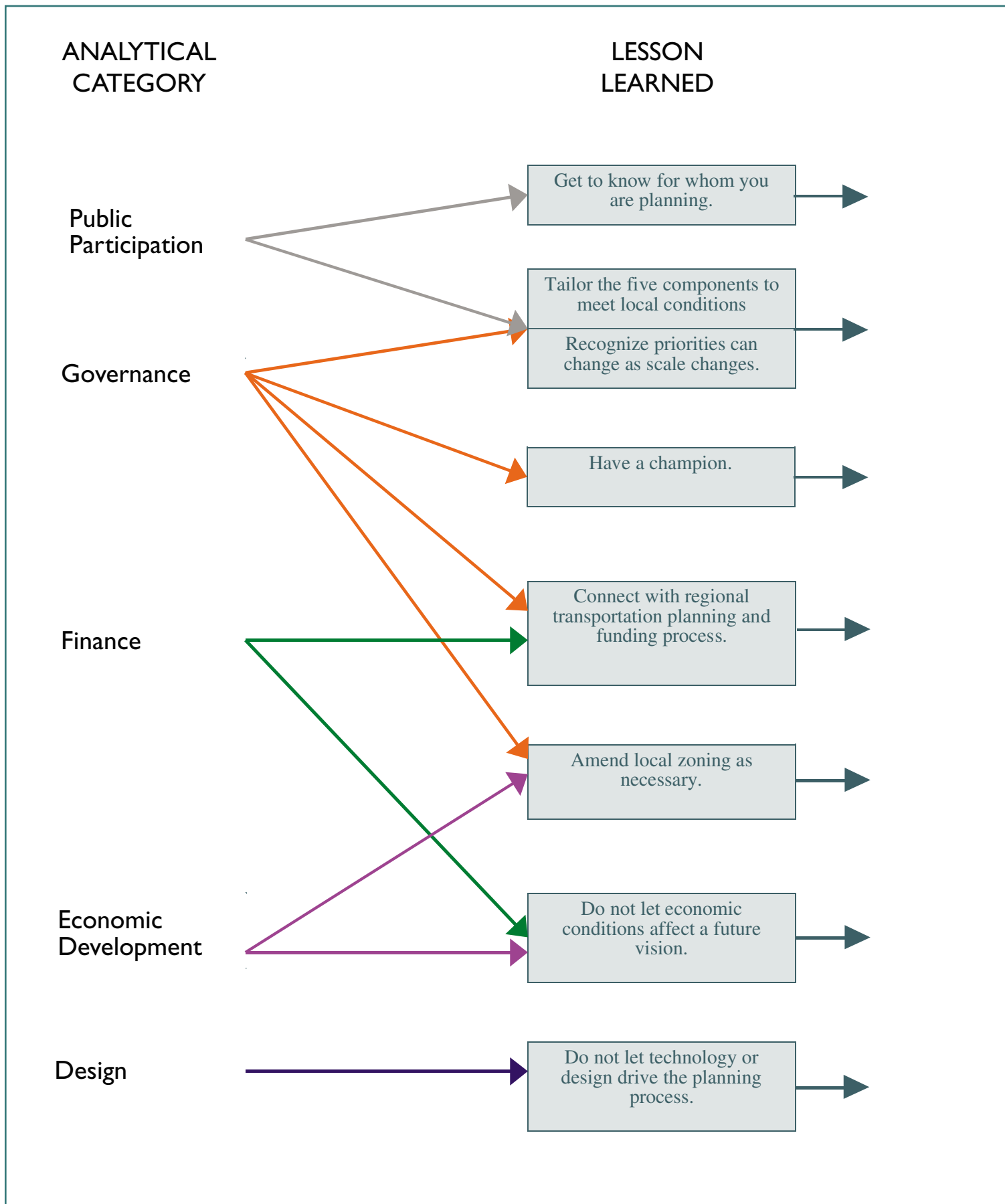
Use of All Tools

The five factors provide insight into corridor development and highlight potential problem areas. While corridor developers consider these factors in their plans, they do not constitute a strict formula for corridor planning. What might work well for one corridor project may be a mistake in another project.

The framework factors and the lessons that emerged from studying successful corridor projects are considerations that drive the process. Collectively, they offer a tool for analyzing and evaluating corridor planning. They provide a framework for developing corridor strategies and provide concrete suggestions to help corridor developers anticipate and respond to potential roadblocks to corridor development.

The flowchart that follows consolidates the framework factors, lessons, and implications. It can serve as quick reminder of the factors and important lessons that contribute to successful corridor development.

Figure 1. Corridor Development Flow Chart



QUESTIONS TO ASK OF YOUR PROJECT

ACTION

Have stakeholders been extensively involved? Have methods other than separate public meetings been used?



YES: Continue to involve and inform the public at all phases and levels of development, though conventional and unconventional methods.

NO: Engage the public by meeting on their terms, on their agendas and at their location.

Which lesson(s) present the greatest challenge? What should be accomplished now? What will take longer?



PRIORITIZE: Activities in different analytical areas have different timelines. Consider setting aside planning and outreach in some areas until activities in others are well underway or complete.

Is there a recognizable champion that represents the entire corridor?



YES: Build upon visibility and voice of the champion to build consensus and momentum for the corridor.

NO: Find a champion with political clout and high visibility throughout the region.

Does the governing body have representation from all affected jurisdictions and funding sources?



YES: Utilize all member organizations governmental powers and funding sources.

NO: Create a governing body with broad representation from all levels of government.

Does the governing body having land use powers or access to them?



YES: Develop a community vision and adopt zoning regulations supportive of that vision along the corridor.

NO: Consider a Memorandum of Understanding between municipalities to facilitate rezoning.

Is a lack of a dedicated or alternative funding source or is an economic down turn hindering project completion?



YES: Consider a dedicated regional sales tax or high occupancy / Toll (HOT) lane network.

NO: Continue to lobby for a dedicated, sustainable funding source. Traditional methods may prove to be inadequate.

How was the preferred technology or design selected? By ridership projections? Or by political preference?



Projection Based: *Good.* Basing design and technology decisions upon ridership projections helps to ensure long term success of corridor projects.

Political Pressure Based: *Not good.* Decisions based upon political pressure can be premature and can undermine project legitimacy.