VII.   Strategies & Recommendations

This section describes the strategies and recommendations, including specific actions and responsibilities, for the *Smart Moves 3.0 Plan*.

Strategies

The strategies described below call for transit providers, local governments, MARC and others to work together toward the creation of a transit and mobility system that works for all. This iteration of Smart Moves has a special focus on jobs access via transit (see Section V). In addition to supporting mobility for other purposes, the following strategies directly address how transit improvements can help workers access more jobs.

Strategy 1: Advance Mobility Innovations: Foster service innovations and technology that expand transit options and provide easier access.

Technology will shape the future landscape in ways that we can only begin to anticipate. This strategy addresses technological and innovative transportation applications such as interactive kiosks at mobility hubs, smart phone apps, on-demand services, automation and Transportation Management Associations.

Strategy 2: Create a Network of Mobility Hubs: Establish mobility hubs across the region at locations where a variety of transit and mobility services come together.

Mobility hubs are one of the key new innovations introduced in this plan. Mobility hubs are physical locations where transportation modes come together and allow for easy transfer. A mobility hub in a dense urban location might be comprised of multiple bus lines that intersect, a bike share station, and a robust pedestrian network. A hub located in a small town in a suburban location might have a Park-and-Ride lot that serves as a meet-up location for vanpools and is also the terminus of an express bus line. The Smart Moves planning team has identified locations that already have some hub elements as near-term priorities.

Strategy 3: Enable Vibrant Places: Support placemaking through zoning, planning and other local development strategies that integrate with transit and mobility services.

Vibrant places offer a mix of amenities, including housing and transportation choices, with inviting public spaces and easy access to jobs and other destinations. Local governments can take actions that help enable vibrant places to emerge through planning and zoning efforts that encourage walkability, bikeability, and a mix of uses. Smart Moves contains strategies to help people travel across the metro to urban and suburban job locations, but it also seeks to encourage smart land use that can bring employment opportunities closer to where people live and recreation closer to where people play.

Strategy 4: Focus on High-Demand Corridors: Improve service on key corridors with existing or projected high travel demand, adding new transit routes and adjusting existing ones.

This strategy recognizes that traditional, fixed-route transit service cannot be provided in a cost-effective manner everywhere in the region. This plan includes recommendations that address fixed-route service on the high-demand "spine" of the region's transit network (where service is planned for

every 15 minutes or less). This service is envisioned to be supplemented by 30-minute (supporting) transit service, key express routes geared toward commuters, as well as and local transit service.

Strategy 5: Build Broad Partnerships: Engage employers, developers, nonprofit organizations and transit users to implement the strategies envisioned in this plan.

In order to transform the region's transit and mobility system, partnerships are needed across sectors. Transit service is typically provided by public agencies, while mobility services are often operated by private companies or nonprofits. Employers and developers are also key stakeholders. The coordination of all of these entities will be crucial to implementing transportation solutions that work for the region.

Recommendations

The following recommendations cover traditional fixed-route service, paratransit, mobility hubs and mobility services, along with related recommendations for local government actions and economic development. Fixed-route and mobility hub recommendations are broken down by phase for the purpose of implementation. All other recommendations are meant to be implemented in the first five years after plan adoption.

Fixed Route and Paratransit

This plan calls for a transit system made up of fast and frequent (15-minute) service, supporting (30-minute) service, express routes, local routes and paratransit. Under *Smart Moves 3.0*, transit service is envisioned for more hours of the day and more days of the week. Transit service should increase and evolve over time given the right combination of supportive land use, density and demand.

Appendix A identifies fixed-route and required paratransit services recommended for implementation over the next 20 years, broken out in three phases.

Recommendation FP-1: Implement fixed route service improvements.

Smart Moves 3.0 recommends fixed-route improvements in three phases: short-term (0-5 years), mid-term (5-10 years) and long-term (10-20 years). Fixed-route recommendations build on each other with incremental increases in service frequency and hours, as well as the addition of new or extended routes.

> **Applies to:** *Fixed routes*
>
> **Responsibility:** *Transit providers*
>
> **Potential Partners:** *MARC*
>
> **How to Implement:** *Transit providers will work with local governments to plan for and fund service expansion. Transit providers will also likely seek federal funding when appropriate (see Section VIII). MARC will continually assist in coordination of regional priorities. See Section VII for detailed implementation steps including how transit projects were assigned by phase.*

Recommendation FP-2: Create a coordinated regional mobility management system in accordance with the RideKC Coordination Plan (2015).

> **Applies to:** *Fixed routes, paratransit, mobility management*
>
> **Responsibility:** *Transit providers, service providers, local communities*

Potential Partners: MARC, KCATA, service providers, nonprofits, local communities

How to Implement: Work already completed in this area includes creating a single eligibility standard for the region, creating and maintaining information referral services, and fostering partnerships between service providers and communities. Moving forward, partners should continue to facilitate coordination to expand the usability of regional services. Projects that seek to coordinate service between partners should be prioritized in the regional funding allocation process.

Recommendation FP-3: Focus on maintaining and expanding existing services for transit and paratransit.

The region should prioritize maintaining existing services and service levels while pursuing new funding sources for service expansions and new routes and other services.

> *Applies to: Where transit and paratransit service is operated*
>
> *Responsibility: Transit and paratransit providers*
>
> *Potential Partners: MARC, Mobility Advisory Committee (MAC), Regional Transit Coordinating Committee (RTCC)*
>
> *How to Implement: For transit, pursue additional funds for service upgrades and new routes proposed in this plan. In terms of paratransit, account for and prioritize existing services and service providers in the scoring and programming processes for regional FTA Section 5310 funds.*

Recommendation FP-4: Enhance the usability of existing paratransit operations by coordinating structural improvements.

Closing gaps in the transportation network for those with special transportation needs can be achieved by addressing factors that may prevent some users from using existing resources. For example, the region recently worked to create one eligibility mechanism.

> *Applies to: Paratransit, fixed routes, mobility management*
>
> *Responsibility: Transit providers, service providers, nonprofits*
>
> *Potential Partners: MARC, KCATA, service providers, nonprofits, communities*
>
> *How to Implement: Although some ADA accessibility improvements have been made at bus stops, make sure that capital projects going forward include ADA accessibility.*
>
> *Additionally, prioritize projects applying for FTA Section 5310 funds that close gaps through coordination or mobility management. For instance, broker reciprocity agreements between providers to better enable customers to use services across jurisdictional boundaries.*

Recommendation FP-5: Support transit and paratransit services that are regional in nature.

> *Applies to: Transit and service providers*
>
> *Responsibility: Transit providers, service providers, MARC*

Potential Partners: MARC, KCATA, service providers, nonprofits, communities

How to Implement: While projects may be best piloted over smaller areas, such as the current RideKC Freedom pilot, the ultimate goal should be to expand useful and productive projects to regional scales in order to seamlessly cross jurisdictional boundaries. Projects that fill in gaps in the service network, both in terms of service characteristics (e.g. geographical coverage and hours of availability) and functionality (e.g. mobility management), should be pursued to the extent that people with mobility challenges are able to move with the same ease as others. Projects that accomplish this should be prioritized in the programming process for regional funding allocations.

Mobility Hubs and Services

The mobility hubs recommended in this plan not only connect the fixed-route network, but also provide entry points to an array of mobility services such as ride share, car share, bike share, employer shuttles and microtransit.

Mobility Hubs

This plan recommends more than 60 mobility hub locations. These mobility hubs can change over time, offering an expanded array of travel options as the surrounding supportive land uses and transit services grow. See Appendix A for a mobility hub list and map by phase and type.

Recommendation MH-1: Through the Planning Sustainable Places grant program, support planning and implementation work on potential mobility hubs.

> *Applies to: Mobility hubs*
>
> *Responsibility: Local governments with assistance from MARC*
>
> *Potential Partners: Transit providers*
>
> *How to Implement: MARC will continue to encourage local governments and other entities to apply for PSP funding to pursue planning and other efforts around the implementation of mobility hubs. Currently, MARC has awarded funds to plan for mobility hubs in Leavenworth, southwest Johnson County, Overland Park (75th Street, College & Metcalf), and in South Kansas City.*

Recommendation MH-2: Develop wayfinding and landmark signage for mobility hubs that will be deployed across the region.

> *Applies to: Mobility hubs*
>
> *Responsibility: MARC and KCATA with assistance from local governments*
>
> *Potential Partners: Mobility service providers*
>
> *How to Implement: MARC and KCATA staff will collaborate with other stakeholders to create wayfinding and landmark signage for mobility hubs. This effort will be coordinated with wayfinding for the regional bikeway system, and other systems as necessary.*

Recommendation MH-3: Create profiles of the mobility hubs that are most likely to be developed first for use by local governments, transit providers and developers.

>   ***Applies to:*** *Mobility hubs*

>   ***Responsibility:*** *MARC and KCATA with assistance from local governments*

>   ***Potential Partners:*** *n/a*

>   ***How to Implement:*** *MARC and KCATA will create mobility hub profiles for locations that currently have elements of mobility hubs. These include existing transit centers and locations that already have proximate connections to several modes. Elements of the profile will include current transit and mobility services as well as land use (including vacant/underutilized parcels within one mile), zoning and market potential.*

Recommendation MH-4: Work with local governments to identify specific locations for mobility hubs.

>   ***Applies to:*** *Mobility hubs*

>   ***Responsibility:*** *MARC, transit providers, local governments*

>   ***Potential Partners:*** *n/a*

>   ***How to Implement:*** *MARC, KCATA and other transit providers will work with local government staff to identify specific locations for the mobility hubs that have defined profiles (see Recommendation MH-4).*

Recommendation MH-5: Prioritize the funding of improvements to pedestrian and bicycle infrastructure within a half-mile of mobility hubs.

>   ***Applies to:*** *Mobility hubs*

>   ***Responsibility:*** *Local governments, MARC, transit providers*

>   ***Potential Partners:*** *n/a*

>   ***How to Implement:*** *MARC encourages cities and counties to develop bicycle and pedestrian plans that address access to and from mobility hubs for first and last mile trips.When allocating available and applicable funds, MARC committees could provide more points to infrastructure projects such as bike lanes and sidewalks that are within a half-mile of existing or planned mobility hubs.*

Mobility Services

The mobility services recommendations seek to facilitate the use and location of mobility services close to transit routes and at mobility hubs, where there is sufficient demand. This plan sees mobility services as especially important in providing first mile/last mile connections to and from fixed-route transit.

Bike share

Recommendation BS-1: Expand the Kansas City region's bike share system at mobility hub locations and to support transit service along fast-and-frequent and 30-minute routes.

>   ***Applies to:*** *Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them*

Responsibility: Bike share providers in coordination with local governments

Potential Partners: Transit providers

How to Implement: Currently, Kansas City B-Cycle works with local governments, business districts, transit providers, and the public to identify locations for new stations. The nonprofit funds stations by acquiring federal funds through the state departments of transportation, private businesses and in some cases, local governments.

Kansas City B-Cycle is working to expand to the Kansas side of the metro by adding three to four stations around the University of Kansas Medical Center (a mobility hub identified in this plan). Going forward, Kansas City B-Cycle (or another future bike share provider) will explore providing stations at mobility hubs and in conjunction with transit service, where appropriate. Local governments should also consider and seek out bike share service as part of planned developments that support the mobility hub and transit network.

Recommendation BS-2: Expand the Kansas City region's bike share system in lower-income neighborhoods.

Applies to: Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them

Responsibility: Bike share providers in coordination with local governments

Potential Partners: Transit providers

How to Implement: Bike share has the potential to help provide first/last mile connections to places of employment, schools, shopping centers and entertainment districts. These connections are especially important in areas with lower rates of car ownership. Kansas City B-Cycle (or another future bike share provider) will research potential expansion opportunities in lower-income areas, particularly east of Troost and near downtown Kansas City, Kansas. Providers will seek funding for viable stations as well as examine potential obstacles to using the system such as requiring users to have a credit card.

Car share

Recommendation CS-1: Expand the metro area's car share system to other locations in Kansas City as well as to appropriate suburban locations. Work with vendors to locate cars at mobility hub locations. In 2016, Zipcar added cars in the River Market and at Union Station — both mobility hubs identified in this plan.

Applies to: Mobility hubs

Responsibility: Car share vendors in coordination with local governments, private companies, developers, universities, etc.

Potential Partners: Transit providers

How to Implement: Local governments, private companies, developers and others interested in bringing car share to particular locations should work with car share vendors to investigate feasibility, site design preference, and other considerations. Potential resource: Shared Use Mobility Center Toolkit.

Recommendation CS-2: *Reduce or remove policy barriers to car share.*

> ***Applies to:*** *All cities and counties*
>
> ***Responsibility:*** *Local governments*
>
> ***Potential partners:*** *n/a*
>
> ***How to Implement:*** *Some policies related to traditional car rentals, such as fees and surcharges, may need to be evaluated for an hourly-basis rental. Existing policies should be reviewed to ensure even and fair application across use types. New policies should be enacted with an eye toward enabling increased utilization of mobility services rather than prioritizing individually owned vehicles over car share and other shared mobility options.*

Ridehailing

Recommendation RH-1: Research ridehailing as an option for last-mile connections to employment centers.

> ***Applies to:*** *Fast-and-frequent services, mobility hubs, other areas*
>
> ***Responsibility:*** *MARC with KCATA support*
>
> ***Potential Partners:*** *Uber, Lyft, RideKC Freedom and other ridehailing services*
>
> ***How to Implement:*** *MARC will work with KCATA staff to research ridehailing as a first mile/last mile connectivity solution. This will include looking into how ridehailing has been used in other cities for this purpose, including through agreements with transit providers. Resource: [Shared Use Mobility Center's Policy Database](#).*

Rideshare (including Carpool and Vanpool)

Recommendation RS-1: Continue to encourage carpooling through the use of [RideshareKC.org,](#) especially in regions that are not well served by transit.

> ***Applies to:*** *Entire region*
>
> ***Responsibility:*** *MARC, employers*
>
> ***Potential Partners:*** *Local governments*
>
> ***How to Implement:*** *MARC's RideshareKC carpool matching program works by allowing commuters to register online and search for potential carpool partners based on nearby origins and destinations and as well as common work schedules. MARC sponsors an ad campaign to promote carpooling and publicize the website. Additionally, staff meet with employers and other interested groups to provide carpooling information. MARC will continue to promote RideshareKC.org and solicit assistance from employers to facilitate implementation.*

Recommendation RS-2: Continue to encourage the use of [RideshareKC.org](#) as a multi-modal information resource by advertising and promoting the program with partners and interested parties.

> ***Applies to:*** *Entire region*
>
> ***Responsibility:*** *MARC*

Potential Partners: KCATA

How to Implement: Recent upgrades to the website enabled map layers with points of interest. Data showing locations for mobility hubs, park-and-ride lots and bicycle infrastructure is available. Every summer, Rideshare staff manage the Green Commute Challenge, a friendly competition that encourages employers to form teams of employees who use alternative transportation to commute and track their miles. Additionally, staff meet with employers and other interested groups to provide Rideshare information. The website is also promoted on RideKC.org*.*

Recommendation RS-3: Continue to encourage vanpooling through the RideKC Van program, especially in areas not well served by transit.

Applies to: Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them, other areas

Responsibility: KCATA, Enterprise, MARC

Potential Partners: Employers

How to Implement: MARC and KCATA currently promote vanpool as an option when meeting with employers. Both agencies will explore new applications for vanpooling, including multi-modal trips with mobility hubs as an origin or destination. KCATA's current vanpool program is operated by Enterprise.

Local Government Actions

These recommendations cover functions generally governed by cities and counties. The majority are to be implemented by local governments, while some are listed as responsibilities of MARC or other entities.

Planning

These recommendations are meant to help local governments update existing plans and create new plans to facilitate density and a mix of uses around transit corridors and mobility hubs.

Recommendation PL-1: Continue regional discussions and educational programming regarding the benefits of corridor planning.

Applies to: All transit corridors and mobility hubs

Responsibility: MARC

Potential Partners: Urban Land Institute, APA-Kansas City Chapter

How to Implement: MARC coordinates and produces educational programming on a host of applicable issues, including corridor planning. This has been done through the Creating Sustainable Places and Planning Sustainable Places programs. Additionally, MARC has also periodically hosted trainings on transit-oriented development (with instructors provided by the National Transit Institute). Potential resources include the Sustainable Code Framework *and* Creating Sustainable Places Implementation Guidebook*. Going forward, MARC should continue*

to facilitate regional discussions and provide educational opportunities on the topic of corridor planning.

Recommendation PL-2: Perform a review of existing land use plans within a half-mile radius of transit routes and one-mile radius around mobility hubs that currently exist or are called for in this plan. Update plans to include corridor-centric development policies that call for increasing density and mix of uses.

>   **Applies to:** *Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them*
>
>   **Responsibility:** *Local governments, with assistance from MARC*
>
>   **Potential Partners:** *n/a*
>
>   **How to Implement:** *MARC will convene meetings of local government staff from those cities and counties that contain transit routes and/or mobility hubs, providing maps of the current and planned route and hub locations that fall within their boundaries and discussing local development plan recommendations for these areas.*

Recommendation PL-3: Convene a series of workshops and collaborative meetings with neighboring communities along identified transit corridors to review and explore modifications to their local land use plans to support corridor-centric development strategies.

>   **Applies to:** *Fast-and-frequent routes*
>
>   **Responsibility:** *MARC, KCATA, local governments*
>
>   **Potential Partners:** *n/a*
>
>   **How to Implement:** *Cities in the Kansas City region have a strong history of working together on projects that affect them jointly, and this approach should be continued. MARC will organize meetings for local governments adjacent to particular corridors to discuss how planning efforts can be coordinated.*

Recommendation PL-4: Provide local communities with additional technical assistance and organizational support as they consider refinements to their local land use plans and development regulations in alignment with a transit corridor-centric strategy.

>   **Applies to:** *Fast-and-frequent routes, 30-minute routes, the mobility hubs that intersect them*
>
>   **Responsibility:** *MARC*
>
>   **Potential Partners:** *n/a*
>
>   **How to Implement:** *MARC will serve as a resource for local governments that want to update their land use plans and other regulations that impact transit corridors and mobility hubs. Specifically, MARC will help provide technical analysis related to transit as well as research on best practices, model ordinances and regulations.*

Recommendation PL-5 (incorporates recommendation R12 from the AFFH Plan): Form partnerships among local governments, private employers and neighborhood organizations to develop transportation

options that connect low-income and protected populations living in racially/ethnically concentrated areas of poverty (RCAPs) with job opportunities.

> ***Applies to:*** *Fast-and-frequent routes, 30-minute routes, express routes, mobility hubs that intersect them (in cities included in the AFFH plan)*
>
> ***Responsibility:*** *MARC, transit providers, local governments*
>
> ***Potential Partners:*** *Full Employment Council, other advocacy organizations*
>
> ***How to Implement:*** *This effort to connect people from RCAPs with employment opportunities will be part of a larger MARC effort to increase jobs access via transit and mobility services—one of the main goals of this plan. Many Smart Moves 3.0 fixed-route and mobility service recommendations address connecting communities with high transit propensity to employment opportunities.*
>
> *MARC will convene transit providers, cities, advocacy organizations and employers to discuss employer worker needs, how potential employees can be connected to employers in opportunity areas, and advancement of innovative transportation options. By the end of 2017, develop a number of options and present them to employers and cities; develop a strategy to implement the most promising options. Begin to implement these options in 2018.*

Recommendation PL-6 (incorporates recommendation Lev4 from the AFFH Plan): Form partnerships among local governments, MARC, KCATA, area nonprofits and others to connect residents to local and regional destinations.

> ***Applies to:*** *Fast-and-frequent routes, 30-minute routes, express routes, mobility hubs that intersect them*
>
> ***Responsibility:*** *Local governments, MARC, transit providers, area employers, nonprofits.*
>
> ***Potential Partners:*** *n/a*
>
> ***How to Implement:*** *Interested local government staff will seek funding (including Planning Sustainable Places grants) and work with KCATA and MARC to study possible transit service changes and new transit and mobility services options that would improve connections to jobs and regional destinations.*

Recommendation PL-7: During the approval process for new development/redevelopment, consider how well the site design plan integrates with transit, mobility hubs and mobility services, especially pedestrian and bicycle access.

> ***Applies to:*** *Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them*
>
> ***Responsibility:*** *Local governments*
>
> ***Potential Partners:*** *Local CIDs, Business Improvement Districts*
>
> ***How to Implement:*** *Many local governments in the Kansas City region have passed Complete Streets resolutions, calling for all modes of transportation to be accommodated on the right-of-way. This does not mean that every street should have a bike lane or bus shelters, but that*

facilities should be provided where they make sense. Local government staff should review site plans for pedestrian and bicycle connectivity and access to transit and mobility hub facilities before making recommendations to planning commissions and city councils.

Zoning

These recommendations call for the creation of zoning ordinances, in alignment with community goals, to foster density and a mix of uses around transit corridors and mobility hubs.

Recommendation ZO-1: Perform an inventory of zoning regulations within a half-mile radius of transit routes and one-mile radius around mobility hubs (existing and planned).

>***Applies to:** Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them*

>***Responsibility:** Local governments, MARC*

>***Potential Partners:** n/a*

>***How to Implement:** Use GIS or other methods to determine how land within these parameters is currently zoned.*

Recommendation ZO-2: Amend zoning ordinances within a half-mile radius transit routes and one-mile radius around mobility hubs (existing and future) to allow for higher densities and a mix of uses.

>***Applies to:** Fast-and-frequent routes, mobility hubs that intersect them*

>***Responsibility:** Local governments*

>***Potential Partners:** n/a*

>***How to Implement:** If the inventory completed in Recommendation ZO-1 determines that current zoning regulations in areas close to transit and mobility hubs do not allow for high densities and a mix of uses, consider amending them to facilitate transit-oriented development (TOD). Use the [Sustainable Code Framework](#) as a resource. Bring to local governing bodies for adoption.*

Housing

It is easier for residents to rely on transit and mobility services to commute or run errands if their homes are located close to transit and mobility hubs. Affordable housing options near transit services will better serve the needs of people who do not have a car, whether as a matter of personal preference or because of limitations (such as insufficient income or inability to drive).

Recommendation HO-1 (incorporates recommendation R9 from the AFFH plan): Adopt an ordinance calling for specific amounts of affordable and multi-family housing options in a half-mile radius around transit routes and one-mile radius around mobility hubs (existing and future).

>***Applies to:** Fast-and-frequent routes, mobility hubs that intersect them*

>***Responsibility:** Local government*

>***Potential Partners:** Local Initiatives Support Corporation (LISC), local CDCs, local housing*
authorities

How to Implement: Use the [Sustainable Code Framework](#) and other code examples to create inclusionary housing ordinances that promote affordable housing units in areas near transit routes and mobility hubs.

Recommendation HO-2 (incorporates recommendation R6 from the AFFH plan): Adopt model zoning codes for smaller homes on smaller lots and small (4-12 unit) multifamily housing developments near transit routes and mobility hubs.

Applies to: Fast-and-frequent routes, 30-minute routes, the mobility hubs that intersect them, other areas identified in the AFFH plan

Responsibility: Local governments

Potential Partners: LISC, local CDCs, local housing authorities

How to Implement: Use the [Sustainable Code Framework](#) and other code examples to create codes that allow smaller single and multifamily development near transit routes and mobility hubs. In 2019, MARC will work with the five cities included in the AFFH Plan to develop model codes using its sustainable code framework that address siting smaller homes on smaller lots and encouraging small scale multifamily projects in retail and residential areas near transit services. Once developed and reviewed by these cities, MARC will present the model codes to planning commissions and elected officials in other jurisdictions.

Recommendation HO-3 (incorporates recommendations R8 and BS3 from the AFFH plan): Adopt model zoning code language to encourage accessible (and affordable) housing units of various types near transit or other key services at activity centers/mobility hubs.

Applies to: Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them, other areas identified in the AFFH plan

Responsibility: Local governments, MARC

Potential Partners: LISC, The Whole Person, local CDCs, local housing authorities

How to Implement: Use the [Sustainable Code Framework](#) and other code examples to create code language mandating that all new housing developments (multi-family, townhomes or single-family) near transit and mobility hubs are accessible to persons with mobility disabilities (not just those with four or more units and and elevator, as required by the ADA). In 2019, MARC will work with the five cities included in the AFFH Plan to develop model codes that address siting accessible (and affordable) housing near transit services and activity centers. Once developed and reviewed by these cities, MARC will present the model codes to planning commissions and elected officials in other jurisdictions.

Recommendation HO-4 (incorporates recommendations KCMO35 from the AFFH plan): Develop plans and strategies for affordable senior housing along transit corridors and in close proximity to health care, retail and recreational facilities.

Applies to: Fast-and-frequent routes, 30-minute routes, the mobility hubs that intersect them, other areas identified in the AFFH plan

Responsibility: Local governments

Potential Partners: LISC, local CDCs, local housing authorities

How to Implement: Use the Sustainable Code Framework and other code examples to create code language encouraging the creation of senior housing — for example, through facilitating smaller unit developments and congregate living — near transit. Encourage communities to incorporate this objective in community master plans and area plans. This will be formalized and developed during 2017 and implemented in 2018-2021.

Parking

Providing parking spaces adds to the cost of development and accelerates the depletion of available land. These parking recommendations provide options for local governments to better tailor parking requirements in areas close to transit and mobility hubs and allow for innovative solutions, such as shared parking.

Recommendation PA-1: Reduce parking requirements for both residential and commercial zoning districts within a half-mile radius of transit routes and one-mile radius around mobility hubs (both existing and future).

Applies to: Fast-and-frequent routes, 30-minute routes, the mobility hubs that intersect them

Responsibility: Local governments

Potential Partners: n/a

How to Implement: Use examples from MARC's Sustainable Code Framework and other places to create ordinance language. Bring to Planning Commissions and City Councils for adoption.

Recommendation PA-2: Allow shared parking for non-residential uses within a half-mile radius of transit routes and one-mile radius around mobility hubs (both existing and future).

Applies to: Fast-and-frequent routes, mobility hubs that intersect them

Responsibility: Local governments

Potential Partners: Local businesses

How to Implement: Use examples from MARC's Sustainable Code Framework and other places and create ordinance language. Bring to Planning Commissions and City Councils for adoption. Also, create a shared parking agreement template for use by property owners.

Recommendation PA-3: Create parking maximums within a half-mile radius of transit routes and one-mile radius around mobility hubs (both existing and future).

Applies to: Fast-and-frequent routes, 30-minute routes, the mobility hubs that intersect them

Responsibility: Local Governments

Potential Partners: n/a

>*How to Implement:* Use examples from MARC's [Sustainable Code Framework](#) and other places and create ordinance language. Bring to planning commissions and city councils for adoption.

Recommendation PA-4: Require that development include bicycle parking for residents, customers and employees.

>*Applies to:* Fast-and-frequent routes, 30-minute routes, the mobility hubs that intersect them

>*Responsibility:* Local governments

>*Potential Partners:* BikeWalkKC

>*How to Implement:* Use examples from MARC's [Sustainable Code Framework](#) and other places and create ordinance language. Bring to Planning Commissions and City Councils for adoption.

Recommendation PA-5 (Cross listed with: Mobility Services): Integrate car share spaces into on-street and off-street parking.

>*Applies to:* Fast-and-frequent routes, 30-minute routes, the mobility hubs that intersect them, other areas

>*Responsibility:* Local governments

>*Potential Partners:* Large employers and other property owners

>*How to Implement:* Local governments can dedicate parking spaces near busy transit stops and at mobility hub locations for use by car share vehicles. As part of their development review processes, local governments can also facilitate the integration of car share options into the design of private developments. Additionally, large employers who see a demand from their employees can work directly with car share companies to locate vehicles on-site.

Economic Development

Economic development tools and incentives can help focus development in places that local governments have identified as priorities. These recommendations provide ways in which cities and counties could use these tools and incentives to foster development along transit routes and at or near mobility hubs.

Recommendation ED-1: Convene Economic Development Corporations (EDCs) and local government staff to discuss and develop regional transportation policy to employ development incentives that would encourage development/redevelopment within a half-mile of transit corridors and one mile of mobility hubs.

>*Applies to:* Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them

>*Responsibility:* Local governments, EDCs, other agencies with authority to award incentives

>*Potential Partners:* Community Development Corporations (CDCs)

>*How to Implement:* MARC staff will provide resources to economic development agencies and local governments (e.g., maps of where transit and mobility hubs exist or are planned) to

facilitate discussions about how transit and mobility hub proximity could figure into incentive approval.

Recommendation ED-2: Create taxing districts such as Community Improvement Districts (CIDs) and Transportation Development Districts (TDDs) to generate funding for transit and mobility services and other projects that increase corridor vitality.

> ***Applies to:*** *Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them*
>
> ***Responsibility:*** *Local businesses, property owners, with assistance from local governments*
>
> ***Potential Partners:*** *Neighborhood associations*
>
> ***How to Implement:*** *There are different processes for creating CIDs versus TDDs. CIDs generally are organized by community businesses and must be submitted for approval to the local governing body. TTDs are authorized by state law. The process for their creation involves a petition of local property owners and residents; if approved, tax revenue is collected by the state and funneled to local governments for use. Local governments should work with local businesses and organizations to help identify potential CIDs and TDDs and help guide them through approval process.*

Bicycle/Pedestrian Facilities (Cross listed: Mobility Services)

Everyone is a pedestrian at some point in their day, even if just walking from a parking spot to a building, and bicycling is an affordable and convenient transportation mode that is an option for many. These recommendations seek to provide quality bicycle and pedestrian facilities, especially on transit routes and in and around mobility hubs.

Recommendation BP-1: Use GIS to analyze bicycle and trails facilities as they relate to mobility hub locations. Specifically, analyze local on and off street facility plans and consider elevating facilities at or near mobility hubs to Regional Trails and Bikeways status as specific place for hubs are identified.

> ***Applies to:*** *Mobility hubs*
>
> ***Responsibility:*** *MARC with help from local governments*
>
> ***Potential Partners:*** *BikeWalkKC*
>
> ***How to Implement:*** *MARC and partners developed the Kansas City Regional Bikeway Plan in 2014. This plan not only incorporates locally developed and planned bicycle facilities but identifies routes (or "regional bikeways") that provide the opportunity for bicyclists to travel from one area of the region to another.*
>
> *MARC will ask local governments for updated shapefiles of bicycle facilities and use GIS to identify facilities that are candidates for elevating to the status of a regional bikeway based on their proximity to identified mobility hubs. MARC staff will provide a list of potential new regional bikeway facilities to the Bicycle Pedestrian Advisory Committee for feedback and potential adoption.*

Recommendation BP-2: Prioritize funding for bicycle facilities identified as part of the regional system.

Applies to: Mobility hubs

Responsibility: Local governments, MARC

Potential Partners: BikeWalkKC

How to Implement: Seek out funding (including STP, STBG/TA. CMAQ and local funds) for bicycle facilities and prioritize construction of routes identified as part of the regional bikeway network. Ensure that facilities within the right-of-way may be utilized year-round, including snow-removal during the winter months, and parking enforcement to ensure that bike lanes are clear for bicycles at all times.

Recommendation BP-3: Review public works and other standards that affect walking and biking and make recommendations to revise if changes could be made to increase pedestrian and bicycle accessibility both on right-of-way and within developments.

Applies to: City/county-wide, but focused on the area within a half-mile of fast-and-fFrequent routes and one mile around mobility hubs

Responsibility: Local governments

Potential Partners: BikeWalkKC

How to Implement: Review standards and make recommendations. Adopt changes to standards. Use NACTO and FHWA resources as guides.

Recommendation BP-4: Perform an inventory of pedestrian facilities within a quarter-mile of transit stops and a half-mile of mobility hubs.

Applies to: Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them

Responsibility: MARC, local governments, with assistance from transit providers

Potential Partners: BikeWalkKC

How to Implement: MARC will work to secure funding to undertake this analysis on an ongoing basis, with the goal of collecting data for all routes and mobility hubs. The inventory of fast-and-frequent routes and the mobility hubs that intersect them will be the first priority.

Currently, MARC is working with KCATA and the cities of Kansas City, Missouri, Independence, Missouri, and Kansas City, Kansas, on a project called the "Fixed Route Accessibility Study." The study will involve consolidating and collecting data regarding the existence and condition of infrastructure at and around transit stops along certain routes. This project will be completed in 2017. It has limited funds, but will serve as a template for collecting the same data across the region.

Recommendation BP-5: Integrate transit stop improvements with street and sidewalk projects with guidance and assistance from KCATA's Bus Stop Guidelines.

Applies to: All transit stops and mobility hubs that intersect them

Responsibility: Local governments, in coordination with transit providers

Potential Partners: Business improvement districts, community development corporations, and other neighborhood groups.

How to Implement: KCATA developed Bus Stop Guidelines in 2015 that strive to enhance the rider experience. KCATA and other transit providers should consider these guidelines and strive to coordinate stop improvements with improvements to the surrounding street and sidewalk infrastructure. This involves coordinating with city and county public works departments.

Employer Coordination (Cross listed with: Mobility Hubs, Mobility Services)

This plan includes a special focus on jobs access via transit, making coordination with employers key. These recommendations are intended to help employers establish future locations in places accessible to transit and also collaborate with employers to develop mobility solutions in locations where traditional transit service is not cost effective.

Recommendation EC-1: Work with large employers within two miles of mobility hubs to create Transportation Management Associations (TMAs) that provide last-mile connections to transit for employees.

Applies to: Mobility hubs

Responsibility: Large employers interested in last-mile connections, local governments, KCATA and MARC

Potential Partners: Trade organizations

How to Implement: MARC and KCATA will facilitate the creation of a TMA pilot in at least one location that has several large employers and limited transit options because of poor last-mile connections. MARC will research best practices for TMAs and convene meetings with employers, local government staff and the transit agency to pursue the creation of a TMA or a similar agreement.

Recommendation EC-2: Work with businesses seeking new facilities to identify commercial locations that are either currently well-served by transit and mobility services or are in corridors identified by this plan as candidates for new fixed-route transit service, are near a mobility hub, and/or are connected by mobility services.

Applies to: Fast-and-frequent routes, 30-minute routes, mobility hubs that intersect them

Responsibility: MARC, EDCs

Potential Partners: Local governments

How to Implement: MARC will provide a workshop for EDC staff on the importance of accessibility to transit and mobility services when siting an employer location.

Recommendation EC-3 (incorporates recommendations KCK 8 and KCMO 36 from the Affirmatively Furthering Fair Housing (AFFH) Plan): Work with employers and public, private and nonprofit sector providers of mobility services such as Kansas City B-cycle, car share vendors, and KCATA's V-Ride-operated vanpool program to locate their services in conjunction with existing and planned fixed-route transit and mobility hubs.

Applies to: *Fast-and-frequent routes, mobility hubs that intersect them, other mobility hubs.*

Responsibility: *Local governments, private-sector service providers*

Potential Partners: *Private/public/nonprofit providers of mobility services.*

How to Implement: *Work with KCATA and large employers or clusters of employers to provide mobility services that connect to fixed-route transit and mobility hubs. Local governments should identify sites for mobility services and facilitate meetings with employers, property owner, and service providers to access the feasibility of providing service.*

Marketing, Education, and Outreach

Transit and mobility services are most successful when useful options are provided to meet existing or latent demand. If demand is too low for a transit route or bike share station in a particular location, for example, the investment will not make practical or financial sense. Residents and other stakeholders have demonstrated a desire for convenient and affordable transit service. The recommendations in this section will assist local governments in adding services that meet their residents' needs and marketing those services to inform residents and increase ridership.

Recommendation MO-1: Continue to work with local governments to identify new fixed-route and flexible transit services that meet the needs of residents.

Applies to: *Fast-and-frequent routes, 30-minute routes, express routes, mobility hubs that intersect them, other areas*

Responsibility: *Transit agencies*

Potential Partners: *Employers*

How to Implement: *KCATA currently contracts with several local governments for services within their communities and connecting to other communities. KCATA should continue to work with local governments to identify route changes/additions that will meet particular needs of residents, workers, and visitors.*

Recommendation MO-2: Work with local governments to identify mobility services that meet the needs of their residents and where possible, assist them in their pursuit of these modes.

Applies to: *Fast-and-frequent routes, 30-minute routes, express routes, mobility hubs that intersect them, other areas*

Responsibility: *MARC, KCATA, mobility services companies, nonprofits in conjunction with local governments*

Potential Partners: *Large employers interested in last-mile connections*

How to Implement: *MARC will use Rideshare and other materials to provide information to local governments on how different mobility services work. There may be instances where MARC can facilitate a meeting between staff and mobility services companies/nonprofits.*

Recommendation MO-3: Market new services (routes or mobility services) and changes (such as hour and weekend service expansion) through a variety of media, especially to employers.

Applies to: *All service changes and additions*

Responsibility: *Transit and mobility services providers*

Potential Partners: *Private companies, nonprofit stakeholders, MARC*

How to Implement: *Create and disseminate appropriate, timely and well-targeted materials to inform current and future riders about new and expanding service. This information is not only important for current riders, but also key to attracting new riders. To attract and retain riders, marketing should include messaging on: relaxing instead of driving during commute time, cost savings, ease and timeliness of service, and connections to bike share, car share, and other mobility services.*

Environmental Quality

Improved access to transit, along with increased carpooling, vanpooling, bicycling and walking, reduces the vehicle miles traveled in the region, which lowers emissions and improves air quality. Likewise, land use and development decisions, such as the recommendations in this plan that address density and a mixed of uses, can help conserve natural resources and protect the environment.

Recommendation EQ-1: Continue the daily SkyCast to inform area residents of forecast ozone levels and issue Ozone Alerts when levels are expected to be high enough to impact public health.

Applies to: *Kansas City region*

Responsibility: *MARC*

Potential Partners: *Transit providers*

How to Implement: *MARC's air quality program monitors ozone levels and issues the daily SkyCast from April 1 to October 31 each year. In addition to alerting residents to predicted levels of ozone pollution, MARC provides information on how residents can take action to reduce emissions that are precursors to ozone — for example, by carpooling or taking transit on Ozone Arert days. MARC will continue to provide this service and publicize Ozone Alerts through its workforce partner network, on social media and numerous other outlets.*

Recommendation EQ-2: Convert transit vehicle fleets to compressed natural gas (CNG) or other alternative fuels.

Applies to: *Kansas City region*

Responsibility: *All transit providers*

Potential Partners: *n/a*

How to Implement: *Currently, KCATA operates 54 CNG buses in the region. As funding becomes available, KCATA and other transit providers should replace conventional gas-powered vehicles with those powered by CNG and other cleaner fuels. Federal programs such as the Congestion Mitigation Air Quality (CMAQ) program are a potential source of funds.*

Recommendation EQ-3: When planning for upgraded or new transit stops and mobility hubs, integrate green infrastructure amenities such as street trees, rain gardens and permeable pavement where appropriate.

> **Applies to:** *All fixed routes and mobility hubs*
>
> **Responsibility:** Local governments, in coordination with transit providers
>
> **Potential Partners:** *n/a*
>
> **How to Implement:** *Local governments, in coordination with transit providers, should strive to integrate green infrastructure solutions into streetscape improvements along transit corridors and around mobility hubs. Pursue Transporation Enhancements funds for this purpose.*

Mobility Innovations

Technology has the potential to make our transportation system function more smoothly and offer transportation choices. These recommendations call for the Kansas City region to explore, pilot and implement mobility innovations.

Recommendation MI-1: Research and stay up-to-date on best practices regarding new mobility technologies.

> **Applies to:** *Fast-and-frequent routes, 30-minute routes, express routes, mobility hubs that intersect them, other areas*
>
> **Responsibility:** *MARC*
>
> **Potential Partners:** *KCATA*
>
> **How to Implement:** *Gather information on new mobility technologies on a continual basis to stay up-to-date on new mobility technologies. These technologies include on-demand apps, autonomous vehicles, ridehailing, car sharing, and bike sharing services. Potential resources include: Shared Use Mobility Center, Transporation Research Board's Standing Committee on Emerging and Innovative Public Transport and Technologies, and the Kansas City, Missouri, Smart City program.*

Recommendation MI-2: Expand RideKC Freedom On-Demand to serve residents across the metro area.

> **Applies to:** *All areas*
>
> **Responsibility:** *KCATA*
>
> **Potential Partners:** *Taxi companies, local governments*
>
> **How to Implement:** *In May 2017, KCATA launched a new mobile service, RideKC Freedom On-Demand. This app, which functions much like a ridehailing service, allows the customer to solicit and pay for a ride. Vehicles used are 10-10 Taxi, Yellow Cab, or zTrip vehicles that are branded with the RideKC Freedom logo. While open to everyone, the service provides subsidized rides to those with disabilities (ADA paratransit riders), allowing these riders the same convenience and ease of trip booking. Initially, service will be available to riders being picked up in limited areas, but KCATA has plans to expand the service throughout the region.*

Recommendation MI-3: In conjunction with the development of mobility hubs, explore interactive kiosk technology for use at hubs where several mobility services converge.

> ***Applies to:*** *Mobility hubs*
>
> ***Responsibility:*** *KCATA and MARC*
>
> ***Potential Partners:*** *Technology companies*
>
> ***How to Implement:*** *This plan calls for more than 60 mobility hubs spread across the region, connecting residents, workers and visitors to fixed-route transit and a range of mobility services. At Destination and Junction-level mobility hubs, this plan envisions mobile technology-enabled kiosks that allow users to view bus schedules, hail a ride, view information about available vanpool service, see nearby pedestrian and bicycle connections, and more.*
>
> *KCATA and MARC will learn from the Smart Kiosk installation in Kansas City, Missouri (part of the Smart City Initiative), which will include 25 kiosks (many of which will be located along the streetcar route). KCATA and MARC will identify a kiosk technology that is suitable for additional mobility hub locations.*

Recommendation MI-4: Pilot autonomous vehicle technology as part of the transit system.

> ***Applies to:*** *Fast-and-frequent routes*
>
> ***Responsibility:*** *KCATA*
>
> ***Potential Partners:*** *n/a*
>
> ***How to Implement:*** *KCATA is currently working on plans to pilot autonomous vehicles for transit service in various locations in the Kansas City metropolitan area.*

Recommendation MI-5: Work with large employers, residential and commercial property owners to develop and deploy multi-modal, real-time, location-specific information feeds for public display.

> ***Applies to:*** *Fast-and-frequent routes, 30-minute routes, express routes, mobility hubs that intersect them, other mobility services.*
>
> ***Responsibility:*** *MARC, large employers, commercial and residential property owners*
>
> ***Potential Partners:*** *Technology companies, mobility service providers*
>
> ***How to Implement:*** *MARC will work with technology providers, large employers and property owners to develop multi-modal information feeds. The feeds will include the services available at nearby mobility hubs: bus and streetcar arrival times, bike share, car share and ride hailing availability, local shuttles and other relevant information. Property owners may deploy the feeds online or on large public display screens. The feeds can also be integrated into the information provided at mobility hub kiosks.*

Funding

Funding of transit and mobility services is always a challenge. New funding will be necessary to provide many of the expanded and improved transit routes and mobility options outlined in this plan.

Recommendation FN-1: Work with the Regional Transit Coordinating Council (RTCC) and other stakeholders to prioritize projects.

> **Applies to:** *Where transit service can be operated*
>
> **Responsibility:** *RTCC, MARC, transit and mobility services providers*
>
> **Potential Partners:** *Nonprofit stakeholders*
>
> **How to Implement:** *The RTCC will review and prioritize plan recommendations annually. MARC and the RTCC will also engage mobility service priorities in these discussions.*

Recommendation FN-2: Initiate discussion of a county-by-county model for transit funding.

> **Applies to:** *MARC, transit providers, counties covered by transit services*
>
> **Responsibility:** *RTCC, county governments, transit providers, MARC*
>
> **Potential Partners:** *n/a*
>
> **How to Implement:** *Currently, Johnson County is the only county in the region that funds transit for the county as a whole. Other service contracts held by KCATA are with cities. A county-by-county model would allow for a more equitable way of sharing the cost of transit and result in more services that cross jurisdictional borders to improve regional connectivity. Cities across the region have shown interest in this approach. With guidance from the RTCC, MARC and KCATA will reach out to county governments as well as cities to help organize meetings to discuss this model.*

System Condition

Transit system infrastructure, including vehicles, transit stations, shelters, furniture and signage, should be well-maintained. Current levels of service should also be maintained before new service is added.

Recommendation SC-1: Continue to balance service and infrastructure improvements with the need to maintain existing transit service and infrastructure in a state of good repair.

> **Applies to:** *Where transit service is operated*
>
> **Responsibility:** *Transit providers*
>
> **Potential Partners:** *n/a*
>
> **How to Implement:** *The region's transit providers should continue to strive to keep all system components well-maintained, providing attractive and comfortable service to customers.*

System Performance

Transit should be efficient and reliable to retain riders and attract new customers to the system.

Recommendation SP-1: Strive to meet on-time performance standards.

> **Applies to:** *Where transit service is operated*
>
> **Responsibility:** *Transit providers*

Potential Partners: n/a

How to Implement: Currently, the region's transit providers have a good record of meeting on-time performance standards.These agencies should continue to make meeting these standards a priority.

Recommendation SP-2: Design simple, direct routes, minimizing deviations, serving well-defined markets while maintaining symmetry, consistency and coordination.

Applies to: Where transit service can be operated

Responsibility: Transit providers

Potential Partners: n/a

How to Implement: KCATA adopted Transit Service Guidelines in 2011 that cover these topics. KCATA will strive to meet these guidelines, which also will serve as a good blueprint for other transit providers, with appropriate modications for their organizations.

Resources: KCATA Comprehensive Service Analysis - Service Guidelines (July 2011)

Safety and Security

Riders should feel safe using the transit sytem and the system should be incorporated into emergency plans to provide additional mobility options to residents in times of need.

Recommendation SS-1: Continue to make the safety of transit riders and workers a top priority by responding quickly to concerns and problems.

Applies to: Where transit service is operated

Responsibility: Transit providers

Potential Partners: Police departments

How to Implement: Transit agencies should continue to proactively identify safety issues and respond with practical solutions. For instance, agencies could install better lighting at some transit stops to deter crime and make residents feel safer. Transit agencies should also continue to take rider's safety concerns very seriously and try their best to address them. This includes working with local police departments.

Recommendation SS-2: Continue to work with emergency management agencies to integrate transit services into emergency response plans in the case of natural or man-made disasters or other events.

Applies to: Where transit service is operated

Responsibility: Transit providers, emergency management agencies, MARC

Potential Partners: Social service agencies including the Whole Person and the Red Cross

How to Implement: For all residents and workers, but especially for vulnerable populations and those who do not have their own vehicles, having a plan for how transit can move people out of harm's way, provide shelter, or other necessessities in case of an emergency is extremely

important. The transit agencies should continue to work with emergency managers to integrate transit into plans for natural and man-made disasters.

Recommendation SS-3: Encourage transit providers to conduct internal emergency management exercises in order to practice emergency procedures to build and strengthen internal organizational knowledge and proficiency and also participate in emergency management exercises conducted by emergency response agencies.

> ***Applies to:*** *Where transit service is operated*
>
> ***Responsibility:*** *Transit providers, emergency management agencies, MARC*
>
> ***Potential Partners:*** *n/a*
>
> ***How to Implement:*** *Emergency management agencies should include transit providers in the exercises they conduct to prepare for a disaster. These agencies should also assist transit providers in designing exercises that the transit providers can do on their own.*