

Attachment 4

- LinkUS Community Action Plan, excerpt
 - Attachment includes Foreword, Introduction, Table of Contents, and Executive Summary
 - Full document is available online at: https://linkuscolumbus.com/wp-content/uploads/2022/06/LinkUS-Community-Action-Plan220623_small.pdf

Application materials are also available online at:
<https://www.morpc.org/west-broad-street-brt-corridor-tod/>



Link Us
Moving our region. Together.

Community Action Plan

June 2022

Foreword

From the LinkUS Executive Committee Co-Chairs

We recognize this region needs a comprehensive mobility investment strategy that expands options for residents; offers them reliable, faster, and convenient transit options; and incorporates business investment, mixed-income housing, and economic vibrancy as part of the plan. While much work is already being done in these areas by Central Ohio communities, LinkUS brings everyone together to achieve these common goals.

LinkUS is Central Ohio's mobility and growth initiative that will better connect our community and businesses as we grow so that everyone can share in the region's success. LinkUS will increase access to housing, jobs, schools, and healthcare for all members of the community—including seniors, veterans, historically marginalized and underserved communities, people with disabilities, students, and working families—to make the region more affordable and equitable for all.

LinkUS is a collaborative effort to realize the full potential of our neighborhoods and surrounding areas through reimagined mobility that builds upon previous extensive planning efforts. The City of Columbus, Central Ohio Transit Authority (COTA), Franklin County, and Mid-Ohio Regional Planning Commission (MORPC) announced the LinkUS effort in June 2020. The goal is to change how we think about and utilize our mobility systems, and to increase housing and access to jobs through more sustainable, equitable development patterns.

No one's opportunity should ever be limited by a lack of transportation choices. We must connect people, places, and opportunity in order to thrive now and for generations to come. Central Ohio is one of the fastest growing regions in the country and we will add more than 800,000 people by 2050. LinkUS will help focus sustainable growth patterns close to transit, protect open space and farmland, limit traffic impacts, and offer residents reliable, faster, and convenient transit options.

We have an opportunity to build a system focused on high-capacity transit, bicycle and pedestrian connections, safety improvements, and housing options. We will connect our workforce to job opportunities, offering many the opportunity to live a better life. Ultimately, LinkUS will make our community healthier and safer by adding more bikeways, sidewalks, and greenways that promote walkability and provide more affordable mobility options for all residents, while creating a high-capacity rapid transit system for our world class region.

We're excited about the future of our region! LinkUS will help ensure Central Ohio is affordable to residents, equitable for all, and remains one of the best places in the country to live.

Sincerely,



Andrew Ginther
Mayor
City of Columbus



John O'Grady
Commissioner
Franklin County Board
of Commissioners



Alex Fischer
Former President
and CEO
Columbus Partnership



Shannon Hardin
Council President
Columbus City Council

Introduction

From the LinkUS Steering Committee Co-Chairs

As we prepare for increased population growth, the actions we take to address affordability, housing, transportation, and mobility infrastructure development will increasingly determine how successful this region can be. We know that changing historically fragmented and inequitable development patterns takes bold, deliberate action. It takes smart growth, planning and decision making. It takes our collective thoughts, insights, and efforts to move us from where we are today to a future anchored by aligned and connected communities that drive opportunity for all Central Ohio residents. It takes all of us to move us forward.

LinkUS is a growth and mobility initiative to help us support the region. We are in a position to create a system of connected walkable, bikeable networks that support expanded public transit options to promote opportunity for all residents across the region. We are able to build upon lessons of the past to create a comprehensive and dynamic system that sustains us over the next decade and beyond. We have choices to make that will shape our lives, economy, and future.

Our 37-member LinkUS Leadership Coalition Steering Committee consists of a broad representation of community, business, and civic leaders. We are focused on providing insight and direction to the LinkUS mobility and growth initiative. Our work is a critical next step in moving the region closer to implementing an equitable system of mobility that reimagines infrastructure in Central Ohio for the next century. We recognize this region needs a comprehensive mobility investment strategy that expands options for residents; offers them reliable, faster, and convenient transit options; and incorporates business investment, mixed-income housing, and economic vibrancy.

LinkUS will provide a world class mobility and transportation system that links residents to opportunities and ensures our region remains affordable and economically competitive. The implementation of LinkUS will allow the region to accommodate future growth in an intentionally inclusive way while reimagining development to maximize the potential for shared success for all.

LinkUS programming elements align with the successes of other key initiatives occurring across the region, such as housing, workforce development, transportation, health and equity, climate, and more. LinkUS is an opportunity to create great places, invest in more equitable infrastructure and development, increase competitiveness, and drive infrastructure strategy in ways that move all people forward. On behalf of the entire LinkUS Leadership Coalition Steering Committee, we are excited about this important and strategic work and look forward to our ongoing engagement to drive mobility options for our region.

Sincerely,



Jennifer Gallagher
Director of Public Service
City of Columbus



William Murdock
Executive Director
Mid-Ohio Regional Planning
Commission



Joanna M. Pinkerton
President and CEO
Central Ohio Transit Authority



LinkUS will be implemented within the COTA service area. It includes:

Franklin County and Portions of:

Delaware, Fairfield, Licking, and Union Counties

17 Cities

Bexley, Canal Winchester, Columbus, Dublin, Gahanna, Grandview Heights, Grove City, Groveport, Hilliard, New Albany, Obetz, Pickerington, Reynoldsburg, Upper Arlington, Westerville, Whitehall, and Worthington.

9 Villages

Brice, Harrisburg, Lockbourne, Marble Cliff, Minerva Park, Riverlea, Urbancrest, and Valleyview.

17 Townships

Blendon, Brown, Clinton, Franklin, Hamilton, Jackson, Jefferson, Madison, Marion, Mifflin, Norwich, Perry, Plain, Pleasant, Prairie, Sharon, Truro, and Washington.

When "region" or "community" is used in this document, it is referring to the geography of the COTA service area. When "Central Ohio" is used, it is generally referring to Franklin County and the entirety of the surrounding counties.

Contents

<i>Preface</i>	ii
<i>Executive Summary</i>	02
<i>Who is the LinkUS Leadership Coalition?</i>	22
<i>Why LinkUS?</i>	26
<i>What is LinkUS?</i>	36
<i>How Do We Achieve LinkUS?</i>	68
<i>Our Imperative</i>	78

A front-facing view of a white COTA bus. The destination sign above the windshield displays 'MOVING EVERY LIFE' in yellow, segmented characters. The bus features a silver grille with the 'COTA' logo in red and black. The number '2130' is visible on the left side of the grille. A metal bike rack is mounted on the front. The windshield reflects a city skyline. A blue semi-transparent hexagonal box is overlaid on the left side of the image, containing white text.

MOVING EVERY LIFE

*LinkUS can be
defined by a
simple message...*

*Moving our
Region.
Together.*

EXECUTIVE SUMMARY

The LinkUS Community Action Plan showcases the Who, What, Why, and How for investment in mobility through the LinkUS Mobility Program. This Executive Summary section highlights the critical portions of the recommendations from within the document.

Our Vision

By 2050, Central Ohio will be a region of 3 million people.

Today, most people rely on cars to get to and from their destinations. However, there is an opportunity to improve mobility options and shape how the region grows in a manner that will increase transportation reliability, manage traffic congestion, support businesses and workers, provide access to housing, and improve quality of life.

LinkUS is Central Ohio's transformational and comprehensive mobility and growth initiative. LinkUS will provide equitable mobility options for residents and visitors, ensure access to jobs and affordable housing, promote economic growth, and improve sustainability. The innovative approach will include high-capacity and advanced rapid transit, bikeways, green space, complete streets, roadway safety, pedestrian improvements, and development along key regional corridors throughout Central Ohio. LinkUS will move our region forward.

LinkUS is centered around the following principles:

Creating Great Places

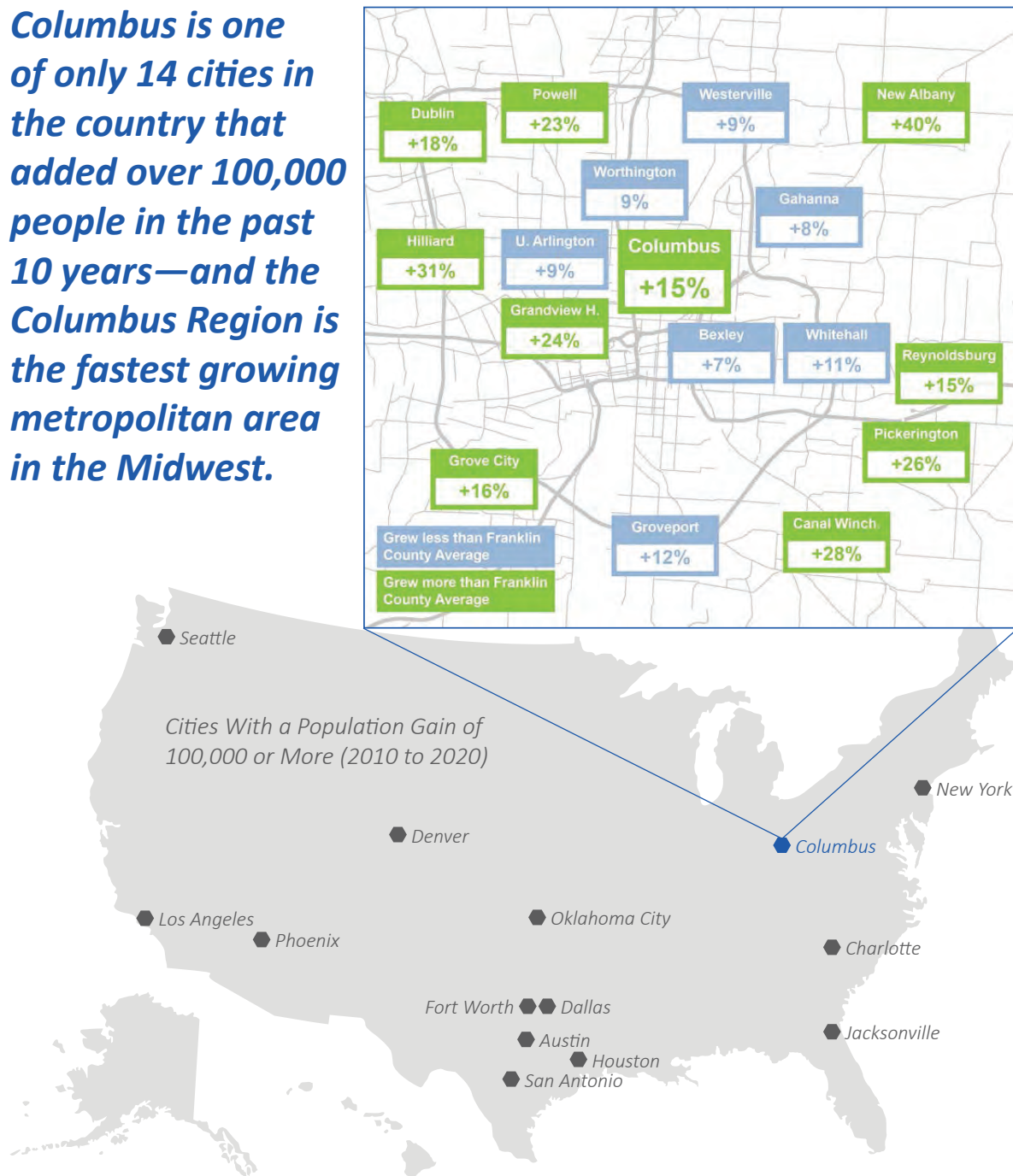
Reinventing the Region

Shaping the Future

Providing Equitable Opportunity



Columbus is one of only 14 cities in the country that added over 100,000 people in the past 10 years—and the Columbus Region is the fastest growing metropolitan area in the Midwest.



Accommodating the rapid growth of our region is a challenge we face, but also a great opportunity for investment in the priorities that matter most to us. In the latest census, Columbus was one of only 14 cities in the country that increased in population by more than 100,000 people over the last ten years. Columbus was the ninth fastest growing city of the 14. This growth represents the highest percentage increase (15%) since the 1950s, the largest numeric increase in history, and occurred while Columbus only grew 1.5% in land area. Franklin County grew by 13.8% or 160,383 people and represented 70% of the growth of Central Ohio.

Our Vision (continued)

A region that grows equitably is also one that remains competitive economically, by building prosperity and increasing opportunities for all who live and work here.

As we embark on a new mobility initiative, the impacts of past policies and programs must be at the forefront of our thoughts. Our infrastructure investments and growth patterns over the past 70 years now show their age, and the unintended consequences on current and future generations have become clearer. Past policies have created an urban form in Central Ohio that wastes taxpayers' money on infrastructure that over the long run is increasingly expensive to maintain while yielding a low return on investment. Our land use policies have reduced housing affordability, with housing costs consuming a higher allocation of family budgets and decreasing the purchasing power of households. The transportation system is the leading contributor of greenhouse gas emissions, with health consequences for our residents and planet. Discriminatory housing policies, suburbanization, and interstate highway construction has had disproportionately negative outcomes for minority residents.

As we work to make new investments in our mobility system, we must reconcile the negative outcomes of our past decisions and prioritize equitable and sustainable mobility investments in the future.

LinkUS will include aligned investment in housing and preserve valued community resources that create vitality. LinkUS will conserve jobs and create new business and job creation opportunities. LinkUS will bring opportunities for prosperity to our residents that have suffered due to redlining, housing and transportation policies that have divided our communities. LinkUS will promote a more efficient form of growth, ensuring good stewardship of public resources and a higher quality of life in our region.

Central Ohio residents are a diverse group, and each resident can anticipate that LinkUS will bring something to the table for them. Our working commuters will be offered a new convenient way of traveling, transit riders can anticipate a better travel experience and more access to jobs and housing options, and our rural neighbors can anticipate development patterns that preserve the natural environment and reduce encroachment of urban sprawl. Drivers can anticipate preservation of reliable travel times that allow access to good paying jobs and amenities. We all will benefit from safer streets and more mobility options.





Recommendations

1 *Invest in Our Region's Transportation System*

- *Commit to a Historic Infrastructure Investment*
- *Provide Sustainable Funding for LinkUS*

2 *Take Action and Commit Resources to Advance the Vision*

- *Pursue Legislative Changes*
- *Create a Committee to Prioritize Transit-Supportive Investments*

3 *Rise Together by Aligning with Regional Initiatives*

- *Support Regional Prosperity Outcomes*
- *Create a Regional Transit-Oriented Development Strategy*

LinkUS Simplified:



Mobility Investments

+



Walkable and Connected
Development

=



Opportunity

Our Priorities

Our established priorities for LinkUS and the region should guide our mobility investment decisions.

Providing equitable opportunity and accommodating our future growth are fundamental goals of LinkUS. Supporting people in the region in their desire for good jobs, quality affordable housing, transportation choice, and strong neighborhoods is a priority. Access to jobs, housing choices, education, and healthcare are necessary to support individual opportunity and regional success. Improving mobility in the region while focusing on these critical priorities established in the LinkUS Framework Strategy will create connections that put these goals within reach. The LinkUS initiative focuses on six critical priorities:



Equity

The introduction of mobility options allows for increased and equitable access and opportunity for all members of the community. Mobility is critical to improving equity in the region.



Economic Development

Enhanced mobility encourages public and private investment in transportation and development. This promotes local and regional economic vibrancy.



Affordability

More transportation choices improve the affordability of our community by reducing transportation costs. This reduction of combined housing and transportation costs also creates a more equitable region.



Sustainability

Increased mobility and additional transportation choice lowers automobile dependence to reduce carbon emissions. By coupling enhanced mobility with compact, walkable development patterns, growth can occur in the region while also preserving farmland and the natural environment.



Innovation

Mobility allows greater opportunities for more innovation between our people and places, creating shared prosperity. Technological innovations in transportation make a more efficient system, promoting the region's economy and sustainability.



Workforce Advancement

Increased travel choice and connectivity better links jobs with the workforce, promoting economic vibrancy and equity.

Our Foundational Efforts

Central Ohio has engaged in a number of regional initiatives to identify strategies to manage anticipated growth. All contemplate the advancement of high-capacity transit. These efforts have been building toward the creation of a regional corridor and integrated mobility system. LinkUS builds on numerous previous regional planning efforts, including COTA's NextGen plan and MORPC's insight2050 Corridor Concepts Study. Ongoing collaboration with other growth management efforts will be essential to its success. LinkUS is the next step in advancing these efforts through a coordinated implementation program.



insight2050 (2014)

Led by MORPC and in partnership with member communities, ULI Columbus, and other agencies, this effort considered various alternative growth patterns for the region. The outcome was a focused growth strategy that aimed to balance and accommodate growth in a cost-effective, efficient, and sustainable manner.



NextGen (2017)

COTA undertook the NextGen planning process to consider and evaluate 26 potential transit corridors. These were narrowed down to 14 corridors, which were studied more closely using themes of connectivity, equity, building on current successes, and sustainability.



insight2050 Corridor Concepts (2019)

insight2050 Corridor Concepts built on the NextGen work by taking a more detailed look at five specific corridors. The goal was to provide a demonstration of how more transportation choice and strategic development along each corridor could create more efficient and affordable options for working, commuting, and living in the region.

The Corridor Concepts Study Report builds from findings in insight2050 by focusing on new tools and modeling capacity for decisions about where and how to grow, where to invest transit resources, and how to balance community goals. The report measures the impact of varying approaches of planning with the expected growth. Additionally, it provides an implementation toolkit and identifies strategies on how the region can advance transit development to best serve the community.

Our Key Outcomes

Our Key Outcomes will be achieved through making mobility investments that are guided by our established priorities.

LinkUS is our growth and mobility initiative to better connect our community and businesses as our region grows so everyone can share in the region's success.

- LinkUS will create an integrated mobility system to make it easier to walk, bike, or take public transit in our region's busiest areas, while preserving desirable commute times for everyone.
- LinkUS will increase access to jobs, schools, and healthcare for all members of the community, including seniors, veterans, people with disabilities, students, and working families—making the region more affordable and equitable for all.
- LinkUS is about connecting people, places, and opportunity.

LinkUS is a response to many of the biggest challenges facing our community: growth, opportunity, affordability, and equity.



1

As the region continues to grow, LinkUS will provide a world class mobility system that links residents to opportunities.

Metrics

- Reduce vehicle miles traveled (VMT) per capita per day
- Reduce or maintain average commute time across the region and by transit
- Mode Split (percentage of commuters who drive, take transit, bike or walk to work) shift

2

LinkUS will make our community healthier and safer by adding more bikeways, sidewalks, and greenways that promote walkability and provide more affordable mobility options for all residents.

Metrics

- Increase pedestrian and bicycle facilities across the region
- Reduce number of traffic-related injuries and fatalities
- Increase walking and biking access to transit stops & trails, especially in communities of interest*

3

LinkUS will provide greater access and connection to housing opportunities.

Metrics

- Reduce cost of housing and transportation to households within corridors and within communities of interest
- Increase both residential and commercial density around transit nodes and within corridors.

4

LinkUS will help tens of thousands of people get to and from jobs each day and will provide equitable access to enhanced mobility options so we can all share in our region's success.

Metrics

- Increase percentage of jobs accessible within 20 minutes and 40 minutes of transit
- Increase number of new employers and businesses within the corridors and across the region

5

LinkUS will support future growth and drive sustainable growth patterns close to transit, reduce greenhouse gas emissions, improve air quality and help combat climate change.

Metrics

- Increase percentage of COTA fleet as low/no emissions to 100%
- Improve air quality along the corridors (GHG emissions)
- Reduce energy consumption per capita/per job along the corridors through sustainable development practices

*Areas with populations that have a higher density of seven equity indicators: people of color, low-income households, people with disabilities, people with low English proficiency, children, elderly adults, and poor vehicle access

“

In driving every day from the west side of town to the east side of town, for my job, I am creating a big carbon footprint. Seeing the region grow and creating mobility and transit options available to us and us utilizing it, it means that we are indeed a class A city.”

Malik Moore
Hilltop Community Member

The Time Is Now

Bold action is needed to achieve our desired outcomes.

Projections show that Central Ohio will grow to 3 million people by 2050, with 300,000 additional jobs being added. Central Ohio must be prepared for this growth. LinkUS is designed to position the region to respond to the impacts of rapid growth as we confront our challenges today—before they become more difficult and expensive to address tomorrow. The time is now. Through LinkUS, our region will be prepared to take action for the future.



Our Recommendations

Driven by the work of the LinkUS Leadership Coalition, and input from our region's leaders and residents, a series of recommendations has been offered. These recommendations will ensure our investments in transportation infrastructure and transit-supportive development will accommodate our anticipated regional growth in an equitable manner, and that we commit the resources to make those needed investments.

We recognize that we cannot support the population growth if we continue to develop without a sound strategy that moves people to alternate modes—protecting comfortable travel times for drivers and providing more options for those who want or need to ride public transit, bike, walk, or even scooter.

The recommendations of the Community Action Plan acknowledge the foundational work performed by many of our partners. The recommendations were complemented by research, peer-to-peer exchanges, and community engagement, as well as a deep dive into what our peer cities are doing. We explored how they are creating investment opportunities in their cities to prepare for growth, economic prosperity, and sustainability.

We know that this is a bold initiative. We know that in order to effect change in our community and create a community where there is opportunity for prosperity for all, we must change how we invest. Historically, transportation and community design have been used to segregate populations. LinkUS offers an opportunity to support all spectrums of income diversity and not just build the next shiny development, where those who can benefit the most from transit adjacent housing and employment options are driven out of the neighborhood as it gentrifies.

LinkUS is an undertaking like no other in this region. Every member of the LinkUS Leadership Coalition knows that implementing LinkUS will require regional cooperation and community support. As community leaders, engaged stakeholders, and Central Ohio champions, we are ready to share our recommendations and to support and advance LinkUS.

The recommendations shared in the LinkUS Community Action Plan represent our collective thoughts regarding what must happen in order for LinkUS to succeed.



Recommendation #1***Invest in Our Region's Transportation System***

Transportation infrastructure is the framework of our neighborhoods. Mobility connects us to everything we need to live our best lives—jobs, housing, education, healthcare, food sources and services.

Our region has been changing and will continue to change. By 2050, Central Ohio will grow to a population of 3 million people of all incomes, ages, and racial backgrounds. We will continue to see our current residents age. The 55 to 74 age group has grown by 70% since 2010 and will continue to grow.

Our region's transportation system has to support mobility for all. Car-centric transportation is neither financially or environmentally sustainable and discourages connected and walkable neighborhoods. This mode of transportation has limited connections and opportunity to jobs, housing, education, healthcare, food, services, and more.

LinkUS is a people-centric strategy designed to optimize opportunity by investing in critical transportation infrastructure like high-capacity rapid transit, sidewalks, shared-use paths, and roads. This mobility is aligned with development that encourages walkable neighborhoods, housing affordability, amenities, and jobs.

Therefore, the Leadership Coalition recommends:

Commit to a Historic Infrastructure Investment

The LinkUS financial model estimates revenues of nearly \$2 billion by 2030 and more than \$8 billion by 2050 to begin building high capacity rapid transit corridors, increasing transit services, expanding transit supportive infrastructure (sidewalks, bike, trail, and roadway improvements), and supporting equitable transit-oriented development.

Provide Sustainable Funding for LinkUS

A large share of this new funding will be created by a ballot measure to replace the existing COTA sales tax of 0.5% (0.25% temporary and 0.25% permanent) with a new 1.0% permanent sales tax (0.5% increase).

Annual audits and public committees composed of government, business, and community leaders will ensure strong accountability and oversight of LinkUS.



Our Recommendations (continued)

Recommendation #2

Take Action and Commit Resources to Advance the Vision

The cost of doing nothing is unacceptable.

We all know the famous quote by Ben Franklin: “Nothing ventured, nothing gained.” This expression holds especially true for LinkUS. Addressing legacy infrastructure policies of the past and incorporating innovative technologies and infrastructure that sustains us for the future are critical to driving economic progress and competitive positioning for our region.

LinkUS is centered on addressing decisions related to transportation infrastructure, land use, housing, and economic development. Through our collective work, we will be intentional in our efforts to address the needs of the most vulnerable in our community as we innovate around driving economic development, business development, and progressive mobility options for Central Ohio.

These principles guide the mobility and investment recommendations presented in this document and were central to the analysis and evaluation processes used to determine corridor planning and infrastructure design.

Therefore, the Leadership Coalition recommends:

Pursue Legislative Changes

COTA should have the ability to invest in transit-supportive infrastructure, transit-oriented development (TOD), and permit the use of sales tax revenue as a pledge on revenue bonds issued by the authority. This will give COTA the ability to better work with public and private partners to support TOD. **On May 18, 2022, these changes were approved by the Ohio House and Senate.**

Create a Committee to Prioritize Transit-Supportive Investments

MORPC will work with the government agencies within the COTA service area to create a committee to develop an annual Capital Improvement Budget (CIB) and multi-year Capital Improvement Plan (CIP) to prioritize LinkUS transit supportive infrastructure investments.



Recommendation #3

Rise Together by Aligning with Regional Initiatives

We cannot be truly prosperous unless all of us are sharing in our success.

We are at a historic moment where we can align our efforts to address our region's biggest challenges. LinkUS is aligned with efforts in our region that aspire to:

- *Invest in rapid transit corridors and full-service transit and service hubs to serve employment centers and neighborhoods* (City of Columbus and Franklin County Recovery and Resiliency Advisory Committee).
- *Improve opportunity and reduce poverty in our neighborhoods* (Franklin County Rise Together Blueprint).
- *Make housing a platform for equitable growth* in our region (MORPC Regional Housing Strategy).
- *Be the most prosperous region in the U.S. and help Central Ohio create 60,000 jobs by 2030* (One Columbus Strategic Plan).
- *Reduce greenhouse gas emissions by 45% by 2030 and 100% by 2050* (Columbus Climate Action Plan).

These, along with localized mobility planning efforts by many municipalities and townships, are just some examples of the many excellent initiatives that are being advanced to increase opportunity and prosperity in our region.

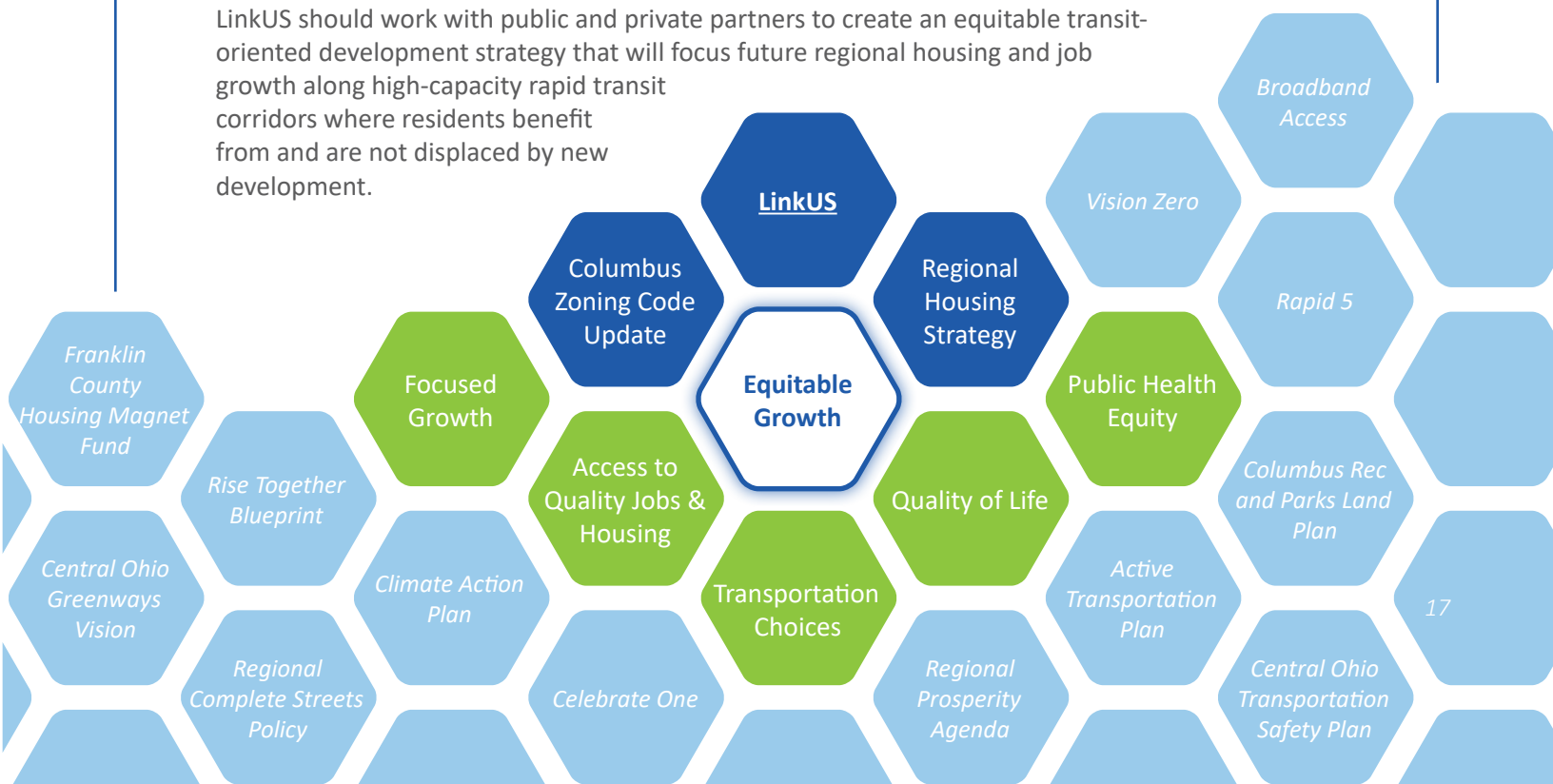
Therefore the Leadership Coalition recommends:

Support Regional Prosperity Outcomes

LinkUS provides a historic moment where we can use mobility and housing investments to help support numerous efforts across our community to address our biggest challenges.

Create a Regional Transit-Oriented Development Strategy

LinkUS should work with public and private partners to create an equitable transit-oriented development strategy that will focus future regional housing and job growth along high-capacity rapid transit corridors where residents benefit from and are not displaced by new development.



LinkUS Mobility Vision

Investing in our Mobility Vision helps ensure equitable access to travel options while improving the safety and connectivity of the transportation network.

Regional transportation planning in the 20th century responded to the pressures of growth largely after the fact. The LinkUS State of Mobility Report illustrates that Central Ohio was no different from many communities across the country. Reactive solutions typically involved suburban sprawl and widening highways to accommodate more vehicles.

However, Central Ohio is at a unique moment in time. insight2050 and COTA NextGen have positioned the region to envision and accommodate our region's growth. We have the opportunity to leverage our transportation investments to actually advance community priorities—not just travel faster. We not only have the opportunity to address transportation safety and capacity, but we can ensure equitable access to jobs and housing, promote economic vitality, and improve sustainability. The time is now for Central Ohio to make these critical investments.

Therefore, LinkUS has identified a Mobility Vision (transportation improvements) for our transportation system that promotes regional multimodal connectivity and better prepares us for growth. The vision is the result of a screening process of all currently identified mobility improvements in Central Ohio. The result is a more programmatic scale of projects that ensures equitable access to mobility options while improving the safety and connectivity of the transportation network.

LinkUS focuses financial resources on corridors and improvements that align with the core regional priorities of equity, workforce advancement, innovation, economic development, affordability, and sustainability. Essentially, LinkUS is about prioritizing investments to achieve our desired outcomes. It's about connecting people with the opportunities of a growing community, rather than displacing people to respond to the pressures of growth.



High-Capacity Rapid Transit



Transit Service Enhancements



Other Transit Improvements



Greenways



Bikeways



Sidewalks



Roadways

LinkUS Funding Strategy

Through our LinkUS Mobility Vision, the LinkUS partners estimate there are \$19-\$22 billion dollars of needs by 2050. Existing regional mobility investments can only fund \$3.5 billion (17-18%) of this need.

To meet the needs of our community it is necessary to ask voters within the COTA service area to approve an increase in the COTA sales tax from 0.5% to 1%. To maximize the ability to use bonds to finance LinkUS, we believe that the full 1% COTA sales tax should be permanent (.25% is already permanent). We estimate that this increase will help to leverage nearly \$760 million in federal grants and more than \$1 billion in bonds. This will help to generate total revenues of nearly \$2 billion by 2030 and more than \$8 billion by 2050.

COTA has created a financial model that demonstrates how the region can financially support LinkUS. The model provides a detailed accounting of reasonable cost estimates of the capital infrastructure, service improvements, operational and

maintenance costs through 2050. The model also establishes a sensible yet conservative estimate of revenue sources available to fund the program.

Given the conservative nature of the financial model, we believe that revenue could over-perform what is modeled and this will help to further close the gap in our mobility needs. There is also an even greater capacity to further close the needs gap through improved collaboration and the integration of existing capital and operating budgets of COTA and the multitude of jurisdictions within the COTA service area. In addition, we are confident that COTA and our jurisdictions will be successful in winning a multitude of competitive federal grants (especially over the next 5 years) to advance mobility. There are also several other mobility and economic development tools such as Tax Increment Financing, New Community Authorities, and Transportation Improvement Districts, that can help close this gap. The LinkUS partners will continue to update and refine the financial model for LinkUS on a regular basis.

2050 Funded Program

High-Capacity Rapid Transit	Transit Service Improv.	COTA//Plus Zones	Capital Improv.	Programs, Policy, Partnership	Tech. Improv.	Bikeways & Greenway	Sidewalks	Roadways
5 Corridors	+45% More Service Hours (2019)*	8 New Zones, Vehicles, Micromobility, and Mainstream Enhancements	4 Transit Centers, 5 Park and Rides, 1 Satellite COTA// Plus Garages, 128 New Bus Shelters, and Allocation for Mobility Hubs	5 New Mobility Programs, ~\$150 million to Support Transit-Oriented Development, and Allocation for Universal Design	Allocation for Customer Journey Tools and Security Enhancements	500+ miles of Bikeways, Greenways, and Sidewalks		~\$250 million Dollars

Transit Infrastructure

Transit-Supportive Infrastructure

*Service Hours include HCRT, Fixed-Route, and COTA//Plus

Aligned Development Strategy

As our region contemplates new investment in our regional transportation and mobility system, we cannot ignore the relationship between land use and transportation. This investment will support our current residents and sustain 800,000 more residents by 2050. LinkUS is an opportunity to reimagine our patterns of growth, help correct inequities created by infrastructure investment and design, and invest in systems that support our region's most vulnerable residents.

An aligned development strategy is essential to growing in a way that corrects, rather than accelerates, inequities in our community. As leaders in the region, we have worked to advance zoning code updates, housing strategies, and economic development initiatives that are inclusive and provide opportunities to diversify our economically disparate neighborhoods. These supporting updates, strategies, and initiatives are critical to the success of LinkUS.

Intentional Equitable Growth

Equitable Transit-Oriented Development (eTOD) is a national best practice concept that refers to efforts that are pursued with an explicit commitment to achieving equity goals. These efforts ensure that individuals who have historically been harmed by housing and infrastructure policies that led to racial segregation and divestment are instead helped by new development moving forward. With strategies in place to preserve and expand affordable housing, protect tenants from rising costs, connect residents to jobs and economic opportunities, stabilize and support small local businesses, and more, eTOD can foster equitable development and create healthy, opportunity-rich neighborhoods.

Based on the identified needs and established vision for our region, we should harness the alignment and investment potential of LinkUS to pursue growth strategies that preserve existing vitality, create opportunity, and include everyone in the region's success. Diverse housing, jobs, and vitality are essential elements to a community when focusing on equitable growth. Therefore, as LinkUS advances, we expect the following to hold true:

Housing

We will conserve and create affordable housing and include the community in addressing housing needs.

Jobs

We will conserve jobs and create new business and job creation opportunities.

Vitality

We will conserve valued community resources and amenities, and create enhanced community resources while including community stakeholders in identifying priorities for these resources and amenities.



Aligned Development Impacts

In 2019, MORPC and ULI Columbus' insight2050 Corridor Concepts explored how more walkable, compact neighborhoods and high-capacity rapid transit (HCRT) along five corridors can positively impact transportation, infrastructure, housing, and the environment. It showed that there are clear benefits around quality of life and economic development that come from investing in HCRT corridors including:

- *55% of new households and 60% of new jobs located along corridors*
- *Increasing the number of homes with access to jobs*
- *Expanding residents' transportation options—whether they bike, bus, walk, or drive*
- *Supporting inclusive communities for all*

By building upon the infrastructure we have today, the region can afford to grow in a way that makes tax dollars go further, focuses development, and gets people to places easier. In addition to infrastructure, establishing the necessary development tools is also critical. Columbus, along with other communities like Whitehall, Reynoldsburg, and Dublin, are enhancing their land use plans and zoning codes to facilitate transit-supportive development.



112
Square Miles of Land
Conserved



\$10 Billion
Dollars Saved on
Infrastructure Costs



\$8,500
Cost Savings Per
Household



30% Less
Greenhouse Gas
Emissions