



# Best Practices for Multimodal Regional Plans and Goals, Objectives and Measures

May  
2019

## DRAFT TECHNICAL MEMORANDUM

### Southeast Florida 2045 Regional Transportation Plan (RTP)

### **BEST PRACTICES FOR MULTIMODAL REGIONAL PLANS AND 2045 RTP GOALS, OBJECTIVES, AND MEASURES**

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Date: May 1, 2019

To: Regional Transportation Technical Advisory Committee (RTTAC)

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cc: Paul Calvaresi, Broward MPO

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## Introduction

The purpose of this task is to assess and update, as necessary, the Regional Goals, Objectives and Measures of Effectiveness (GOMs) to ensure the 2045 Regional Transportation Plan (RTP) is aligned with the current state, regional and local efforts, such as the 2060 Florida Transportation Plan and the Metropolitan Planning Organizations (MPOs) Long Range Transportation Plans (LRTPs), and the federal legislation known as Fixing America's Surface Transportation (FAST) Act. The 2045 Regional GOMs are intended to guide the Southeast Florida region toward stronger regional planning and sound transportation investments. Development of the regional GOMs is a state requirement and part of the ongoing coordination efforts of the region's three transportation organizations – Broward Metropolitan Planning Organization (MPO), Miami-Dade Transportation Planning Organization (TPO) and Palm Beach Transportation Planning Agency (TPA).

This technical memorandum documents: (1) an overview of Federal, State, and regional/locals efforts that could influence our 2045 regional efforts (2) a summary of five case studies associated with other regions in various stages of implementing mid-sized transit systems, (3) a proposed SEFTC slogan and SEFTC Mission and Vision statement to replace the 2040 common regional goal and (4) the proposed 2045 regional goals and objectives.

## Document Review Summary

A review effort of relevant federal, state, and local documentation was conducted as a first step in the development of the 2045 RTP GOMs. Reviews of background documentation served as guidance for refinement of the 2040 RTP GOMs to create the 2045 RTP GOMs. A list of reviewed documents is provided below.

- FAST Act Performance Management Approach
- Florida Transportation Plan Policy Element, December 2015
- Broward 2040 LRTP
- Miami-Dade 2040 LRTP

- Palm Beach 2040 LRTP

## Document Review Findings

A review of the FAST Act provisions did not uncover new elements that weren't already addressed by the goals of the region. A review of the statewide initiatives identified some themes/goals that were not common to the regional GOMs, including the topics of land use, public health and new mobility options/technologies such as shared, automated and connected vehicles.

While each LRTP included nuances relative to the area that it covered, overall, the GOMs in the 2040 LRTPs of the three transportation planning entities in the region covered many common themes/goals, including:

- Enhance Mobility for People and Freight;
- Improve Transit Travel;
- Support Safe and Efficient Non-motorized Travel;
- Increase Safety for all Modes;
- Support Economic Development; and
- Preserve/Enhance Environmental and Social Resources.

Some of the unique themes/goals in the LRTPs in the region included:

- Ensure Benefits and Costs are Equitable;
- Optimize Sound Investment Strategies; and
- Preserve Existing System.

The following sections describe in more detail the findings per review.

## FAST Act<sup>1</sup>

### Program Purpose

The FAST Act continues MAP-21's overall performance management approach, within which States invest resources in projects that collectively will make progress toward national goals.

### Provisions

Except as specified below, the FAST Act makes no changes to the performance management provisions established by MAP-21.

#### Freight performance measure

MAP-21 required DOT to establish performance measures in a number of areas, including the assessment of freight movement on the Interstate System. MAP-21 also required each State to set

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<sup>1</sup> <https://www.fhwa.dot.gov/fastact/factsheets/performancegmtfs.pdf>

performance targets for these measures. The FAST Act now requires that if the Administrator determines that a State has failed to meet (or to make significant progress toward meeting) its freight performance targets within two years after the establishment of the targets, the State must describe in its next performance report to DOT the actions it will take to achieve these targets. [FAST Act § 1116; 23 U.S.C. 167(j)]

#### Performance period adjustment

The FAST Act adjusts the timeframe for States and metropolitan planning organizations to make progress toward meeting their performance targets under the National Highway Performance Program and clarifies the significant progress timeline for the Highway Safety Improvement Program performance targets. [FAST Act § 1406(a)(1) and (b); 23 U.S.C. 119(e)(7) and 148(i)]

#### Interstate system condition

Under MAP-21, if the condition of a State's Interstate pavements (excluding bridges) fell below a minimum condition level established by DOT, the State was required to dedicate certain funds for use on Interstate maintenance. To trigger this penalty, the condition needed to fall below the minimum level for two consecutive reporting periods. The FAST Act adjusts the timeframe for review for triggering the penalty by removing the requirement that this decline in condition level is shown during "2-consecutive reporting periods" to trigger the penalty. [FAST Act § 1406(a)(2); 23 U.S.C. 119(f)(1)(A)]

## Florida Transportation Plan<sup>2</sup>

### Background and Overview

The Florida Transportation Plan (FTP) is the single overarching statewide plan guiding Florida's transportation future. It is a plan for all of Florida created by, and providing direction to, the Florida Department of Transportation (FDOT) and all organizations that are involved in planning and managing Florida's transportation system, including statewide, regional, and local partners.

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<sup>2</sup> <http://floridatransportationplan.com/> "Florida Transportation Plan Policy Element, December 2015"



The FTP Policy Element is Florida's long-range transportation plan as required by both state and federal law. Florida law requires FDOT to work with transportation partners and the public to update the plan every five years. This update occurs as FDOT celebrates the 100<sup>th</sup> anniversary of its formation as the State Road Department, and points toward a future transportation system that embraces all modes of travel, innovation, and change.

## Goals, Objectives and

### Indicators

The Policy Element is organized around seven long-range goals. The goals are not listed in priority order. Indeed, the goals are interrelated, and all seven together create Florida's transportation future.

The first four goals focus on the performance of Florida's transportation system:

- **Goal: Safety and Security for Residents, Visitors, and Businesses**

The goal of safety and security for residents, visitors, and businesses maintains the longstanding priority for ensuring the safety and security of transportation customers. This goal also addresses how transportation can support broader needs – for example, response to and recovery from extreme weather events or pandemics or helping prevent human trafficking or spread of biological weapons.

- Supporting Objectives

- Prevent transportation-related fatalities and injuries
    - Reduce the number of crashes on the transportation system
    - Prevent and mitigate transportation-related security risks
    - Provide transportation infrastructure and services to help prepare for, respond to, and recover from emergencies

- Indicator(s)

- Transportation-related number of fatalities and serious injuries

- **Goal: Agile, Resilient, and Quality Infrastructure**

A second goal – agile, resilient, and quality infrastructure – is substantially enhanced from prior FTPs, which focused on maintaining Florida's infrastructure, primarily pavement and bridges, in good condition. This FTP addresses conditions for all modes and also emphasizes responsiveness

to changing technologies and market trends, resiliency to risks, and customer service and other measures of quality.

- Supporting Objectives
  - Meet or exceed industry, state, national, or international standards for infrastructure quality, condition, and performance for all modes of transportation
  - Optimize the functionality and efficiency of existing infrastructure and right-of-way
  - Adapt transportation infrastructure and technologies to meet changing customer needs
  - Increase the resiliency of infrastructure to risks, including extreme weather and other environmental conditions
- Indicator(s)
  - Bridge, pavement, and other infrastructure condition
- **Goal: Efficient and Reliable Mobility for People and Freight**  
 The goal of efficient and reliable mobility for people and freight shifts from a focus on reducing travel time and delay to making the entire transportation system more efficient and reliable, including all modes as well as supporting regulatory processes.
  - Supporting Objectives
    - Reduce delays related to bottlenecks, gaps, and crashes and other incidents for all modes of Florida's transportation system
    - Increase the reliability of all modes of Florida's transportation system
    - Increase customer satisfaction with Florida's transportation system and regulatory processes for residents, visitors, and businesses
    - Increase the efficiency of the supply chain for freight moving to, from, and through Florida
    - Increase the efficiency and flexibility of transportation-related regulatory
  - Indicator(s)
    - Person- and freight-hours of delay
    - Percent of passenger rail and percent of commercial air departures occurring on time
- **Goal: More Transportation Choices for People and Freight**  
 This FTP includes a new goal of more transportation choices for people and freight. This goal recognizes widespread partner and public input on the need for a fuller range of options for moving people and freight, with emphasis on walking, bicycling, transit, and rail, as well as emerging mobility options such as shared and automated vehicles.
  - Supporting Objectives
    - Increase the use of new mobility options and technologies such as shared, automated, and connected vehicles
    - Increase the share of person trips using public transportation and other alternatives to single occupancy motor vehicles
    - Increase the number of quality options for visitor travel to, from, and within Florida
    - Increase the number of quality options for moving freight to, from, and within Florida
    - Increase the efficiency and convenience of connecting between multiple modes of transportation
  - Indicator(s)
    - Growth in public transportation ridership

The next three goals focus on how transportation supports statewide priorities:

- **Goal: Transportation Solutions that Support Florida's Global Economic Competitiveness**

The goal of transportation solutions that support Florida's global economic competitiveness maintains the state's recent emphasis on trade and logistics, while also supporting Florida's visitor industry and diversification into innovation industries. This also is the first FTP to focus attention on Florida's transportation workforce.

- Supporting Objectives

- Provide transportation infrastructure and services to support job growth in transportation-dependent industries and clusters
    - Increase transportation connectivity between Florida's economic centers and regions
    - Increase transportation connectivity between Florida and global and national trading partners and visitor origin markets
    - Increase the number of skilled workers in Florida's transportation-related industries

- Indicator(s)

- Value of Florida origin exports as a percent of gross domestic product
    - Number of out-of-state visitors

- **Goal: Transportation Solutions that Support Quality Places to Live, Learn, Work, and Play**

The goal of transportation solutions that support quality places to live, learn, work, and play extends beyond prior efforts to avoid or minimize impacts of transportation on Florida's communities. The goal emphasizes how transportation decisions can contribute to stronger communities, including greater emphasis on transportation's contribution to public health and the changing needs of a diverse population.

- Supporting Objectives

- Plan and develop transportation systems that reflect regional and community values, visions, and needs
    - Increase customer satisfaction with Florida's transportation system
    - Provide convenient, efficient accessibility to the transportation system for Florida's residents and visitors
    - Provide transportation solutions that contribute to improved public health

- Indicator(s)

- Percent of residents and visitors satisfied with Florida's transportation system

- **Goal: Transportation Solutions that Support Florida's Environment and Conserve Energy**

The goal of transportation solutions that enhance Florida's environment and conserve energy also extends beyond prior efforts to avoid, minimize, or mitigate potential impacts of transportation on the environment. This goal emphasizes how transportation decisions can enhance the environment by restoring and connecting natural systems, reducing the overall footprint of the transportation system, and conserving energy.

- Supporting Objectives

- Plan and develop transportation systems and facilities in a manner that protects, and where feasible, restores the function and character of the natural environment and avoids or minimizes adverse environmental impacts
    - Decrease transportation-related air quality pollutants and greenhouse gas emissions
    - Increase the energy efficiency of transportation
    - Increase the diversity of transportation-related energy sources, with emphasis on cleaner and more efficient fuels

- Indicator(s)
  - Emissions of air quality pollutants and greenhouse gases

## Role and Responsibilities at the Regional Level

The FTP will be implemented through specific actions by government, private, and civic partners at the state, regional, and local levels. The FTP Policy Element serves as Florida's long-range transportation plan under both state and federal law; it is a framework to guide FDOT's investment decisions. For other partners, the FTP provides guidance that can be incorporated into policies, plans, and programs.

Roles and responsibilities of partners during FTP implementation will vary by level of geography, corresponding to the major types of trips flowing through Florida's transportation system.

Regional agencies including metropolitan planning organizations, regional planning councils, and groups of counties and cities will play the lead role in implementing the FTP at the regional scale. Regional collaboration will be critical to maintain and update long-range regional visions; align transportation, economic development, workforce development, and environmental stewardship decisions; and identify needed improvements to regionally significant transportation facilities that connect population and economic centers within common regions.

Reflecting the importance of these regional needs, the FTP calls for strengthened planning and partnerships at the scale of economic regions. It also calls for targeted investments in regional projects prioritized through these partnerships, such as the Transportation Regional Incentive Program (TRIP).

To initiate FTP implementation, all transportation partners should commit to:

- Align other statewide, regional, and local transportation and related plans to reflect the FTP goals and objectives;
- Establish short-range objectives and actions for addressing the FTP goals and objectives during the next 5 to 10 years;
- Refine and, where needed, update existing planning processes and guidelines for consistency with the FTP goals and objectives; and
- Document and report progress on specific commitments made by each partner toward FTP implementation, including use of performance measures building on state and federal law.



## Broward MPO, Miami-Dade TPO, and Palm Beach TPA 2040 LRTPs<sup>3</sup>

### Broward MPO 2040 LRTP Goals and Objectives

- **Goal: Move People**
  - Objectives:
    - Maintain infrastructure
      - All operating and maintenance costs for existing and proposed facilities/services are fully funded through existing or reasonably expected revenue sources
    - Achieve Level of Service standards
      - Increase the proportion of facilities, by mode, operating at or exceeding Level of Service (LOS) standards
    - Improve accessibility for all users of the system
      - Increase the number of jobs within 30 minutes invehicle travel time (IVTT)
      - Reduce gaps in sidewalk and bicycle lane networks
    - Shorten project delivery
      - Reduce the number of projects requiring right-of-way
    - Maximize transit ridership
      - Increase transit mode share
- **Goal: Create Jobs**
  - Objectives:
    - Reduce travel time to economic centers
      - Reduce average in-vehicle travel time to central business districts, ports and regional shopping centers
    - Promote new development
      - Increase transit service to redevelopment areas
    - Minimize the cost of travel
      - Reduce the amount of time and money spent by all travelers
    - Maximize private investment
      - Reduce net cost of public expenditure
      - Increase community / public involvement
- **Goal: Strengthen Communities**
  - Objectives:
    - Ensure benefits and cost are equitable
      - Increase number of viable transportation alternatives
      - Increase the number of jobs within 30 minutes IVTT
    - Reduce accidents, injuries and fatalities

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<sup>3</sup> <http://www.browardmpo.org/index.php/investment-plan>; <http://www.miamidade2040lrtp.com/>; <http://www.palmbeachtpa.org/LRTP>

- Reduce the number of transportation-related accidents, injuries and fatalities for all modes
- Promote redevelopment
  - Increase the number of public / private partnerships where the majority of residents make 50% less than the median income
  - Increase the number of jobs within 30 minutes IVTT
- Ensure projects consider aesthetic improvements
  - Increase the number of projects addressing aesthetics
- Provide options for non-motorized travel
  - Increase the number sidewalk miles
  - Increase the number of bicycle lane miles.
  - Reduce gaps in sidewalk and bicycle lane networks.
- Promote environmental sensitivity
  - Reduce energy consumption by person miles traveled
  - Reduce tons of ozone precursors and greenhouse gases from mobile sources

## Miami-Dade TPO 2040 LRTP Goals and Objectives

- **Goal: Improve System & Travel**
  - Objectives:
    - Reduce Congestion
    - Enhance mobility for people & freight
    - Promote system reliability & fill transit services gaps
- **Goal: Increase Safety**
  - Objectives:
    - Reduce roadway & multi-modal crashes
    - Improve safety on facilities & in operations
    - Provide safe & easy pedestrian & non-motorized travel
- **Goal: Increase Security**
  - Objectives:
    - Enhance the capacity of evacuation corridors
    - Ensure options are available during emergency evacuations
    - Ensure security of ports, airports, & multi-modal centers
- **Goal: Support Economic Vitality**
  - Objectives:
    - Increase access to employment sites
    - Enhance the efficient movement of freight & goods
    - Support economic development
- **Goal: Protect & reserve Environment & Quality of Life**
  - Objectives:
    - Support livable rural & urban communities

- Minimize impacts to established neighborhoods & historic areas
- Minimize & mitigate impacts of transportation on air & water quality
- **Goal: Enhance Connectivity**
  - Objectives:
    - Improve connectivity to intermodal facilities
    - Provide options consistent with the plans of local government
    - Improve movement of goods by intermodal access & connectivity
- **Goal: Optimize Sound Investment Strategies**
  - Objectives:
    - Maximize state, federal, & private funding sources
    - Provide options consistent with the plans of local governments
    - Establish strong linkages with Southeast Florida governments to plan infrastructure
- **Goal: Preserve Existing System**
  - Objectives:
    - Repair & maintain existing infrastructure
    - Use the best technologies & innovations to improve the system
    - Reserve corridors for future facilities & services

## **Palm Beach TPA 2040 LRTP Goals and Objectives**

- **Goal: Provide an Efficient and Reliable Vehicular Transportation System**
  - Objectives:
    - Reduce the number of thoroughfare intersections with critical sum > 1400
    - Increase the percentage of traffic signals connected to the central control system by fiber optic network
    - Increase the percentage of principal arterials covered by closed circuit TV cameras
    - Increase the percentage of traffic signals with operable vehicle detection
    - Increase the percentage of facilities that accommodate two feet sea level rise For the SIS network For the non-SIS thoroughfare network
- **Goal: Prioritize an Efficient and Interconnected Mass Transit System**
  - Objectives:
    - Increase the percentage of transit commuter mode choice
    - Increase passenger trips per revenue mile For Tri-Rail service For Palm Tran fixed route service
    - Increase the number of park-n-ride spaces
    - Reduce the average ratio of transit travel time to auto travel time for Palm Tran fixed route system
- **Goal: Prioritize a Safe and Convenient Non-Motorized Transportation Network**
  - Objectives:
    - Increase the percentage of Pedestrian commuter mode choice Bicycling commuter mode choice

- Increase centerline mileage of Buffered bike lanes 10-ft or wider shared use pathways Designated bike lanes Priority bike network operating at LOS C or better
- Increase percentage of thoroughfare mileage near transit hubs That provides dedicated bicycle facilities (within 3 miles) That provides dedicated pedestrian facilities (within 1 mile)
- **Goal: Maximize the Efficient Movement of Freight through the Region**
  - Objectives:
    - Decrease the percentage of SIS facilities, SIS connectors, and non-SIS designated truck routes that exceed capacity ( $v/c > 1.1$ )
    - Increase the annual tonnage of freight through The Port of Palm Beach Palm Beach International Airport
- **Goal: Preserve and Enhance Social and Environmental Resources**
  - Objectives:
    - Decrease per capita daily fuel use (gallons/person)
    - Decrease per capita daily NOx emissions (grams/person)
    - Decrease per capita daily Hydrocarbon emissions (grams/person)
    - Decrease per capita daily Carbon Monoxide emissions (grams/person)
    - Decrease per capita daily Vehicles Miles Travelled (VMT/person)

## Case Studies

A review of the GOMs from a set of peer cities was also conducted. These peer regions were chosen based on characteristics such as their size, regional coordination, focus on multimodal and transit travel and expansion, and some similarities in land development patterns. Peer regions included the regions of Charlotte, NC; Denver, CO; Phoenix, AZ; and Nashville, TN. The Los Angeles, CA region was also considered as they have some similar challenges and opportunities, even though their current population is quite larger than the southeast Florida region. An important thread that all the peer regions commonly share is the recent establishment or expansion of premium transit systems, including combinations of light rail, commuter rail, bus rapid transit, and express bus on managed lanes.

Some themes/goals that were identified in several of the peer regions' GOMs, all of which are very much relevant and important in the Southeast Florida region, include:

- Equity and/or Diversity;
- Encouraging Linkages between Transportation and Land Use Planning;
- Innovative Revenue/Funding Mechanisms;
- Public Support and a Common Goal the Region Stood Behind; and
- Public Health.

The matrix in **Figure 1** summarizes multiple characteristics of each region and the following charts offer a comparative analysis of the peer regions, including Southeast Florida. Appendix A includes more detailed information about the regions, including narrative that provides more context.

**Figure 1 Chosen peer regions based on characteristics**

REGIONS	CHARACTERISTICS				
	Pop	Land Size (in square miles)	# of Counties	Recent Transit Expansion	Funding for Transit
Charlotte, NC	1.1 m	930	3	22 miles (since 2007)	½ cent sales surtax
Denver, CO	2.8 m	5,300	10	42.5 miles (since 2006)	Sales surtax, G.O. Bonds
Los Angeles, CA	18.7 m	38,000	6	19.5 miles (since 2006)	State transit funding for expansion and operations
Phoenix, AZ	4.8 m	9,200	2 (plus 3 tribal orgs)	26 miles (since 2008)	½ cent sales surtax
Nashville, TN	1.6 m	3,000	10	38.5 miles (BRT lite since 2009)	Sales, hotel/motel, rental car, business & excise surtaxes

## Charlotte Regional Transportation Planning Organization (CRTPO) - Charlotte, NC

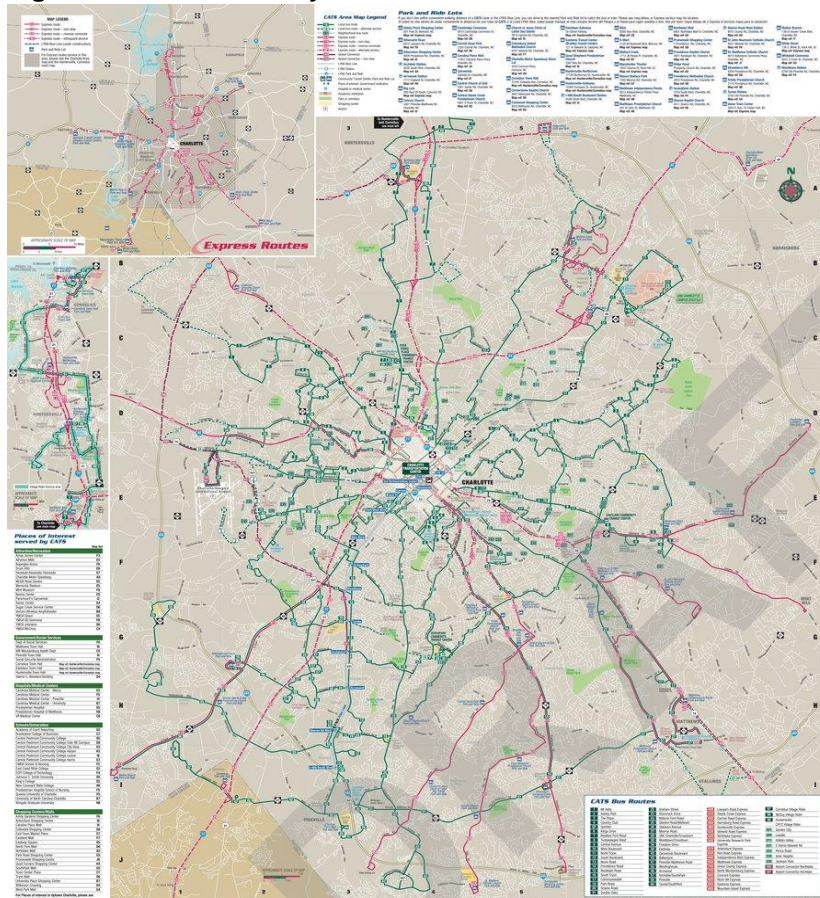
### MPO Profile, Background and Structure

The CRTPO region includes a population of 1.12 million people (as of the 2010 Census) and covers a land area of more than 900 square miles. The agency's role includes working with local governments to coordinate land use and transportation planning and to coordinate transportation policy for local government jurisdictions with the Charlotte Urbanized Area. The CRTPO also develops transportation plans and programs for the urbanized area in cooperation with the State of North Carolina. The agency is also responsible for air quality analyses to ensure long- and short-range transportation plans do not degrade the region's air quality or impede progress toward meeting the National Ambient Air Quality Standards (NAAQS).

## Transit

The transit network in Charlotte is operated by the Charlotte Area Transit System (CATS) and includes local and express bus services and light rail (LRT). **Figure 2** below depicts the CATS transit system.

**Figure 2. CATS transit system**



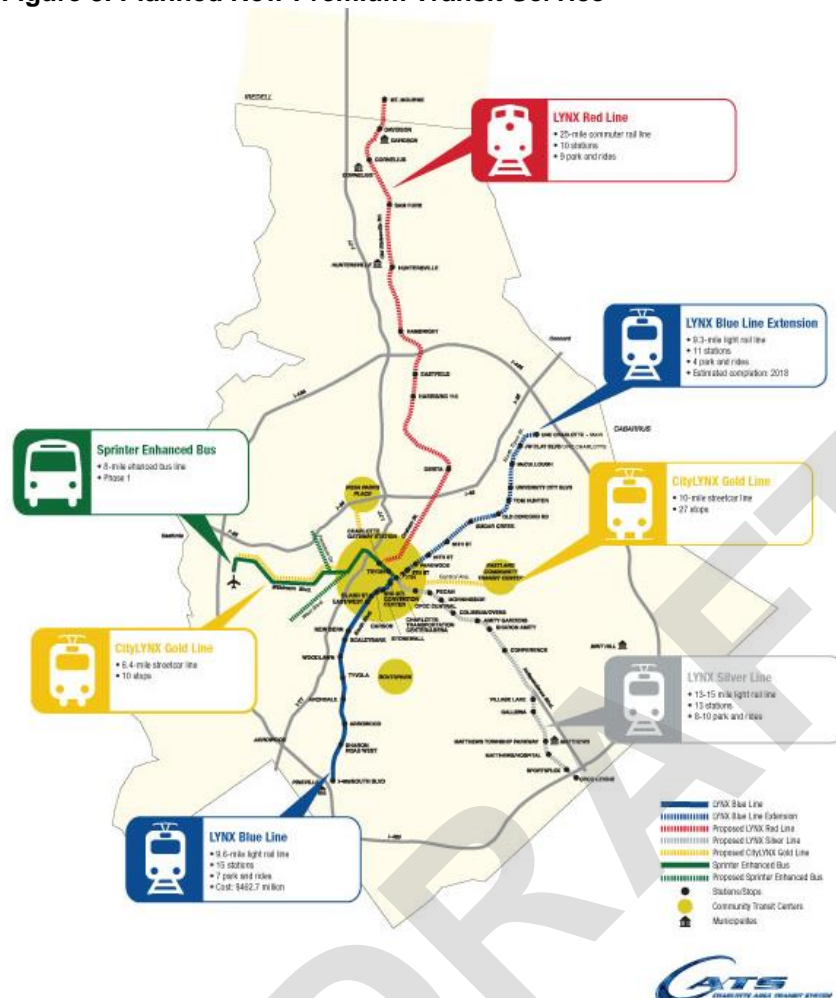
Recent expansions to the CATS system include the LYNX Blue Line Extension to the light rail system, spanning 9.3 miles, which opened in March 2018. The extension includes 11 new stations and over 3,000 park-n-ride spaces. In 2017, CATS opened a streetcar extension called the LYNX Gold Line Extension, which included 11 stations and six new hybrid streetcars. In 2016 CATS launched a real-time mobile app.

A 2025 Integrated Transit and Land Use Plan was adopted (when), serving as a vision plan focusing growth along five corridors that link the region's key centers of economic activity. The plan includes over 60 miles of new premium transit service and expanded bus service as depicted in **Figure 3** below. The premium service expansions include:

- 25 miles of commuter rail
- 19 miles of light rail
- 16 miles of streetcar
- Expanded network of buses



**Figure 3. Planned New Premium Transit Service**



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## Funding for Transit

The Charlotte region's transit expansion activities depend on a half-cent sales surtax dedicated to transit funding, but CATS strives to achieve its goals through a mix of revenue sources that include state and federal grants, joint development proceeds/contributions, net operating balance, special payments and debt financing. The half-cent sales tax was adopted in 1998, allowing CATS to expand its bus system and begin planning a fixed guideway transit system composed of commuter and light rail services. In addition to direct investment in transit through a variety of sources, Charlotte has reaped the benefits of economic development attributed in part to the expanded transit services. The Center for Transit-Oriented Development found that the Blue Line Extension helped spur almost 10 million square feet of commercial and residential development along the Blue Line alignment, which has only bolstered sales and property tax revenues that can help pay for the operation of the system and future expansions.

## Other Highlights

The Charlotte Urbanized Area offers a number of other travel options, including a mix of motorized and non-motorized modes of travel. The Charlotte B-Cycle, Dockless Bike Share system operated by multiple providers, Zipcar car sharing service, and Vanpool/Carpool options offer commuters both independent travel options as well as first/last mile options that improve the reach and accessibility of the public transit system. The Carpooling system in Charlotte includes both the Way2Go CLT and Share the Ride NC (STRNC), which includes an online commuting profile matched with the range of modal options available based on existing services.

## Goals and Objectives

The following goals and objectives are from the *2045 Metropolitan Transportation Plan*, adopted March 21, 2018.

- **Goal: Provide, manage, and maintain a safe, efficient and sustainable transportation system for all modes, intended to serve all segments of the population**
  - Objectives:
    - Designate resources to maintain the existing transportation system.
    - Manage, and strive to eliminate, congestion within the existing transportation system.
    - Develop an efficient, multimodal transportation system (CTP) capable of providing an appropriate level of service for a variety of transportation modes.
    - Encourage design features that minimize crash potential, severity and frequency.
    - Provide all users a convenient, safe and comfortable way to reach their destination, regardless of location, personal mobility level, age or economic status
    - Promote future opportunities for inter-regional mobility through enhancements to inter-city rail service and the provision of high-speed rail service.
    - Consider extreme weather-related vulnerability in the development of the plan.
    - Accommodate the implementation of new types of vehicles, fuels, modes of transportation and logistics practices.
- **Goal: Encourage walking, bicycling and transit options, integrated with motor vehicle transportation, by providing a transportation system that serves the public with mobility choices.**
  - Objectives:
    - Increase the connectivity of the existing street network, including minimizing barriers and disconnections of the existing roadways, and improving access to activity centers.
    - Improve the transportation system by developing streets and highways that are accessible to, or compatible with, multiple modes of transportation by utilizing design standards consistent with NCDOT's or local complete streets policies.
    - Include sidewalks and bicycle facilities in the design of roadways to accommodate and encourage pedestrian and bicycle travel and maximize linkages to off-road facilities and transit services.
    - Support the operation of safe and efficient scheduled transit services that minimize travel times and distances.
    - Encourage programs and incentives that promote ridesharing (or eliminate barriers to ridesharing).



- Facilitate pedestrian and bicycle safety through public awareness programs.
  - Support the implementation of the Charlotte Area Transit System's currently adopted Corridor System Plan.
- **Goal: Provide a sustainable transportation system that improves the quality of life for residents, promotes healthy living and is sensitive to significant features of the natural and human environments.**
  - Objectives:
    - Encourage the designation of truck routes that minimize exposure to neighborhoods and to historic and cultural resources.
    - Plan transportation facilities that protect natural, cultural and historic resources.
    - Develop transportation systems and programs that maintain or improve air quality, water quality, safety, and health outcomes.
    - Promote transportation facility designs that minimize the impact of traffic noise on surrounding properties.
    - Emphasize designing transportation systems and facilities that preserve and complement the area's natural features.
    - Plan transportation facilities that minimize neighborhood disruption and related impacts.
- **Goal: Promote equitable transportation options for low income and minority neighborhoods, as well as the aging population.**
  - Objectives:
    - Support opportunities to serve the elderly and transportation-disadvantaged populations with convenient transportation to needed services.
    - Provide meaningful opportunities for public involvement in the transportation planning process.
- **Goal: Encourage regional collaboration and linkages between transportation and land use planning.**
  - Objectives:
    - Develop a multimodal transportation system in a manner consistent with adopted land use plans.
    - Support context sensitive design standards in order to encourage a transportation system that is compatible with the natural and built environment.
    - Encourage land use strategies that maximize the potential for transit patronage and coverage.
    - Encourage land use and density criteria for transit centers and corridors.
    - Provide linkages for pedestrians and/or bicyclists with neighborhoods, employment centers, services, commercial areas and other business districts, parks, greenways, and cultural facilities such as schools and churches.
- **Goal: Support economic competitiveness by making investment decisions for transportation modes that make the most efficient use of limited public resources and enhance system performance, as well as by pursuing sustainable funding possibilities.**
  - Objectives:

- Explore opportunities to minimize implementation and operation cost of transportation projects.
  - Identify investment priorities that advance established policies while achieving targets to improve overall system performance.
  - Encourage the development of transportation projects that enhance the local and regional economies.
  - Foster innovative financing and partnership opportunities for project development and implementation.
  - Promote strategies that increase vehicle occupancy and the use of alternate modes by utilizing a full range of transportation demand management options.
- **Goal: Maximize transportation opportunities for the movement of goods.**
    - Objectives:
      - Develop, integrate and support a freight transportation system supporting the region's position as a major freight hub via a network of highways, railroads and airports.
      - Promote a freight transportation system that supports the movement of goods.
      - Promote the integration of, or coordination among, different transportation modes by supporting intermodal terminals that facilitate the movement of goods.
      - Reserve designated rail corridors for future needs.
      - Encourage regional efforts to maximize the region's competitiveness in freight and logistics.
      - Support initiatives at international and regional airports that increase the attractiveness of the airports as major cargo facilities.
      - Encourage land use planning that supports and promotes the movement of freight by railroad.

## Denver Regional Council of Governments (DRCOG), Denver, CO

### MPO Profile, Background, and Structure

The DRCOG serves as the MPO for the Denver, Colorado metropolitan area, which is populated by 2.8 million people as of the 2010 Census and covers a land area of more than 5,000 square miles. There are ten counties in the geographic area covered by the DRCOG, including Adams, Arapahoe, Boulder, Clear Creek, Douglas, Gilpin and Jefferson counties, the City and County of Denver, the City and County of Broomfield and southwest Weld County. The Denver region is Colorado's largest metropolitan area and the state's economic engine and state capitol. The region is home to 56% of the state's population, 58% of Colorado's jobs and 51% of vehicle miles traveled in the state. The population within the DRCOG area is expected to grow by 43% to four million people by 2035. Denver has the interesting distinction of featuring one of the fastest growing senior populations in the nation and being a preferred destination of the millennial generation.

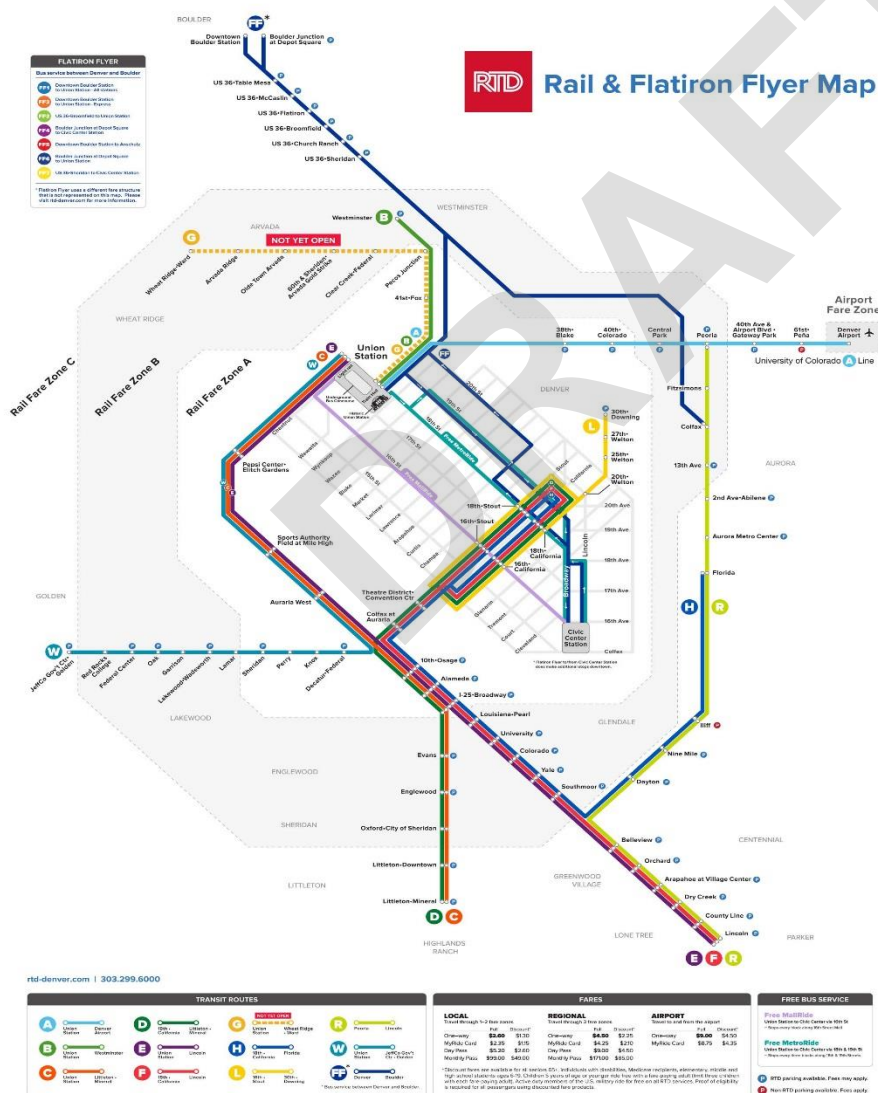
The DRCOG functions as a Regional Planning Commission per Colorado state statute and is responsible for the Metro Vision plan, which envisions and plans for development within the region. The DRCOG also

functions as the metropolitan area's MPO and the federally designated Area Agency on Aging (AAA). As a forum for regional issues, the DRCOG advocates regionalism through its legislative and policy activities at the regional and state levels. Among the regional issues of focus for the DRCOG are regional transportation planning; regional development planning, emphasizing integrated transportation and land use planning; advocacy and service planning for the region's elderly; and provision of services regionally as a Council of Governments, which include planning, technical assistance, and serving as a forum for visionary local member governments.

## Transit

The public transit system in Denver is operated by the Regional Transportation District (RTD) and includes 170 local, regional and SkyRide bus routes serving over 9,000 bus stops, nine rail lines providing over 86 miles of rail service, and 80 park and ride lots. The RTD transit system is depicted in **Figure 4**.

**Figure 4. RTD Transit System**



d the region's transit system ew stations including parking. cludes a 0.4% sales surtax.

Since 2004, the FasTracks program has resulted in a new 23-mile train service between downtown Denver, Denver International Airport, and numerous communities along I-70 (opened in 2016); new 6-mile commuter rail service connecting Westminster to the Union Station Transit Center (opened in 2016); new 10-mile light rail service providing a connection between the University of Colorado A line and Nine Mile Station (opened in 2017); Flatiron Flyer BRT service connecting Boulder and Denver (opened in 2016); a new Union Station serving as a hub connecting bus and commuter rail services with an underground bus concourse and new commuter rail platforms (opened in 2014); and the very first FasTracks rail line providing 12 miles of service connecting Denver to Lakewood to Golden (opened in 2013). In total, the FasTracks program has accomplished over 50 miles of new rail service among other bus, BRT, and station improvements.<sup>4</sup>

## Goals and Objectives

The following goals and objectives were identified in the *2040 Metro Vision Regional Transportation Plan*, adopted April 19, 2017, representing the region's aspirational vision for the future. The vision serves as the region's plan regional transportation plan that provides an advisory framework to local jurisdictions and can be adopted by locals as their official plan as well. There are six core principles in the Metro Vision plan and they include:

- Protects and enhances the region's quality of life;
- Is aspirational, long-range and regional in focus;
- Offers ideas for local implementation;
- Respects local plans;
- Encourages communities to work together, and
- Is dynamic and flexible

The Metro Vision plan's objectives and supporting objectives provide a guide to implement the core principles and include:

- **Regional Objective 1: Improve the diversity and livability of communities.** Urban, suburban and rural communities support a stronger, more livable region through their individual strengths and assets. These diverse communities will contribute to the achievement of regional outcomes in a variety of ways based on local needs and preferences. Communities throughout the region will pursue greater livability through build environments and development patterns and accommodate the widest spectrum of people – regardless of age, income or ability.
  - Supporting Objectives:
    - Encourage development patterns and community design features that meet the needs of people of all ages, income, and abilities.
    - Preserve and leverage the unique characteristics of the region's communities.
    - Promote investment/reinvestment in existing communities.
- **Regional Objective 2: Contain urban development in locations designated for urban growth and services.** Metro Vision will help focus and facilitate future growth in locations where urban-level infrastructure already exists or areas where plans for infrastructure and service expansion are in place. DRCOG will work with member communities to identify local urban growth priorities and

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<sup>4</sup> [http://www.rtd-fastracks.com/main\\_1](http://www.rtd-fastracks.com/main_1)

aspirations that shape regional planning assumptions and influence the region's ability to achieve a compact regional footprint and other shared outcomes.

- Supporting Objectives:
  - Monitor and increase awareness of the region's existing and planned urban footprint.
  - Coordinate local and regional urban growth priorities in order to improve forecasting, planning and investment decisions within regionally designated growth areas.
- **Regional Objective 3: Increase housing and employment in urban centers.** Collectively, urban centers will increase in their share of the region's total housing and employment. The ability for individual urban centers to absorb future growth will vary based on the characteristics of each center. Specific projects and initiatives will establish a network of clear and direct multimodal connections within and between urban centers, as well as key destinations. Public and private partners will direct investment toward programs and infrastructure improvements that help local governments and the private sector develop successful urban centers and multimodal connections.
  - Supporting Objectives:
    - Increase public/private investment and partnerships in urban centers.
    - Increase transit service and ridership within and to urban centers.
    - Invest in multimodal enhancements along corridors.
- **Regional Objective 4: Improve and expand the region's multimodal transportation system, services and connections.** The region will continue to invest in a well-connected, multimodal transportation system to improve mobility and accommodate anticipated increases of 1.16 million people and more than 600,000 jobs by 2040. Transportation system investment initiatives may include expanding transit service and coverage, improving on-street and off-street bicycle and pedestrian facilities, widening and adding new roadways, and promoting travel options. The resulting transportation system will increase mobility choices within and beyond the region for people, goods, and services.
  - Supporting Objectives:
    - Improve the capacity of the multimodal regional roadway system.
    - Improve the region's comprehensive transit system, including the timely completion of the FasTracks program.
    - Improve bicycle and pedestrian accessibility.
    - Improve interconnections of the multimodal transportation system within and beyond the region for people and freight.
    - Expand travel demand management services and strategies.
- **Regional Objective 5: Operate, manage and maintain a safe and reliable transportation system.** The region will optimize the multimodal transportation system to improve the safe and reliable flow of people and goods. System optimization will include projects and initiatives that make the multimodal transportation system's capacity as productive as possible. The multimodal system will require maintenance to continue safe and sound conditions. Safety projects and other related initiatives will reduce fatalities and serious injuries for all travel modes. The region will also increase the deployment of technology and mobility innovations to improve reliability and optimize capacity.
  - Supporting Objectives:
    - Maintain existing and future transportation facilities in good condition.
    - Improve transportation system performance and reliability.
    - Improve transportation safety and security

## Los Angeles, CA

### Regional Profile, Background, and MPO Structure

The Los Angeles region includes a population of 18.7 million people as of 2015 and covers a land area of 38,000 square miles. The Southern California Association of Governments (SCAG) acts as the MPO for the region, which consists of six counties, including Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura. SCAG's primary roles include:

- Maintenance of a continuous, comprehensive, and coordinated planning process referred to as the "3 Cs";
- Development of a Sustainable Communities Strategy (SCS) to address greenhouse gas emissions as an element of the RTP;
- Development of demographic data projections;
- Development of integrated land use, housing, employment, transportation programs and strategies for the South Coast Air Quality Management Plan;
- Development of the Regional Transportation Plan and Transportation Improvement Programs;
- Development of waste treatment management plans, regional housing needs assessment, and hazardous waste management plans for the region.

The SCAG also is the authorized regional agency for intergovernmental review of proposed programs for federal financial assistance and direct development activities and is responsible for review of environmental impact reports for projects having regional significance to ensure they are in line with approved regional plans.

### Transit Network

The transit network in the Los Angeles region is comprised of 9,000 route miles of fixed route bus service, and over 450 miles of rail service, operated by 25 agencies providing inter-jurisdictional transit service in the region. Premium transit services in the region include a mix of express bus, bus rapid transit, commuter rail, heavy rail, and light rail.<sup>5</sup>

### Funding for Transit<sup>6</sup>

In April 2017, the California State Legislature Enacted Chapter 5 (SB 1, Beall). The legislation, referred to as the Road Repair and Accountability Act, is estimated to increase state revenues to fund transportation in California by more than \$5 billion annually for the next ten years through gasoline and diesel tax increases and new vehicle taxes and fees. This state revenue stream, which supplements local funding for transit expansion and operation statewide, includes a number of programs, both capital and operating to sustain a large and growing transportation system in the sixth largest economy in the world, which

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<sup>5</sup> [http://www.scag.ca.gov/Documents/FY2011\\_2012\\_System\\_Performance\\_Report.pdf](http://www.scag.ca.gov/Documents/FY2011_2012_System_Performance_Report.pdf)

<sup>6</sup> <http://www.lao.ca.gov/reports/2017/3688/2017-transportation-package-060817.pdf> page 5 and 7



includes the second largest metropolitan region in the nation in the SCAG region. Approximately \$750 million is allocated annually to three transit programs including the following:

- **State Transit Assistance Program (\$430 Million):** Funding to transit operators to be used for either operational support or to fund capital projects based on local priorities
- **Transit and Intercity Rail Capital Program (\$270 Million):** Competitive grant program that awards funding to transit and rail capital projects including intercity, commuter, and urban rail projects, as well as projects for bus and ferry transit systems.
- **Commuter Rail and Intercity Rail (\$44 Million):** New stream of revenue for commuter and intercity rail operation and capital improvements.

## Goals and Objectives

The following goals and objectives were identified in the 2016-2040 Regional Transportation Plan/Sustainable Communities Strategy. A Plan for Mobility, Accessibility, Sustainability and a High Quality of Life, adopted April 7, 2016.

### 2016 Regional Transportation Plan Goals

- Align the plan investments and policies with improving regional economic development and competitiveness.
- Maximize mobility and accessibility for all people and goods in the region.
- Ensure travel safety and reliability for all people and goods in the region.
- Preserve and ensure a sustainable regional transportation system.
- Maximize the productivity of our transportation system.
- Protect the environmental and health of our residents by improving air quality and encouraging active transportation (e.g. bicycling and walking).
- Actively encourage and create incentives for energy efficiency where possible.
- Encourage land use and growth patterns that facilitate transit and active transportation.
- Maximize the security of the regional transportation system through improved system monitoring, rapid recovery planning, and coordination with other security agencies.

### 2016 Regional Transportation Plan/SCS Guiding Policies

- Transportation investments shall be based on SCAG's adopted regional Performance Indicators.
- Ensuring safety, adequate maintenance and efficiency of operations on the existing multimodal transportation system should be the highest RTP/SCS priorities for any incremental funding in the region.
- RTP/SCS land use and growth strategies in the RTP/SCS will respect local input and advance smart growth initiatives.
- Transportation demand management (TDM) and active transportation will be focus areas, subject to Policy 1.

- HOV gap closures that significantly increase transit and rideshare usage will be supported and encouraged, subject to Policy 1.
- The RTP/SCS will support investments and strategies to reduce non-recurrent congestion and demand for single occupancy vehicle use, by leveraging advanced technologies.
- The RTP/SCS will encourage transportation investments that result in cleaner air, a better environment, a more efficient transportation system and sustainable outcomes in the long run.
- Monitoring progress on all aspects of the Plan, including the timely implementation of projects, programs, and strategies will be an important and integral component of the Plan.

## Phoenix, AZ

### Regional Profile, MPO Background and Structure

The Phoenix Metropolitan Area includes a population of 4.8 million as of 2015 and covers a land area of more than 9,000 square miles. The Maricopa Association of Governments (MAG) was formed in 1967, as the designated Metropolitan Planning Organization (MPO) for transportation planning in the region. On May 9, 2013, the Governor of Arizona approved an expanded metropolitan planning area (MPA) boundary for MAG to extend significantly into Pinal County.

In addition to transportation planning, MAG has been designated by the Governor of Arizona to serve as the principal planning agency for the region in a number of other areas, including air quality, water quality and solid waste management. MAG is responsible for the air quality conformity analysis that shows whether the transportation plan complies with the provisions of air quality plans and other air quality standards. MAG also develops population estimates and projections for the region and conducts human services planning.

MAG members include the region's 27 incorporated cities and towns, Maricopa County, Pinal County, the Gila River Indian Community, the Fort McDowell Yavapai Nation, the Salt River Pima-Maricopa Indian Community, the Citizens Transportation Oversight Committee, and the Arizona Department of Transportation. The RTP is developed under the direction of the Transportation Policy Committee (TPC). The TPC is a public/private partnership established by MAG and charged with finding solutions to the region's transportation challenges. The Committee consists of 23 members, including a cross-section of MAG member agencies, community business representatives, and representatives from transit, freight, the Citizens Transportation Oversight Committee, and ADOT. The TPC is dedicated to transportation planning and decision-making that addresses diverse transportation needs throughout the region. The Committee makes its recommendations to the MAG Regional Council, which adopts the final RTP.

The MAG Regional Council is the final decision-making body of MAG. The Regional Council consists of elected officials from each member agency. The Chairman of Citizens Transportation Oversight Committee (COTC) and the Maricopa County representatives from the State Transportation Board also sit on the Regional Council, but only vote on transportation-related issues. Many policy and technical committees provide analysis and information to the MAG Regional Council. The MAG Regional Council is the ultimate approving body for the MAG RTP and MAG Transportation Improvement Program. Any changes to the MAG RTP, or the funded projects that affect the Transportation Improvement Program, including priorities, must be approved by the MAG Regional Council.

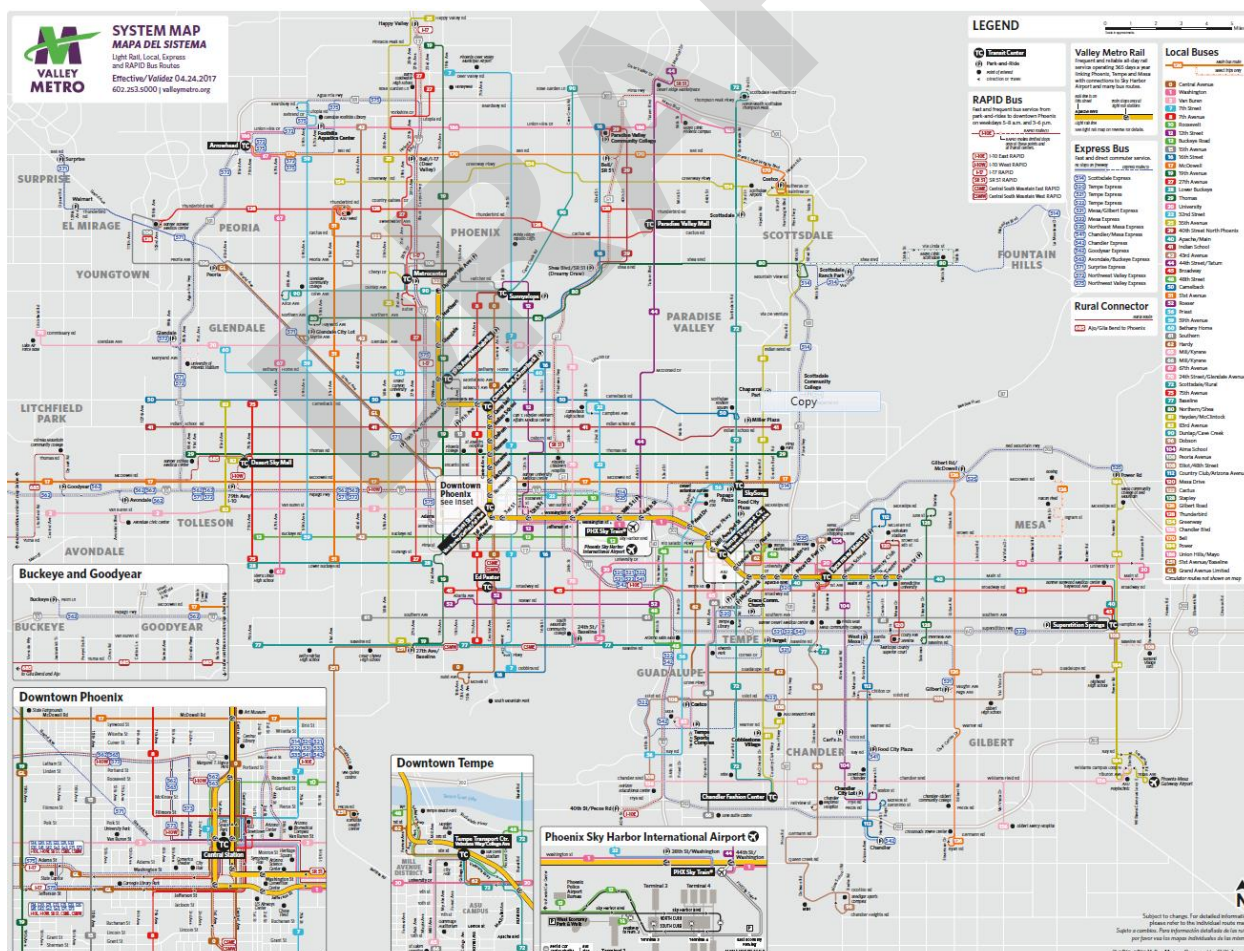


## Transit

The public transit system in Phoenix is operated by Valley Metro, including its bus, vanpool and light rail systems as well as its alternative transportation programs for commuters, seniors, and people with disabilities. In 2008, Valley Metro opened its first 20 miles of light rail service and in 2015-2016 an additional six miles were added. Six extensions to the light rail system are currently under construction or planned by the year 2034. Once completed, the system will feature 66 miles of light rail. The Valley Metro transit system is depicted in **Figure 5**. Services and commuter programs offered by Valley Metro include the following:

- Local, Express and RAPID bus services
- Light rail and streetcar
- Rural routes and neighborhood circulators
- Paratransit/Dial-a-Ride
- Commuter vanpools
- Online commute matching system
- Employer assistance in creating and implementing trip reduction plans

**Figure 5. Valley Metro Transit System**



## Funding for Transit

Maricopa County voters approved Proposition 400 in 2004 extending the 1983 county-wide transportation tax. The half-cent on every dollar of goods purchased funds the Regional Transportation Plan, which includes basic transit services. Since 2004, transit receives one-third of the half-cent tax, which is used for regional bus services and high-capacity transit services such as light rail and streetcar; the remaining two-thirds goes toward freeways and streets. The half-cent sales tax, along with federal matching funds and other funding sources, is projected to provide \$6.9 billion in public transportation improvements through 2026. Fixed-route bus, light rail and alternative transportation programs also receive funding from the Federal Transit Administration, Arizona Department of Transportation, Maricopa Association of Governments and member agencies.

## Goals and Objectives

The following goals and objectives were identified in the *2040 Regional Transportation Plan (RTP)*, adopted September 27, 2017.

- **Goal 1: System Preservation and Safety**

Transportation infrastructure that is properly maintained and safe, preserving past investments for the future.

- Objective 1A: Provide for the continuing preservation and maintenance needs of transportation facilities and services in the region, eliminating maintenance backlogs.
- Objective 1B: Provide a safe and secure environment for the traveling public, addressing roadway hazards, pedestrian and bicycle safety, and transit security.

- **Goal 2: Access and Mobility**

Transportation systems and services that provide accessibility, mobility and modal choices for residents, businesses and the economic development of the region.

- Objective 2A: Maintain an acceptable and reliable level of service on transportation and mobility systems serving the region, taking into account performance by mode and facility type.
- Objective 2B: Provide residents of the region with access to jobs, shopping, educational, cultural, and recreational opportunities and provide employers with reasonable access to the workforce in the region.
- Objective 2C: Maintain a reasonable and reliable travel time for moving freight into, through and within the region, as well as provide high-quality access between intercity freight transportation corridors and freight terminal locations, including intermodal facilities for air, rail and truck cargo.
- Objective 2D: Provide the people of the region with transportation modal options necessary to carry out their essential daily activities and support equitable access to the region's opportunities.
- Objective 2E: Address the needs of the elderly and other population groups that may have special transportation needs, such as non-drivers or those with disabilities.

- **Goal 3: Sustaining the Environment**

Transportation improvements that help sustain our environment and quality of life.

- Objective 3A: Identify and encourage implementation of mitigation measures that will reduce noise, visual and traffic impacts of transportation projects on existing neighborhoods. Objective 3B: Encourage programs and land use planning that advance efficient trip-making patterns in the region.
- Objective 3C: Make transportation decisions that are compatible with air quality conformity and water quality standards, the sustainable preservation of key regional ecosystems and desired lifestyles.
- **Goal 4: Accountability and Planning**  
Transportation decisions that result in effective and efficient use of public resources and strong public support.
  - Objective 4A: Make transportation investment decisions that use public resources effectively and efficiently, using performance-based planning.
  - Objective 4B: Establish revenue sources and mechanisms that provide consistent funding for regional transportation and mobility needs.
  - Objective 4C: Develop a regionally balanced plan that provides geographic equity in the distribution of investments.
  - Objective 4D: Recognize previously authorized corridors that are currently in the adopted MAG Long-Range Transportation Plan; i.e., Loop 303 and the South Mountain Corridor.
  - Objective 4E: Achieve broad public support for needed investments in transportation infrastructure and resources for continuing operations of transportation and mobility services.

## Nashville, TN

### Regional Profile, MPO Background and Structure

The Cumberland Region includes seven counties with a total population of 1.5 million people. The Nashville Area MPO is the federally-designated transportation planning agency for the region, which covers 3,000 square miles in Davidson, Maury, Robertson, Rutherford, Sumner, Williamson, and Wilson counties.

Serving as a regional partnership among the United States Department of Transportation, Tennessee Department of Transportation, transit agencies, local elected leadership, local planning and public works directors, the business community, and citizens across the seven county planning area, the MPO leads in the development of the region's long-range transportation plan and short-range Transportation Improvement Program and contributes to ongoing conversations about issues such as land use, economic development, climate change and the environment, safety and security, and public health.

The Nashville Area MPO staffed by the Greater Nashville Regional Council and its leadership is comprised of a Transportation Policy Board (TPB), and a Technical Coordinating Committee (TCC).

The Transportation Policy Board consists of elected officials from each of the seven MPO counties, as well as cities in those counties with a population of 5,000 or more people. Additional board members include the Tennessee Governor, a representative from the Greater Nashville Regional Council, a representative from the Nashville MTA, and staff from the Federal Highway Administration and Federal

Transit Administration. The Board provides a forum for collaboration and decision-making related to regional transportation policy, planning, and funding.

The Technical Coordinating Committee consists of administrators, planning directors, and engineers from local governments and transportation related agencies. The basic responsibilities of the TCC include collaborating with staff to provide recommendations to the Executive Board in the development of regional transportation plans and programs.

The MPO Staff provides professional transportation planning services and ongoing administration of planning projects to the entire region. In 2010, the MPO conducted scenario planning exercises as part of their 2035 planning efforts to determine how they want to grow as a region. According to the most recent US Census American Community Survey data, one out of every three Middle Tennessean commuter works in a different county in which they live. The number grows to nearly 1 in 2 when looking at residents outside of Nashville-Davidson County and Clarksville-Montgomery County. These strong cross-county commuting patterns are one of the most defining characteristics of Middle Tennessee and clearly demonstrates why regional coordination on issues related to transportation, housing and economic development is crucial to long-term success of local communities and major employers.

## Transit<sup>7</sup>

The Nashville area is served by multiple transit agencies that provide a variety of services to Middle Tennesseans, ranging from rural demand response to vanpools to commuter rail. The following presents an overview of the urban fixed route services offered by the Regional Transportation Authority, the Nashville MTA, the Franklin Transit Authority, and the Murfreesboro Rover, and the rural services provided by the Mid-Cumberland Human Resource Agency. Nashville MTA currently has more than 200 fixed-route buses and a host of paratransit vehicles for customers with disabilities. The regional transit system includes 10 express bus routes, 1 regional train, and more than 40 bus routes with annual ridership over 850,000.

## Funding for Transit

In December of 2010, mayors and county executives from across Middle Tennessee adopted the 2035 Regional Transportation Plan which included a bold, new vision for mass transit as part of a comprehensive multi-modal strategy to improve roadways and help create walkable communities across our region. That vision calls for connecting communities across a 10-county area with a combination of rapid transit, commuter rail, express coach, local fixed-route bus, vanpools, and rural paratransit services over the next couple of decades.

Metro's transportation solution would not be possible without the passage of the IMPROVE Act earlier this year. This legislation, in addition to funding road and bridge projects across the state, authorized local government to collect surcharges on various taxes and fees currently being assessed by the local government, if approved by voters by referendum. In May 2018, a referendum on four surcharges to fund

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<sup>7</sup> <http://www.nashvillemta.org/PDF/PowerPointForWeb4.pdf>

the system expansion, including a sales surtax, hotel/motel tax, rental car tax, and business excise tax, failed by a wide margin.

## Other Highlights

### Partnership for Improved Regional Collaboration

In August 2016, the executive boards of the Nashville Area MPO and the Greater Nashville Regional Council (GNRC) entered into a Memorandum of Agreement (MOA) that established a framework for the two organizations to explore ways to enhance coordination among local communities and between regional organizations in Middle Tennessee. As part of that agreement, a joint committee was created to develop recommendations for improving the efficiency and effectiveness of regional decision-making and to better align transportation planning programs with other regional activities related to economic development, infrastructure investment, and quality of life.

In September 2017, following 14 months of research, evaluation, and consideration against the goals established by the MPO/GNRC Memorandum of Agreement, the Joint Committee recommended that the Nashville Area MPO program be integrated into the GNRC. Doing so would help streamline and improve regional coordination among local governments across Middle Tennessee, align infrastructure planning with economic development initiatives, and bring Middle Tennessee in line with the state of practice in peer regions.

## Goals and Objectives

The following goals and objectives were adopted in the Middle Tennessee Connected 2016-2040 Regional Transportation Plan, adopted February 17, 2016.

- **Goal 1: Maintain a Safe and Reliable Transportation System for People and Goods**
  - Objectives:
    - Continue with a “fix-it-first” mentality to keep existing infrastructure in a state of good repair.
    - Reduce the number and severity of crashes by designing roadways to accommodate all users.
    - Incorporate information technologies to improve traffic operations and help optimize traveler decisions.
    - Manage the negative impact of traffic congestion by providing alternatives to driving.
    - Designate and implement a regional freight network to efficiently move goods and minimize negative impacts on local communities.
    - Ensure the security of transportation assets from natural or man-made disasters and acts of terrorism.
- **Goal 2: Help Local Communities Grow in a Healthy and Sustainable Way**
  - Objectives:
    - Align transportation decisions with economic development initiatives, land use planning, and open space conservation efforts.



- Integrate healthy community design strategies and promote active transportation to improve the public health outcomes of the built environment.
  - Encourage the deployment of context-sensitive solutions to ensure that community values are not sacrificed for a mobility improvement.
  - Incorporate the arts and creative placemaking into planning and public works projects to foster innovative solutions and to enhance the sense of place and belonging.
  - Pursue solutions that promote social equity and contain costs for transportation and housing.
- **Goal 3: Enhance Economic Competitiveness by Improving Private Sector Performance**
    - Objectives:
      - Recognize major shifts in demographics and market preferences for transportation and housing and respond with solutions that keep Middle Tennessee an attractive place to live and do business.
      - Improve the connectivity between workforce and jobs by offering a range of options to manage commuting distances and travel times.
      - Improve mobility within and between centers of commerce across the region by providing a diversified transportation system, rather than relying solely on roadway capacity.
      - Keep the region connected to national and global markets by improving travel times on US Interstates, upgrading intermodal connections to water, air, and rail freight systems, and by ensuring Middle Tennessee is included in plans for national high-speed passenger rail.
- **Goal 4: Spend Public Funds Wisely by Ensuring Return on Investment**
    - Objectives:
      - Increase public participation in the planning process to help identify the most significant problems.
      - Foster interdisciplinary collaboration to prioritize the most effective solutions.
      - Evaluate the full costs and benefits of public investment in infrastructure.
      - Strive for quality over quantity by implementing all elements of priority projects to maximize value.
      - Consider public-private partnerships to encourage innovative approaches to project design and delivery.
      - Accelerate project delivery schedules by involving the public early and often, minimizing bureaucratic delay, and ensuring that funding is available to implement projects once designed.
      - Monitor and track the performance of public investments to demonstrate accountability.
      - Find ways to bridge the gap between revenue shortfalls and the growing cost of transportation needs.

In addition, the Nashville region addressed in the 2040 RTP three key strategies adopted in 2010, depicted in **Figure 6**. The purpose of the long-range vision was to position the Nashville area for future prosperity.

**Figure 6. Nashville 2040 RTP Vision Strategies**

<i><b>Implement the Region's Bold Vision for Public Transit</b></i>	The transit vision guides the expansion and modernization of the region's public transportation system in preparation for the increasing competitive global economy. This vision will proactively address growing concerns about the health of our environment, worsening congestion, and the sprawling land development pattern that has begun to encroach upon the area's cherished rural countryside.
<i><b>Create Active and Walkable Communities</b></i>	Walking and bicycling infrastructure connect people to places within the urbanizing areas of the region, foster healthier activity for the region's citizens, and serve as the backbone of investments in public transit.
<i><b>Reinvest in Strategic Transportation Corridors</b></i>	Reinvestment in existing infrastructure will maximize the economic impact of limited transportation dollars and ensure that roadway networks are not overextended beyond the region's ability to maintain their state of good repair and reliability. Emphasis should be placed on the integration of technologies and multi-modal accommodations, to prepare roadways for the needs of future generations.

## Peer Region Synthesis

There are clearly common themes addressed by all or almost all the regional entities researched and described above. Not surprisingly, they address the primary themes in FHWA's national goals, including mobility, safety, accessibility, equity, environment, and freight. There are several, however, that appear in four or more of the five peer regions' plans that were not part of the 2040 RTP for Southeast Florida. Those themes include Equity, Quality of Life, Financial, and Transportation and Land Use Linkage. The matrix in Figure 6 depicts the common themes and their inclusion in the peer and Southeast Florida regional plans. The number of checkmarks per cell indicates cases in which the theme is included in more than one goal for the respective plan, presumably suggesting a level of importance for the particular concepts.

Figure 7. Common Themes in Peer Region and Southeast Florida Plans

PEER AREAS		ELEMENTS																		
		Mobility	Safety	Security	Connectivity	Accessibility	Reliability	Economic	Equity	Environment	Quality of Life	Financial	Multimodal	Resiliency	Technology	Freight	Regionalism	Trans & LU Coord	Ops Strategies	System Pres.
Charlotte Regional Transportation Planning Organization (CRTPO) Charlotte, NC		✓	✓ ✓		✓	✓		✓ ✓	✓	✓	✓	✓ ✓	✓ ✓	✓	✓	✓ ✓	✓	✓		
Denver Regional Council of Governments (DRCOG) Denver, CO		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓ ✓			✓		✓ ✓	✓		
Southern California Association of Governments (SCAG) Los Angeles, CA		✓	✓	✓		✓	✓ ✓		✓ ✓	✓ ✓	✓	✓					✓		✓	
Maricopa Association of Governments (MAG) Phoenix, AR		✓	✓	✓		✓		✓	✓	✓	✓	✓			✓		✓		✓	
Nashville Area MPO Nashville, TN		✓ ✓	✓	✓	✓		✓ ✓	✓		✓	✓			✓	✓					✓
Southeast Florida Transportation Council (SEFTC) Southeast FL		✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		✓	✓				

	Addressed by 5 or more of the peer areas (including SE Florida)
	Addressed by 4 of the peer areas (including SE Florida)
	Addressed by 3 or less of the peer areas (including SE Florida)

Note: Multiple checks in matrix indicate element in multiple goals for respective plan



# A Common Ground for the Southeast Florida Region

As part of the 2040 RTP coordination efforts among the three regional transportation planning entities, a common regional goal was developed to be incorporated into each 2040 LRTP. For the 2045 RTP cycle, instead of a 'common regional goal', a SEFTC Mission and Vision were adopted. Although the context of both approach is similar in nature, the proposed format is more formal and will not create an inconsistency among the plans' goals, which tend to be more focused on the transportation system itself and less about industry products.

To develop the Mission and Vision, the SEFTC Interlocal Agreement was reviewed as well as each MPOs individual mission and vision statements. Based on this review, the following was endorsed by RTTAC and adopted by SEFTC:

**SEFTC SLOGAN:** Three Counties. One Traveling Public

**SEFTC MISSION:** To coordinate regional transportation goals, activities, and investment decisions that support the economic health of the region and quality of life.

**SEFTC VISION:** A seamless, multimodal transportation system that serves and benefits the region

**2045 RTP Vision** (adopted via the Scope of Services): Create a shared regional transportation document that identifies regional needs, funding and policies that serve and benefit the entire Southeast Florida region.

The following sections summarize the individual items reviewed.

## SEFTC Interlocal Agreement Language

The following language is an excerpt from the SEFTC Interlocal Agreement pertaining to the purpose and intent of the Council.

WHEREAS, the economic health of the region is greatly affected by availability and convenience of transportation services; and,

WHEREAS, there is a need to address transportation on a regional basis to meet growing travel demands and obtain federal and state funding in the current competitive process; and,

WHEREAS, Chapter 339.175(5)(i)(2), F.S. provides for creation of an administrative entity to coordinate regional transportation planning goals and activities consistent with federal and state law; and,

WHEREAS, the MDMPO, the BCMPO and the PBMPO desire to create a formal mechanism to coordinate transportation planning activities in the South Florida region.

# Southeast Florida Individual MPO Mission and Vision Statements

## Broward MPO

- The mission of the MPO is to collaboratively plan, prioritize, and fund the delivery of diverse transportation options.
- The Broward MPO's vision is that their work will have measurable positive impact by ensuring transportation projects are well selected, funded, and delivered.

## Miami-Dade TPO

- Mission: We plan transportation facilities and services that are integrated and efficient while providing effective community participation.
- Vision: Provide mobility options for Miami-Dade County residents and visitors and promote economic competitiveness by investing in the County's transportation infrastructure while protecting the environment and maximizing the efficiency of the existing transportation system.

## Palm Beach TPA

- Mission: To collaboratively plan, prioritize and fund the transportation system
- Vision: A safe, efficient, and connected multimodal transportation system

# 2045 Adopted Regional Goals, Objectives and Measures of Effectiveness

Based on the research of the statewide initiatives, efforts per MPO in the region, past SEFTC efforts, and the peer regions' GOMs, the main themes and four goals of the 2045 RTP are:

THEMES		GOALS
SUSTAINABILITY AND QUALITY OF LIFE	MULTIMODAL SYSTEM & LAND USE	Provide an Accessible, Efficient, and Reliable Multimodal Transportation System that is well Integrated with Supportive Land Uses
	HEALTH, ENVIRONMENT, & SAFETY	Protect the Region's Health and Environment and Provide for a Safer and More Secure Transportation System for the Region's Residents, Businesses and Visitors
	ECONOMY	Optimize and Expedite Sound Investment Strategies to Support an Expanding Regional Economy
	EQUITY & PUBLIC SUPPORT	Invest in Publicly Supported, Equitable Transportation Options for all Users, including Low Income and Minority Neighborhoods, as well as the Aging Population

The following table summarizes the supporting objectives and library of measures of effectiveness per goal.

2045 Final Draft Regional Goals, Objectives and Measures of Effectiveness (Adopted by SEFTC July 27, 2018)

THEMES		GOALS	OBJECTIVES		LIBRARY OF MEASURES OF EFFECTIVENESS*
SUSTAINABILITY AND QUALITY OF LIFE	MULTIMODAL SYSTEMS & LAND USE	Provide an Accessible, Efficient and Reliable Multimodal Transportation System that is well Integrated with Supportive Land Uses	1.	Preserve, restore and expand existing regional transportation system capacity and operations to meet increasing and evolving (or changing) in passenger and freight demands	1. Per capita regional transit capacity & Per capita regional highway capacity 2. Tonnage of freight goods moving through Ports 3. Uncongested peak VMT per lane mile 4. Percent increase in transit revenue hours
			2.	Provide competitive and reliable auto, freight and transit travel times and support partner adopted plans such as the Transit Development Plans	5. Percent of auto and freight trips achieving a reliable travel time (travel time reliability) 6. Percent of auto and freight miles severely congested 7. Average time spent traveling per capita 8. Transit to auto travel time comparisons for top 5 regional Origin-Destination pairs 9. Percent of freight miles severely congested 10. Percent of freight trips achieving a reliable travel time (travel time reliability)
			3.	Increase mode choice opportunities and access to jobs and essential destinations and collaborate on the implementation of complete streets policies, guidelines and funding programs.	11. Annual transit trips per capita 12. Commute mode share 13. Percent of regional activity centers and major employment centers served with regional transit service (rail, express bus and/or rapid bus) 14. Reduction in percentage of single occupancy vehicle (SOV) trips
			4.	Increase density and intensity of origins and destinations in TOD along regional transit corridors and promote development of mixed-use activity centers	15. Percent of total dwelling units along regional transit corridors versus region-wide total 16. Percent of total units (all types) within one-mile buffer of regional transit routes versus region-wide total
			5.	Improve local roadway connections to minimize circuitous travel and overreliance on regionally significant corridors for local trips and encourage provision of multiple accesses for new development and redevelopment.	17. Percent increase in non-principal arterial and collector center line miles
	HEALTH, ENVIRONMENT, & SAFETY	Protect the Region's Health and Environment and provide for a Safer and More Secure Transportation System for the Region's Residents, Businesses and Visitors	6.	Promote public health, improve air quality and reduce greenhouse gas emissions	18. Percent decrease in per capita CO2 emissions 19. VMT per gallons of fuel and diesel consumed
			7.	Support the efforts of the Southeast Florida Regional Climate Change Compact by coordinating among regional partners for transportation system resiliency and adaptability	20. Number of regionally significant environment-related projects and plans with SEFTC participation
			8.	Promote both adaptation and growth management strategies to address and increase resilience to coastal flooding	21. Percent of major capital infrastructure investments in less vulnerable areas 22. Percent of major capital infrastructure investments in adaptation action areas 23. Centerline miles of climate change adaptation-oriented investments
			9.	Plan transportation facilities that protect natural, cultural, and historic resources and minimize disruptions in surrounding communities	24. Percent of planned improvements with no impacts and/or fully mitigated impacts to natural environment, historic, and/or culturally significant areas 25. Percent of planned improvements with no impacts and/or fully mitigated impacts to established communities/neighborhoods
			10.	Encourage design features that minimize crash potential, severity and frequency and promote local Vision Zero and safety awareness campaign efforts to eliminate fatalities	26. Number of fatal crashes per 100 million VMT 27. Number of serious injury crashes per 100 million VMT
			11.	Preserve and enhance the capacity of regional evacuation corridors	28. Per capita regional evacuation corridor capacity and/or miles of corridors monitored under Severe Weather Management Active Operations

THEMES	GOALS	OBJECTIVES		LIBRARY OF MEASURES OF EFFECTIVENESS*
ECONOMY	Optimize and Expedite Sound Investment Strategies to Support an Expanding Regional Economy	12.	Provide regional transportation facilities and services to existing and developing major employment centers	29. Percent of major employment center transportation needs met by the Cost-Feasible LRTP
		13.	Make transportation investment decisions that use public resources effectively and efficiently	30. Percent increase in lane miles, route miles, sidewalk/bike lane miles added to network in Cost Feasible plan
EQUITY & SUPPORT	Invest in Publicly Supported, Equitable Transportation Options for all Users, including Low Income and Minority Neighborhoods, as well as the Aging Population	14.	Develop a regionally balanced plan that provides geographic equity in the distribution of investments that is supported by the public	31. Percent of investments in surface transportation improvements in disadvantaged areas
		15.	Pursue solutions that promote social equity and reduce costs for transportation and housing that are supported by the public	32. Per capita percent of household income spent on transportation
		16.	Provide reliable and convenient access to the region’s major employment centers and regional activity centers from low-income residential areas	33. Percent of low-income residential areas with access (within a 1-mile buffer) to the regional transit system

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