

Chapter 3 - Goals, Objectives, & Strategies

This chapter presents goals, objectives, and strategies that have been developed as part of the Richmond Area Metropolitan Planning Organization (RAMPO) *2031 Long-Range Transportation Plan (LRTP)* update. Definitions are provided below for goals, objectives, and strategies.

- Goal: A long-term end toward which efforts are directed
- Objective: A specific, intermediate program or activity that marks progress toward a goal
- Strategy: A measurable plan of action or way in which programs and activities are coordinated to achieve an identified goal and objective

With the enactment of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in 2005, legislators intended that certain planning factors be used to guide the development of regional long-range transportation plans (Sec. 6001 134(h)). The planning factors are intended to be used as a guide that will “encourage the continued improvement and evolution of the metropolitan and statewide transportation planning processes by metropolitan planning organizations.” The planning factors, along with the corresponding goals that address the planning factors, are shown below:

Figure 3-1 LRTP Goals Addressing SAFETEA-LU Planning Factors

| SAFETEA-LU Planning Factor | Corresponding Richmond Area MPO LRTP Goal |
|---|---|
| 1) Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency; | 2, 3, 6 |
| 2) Increase the safety of the transportation system for motorized and non-motorized users; | 1 |
| 3) Increase the security of the transportation system for motorized and non-motorized users | 4 |
| 4) Increase the accessibility and mobility of people and freight; | 5, 6 |
| 5) Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and state and local planned growth and economic development patterns; | 8, 9 |
| 6) Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight; | 3, 5 |
| 7) Promote efficient system management and operation; | 5, 7 |
| 8) Emphasize the preservation of the existing transportation system. | 6, 7 |

The Richmond region, RAMPO, its partners and its constituent localities must plan for building a future for the region which is sustainable, based on our best guesses about the fundamental forces which will shape our future. We should examine our underlying assumptions and question their validity, today and into the 24-year time span of this long-range plan. We should not plan on simply expanding a linear progression of our current choices.

At least four major trends are important variables in our future scenarios and each one contains a high degree of unpredictability. It is important for the region's leaders and planners to anticipate change and be flexible, creative and cooperative in successfully meeting challenges maximizing opportunities.

MAJOR LRTP VARIABLES

1. Energy Resources and New Technologies:

Oil and gasoline prices continue to trend upward. In the term of this plan, global oil supplies will probably never equal previous availability, driving prices up. Political instability in oil production countries and regions will also contribute to higher oil prices.

As fundamental resource costs increase, technology usually finds a cheaper alternative. Witness the rise of hybrid gas/electrical engine cars today – obtaining higher mpg efficiency, requiring less gasoline, and reducing air pollution. This trend is expected to continue expanding up into the next level of automobile fuel technology – the hydrogen battery cell. This represents a cleaner fuel source, but the technology needed for its use and delivery are still 10 to 15 years away.

During this period, if gas prices go beyond four to six dollars per gallon, will more drivers consider using mass transit, and to what extent will it be available in the region – incrementally expanded, major investments, one large system, or a multitude of smaller local systems?

2. Global Warming and Climate Change:

Global warming is occurring and recent indications are that it is happening faster than projected and its consequences are more widespread and more severe than forecasted. Will the expected changes (heat, drought, floods, and sea level rise) cause major agricultural, economic, social and geo-political changes as well? Could the results be catastrophic? There is no way to predict the timeline, scale or severity of these changes in the LRTP.

3. Air Quality and Chesapeake Bay Mandates:

The health of the Chesapeake Bay continues to decline, due mainly to increases in non-point pollution loadings. This comes from storm water run-off in developed areas and roads, nitrogen precipitation from air pollution, and agricultural sources. The U.S. Environmental Protection Agency (EPA) may urge Virginia and neighboring states to control growth and sprawl.

The 2000 Chesapeake Bay Agreement, a multi-state compact to improve the health of the Bay, aims to implement more environmentally conscious highway and road-building standards, reduce sprawl and VMTs, and permanently conserve open space.

4. Current Funding Assumptions:

VDOT forecasts of transportation funding availability show a general decline. Given the uncertainty surrounding the economic and political forces which can dramatically affect these forecasts, they should be viewed with caution and met with more flexibility and better contingency planning.

Similarly, other funding assumptions shape the development of this plan, such as the state's requirement for road maintenance expenditures to be the first funding priority. Can these traditional "maintenance" allocations be used to partially fund the costs of "maintaining" a transit service which is regional in nature? Especially if such expenditures ultimately reduce maintenance costs on a roadway network? What other assumptions are inherent in the transportation funding allocations that warrant reconsideration? What other "out-of-the-box" approaches to funding the Capital region's transportation needs, such as dedicated regional revenue sources, warrant serious consideration and deliberation over the course of this long-range transportation plan?

VISION STATEMENT

By 2031, the Richmond region will have strengthened its economic vitality by planning and funding a transportation system that is regional in nature; addresses local transportation requirements, encourages the cooperation of localities; coordinates land uses with transportation; protects the environment and conserves energy; promotes safe and efficient access and alternative modes; and is socially equitable and sustainable.

Goal 1.0 A safe and efficient regional transportation system.

Objective 1.1 Improve Safety: The MPO, its partners and constituent localities will improve the overall safety of the regional transportation system.

Strategy 1.1.1 Reduce the number of vehicle crashes in the area by:

- Participating in transportation safety planning efforts at the state, local and regional levels through ongoing communication, research and training, and the adoption of consistent goals, policies and procedures.
- Supporting project design that reduces the likelihood of roadway departures, including but not exclusive to shoulder strengthening, addition of shoulder rumble strips, and improving roadway and lane delineation.
- Coordinating with local and state partners to pursue effective access management and land use strategies that strengthen the

relationship between land use and the transportation system, and thereby enhance the safety of all transportation modes.

- Identifying, with assistance from VDOT and the Virginia Department of Motor Vehicles, high-accident locations in the region and funding projects that address highway deficiencies at these locations.

Strategy 1.1.2 Reduce the number of pedestrian and bicycle accidents in the region by:

- Providing an improved bicycle and pedestrian network as proposed by the *Richmond Regional Bicycle and Pedestrian Plan*.
- Assessing the adequacy of existing facilities for pedestrian, bicycle, and other non-motorized travel alongside and on roadways that exceed 4,000 vehicles per day of automobile traffic and prioritizing specific areas where safety improvements are needed.
- Based on the results of that assessment, committing resources to necessary improvements and advocating for VDOT assistance in upgrading the bicycle and pedestrian network as indicated.
- Standardizing a process for bike and pedestrian signage, location, and marking.
- Working with VDOT to implement traffic calming measures in higher risk areas such as near schools or elderly living facilities.
- Working with VDOT to provide intersection and traffic calming devices that improve non-motorized safety including roundabouts, crosswalks, pedestrian signals and refuge islands, and raised medians.

Objective 1.2 New Technologies: Promote the implementation of innovative technologies and practices that will lengthen the life of infrastructure and speed up its construction in order to increase the efficiency of the highway system.

Goal 2.0 A regional transportation system that promotes economic development and quality job creation.

Objective 2.1 Improve Regional Prominence: Improve and enhance transportation investment in the capital of the Commonwealth, strengthening the linkage between Richmond and other major metro areas in Virginia, and forging stronger links between the Airport, Downtown Richmond, the government centers of the region's localities, and emerging regional growth centers.

Strategy 2.1.1 Plan the region’s transit system as a wheel, hub and spoke system. Include plans for the future provision of transit to all regional growth centers, current and future.

Objective 2.2 Link Regional Transportation Availability to Economic Development Strategies: The MPO, its partners and its constituent localities will plan and program transportation resources between jurisdictions in a way that reinforces regional economic development strategies and meets local government needs.

Strategy 2.2.1 Link the region’s regional economic development strategies to transportation availability by encouraging infill and redevelopment and discouraging sprawl and conversion of farmland and open space to the spread of low-density development.

Strategy 2.2.2 Advocate for state and local economic development incentives that encourage brownfields development near existing transportation infrastructure and discourage greenfields development away from existing transportation infrastructure.

Objective 2.3 Require the Creation of Quality Jobs: The MPO, its partners and its constituent localities will ensure that the creation of quality jobs is required as a component of extending transportation infrastructure at public expense to serve economic development.

Objective 2.4 Strengthen Transportation Linkages between Jobs and Housing: The MPO, its partners and its constituent localities will strengthen transportation linkages between employment and commercial centers and residential areas.

Strategy 2.4.1 Identify major employment and commercial centers within the region and major residential areas and assess the adequacy of transportation linkages between them. Expand the public transportation system as indicated to meet identified public transportation needs.

Strategy 2.4.2 Following the assessment called for in Strategy 2.4.1, expand the public transportation system as needed to achieve environmental justice transportation objectives.

Strategy 2.4.3 Following the assessment called for in Strategy 2.4.2, expand housing availability and affordability in the region, linking low and moderate paying jobs and locations with low and moderate income residential areas.

Goal 3.0 A transportation system that links land use and transportation.

Objective 3.1 Coordinate Local Comprehensive Plans: The MPO will encourage constituent localities to coordinate their local comprehensive plans and zoning along and in immediate proximity to locality boundaries within the region.

Strategy 3.1.1 Establish a clearinghouse to maintain maps and records of comprehensive plan designations and zoning classifications along and in immediate proximity to locality boundaries within the region.

Strategy 3.1.2 Work with all local government bodies in the region to coordinate comprehensive planning and zoning/rezoning activity along and in immediate proximity to locality boundaries and provide recommendations where conflict occurs.

Objective 3.2 Coordinate Land Use and Transportation: The MPO, its partners and its constituent localities will coordinate land use with transportation services, systems and facilities in a manner that is mutually supportive and provides a full range of transportation options to the region's current and future citizens.

Strategy 3.2.1 The MPO, its partners and its constituent localities will identify national, state, regional, and local models of sound land use and transportation coordination strategies. The MPO will maintain a library of such information at its offices and on its website to guide public officials and the public in making decisions about coordinating the siting of transportation facilities with new developments and growth areas. Such strategies may include new and/or expanded public transportation services, transit-oriented development, access management policies, and travel demand management programs, among others.

Strategy 3.2.2 With growing needs of an aging population and rising energy and transportation costs, encourage Transit-Oriented Development (TOD) projects where appropriate. Transit-oriented development means promoting higher densities and multiple land uses in the immediate vicinity of transit facilities. Land uses should include housing and care facilities (youth, senior, disabled, etc.); employment, commercial, and office; food and entertainment; intermodal facilities, bike and car parking, all in a safe, attractive walkable and accessible pedestrian environment.

Large public investments in transportation infrastructure in appropriate locations should be linked to TODs, which provide developers greater benefits and returns: higher densities reduce infrastructure costs and achieve higher efficiencies, attract higher quality development and capture more trips of the traveling public. Special financing districts and other development and conservation tools are already available to local governments.

Strategy 3.2.3 Create Educational Opportunities by bringing national leaders and expertise to the Richmond region through seminars, lectures, workshops, and symposia for professional planners and engineers, elected officials, and the general public.

Goal 4.0 A secure and resilient transportation system that meets Homeland Security and Emergency Preparedness needs.

Objective 4.1 Identify and Assess Regional Transportation Security Needs: In cooperation with Homeland Security specialists and area law enforcement officials, encourage the Capital Regional Airport Commission, the Port of Richmond Commission, (and other ports and airports in the region), the regional railroads, bridge and interchange inspectors, and local road network experts to assess security needs of the region's transportation system as a whole, and seek assistance for making improvements that support safe and efficient movement of passengers during and following a local, regional, state or multi-state emergency. Encourage redundancy.

Strategy 4.1.1 The MPO, its partners and its constituent localities will support the area's airports and ports and railroads in seeking grants and other state and federal funds to improve airport, port, and rail security.

Strategy 4.1.2 Identify and address the emergency transit needs of special need populations including but not limited to transit dependent, deaf and hard of hearing, blind and visually impaired, specialized medical equipment including electric-powered support machines, illegal immigrants **with regards to deportation threats**, ambulatory limitations and language barriers.

Objective 4.2 Improve Emergency Preparedness: The MPO, its partners and constituent localities will work together to improve emergency preparedness and emergency response time in regard to transit facilities and transportation infrastructure to help ensure citizen safety in the event of catastrophe.

Strategy 4.2.1 Coordinate and implement emergency preparedness and evacuation plans in the region, with adjacent regions, and with the Virginia Department of Emergency Management.

Strategy 4.2.2 Participate in coordinated, multi-agency training exercises on an annual basis.

Strategy 4.2.3 Work with service agencies (private non-profits) and local governments to identify delivery points for special need populations during evacuations.

- Strategy 4.2.4* Identify alternate drivers for transit buses and specially equipped vehicles to guarantee mobility and conduct annual live exercises.
- Strategy 4.2.5* Adopt and use NIMS (National Incident Management System) and ICS (Incident Command System) protocols by all transit and transportation agencies.
- Strategy 4.2.6* Review existing MOUs to ensure eligibility for FEMA reimbursement for resources used during declared emergencies.

Goal 5.0 A balanced transportation system that offers attractive modal choices and serves the needs of the region’s diverse and changing population.

Objective 5.1 Develop Regional Plans for Multiple Modes: The MPO, its partners and its constituent localities will develop and publish regional plans for multiple modes of transportation and keep them coordinated and up-to-date. Among these, the MPO and its constituent localities will study existing and proposed modes, public and private providers, and potential shared use paths as part of an integrated seamless regional network. All such plans will take into account access across major barriers, and jurisdictional and operations limitations.

- Strategy 5.1.1* Improve traffic movement throughout the region and within each locality by promoting the use of mass transit, ridesharing and carpooling, bike and pedestrian access where appropriate, to help reduce dependence on the single-occupant vehicle and the need for more roads to reduce congestion. This can include increased funding for enhancements to GRTC, bus rapid transit and trolleys; light and commuter rail, inter-modal facilities, carpooling and vanpooling; park and ride lots, and walking and bicycling improvements (including lockers, showers, bike lockers/secure storage, etc.) in certain areas within the region.
- Strategy 5.1.2* Support multi-modal transfer facilities that are safe, attractive and efficient, facilitating passenger access and connectivity.

Objective 5.2 Support Expanded, Efficient Passenger Rail Transportation Links to State and National Network: The MPO, its partners and its constituent localities will support multi-regional and statewide efforts to provide expanded passenger rail service, including higher speed rail, to and throughout the Richmond region, or improvement of the existing Amtrak corridor.

- Strategy 5.2.1* Support the development of an efficient higher speed passenger rail line in the I-95 corridor.
- Strategy 5.2.2* Support the development of an efficient higher speed rail passenger line to Hampton Roads.

Objective 5.3 Support “Complete Streets”: The MPO, its partners and its constituent localities will support the requirements for “Complete Streets” within the region where appropriate, to ensure that new streets will be able to accommodate a variety of modes of transportation (buses, bike paths, sidewalks) in a single corridor at some future point without expensive retrofits, even if providing for all such modes is not feasible immediately.

Objective 5.4 Investigate Dedicated Guideway Transportation Options: The MPO, its partners and its constituent localities will continue to investigate the feasibility of dedicated guideway transportation options such as bus rapid transit, future rail corridors for trolleys, light and commuter rail, and or high occupancy vehicle lanes (HOV). This may include transfer station facilities, park and ride lots, and Transit Oriented Development.

Objective 5.5 Implement Bicycle and Pedestrian Plan: The MPO, its partners and its constituent localities will consider strategies outlined in the *Richmond Regional Bicycle and Pedestrian Plan* to increase the overall number of people who regularly bicycle or walk in the Richmond region.

Strategy 5.5.1 Establish a permanent regional committee (i.e., a regional Bicycle/pedestrian advisory committee) to provide oversight of plan implementation and to enable ongoing public involvement and interagency and inter-jurisdictional coordination of bicycle and pedestrian issues. It will also produce public education and safety information.

Strategy 5.5.2 The Regional Bicycle/Pedestrian Advisory Committee will work with localities to coordinate and establish designated bicycle routes and to connect sidewalks for existing and all new developments, to facilitate a safe, reasonably segregated non-motorized transportation network.

Strategy 5.5.3 Promote public education about the rights and responsibilities of cyclists and pedestrians on roadways.

Strategy 5.5.4 The MPO, its partners and its constituent localities will work together to ensure that whenever an interstate bike route, state highway, or local road is reconstructed, widened or substantially improved, a bike lane or wider shoulder will be provided where appropriate.

Strategy 5.5.5 The Regional Bicycle/Pedestrian Advisory Committee will work with localities to identify areas with high pedestrian activity, such as historic attractions, pedestrian-oriented shopping and entertainment districts, and college campuses, and where appropriate, establish designated pedestrian zones, wherein all vehicles must yield to and stop for pedestrians in marked and

signed cross-walks. Work with local leaders and legislators to pass legislation and local ordinances to accomplish this.

Objective 5.6 Complete Virginia Capital Trail: The MPO, its partners and its constituent localities will continue to support the development of the Virginia Capital Trail (scheduled to be completed in 2010), and additional, similar trails that connect to it.

Objective 5.7 Implement Safe Routes to Schools Program: The MPO, its partners and its constituent localities will work together to ensure that Safe Routes to Schools are established within a one-half mile radius of all public and private schools whenever and wherever feasible.

Objective 5.8 Seek Funding for Regional Transportation Solutions: The MPO, its partners and its constituent localities will investigate and aggressively pursue funding sources for all transportation modes and projects that provide solutions to regional problems.

Strategy 5.8.1 Secure one or more dedicated and reliable funding sources for planning and constructing regional transportation systems.

Goal 6.0 Air, rail, and port facilities to meet the region's growing needs.

Objective 6.1 Encourage Multiple Modes for Movement of Freight: The MPO, its partners and its constituent localities will encourage the local and regional freight transportation industry to use multiple modes of transportation for shipment of goods.

Strategy 6.1.1 Encourage rail service providers to increase their share of freight movement and reduce through-truck traffic on the roadway network.

Strategy 6.1.2 Help the Capital Regional Airport commission, the region's port facilities, and rail service providers to seek non-MPO source federal, state, and grant funds to improve cargo and commodity movement to reduce internal freight movement volumes on roadways.

Strategy 6.1.3 Working through a jointly established Richmond Area MPO and Tri-Cities Area MPO Intermodal Advisory Task Force, and in conjunction with Crater Planning District Commission staff, continue to explore the feasibility of developing an intermodal freight transfer facility for Central Virginia as the region grows.

Objective 6.2 Increase Funding for Expansion of Airport and Port Facilities: The MPO, its partners and its constituent localities will support the Capital Region Airport Commission and the Port of Richmond Commission in seeking grants and other state and federal funds to develop expanded airport and port facilities.

Strategy 6.2.1 To allow private planes to be diverted from the limited capacity runway at Richmond International Airport, assist in upgrading and enhancing other airports in the region, both public and private, by identifying non-MPO funding sources.

Strategy 6.2.2 To promote increased commercial navigation on the James River, assist in upgrading improvements to the James River Navigation Channel and all ports and marine terminal facilities in the region, both public and private, by identifying non-MPO funding sources.

Goal 7.0 A regional transportation system that is well maintained and maximizes performance.

Objective 7.1 Improve Traffic Flows (levels of service, or LOS): The MPO, its partners, and constituent localities will improve the carrying capacity of transportation network by taking advantage of new traffic management methods and technologies, such as a congestion management systems approach, VDOT's Traffic Management Center (TMC), intelligent transportation system (ITS) technologies, and interactive car and truck global position systems (GPS) technology.

Strategy 7.1.1 Advocate for expanded incident management coverage using closed circuit television (CCTV).

Strategy 7.1.2 Improve incident clearing times on major roadways and arterials in the region in order to reduce congestion. Include a recommendation for alternative detour route on accident reporting signboards.

Objective 7.2 Increase Use of Intelligent Transportation System Technology: The MPO, its partners and its constituent localities will expand use of Intelligent Transportation System technology (ITS) where possible to maximize efficiency and safety of the existing transportation facilities and services.

Strategy 7.2.1 Participate with VDOT on an ITS working committee to identify and implement Intelligent Transportation System technologies.

Objective 7.3 Improve Efficiency and Safety of Regional Roadway Network: Recognizing that the highway network is the backbone of the regional transportation system, the MPO, its partners and its constituent localities will continue to support efforts to maximize the efficiency and safety of the regional roadway network.

Strategy 7.3.1 Encourage VDOT and other transportation providers to maintain existing transportation facilities and services in a way that will safely maximize the effective lifespan of the region's transportation system investments.

Strategy 7.3.2 As part of the Congestion Management System (CMS) process, develop a list of regional high congestion locations each year and address in the annual Transportation Improvement Plan (TIP) and the MPO's Long-Range Transportation Plan (LRTP). Develop programs and projects in a manner that will attempt to address and ameliorate congestion levels identified in the CMS plan.

Objective 7.4 Increase Education, Outreach and Public Participation in Planning and Funding the Region's Transportation Plans: The MPO, its partners and its constituent localities will provide local governments, civic and citizen groups, and the media with outreach strategies for education and involvement in their transportation system, in order to promote safety and accessibility.

Strategy 7.4.1 Educate area residents, MPO decision-makers, and state and local elected officials about the impossibility of "building our way out of congestion" and about the benefits of shifting the transportation paradigm to moving more people and goods, not just vehicles.

Strategy 7.4.2 Conduct an annual media event with the region's public television and radio stations concurrent with the adoption of the annual TIP to show how and why projects were selected and the costs associated with them.

Strategy 7.4.3 With support from the Greater Richmond Chamber of Commerce, encourage GRTC and RideFinders to work with major employers to develop peak spreading programs (i.e., alternative work hours) and improve work-related trip-making programs (teleworking, home dispatch) to maintain peak-period traffic volumes at levels lower than the annual growth rate of the region.

Goal 8.0 A sustainable regional transportation system that is environmentally compatible and ensures a high quality of life for all the region's citizens.

Objective 8.1 Support Energy Efficient Transportation Choices: The MPO, its partners and its constituent localities will ensure that the transportation system endorses and supports a range of sustainable choices that are energy efficient (bio-fuels, hybrid technologies, greater carrying capacities, and shift to renewable resources).

Strategy 8.1.1 Encourage and provide incentives for the expanded use of hybrids, transit use, bike use and carpooling.

Objective 8.2 Implement Environmentally Sound Transportation Choices: The MPO, its partners and its constituent localities will ensure that the region's transportation system minimizes impacts to the environment and conserves the Commonwealth's natural resources.

Strategy 8.2.1 Minimize stormwater quantity and quality impacts from the road and rail system and from streets and parking lots, and mitigate. Reduce impervious surfaces in the region and shade where appropriate

Objective 8.3 Integrate regional air quality attainment strategies with multiple transportation modes and land use coordination: The MPO, its partners and its constituent localities will continue to implement ambitious air quality attainment strategies, manage vehicular emissions and ensure that larger non-point pollution sources within the region are specifically mitigated in regional transportation plans, policies, and decisions, and in land-use decisions, where appropriate.

Strategy 8.3.1 Meet or exceed the mobile source emission budget for ozone precursors of volatile organic compounds (VOCs) and nitrogen oxides (NOx).

Objective 8.4 Support the Chesapeake Bay 2000 Agreement: Design the regional transportation network to support the Governor's commitment to the Chesapeake Bay 2000 Agreement, including improving and protecting water quality, mitigating noise and visual impacts, conserving open space and promoting low-impact and sustainable development.

Goal 9.0 A transportation planning process that is inclusive, comprehensive and flexible

Objective 9.1 Distribute Resources Equitably: The MPO, its partners and its constituent localities will plan and program transportation resources equitably between jurisdictions in a way that reinforces economic development strategies stated in local government comprehensive plans and other sources, but also considers areas identified as regional activity centers.

Objective 9.2 Increase Public Involvement: The MPO, its partners and its constituent localities will increase the level and quality of public involvement in transportation plans and projects.

Strategy 9.2.1 Continue to include public involvement; community, jurisdictional and regional values; environmental justice concerns; and Title VI and ADA guidelines in transportation plans and funding proposals.

Strategy 9.2.2 Continue to provide opportunities for involvement of the region's citizens in transportation decision-making, with a special emphasis on including traditionally underserved populations (low-income and minority communities).

Strategy 9.2.3 Expand specialized transportation services at a rate equivalent to the regional annual growth rate in the disabled population, once existing capacity on available systems has been absorbed.