

DRAFT Goals and Objectives Technical Memorandum

Southern Maryland Transportation Needs Assessment

technical

memorandum

prepared for

Maryland Department of Transportation in partnership with the Tri-County Council for Southern Maryland

As approved for public review and comment by the Commission To Study Southern Maryland Transportation Needs on October 11, 2007

prepared by

Cambridge Systematics, Inc.

with

AG Samuel Group, Inc.

technical memorandum

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1.0 Introduction

This memorandum provides background information and suggestions to assist the Regional Infrastructure Advisory Technical Committee (RIAC) and ultimately the Commission, in the review, discussion, and establishment of a set of goals and objectives for the Southern Maryland Transportation Needs Assessment (TNA). These goals and objectives will be the guiding framework for the development of the TNA.

1.1 GOALS AND OBJECTIVES DEFINED

Goals, objectives, and policies or strategies form a hierarchy. Goals illustrate broad overarching directions, visions, and values. Objectives provide specificity to the goals, are concrete, and can be measured. Strategies, policies, and projects support satisfying or meeting the goals and objectives and will be identified in later stages of the needs assessment process.

1.2 PROCESS

Developing goals and objectives for a transportation study is an iterative process. The resulting product should capture the range of issues facing the region and relate specifically to the regional context.

This memorandum provides the first step in the process. It identifies the existing goals of relevant agencies in the region, including the Tri-County Council for Southern Maryland (TCCSMD), the three Counties in the region, adjacent counties, and Maryland Department of Transportation (MDOT). These statements of planning goals are not necessarily specific to transportation, but they provide context for setting goals for the TNA.

A key related effort that will help the RIAC and the Commission establish goals is the identification of existing conditions. This helps identify the key transportation issues that the TNA needs to address. A separate technical memorandum covers existing conditions.

Based on the material that has been developed, the RIAC and the Commission, in concert with MDOT and the TCCSMD, will establish goals and objectives for the TNA. Because a substantial amount of work has been done in this area already, it is recommended that the established goals align with similar existing goals for the counties in the region and related agencies covered in this study.

2.0 Review of Existing Documents

2.1 REGIONAL AND COUNTY TRANSPORTATION PLANS

The proponents behind Maryland Senate Bill 281, which established the Commission to study Southern Maryland’s transportation needs, recognized the need to address Southern Maryland’s transportation needs in light of the growth occurring there. Goals from all applicable jurisdictions are considered during the development of the TNA, including:

- The Tri-County Council for Southern Maryland (TCCSMD), the oversight body for the study;
- The three counties that make up Southern Maryland - Charles, St. Mary’s, and Calvert;
- The two adjacent counties which provide vital connections for through traffic to Southern Maryland, Anne Arundel and Prince George’s; and
- The Maryland Department of Transportation.

Understanding and balancing goals from these sources is a prerequisite to developing goals and objectives for the TNA. The following statements, all defined differently by the owner, identify broadly defined “goals” and “visions” within the region:

Southern Maryland Regional Strategy

An important objective of the TNA is to provide a transportation needs assessment to enable the TCCSMD to update the *Southern Maryland Regional Strategy: An Action Plan for Transportation*, developed in 1998 by the TCCSMD. The 1998 Strategy document includes both a mission statement and goals and objectives.

Mission Statement. A state-of-the-art transportation system that connects the Southern Maryland region’s planned economic and population growth centers; a diverse network that recognizes the unique geography and resources of the Region and our proximity to the Nation’s Capital. Advanced technology and focused creativity should be proactively applied to expand capacity, ensure safety, and maximize performance.

Five goals and several objectives were identified:

- **Goal 1:** *Transportation investments that provide for the safe and efficient mobility of people and goods in Southern Maryland.*
 - *Objective 1: Ensure that safety needs are properly considered during decision-making over mobility improvements.*
 - *Objective 2: Increase transportation choices available for commuting from and traveling within Southern Maryland.*
 - *Objective 3: Address current and projected congestion on major transportation corridors.*
- **Goal 2:** *A regional transportation system that facilitates commerce as well as retains and attracts businesses to the region.*
 - *Objective 1: Develop a plan for supporting regional economic development with transportation.*
 - *Objective 2: Facilitate economic activity by improving the accessibility of people and goods to economic opportunities and markets.*
 - *Objective 3: Develop transportation services that enable efficient business travel.*
- **Goal 3:** *A regional transportation system that protects the natural and cultural environment of Southern Maryland.*
 - *Objective 1: Maintain air quality in the region with alternatives to single-occupant vehicle travel and the use of clean air technology.*
 - *Objective 2: Preserve area open space.*
 - *Objective 3: Avoid impacts to the natural and human environment caused by the placement and operation of transportation infrastructure.*
 - *Objective 4: Identify and preserve transportation infrastructure with historic and cultural value.*
- **Goal 4:** *A regional transportation system that supports established communities and planned development in Southern Maryland.*
 - *Objective 1: Promote transportation investments that serve established Southern Maryland communities.*
 - *Objective 2: Provide improvements that support designated “growth areas” and planned development in Southern Maryland.*
 - *Objective 3: Integrate transportation infrastructure designs tailored for the needs of local communities.*

- **Goal 5:** *Transportation improvements that are consistent with transportation and other regional goals while also cost-effective.*
 - *Objective 1: Address transportation needs by maximizing the use of existing facilities and rights-of-way.*
 - *Objective 2: Develop cost-effective transportation improvements that deliver the greatest mobility at the lowest cost.*
 - *Objective 3: Promote a regional prioritization of projects that preserves regional values towards efficiency in the system while also meeting projected mobility needs.*

TCCSMD Mission¹

The TCCSMD is responsible for regional transportation planning, regional transit service coordination, regional transportation plan development and implementation, commuter assistance, and air quality planning. To guide these activities, the TCCSMD:

- *Provides a framework for cooperation and coordination among the elected, civic, and business leaders of the Region.*
- *Undertakes action programs that focus local, state, and Federal resources in a comprehensive strategy to enhance the quality of life of all the people of Southern Maryland.*
- *Initiates and coordinates plans and projects which foster the physical, economic, and social development of the Region.*

MDOT Vision, Mission, Goals,² and Priorities³

Maryland's Transportation Plan identifies the Department's vision and mission and includes specific goals that the Plan aims to achieve. In addition, MDOT's Consolidated Transportation Program (CTP) identifies prioritizes transportation projects.

- *Vision: The Department's vision is to provide a transportation system that works for the people.*
- *Mission: The Department's mission is to facilitate the safe and efficient movement of people and goods across all transportation modes.*

¹ TCCSMD web site <http://www.tccsmd.org/index.cfm?content=61&Menu=26>.

² 2004 Maryland Transportation Plan <http://www.e-mdot.com/Planning/Plans%20Programs%20Reports/Reports/MTP/Final%202004%20MTP.pdf>.

³ MDOT Consolidated Transportation Program http://www.mdot.state.md.us/Planning/Plans%20Programs%20Reports/Programs/CTP%2007-12/Cover_ToC/Introduction.pdf.

- *Goals and objectives:*
 - *Efficiency*
 - » *Extend the useful life of existing facilities and equipment.*
 - » *Maximize the operational performance and capacity of existing systems.*
 - *Mobility*
 - » *Relieve congestion by adding key system links.*
 - » *Support varied modal needs with cost-effective options.*
 - *Safety and Security*
 - » *Reduce injuries, fatalities, and risks.*
 - » *Ensure security of the public.*
 - *Productivity and Quality*
 - » *Reduce project implementation time through process improvements.*
 - » *Incorporate environmental stewardship into all projects and activities.*
 - » *Contain costs and leverage resources with business-like organization and innovative approaches to funding and service delivery.*

Charles County Goal⁴ and Guiding Principles⁵

Within the transportation section of its Comprehensive Plan, Charles County has a transportation goal with numerous objectives. Additionally, several transportation-related guiding principles are listed in its Comprehensive Network Strategy document.

- *Goal: Develop and maintain a multimodal transportation system to provide for the safe and efficient movement of people and goods on both an inter and intra County basis.*
- *Guiding Principles:*
 - *Provide timely transportation infrastructure to accommodate the county's growth.*
 - *Coordinate transportation planning with land use planning as described in the 1997 Charles Comprehensive Plan and Subarea Land Use Plans.*

⁴ Charles County 2006 Comprehensive Plan, Transportation Section
<http://www.charlescounty.org/pgm/planning/plans/commplanning/compplan/Chapter%2005%20Transportation.pdf>.

⁵ Charles County Comprehensive Network Strategy, 2002
<http://www.charlescounty.org/pgm/planning/plans/pubfac/transportation/strategy.pdf>.

- *Create a transportation network which maximizes our citizens' choices of transportation options.*
- *Minimize negative impacts of transportation projects on existing neighborhoods and businesses.*

St. Mary's County Transportation Policy⁶

St. Mary's County includes transportation policy as part of its Strategic Plan.

- *Transportation Policy: Develop and maintain a transportation system that is well integrated into the community fabric and that supports the land use concept.*
 - *Provide safe, efficient, economical roads designed to address goals for community revitalization, economic development, and environmental stewardship.*
 - *Encourage development and utilization of alternative transportation in the county.*

Calvert County Transportation Vision⁷

Calvert County's Comprehensive Plan identifies a vision for transportation:

- *Our highways are safe with only moderate congestion and public transit is readily available. Walking and bicycling are practical alternatives.*

The Calvert County 2010 Transportation Plan contains nine objectives used to guide transportation investments. These objectives correspond to the goals being developed for the TNA. Each objective is supported by principles, which correspond to the objectives for the TNA. The nine objectives identified include:

- *A transportation system that effectively serves the existing land use pattern and helps to implement County land use and growth management objectives;*
- *A transportation system that provides a high level of mobility for the residents, workers, and visitors of Calvert County;*
- *A transportation system that provides for efficient circulation within and adjacent to town centers;*
- *A transportation system that protects the overall quality of the natural environment;*
- *A transportation system that protects community development and the cultural heritage and rural character of the County;*

⁶ Quality of Life in Saint Mary's County: A Strategy for the 21st Century
<http://www.co.saint-marys.md.us/lugm/docs/CompPlanamendedMarch03.pdf>.

⁷ Calvert County Comprehensive Plan, 2004 <http://www.co.cal.md.us/business/planning/comprehensiveplan/>.

- *A transportation system that promotes energy conservation and minimizes the amount of non-renewable energy consumed;*
- *A transportation system which provides for increased safety for motorists, bicyclists, and pedestrians;*
- *A transportation system that is properly integrated into the regional network of transportation facilities and contributes to the resolution of areas-wide transportation problems; and*
- *A transportation system which meets all other objectives while minimizing total public and private costs.*

Anne Arundel County Transportation Goals and Policies⁸

Anne Arundel County does not have a stand-alone transportation plan, but its General Development Plan identifies goals and policies for transportation:

- *Goals:*
 - *Promote and encourage a safe, efficient, multimodal transportation system that adequately serves the public, minimizes negative environmental impacts, improves air quality, reduces resource consumption and reflects and strengthens the County's land use goals.*
 - *Reduce the length and frequency of travel to housing, employment, and services.*
 - *Encourage the Development of a mix of residential, employment and commercial uses near transit nodes.*
- *Policies:*
 - *Road Network Policies:*
 - » *Encourage improvement of the road network to further the land use, environmental protection, and community design goals of the General Development Plan.*
 - » *Concentrate growth in areas best served by existing and planned transportation facilities.*
 - » *Provide transportation improvements to serve designated growth areas.*

⁸ Anne Arundel County General Development Plan, 1997. The Plan will be updated over the next year.

- *Service and Connections Policies:*
 - » *Improve pedestrian and vehicular connections between residential areas and commercial and employment areas.*
 - » *Improve access and safety along major pedestrian and biking routes.*
 - » *Provide opportunities for co-location of public and commercial services that are in scale and compatible with one another.*
- *Design Policies:*
 - » *Encourage design of roads that minimizes impact on homes, businesses, historic sites, and natural environmental features.*
 - » *Encourage use of cluster subdivisions to minimize road construction and maintenance requirements.*
 - » *Allow flexibility in design so that road sections can be compatible with the character of the area and adequately serve traffic.*
- *Transit and Transportation Management Policies.*
 - » *Explore extension of transit along major transportation corridors.*
 - » *Facilitate development in the vicinity of existing and planned transit nodes through improved access.*
 - » *Focus growth in areas served by transit. Promote and encourage transit in areas with higher existing and planned densities.*
 - » *Promote carpooling, vanpooling, transit programs and improvements to park-and-ride lots. Seek innovative methods to improve commuter transportation.*
 - » *Promote the use of Transportation Demand Management to provide efficient, economical transportation service.*
 - » *Encourage mixed use and higher density residential land use in the vicinity of existing light rail and commuter rail stations.*
 - » *Encourage improved access, parking, and feeder bus service between rail stations and employment areas.*
 - » *Ensure that new and redeveloped areas in the vicinity of transit stations are of appropriate scale and character.*
- *Air Transportation Policies*
 - » *Use BWI as an economic development tool to attract a diverse range of business, employment and ancillary commercial services*
 - » *Improve vehicular and transit access to BWI.*
 - » *Improve transportation and utility infrastructure in the vicinity of BWI.*

Prince George's County Transportation Goal and Policies⁹

Prince George's County's General Plan identifies the following goal for transportation:

- *Goal: Provide residents and workers in Prince George's County with a safe, affordable, and accessible multimodal transportation system that effectively contributes to the timely achievement of county growth, development, community presentation and revitalization goals.*
- *Policies:*
 - *Provide for a transportation system that supports the General Plan development pattern.*
 - *Capitalize fully on the economic development and community revitalization potential of circumferential transit (Purple Line) alignments within and through Prince George's County.*
 - *Ensure that the countywide transportation system is planned and integrated with land use to achieve county growth and development goals.*

Summary

Table 2.1 provides a synthesis of the transportation goals for MDOT, the TCCSMD, the three counties that comprise Southern Maryland, and the two adjacent counties - Anne Arundel and Prince George's. The documents reviewed frequently describe goals related to efficiency, multimodal transportation, safety, and coordinated transportation and land use planning.

⁹ Prince George's County General Plan from Maryland National Capital Park and Planning Commission, 2002 <http://www.mncppc.org/cpd/PDFs/GenPlan/IVGenPlan.pdf>.

Table 2.1 Long-Range Transportation Goals in Maryland/Southern Maryland

	Maryland Transportation Plan	Charles County	St. Mary's County	Calvert County	Anne Arundel County	Prince George's County
Frequent Goals						
Efficiency	●	●	●	●	●	
Multimodal/Alternative Modes	●	●	●	●	●	●
Safety and Security	●	●	●	●		●
Coordination of Transportation and Land Use Planning		●	●	●	●	●
Less Frequent Goals						
System Maintenance	●					
Accessibility and Mobility	●			●	●	●
Minimum Negative Impact on Business and Neighborhoods		●			●	
Economic Development and Opportunity			●	●	●	●
Integrated with Community			●	●	●	●
Economical			●	●		●
Environmental Stewardship			●	●	●	
Regional Coordination				●		

2.2 U.S. DOT AND NEIGHBORING REGIONAL PLANS

The Cambridge Systematics team reviewed a wide range of plans from regions near to Southern Maryland, and has included examples of goals and objectives from those plans. Although these regional plans vary widely in focus and content, some recurring ideas and themes are evident within them. Table 2.2 organizes goals from these various regions and also from the United States Department of Transportation (U.S. DOT) into major themes. More information, including the full text of goals for each of the plans cited in the table, is included in the Appendix.

Some of the most common themes for transportation-related goals are:

- Mobility and Accessibility;
- Connectivity and Modal Balance; and
- Environmental Protection.

Table 2.2 Goals in Other Regional Plans and in U.S. DOT’s Strategic Plan

Theme	Metropolitan Washington COG CLRP	Baltimore Metropolitan Council L RTP	TransAction 2030 (Northern Virginia)	DVRPC Destination 2030 (Philadelphia)	WILMAPCO 2030 Plan (Wilmington, Delaware)	Annapolis Regional Transportation Vision	UnJAM 2025 (Charlottesville, Virginia)	U.S. DOT Strategic Plan
Frequent Goals								
Mobility and Accessibility	●	●		●	●	●		●
Connectivity and Modal Options			●	●	●	●	●	●
Environment	●	●	●	●		●		●
Transportation/Land Use Balance	●	●	●	●		●	●	
Economic Development	●	●		●	●	●		
Safety and Security	●	●		●		●		●
Coordination between Agencies	●	●	●					
Finance	●		●	●	●			
Efficiency		●		●	●	●		
Cultural/Historic Preservation	●		●			●		
Technology	●		●	●				
Goods Movement/Freight				●	●		●	
Less Frequent Goals								
Responsive			●					
Expanded Roadway Network							●	
System Preservation				●				
Organizational Excellence								●

2.3 RECOMMENDATIONS

The 1998 *Southern Maryland Regional Strategy* document identified five goals. For the most part, these goals capture the key concepts identified in the review of common themes from other similar goals and objectives statements developed elsewhere.

In developing recommended goals and objectives for the TNA, we have used the following principles:

- Use the minimum number of goals that reasonably capture the major issues that will be addressed by the TNA;
- Ensure that each goal address a distinct issue;
- Adequately capture the needs expressed thus far by stakeholders including MDOT, TCC, the Regional Infrastructure Advisory Committee and the Commission;
- Reflect goals and objectives from the 1998 plan and other studies within the region and refresh these goals and objectives to address new concerns;
- Ensure that the goals, goal definitions, and objectives capture the broad range of potential needs and allow for competing types of investments to be identified within the TNA.

Following these principles, five simple, straightforward goals have been identified for the TNA. These goals capture the essence of the original goals from the 1998 effort, but have reshaped them to bring currently prominent issues to the forefront, such as safety and coordination. The reasoning behind the selection of these five goals is:

- **Mobility and Accessibility.** Population growth, increased commuting, and a changing economy have increased congestion. This goal captures what is a standard, important concern regarding congestion. It also captures the link between economic growth and transportation investments and the importance of developing multimodal solutions to the region's transportation problems.
- **Safety and Security.** There has been an increased attention to transportation safety and security at all levels of government. The 1998 Plan identified safety and mobility concerns within the same goal. Given the increased emphasis on safety and new concerns about the related area of security, it is important to separate these concerns. This goal considers both the safety implications of other investments and the appropriate investments to support safety and security more broadly. Safety and security have been growing concerns across the United States, which should be reflected in the goals.
- **Efficiency.** The 1998 Plan recognized that transportation improvements should be implemented as efficiently as possible. In the 9 years since that

plan was completed, there has been an increasing emphasis on operational investments to improve the efficiency of the roadway system. In addition, growing construction costs and declining purchasing power have increased the emphasis on the efficient use of resources. This goal also captures the value of existing transportation assets and the need to preserve, maintain, and optimize them.

- **Environmental and Cultural Stewardship.** Surrounded by water, Southern Maryland faces specific environmental issues that must be addressed in transportation planning. Growth in long-distance commuting also presents potential air quality issues. The role of environmental issues in the planning process is one of increasing interest to the Federal Highway Administration and many state DOTs. A similar goal area was included in the 1998 Plan and it is appropriate to include in this new effort.
- **Integrated Planning.** The 1998 Plan identified the need to integrate transportation planning with land use, economic development, and environmental planning. In addition, SB 281 identified the need to develop a cooperative plan for Southern Maryland with Prince George and Anne Arundel Counties. These issues are captured to some extent in the mobility and accessibility and environmental stewardship goals. However, it is important that the goals and objectives address coordination head on. This goal does not address impacts, but instead focuses on linking transportation and land use planning and the collaborative process of working with other planning agencies and neighboring jurisdictions.

Section 3.0 presents definitions of these goals and a detailed set of objectives that capture the key issues facing the region.

3.0 Recommended Goals and Objectives

The mission of the Southern Maryland Transportation Needs Assessment is to develop a *multimodal transportation system* in Southern Maryland that supports and enhances the *quality of life* in the region through **integrated transportation and land use planning, improved economic opportunities, and stewardship of the natural environment.**

Five goals have been identified to support the TNA:

1. **Mobility and Accessibility.** Support the continued development and economic growth of the region by providing multimodal transportation options to improve the mobility of people and movement of goods within the region.
2. **Safety and Security.** Provide a transportation system that minimizes loss of life, health, and property and allows for a response to natural or manmade emergencies.
3. **Efficiency.** Ensure the best use of existing and future transportation networks, resources, and infrastructure.
4. **Environmental Stewardship.** Ensure that transportation investments are planned and implemented in a manner that is sensitive to the natural, cultural, and social environment.
5. **Integrated Planning.** Ensure that transportation investments are consistent with land use, environmental, economic development planning, and decisions of local and neighboring jurisdictions.

The complete set of goals, goal definitions and objectives, are presented in Table 3.1

Table 3.1 Recommended Goals for the Southern Maryland Transportation Needs Assessment

Goal	Definition	Objectives
1. Mobility and Accessibility	Support the continued development and economic growth of the region by providing multimodal transportation options to improve the mobility of people and movement of goods within the region.	<ul style="list-style-type: none"> • Increase transportation choices available for commuting from and traveling within Southern Maryland. • Maintain and enhance levels of circulation (e.g., reduced congestion) on highways, arterials, and major collectors. • Maintain and enhance levels of service on transit. • Incorporate pedestrian and bicycle improvements into roadway improvement projects. • Improve access to and from activity centers for all modes and populations. • Improve connections between modes.
2. Safety and Security	Provide a transportation system that minimizes loss of life, health, and property and allows for a response to natural or manmade emergencies.	<ul style="list-style-type: none"> • Reduce the rate of crashes, fatalities, and injuries for motor vehicles, bicycles, and pedestrians. • Develop safety improvements for the region that are consistent with the Maryland Strategic Highway Safety Plan and County Traffic Safety Programs. • Support transportation improvements and programs that enhance the transportation system’s capability to plan for and respond to natural and manmade security and emergency challenges. • Ensure that safety needs are considered in mobility improvements.
3. Efficiency	Ensure the best use of existing and future transportation networks, resources, and infrastructure.	<ul style="list-style-type: none"> • Increase person movement capacity of highway and transit modes. • Preserve and maintain critical existing infrastructure for maximum system performance. • Protect highway functional capacity by implementing access control as appropriate. • Improve the availability and quality of real-time information to increase the ease of use and attractiveness of both highways and transit. • Develop cost-effective transportation improvements that maximize the use of available resources.

4. Environmental and Cultural Stewardship	Ensure that transportation investments are planned and implemented in a manner that is sensitive to the natural, cultural, and social environment.	<ul style="list-style-type: none">• Maintain air quality in the region by providing alternatives to single-occupant vehicle travel and the use of clean air technology.• Minimize the impact of transportation investments on significant natural resource areas, watersheds, and habitats.• Identify and preserve transportation infrastructure with historic, cultural, social, and/or recreational value.• Minimize the contribution of transportation investments to air, water, and noise pollution in Southern Maryland.
5. Integrated Planning	Ensure that transportation investments are consistent with environmental, economic development planning, and decisions of local and neighboring jurisdictions.	<ul style="list-style-type: none">• Develop transportation investments that serve established Maryland communities and support designated growth areas (Priority Funding Areas).• Coordinate with existing and ongoing land use, environmental and economic development planning efforts.• Promote and support dynamic regional and intermodal activity centers.• Plan and develop transportation improvements cooperatively with neighboring jurisdictions and other relevant agencies.

A. Goals from Other Regions and U.S. DOT

A.1 METROPOLITAN WASHINGTON, D.C.¹⁰

Metropolitan Washington Transportation Planning Board Long-Range Transportation Plan

1. The Washington metropolitan region's transportation system will provide reasonable access at reasonable cost to everyone in the region.
2. The Washington metropolitan region will develop, implement, and maintain an interconnected transportation system that enhances quality of life and promotes a strong and growing economy throughout the entire region, including a healthy regional core and dynamic regional activity centers with a mix of jobs, housing, and services in a walkable environment.
3. The Washington metropolitan region's transportation system will give priority to management, performance, maintenance, and safety of all modes and facilities.
4. The Washington metropolitan region will use the best available technology to maximize system effectiveness.
5. The Washington metropolitan region will plan and develop a transportation system that enhances and protects the region's natural environmental quality, cultural and historic resources, and communities.
6. The Washington metropolitan region will achieve better interjurisdictional coordination of transportation and land use planning.
7. The Washington metropolitan region will achieve an enhanced funding mechanism(s) for regional and local transportation system priorities that cannot be implemented with current and forecasted Federal, state, and local funding.
8. The Washington metropolitan region will support options for international and interregional travel and commerce.

¹⁰Transportation Planning Board Vision, 1998
http://www.mwcog.org/regionaltransportationplan/documents/CLRP_Brochure_FINAL.pdf.

A.2 METROPOLITAN BALTIMORE, MARYLAND¹¹

Transportation Outlook 2035

1. **Improve Safety:** Improve safety for users of each mode of transportation.
2. **Maximize Transportation System Management and Operations:** Integrate management and operations strategies that improve the performance and reliability of existing transportation infrastructure to relieve congestion and reduce delay.
3. **Increase Accessibility and Mobility:** Plan for an integrated transportation system that is accessible, equitable, and reliable for all system users and that provides for enhanced connectivity between modes and destinations.
4. **Preserve the Environment:** Promote a sustainable environment by establishing policies that abate emissions from mobile sources, reduce energy consumption, reduce single-occupant vehicles and the use of gasoline, and conserve and protect natural and cultural resources.
5. **Improve Transportation System Security:** Support transportation improvements and programs that enhance the transportation system's capability to plan for and respond to natural and manmade security and emergency challenges.
6. **Link Transportation Investment to Land Use and Economic Development:** Serve the region's development needs by promoting a balanced transportation system that provides links between the region's economic core, major regional growth and activity centers, communities and neighborhoods, and key national and international commerce locations.
7. **Foster Interjurisdictional Participation and Cooperation:** Recognize the interdependence of the region's jurisdictions and foster interjurisdictional cooperation and cohesion for the benefit of the region's residents.

A.3 NORTHERN VIRGINIA¹²

Northern Virginia 2030 Transportation Plan

The goals developed for the TransAction 2030 Plan build on goals of the 2020 Transportation Plan and earlier plans in Northern Virginia and the Metropolitan Washington region. These include:

¹¹Transportation Outlook 2035, <http://www.baltometro.org/content/view/804/526/>.

¹²TransAction 2030 Report, <http://www.transaction2030.com/publications/default.aspx#reports>.

1. Provide an integrated, multimodal transportation system.
2. Provide responsive transportation service to customers.
3. Respect historical and environmental factors.
4. Recognize the linkage between transportation and land use.
5. Incorporate the benefits of technology.
6. Identify funding and legislative initiatives needed to implement the Plan.
7. Enhance Northern Virginia relationships among jurisdictions, agencies, the public, and the business community.

A.4 PHILADELPHIA METROPOLITAN AREA¹³

Delaware Valley Regional Planning Commission's Destination 2030

Transportation Facilities 2030 Vision

A safe, convenient and seamless multimodal passenger and freight system that is sufficient in its capacity, attractive and affordable to its users, accessible and equitable for all citizens and visitors to locations throughout the region and incorporating sound growth management, urban revitalization, environmental and economic development planning principles.

Transportation Facilities 2030 Goals

1. Improve safety by reducing travel hazards through the application of technological improvements and by bringing our transportation system up to modern standards.
2. Reduce congestion by making the transportation infrastructure more efficient, instituting transportation demand management strategies, and providing alternatives to the single-occupant vehicle.
3. Rebuild the transportation infrastructure with a focus on maintaining our current system before expanding capacity to new areas.
4. Enhance the environment by ensuring transportation investments improve or preserve our natural environment.
5. Increase mobility by providing additional choices for travel and guaranteeing the transportation system accommodates everyone.

¹³Delaware Valley Regional Planning Commission, Destination 2030 Plan, <http://www.dvrpc.org/LongRangePlan/2030/Web2030Vision.pdf>.

6. Link transportation improvements to land use and economic development policies outlined in the Long-Range Plan in order to create a holistic built environment.

Transportation Operations 2030 Vision

A well-planned, reliable and safe multimodal, regional transportation system that promotes interconnectivity among systems, keeps operators and users informed about travel conditions, responds rapidly to incident-related congestion and assures efficient delivery of goods and passengers utilizing available and new technologies.

Transportation Operations 2030 Goals

1. Implement one regional incident management program to coordinate with individual incident management corridor programs.
2. Study airport growth with respect to demand, and expand capacity where necessary.
3. Institute a central data clearinghouse for all regional transportation operations, whether virtual via the Internet or at a physical location, where travel information is shared freely among agencies.
4. Utilize ITS technology to provide information about travel conditions to travelers and operators.
5. Dedicate funding for operation centers into the region's transportation improvement programs.
6. *Implement an integrated fare collection mechanism for transit throughout the region.*

Transportation Finance 2030 Vision

Each mode of transportation has adequate funding to maintain, modernize, and operate its infrastructure. Money is available to provide needed expansions within corridors designated for growth and reinvestment in existing centers. Funding can be used to facilitate the movement of people, vehicles, and goods and to enhance important inter-modal connections. A combination of user fees, tolls, regional and state taxes, and other creative financing mechanisms, including public-private partnerships, are in place.

Transportation Operations 2030 Goals

1. Establish a funding mechanism for financing projects of regional significance, including enactment of state enabling legislation to permit dedicated regional revenue generation.
2. Maximize the amount of state and Federal transportation resources that flow to this region, consistent with statewide mobility needs and cognizant of the added costs associated with construction in dense, older urban areas.

3. Select projects for capital programming in the TIP based on sound long-range strategic planning considerations, life-cycle investment analyses, and system performance and condition data (actual and projected).

A.5 WILMINGTON, DELAWARE (NEW CASTLE COUNTY, DELAWARE AND CECIL COUNTY, MARYLAND)¹⁴

2030 Regional Transportation Plan

Goals and Objectives

1. Support Economic Growth, Activity and Goods Movement
 - a. Ensure a Predictable and Adequate Public Investment Program to Guide Private Sector Investment Decisions
 - b. Plan and Invest to Promote the Attractiveness of the Region
2. Efficiently Transport People
 - a. Improve Transportation System Performance
 - b. Promote Accessibility, Mobility, and Transportation Alternatives
3. Improve Quality of Life
 - a. Protect the Public Health, Safety, and Welfare
 - b. Preserve our Natural, Historic, and Cultural Resources
 - c. Support Existing Municipalities and Communities
 - d. Provide Transportation Opportunities and Choice

¹⁴Wilmington Area Planning Council, New Castle County, Delaware and Cecil County, Maryland Regional Transportation Plan http://www.wilmapco.org/RTP/Final%202030%20RTP/2030_RTP_APPROVED_MARCH_2007_web.pdf.

A.6 ANNAPOLIS, MARYLAND¹⁵

Annapolis Regional Transportation and Vision and Master Plan

Vision

To provide *mobility* that is safe and convenient throughout the Annapolis area for all transportation system users, including area residents, businesses, institutions, maritime community, and visitors. Provision of viable travel options to the automobile will enhance mobility for all. While mobility is the focus of the Plan, the second key element of the vision is to maintain a balance between mobility and the *quality of life* offered in the Annapolis area.

Themes

1. Mobility
 - a. Maximize the connectivity and ease of access for user groups via all modes of travel (e.g., pedestrian, bicycle, auto, and transit) between downtown Annapolis and Parole.
 - b. Improve the operational efficiency of transportation circulation patterns in downtown and Parole.
 - c. Realize maximum effectiveness of all existing and future public and private parking facilities for all user groups.
2. General Themes
 - a. Provide appropriate access and mobility for user groups at appropriate times.
 - b. Increase the overall safety, comfort, and convenience of transportation facilities for all user groups.
 - c. Provide recommended actions with realistic opportunities for implementation.
3. Quality of Life Themes
 - a. Protect and enhance the cultural and historic integrity of the Annapolis area.
 - b. Reflect and integrate unique community geographic and seasonal conditions.

¹⁵Annapolis Regional Transportation Vision and Master Plan, 2006,
http://www.annapolis.gov/upload/images/government/depts/pl_zon/compplan/FINALVol%20I.doc.

- c. Improve air quality through integrated land use and transportation decisions.
- d. Minimize impacts to the natural environment (e.g., woodlands, wetlands, and waterways).
- e. Maintain an appropriate sense of scale for Annapolis area neighborhoods.
- f. Promote economic vitality and community development.

A.7 THOMAS JEFFERSON PLANNING DISTRICT COMMISSION¹⁶

United Jefferson Area Mobility Plan (UnJAM 2025) – A combination of the Charlottesville Albemarle Regional Transportation Plan and the Rural Area Transportation Plan

Regional Mobility Goals

1. Improved, Expanded Roadway Network
 - a. More complete network of parallel and connector roads
 - b. Re-engineer existing roads for increased capacity, safety, and enhanced business environment
 - c. Develop new roadway designs for balanced, multimodal performance
2. Efficient Transit System integrated with other travel modes
 - a. Develop Enhanced Bus, Bus Rapid Transit (BRT), or Streetcars for fast, frequent, dependable service on major corridors
 - b. Commuter Express service to outlying areas
 - c. Improve Regional Rail service
 - d. System improvements for downtown and neighborhoods
 - e. Technology implementation to maximize efficiency and convenience
3. Pedestrian-Friendly Streets and Highways
 - a. Complete and connect sidewalk system
 - b. Safe, usable crosswalks with pedestrian refuges
 - c. Better lighting, signage, landscaping and signals

¹⁶UnJAM 2025 or Charlottesville-Albemarle MPOs United Jefferson Area Mobility Plan, <http://www.tjpd.org/transportation/unjam.asp>, Recommended as Best Practice by the Association of MPOs (AMPO).

4. Complete Bicycle Network and Amenities
 - a. On-road bike lanes on urban streets
 - b. Off-road multipurpose trails along major corridors
 - c. Protected parking at all destinations
5. Improved Integration and Support for Ridesharing and Travel Demand Management
 - a. Designated travel lanes for car/vanpoolers
 - b. Enhance employer-based incentives
 - c. Improve and increase park and ride lots
 - d. Improve coordination of TDM strategies with work, education and special events
6. Safe and Efficient Freight Movement
 - a. Separate freight movements from passenger travel where possible
 - b. Support on-time delivery needs of business and industry
7. Policy and Regulatory Changes
 - a. Amend codes and standards for more flexible roadway and development designs
 - b. Adjust funding formulas to deliver a truly multimodal system
 - c. Expand modeling and forecasting to coordinate transportation and land use planning

A.8 U.S. DOT STRATEGIC PLAN¹⁷

Strategic Objectives

- **Safety:** Enhance public health and safety by working toward the elimination of transportation-related deaths and injuries.
- **Mobility:** Advance accessible, efficient, intermodal transportation for the movement of people and goods.
- **Global Connectivity:** Facilitate a more efficient domestic and global transportation system that enables economic growth and development.
- **Environmental Stewardship:** Promote transportation solutions that enhance communities and protect the natural and built environment.

¹⁷U.S. DOT Strategic Plan, <http://www.dot.gov/stratplan2011/index.htm#values>.

- **Security:** Balance homeland and national security transportation requirements with the mobility needs of the nation for personal travel and commerce.
- **Organizational Excellence:** Advance the Department's ability to manage for results and achieve the goals of the President's Management Agenda.