

Highlights of the Regional Transit Partnership June 27, 2018 Strategic Planning Retreat

Draft #2: July 20, 2018

Table of Contents

- 1. Retreat Goals, Outcomes, Agenda, and Attendees
- 2. SIR's Observations About The RTP
- 3. Current State And Future Desired State of Charlottesville's Regional Transit System
- 4. Identifying Key Values/Priorities for Charlottesville's Regional Transit System
- 5. Crafting A Vision Statement for Charlottesville's Regional Transit System
- 6. Issues Identified During the Retreat
- 7. Next Steps and Timeline for the RTP







Retreat Goals and Outcomes

Retreat Goals:

- To openly discuss what RTP members want for the future of a regional transit system and for the Regional Transit Partnership (RTP).
- To reach consensus on a pathway to make this happen.

Retreat Outcomes:

- Move towards a shared vision for the RTP.
- Arrive at a set of guiding principles to help direct RTP's work.
- Agree on a short- and long-term path forward.
- Identify major issues that should be addressed along the way.







1. RTP Has A Clear Charge

Regional Transit Partnership

The RTP serves as an official advisory board, created by the City of Charlottesville, Albemarle County and JAUNT, in Partnership with the Virginia Department of Rail and Public Transportation **to provide recommendations to decision-makers on transit-related matters.**







3. RTP Has Clear Goals

- Establishing Strong Communication: The Partnership will provide a long-needed venue to exchange information and resolve transit-related matters.
- Ensuring Coordination between Transit Providers: The Partnership will allow transit providers a venue to coordinate services, initiatives and administrative duties of their systems.
- Set the Region's Transit Goals and Vision: The Partnership will allow local officials and transit staff to work together with other stakeholders to craft regional transit goals. The RTP will also provide, through MPO staff and updates of the Transit Development Plans (TDPs), opportunities for regional transit planning.
- Identify Opportunities: The Partnership will assemble decision-makers and stakeholders to identify opportunities for improved transit services and administration, including evaluation of a Regional Transit Authority (RTA).

4. RTP Has Clear Objectives

- 1. Further the City/County Relationship. As trust appears to be a major obstacle to engaging in a consolidated transit system, the Partnership will help the region build relationships and momentum for future successes.
- 2. Create a formal means of sharing information. Created by an MOU, the Partnership will create a formal mechanism for exchanging information between transit providers, localities and other stakeholders.
- **3.** Address pressing issues immediately. The advisory board will provide immediate attention for facing the pressing concerns and issues, as laid out in the Regional Coordination Study.
- 4. Facilitate transit planning. The Partnership will provide recommendations, overview and guidance to transit planning efforts, such as the upcoming development of CAT's and JAUNT's Transit Development Plans (TDPs).
- 5. Integrating transit into other decision-making: The Board will ensure that transit receives increased consideration in regional and local planning efforts.
- 6. Test an RTA structure. The RTP will provide a trial version of a Regional Transit Authority (RTA) that allows all parties to become more familiar with the concept of a consolidated transit system.
- 7. Preparing for an RTA. Within the Partnership, the region will have a venue for negotiating and studying a RTA that could benefit all partners in the region.

5. RTP Has A Defined Scope And Timeline

Arrent Public States of the local division o a series of the second state of the second sta Rest of Lot of L Consultants. the same and the same data served with an exciting on the same servers. Notice that there is not say that the wavever day to be to be a set of a set of a set of the And the second s The first of termination of the second and is a pro-second or bidden is the second sec constrained and makes approach as supply for both or the destruction that I download for the last of the state of the the same paper is a first party of the same second s and an end of the second s NAME OF TAXABLE PARTY AND PARTY OF TAXABLE PARTY. Press and a manual first strategy is the result of the strategy of the second distance of the and processing how an order over the second real and first property and in the structure descents one and the local of supervised (in) should be shown in contrasts to the state of the second Name of Concession, Name of Street, or other Designation, or other Name and Address of Frid and Providence States and a state of a first state of the In the local local two left addressy frame world work to serve and place the super 1 protocol A second descent of a process of the descent of the second descent des the OR AND IN TARGET AND ADDRESS OF THE R.P. ADDRESS AND A and in the second second second and the second Restored from the state part from processing density (10) and (11), for the large and sequence areas. Note an extent to be reason of all states with the two of all states I through the process and subsection in the process of prices of process in the restoration. Print Lof B.



6. RTP Has A Reporting Process

The RTP will send recommendations to:

- CAT and other City staff,
- City Council,
- County staff,
- The Albemarle County Board of Supervisors,
- JAUNT staff,
- The JAUNT Corporation Board,
- UVA Administration and UTS staff,
- Other applicable stakeholders.



So What's Missing?

Your "Why"

What are you really trying to accomplish?



Retreat Process To Identify RTP's "Why"

Identify Trends Shaping Cities and Regions of Tomorrow

Identify The Curren<mark>t State And Desired State of Charlottesville's Regional Transit System</mark>

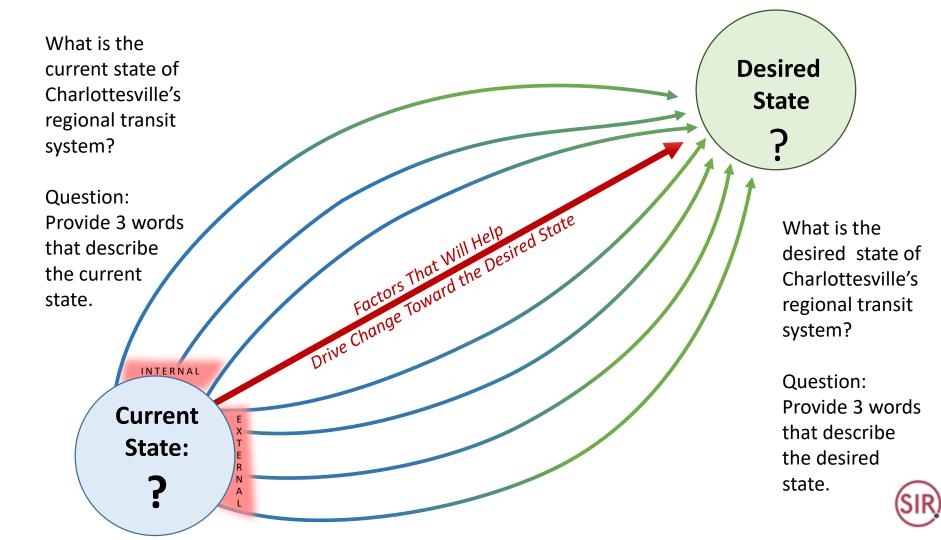
Identify Key Values / Priorities for the Desired State of Charlottesville's Regional Transit System

Craft a Shared Vision Statement

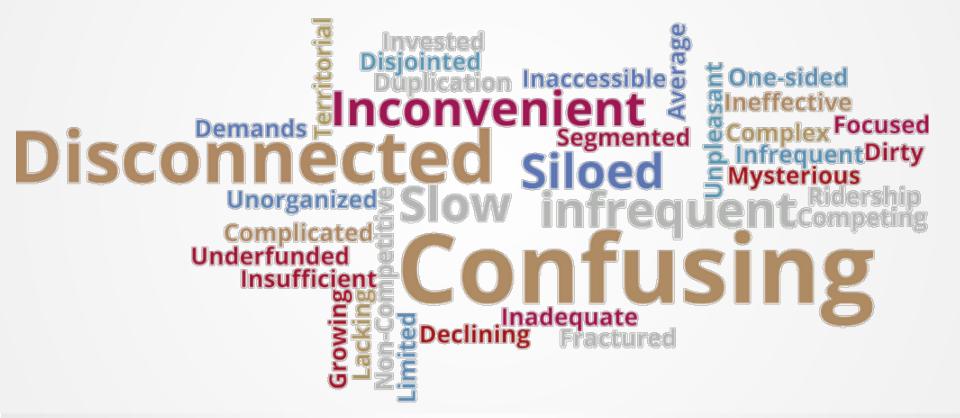


Current State And Future Desired State of Charlottesville's Regional Transit System





CURRENT STATE OF SYSTEMS



The larger the word, the more often it was offered by retreat participants

DESIRED STATE affordable sea ac (\mathbf{e}) vordina cohesive clean Approachable

The larger the word, the more often it was offered by retreat participants

egrated

effective

frequent

Responsive

iei

connected

congri

Jent

SIR's Observation:

Based on this exercise, there is a shared perspective among retreat attendees on how they view Charlottesville's current regional transit system (CAT/JAUNT/UTS) and what they want in a future system.





Identifying Key Values/Priorities for Charlottesville's Regional Transit System



Retreat attendees were asked to allocate 100 points across different values /priorities that a future regional transit system should address.

INSTRUCTIONS: Allocate a total of **100 points** among the five competing priorities based on their importance to a successful regional transit system.

Ensure the greatest access to jobs. This includes the needed frequency to make transit service work for workers.	
Ensure everyone is provided reasonable access to other people, places, goods and services.	
Protect the health and safety of all people.	
Ensure the most impact on social equity, meeting the basic transportation-related needs of all people including women, the poor, the rural and the disabled.	
Concentrate urban growth, limit sprawl and provide for more mixed and efficient land use.	
TOTAL:	100
	Ensure everyone is provided reasonable access to other people, places, goods and services. Protect the health and safety of all people. Ensure the most impact on social equity, meeting the basic transportation-related needs of all people including women, the poor, the rural and the disabled. Concentrate urban growth, limit sprawl and provide for more mixed and efficient land use.



The Results:

	PRIORITY	AVERAGE POINTS	
JOBS:	Ensure the greatest access to jobs. This includes the needed frequency to make transit service work for workers.	32.9	
Scores	32, 30, 45, 35, 40, 25, 15, 15, 30, 40, 20, 32, 25, 20, 80, 35, 40	UZ.U	
ACCESS:	Ensure everyone is provided reasonable access to other people, places, goods and services.	16.5	
Scores	18, 30, 10, 25, 10, 20, 20, 15, 0, 10, 20, 22, 20, 20, 0, 20, 20	2010	
HEALTH & SAFETY:	Protect the health and safety of all people.	11.4	
Scores	12, 15, 10, 10, 10, 20, 15, 0, 0, 20, 12, 15, 20, 0, 15, 10		
EQUITY:	Ensure the most impact on social equity, meeting the basic transportation-related needs of all people including women, the poor, the rural and the disabled.	19.2	
Scores	19, 20, 10, 10, 10, 25, 20, 15, 30, 30, 20, 22, 25, 30, 0, 20, 20		
CONGESTION MITIGATION:	Concentrate urban growth, limit sprawl and provide for more mixed and efficient land use.	20.0	
Scores	19, 5, 25, 20, 30, 20, 25, 40, 40, 20, 20, 12, 15, 10, 20, 10, 10	2010	
	TOTAL:	100	

IR)

SIR's Observations:

- Based on this exercise, the greatest priority should be directed to <u>support jobs</u> – moving workers to and from employment opportunities around the region.
- This doesn't mean the other priorities are not important. It just means that when realistically planning for a future regional transit system, planners should place more weight on supporting jobs than other priorities.
- It was noted by retreat participants that many of the values / priorities are interrelated. Supporting employment opportunities will help with equity and congestion mitigation values / priorities.







WHAT

A Transit System Vision Statement Defined



Transit System Vision Statement Is . A succinct statement on how a community envisions its transit system 10 to 20 years in the future. By design, a transit vision statement is aspirational – it articulates what the community wants its transit to be like in the distant future.

A Transit System Vision Statement Is <u>Not</u> . . . a brand marketing statement. A brand statement captures the relationship a community has with its transit system today. A brand statement helps direct a transit system's current marketing efforts.

A Transit System Vision Statement Is <u>Not</u>... an advertising tag line. A tag line captures the essence of the transit system's current marketing efforts.



WHY

A transit system vision statement is important to a community



Benefits of a transit system vision statement

- 1. Educates community on key trends and coming challenges and opportunities
- Acknowledges community's shared core values and purpose for a transit system
- 3. Organizes community's collective thoughts, aspirations, and actions
- 4. Points to what the community wants the system to become

- 5. Articulates shared long-term goals across diverse groups
- 6. Inspires community collaboration to achieve transit visioning goals
- Helps inform and direct public officials and governments on what the transit system should look like in the future: what it will look like, where it will go, who it will serve, etc.



HOW The best way to develop a transit system vision statement

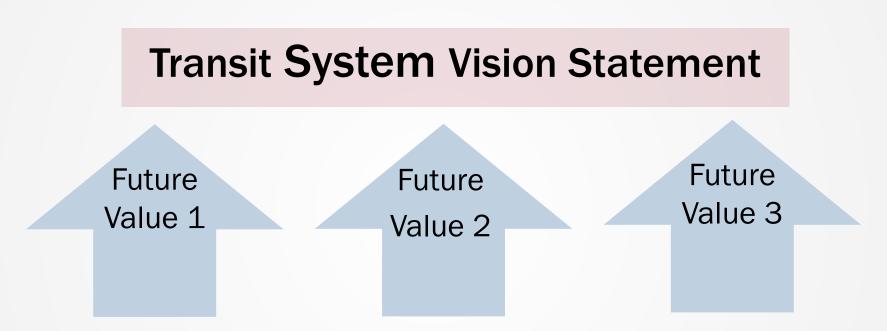


1. Ideally, the desired values associated with the transit system of the future should inspire and be part of the transit system vision statement. Values are unifying concepts.

Values:

Characteristics, aspirations, and attributes that the community cherishes and desires for the future system.





Transit System Values

Characteristics, aspirations, and attributes that the community cherishes and desires for the future system.



2. The best vision statements stand apart – they express the uniqueness of the future system, packaging the values.

"In the year 2040, [xyz city's] transit system will be an environmentally sustainable, multimodal transportation system that drives the regional economy."

This says nothing new or unique.



3. The best transit system vision statements are aspirational, including several cues (future-orientation) within the vision statement to reinforce what it is about (an aspirational long-term future state).

Example Narratives to Reinforce a Future Perspective

- In the year 2040, the city's/region's transit system will be a ...
- The city's/region's long-term vision for its transit system...

Example Narratives to Reinforce the Ultimate Goal

- The city's/region's transit system will become America's most ...
- The city's/region's transit system will be the most-preferred ...
- The city's/region's transit system will set the standard for other cities as

4. Once created, a transit system's vision should guide local governments' and local transit companies' work to make it happen - to realize the vision.

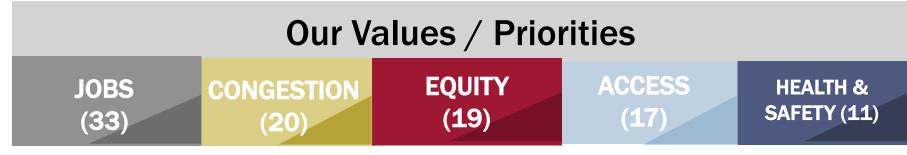


5. The final transit system vision statement should be packaged so everyone can fully appreciate the base values and what every keyword means.



Charlottesville Regional Transit System Vision Statement – Draft 1

The Long-term Vision For Charlottesville's Regional Transit System – By 2038: The Charlottesville Region's transit system is an efficient, highquality, integrated regional network of transit services that provides all residents with access to employment opportunities in a way that minimizes congestion and maximizes the region's reputation as the best place to live, work, learn and play.



High Quality

Regional Network



The Long-term Vision For Charlottesville's Regional Transit System – By 2040: The Charlottesville Region's transit system will be an efficient, high-quality, integrated regional network of transit services that provides all residents with access to employment opportunities in a way that minimizes congestion and maximizes the region's reputation as the best place to _ live, work, learn and play in America.

Advances the community's overall appeal and competitiveness

Equitable the system will serve

Well-coordinated

everyone's needs

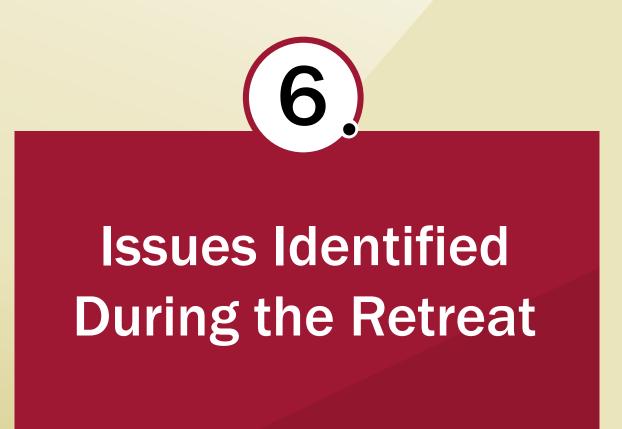
Congestion Mitigation a growing community consideration Jobs- the #1 priority



Next Steps On Regional Transit System Vision

- The best regional transit vision statements are based on residents' and existing riders' expectations for their future regional transit system.
- The vision statement offered in this document should be viewed more as input and an example of how a vision statement comes together.
- <u>A recommended next step in formulating a vision statement for the</u> <u>Charlottesville regional transit system is to conduct a short onboard</u> <u>survey and a survey among residents using a random sample survey.</u>
- <u>This step is typically done as part of the development of a</u> <u>comprehensive regional transit plan, the kind of planning process that</u> <u>the RTP is contemplating.</u>



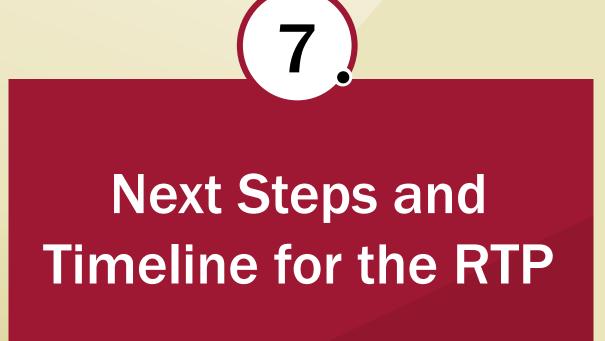




Additional Considerations Discussed at the Retreat

- The region should work on attracting and retaining young professionals to counter the age wave that is shaping the region's demographics without displacing existing residents.
- We need to support emerging activity centers/population nodes.
- Increasing density will help advance regional transit, but this requires close coordination with land use policies and potentially partnering with the local school systems including UVA.
- The current revenue sharing agreement between the City of Charlottesville and Albemarle County is a barrier to building trust among RTP members. It is imperative that the City of Charlottesville and Albemarle County clearly define what existing transit services are included in the agreement and measurable cost of service must be calculated and agreed to as a prerequisite.







Next Steps And Timeline for the RTP

It was agreed by all retreat attendees to take a "crawl, walk, run" approach in moving RTP forward.

Crawl – Immediate Post-retreat Actions

- 1. SIR will prepare a document that highlights the retreat discussion and outcome. This document will include a straw man vision statement. This will be circulated to all RTP members for comment. (You are now reading this recap document).
- 2. Short-term recommendations for greater network integration will be presented at the October 2018 RTP meeting. The TDP consultant is updating both Jaunt's and the Charlottesville Transit System's transit plans. As part of this planning effort, the consultant will identify a list of immediate opportunities that could be pursued for closer system integration. Once approved by the RTP and the appropriate Board/City Council, the approved changes will take 6 to 9 months to implement.

Recommended Process (Continued)

3. The City and Albemarle County will craft a written understanding related to transit funding as part of the existing revenue sharing agreement. This will include a measurable cost of service. This agreement will be used for future planning. The TJPDC will share example funding models from other regional systems to help facilitate this agreement. This step #3 is critically important in moving the RTP forward and should be completed with the assistance of professional facilitation as soon as possible.

Walk - Fall 2018 - 2019

4. By the end of 2019, all parties will support the region moving forward with a full scale Charlottesville Regional Transit Development Plan. This may require shared funding at some level. The TJPDC will manage this study. The study will take 9 months to complete. DRPT must be engaged in early 2019. The RFP for a transit planning firm will be issued in early 2020. Once a planning firm is onboard by March 2020, the final plan should be completed, vetted and approved by the end of 2020. This plan will then serve as a blueprint for exploring a transportation authority.

Recommended Process (Continued)

- 5. Starting in the Fall 2020, the RTP will prioritize working with the General Assembly on any legislative actions needed for a future transportation authority. This will likely take two years.
- 6. The RTP will create a plan to bring the Charlottesville region's business, community, and civic leaders up to speed on the RTP and the work that is underway to create a more regional transit system. Building early understanding and support among local opinion leaders is a critically important step in advancing the regional transit cause and the concept of a transportation authority.

To this end, SIR's is offering its model on how communities build regional transit systems that have sustained, dedicated funding – see next page. This pathway model is based on best practices from around the country.

Run - 2021

7. The RTP will use the recommendations in the Charlottesville Regional Transit Development Plan (finalized by end of 2020) as the pathway towards a regional authority.

IMMEDIATE ACTION ITEMS

7. Develop and Adopt a Regional Transit Vision Statement, Values & Goals FY21

6. Begin formulating a vision statement for the Charlottesville regional transit system by conducting a short onboard survey and a survey among residents using a random sample survey. FY21

5. Pursue funding, strategy and timeline for development of a full scale Regional Transit Development Plan – Strategic Plan FY20 Goal: A Vibrant Multimodal Transportation System That Supports a Healthy, Inclusive & Growing Region

 Appoint a committee to develop an annual service/funding agreement for FY20 transit services between CAT & Albemarle. City Rep/County Rep/CAT Director/JAUNT Director/City Finance/County Finance/Others & TJPDC staffing. FY20 Draft Complete

> 2. Copies of Draft CAT & Draft JAUNT FY20 budgets as submitted to City Manager and County Executive March 1, 2019

3. Develop a budget for FY20 RTP expenses that are in addition to Administrative Services provided by TJPDC. Included in Fy20 Budgets

4. Schedule one regional system peer visit with RTP. Fall of 2019

Pathway to a Vibrant Regional Multimodal Transportation System

7. Run a grassroots information and education campaign to support the dedicated funding option.

Educate the public on the plan – the "what," "why," and "how" of growing and funding our regional multimodal transportation system. Ask for support.

6. Structurally prepare for the preferred dedicated funding approach.

Set up the needed infrastructure for the preferred funding options.

5. Run a "grasstops" education and information communications campaign.

Ensure that community leaders are aware, familiar, and fully supportive of the plan. Through presentations and personal outreach, educate local and state-level public officials, regional opinion leaders, and the media. Goal: A Vibrant Multimodal Transportation System That Supports a Healthy, Inclusive & Growing Region

1. Continuously improve existing transit services, and build a region-wide appreciation for what the system delivers today (its impact on the community). Run a "making an impact" campaign.

2. Visually package a very easy-to-understand conceptual vision.

Include the "what" (a simple graphic of the completed system), the "why" (rationale), and the "how" (a long-range, phased approach). Use this overview to recruit the coalition in the next step.

3. Organize a region-wide coalition of support, comprising businesses, organizations, and government entities.

 Name the coalition, leading with a benefit
(e.g., "Connect the Charlottesville Community"). Educate members to become informed advocates.

4. Have all official local transportation planning organizations review, refine, and endorse a single long-range plan.

Include the vision and plan pillars and the preferred long-term funding approach and phases (what gets built when).