

EVOLVING ROLES OF METROPOLITAN PLANNING ORGANIZATIONS

AN OVERVIEW OF USEFUL MODELS FROM AROUND THE COUNTRY THAT ILLUSTRATE CROSS-JURISDICTIONAL, -DISCIPLINE, AND -MODE PLANNING APPROACHES
JUNE 2012

This overview provides descriptions of how 12 agencies located around the country have addressed a range of issues and opportunities relevant to metropolitan planning organizations (MPOs) in the Southeast Florida region and potentially other regions in Florida. New lines of thinking involving transportation planning and related activities are also presented.

The overview was initiated by the Florida Department of Transportation (FDOT) District Four to gather background information, share insights, and foster informed decision making regarding the geographic scope and structure of MPOs. All of the agencies reviewed implement the federal metropolitan transportation planning process. Four are separate MPOs, and eight are agencies that perform MPO and other functions.

This overview has three parts:

- Methodology
- Summary Observations
- Profiles of Selected Agencies

The information in the profiles is organized in the following sections:

- Agency and Planning Area Quick Facts
- Agency Highlights – type of agency, origins, and other (than MPO) functions
- Integrated Transportation Planning – with land use and a regional vision, across transportation modes, and with other issues such as housing and economic development
- Public Engagement
- Use of Performance Measures.

Selected Agencies

- Chicago Metropolitan Agency for Planning
- Denver Regional Council of Governments
- Indianapolis Metropolitan Planning Organization
- Mecklenburg-Union Metropolitan Planning Organization
- Nashville Area Metropolitan Planning Organization
- North Carolina Capital Area Metropolitan Planning Organization
- North Central Texas Council of Governments
- Puget Sound Regional Council
- Regional Transportation Commission of Southern Nevada
- Sacramento Area Council of Governments
- San Diego Association of Governments
- Wasatch Front Regional Council

The main sources used to develop the Quick Facts sections were the MPO Database <www.planning.dot.gov/mpo.asp>, U.S. Census 2010 Urbanized Areas <www.nado.org/census-2010-urbanized-areasurban-clusters-released>, and the latest adopted long range transportation plans for the agencies. Several of the census-designated urbanized areas identified as being served by agencies do not fall entirely within the agencies' planning areas.

The final page is a table listing the 12 agencies with at-a-glance highlights.

Methodology

The first step involved identifying agencies to review based on topics of potential interest for Southeast Florida MPOs. Among the sources used were reports and articles summarized in *Learning from Cross-Jurisdiction, -Discipline and -Mode Metropolitan Planning: A Scan of Useful Reports and Articles* prepared in 2011 for FDOT District Four. The purpose behind preparation of that document was to learn more about how MPOs and other agencies are working across jurisdictional lines and transportation modes and improving linkages between transportation planning and planning for land use, housing, economic prosperity, environmental quality, and community livability.

Other sources included a review of best practices recognized by the Association of Metropolitan Planning Organizations; interviews with practitioners with expertise in MPO structures; and a review of information on web sites of the Transportation Research Board and its National Cooperative Highway Research Program, the U.S. Department of Transportation (including the Planning in Excellence Awards, Transportation Capacity Building Programs, and resources of the Federal Highway Administration), the National Association of Regional Councils, the John A. Volpe National Transportation Systems Center, and the American Planning Association.

Topics of Potential Interest

- Driving force behind formation of MPOs with planning areas in more than one county or serving multiple census-designated urbanized areas.
- Strategies used to address actual and perceived challenges to planning at a metropolitan/regional level.
- Use of interlocal planning agreements to promote greater coordination or pursue particular projects/initiatives.
- Benefits of working together and across issues (for example, land use, housing, transportation, environmental quality, and social and economic equity).
- Methods used to integrate transportation planning with other issues, such as those identified above, and regional visioning efforts.
- Use of performance measures, including any related to the effectiveness of regional coordination efforts.
- Role of MPOs as transit providers.

The second step was conducting research through a review of on-line and print materials for each selected agency, supplemented by key person interviews as needed. All twelve agencies reviewed their respective profiles for accuracy and completeness.

Several additional agencies were identified that could merit review in the future.

Summary Observations

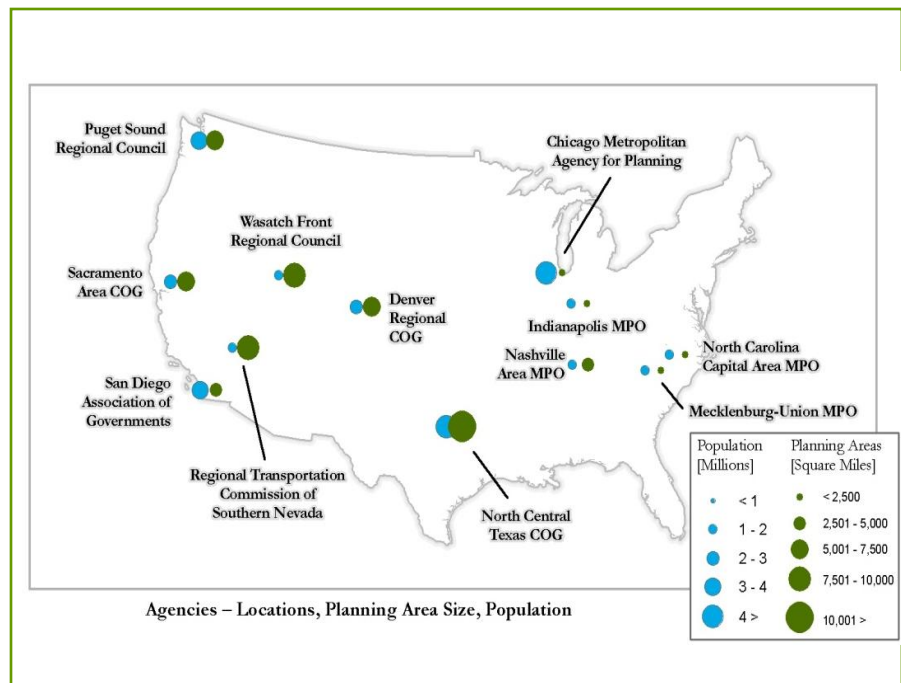
The agencies reviewed are playing increasingly active roles in developing, implementing, and serving as the stewards for consensus-based shared regional agendas. Those agendas are based on a long term view, often in the form of a regional vision, that holistically examines and integrates the interconnected issues of transportation, land use, housing, environmental quality, and the economy. Two particularly important roles for the agencies reviewed are serving as regional conveners and working collaboratively with public and private partners.

A primary driving force behind the regional agendas is recognition by public and private leaders that having regional collaboration and decision-making structures is

the most effective, and even essential, way to be competitive in a global economy; have political clout for what are often scarce dollars; and address pressing transportation, economic, environmental, and quality of life issues that transcend jurisdictional and agency (silo) lines. In some cases public officials took the lead in creating an agency that could plan regionally and across silos (Denver Regional Council of Governments, for example). In others the private sector took the lead, such as in the case of the Chicago Metropolitan Agency for Planning where civic and business organizations did the early education and worked to pass the enabling legislation. Those organizations have stayed involved as active participants in the regional visioning process and post-vision work to implement the vision.

Other commonalities include the following:

- **Geographic area** – All but two of the agencies reviewed, the Regional Transportation Commission of Southern Nevada and the San Diego Association of Governments, cover more than one county. Most



serve more than one census-designated urbanized area and have one dominant city. An exception is the North Central Texas Council of Governments that contains two large urban centers, Dallas and Fort Worth.

- ***Interlocal agreements and memoranda*** – Related to the above, interlocal agreements or memoranda of understanding are commonly used to work across jurisdictional and agency boundaries and enable regional and/or coordinated multi-issue actions. An example is the Puget Sound Regional Council that under state law has the authority to plan for transportation, land use, and economic development. By speaking with one voice, the council has experienced an increase in transportation dollars and other federal discretionary funds for projects with strong regional support. It has also found that it is better able to marshal the resources needed to strengthen the economy, improve transportation systems, and maintain quality of life. Two additional examples are the Puget Sound Regional Council’s Growing Transit Communities Consortium Agreement and the Denver Regional Council of Governments’ Mile High Compact, the primary tool for implementing its Metro Vision. In North Carolina, the Mecklenburg-Union MPO was one of four MPOs and two Rural Planning Organizations that used a Memorandum of Agreement (MOA) to create the Charlotte Regional Alliance for Transportation for the larger Metrolina region. The same partners used a separate MOA to develop the Metrolina Travel Demand Model. Also in North Carolina, the North Carolina Capital Area MPO entered into a Memorandum of Understanding with the Durham-Chapel Hill-Carrboro MPO to strengthen regional coordination in the Research Triangle Region, including among its three largest cities (Raleigh, Durham, and Chapel Hill).
- ***Transportation-land use connection*** – Most of the agencies are working in some way to connect transportation and land use planning. Making that connection varies from a more informal arrangement where future land use is an integral part of MPO modeling and planning to a formal structural integration where an MPO has been combined with a regional planning agency. The Nashville Area MPO’s development of a regional land use model to prepare alternative growth scenarios for the 10-county Middle Tennessee region is an example of an informal arrangement. The MPO serves all of five counties and portions of two others in that region. The goals, analysis, and transit components of the MPO’s Regional Transportation Plan also cover the 10 counties, and the MPO staffs a mayor’s caucus for that region. The Chicago Metropolitan Agency for Planning is an example of a formal arrangement. It is a combined transportation-land use agency that is furthering the transportation-land use connection through, among other things, its collaboration with the Regional Transportation Authority to offer grants to municipalities which participate in projects making that connection.
- ***Transit connection*** – All of the agencies are involved in some aspect of transit planning and coordination with transit agencies, and most are promoting land use forms (a compact centers-based form of development) that enable transit and other modes of transportation. Two of the agencies have additional transit functions (Regional Transportation Commission of Southern Nevada and San Diego Association of Governments). Transit has been the driver behind stronger regional coordination and the focus of private sector involvement. In Indianapolis, for example, the business community, through the Central Indiana Transit Task Force, worked with the MPO and transit providers to develop and gain support for a plan for a new interconnected, inter-county transportation system. In

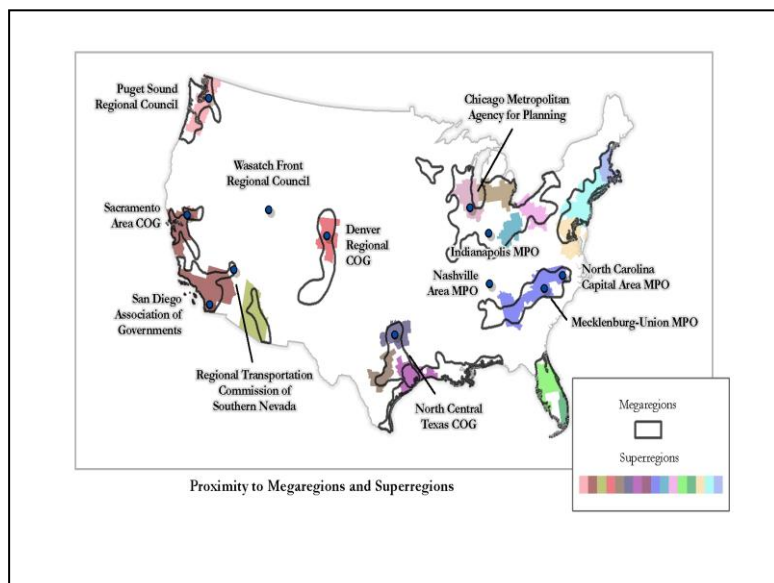
Nashville, the MPO works with the Transit Alliance of Middle Tennessee through the Transit Citizen Leadership Academy, a university-based institute, to educate public and private sector community leaders about the value of transit and how they can help advance transit plans for the region.

- ***Balanced involvement and bottoms-up input*** – The agencies are using a variety of outreach processes and techniques that drill down into the region to identify important issues and ensure that the interests of smaller communities are not overwhelmed by those of larger ones and that decisions are viewed as equitable and fair. An example is the Sacramento Area Council of Government’s process to develop the region’s vision (Blueprint) for growth through 2050. A civic organization (Valley Vision) that was viewed as a neutral convener helped by ensuring all views were heard along with building consensus among diverse interests. The development of a rural counterpart to the Blueprint broadened the understanding of the region’s rural areas. Particular attention was given to making local governments an integral part of the planning process as the council does not have local land use authority. Other techniques include the use of sub-regional councils (Chicago Metropolitan Agency for Planning), countywide forums (Puget Sound Regional Council), and *sub-regional visioning workshops/ Center for Development Excellence (North Central Texas Council of Governments)*. The use of interactive technology and visualization tools is also important.
- ***Plan implementation*** – Many of the agencies are putting into practice the adage that having the money means powerful leverage. They are backing up their regional visions, where one is in place, and long range transportation plans with programs that promote and enable implementation. That includes provision of technical assistance, model codes and plans, planning toolboxes, and a variety of incentives including the criteria used to prioritize projects for funding (the criteria are tied to the vision plans). In Denver, for example, points in the Transportation Improvement Program scoring system tie back to the region’s Metro Vision. Similar to several other agencies profiled here, the Wasatch Front Regional Council in Utah is using a U.S. Department of Housing and Urban Development Sustainable Communities Regional Planning Grant for projects that will help implement the adopted land use and transportation vision for the region. Because of its transportation- and transit-related roles, the San Diego Association of Governments is able to provide funding to local municipalities for planning and capital projects that support the regional plan. In addition, its Integrated Regional Infrastructure Strategy enables short-term capital expenditures in order to achieve the long term vision outlined in the regional plan.
- ***Performance measures*** – All of the agencies are using performance measures as an integral part of long term planning, monitoring, and reporting. In addition to tracking and evaluating the transportation system itself (construction, quality of ride, capacity, efficiency, etc.), the agencies are increasingly using performance measures to track and report on quality of life, economic, and sustainability goals and related indicators. For example, for the seven agencies that have engaged in regional visioning processes, performance measures are an integral part of the vision and are tied to the vision’s goals and objectives. Also important in some visioning processes is assigning responsibility for implementation actions to a lead agency and coupling that with a system to monitor and report on progress. In addition to scoring how the region is doing on key factors, some of performance measures

for the agencies are designed to track progress in relation to peer regions. They are also being used as the basis for criteria when prioritizing projects for funding. They are not being used yet to track the benefits of planning regionally.

- **Other issues** – Many of the agencies carry out a variety of functions and are involved in addressing a broad range of issues. Those issues include reducing energy consumption; addressing the impacts of climate change; providing full housing choice; coordinating with water quality and environmental resources planning; and planning for an aging population (the boomer impact), emergency services, healthy living and food access, and workforce and economic development. In general, the non-transportation functions are common among the agencies that are a merged transportation-land use agency, a council of governments, or some form of regional planning council.

One other observation is that nine of the agencies reviewed have planning areas located within identified superregions and ten have planning areas within identified emerging megaregions. Superregions, or megapolitan areas, look beyond the boundaries of any single metropolitan area and draw together pairs of regions anticipated to grow together in the future. Megaregions are defined by economic linkages, commuting patterns, and geographic characteristics that are similar to superregions but are projected to a greater scale in anticipation of broad future growth and development trends.



Agency	Superregion	Megaregion	Agency	Superregion	Megaregion
CMAP	Lake Front	Great Lakes	NCTCOG	Metroplex	Texas Triangle
DRCOG	Front Range	Front Range	PSRC	Cascadia	
IMPO		Great Lakes	RTC	Sun Corridor	Arizona Sun Corridor
MUMPO	Carolina Piedmont	Piedmont Atlantic	SACOG	Northern California	Northern California
CAMPO			SANDAG	Southern California	Southern California

Sources consulted: www.planning.org/apastore/meet/2011/megapolitan.htm, www.america2050.org

CHICAGO METROPOLITAN AGENCY FOR PLANNING (CMAP)

<www.cmap.illinois.gov>

Agency and Planning Area Quick Facts

Planning Area for Agency: CMAP covers seven counties and 284 municipalities.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Chicago IL-IN, and Round Lake Beach-McHenry-Grayslake IL-WI

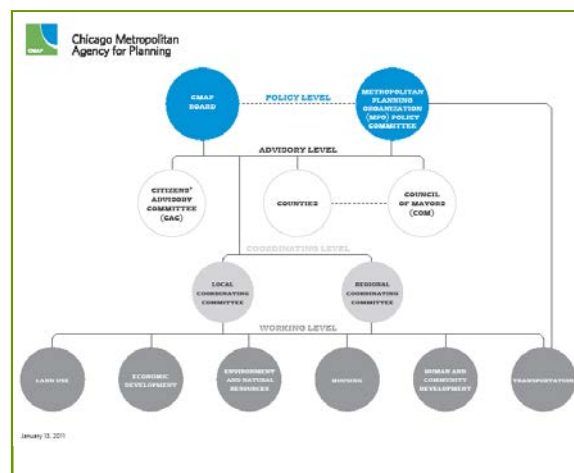
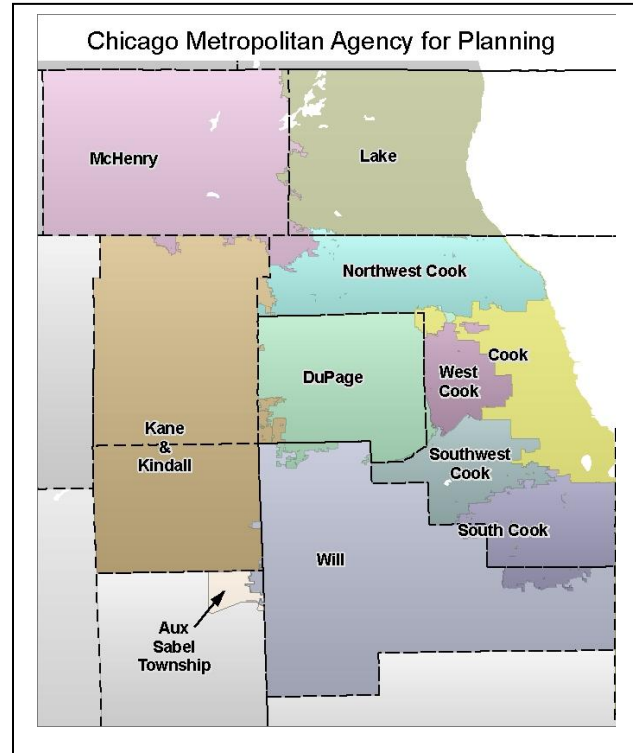
2010 US. Census Population in Planning Area: 8.6 million people in the 2,443-square mile planning area for CMAP, a population density of 3,500 people per square mile. Chicago and Cook County, the economic hub of the region, contain an estimated 5.2 million people, or 61 percent of the 2010 population. The metropolitan planning area for CMAP as an MPO contains 8.45 million people

Population Forecast from MPO Long Range Transportation Plan: 8.6 million people in 2010 to 11.0 million people in 2040, a 28 percent increase

Employment Forecast from MPO Long Range Transportation Plan: 4.2 million jobs in 2010 to 5.3 million jobs in 2040, a 28 percent increase

Board and Committee Structure:

- *Policy:* CMAP Board (21 members representing a mix of local government, academic, business, and civic nonprofit interests), CMAP Executive Committee (six members), and MPO Policy Committee (21 members)
- *Advisory:* Citizens' Advisory Committee, Council of County Board Chairs, and Council of Mayors
- *Coordinating:* Local Coordinating Committee and Regional Coordinating Committee



- *Working:* Transportation and five other issue-oriented working groups
- *Other Groups:* Examples are a freight committee, bicycle and pedestrian task force, and regional tax policy task force

Long Term Vision/Plan: GO TO 2040 Comprehensive Regional Plan

Agency Highlights

Type of Agency

CMAP is a consolidated regional planning agency that works to address the region’s land use, natural environment, transportation, and quality of life challenges. Discussed more below, it was created by the state legislature as a “unit of government whose purpose it is to effectively address the development and transportation challenges in the northeastern Illinois region.” State and federal law require CMAP to develop a metropolitan comprehensive regional plan (called GO TO 2040) to guide the region’s growth.

Reflecting the regional consensus that led to the creation of CMAP, its board and committees have balanced representation from across the seven member counties. Because of its role as an MPO, an MPO Policy Committee serves as the decision-making body for all regional transportation plans and programs. A jointly adopted Memorandum of Understanding outlines the working relationship between the MPO Policy Committee and CMAP’s board and affirms their commitment to coordinate and integrate the region's planning for land use and transportation in an open and collaborative process.

CMAP also has a Council of Mayors that was established to provide a conduit for communication between local elected officials and regional transportation agencies. It is composed of the chief executives of the 284 municipalities in the CMAP region. To help ensure that sub-regional issues are addressed, CMAP has 11 sub-regional councils with memberships ranging from 12 to 47 municipalities. Each of the sub-regional councils appoints two members to serve on the Council’s Executive Committee, which was formed in 1981 to provide a link among the councils and also between the councils and the MPO and to formalize and strengthen the input from the region's municipalities regarding regional transportation planning and programming decisions. The councils meet regularly for cooperative decision-making on programming of Surface Transportation Program funds and issues needing a sub-regional consensus before being brought to CMAP’s Executive Committee for a regional debate. CMAP staff supports the councils. Planning liaisons provide information about CMAP policies, programs, and initiatives to local officials and bring feedback regarding those issues to CMAP’s staff and board. They also provide planning and monitoring assistance and help develop transportation improvement programs.

Origins

In the spring of 2005, local government, business, and community leaders came together to recommend to the Illinois governor and General Assembly the creation of a new public agency to coordinate comprehensive planning in northeastern Illinois. That led to the enactment of the Regional Planning Act, the legislation that created the Regional Planning Board (RPB) to better integrate land use and transportation planning for the Chicago region (defined as Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties). In passing the legislation, the General Assembly noted that “a streamlined,

consolidated regional planning agency is necessary in order to plan for the most effective public and private investments in the northeastern Illinois region and to better integrate plans for land use and transportation.”

The RPB, now called CMAP, began meeting in October 2005 to consolidate the two agencies that had been responsible for planning related to transportation and land use:

- The Northeastern Illinois Planning Commission (NIPC) – NIPC was created in 1957 to serve as the regional growth management and comprehensive land-use planning agency for northeastern Illinois. NIPC’s responsibilities included providing research on regional trends and advising local governments.
- The Chicago Area Transportation Study (CATS) Policy Committee (the federally-designated MPO) – CATS was formed in 1955 to develop the region’s first comprehensive long term transportation plan and help plan, program, and implement transportation improvements for the northeastern Illinois planning area.

The basis for the legislation came from the Northeastern Illinois Regional Transportation Task Force, created by the General Assembly in 2003 to make recommendations to the governor and the state legislature regarding the feasibility of merging and gaining greater coordination and efficiencies among the region’s agencies responsible for transportation and land use policies. The Illinois Department of Transportation provided staff support for the Task Force. The Task Force’s recommendations were based on the shared recognition that land use and transportation planning needed to be coordinated in order to effectively address the high degree of congestion in the region. They also were based on the need to address the duplication of efforts, inefficiencies, and competition for limited funding that resulted from having two separate planning agencies. The Task Force’s 15-month study process is documented in the June 2005 report, *Final Report Describing the Background and Phases Leading to the Recommendation for the Reorganization of CATS & NIPC and the Integration of Land Use and Transportation Planning for the Northeastern Illinois Region*.

Several civic organizations were involved in the efforts that led to the passage of the Regional Planning Act. One was the Metropolitan Planning Council (MPC), a non-profit, civic-led organization that was created in 1934 to develop, promote, and implement solutions for sound regional growth. The MPC co-lead a coalition called the Business Leaders for Transportation (BLT) that promoted the idea of merging responsibilities for land use and transportation planning into a single agency because they were so intertwined. In addition to advocating for CMAP’s formation and funding (activities included enlisting board members to participate in editorial board meetings and write letters of support and publishing a series of articles outlining the various ingredients needed for the RPB/CMAP to be a success), the MPC provided technical and policy support during CMAP’s formative stage. MPC staff and board members continue to be involved in CMAP, bringing MPC research to CMAP’s committees. That includes active involvement in and the promotion of CMAP’s GO TO 2040 planning process and its principles and goals. The MPC has recently been supporting (through research and technical assistance) CMAP’s Local Technical Assistance Program designed to help implement GO TO 2040.

Chicago Metropolis (CM) 2020 was also a co-leader of the BLT and its work to promote enactment of the Regional Planning Act and creation of the RTB/CMAP. CM 2020 was created in 1999 by the Commercial Club of Chicago (an organization of leading area business and civic leaders) as a business-backed civic organization to advocate for more visionary and strategic planning about how the region should grow. (The Commercial Club of Chicago also commissioned Daniel Burnham's *1909 Plan of Chicago*.) In 2003, CM 2020 issued *A More Effective Regional Transportation System*, the first in a series of short papers about pressing public policy issues facing the Chicago region. CM 2020 is now called Metropolis Strategies and is a supporting organization of The Chicago Community Trust. In that role, it continues to raise awareness of and address the challenges of the seven-county region and to implement the ideas contained in its 1999 report, *Chicago Metropolis 2020: Preparing Metropolitan Chicago for the 21st Century*.

Other (than MPO) Functions

CMAP is the delegated authority for the region's areawide water quality management plan, carrying on a function of the NIPC. In that role, CMAP develops management strategies based on a watershed approach for eliminating point- and nonpoint-source pollution, protecting groundwater, and disposing of wastewater throughout the seven-county region. In a complementary initiative, CMAP partnered with the Regional Water Supply Group to publish *Water 2050: Northeastern Illinois Water Supply/Demand Plan*, a comprehensive regional plan for water supply planning and management, as called for by a 2006 executive order issued by the Illinois governor. CMAP is now working to implement the Water 2050 recommendations.

Integrated Transportation Planning

With Land Use and a Regional Vision

CMAP's GO TO 2040 <www.cmap.illinois.gov/2040> is a long range comprehensive plan for both land use and transportation and provides a planning framework for local zoning and land use decisions. Adopted in 2010, the plan contains a diverse coordinated set of strategies to address the projected population growth and recommends action under four themes: Livable Communities, Regional Mobility, Human Capital, and Efficient Governance. It meets federal requirements for a long range transportation plan for an MPO and addresses freight from a regional perspective. Outlined in the timeline box, GO TO 2040 was developed through a broad-based planning process that involved nearly three years of research, deliberation, and public input.

CMAP's actions to implement the plan are contained in the *Moving Forward, 2010-11: GO TO 2040 Implementation Report*, published by CMAP in 2012 and its first annual progress report. A summary of the report is available in poster form. Both the report and summary describe progress across the plan's four themes and twelve recommendations.

GO TO 2040 GOALS

- Emphasize support for existing communities.
- Encourage more compact, sustainable development patterns.
- Increase the efficiency and transparency of government through better decision making.
- Reduce congestion by emphasizing modernization (rather than expansion) of the current transportation system.
- Give residents more options for getting around, including transit, walking, and bicycling.
- Improve parks and preserve open space.
- Reduce consumption of energy and water.

Related to plan implementation, CMAP:

- Offers a Local Technical Assistance Program enabled by a \$4.25 million U.S. Department of Housing and Urban Development 2010 Sustainable Communities Regional Planning Grant. The grant funds are being used to help communities across the Chicago metropolitan region undertake planning projects that advance the principles of GO TO 2040. CMAP is working with approximately 70 local governments, nonprofits, and intergovernmental organizations to address local issues at the intersection of transportation, land use, and housing, including the natural environment, economic growth, and community development.
- Hosts an interactive map of local case studies that describes projects and people that exemplify the goals and objectives of GO TO 2040. The case studies are grouped according to the four plan themes.

Future Leaders in Planning (FLIP), another CMAP initiative, is a leadership development opportunity where students can learn more about the region, share ideas with other teens, and interact with selected regional leaders who make key planning decisions in communities.

GO TO 2040 TIMELINE
<ul style="list-style-type: none">• 2010 – 10 open houses across the region to give residents an opportunity to review and comment on the plan, and CMAP board approval of a preferred Regional Scenario (from a range of scenarios evaluated in 2009 based on a series of key indicators).• 2009 – Invent the Future Campaign that collected public input at 57 workshops across the region through multimedia kiosks at dozens of locations, community fairs, and festivals, and, in collaboration with other organizations, the issuance of a series of white papers analyzing regional issues.• 2008 – CMAP board approval of a Regional Vision that built on previous regional plans and was developed through public visioning

Across Transportation Modes

CMAP has several initiatives that promote use of and coordination across transportation modes:

- 2012 Community Planning Program. This competitive grant program developed collaboratively by the Regional Transportation Authority (RTA) and CMAP provides funding for northeastern Illinois municipalities to participate in projects that link land use and transportation and benefit local communities and the regional transportation system. Transit-oriented development and local transit improvement plans are to be evaluated by the RTA, and transportation and land use plans that are not transit-focused are to be evaluated and, if selected, funded and managed by CMAP.
- Soles and Spokes Project. This project is an on-going process to improve regional mobility and livability by supporting improvements to the region’s walking and bicycling environment, with an emphasis on transit access and accessibility for people with disabilities, consistent with GO TO 2040. One project focus is on community education in the form of briefing papers on pedestrian and bicycle strategies for voluntary use by local, regional, and state agencies and training for planners and engineers to spread information about good practices related to improving the walking and bicycling

environment. The CMAP Bicycle and Pedestrian Task Force, which is composed of representatives of advocacy organizations, community groups, businesses, and local, regional and state governments seeking to improve walking and bicycling travel conditions, provides overall guidance for the program.

- **Regional Approach to Greenways and Trails.** The Northeastern Illinois Greenways and Trails Plan is a long range, multijurisdictional plan that envisions a network of greenways and trails across the region. The map and plan serve as a basis for planning and programming funding for greenways and trails, as a framework and guide for making connections between communities and other greenways and trails, and as a consideration in major infrastructure investment decisions. The greenways and trails website shows the status of trails developed since the Northeastern Illinois Regional Greenways and Trails Plan 2009 Update. That plan consisted of a report along with a map that features existing and proposed trails as well as stream and land-based greenways.
- **Northeastern Illinois Regional Transportation Operations Coalition (RTOC).** The RTOC was established as an institutional forum and structure where regional operation issues, needs, and priorities can be addressed. The intent is that, through collaboration and coordination between transportation operators and planners, the region will experience a more efficient and safe transportation system across jurisdictional boundaries. The RTOC has a core group of participants consisting of regional transportation operators from all modes. The recommendations and coordination of management and operations projects and strategies are to be achieved by smaller working groups composed of agencies and stakeholders directly involved in a particular project or strategy. The working groups report back to the core participants of the RTOC.
- **Regional Freight Study.** Recognizing the long-time importance of Chicago as a major freight hub, CMAP initiated a study designed to define a list of recommended infrastructure projects for the region's highway, railway, water, and aviation freight systems. The study recommendations, which are contained in the 2010 report *Regional Freight System Planning Recommendations Study Final Report* <www.cmap.illinois.gov/freight-system-planning>, were used by CMAP in developing the freight system recommendations for the freight chapter of GO TO 2040.

With Other Issues

Energy Impact Illinois <energyimpactillinois.org> is an alliance of CMAP, utility companies, government agencies, and citizen advocacy groups that is working to create a long term market to improve the energy efficiency of residential, commercial, and industrial buildings. The program is supported by a \$25 million stimulus grant through the U.S. Department of Energy (DOE) Better Buildings Initiative that was awarded to CMAP on behalf of the region.

Public Engagement

The two principal conduits for public engagement are the Citizens' Advisory Committee (CAC) and CMAP's Public Participation Plan.

The CAC

The purpose of the CAC, which is a standing advisory committee to the board, is to provide continuous and balanced public representation in the development of CMAP's regional plans and policies. It also provides feedback on the effectiveness of CMAP's Public Participation Plan and promotes public awareness of and participation in CMAP's plans and programs. Committee members are selected to ensure diverse representation of geography, gender, ethnicity, and experience. Members are asked to act as representatives of the entire region, not just of their local community, and to participate as individual residents of the metropolitan Chicago area, not as a member of any given interest group.

The Public Participation Plan

The purpose of the Public Participation Plan is to increase public awareness and early and continuing participation and widen the range of voices and views in the planning process. Because CMAP integrates transportation and land use planning into a broader overall process, it must conform to federal transportation public involvement guidelines as well as those from other local, state, and federal agencies whose interests coincide with any of the CMAP focus areas.

- Outreach activities include a youth initiative that involves working with schools and youth-service organizations to increase participation and develop ongoing networks involving youth in planning; a civic initiative that focuses on continuing contact with community leaders and residents who have been participating in meetings; and a community initiative that involves collaborating with organizations to invite participation from groups and communities of interest and identify those that are traditionally uninvolved or under-involved in the planning process.
- Engagement activities focus on informing, educating, listening, and sharing in the planning process. An example is the use of Paint the Town INDEX PlanBuilder and INDEX Insight, GIS-based interactive computer programs that allow participants to create various growth scenarios and compare them to their visions and goals. Another example involves the development of a customized set of tools for each public meeting in order to localize the planning process and put local plans into context within the broader regional planning effort.

Use of Performance Measures

CMAP partnered with The Chicago Community Trust to develop a quantitative and comprehensive set of indicators to measure, track, and report on regional quality of life over time and progress toward implementing the goals found in GO TO 2040. The indicator web site <www.metropulsechicago.org> offers tables, charts, and maps of over 100 different indicators that are divided into major themes originally identified in GO TO 2040: Livable Communities, Regional Mobility, Human Capital, and Efficient Governance. The themes of equity, sustainability, and innovation are woven throughout. The web site also provides access to a warehouse of data on factors that shape the region's quality of life and enables local governments and other agencies to access and share information about the region. Progress

on implementing GO TO 2040 is reported in the Moving Forward section of CMAP's web site <www.cmap.illinois.gov/moving-forward>. The web page provides the latest information on progress, including the first annual GO TO 2040 implementation report. The goal of the performance measures is to promote and facilitate effective decision making.

DENVER REGIONAL COUNCIL OF GOVERNMENTS (DRCOG)

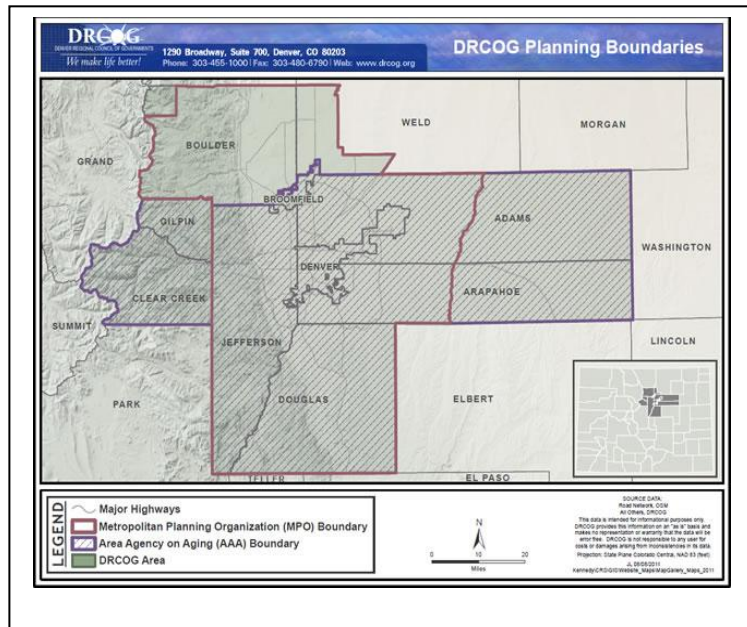
< <http://drcog.org> >

Agency and Planning Area Quick Facts

Planning Area for Agency: DRCOG covers nine counties (two of which, Broomfield and Denver, are also municipalities) and 47 municipalities. As an MPO, DRCOG's metropolitan planning area covers all of four counties and portions of three counties.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Denver-Aurora, CO, Boulder, CO, Longmont, CO, and Lafayette-Louisville-Erie, CO

2010 U.S. Census Population in Planning Area: 2.83 million people (600,000 in Denver) in the 5,288-square mile planning area, a population density of 535 people per square. That relatively low density is because a significant part of the planning area is rural. The density for the four urbanized areas is much higher, estimated at 3,500-plus people per square mile.



Population Forecast from MPO Long Range Transportation Plan: 2.9 million people in 2010 to 4.3 million people in 2035, a 48 percent increase (LRTP estimates made prior to availability of 2010 census data)

Employment Forecast from MPO Long Range Transportation Plan: 1.6 million jobs in 2010 to 2.6 million jobs in 2035, a 63 percent increase

Board and Committee Structure:

- Policy:** DRCOG Board of Directors (57 local elected officials from member municipalities and counties); Metro Vision Issues Committee (primary policy committee with 24 members who are member local elected officials); and Regional Transportation Committee (16 members composed of board members, state transportation commissioners, Regional Transportation District board members, and other special interest representatives) that prepares and forwards policy recommendations to the Board of Directors, which is the policy body for the MPO



- *Administrative:* Administrative Committee (directs the fiscal, contractual, and personnel business of the regional council)
- *Advisory:* Transportation Advisory Committee (advisory to the Board and the Regional Transportation Committee), Advisory Committee on Aging (focuses on issues that pertain to the region's older adults), Firefighter Advisory Committee (directs the operation of the Firefighter Intraregional Recruitment and Employment program)

Long Term Vision/Plan: Metro Vision 2035 and 2035 Metro Vision Regional Transportation Plan which reflects a transportation system that closely interacts with the growth, development, and environmental elements of Metro Vision 2035

Agency Highlights

Type of Agency

DRCOG is a voluntary nonprofit association of local governments that was formed to promote a regional perspective toward the metropolitan region's most pressing issues and address them through cooperative local government action. Today, DRCOG serves as the designated Transportation Planning Region (TPR) and the MPO for the Denver metropolitan area. It is also a 501(c)(3) organization and the state-designated Regional Planning Commission (RPC) for the region. All of DRCOG's member governments participate in its RPC planning functions. MPO functions are focused on a smaller geographic area composed of a little less than three-fourths of the region. DRCOG also does the planning for the Mountains and Plains areas that are not covered by the MPO.

Although it is a public agency, DRCOG is not a unit of government and does not have the statutory authority to tax, issue bonds, or legislate. So that all members have an equal voice in decision making, each participating local government's representative on the Board of Directors is an elected official. The city and county of Denver, which pays for city and county memberships, has two representatives. Except for when weighted voting is requested, each member has one vote.

Origins

DRCOG's roots go back to 1955 when 39 Denver area local officials from four counties and staff members gathered at the invitation of Denver's mayor. The purpose of the meeting was to discuss forming a four-county authority (to be called the Inter-County Regional Planning Association) to address common problems and plan for the development of the metropolitan region. Their decision to meet was promoted by booming growth that was spilling outside the Denver city limits, creating new suburban communities. The organization changed its name to DRCOG in 1968. The inclusion of Denver in the name was meant to signify the responsibility of the core city to its neighbors. DRCOG's 50-year retrospective report sums up the founders' intent – to speak with one voice and create a united front to address common problems.

Other (than MPO) Functions

In addition to its transportation and land use planning functions, DRCOG serves as the Area Agency on Aging for the region (excluding Boulder County), assessing the needs of the senior population and planning and coordinating services for that population. DRCOG is emphasizing that role as a result of the significant growth in the region's senior population. Because of the number of aging baby boomers living

in the region, by 2035 more than one in four people (versus what was one in eight just a few years ago) will be 60 years older. That fact was the catalyst for a program called the Boomer Bond, a project of the Metro Vision Implementation Task Force. The purpose of the program is to help local governments understand the impacts of an aging population and provide them with the strategies and tools that can support healthy, independent aging and thereby allow older adults to remain in their homes and communities for as long as they desire. Multidisciplinary teams will kick-off the project with an inventory of best practices in six topic areas critical to successful aging. A voluntary interlocal agreement among local governments that commit to supporting the Boomer Bond program, similar to the Mile High Compact, is planned.

Integrated Transportation Planning

With Land Use and a Regional Vision

As the RPC for the Denver metro area, DRCOG is required to prepare a regional plan. That plan is the foundation for all of the council's long range planning activities and serves as its land use, transportation, and environmental plan. By integrating land use and transportation, the plan directs transportation investments to those areas where growth is planned and promotes development patterns that maximize the benefits from those investments.

The current plan, Metro Vision 2035, which incorporates sustainability goals, was adopted in 2011. The plan is designed to guide where, how much, and when growth and development occur and how the region will attain water and air quality standards over the next 20 years. The first Metro Vision plan, which looked to the year 2020, was adopted in 1997. Subsequent plans pushed the horizon first to 2030 and now to 2035.

The plan:

- Contains a set of interrelated, measureable goals that local governments in the region collectively work to achieve. The goals center around growth and development, transportation, and the environment. Progress is reported in a regional indicators report.
- Emphasizes directing growth to mixed-use urban centers of various sizes and types that are located on and connected by a robust multimodal network, including rapid transit, throughout the metro region. That emphasis is reinforced by the Regional Transportation Plan, which is an element of the plan.
- Reinforces the character and function of small, established towns and villages found in rural places beyond the region's urban area. The rural centers plan element was developed by working closely with rural communities to ensure that their needs were incorporated into the plan.
- Uses a voluntary urban growth boundary (UGB) to encourage contiguous and orderly phased growth and avoid leapfrog development that places a burden on utility and infrastructure systems. The UGB is also used to increase density. The current boundary encompasses an area of approximately 921 square miles.

Specific plan goals that local governments are collectively working toward by 2035 include:

- Achieving a 10 percent increase in urban density and locating 50 percent of new housing and 75 percent of new employment in urban centers (starting with a 2005 base year).
- Protecting a total of 880 square miles of state and local parks and open space.
- Lowering the number of Single Occupant Vehicle trips to work to 65 percent.
- Reducing daily Vehicle Miles Traveled (VMT) per capita by 10 percent.
- Cutting greenhouse gas emissions from the transportation sector by 60 percent.

Underscoring the importance of the regional plan, the Metro Vision Issues Committee is the primary policy committee of DRCOG.

A variety of tools are used to implement the Metro Vision. They include the:

- Mile High Compact, the primary tool for implementing the Metro Vision. This landmark voluntary agreement was adopted in 2000 through a joint effort of the Metro Mayors Caucus and DRCOG. As of January 2011, 46 cities and counties (representing 90 percent of the population) had signed the agreement. In doing so, they committed to work collaboratively to guide growth in accordance with principles outlined in the Metro Vision.
- Metro Vision Idea Exchange, which enables member government staff and private sector stakeholders to share information and learn about best practices that support Metro Vision goals.
- Regional Transportation Improvement Program (TIP), which implements the Metro Vision and Regional Transportation Plan. The TIP scoring system assigns 18 of a possible 100 points to projects that relate back to the Metro Vision – for example, if the project is located within the UGB or an urban center or the sponsoring community has signed the Mile High Compact. A portion (\$2.42 million) in the FY2012-2017 TIP funding is used to assist local governments in developing small area plans for transit stations and urban centers. The grant program supports the goal to locate 50 percent of all new housing units and 75 percent of all new employment in regionally designated urban centers between 2005 and 2035.

Across Transportation Modes

The 2035 Metro Vision Regional Transportation Plan (an element of the 2035 Metro Vision) calls for the balanced and integrated multimodal transportation system that will be needed to respond to and influence future growth and development in the region. The system will include rapid transit, a regional bus system, a regional roadway system, local streets, bicycle and pedestrian facilities, and associated system and travel

demand management services. DRCOG works with the Regional Transportation District (RTD) and the Colorado Department of Transportation to make that system a reality. Under state law, DRCOG must review and approve all proposals for fixed-guideway transit or tolled roadways.

Specific DRCOG projects include:

- Annual review of FasTracks (financed by a voter-approved sales tax increase and federal funds and administered by the RTD), which focuses funds on creating additional rapid transit corridors. Consistent with the Metro Vision, FasTracks will result in six new fixed-rail corridors that will result in 122 miles of track reaching in every direction across the RTD planning area and creating more than 50 new transit stations that could be the catalyst for transit oriented development (TOD). The first of the new corridors is scheduled to open in 2013, and three additional corridors are under construction.
- An interactive website that enables users to learn about and discuss TOD. One feature of the web site is a TOD real estate project map.
- RideArrangers, DRCOG's transportation program that provides commuters and businesses with information about transportation options, including arrangements such as telecommuting and variable work hours. A web-based ride-share program facilitates car, van, and school pooling. A free mobile app enables users to instantly connect to the RideArrangers carpool database.
- A Traffic Operations Program (a joint DRCOG, Colorado Department of Transportation, and local government initiative) to coordinate traffic signals on major roadways in the region. The goals of the program are to improve traffic flow and air quality, save travel time, and reduce fuel use.

With Other Issues

In 2011, DRCOG received a \$4.5 million Sustainable Communities Regional Planning Grant from the U.S. Department of Housing and Urban Development to help leverage FasTracks infrastructure investments. The grant is assisting in creating the type of TOD envisioned by the Metro Vision and aligning investments, programs, and policies to generate benefits beyond the transit lines themselves – improving housing and transportation choices and economic opportunity, for example. The grant funds are being used to conduct detailed planning for the three rapid transit corridors currently under construction. That planning is intended to identify three catalytic projects, one for each corridor, that offer the potential for transformational change. A Regional Resource Group of experts will help ensure that the planning process addresses the full range of housing, economic development, aging, public health, and environmental issues while achieving equitable outcomes.

Public Engagement

DRCOG's publication, *Public Involvement in Regional Transportation Planning*, places an emphasis on early and continued public involvement and in making sure that all views are heard.

Two outreach techniques include:

- The use of visualization techniques such as maps, pictures, and/or displays to provide an understanding of existing or proposed transportation plans and programs. That includes the development of an interactive computer tool called MetroQuest <www.drcog.org/index.cfm?page=MetroQuest> that allows policy makers, business leaders, and the general public to visualize alternative future scenarios for the region through pictures, maps, and charts.
- A Transit Alliance’s Citizens’ Academy that has educated more than 200 people since it was established in 2007. The academy teaches citizens and community leaders about the importance of transit services, ways to support projects, and how transit projects and services are implemented.

DRCOG’s website <www.drcog.org/index.cfm?page=PublicInvolvement> provides links to information, including comments received at past public hearings held by DRCOG’s Board of Directors.











Use of Performance Measures

DRCOG publishes a report, *Measuring Progress: Regional Performance Measures and Indicators*, that evaluates the progress the region has made toward Metro Vision goals related to growth and development, transportation, and the environment as well as social and economic goals. Indicators are scored as moving in a positive direction (up arrow), negative direction (down arrow), or neutral (sideways arrow). Examples are provided below. The last report was published in 2008. A new one will be prepared as part of the Metro Vision update that is scheduled to kick off in 2012.

Growth and Development

2005	2008	
		Urban Area Consumption
		Urban Density
		Large-Lot Development
		Urban Centers
		Freestanding Community Town Center Viability
		Freestanding Community Buffer

Transportation

2005	2008	
		Funding of Major Transportation Projects that Add Capacity to the System
		Traffic Congestion
		Safety
		Roadway Surface and Bridge Conditions
		Use of Alternatives to Driving Alone

Social and Economic

2005	2008	
		Economic Activity
		Population Demographics
		Housing
		Health

INDIANAPOLIS METROPOLITAN PLANNING ORGANIZATION (IMPO)

<www.indympo.org>

Agency and Planning Area Quick Facts

Planning Area for Agency: IMPO covers all of Marion County (where Indianapolis is located), portions of the seven surrounding counties, and 29 municipalities.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Indianapolis, IN, and Columbus, IN

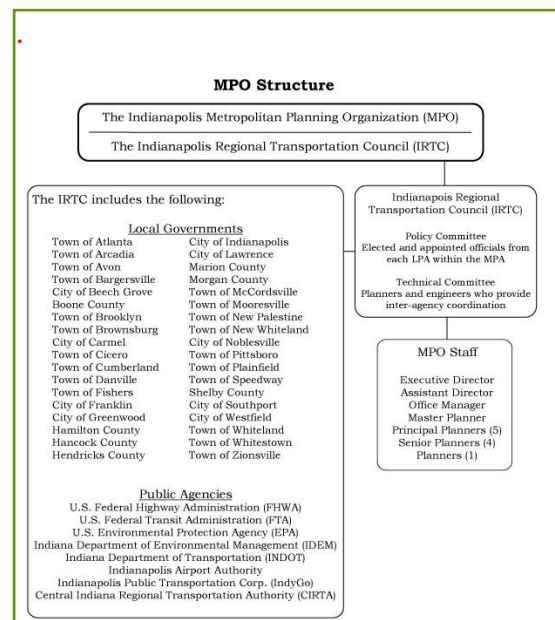
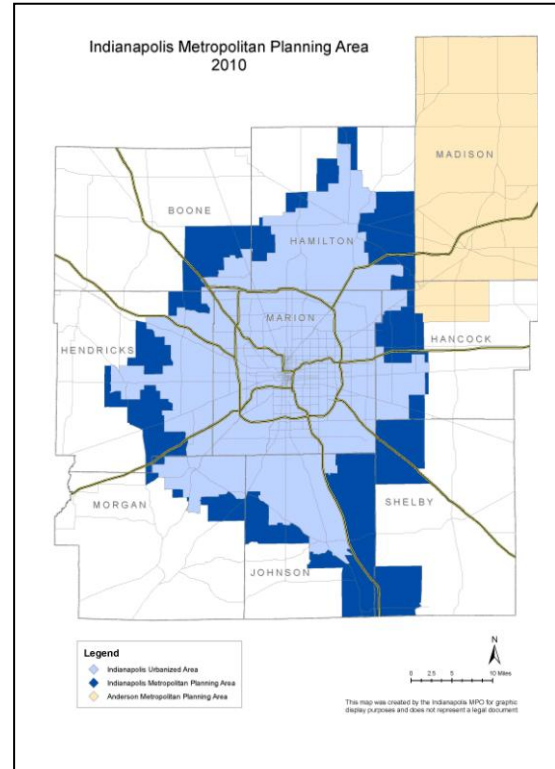
2010 U.S. Census Population in Planning Area: 1.52 million people in the 1,337-square mile planning area, a population density of 1,137 people per square mile. Marion County accounts for nearly half of the 2010 population.

Population Forecast from MPO Long Range Transportation Plan: 1.8 million people in 2010 to 2.4 million people in 2035, a 33 percent increase from the 2010 MPO modeling estimate (LRTP estimates made prior to availability of 2010 census data)

Employment Forecast from MPO Long Range Transportation Plan: 868,000 jobs in 2010 to 1.03 million jobs in 2035, a 19 percent increase

Board and Committee Structure:

- *Policy:* Indianapolis Regional Transportation Council (IRTC) which serves as the MPO governing board (35 local government and public agency members), IRTC Policy Committee (35 elected and appointed policy officials from local governments and public agencies within the metropolitan planning area [MPA] for IMPO)
- *Advisory:* IRTC Technical Committee (35 members consisting of planners and engineers from local governments and public agencies within the MPA)
- *Administrative:* Administrative Committee (five members from the IRTC, including the chair of the IRTC Policy Committee) and the Metropolitan Development Commission (9 members from the general public)



Agency Highlights

Type of Agency

The city of Indianapolis Department of Metropolitan Development (DMD) is the designated MPO for the Indianapolis metropolitan region. Because transportation improvements cut across municipal boundaries, IMPO's policies and plans are developed in cooperation with the Indianapolis Regional Transportation Council (IRTC). The IRTC is composed of leaders from counties, cities, and towns within IMPO's MPA, and has a Policy Committee and a Technical Committee.

The IRTC Policy Committee, which is governed by bylaws and has a representative from each local government in the MPA, is the body that approves IMPO's policies and plans after they are approved by the IRTC Technical Committee. Only items pertaining to the MPO's budget and other fiscal matters, such as consultant contracts, are presented to the Metropolitan Development Commission (MDC) for approval. That is subsequent to their being approved by the IRTC Policy Committee. The IRTC is supported by IMPO staff (employees of the DMD).

Origins

IMPO was originally designated in 1972, two years after the city of Indianapolis and Marion County merged to form the "Unigov" consolidated city-county that still exists today. At the time of IMPO's designation, its MPA was coterminous with Marion County so the designation of a city-county agency (the Indianapolis DMD) to administer IMPO was unchallenged. However, the MPA expanded as a result of subsequent changes to census-designated urbanized areas, which took in communities located just outside the Marion County line.

The release of the 2000 U.S. Census regarding the Indianapolis, IN, urbanized area triggered the most dramatic MPO expansion. The MPA roughly doubled in geographic area and the population within it increased by 50 percent. The scale of that expansion prompted discussion on a number of administrative items, including the role of the Indianapolis DMD in formalizing IMPO's policies and plans, an equitable structure for sharing the financial burden of IMPO, IMPO's role in data acquisition and collection, and the committee structure overseeing IMPO. The result was the current structure, described above, under which the MDC only approves items related to budget and other fiscal matters and the IRTC's Policy Committee approves all policies and plans. Prior to that, the MDC had to approve MPO policies and plans.

Another change was a pay-to-play approach to IRTC membership. In order to vote and be eligible for federal transportation funds, a local government must meet its proportional (based on population) share of local funds. Each such local government has one vote. The exception is Indianapolis (containing 50 percent of the MPA population), which has, in essence, three votes: the city, Marion County, and the Indianapolis Public Transportation Corporation/IndyGo. That structure gives smaller communities a strong voice (a city of 5,000, for example, would have the same number of votes (one) as a city of 25,000). Although the MPA grew, the IMPO decided to maintain that voting structure in order not to discourage

participation. The voting structure and the fact that each local government in the MPA is represented on the Policy Committee help ensure that sub-regional issues are identified and that all voices are heard and fully considered in the decision-making process.

Other (than MPO) Functions

IMPO has no functions beyond the metropolitan transportation planning functions of an MPO. However, it does serve as a central source of information about the region.

Integrated Transportation Planning

With Land Use and a Regional Vision

At present there is no regional agency such as a council of governments (COG) or a regional planning council that tackles land use issues for the MPA. However, although its MPA is comparatively small, IMPO has historically been the only agency in Central Indiana addressing regional policy issues and, therefore, has been sought as a partner or sponsor of a variety of regional planning initiatives. IMPO does coordinate with local comprehensive plans. Every two years it combines those plans into one master plan that can be used to project population and employment densities for transportation planning purposes.

Across Transportation Modes

IMPO has a history of working closely across transportation modes and agencies. That includes a Memorandum of Understanding (MOU) among IMPO, the Indiana Department of Transportation (INDOT), the Central Indiana Regional Transportation Authority, and IndyGo. The MOU establishes IMPO as the lead agency for the transportation planning process that includes all four agencies.

- Since 1998, IMPO has conducted a series of land use studies and several studies of regional high-capacity transit (HCT). Most of the studies have been focused on the regional Northeast Corridor, although IMPO is preparing to initiate HCT studies in two additional corridors. IMPO prepared the studies in partnership with IndyGo (Marion County's local bus transit system). Using an interlocal agreement, IndyGo will be providing IMPO with Federal Transit Authority (FTA) funding for the studies (earlier FTA funding for studies had been channeled through the INDOT).
- In 2006, IMPO helped found and fund another regional agency, the Central Indiana Regional Transportation Authority (CIRTA), a quasi-governmental organization formed to bridge the gap between planning and implementation, particularly with regard to transit. CIRTA was also charged with planning and implementing public transit options that better connect the urban core of Indianapolis with suburban and rural areas.
- In 2008, the business community was invited by the Indianapolis mayor to study the region's transportation system and determine the highest priorities for new transportation investments. The business community organized the Central Indiana Transit Task Force (CITTF) under the auspices of the Central Indiana Corporate Partnership and in cooperation with the Greater Indianapolis Chamber of Commerce and the Central Indiana Community Foundation. The CITTF adopted a cost-benefit framework for the study, secured resources and a consultant, and, in partnership with IMPO, CIRTA, and IndyGo, began a two-year study and public involvement process that became known as Indy

Connect. The first phase of the process was the examination of previous plans, using the cost-benefit framework, and the identification of a proposed new transportation system that would maximize economic return to the community. During that time, a public opinion poll was conducted that showed support for improved mobility options.

- In 2010, the IMPO/CIRTA/IndyGo team (the three Indy Connect partners) took the proposed plan for a new transportation system to the public through an extensive outreach process that involved multiple techniques (some 150 public meetings, social media, community speaking engagements, a phone bank, and educational materials to encourage additional feedback, for example). The team modified the plan based on the input received and took it out again for a second round of public involvement and further comments. After those comments were incorporated, IMPO adopted the proposal as the region's official Long Range Transportation Plan. Called "Indy Connect," the plan provides an interconnected, inter-county system of phased transportation options (a combination of bus, rail, roadways, and bike/pedestrian ways) that will "connect people to people and people to the places they want to go."
- In December 2011, a group of local elected officials and civic and business leaders (under the leadership of the Central Indiana Corporate Partnership and the Greater Indianapolis Chamber of Commerce, through the CITTF) endorsed the plan and agreed to ask the Indiana General Assembly to give local communities the flexibility they need to fund the Indy Connect plan and authorize a referendum to give voters the final say. Because it became entangled in collateral issues, the legislation enabling the referendum was not approved. Supporters are regrouping to approach the General Assembly again in 2013. Toward that end, Indy Connect continues to educate the public on the importance of the plan and the benefits of transit, and the CITTF remains committed to championing the legislation and building even broader community support. (The Central Indiana Corporate Partnership <www.cincorp.com> was formed in 1999 to bring together the chief executives of Central Indiana's most prominent corporations and its university presidents in a regional approach to considering issues impacting long term growth and prosperity. Its approach to creating a cohesive economic development structure for the region involves what it calls a family of initiatives that focus on creating a cohesive economic development structure for Central Indiana. Transportation, including the focus on developing a robust transit system for the region as proposed in the Indy Connect plan, is one member of that family.)

Potential Consolidation with Madison County Council of Governments (MCCG)/ Anderson MPO

IMPO and the neighboring MCCG contain the highest growth areas in Indiana. The MCCG is a cooperative, countywide planning organization. In 2010 Madison County had a population of 138,567 and contains 12 towns and cities. The MCCG provides a forum for dialogue and joint decision making and is a designated MPO (Anderson MPO). The boundaries of CIRTA overlap those of the two MPOs, underscoring the fact that they are one region while adding another layer of transportation authority. IMPO has a planning agreement with the Anderson MPO to address issues related to air quality.

The 2002 release of the urbanized areas based on the 2000 U.S. Census showed the Indianapolis, IN and Anderson, IN urbanized areas served by IMPO and the Anderson MPO as proximate to one another.

That prompted speculation that the two urbanized areas would be merged based on the 2010 U.S. Census, potentially leading to an MPO consolidation. In 2008, the two MPOs participated in a one-day Peer Exchange on MPO consolidation. Features of that Peer Exchange are outlined below.

Sponsors: Federal Highway Administration (FHWA) and FTA through their Peer Exchange Program

Peer Agency: The San Diego Association of Governments (SANDAG)

Goals for the Day: Provide the Central Indiana MPOs with an opportunity to hear about SANDAG's 2003 agency consolidation process and learn from SANDAG staff the types of issues to consider related to consolidation.

The findings from the Peer Exchange session are summarized in *MPO and Transit Authority Consolidation in San Diego* <www.planning.dot.gov/Peer/California/san_diego_08.asp>. They are also summarized below.

Factors Contributing to Consolidation Success: (1) local political will and leadership that led to a state bill re-creating SANDAG as a regional agency; (2) SANDAG's reputation for technical excellence; (3) operating procedures and rules that support strong board leadership; and (4) state and local alternatives to federal funding that enabled SANDAG to make a smooth transition.

Post-Consolidation Benefits: (1) SANDAG's ability to program funds and decide where to construct projects (e.g., in areas with transit-supportive zoning); (2) state authority to pursue different sources of funding; (3) the ability, as an independent agency not housed within a local government, to follow more of a non-profit business model that has some autonomy; and (4) because of a regional approach that matched commuter shed and air quality districts, the ability to streamline processes, develop "right size solutions" that match the geography, and create one list of desired projects for the region (versus the competing lists of the past).

IMPO cites a number of factors that have mitigated earlier concerns relating to a possible IMPO and Anderson MPO consolidation. An FHWA policy made it clear that consolidation of urbanized areas does not force consolidation of MPOs, and the U.S. Census Bureau decided to grandfather in existing urbanized areas rather than merge them for the 2010 U.S. Census. Another mitigating factor was the 2009 removal of the Columbus MPO from the ozone air quality nonattainment area for Central Indiana (which encompasses both IMPO and the Anderson MPO). That action simplified what was a complex analysis and planning process. Now only the two MPOs need to coordinate air quality conformity, a process that is facilitated by the close communication between the MPOs and their sharing of model information and data.

Should discussions of a consolidation come up again, MCCG's concerns about what would happen to its other areas of responsibility would have to be addressed. In addition to serving as an MPO, the MCCG provides economic and community development and land use planning functions to its member

jurisdictions, roles that IMPO does not assume and ones that its Policy Committee does not want the MPO to assume. Another MCCG concern is that it has relatively few members (12) compared to what would end up being close to a 50-member IRTC Policy Committee.

Public Engagement

IMPO launched a broad public outreach campaign in 2010 regarding the transit expansion plan known as Indy Connect (see <www.indyconnect.org> for more details). The campaign is ongoing, and many methods of outreach are being used to reach the public effectively. The first basic level of outreach is open-house style public meetings, with a presentation at the start and exhibits for people to see afterwards. Presentations to existing groups such as neighborhood associations and private sector organizations are also used. The Indy Connect partners had over-150 of those types of meetings in 2010 and 2011. A speakers' bureau was created to help reach groups requesting information on Indy Connect. Outreach also includes holding individual stakeholder meetings, sponsoring a day at the Indiana State Fair each year, providing staff and information at local events, having a live Q&A session with local news organizations, advertising on buses, and passing out information at bus stops. A minority advisory committee was established to help with minority engagement. The MPO has plans to host a few web-based outreach meetings that can be recorded for any-time viewing in 2013.

Use of Performance Measures

IMPO's 2035 Long Range Transportation Plan contains performance measures that are used as criteria when selecting projects to include in the plan. Each measurement establishes a specific value that the IMPO hopes to achieve. The approach also provides an objective process for evaluating and selecting investment strategies that best address regional needs and will achieve long- term transportation goals.

MECKLENBURG-UNION METROPOLITAN PLANNING ORGANIZATION (MUMPO)

www.mumpo.org

Agency and Planning Area Quick Facts

Planning Area for Agency: MUMPO covers two counties and 14 municipalities.

2010 U.S. Census-Designated Urbanized Area Served in Whole or Part: Charlotte NC-SC

2010 U.S. Census Population in Planning Area: 1.12 million people in the 929-square mile planning area, a population density of 1,205 people per square mile. The economic hub of the region, the city of Charlotte in Mecklenburg County, accounts for close to 85 percent of the 2010 population.

Population Forecast from MPO Long Range Transportation Plan: 979,000 people in 2005 to 1,669,000 people in 2035, a 70 percent increase

Employment Forecast from MPO Long Range Transportation Plan: 652,000 jobs in 2005 to 1,194,000 jobs in 2035, an 83 percent increase

Board and Committee Structure:

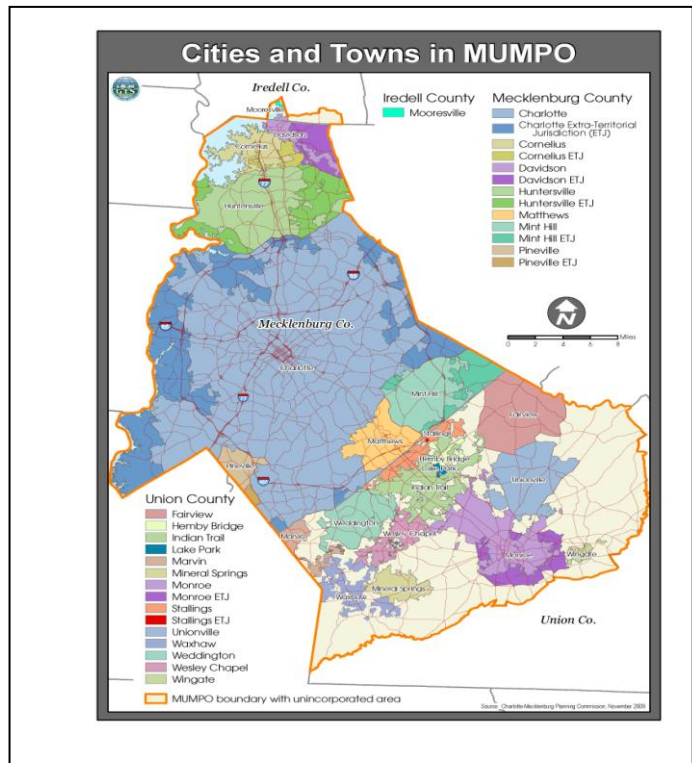
- *Policy:* Governing Board (17 members, 16 elected officials representing the member counties and cities and one representative from the North Carolina Board of Transportation)
- *Advisory:* Technical Coordinating Committee (25 members representing various departments involved in the transportation planning process as well as other relevant local, state and federal departments)

Long Term Vision/Plan: 2035 Long Range Transportation Plan

Agency Highlights

Type of Organization

MUMPO coordinates transportation policy for the local government jurisdictions within and develops transportation plans and programs for the Charlotte urbanized area. A Memorandum of Understanding (MOU) signed by the participating governments and agencies outlines the policies, structure, membership,



roles, and responsibilities of MUMPO. The city of Charlotte is the Lead Planning Agency for MUMPO. The MPO staff is made up of members of the city of Charlotte's Planning Department and Department of Transportation. Staff responsibilities include conducting planning studies, forecasting travel demand and patterns, and preparing meeting materials for and implementing directives of the MPO and its Technical Coordinating Committee (TCC). Staff also provides technical expertise to MPO member jurisdictions.

Origins

The roots of transportation planning in the Charlotte region go back to 1957 when the city of Charlotte developed a Comprehensive Transportation Plan (CTP) in cooperation with what was then known as the State Highway Commission. In 1965, the first formal MOU defining a transportation planning process for Charlotte-Mecklenburg was adopted by the city, Mecklenburg County, and the State Highway Commission. Over time, new MOUs were adopted to include all municipalities in Mecklenburg County. After the 1990 U.S. Census, Union County became a part of the MPO for the Charlotte urbanized area due to an expansion of the urbanized area (Mecklenburg-Union MPO). Updated urbanized area information based on the 2010 U.S. Census will result in MUMPO expanding as far north as Statesville in Iredell County and west into Lincoln County.

Other (than MPO) Functions

MUMPO has no functions beyond the metropolitan transportation planning functions of an MPO.

Integrated Transportation Planning

With Land Use and a Regional Vision

MUMPO's current state-required CTP emphasizes strengthening the connections between the transportation plan and adopted local land development plans and community visions. The CTP is tied to MUMPO's 2035 Long Range Transportation Plan (LRTP). When MUMPO prepared the LRTP, it collaborated with the other MPOs in the greater Charlotte region to compile the first-ever regional inventory of land use and socio-economic data and produce projections for employment and population.

The city of Charlotte's Centers, Corridors and Wedges Growth Framework, adopted in 2010, is a local vision and development plan with which MUMPO coordinates. The plan identifies three geographic types used to categorize land, Activity Centers, Growth Corridors and Wedges, and outlines the desired characteristics of each of the geographic types. That form of development is designed to promote full mobility choice including the use of transit. For more information, go to <http://charmeck.org/city/charlotte/planning/AreaPlanning/CentersCorridorsWedges/Pages/Home.aspx>.

MUMPO is also a member of the consortium led by the Centralina Council of Governments, in conjunction with its South Carolina counterpart, which in 2011 received a \$4.9 million U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant. The purpose of the grant is to translate the adopted CONNECT Regional Vision for the 14-county bi-state region in and around the city of Charlotte into an implementable planning document with performance metrics. The CONNECT Regional Vision, which was developed between 2005 and 2008, has been adopted by local governments representing more than 70 percent of the population within the region. The

vision is based on six core values: a strong, diverse economy; sustainable, well-managed growth; a safe and healthy environment; high quality educational opportunities; increased collaboration among jurisdictions; and enhanced social equity. The HUD grant funds are being used to develop a regional growth framework based on extensive community engagement and collaboration. For more information, go to <www.connectourfuture.org>.

Across Transportation Modes

The CTP is a multimodal plan that identifies future transportation systems needs, including the highways, public transportation, rail, and bicycle facilities required to meet anticipated travel demand. It also focuses on strengthening the connections between a community's transportation plan, adopted land development plan, and vision. The Charlotte Area Transit System (CATS) is an active participant in the MPO process and is a voting member of the MPO's TCC. The Charlotte Department of Transportation's Bicycle Program manager is also a voting member of the TCC.

To coordinate transportation planning for the greater Charlotte region (called Metrolina), MUMPO was one of four MPOs and three Rural Planning Organizations (RPOs) that in 1999 created, through a Memorandum of Agreement (MOA), the Charlotte Regional Alliance for Transportation (CRAFT). CRAFT's role is to enhance communication among the participating jurisdictions, promote awareness of regional concerns, and provide an educational forum in the greater Charlotte region to address significant common issues. CRAFT is organized similar to an MPO. It has an Executive Committee and a Technical Committee that promotes the exchange of information and helps ensure that what is planned in one member agency's jurisdiction does not conflict with plans made in another.

Those same four MPOs and two RPOs, as well as the North Carolina and South Carolina Departments of Transportation, are participants in the Metrolina Regional Travel Demand Model (MRM) that was developed as the primary tool for evaluating existing and future travel demand in the greater Charlotte region. The MRM is governed by an MOA through an Executive Committee and a Planning and Oversight Committee. The MOA outlines the roles and responsibilities of the various agencies involved and supplements and supports the 2007 Metrolina Regional Travel Demand Model Maintenance Reimbursement Agreement.

MUMPO is also a participant in the Greater Charlotte Region Bi-State Freight Mobility Plan led by the Centralina Council of Governments and focused on collective opportunities and challenges of truck, rail, and air freight modes in the region. The goal is to provide a framework and the tools for integrating freight mobility considerations into the regional and local planning process across transportation, land use, and economic development agencies.

Public Engagement

MUMPO's Public Involvement Plan emphasizes proactive outreach that is integrated throughout its planning process. It also underscores the importance of educating the public about the regional transportation planning process, recognizing that understanding the process is key to meaningful participation.

Use of Performance Measures

To be developed in the Unified Planning Work Plan.

NASHVILLE AREA METROPOLITAN PLANNING ORGANIZATION

<www.nashvillempo.org>

Agency and Planning Area Quick Facts

Planning Area for Agency: The Nashville Area MPO covers all of five counties, portions of two other counties, and 18 municipalities.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Nashville-Davidson, TN, and Murfreesboro, TN

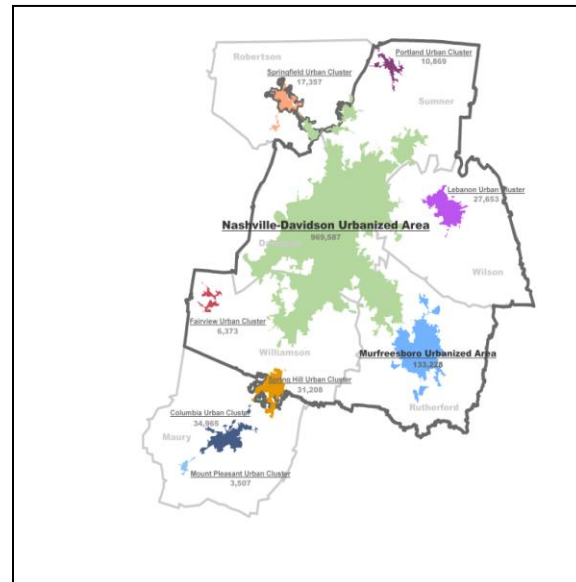
2010 U.S. Census Population in Planning Area: 1.38 million people in the 2,880-square mile planning area, a population density of 479 people per square mile.

Population Forecast from MPO Long Range Transportation Plan: 1.39 million people in 2006 to 2.17 million people in 2035, a 56 percent increase

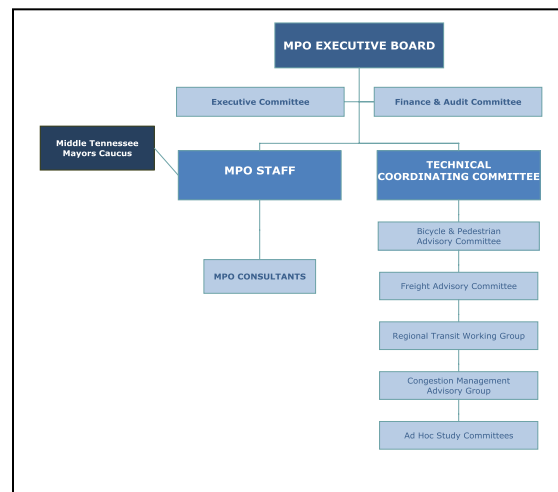
Employment Forecast from MPO Long Range Transportation Plan: 983,000 jobs in 2006 to 1.54 million jobs in 2035, a 57 percent increase

Board and Committee Structure:

- *Policy:* Executive Board (24 voting members including elected officials from the seven member counties and cities in those counties with a population of over 5,000, the governor represented by the Tennessee Department of Transportation, and a representative of the Greater Nashville Regional Council)
- *Advisory:* Technical Coordinating Committee (38 members made up of administrators, planners, planning directors, and transportation engineers from local governments and transportation-related agencies as well as representatives from the Metro Nashville Public Health Department, the Tennessee Department of Environment and Conservation, and the Metro Nashville Airport Authority), Freight Committee (25 members who are experts from trucking and rail transport companies, airports and aviation businesses, municipal and county planning and engineering departments, academia, large manufacturers and warehouses, federal and state planning and environmental agencies, and law enforcement officials), Bicycle and Pedestrian Advisory Committee (18 members composed of stakeholders from the local governments, transit agencies, law enforcement, and private non-profits)



Nashville Area MPO metropolitan planning area



Agency Highlights

Type of Agency

The Nashville Area MPO is hosted by the Metropolitan Government of Nashville-Davidson County. A sponsorship agreement defines the roles and responsibilities of the sponsor as well as the MPO executive director and the Executive Board. Staff is managed by an executive director who reports to the Executive Board. Each member of the board is afforded an equal vote on matters before the body, but a weighted vote provision is included in the bylaws and can be enacted by any member.

Although its jurisdiction does not cover all of what is often called Middle Tennessee (a 10-county area defined by shared economic, cultural, political, environmental, and social connections), the MPO does coordinate its activities with other jurisdictions in that area. That includes the MPO for the Clarksville, TN-KY urbanized area and the Regional Transit Authority. In addition, the goals, analysis, and transit vision components of the MPO's 2035 Regional Transportation Plan (RTP) cover the 10-county area, and the MPO staffs the Middle Tennessee Mayors Caucus. The caucus was formed in 2009 to provide leadership on important issues facing a rapidly changing regional landscape. Transportation, particularly pursuit of a modern mass transit system, served as the early catalyst for forming the caucus. The caucus has served as an effective forum for building personal relationships among mayors and has helped local governments support each other on issues ranging from flood recovery to proposed state legislation.

Origins

When an MPO was first established in the 1960s, it consisted only of the city of Nashville and Davidson County (since 1963 a merged government, the Metropolitan Government of Nashville-Davidson County). After the 1980 U.S. Census, the MPO's boundaries were expanded to bring in two other cities in the county to facilitate more formal coordination on major transportation projects and corridors. Local governments in four additional counties were added in 1992 to correspond to the region's air quality non-attainment area as defined by the U.S. Environmental Protection Agency. The boundaries were expanded again in 2002 to represent the urbanized area as defined based on the 2000 U.S. Census. The MPO is currently considering membership requests from other adjacent counties.

Other (than MPO) Functions

Although the MPO does not have additional functions assigned by state statute, it does work to integrate other disciplines and issues (e.g., housing, land use, economic development, open space preservation, the environment, and health, among others).

Integrated Transportation Planning

With Land Use and a Regional Vision

The MPO emphasizes linking transportation with land use planning and supporting the provision of mixed-use development so that transit, bicycle, and pedestrian modes are viable travel options.

Projects, which also facilitate greater regional coordination, include a:

- Regional land use model (CommunityViz and ESRI ArcMAP) that the MPO used to prepare land development forecasts for the 2035 RTP. The model allocates future households and employment throughout the 10-county Middle Tennessee region that includes the seven counties in the MPO's metropolitan planning area and three additional counties for which the MPO coordinates transit planning and Mayors Caucus activities. The allocation is based on land availability and development suitability (e.g., land use policies, land development regulations, and each parcel of land's relative attractiveness for future growth). The MPO uses the model to compare the performance outcomes (congestion, land consumption, and infrastructure costs, for example) of alternative scenarios for growth.
- Tri-County Transportation and Land Use Study that created a forum for local leaders in multiple counties to generate ideas about how to coordinate their comprehensive plans with the RTP. The result was agreement on a preferred growth and development strategy for the tri-county area that will serve as a guide for local comprehensive plan updates. The study also identified transportation investment priorities that will support the preferred strategy and contained illustrative local case studies and an implementation toolbox. The process serves as a model for similar studies in other geographic areas.
- Northeast corridor mobility study that led to development of a multijurisdictional planning agreement focused on growth management along the 30-mile long State Road 7 corridor that connects communities between downtown Nashville and Gallatin, Tennessee. The agreement is to be executed by the Tennessee Department of Transportation, a partner in the study, the MPO, and cities and counties along the corridor. It will include the formal endorsement of the preferred growth strategy for the area from the MPO's Tri-County Transportation and Land Use Study and the development of a corridor access management plan. The study process included an evaluation of the potential health impacts of transit station areas along a proposed rapid transit corridor.
- Collaborative partnership with the Nashville Civic Design Center (NCDC) to integrate good urban design guidelines within the transportation policies and investment strategies adopted by the MPO. The NCDC conducted design studios focused on various transportation and land use options that included downtown transit circulation, transit-oriented and transit-ready development along proposed routes, complete streets concepts along blighted corridors, and bridges and overpasses. The partnership's work over the past two years is soon to be published in a book entitled *Moving Tennessee Forward: Models for Success*.

Consistent with its focus on land use and regional coordination, the MPO:

- Uses the web-based GIS GreenPrint Tools for Quality Growth to understand the impacts of transportation decisions on conservation priorities included in local and regional plans. The GreenPrint tools are part of Cumberland Region Tomorrow's (CRT) 2006 Quality Growth Toolbox that provides planning tools and resources to aid decision makers in implementing the

Quality Growth Principles and Practices that stemmed from the organization's 2001-2003 regional visioning process to define future growth patterns using a scenario planning process. CRT is a private, non-profit, citizen-based regional organization that works with public and private partners to plan for the future livability and economic vitality of the ten-county region.

- Served as the primary applicant and lead program manager for development of the region's application for funding from the U.S. Department of Housing and Urban Development's (HUD) Sustainable Communities Regional Planning Grant Program. The goal was to develop and adopt the area's first regional comprehensive plan for growth and development. Although the grant was not approved, the MPO and region received HUD's preferred sustainability status.

Across Transportation Modes

The MPO's 2035 RTP, adopted in 2010, is based on the view that transportation infrastructure is a significant contributor to the overall health, sustainability, prosperity, and character of a place as well as a way to improve mobility. The MPO developed the plan in collaboration with public and private organizations in the 10-county Middle Tennessee region, including the Mayors Caucus, the Regional Transportation Authority of Middle Tennessee, the Nashville Area Chamber of Commerce, and the Transit Alliance of Middle Tennessee.

The Transit Alliance is an advocacy group that encourages public and private support for new mass transit investments in the 10-county region. The MPO joined forces with the Nashville Area Chamber of Commerce, CRT, and the Nashville Mayor's Office to lay the groundwork for the creation of the Transit Alliance. Its purpose is to educate the public and businesses about the need for mass transit and to provide a unified voice from the business community to support the funding and implementation of the transit vision contained in the MPO's 2035 RTP.

The RTP rests on three major policy initiatives that include an emphasis on transit and active transportation (physical activity such as walking and bicycling):

- Create a bold, new vision for mass transit to help guide the expansion and modernization of the region's mass transit system in preparation for the increasingly competitive global economy and to more proactively address growing concerns about the health of the environment, worsening congestion, and the sprawling land development pattern that has begun to encroach upon the area's cherished rural countryside. The vision, which was supported by the Transit Alliance of Middle Tennessee, provides for a variety of new and expanded services for the regional connecting corridors, urban centers, suburban communities, and rural areas. In support of transit, the MPO was the lead facilitator in the development of state enabling legislation passed in 2009 to expand the powers and authority of regional transportation authorities in Tennessee. It continues to be the leading facilitator and advisor in ongoing conversations through the Middle Tennessee Mayors Caucus relating to the establishment of a regional dedicated funding mechanism for mass transit.

Reinforcing the push for transit, the Greater Nashville Association of REALTORS® received a Smart Growth Grant from the National Association of REALTORS® to help fund a Transit Citizen

Leadership Academy <www.thetransitalliance.org/tcla>. The academy is a leadership and educational collaboration between the Transit Alliance and the Nelson and Sue Andrews Institute for Civic Leadership at Lipscomb University. It is designed to give business and community leaders the resources and confidence to lead conversations about the value of mass transit and the region's adopted plans for expanding and modernizing transit as part of a comprehensive, multimodal strategy to keep Middle Tennessee moving. The MPO plays an active role in the academy as a class lecturer and by contributing to program materials.

- Support active transportation and the development of walkable communities by creating complete streets, improving connectivity between people and places within the urbanizing areas of the region, and creating a backbone of investments in mass transit. That includes a vision for walking and bicycling facilities based on a 2008 comprehensive regional bicycle and pedestrian study. Sixty of the 100 points on which transportation projects are scored are based on positive outcomes for air quality, provision of active transportation facilities, injury reduction for all modes, improvement to personal health, and equity of transportation facilities in underserved areas. Projects are also reviewed for proximity to community destinations such as schools, parks, community centers, and grocery stores. Nearly 70 percent of the cost-feasible roadway projects included in the 2035 RTP have an active transportation element such as a bikeway, sidewalk, or other pedestrian enhancement, a significant increase from the estimated two percent of projects adopted in the 2030 RTP.
- Preserve and enhance strategic roadway corridors with a focus on repairing an aging roadway and bridge network to ensure the safety and security of the traveling public and freight and an emphasis on using technology to make roadway corridors more efficient and ready for the vehicle fleet of the 21st century.

The MPO's new direction for future investments made with MPO-managed Federal Highway Administration Surface Transportation Program funds reinforces those policy initiatives, particularly as they relate to diversifying the transportation options available to those living, working, and doing business in the Nashville area. In summary, the funds are allocated as follows: 15 percent to encourage the development of active transportation choices and walkable communities; 10 percent to support other regional investments in public transportation and mass transit; 5 percent to improve the efficiency of the transportation system through innovative management and operations upgrades; and the remaining roughly 70 (versus 90 in the past) percent to roadway improvement projects that best meet overall goals and objectives for a safe, efficient, multimodal transportation system.

With Other Issues

Consistent with its focus on active transportation and health, the MPO:

- Is currently conducting a Regional Household Travel Survey to examine the travel behavior of 6,000 households and how that behavior impacts health. The data are designed to illustrate the relationship among transportation, physical activity, and health and will be used in the next update of the RTP.

- Was asked by the Centers for Disease Control (CDC), Division of Nutrition, Physical Activity and Obesity, in 2011 to review the policies contained in its RTP that relate to physical activity. Also in 2011, the MPO created a Director of Healthy Communities position to oversee regional transportation impacts on health and help ensure that health is considered in various transportation studies, policies, and projects.
- Coordinated a pilot Health Impact Assessment using the CDC's six-step process in 2009 to understand and alter health outcomes such as obesity and physical inactivity. The assessment was conducted as part of a corridor study for transit-oriented development sites. Design changes were made as a result of the assessment.

Public Engagement

The MPO used a comprehensive communications approach that integrated the use of new emerging technologies to engage the public over the course of the 2035 RTP's development, as well as monitor references to transportation-relevant issues among Nashville-area residents and stakeholders. Tactics pursued during the public involvement phases leading up to plan adoption included:

- Social media, primarily Facebook (760+ friends) and Twitter (1,400+ followers), served as a new discussion forum for transportation planning and built environment issues. Content strategy focused on relating all posts and online conversations to the major policy provisions, goals, and objectives of the 2035 RTP. Email newsletters were also used to get information out to a broad range citizens and relevant stakeholders.
- A "Stay Involved" page on a revamped MPO website that serves as a hub where citizens can link up to all avenues for public participation, from online surveys to public meetings and social media.
- Community presentations throughout the ten counties (to community groups and opinion leaders, for example) that featured a speakers' bureau created to reach a diverse array of constituencies. Also a four-minute video (project visualization) overview of the 2035 RTP was released online.
- Media placements making the case in favor of mass transit, comprehensive planning for growth, school siting, complete streets, efficient freight goods movement, urban design, high-speed rail in the southeast U.S., and more. Educational forums for elected officials, public agency staff, and others were held on many of the same topics.
- *Community Conversations* hosted by mayors on the MPO board held in each county within the MPO's metropolitan planning area, with media placements secured around every event, as well as live Web stream components for remote participation.

Other tactics included:

- An editorial board meeting with The Tennessean to release the region's first-ever vision for future mass transit service across ten counties, as well as periodic meetings with beat reporters covering growth/transportation, environment, health care, etc.
- A PBS documentary film screening on America's transportation past and future, in partnership with a local grassroots transit advocacy nonprofit organization.
- Stakeholder meetings with primary leaders of affected constituencies and partner advocates, AARP, public health agencies, Hispanic chambers of commerce, and tourism and convention and visitors bureau directors, for example.

Use of Performance Measures

The MPO measures and tracks nearly 100 performance measures and/or indicators to evaluate the performance of a facility, route, or project, or its surrounding context. Indicators include congestion, travel time, vehicle miles traveled, roadway volumes, truck movements, population and employment densities, social equity, pedestrian and bicycle level of service, transit accessibility, transit ridership/boardings, transit headways/level of service, and environmental conflicts, among others. The MPO uses the indicators in its project evaluation and prioritization process for its regional plans and work programs and will soon begin to publish an annual indicators report that presents the information along with historic and peer comparisons. Performance targets have not yet been developed for most indicators. Up to this point the data have been used for comparative analysis only.

NORTH CAROLINA CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION

www.campo-nc.us

Agency and Planning Area Quick Facts

Planning Area for Agency: The Capital Area MPO covers all of one county (Wake with the city of Raleigh), portions of four other counties, and 20 municipalities. It and the adjacent Durham-Chapel Hill-Carrboro (DCHC) MPO, which covers all of Durham and portions of two other counties, constitute the core of the Research Triangle Region.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: The Capital Area MPO serves Raleigh, NC, and the DCHC MPO serves Durham, NC.

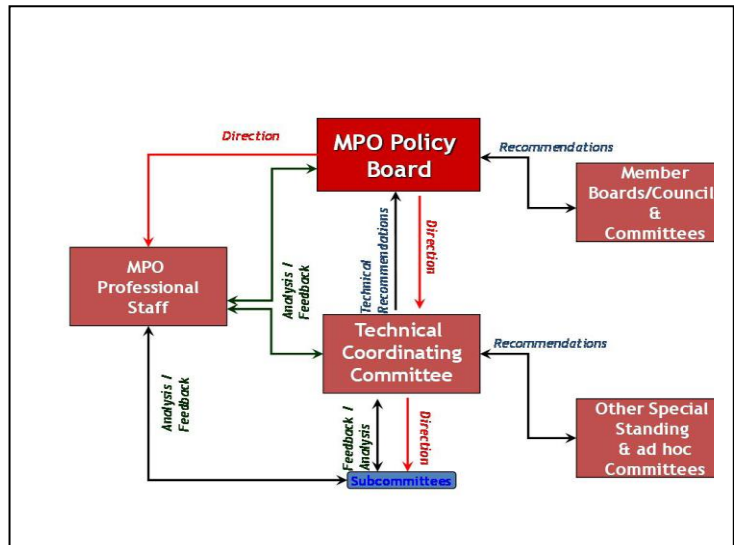
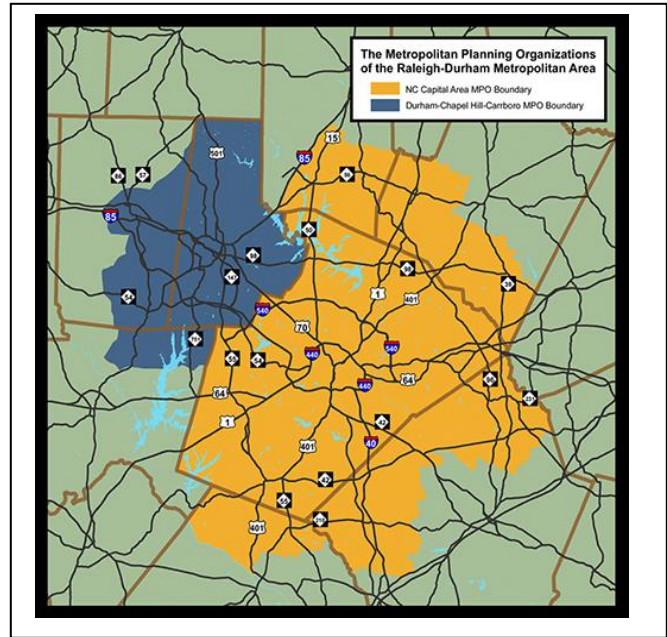
2010 U.S. Census Population in Planning Area: 1.07 million people in the Capital Area MPO's 1,579-square mile planning area, a population density of 678 people per square mile. The additional 500,000 people living in the larger Research Triangle Region are covered by the DCHC MPO.

Population Forecast from MPO Long Range Transportation Plan: 880,000 people in 2005 to 1,952,000 people in 2035, a 122 percent increase

Employment Forecast from MPO Long Range Transportation Plan: 440,000 jobs in 2005 to 907,000 jobs in 2035, a 106 percent increase

Board and Committee Structure:

- *Policy:* Transportation Advisory Committee (27 voting members including elected officials representing member counties and cities and representatives from the North Carolina Board of Transportation and Triangle Transit)



- *Advisory:* Technical Coordinating Committee (43 members including representatives of local and state governmental agencies directly related to and concerned with the transportation planning process). A 40-member Capital Area Bicycle and Pedestrian Stakeholders Group composed of citizens, bicyclists, and planners acts as an advisory group to the Technical Coordinating Committee.

Long Term Vision/Plan: 2035 Long Range Transportation Plan (currently being updated to 2040 for adoption in early 2013)

Agency Highlights

Type of Agency

The Capital Area MPO is a separate entity created through a Memorandum of Understanding (MOU) signed by member local governments, the Triangle Transit Authority, the Federal Highway Administration, and the state of North Carolina. Its lead planning staff is employed by the city of Raleigh which provides specific support services (handling payroll and benefits, IT, and financial transactions infrastructure, for example). The Capital Area MPO also uses the city's personnel policies and professional development opportunities such as leadership training and support for obtaining advanced professional degrees and certifications. To facilitate regional coordination, its staff members work closely with the management, planning, and engineering departments of the constituent municipalities and counties as well as with the staff and elected officials of the neighboring DCHC MPO.

Origins

The Capital Area MPO grew from a collaborative project, known as the Greater Raleigh Urban Area Thoroughfare Plan of 1964, involving the municipalities of Raleigh, Cary, and Garner and Wake County. During the 1980s and 1990s other municipalities located in Wake County joined the MPO. In 2005, the MPO's metropolitan planning area boundary was expanded to include parts of the four new member counties (Franklin, Granville, Harnett, and Johnston), including five municipalities within them. They were invited to join in order to comply with federal regulations that encouraged the MPO to coordinate transportation planning in all the areas that are likely to experience urban growth and thus possibly become part of the Raleigh, NC urbanized area within the next 25 years. Since 2005, several additional municipalities have joined the MPO as ex-officio members.

In the late 1990s and again in 2003-2004, because they serve the same increasingly interconnected economic region, the Capital Area and DCHC MPOs discussed merging, but the idea did not go forward. Instead, to strengthen regional coordination, the two MPOs entered into a cooperative Memorandum of Agreement (MOA). The MOA established two committees:

- A Joint Technical Committee composed of members from each MPO's Technical Coordinating Committee (TCC) to provide general reviews, guidance, and coordination and make recommendations to the Joint Executive Committee.
- A Joint Executive Committee of the two MPO's boards (historically referred to in North Carolina as Transportation Advisory Committees) made up of the chair and vice-chair of the board for each MPO, an at-large elected official from each MPO's board, two members from the North Carolina Board of

Transportation (who also serve as members on each MPO's board), and a non-voting representative from the Triangle Transit Board of Trustees. The primary tasks of the Joint Executive Committee are to consider matters of regional importance to be discussed by each MPO and to provide information about decisions reached by the committee to the MPOs for action. The full boards of the two MPOs meet every six to twelve months to work jointly on regional transportation matters of concern to both MPOs.

One concrete result of that cooperation was the adoption, in 2009, of jointly developed 2035 Long Range Transportation Plans (LRTPs) for the Capital Area MPO and the DCHC MPO. Those plans together constitute the first comprehensive transportation plan for the Research Triangle Region (the 2035 Transportation Plan). The two MPOs are now working on development of the 2040 LRTPs for the region.

The joint 2035 plan was nationally recognized by the Association of Metropolitan Planning Organizations (AMPO) as a model of regional coordination. In its award, AMPO noted that, "Although this area functions as a single regional economic market, there are 2 MPOs responsible for the long range transportation planning. As finances dwindle, but regions continue to grow, leaders in the research triangle region started recognizing that collaboration is essential to plan, fund, and operate the needed transportation investments." The award statement also notes that the Federal Highway Administration commended this effort as an example of "exemplary practice within the planning process."

The 2035 planning process began with developing a joint understanding of how local comprehensive plans envisioned guiding future growth. The emphasis on land use is reflected in the joint 2035 plan's focus on three issues where the ties between development and transportation investments are most critical: transit station area development, major roadway access management, and complete streets designed with sensitivity to their neighborhood context. The two MPOs are working with local governments, the state, and regional organizations to better match land use decisions with transportation investments.

To ensure that each MPO's plan would be integrated and mutually supportive, the two MPOs coordinated their stakeholder and public involvement processes. The Capital Area MPO part of the plan involved the development of an online tool (interactive census block level maps) that helped staff determine the locations of traditionally underserved populations and the best methods for reaching people in each block group selected. The goal was to ensure that social impacts to communities and people were recognized early and continually throughout the decision-making process.

In addition to preparing a composite look at the entire region – its population, economy, environment, future, and challenges – the two MPOs:

- Coordinated on the development of socio-economic data, transportation modeling, alternatives analysis (for highways, bus transit, and light rail), and the selection of a preferred network of projects. A Joint Technical Committee meeting produced a consensus as to which alternative would be included.
- Used the same cost and revenue framework and produced one trends, deficiencies, and needs analysis

- Developed a single Air Quality Conformity Report (developed by the Triangle Council of Governments) that covers the urbanized as well as the rural areas in the Triangle air quality region outside the two MPO's boundaries.
- Formed a Special Transit Advisory Commission (STAC) composed of leaders from throughout the Research Triangle Region to develop a shared region-wide vision plan for transit. The vision plan stated what the region's transportation plan should be "a seamless integration of transportation services that offer a range of travel choices and are compatible with the character and development of our communities, sensitive to the environment, improve quality of life and are safe and accessible for all." Each MPO then adopted goals and objectives designed to achieve that vision, given the particular characteristics and aspirations of the communities that make up each one.

Although in one document, the two 2035 LRTPs are presented separately to meet state and federal requirements that each MPO be responsible for the plans, projects, services, funding, and air quality conformity within its jurisdiction. The intent of the joint 2035 plan is (1) to enable those interested in transportation planning in the Research Triangle Region to consult a single, consistent reference and (2) to help the two MPOs make more consistent decisions, using a consensus-based approach, about projects that affect them both. That makes it clear the planning areas for the two MPOs are diverse and a one size fits all approach is not feasible. To distinguish the lines of authority, the document is color-coded (one color for each MPO). For each plan element (roadways, for example), there is a common description followed by a list of projects for the respective MPO.

In addition to planning for mobility within its region, the Capital Area MPO is also considering the connections to its larger economic region. The Research Triangle is one of three large, complex metropolitan regions along North Carolina's Piedmont Crescent. The other two are the Triad, served by the Piedmont Triad Regional Council, the lead planning agency for the Piedmont Triad Rural Planning Organization, and the Charlotte region, served by the Mecklenburg-Union MPO. Together, the three regions account for 46 percent of the state's population, 52 percent of its jobs, and 64 percent of the value of goods and services produced in the state. The three regions are also part of the Piedmont Atlantic Megaregion that stretches west from Raleigh to Atlanta, Georgia, and Birmingham, Alabama.

Other (than MPO) Functions

The Capital Area MPO has no functions beyond the metropolitan transportation planning functions of an MPO.

Integrated Transportation Planning

With Land Use and a Regional Vision

An early step in the joint development of the 2035 LRTPs involved analyzing local comprehensive plans and the policies that guide them. Local planners were brought together to translate their community plans into the parameters used by the region's transportation model to generate travel demand forecasts.

The analysis identified:

- Five regional activity centers that are expected to contain large concentrations of employment and/or intense mixes of homes, workplaces, shops, medical centers, higher education institutions, visitor destinations, and entertainment venues. Local plans that promote increased development in those activity centers and linking them to one another and with communities throughout the region by a variety of travel modes became a prime focus of the joint 2035 plan.
- Areas of the region that are the most environmentally sensitive, including water supply watersheds, and places where existing neighborhoods warrant protection.

The understanding of the different community types and their roles in the region was used to establish the framework for forecasting growth and designing transportation choices to serve that growth.

Across Transportation Modes

The joint 2035 plan anticipates that the region will begin to match its historic focus on roads with a sustained commitment to developing high-quality transit service. It also emphasizes:

- Greatly expanded local and regional bus service to provide service in and between communities throughout the region.
- Seamless electric light rail transit service to link regional centers to one another.
- Commuter rail service to connect Raleigh with towns to the east and north.
- Frequent, high quality transit circulator service to extend the reach of regional bus and rail services within regional centers.

Complementing the above is the plan's focus on strengthening the ties between development and transportation investments.

To promote coordination among transportation modes, the MPO works closely with public and private groups such as the Regional Transportation Alliance, the North Carolina Turnpike Authority, the North Carolina Metro Mayors Coalition, local transit providers, and area citizen groups. To move forward with the joint 2035 plan recommendation to develop the regional transit system proposed for the Research Triangle Region, the North Carolina General Assembly in 2009 approved creation of the Congestion Relief Intermodal Transport Fund and granted counties the authority to levy a half-cent sales tax to support public transportation subject to approval in a referendum. In November 2011, voters in Durham County authorized the tax to support the transit elements of the joint 2035 plan. Durham County, however, will not levy the tax until Wake County and/or Orange County also have a successful referendum.

Public Engagement

The MPO's public involvement policy provides for a free exchange of information and opportunity for input at all stages of its transportation planning process, as well as at scheduled meetings of the TCC and TAC. In addition the extensive public involvement process used in developing the joint Capital Area and DCHC MPO 2035 LRTP, the two MPOs have been working together to develop a comprehensive identification, outreach, reporting, and complaint process for traditional underserved populations.

Use of Performance Measures

The evaluation measures contained in the 2035 LRTPs are used to compare the performance of different transportation alternatives against one another and to the targets contained in plangoals and objectives, including those for land use.

NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS (NCTCOG)

< www.nctcog.org >

Agency and Planning Area Quick Facts

Planning Area for Agency: NCTCOG covers 16 counties and 226 municipalities including the Dallas and Fort Worth urban centers. As an MPO, NCTCOG’s metropolitan planning area covers 12 counties. It expanded from nine to 12 counties in 2009 as a result of fast growth in the region

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Dallas-Fort Worth-Arlington, TX, Denton-Lewisville, TX, and McKinney, TX

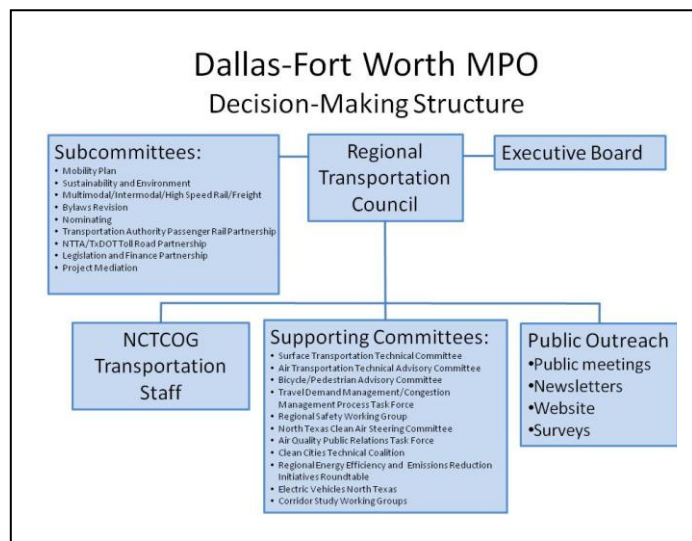
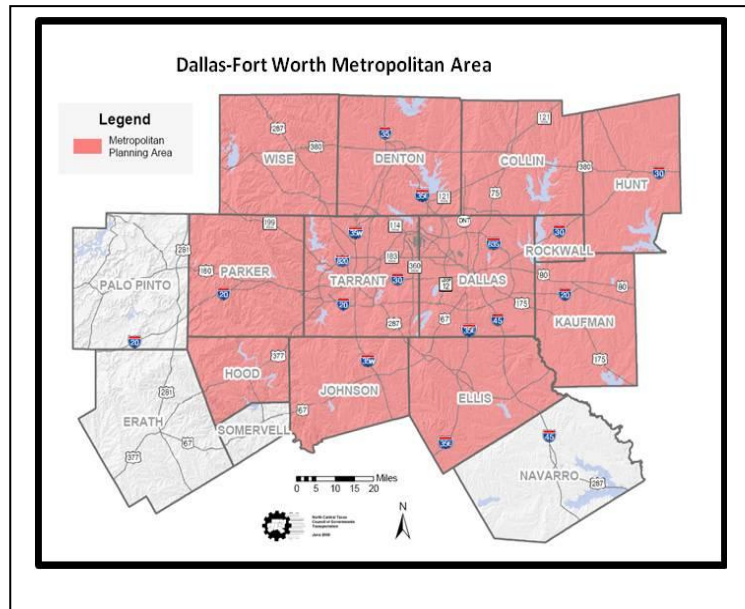
2010 U.S. Census Population in Planning Area: 6.54 million people in the 12,800-square mile planning area, a population density of 511 people per square mile. The core counties (identified in the MPO’s Long Range Transportation Plan) of Collin, Dallas, Denton, and Tarrant account for 5.6 million or 88 percent of the 2010 population. The Dallas and Fort Worth urban centers account for 30 percent of the 2010 population. The population total for the MPO’s metropolitan planning area is 6.42 million people.

Population Forecast from MPO Long Range Transportation Plan: 6.65 million people in 2012 to 9.83 million people in 2035, a 48 percent increase

Employment Forecast from MPO Long Range Transportation Plan: 4.21 million jobs in 2012 to 6.18 million jobs in 2035, a 47 percent increase

Board and Committee Structure:

- *Policy:* For the MPO, the Regional Transportation Council (43 members who are local elected officials, several citizen members, and representatives of entities responsible for highways, toll roads, and mass transit improvements). A 13-member Executive Board composed of local elected officials acts as the fiduciary agent and enters into contracts.



- *Advisory:* For the MPO, the Surface Transportation Technical Committee (79 members representing local governments and entities responsible for highways, toll roads, and mass transit improvements). The NCTCOG also has numerous supporting committees that focus on specific issues.

Long Term Vision/Plan: Mobility 2035

Agency Highlights

Type of Agency

The NCTCOG is considered a political subdivision of the state of Texas under Chapter 391, Texas Local Government Code. It has no regulatory power or authority belonging to cities, counties, or other local governments. Its focus is on helping local governments coordinate their efforts and work together on issues and problems that originate outside or extend over their boundaries.

Membership in the NCTCOG is voluntary and open to counties and incorporated cities, towns, and villages in the North Texas region. Independent school, hospital, water and sewer, and other special purpose districts may also be members. Each member government appoints one voting representative (the person must be an elected official) from its governing body to a General Assembly. Each year the General Assembly elects an Executive Board that serves as the policy-making organization for all NCTCOG activities.

An additional NCTCOG responsibility is serving as the MPO for a 12-county region which includes three urbanized areas and the areas expected to become urbanized within the next 20 years. The work of the MPO is carried out by the Regional Transportation Council (RTC), an independent body that oversees the metropolitan transportation planning process. Responsibilities include guiding the development of multimodal transportation plans and programs and determining the allocation of federal, state, and regional transportation funds. The coordinating role of the MPO is particularly important in a region with two large urban centers and rapidly growing suburban communities.

Origins

The NCTCOG was created by state enabling legislation in 1966, making it the first organization of its type in Texas. Its purpose is to serve the local governments in the 16-county North Texas region and promote intergovernmental cooperation and coordination in carrying out regional planning programs that complement and supplement those of local governments.

Other (than MPO) Functions

As a council of governments, the NCTCOG has multiple roles. It provides staff support to the North Central Texas Workforce Development Board and the North Central Texas Area Agency on Aging and convenes and coordinates emergency services providers. Additional responsibilities include 9-1-1 emergency number administration, criminal justice planning and funds allocation, Public Safety Radio Communications, and police training. A Public Works Council provides advice regarding public works construction standards and other issues such as managing rights of way and integrated stormwater management.

Integrated Transportation Planning

With Land Use and a Regional Vision

The NCTCOG has undertaken a number of public-private initiatives to address and weave together the multiple planning issues related to the region's growth and the impacts of that growth on the region's quality of life and sustainability. The issues include those related to transportation, land use and development, public water quality and supply, air quality, and the environment.

Center for Development Excellence: As part of preparing for the growth to come, the NCTCOG's *Strategic Plan for 1999-2003* called for creation of a Center of Development Excellence that would bring together public- and private-sector experts in the environmental, transportation, development, and information analysis fields to address the issues and infrastructure concerns of the region. The Center's mission is to promote quality growth that enhances the built environment, reduces vehicle miles of travel, uses water and energy resources effectively and efficiently, and helps advance environmental stewardship in order to ensure continued economic vitality and provide the highest attainable quality of life for all residents. That mission is reflected in a set of guiding principles, the Principles of Development Excellence, designed to address the many issues that impact the region as its population grows.

Center initiatives include:

- An award program – a Celebrating Leadership in Development Excellence (CLIDE) Awards Program created in 2003 to recognize private and public development programs and projects that exemplify the region's Principles of Development Excellence.
- A library of technical tools – a place to find ordinances, codes, design guidelines, incentives, and other innovative local government practices from the North Central Texas region that might serve as practical examples of tools for advancing the Center's mission and its Principles of Development Excellence. Tools are available in the areas of development options and efficient growth, pedestrian design, housing choice, activity centers, environmental stewardship, quality places (emphasis on design), and transportation and resource efficiency (water, energy, and green building).
- A development excellence search engine – an expansion on the library – that serves as a repository of information about sustainable development, transit-oriented developments, zoning ordinances, comprehensive plans, and form-based codes, etc., and can be used as guidance on future plans, codes, or projects.
- The Sustainable Public Rights of Way Committee (SPROW) – a committee composed of public works employees, engineers, and planners geared towards compiling and reviewing sustainable right of way practices and providing green alternatives to traditional right of way practices.

Vision North Texas: Vision North Texas (North Texas is a branding name) is a private-public-academic partnership headed by three Charter Sponsors: the Urban Land Institute of North Texas (ULI), the

University of Texas at Arlington (UTA), and the NCTCOG. The organization focuses on the future quality of life, economic desirability, and long term sustainability of the 16-county North Central Texas region.

Its work is centered on:

- Increasing public awareness about important regional land use issues that affect mobility, air quality, water supply, and other economic and environmental resources. Some of those issues include increased congestion, ozone non-attainment, and inadequate water supply and polluted water.
- Serving as a forum for discussion, education, research, and decision making about public and private sector actions to address those issues through a partnership of the private, public, non-profit, and academic sectors.

Vision North Texas is directed by a Management Committee and an Advisory Committee reflecting the region's diverse interests. The NCTCOG provides administrative and other support for the partnership whose funding comes from public and private sponsors. In 2005 the partnership kicked-off a multi-year, broad-based visioning process that was designed to involve people from all parts of the region in a dialogue about the choices facing North Texas.

In 2011 the visioning process received the National Planning Excellence Award for Innovation in Sustaining Places from the American Planning Association (APA). In presenting the award, the APA called attention to the “collaborative nature of the process, as well as the political and regulatory context in which it was developed.” The vision, the APA noted, “integrates recommendations for typical planning topics – land use, natural resources, transportation, housing, water and wastewater infrastructure, parks and open spaces”

Steps in the visioning process are highlighted below.

- 2005 – A regional visioning workshop where participants (neighborhood, business, and civic organizations) learned about critical regional issues and developed ideas to accommodate future growth. The concepts generated at the workshop were used to carry out a public information campaign and continuing public dialogue.
- 2006 – A leadership summit that brought together elected and appointed officials to discuss shared challenges and opportunities.
- 2007 and 2008 – Sub-regional interactive workshops held throughout the region to allow more people to be involved. The Vision North Texas Regional Choices Report was published in 2008. The regional choices and challenges outlined in the report provided the basis for building a foundation for North Texas Vision 2050. The report was the focus of a regional summit held at the end of 2008.

- 2009 – An alternative future workshop where elected officials, community leaders, and others explored the implications of several alternative futures scenarios for the region’s growth and development. The NCTCOG staff provided an analysis of the alternative scenarios, including the business-as-usual one. That scenario painted a clear picture of what North Texas would be like if current trends continued (the amount of time stuck in traffic, for example). The results of the workshop were used by the visioning partners to prepare North Texas Vision 2050, a preferred regional vision, that participants agreed was better than business as usual.
- 2010 – A regional summit (the culmination of the process begun in 2005) where regional leaders shared their responses to the recommendations and action steps contained in the North Texas Vision 2050 gamebook. Participants identified the actions they intended to take to help achieve the future depicted in the vision. The vision and package of actions are depicted in a preferred future diagram that can be used as a framework for public and private planning and investment decisions to yield the preferred vision. The diagram uses a set of policy areas and centers to provide a general description of one way development and redevelopment could occur through the year 2050 that would accommodate the region’s expected growth and also achieve the future outlined in the vision.
- 2011 – A regional summit that enabled participants to learn about Vision North Texas’ progress and divide into breakout sessions to examine case studies (mapped and accessible on the North Texas Vision 2050 website) that illustrate how the vision recommendations can be incorporated at the local level. Two teams – one led by the UTA School of Architecture and the other by the ULI Sustainability Committee – worked together to identify a set of urban design case studies and then assembled information about key project details.

An important element of the vision is that each recommended action was assigned to a lead organization or organizations. The North Texas Vision 2050 Management Committee monitors and reports on progress, using the following status categories: not started, early stages of work, in progress, well underway, nearly complete, and finished. Vision progress is reported in an annual report.

Across Transportation Modes

The NCTCOG’s metropolitan transportation plan, Mobility 2035, provides a blueprint for a comprehensive, integrated multimodal transportation system that will improve mobility, better manage congestion, improve air quality, and enhance quality of life. To achieve that end, the plan emphasizes linking land use and transportation planning. That includes incorporating the principles and areas of opportunity for sustainable development from Vision North Texas.

The six principles used to prioritize and strategically invest in Mobility 2035 projects are divided into two groups.

- Maximizing the existing system through system maintenance, management and operations, and economic development and land use strategies that improve the efficiency of the existing system.

- Making strategic investments in infrastructure to get the most out of limited funding. Those strategies plan for and implement passenger rail, managed lane, and freeway and tollway projects that reduce single-occupancy trips, and increase transit trips and auto occupancy.

The mobility element of the plan contains recommendations for all modes of transportation, including active transportation (pedestrian and bicycles, including complete streets and context sensitive solutions) and public transportation. The goal for public transportation is a seamless multimodal transit system, including future high and higher speed rail, that connects a variety of land uses and serves diverse demographic groups. Related plan policies call for sustainable development in the form of livable communities that offer transportation choices and mixed-use, infill, and transit-oriented developments that utilize system capacity, reduce vehicle miles of travel, and improve air quality through improved rail mobility and access management.

To achieve that, the NCTCOG established a Sustainable Development Funding Program to encourage public-private partnerships that enhance existing transportation system capacity and rail access, address air quality concerns, and/or promote mixed land uses. Through three calls for projects, the NCTCOG has funded over \$120 million for planning, infrastructure, and land banking projects to support mixed use, transit-oriented, or infill development in Main Street and Historic Districts. NCTCOG staff also provided planning assistance to over 50 projects not funded through the program. That assistance has involved housing market studies, transit-oriented development audits, use of visualization techniques, presentations on sustainable developments, and support for land use-transportation planning initiatives.

In addition to preparing a metropolitan transportation plan, the NCTCOG provides a variety of transportation-related services such as:

- Administering a transit operations planning and management program through which it works with approximately 100 public and private transportation agencies in the region to better coordinate their services across jurisdictional boundaries and services areas. It also provides a Transportation Provider Inventory as a courtesy to its member governments and the public.
- Setting policies for business terms on toll roads and managed lanes developed by public-private partnerships.

With Other Issues

The NCTCOG provides staff to the Naval Air Station (NAS) Fort Worth, Joint Reserve Base (JRB) Regional Coordination Committee. The purpose of the committee is to develop, implement, and monitor policies, programs, and projects that improve opportunities for expanding operations at NAS Fort Worth and JRB in the next Base Realignment and Closure process.

Public Engagement

The NCTCOG's transportation public participation plan stresses early and continued involvement. It includes, for example, varying notification procedures for each affected group and multiple mediums and opportunities for submitting input. Technical assistance and education are also strongly emphasized.

Publications designed to educate the public on transportation issues and encourage their active involvement include *Mobility Matters*, a quarterly newsletter that provides information on the Transportation Department's activities and initiatives, and a *Citizen Guide to Transportation Planning and Programming in the Dallas-Fort Worth Metropolitan Area*. Other publications include *It's Your Region*, a monthly newsletter produced by the NCTCOG; *Local Motion*, a monthly newsletter for local elected officials and transportation decision makers; and *Regional Mobility Initiatives*, an ongoing educational report series. As a part of its ongoing outreach and multiple public meetings each year, the NCTCOG is now able to record meetings and post them online from its office. The agency's staff also attends community and environmental fairs to speak directly with the public. In addition, they engage the public through the agency's website and social media pages.

Use of Performance Measures

The NCTCOG's Mobility 2035 plan contains performance measures for the region's transportation system. The measures were developed around a series of goals that are categorized into four overarching themes: mobility, quality of life, system sustainability, and implementation. The plan's chapter on performance measures examines the performance of the region's existing and planned transportation system as it relates to addressing the goals outlined for Mobility 2035. The NCTCOG also publishes *Progress North Texas*, an annual report providing a summary of the transportation system's performance in the Dallas-Fort Worth region.

PUGET SOUND REGIONAL COUNCIL (PSRC)

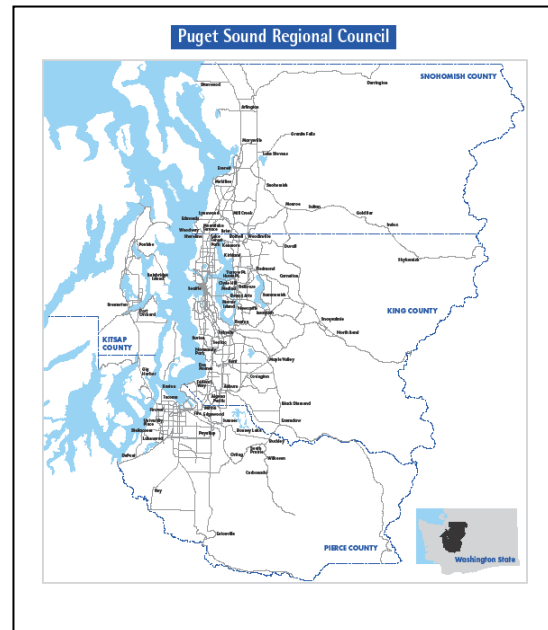
<www.psrc.org>

Agency and Planning Area Quick Facts

Planning Area for Agency: PSRC covers four counties and 73 municipalities.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Seattle, WA, Marysville, WA, Bremerton, WA

2010 U.S. Census Population in Planning Area: 3.69 million people in the 6,267-square mile planning area, a population density of 588 people per square mile. Approximately 80 percent of the planning area is sparsely populated rural and conserved resource lands. The population density in the urbanized areas is 2,915 people per square mile. Seattle and King County, the economic hub of the region, account for 1.9 million residents, 52 percent of the 2010 population.



Population Forecast from MPO Long Range

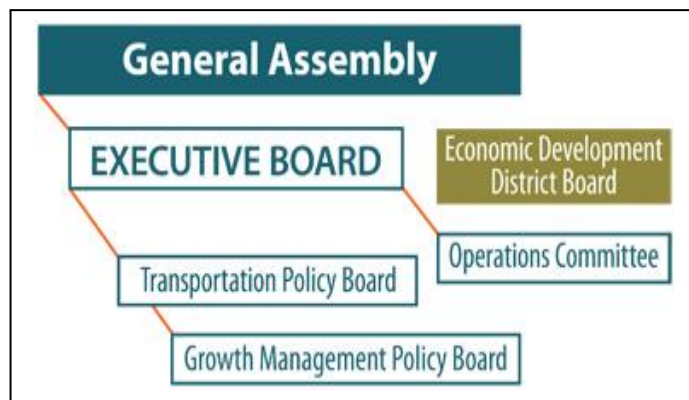
Transportation Plan: 3.3 million people in 2000 to 5.0 million people in 2040, a 52 percent increase

Employment Forecast from MPO Long Range

Transportation Plan: 1.9 million jobs in 2000 to 3.0 million jobs in 2040, a 57 percent increase

Board and Committee Structure:

- *Policy:* General Assembly (85 members including all elected officials representing the executive and legislative branches of the PSRC's member cities, towns, and counties; representatives of Tribal governments; and six statutory members that include the Washington State Department of Transportation, the Washington Transportation Commission, and four of the region's ports). The General Assembly:
 - Meets at least annually to act on major issues, establish the budget, and elect new officers. A 32-member Executive Board meets monthly.
 - Has two key policy boards – a 45-member Transportation Policy Board and 31-member Growth Management Policy Board – that advise the Executive Board about recommended changes in policy or new directions on regional transportation and regional growth management, respectively. Both boards include representatives of PSRC's member jurisdictions, tribes, regional businesses, and labor, civic,



and environmental groups, as well as voting members representing each caucus of the state legislature. The 36-member Economic Development District Board is composed of representatives from private businesses, local governments, tribes, and trade.

- *Administrative:* Operations Committee (10 members from Executive Board) which reviews and makes recommendations to the Executive Board on the budget and work program and on contracts and other financial and personnel issues
- *Advisory:* PSRC’s advisory committees include:
 - Regional: Regional Staff Committee and Regional Project Evaluation Committee
 - Data: Regional Technical Forum, Interagency Data Group, Model Users Group, and the Land Use Technical Advisory Committee
 - Transportation: Transportation Operators Committee (includes the Seattle-Tacoma-Everett FTA Caucus), Regional Traffic Operators Committee, Regional Freight Mobility Roundtable, FAST Corridor Partnership, Bicycle Pedestrian Advisory Committee, Growing Transit Communities Committees, and Special Needs Transportation Committee
- *Working:* Transportation 2040 Prioritization Working Group and Transportation 2040 Finance Working Group
- *Other:* Regional Food Policy Council

Long Term Vision/Plan: VISION 2040, Transportation 2040, Regional Economic Strategy

Agency Highlights

Type of Agency

PSRC was created through an interlocal agreement, enabled by the Washington State Interlocal Agreement Act, signed by its member local governments. It is the MPO and Regional Transportation Planning Organization (RTPO) for the central Puget Sound region and has authority under state and federal law to plan for regional land use, transportation, and economic development. PSRC’s work is organized around three connected major areas of activity: VISION 2040, Transportation 2040, and the Regional Economic Strategy.

PSRC is governed by the General Assembly (each PSRC member has voting membership) and the Executive Board. The Executive Board provides month-to-month oversight for the agency. PSRC’s three policy boards – the Growth Management Policy Board, the Transportation Policy Board, and the Economic Development District Board – reflect its focus on land use, transportation, and economic development.

A Brief History

- The Puget Sound Regional Planning Conference was established in 1956 and renamed the Puget Sound Governmental Conference (PSGC) in 1958.
- 1965 – State legislature authorized regional agencies of elected officials.
- 1973 – Governor designated the PSGC as the MPO.
- 1975 – The PSGC voted to reorganize as the Puget Sound Council of Governments (PSCOG) which was designated by the governor as the MPO.
- 1991 – The PSCOG dissolved, and the current PSRC was formed and assumed responsibilities under the 1990 Washington State Growth Management Act (GMA). During that time, the governor designated PSRC as the MPO and the Regional Transportation Planning Organization.

For the purpose of allocating federal transportation funds, PSRC develops a policy framework that focuses on serving centers, as called for in VISION 2040 and Transportation 2040. Projects are selected through a variety of forums, including four countywide groups, the region's transit agencies, and a regional forum. Each countywide forum is responsible for developing technical and policy criteria consistent with the policy framework to support the centers and corridors concept that is used to identify and recommend projects.

At the regional level, the Regional Project Evaluation Committee (RPEC) is responsible for developing project recommendations. The RPEC is composed of senior level public works and transportation planners from jurisdictions and agencies throughout the four-county region. PSRC staff evaluates and scores the regional projects, which are then transmitted to the RPEC for its recommendation. The region's transit agencies make recommendations on projects receiving FTA funds. Recommendations from all forums are forwarded to the Transportation Policy Board for its recommendation, with the Executive Board taking the final action.

The region has benefitted from steadily growing federal transportation dollars for critical transportation improvements. For example, the region received more than \$200 million in funds from the American Recovery and Reinvestment Act in 2009, and has been successful in receiving federal discretionary funds for several key projects with strong regional support. In addition, through the work of PSRC, the region better coordinates its resources required to improve the transportation system, support a strong economy, and maintain the region's quality of life. That includes a 2010 U.S. Department of Housing and Urban Development Sustainable Communities Regional Planning Grant and a grant through the Communities Putting Prevention to Work program to develop an Active Communities Guidebook, with examples for improving walking and bicycling to support better health and well-being.

Origins

In 1956 the Puget Sound Regional Planning Conference was established by the boards of county commissioners in King (home of Seattle), Kitsap, Pierce, and Snohomish counties. The conference renamed itself the Puget Sound Governmental Conference (PSGC) in 1958. The evolution of the agency over the following decades (highlighted in the box) was driven by the local elected officials' recognition that their communities would be stronger and more competitive if they worked together on issues that cross county and city lines.

Other (than MPO) Functions

In 2003 the region's federally-designated Economic Development District (EDD) consolidated its activities with PSRC. The EDD is governed by a board composed of public and private members and is charged with coordinating regional economic development planning and developing a regional comprehensive economic development strategy for the region. It also selects projects for federal economic development funds. The Prosperity Partnership, a coalition of over 300 government, business, labor, education, and nonprofit leaders from the four PSRC member counties, is another PSRC project.

Integrated Transportation Planning

With Land Use and a Regional Vision

PSRC's work is guided by a shared long range vision for the future, VISION 2040, which is supported by a regional transportation plan, Transportation 2040, and a regional economic development plan, the Regional Economic Strategy.

VISION 2040

Adopted by PSRC's General Assembly in 2008, VISION 2040 establishes an integrated strategy that addresses the natural environment, development patterns, housing, economic development, transportation, and public services. A core vision is its focus on designated growth centers where population and employment growth are concentrated. The largest share of growth is distributed to metropolitan and core cities – places with designated regional growth centers that are already connected by major transportation corridors and high capacity transit.

Those centers serve as focal points for regional transportation, public services, and amenities needed for housing and employment growth and regional funding. Increased employment is concentrated in regional manufacturing/industrial centers. PSRC has established guidance for procedures used to designate new regional growth and manufacturing/industrial centers and center plans.

To make VISION 2040 easily accessible and usable, PSRC has produced an executive summary in the form of a brochure. It has also produced a chart that shows how to use VISION 2040 in decision-making processes. Each year PSRC honors outstanding projects and programs that demonstrate how jurisdictions and agencies in the region are achieving VISION 2040. The awards are designed to recognize the work being done by public and private organizations to achieve the VISION 2040 growth, economic, and transportation strategies. PSRC has also prepared a centers toolbox, called the *Development Toolkit: Success Stories from the Regional Growth Centers*.

In 2008 a day-long Reality Check workshop was organized by the Urban Land Institute (ULI) District Council of Seattle. Reality Check is a form of visioning used by ULI to engage community stakeholders to explore how and where a region or community wants to grow. The result of the Seattle Reality Check was a consensus that creating vibrant, sustainable, walkable, compact communities (consistent with the adopted regional policy direction at the heart of the VISION 2040 and Transportation 2040 plans) was critical for the region's future. The Quality Growth Alliance <www.qualitygrowthalliance.org> was created

VISION 2040

- Provides an environmental framework for planning.
- Describes how and where the region can grow, using the numeric Regional Growth Strategy.
- Contains an integrated set of multicounty planning policies arranged in six policy sections, with overarching goals to guide growth and development, protect the environment, advance economic development, and guide infrastructure investments, especially for transportation.
- Outlines the actions to implement the vision and measures to track progress.
- Provides the overarching policy structure for PSRC's Metropolitan Transportation Plan (Transportation 2040) and the Regional Economic Strategy.
- Establishes a shared, integrated planning framework for use in countywide, local, and transit agency plans.

as a result of the Reality Check event. The Alliance is now helping to implement VISION 2040 and is working to increase public awareness, improve the zoning and entitlement processes, maximize transportation investments, and connect land use with climate change.

Alliance activities have included:

- An awards program that recognizes projects that contribute to smart growth, such as developments located in walkable neighborhoods and close to transit and employment centers.
- Publication of a report, *From Barriers to Solutions and Best Practices: Urban Centers and TOD in Washington*, that was prepared by the University of Washington and analyzes the barriers to creating vibrant urban centers and successful transit-oriented development projects.
- A visualization project, Decision Commons, that enables regional and community leaders to see the effects land use choices have before making tough policy decisions.

The contributions of PSRC have been recognized by the American Planning Association, which in 2003 selected the PSRC's Destination 2030: Metropolitan Plan for the Central Puget Sound Region as the nation's "Outstanding Plan." In 2008 PSRC received a national award for Outstanding Regional Achievement in Metropolitan Planning from AMPO. AMPO called VISION 2040 a "model for other MPOs looking to integrate transportation, environment, land use, and the economy into one Plan." PSRC's Transportation 2040 plan received an Outstanding Achievement award from AMPO.

Transportation 2040

Transportation 2040, adopted in 2010, is a 30-year action plan that outlines a long term template for how the region should invest in transportation in order to accommodate future travel demand. The plan supports the VISION 2040 multicounty planning policies, the Regional Growth Strategy, and PSRC's economic objectives through an integrated mobility, environmental, and financial strategy.

Consistent with the Regional Growth Strategy, the plan calls for:

- Linking major regional growth centers, which are located in metropolitan cities and core cities, with new light rail lines as part of a regional high capacity transit system. The light rail, called Link, will serve 12 regional growth centers, commuter rail will serve nine regional growth centers, and regional express bus will serve 15 regional growth centers.
- Concentrating some three-quarters of the plan's highway and roadway investments within or directly serving metropolitan cities and core cities. Physical design guidelines are included for designated urban centers and high capacity transit stations.
- Focusing new local transit on providing frequent service in urban areas as well as between local and regional centers in major travel corridors and optimizing local transit service delivery, convenient transfers between transit and other travel modes, and feeding the high capacity system.

- Prioritizing bicycle and pedestrian projects for regional growth centers, facilities with one terminus in a center, and transit passenger facilities.

An innovative feature of the plan is a comprehensive four-part greenhouse gas (GHG) reduction strategy based on land use, transportation pricing, transportation choices, and improved vehicle and fuel technology. PSRC analysis shows that, with aggressive implementation, the strategy has the potential to reduce regional greenhouse gases associated with transportation by up to 28 percent below 2006 levels.

Mobility improvements include an emphasis on improving system efficiency with limited new capacity. System efficiency includes creating SMART Corridors with advanced technology, user information, demand management programs, and variable pricing on tolled facilities. The establishment of SMART Corridors was the focus of a U.S. Department of Transportation congestion management case study < www.fhwa.dot.gov/planning/congestion_management_process/case_studies/psrc.cfm>.

Across Transportation Modes

PSRC's emphasis on the relationship of transit, land use, and social equity is reflected in its Growing Transit Communities initiative <www.psrc.org/growth/growing-transit-communities>. Funded by a 2010 U.S. Department of Housing and Urban Development Sustainable Communities Regional Planning Grant, the initiative is designed to:

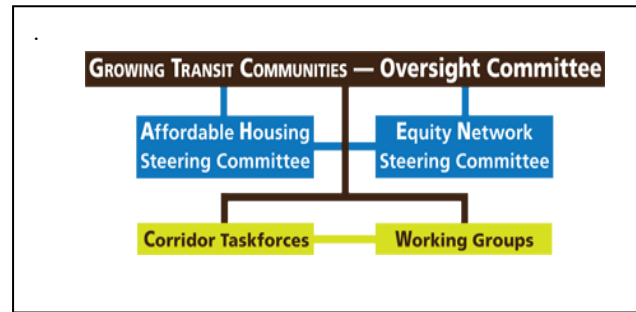
- Help make the most of a voter-approved \$15 billion investment in regional rapid transit by locating housing, jobs, and services close enough to transit that it is a viable option for many people.
- Reinforce the VISION 2040 centers concept by helping local communities make the most of new light rail service, bus rapid transit, and other transit investments, with the goal of putting jobs and opportunity closer to where people live.

The agreement creating the Growing Transit Communities Partnership became effective on June 1, 2011. The partnership is composed of public and private sector stakeholders within the central Puget Sound region who have a shared interest in successful and equitable transit community development around light rail stations and who are collaborating through committees, task forces, and work groups. Products will include:

- Corridor action strategies that contain the actions and tools needed to make it easier to develop jobs and housing in areas associated with transit investments.
- New affordable housing funding and finance tools and technical assistance for housing providers and local jurisdictions.
- Catalyst demonstration and case study projects in the corridor neighborhoods that will implement existing plans and serve as templates for the region's sustainable development.

Recent Partnership initiatives include its:

- Equity Grant Program, a joint project with the Regional Equity Network. The program, which is on its third round of funding, is used to increase the capacity of community-based organizations and the communities they work with to engage in planning and policy development that will shape the future of transit station areas and surrounding



neighborhoods along the region’s three major transit corridors. Small grants are provided to nonprofit community-based organizations to provide resources to organize and increase participation of underrepresented communities and give voice to community priorities. Grant funds can be used for community organizing and engagement, education and outreach, and research and recommendations.

- Opportunity Maps that illustrate where opportunity-rich communities exist, assess who has access to those neighborhoods, and help understand what needs to be remedied in opportunities for poor neighborhoods. The maps shade areas by level of access to opportunity, as defined by a series of 20 indicators that represent five major categories of opportunity: education, economic health, housing and neighborhood quality, transportation/mobility, and health and environment. PSRC partnered with Ohio State University’s Kirwan Institute for the Study of Race and Ethnicity to develop the maps, building from the Institute’s work on “Communities of Opportunity” across the country.
- Transit Community Typology, a project with the Center for Transit-Oriented Development that is focused on constructing a typology of station place types and accompanying implementation actions for the 74 station areas and transit study areas in the Growing Transit Communities geographic area. The typology exercise will categorize transit communities according to common characteristics and identify suites of policy strategies and tools to help transit communities achieve greater quality of life and equitable growth outcomes.

With Other Issues

Housing and food policy are the focus of two other initiatives in the central Puget Sound region. PSRC’s:

- Housing Innovations Program is a new collection of planning resources that local governments can use to promote housing affordability and smart growth in their communities. The program includes a *Housing Toolkit* that contains profiles of 49 tools, incentives, and other strategies for encouraging affordable housing.
- Regional Food Policy Council partners with communities, business, agriculture, and government in the four-county region to develop integrated and sustainable policy and action recommendations that strengthen local and regional food systems.

Public Engagement

PSRC encourages early, continuous, and broad public involvement. It uses visualization techniques to describe its activities and plans, makes all information easily accessible on its website, and holds public meetings at convenient and accessible locations and times. To make its board meetings more accessible the meetings are streamed live on PSRC's website (the video is made available in an archived format for later viewing), and an e-newsletter provides post-board meeting summaries and links to presentations and materials.

Other initiatives include expanding PSRC's web presence through social media, providing interactive web maps of transportation projects, publishing topical e-newsletters, offering a speakers' bureau, and maintaining a staffed Information Center to help the public and stakeholders find data, publications, or answers to regional questions. Staff also regularly participate in stakeholder and community meetings and during planning processes, and PSRC uses a variety of techniques such as focus groups, open houses, surveys, media relations, events, and videos to engage the public and interested parties.

Use of Performance Measures

VISION 2040 calls for a monitoring program to measure progress and report results to public and local decision-makers. It does that by:

- Laying out key measurable objectives for each of the VISION 2040 policy areas.
- Identifying corresponding performance measures for each policy area.
- Specifying what the region hopes to achieve for those performance measures.

VISION 2040 Performance Measures

Performance measures are used to evaluate if:

- The region is developing in a manner that is consistent with VISION 2040 and the Regional Growth Strategy.
- Activities minimize harm to and protect and sustain the natural environment.
- The economy is strong.
- Transportation choices support the growth strategy and offer greater options and better mobility.

REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA (RTC)

<www.rtcsonthernnevada.com>

Agency and Planning Area Quick Facts

Planning Area for Agency: The RTC covers one county (Clark) and five municipalities. The metropolitan planning area boundary for the RTC, as an MPO, is coterminous with the county boundary.

2010 U.S. Census-Designated Urbanized Area Served in Whole or Part: Las Vegas - Henderson, NV

2010 U.S. Census Population in Planning Area: 1.95 million people in 8,000 square miles of Clark County, a population density of 244 people per square mile. That low density reflects that a large portion of the total land area is in federal ownership. In part because of the implicit urban growth restrictions imposed by federal land ownership, the growth experienced in Southern Nevada has resulted in higher residential densities and less urban sprawl than

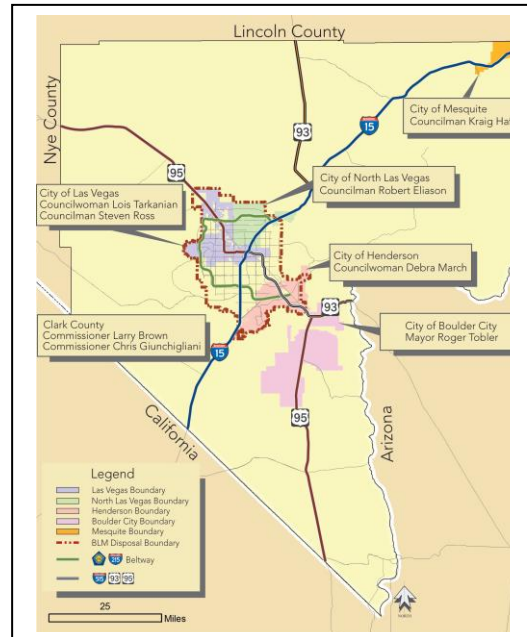
might be expected in a rapidly growing western metropolitan area. Approximately 95 percent of the region's population lives in the 510-square mile Las Vegas Valley that includes the cities of Las Vegas, Henderson, and North Las Vegas as well as portions of unincorporated Clark County. In 2010 the population density for the urbanized area was 4,525 people per square mile. The region also experiences a significant tourist population (some 39 million visitors each year).

Population Forecast from MPO Long Range Transportation Plan: 1.8 million people in 2005 to 3.2 million in 2030, a 77 percent increase. More recent data developed as part of updating the long range transportation plan demonstrate a slowing of the average annual population growth closer to 1.8 percent, replacing the previous average yearly rate of 5.7 percent.

Employment Forecast from MPO Long Range Transportation Plan: 830,000 jobs in 2005 to 1,653,000 jobs in 2030, a 99 percent increase. As with population growth, employment is now projected to grow at a similar reduced rate of growth.

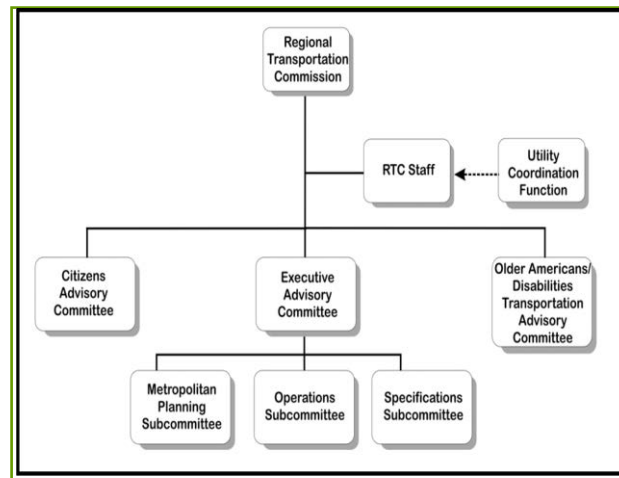
Board and Committee Structure:

- *Policy:* Board of Commissioners (eight elected officials from member local governments)
- *Advisory:* Executive Advisory Committee (13 members from local government public works departments and land planning agencies), Transportation Access Advisory Committee (16 members representing those with special transportation needs, minority groups, sidewalk users, and social service agencies), Bus Shelter and Bench Advisory Committee (12 members from the general public), and Regional Rapid Transit Authority Advisory Committee (nine members from the RTC member



local governments, the Nevada Resort Association, the Nevada Development Authority, the Nevada Department of Transportation [NDOT], and the Nevada Arts Council).

Other committees and councils include a Utility Coordination Committee, an Evaluation Committee, a Finance Committee, a Stakeholder Advisory Committee, and an Arts in Transit Advisory Council. Another committee is the Freeway and Arterial System of Transportation (FAST) Operations Management Committee with members from the RTC, Clark County, three cities, and the NDOT.



Long Term Vision/Plan: 2009-2030 Regional Transportation Plan. The 2013-2035 plan is under development, with adoption by the RTC Board of Commissioners anticipated in December 2012.

Agency Highlights

Type of Agency

The RTC is a freestanding organization that serves as both the transportation planning agency and the transit authority for Southern Nevada, enabling it to plan for and promote all modes of transportation. The term Southern Nevada is used locally to distinguish agencies that carry out regional functions, such as the RTC, from the governmental functions of Clark County. A Board of Commissioners oversees the agency's functions. Its membership is set by state statute: two members from the Clark County Board of County Commissioners, two members from the Las Vegas City Council, and one member each from the cities of Henderson, North Las Vegas, Boulder City, and Mesquite.

In addition to its transportation planning role as the designated MPO for the Las Vegas–Henderson, NV, urbanized area, the RTC is responsible for:

- Administering funds from a variety of federal, state, and local sources invested in operational improvements and intelligent transportation systems.
- Transit service throughout the Las Vegas Valley as well as in the outlying communities of Boulder City, Laughlin, and Mesquite.
- Administering FAST, the regional Intelligent Transportation System

To perform those multiple functions, the RTC receives funds from the Federal Transit Administration, the Federal Highway Administration, a Clark County Sales and Use Tax designated for transportation, and the county Option Motor Vehicle Fuel Tax for regional, street, and highway construction.

One of the RTC's programs focuses on sustainability. In 2010 it published its second annual report that outlines the goals of the sustainability program and includes the baseline values used to measure progress. The RTC is also working closely with local agencies to develop new policy initiatives for issues such as complete streets, transportation safety, and the promotion of a regional bicycle and trails network. The same interagency approach is used in developing the Regional Transportation Plan (RTP), the Transportation Improvement Program, and the Capital Improvement Program.

Origins

The RTC has evolved since it was created by a 1965 state statute as a regional government agency to administer the County Option Motor Vehicle Fuel Tax.

- 1981: The RTC was designated as the MPO for Southern Nevada.
- 1983: State legislation gave the RTC the ability to own and operate a public mass transit system, although it was almost another decade before the RTC assumed responsibility for transit operations following voter approval of funding in 1992. Before that, the Las Vegas Valley had very limited services that were offered by a private company using federally-funded equipment.
- 2004: The RTC became the official administrator of FAST to facilitate greater coordination between transportation planning and operations. The NDOT and the RTC both contribute to the operations and management of FAST.

Those developments took place against a background of rapid population growth (approximately a 10-fold increase since creation of the RTC) and state and local recognition of the importance of the RTC's role in overseeing funding and ensuring inter-agency coordination.

Other (than MPO) Functions

The RTC routinely works with agencies such as the school and health districts, the water authority, and local and regional land use agencies and departments.

Integrated Transportation Planning

With Land Use and a Regional Vision

Although the RTC has no direct responsibility for land use or resource planning, the local agency planning departments are represented on its advisory committees. In addition, it works with the Southern Nevada Regional Planning Coalition (SNRPC) to develop regional forecasts and consider the relationship between land use planning and transportation decision making. In 2011 the RTC was a member of the consortium that successfully applied for a \$3,488,000 U.S. Department of Housing and Urban Development Sustainable Communities Regional Planning Grant to develop a coordinated, integrated regional plan: the Southern Nevada Sustainable Communities Regional Planning Initiative.

The grant is being administered by the city of Henderson, as the lead agency, and involves a broad-based public planning process. Issues to be addressed are in the areas of housing, transportation, community/neighborhood development, economic development, public health, education and human development, the environment, water infrastructure, and energy. The transportation element of the plan will focus on creating more transportation choices by providing greater access to transit and coordinating land use, economic development, and housing plans with transit decisions in order to ensure that transit efficiently reaches more people and jobs.

Across Transportation Modes

The RTC transit system operates a fleet of 402 vehicles, including a total of 120 hybrid/electric powered buses, which includes all 60 bus rapid transit (BRT) vehicles and 52 Compressed Natural Gas (CNG) fueled vehicles. The transit system consists of 30 regular local service routes and eight BRT/Express lines and carries nearly 60 million passengers a year. The “Deuce” line on the Las Vegas Strip remains the most popular route in terms of passenger volume, attracting an average of over 650,000 riders every month and contributing to a total fixed route monthly ridership average of more than 4.8 million passengers. The National Transit Database named the RTC one of the most efficient transit providers in the nation.

One of the RTC’s transit initiatives is the Let’s Go Youth Outreach project, designed to ensure that the region’s youth (its future leaders) understand the benefits of transit. The RTC also administers programs that encourage sustainability, such as a bike-and-ride program and the Club Ride Commuter Service that promotes walking, biking, carpooling, vanpooling, and taking transit to and from work. The RTC also hosts the Regional Open Space and Trails Working Group (ROST) that was established under the auspices of the SNRPC to plan the development of multi-use paths and trails and related open space amenities. The work of the ROST complements the RTC’s efforts to expand the on-street network of bicycle lanes and routes to provide a regional system for bicycle mobility.

With Other Issues

The RTC was recently awarded a Veterans Administration (VA) Transportation and Community Living Initiative grant to help implement a Veterans Medical Transportation Network as part of the opening of a new VA medical center. The service will provide veterans and their families with one phone number they can call to schedule their ride for medical appointments to and from the VA medical center and VA primary care clinics.

Public Engagement

The RTC’s Public Involvement Plan includes a focus on involving residents in transportation planning – for example, using public transportation, car and van pools, and other travel modes. The RTC’s Transportation Fairs are an example. The fairs are held at malls and other gathering places in the region and provide an opportunity for two-way communication. Residents have an opportunity to learn about transportation planning projects underway (translating transportation to the street) and the RTC can learn about a broad range of residents’ concerns. The RTC also has a television show called On the Move, which it uses to educate residents about transportation issues in the Las Vegas Valley. Events such as the Bike-to-Work, Transit Week, and Club Ride activities also are used to educate and involve the public. In

addition to other outreach activities in developing the 2013-2035 RTP, the RTC scheduled 16 separate public outreach events at various city councils, advisory boards and public gathering places. It also gathered public feedback on preferred RTP goals through an online survey.

Use of Performance Measures

The RTP defines measures of effectiveness for each plan goal and objective. A chart displaying the measures contains a results column for showing progress toward achieving the desired results outlined in the plan objectives. According to the RTC, the region's transportation challenges coupled with a time of much reduced funding means the RTP under development will make the use of performance measures a high priority. The RTC's second (2010) sustainability report outlines the goals of the agency's sustainability program and includes the baseline values used to measure progress.

SACRAMENTO AREA COUNCIL OF GOVERNMENTS (SACOG)

<www.sacog.org>

Agency and Planning Area Quick Facts

Planning Area for Agency: SACOG covers six counties and 22 municipalities.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Sacramento, CA, Davis, CA, Yuba City, CA, and Woodland, CA

2010 U.S. Census Population in Planning Area: 2.27 million people in the 6,561 square-mile planning area, a population density of 346 people per square mile. That low density, however, is not a true reflection of the planning area as a whole. Large land areas (a little over 20 percent) are in federal ownership and cannot be developed. The developed portion of the planning area has a population density of 450 people per square mile.



Population Forecast from MPO Long Range Transportation Plan: 2.2 million people in 2008 to 3.1 million people in 2035, a 41 percent increase

Employment Forecast from MPO Long Range Transportation Plan: 966,000 jobs in 2008 to 1.3 million jobs in 2035, a 35 percent increase

Board and Committee Structure:

- *Policy:* Board of Directors (31 elected officials appointed by the member cities and counties and one non-voting member from Caltrans District Three). Board committees include a Government Relations and Public Affairs Committee and a Land Use and Air Quality Committee, each with 10 elected officials from member local governments, and a Transportation Committee with 11 members appointed by the SACOG Board and a non-voting member from Caltrans District Three.
- *Advisory:* SACOG has a number of advisory committees to the Board of Directors. They typically include representatives of citizens' advocacy groups, the private sector, major colleges and universities, transportation management professionals, and private citizens unaffiliated with any of the above groups. Examples are the Airport Advisory Committee, the Bicycle and Pedestrian Advisory Committee, the Goods Movement Advisory Group, the Planners Committee, the Public Participation Committee, the SACMET Travel Demand Model Technical Advisory Committee, the Sacramento Emergency Clean Air and Transportation Technical Advisory Committee, the Social Service Transportation Advisory Council, the Transit Coordinating Committee, and the Transportation Demand Management Task Force. Other advisory groups include the Regional

Planning Partnership, which assists SACOG with its transportation and air quality planning responsibilities, and the Sacramento Region Intelligent Transportation Systems (ITS) Partnership, a forum for technical staff to share information, coordinate, and provide advice and input to SACOG on ITS funding advocacy efforts.

Long Term Vision/Plan: Preferred Blueprint Scenario, a vision for growth adopted in 2004, and the Metropolitan Transportation Plan/Sustainable Communities Strategy for 2035, adopted in 2012

Agency Highlights

Type of Agency

SACOG is an association of local governments in the six-county Sacramento region that serves as a council of governments (COG), an MPO, and, under state law, a Regional Transportation Planning Agency (RTPA). As such it has a number of functions:

- As the COG, SACOG is responsible for regional forecasting and monitoring how well the region is doing to improve mobility through the coordination of land use, transportation, and air quality decisions. Other functions include approving the distribution of affordable housing in the region, conducting planning efforts related to environmental protection and land use planning, preparing comprehensive land use plans for airports, and serving as a forum for the study and resolution of regional issues.
- As the designated MPO, SACOG is responsible for preparing a Metropolitan Transportation Plan/Sustainable Communities Strategy (MTP/SCS). A 2008 state law (Senate Bill 375) requires all MPOs in California to adopt a SCS as part of their regional transportation plans. The SCS must identify transportation and land use strategies to reduce regional greenhouse gas emissions from passenger vehicles. SACOG also assists in planning for transit, bicycle networks, clean air, and airport land uses.
- As the RTPA, SACOG prepares a regional transportation plan (part of the MTP/SCS) for four of the six counties in the MPO's metropolitan planning area. The remaining two counties are in the planning area of two other RPTAs, the Placer County Transportation Planning Agency and the El Dorado County Transportation Commission. The long range transportation plans for those two counties are incorporated into SACOG's MTP/SCS through memoranda of understanding (MOUs) between SACOG and each RPTA. The MOUs guide the coordination between SACOG and the other RPTAs.

Consistent with its multiple planning responsibilities, SACOG hosts three related policy committees: transportation, land use and air quality, and government relations and public affairs. In recent years, SACOG has particularly focused on implementation of its Preferred Blueprint Scenario (Blueprint) and Rural-Urban Connections Strategy (RUCS). It uses a combination of those initiatives and its public participation plan to help ensure that small and large and rural and urban communities are engaged in the planning process and that their needs and interests are fully considered in the regional growth projections and Blueprint and MTP/SCS implementation.

SACOG is governed by a Joint Powers Agreement, allowed under state law, signed by the participating local governments. The agreement establishes SACOG as a public entity, separate and apart from any member city or county. Each city and county has one vote on the Board of Directors, with the exception of the two jurisdictions with the largest populations. The city of Sacramento has two votes, and Sacramento County has three votes. Although rarely applied, subarea voting is allowed for a transportation and air quality plan, program, or issue that affects only one subarea (of two). In that case, only the directors who represent member cities and counties within the subarea vote. The board may designate additional subareas if it determines that an action only affects one group of members or one subarea within the SACOG region and does not similarly affect the other members or subareas.

Origins

In 1965, 13 cities and the counties of El Dorado, Placer, Sacramento, and Yolo formed the Sacramento Regional Area Planning Commission. In 1969 Sutter and Yuba counties and their cities joined. In 1980, the agency transitioned to the Sacramento Area Council of Governments. Another milestone occurred in 2003 when the Board of Directors expanded to have a voting member from each city in the region. Although the private sector was involved in SACOG's recent Blueprint process, it was not involved in its formation.

Other (than MPO) Functions

As a COG, the agency prepares a Regional Housing Needs Allocation, a state requirement to determine the number of housing units that cities and counties must plan for in their housing element updates. It also engages in planning efforts related to environmental protection and land use planning. That includes serving as the Airport Land Use Commission for Sacramento, Sutter, Yolo and Yuba counties.

Integrated Transportation Planning

With Land Use and a Regional Vision

Over the last 10 years, SACOG has aggressively pursued linking transportation and land use planning. One of its most recognized initiatives is the Blueprint project, the process used to develop a consensus-based Preferred Blueprint Scenario (Blueprint) <www.sacregionblueprint.org> that established the region's vision for growth through 2050.

The Blueprint, which was adopted in 2004 by SACOG's Board of Directors:

- Is based on a set of growth principles that promote well-designed, compact, mixed-use development and more transit and housing choices as an alternative to low-density development.
- Provided the land use basis for the transportation investments contained in the MTP 2035 adopted by SACOG in 2008. Reflecting that linkage, the MTP/SCS 2035, adopted in 2012, identified four community types that are defined by their age, their location in the region, and the type of development and infrastructure within them: Center and Corridor Communities, Established Communities, Developing Communities, and Rural Residential Communities. Those communities are supported by agricultural and natural resource areas that make up 76 percent of the region's land.

The process for developing the Blueprint was designed to address the fact that SACOG does not have land use authority over local governments. That meant local governments needed to be an integral part of the broad-based, multiple-view stakeholder planning process. The process involved numerous workshops where participants used interactive modeling software (I-PLACE³S) that enabled them to analyze parcel-level data to help ensure that the growth concepts were being applied in a realistic manner. Participants could also evaluate the impact of adding transportation projects to the alternative land use scenarios.

To help ensure that the Blueprint process was inclusive of all interests, SACOG partnered with a Sacramento-based non-profit organization called Valley Vision <www.valleyvision.org>. Valley Vision describes itself as a nonpartisan action tank and a neutral convener committed to identifying and finding solutions to regional problems, building consensus among diverse interests, and conducting independent, impartial research that can be used for sound decision-making. Its Leadership Council, a network of leaders committed to regional planning and action, serves as an advisory group to the organization's Board of Directors and acts as a sounding board that suggests new initiatives (three to four per year) and approaches to regional problem-solving.

Valley Vision was created in 1994 and is partially funded by grants from foundations, endowments, other nonprofits, businesses, and governments; it also receives fees for services. It continues to be involved with SACOG's regional planning work, including serving as a leader, co-convener, and strategic advisor for continuing work funded by a U.S. Department of Housing and Urban Development (HUD) grant. The Next Economy, one of Valley Vision's current projects, is a broad-based public-private partnership effort by area business leaders to create effective strategies and joint actions over the next 12 months to drive new job creation, investment, and innovation.

The MTP/SCS 2035, which was built on the Blueprint and adopted in April 2012, was developed using an extensive public involvement process that incorporated performance metrics to assess three land use and transportation scenarios. It also factored in new financial realities – less money for transportation, especially at the local level, because of the downturn in the economy. In 2010 SACOG and its partners received a \$1.5 million HUD Sustainable Communities Regional Planning Grant to assist in the update process and do work to advance the plan's implementation <www.sacog.org/sustainable>. The funds are enabling SACOG to help communities plan comprehensively for housing and transportation. That includes funding for SACOG to work collaboratively with communities to identify and get five transit priority areas ready for the construction of housing and workplaces. The grant is also funding work that helps preserve natural resources around the region.

The RUCS <www.sacog.org/rucs> is the rural counterpart of the Blueprint. Initiated in 2008, after the adoption of the MTP 2035, the goal of the RUCS is to broaden the region's understanding of how land use and transportation investments affect rural areas and develop an economic and environmental sustainability strategy for rural areas. The strategy is being developed by working groups that involve rural stakeholders, citizens, businesses, and public agencies that are assessing strategies that will enhance agriculture and rural economies, resource conservation, recreation, quality of life, and regional sustainability. Initial findings from the ongoing RUCS process were considered in the MTP/SCS 2035 update process.

In addition to focusing on land use, SACOG provides tools that address what land uses translate into in terms of the form and character of development. One such product is a *Form-Based Codes Handbook* that can be used by local governments interested in developing a form-based code.

Across Transportation Modes

SACOG works across transportation modes. The MTP/SCS 2035 calls for an integrated multimodal transportation system, including transit, complete streets, and bicycle and pedestrian facilities. In the area of transit, SACOG provides planning support and a forum for coordination among the region's transit operators. It also prepares both a short-range transit plan that lays out the services and operations for each transit operator and a 10-year capital improvement plan. Special studies include a Lifeline Transit Study to assess the public transportation needs of the region's low-income population for reaching essential or lifeline destinations, and a Senior and Disabled Mobility Study to identify local challenges and find solutions for addressing the transportation needs of the region's growing population of seniors and persons with disabilities.

Public Engagement

SACOG's Public Participation Plan emphasizes ensuring that its transportation-related programs reflect regional values rather than using a one-size-fits-all approach to public involvement. Staff uses a diverse mix of techniques and activities that can be customized to fit the input needs of different populations. That includes dedicated staff to work with and encourage input from Native American Tribal governments. SACOG's Board of Directors has established a number of advisory committees in order to obtain advice from citizens and key interests in the community on a variety of subjects.

Use of Performance Measures

The MTP/SCS 2035 contains tables that provide a quick reference to the range of quantifiable measures used to assess the performance of the plan in the areas of land use, the environment, environmental justice, and transportation. Notations are included showing where each measure and the related analysis are located within the plan. The transportation measures, for example, focus on vehicle miles traveled on the region's roadways, the level of congestion and delay for all travelers, transit ridership and the share of trips made by transit modes (intercity rail, light rail, bus, and planned streetcar), travel by non-motorized travel modes (bike and walk), and the share of trips made by those modes.

The land use measures support the ones for transportation. The measurements for compact development look at growth in population compared with acres developed, and mix of uses looks at the jobs-housing balance within a four-mile radius of employment centers and acres developed by community type. Transit-oriented development measures include the growth in dwelling units and employees within a half-mile of quality transit by county and proximity to transit by community type. A number of the environmental justice measures have that same focus: increases in daily transit service hours and within 30 minutes accessibility by transit to jobs, higher education, and parks, for example.

SAN DIEGO ASSOCIATION OF GOVERNMENTS (SANDAG)

<www.sandag.org>

Agency and Planning Area Quick

Facts

Planning Area for Agency: SANDAG covers one county (San Diego) and 18 municipalities.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: San Diego, CA, and Mission Viejo-Lake Forest-San Clemente, CA

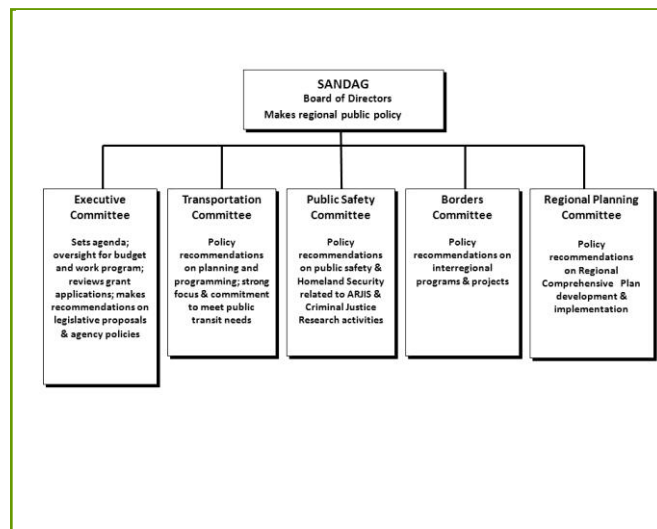
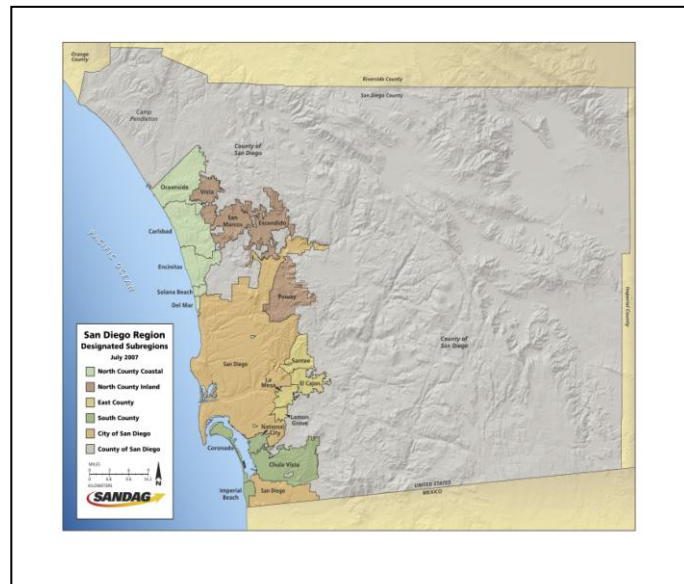
2010 U.S. Census Population in Planning Area: 3.10 million people in the 4,200-square mile planning area, a population density of 738 people per square mile.

Population Forecast from MPO Long Range Transportation Plan: 4.4 million people in 2050, a 42 percent increase over 2008

Employment Forecast from MPO Long Range Transportation Plan: 1.4 million jobs in 2008 to 1.9 million jobs in 2050, a 36 percent increase

Board and Committee Structure:

- *Policy:* Board of Directors (19 members who are mayors, council members, and county supervisors from each of the region's 19 local governments)
- *Advisory:* Five Policy Advisory Committees – Executive, Transportation, Regional Planning, Public Safety, and Borders. Membership ranges from six to nine people representing different sub-regions within the county and advisory agencies.
 - Executive Committee (drawn from the Board of Directors)
 - Transportation Committee (local elected officials and representatives from advisory agencies such as the North County Transit District [NCTD], the Metropolitan Transit System [MTS], and the Regional Airport Authority which provide advice on major transportation issues)



- Regional Planning Committee (local elected officials and advisory agencies such as the NCTD, the MTS, Caltrans, the San Diego Unified Port District, and the San Diego Water Authority which provide oversight for preparation and implementation of the Regional Comprehensive Plan)
- Borders Committee (local elected officials and advisory agencies which provide oversight for planning activities that impact the borders of the San Diego region)
- Public Safety Committee (local elected officials and public safety representatives who provide advice on policy-level matters related to public safety). A Chiefs'/Sheriffs' Management Committee promotes regional collaboration in the acquisition, maintenance, and sharing of public safety technology.
- *Working Groups:*
 - Transportation – Bayshore Bikeway Working Group, Bicycle-Pedestrian Working Group, Mid-Coast Corridor Transit Project Working Group, North County Parkway Working Group, Regional Transit Planning Working Group, and San Diego Region Conformity Working Group
 - Environment – Environmental Mitigation Program Working Group, Quality of Life Stakeholder Working Group, Quality of Life Steering Committee, Regional Energy Working Group, and Shoreline Preservation Working Group
 - Land Use and Regional Growth – Public Health Stakeholders Group, Regional Housing Working Group, and Regional Planning Stakeholders Working Group

Long Term Vision/Plan: 2050 Regional Transportation Plan and Comprehensive Regional Plan for the San Diego Region (extends to 2030)

Agency Highlights

Type of Agency

SANDAG acts as the primary transportation, transit, and land use planning and research agency for San Diego County. In 2003 it became a consolidated agency, assuming many of the transit functions of the San Diego MTS and the NCTD (known formerly as the Metropolitan Transit Development Board and the North San Diego County Transit Development Board). In addition to preparing and adopting a Regional Transportation Plan (RTP) and a Regional Comprehensive Plan (RCP), SANDAG has transit responsibilities in the areas of planning, allocation of funds, project development, and construction. Consistent with its responsibilities, SANDAG has a Transportation Committee, a Regional Planning Committee, a Borders Committee, and a Public Safety Committee. As a local public entity under state law, SANDAG has the ability to raise revenues for specific projects.

Origins

SANDAG's roots go back to 1966 when local governments in San Diego County used California's provision for joint powers agreements to create the Comprehensive Planning Organization (CPO) as a long range planning department within county government. In the 1970s the CPO was designated as the MPO and later as the Regional Transportation Planning Agency and the Airport Land Use Commission under state law. Also during that period, the CPO was designated an independent Joint Powers Agency and adopted its first RTP. The CPO renamed itself the San Diego Association of Governments in 1980.

During the 1980s SANDAG created SourcePoint, a nonprofit subsidiary whose aim is to customize and sell research products. As noted above, in 2003, with the passage of state legislation (Senate Bill 1703), SANDAG became a statutorily created consolidated transportation agency with additional powers related to transit.

Other (than MPO) Functions

SANDAG has housing, borders, environmental, economic, public safety, and economic/financial responsibilities.

- Housing – its responsibilities include preparing a Regional Housing Needs Assessment used to allocate regional housing needs by local government and income categories.
- Public safety – it hosts the Automated Regional Justice Information System, a database that law enforcement agencies use in solving crimes, and conducts criminal justice research.
- Borders – its Borders Committee brings together elected officials and representatives from neighboring counties, tribal governments, and Mexico to share information and provide policy direction to SANDAG’s board regarding issues or activities involving planning and coordination between San Diego County and its neighbors. An example is the I-15 Interregional Partnership (I-15 IRP), a voluntary compact between local elected officials representing the Western Riverside Council of Governments (WRCOG), SANDAG, the Riverside County Transportation Commission (RCTC), and the Riverside Transit Agency (RTA), as well as Caltrans and other affected agencies and organizations. The primary goal of the I-15 IRP for the two-county commute corridor is to foster collaborative strategies in economic development, transportation, and housing that will improve the quality of life for residents in both counties by reducing the impacts of interregional commuting and creating more jobs in housing-rich areas and more housing in jobs-rich areas.
- Environment – it works to build consensus on environmental planning and action for San Diego County. Through those efforts, SANDAG has preserved large areas of open space, protected threatened and endangered species, put sand on the region's beaches, and helped the region address energy and climate change. SANDAG is also responsible for regionwide compliance with 30-year state-mandated targets for greenhouse gas reduction (SB 375).

Integrated Transportation Planning

With Land Use and a Regional Vision

The RCP, which extends to 2030 and was adopted in 2004, integrates land use and transportation planning into a single long term planning framework (a blueprint) that focuses attention on where and how the region should grow. The plan:

- Was crafted by citizens and representatives from member local governments through a broad-based public planning process that included an understanding of the long term impacts of current development patterns.

- Enables local land use decisions to be made within the context of understanding their collective and cumulative impacts in the future.
- Builds on the existing local government general plans and regional infrastructure plans.
- Considers what is happening to planning and growth in neighboring counties and Baja California, Mexico, and among the 17 tribal governments (sovereign nations) within the region.
- Is organized around the following elements (with a chapter devoted to each): urban form, transportation, housing, healthy environment, economic prosperity, public facilities, and border issues. Those chapters and the RCP's Integrated Regional Infrastructure Strategy (IRIS) form the core of the plan. The IRIS is a regional smart growth investment and financing strategy which provides a framework that enables short-term capital expenditures to achieve the long term vision outlined in the RCP – to channel much of the region's growth to existing urban areas where infrastructure services are in place. The IRIS was developed in collaboration with the various infrastructure agencies and departments that are responsible for transportation (airport and port), water, wastewater, solid waste, energy, parks and open space, and education.
- Is associated with incentives to encourage plan implementation.
- Contains a set of annual performance indicators to monitor the region's progress toward achieving the goals and objectives of the RCP.

Two important supporting initiatives are the Smart Growth Concept Map and the Smart Growth Tool Box.

The Smart Growth Concept Map: The map links land use and transportation activities by identifying locations within the region that can support smart growth and transportation investments and depicting some 200 existing, planned, or potential smart growth locations that represent seven smart growth place types identified in the RCP. The place types are based on a centers concept and range from the metropolitan center and urban centers to town centers, community centers, rural villages, mixed-use transit corridors, and special use centers. The information is used to:

- Refine the regional transit network and identify other transportation needs to incorporate into development of the 2050 RTP and Sustainable Communities Strategy (SCS).
- Determine eligibility to participate in the Smart Growth Incentive Program funded through *TransNet*.

As part of its Pilot Smart Growth Incentive Program, in 2005 SANDAG approved 16 local projects to receive \$22.47 million (\$2 million maximum per project) to encourage coordinated regional planning that brings transit service, housing, and employment together in smart growth development.

Smart Growth Tool Box: The tool box helps local governments implement elements of the RCP by encouraging development in the areas identified on the Smart Growth Concept Map. It includes both planning and financing tools.

Planning Tools:

- A Smart Growth Tool Box PowerPoint Presentation for use in outreach
- A Smart Growth Design Guide (*Designing for Smart Growth, Creating Great Places in the San Diego Region*) that shows how good design can contribute to the quality of life in the region
- Visualization tools and a photo library to help illustrate how communities can be transformed by smart development and transit-friendly design (includes before and after images)
- A Smart Growth Trip Generation Parking Study that identified trip generation rates and parking demand associated with smart developments
- The San Diego Regional Bicycle Plan, an element of the RTP
- Research on the connections between public health, land use, and transportation
- A Regional Energy Strategy and Climate Action Strategy to assist local governments in meeting energy demand and greenhouse gas reduction goals
- A how-to reference guide to planning and designing for pedestrians

Financing Tools: Because of its transportation planning and transit-related roles, SANDAG is able to provide direct financial incentives that promote the RCP goals. An example is the *TransNet* Smart Growth Incentive Program (SGIP), which is funded by a half-cent sales tax for local transportation projects. *TransNet* was first approved by voters in 1987 and was extended for 40 years in 2004. More than \$17 billion will be generated and distributed among highway, transit, and local road projects (approximately one-third each) during the 60-year life of the program. The extension of *TransNet* includes, through the SGIP, funding to local governments (San Diego County and municipalities) to pay for planning and capital improvement projects, such as streetscape and bicycle and pedestrian improvements that support compact, mixed-use transit-oriented development in smart growth opportunity areas.

Two additional initiatives are the Active Transportation Grant Program funded by the California Transportation Development Act and *TransNet* and the *TransNet* Environmental Mitigation Program (EMP). The EMP goes beyond allocating funds to mitigate habitat impacts of regional transportation projects by including a funding allocation for habitat acquisition, management, and monitoring activities as needed to help implement species and habitat conservation programs. For both the SGIP

and EMP programs, SANDAG calls for grant applications every two to three years. The scoring criteria are revised to reflect updated plans, key issues, and lessons learned from the prior round of funding.

Across Transportation Modes

SANDAG facilitates the coordination of various transportation modes with other agencies through its MPO and transit roles. Its 2050 RTP and related Sustainable Communities Strategy (SCS) provide a blueprint for how to comprehensively meet the region's transportation needs. The requirement to prepare the SCS came out of 2008 state legislation that requires California MPOs to show how they will meet their respective regions' goals for reducing greenhouse gas emissions from automobile and light trucks. The 2050 RTP/SCS will meet or exceed those requirements by using land in ways that make developments more compact, conserve open space, and invest in a transportation network that gives residents alternatives to driving alone.

The 2050 RTP/SCS:

- Provides a 40-year blueprint for a regional transportation system which by mid-century will be an integrated multimodal transportation system that enhances the region's quality of life, promotes sustainability, and offers more mobility options for people and goods.
- Outlines projects for public transportation (transit, rail, and bus services, including bus rapid transit), express or managed lanes, highways, local streets, bicycling, and walking.

When it adopted the 2050 RTP/SCS, the SANDAG board approved a number of other actions. They included developing an early action program for projects outlined in the Regional Bicycle Plan and, in the next two years, developing a regional complete streets policy and planning for a broader active transportation program, including Safe Routes to School and Safe Routes to Transit.

In its transit role, SANDAG's goal is to create a public transit system that is based on reinforcing and upgrading existing transit services in key urban corridors and pursuing new transit projects in the most urbanized areas of the region with a broad combination of transit modes. In addition to administering *TransNet*, SANDAG provides funding administration and planning for public transit in the San Diego region and shares public transit planning and decision-making responsibilities with the region's transit operators. Those operators are the MTS and the NCTD. SANDAG is responsible for the design and construction of major public transit facilities.

SANDAG is authorized to establish highway toll projects to facilitate the movement of goods and people along certain designated roads. It is also required to prepare an Airport Multimodal Accessibility Plan to improve access to airports in San Diego County and adjacent regions.

With Other Issues

As part of implementing the RCP and the RTP/SCS, SANDAG is involved in several health initiatives in partnership with San Diego County's Health and Human Services Agency. Those initiatives, which are

from the region's Healthy Works Program and funded in part by a grant from the Centers for Disease Control and Prevention, include:

- Completion of a Healthy Communities Atlas and a health impact assessment tool to evaluate the health outcomes of alternative scenarios.
- Implementation of several active transportation and safe routes to school programs.
- Administration of two pass-through grant programs to promote public health in planning and active transportation as part of a Healthy Communities Campaign.

SANDAG also evaluates, monitors, and reports on issues affecting the fiscal stability and economic prosperity of the region. Focus areas include employment cluster analysis, the economic relationship with southern California and Baja California, cross-border development strategies, and the evaluation of the economic prosperity effects of land use decisions and development. Partners in those efforts include regional and local economic development associations, chambers of commerce, and other stakeholders.

Public Engagement

The strategies and tactics outlined in SANDAG's Public Participation Plan guide its public outreach and involvement efforts for highway projects; transit fare changes and construction; smart growth, environmental, and planning efforts; growth forecasts; the RTP and the Regional Transportation Improvement Program; Tribal Consultation; and other initiatives. SANDAG is currently updating the plan. As part of the update, San Diego County residents are invited to take an online survey. Survey results will help evaluate the effectiveness of the methods currently in place for communicating with the public and measure how to best engage community members in the future.

Use of Performance Measures

Both the RCP and the RTP have performance measures.

The RCP contains a set of annual performance indicators to monitor the region's progress toward achieving the plan's goals and objectives. It also contains periodic indicators that may not be available on an annual basis but can provide relevant information for assessing the region's quality of life. To date, SANDAG has produced four reports: an initial baseline report and 2007, 2008-2009, and 2010-2011 monitoring reports. The baseline report was prepared to provide a benchmark for measuring future performance and a basis for developing specific short- and long term targets for performance indicators. There are indicators for the following plan elements: urban form, transportation, housing, healthy environment, economic prosperity, public facilities, and borders.

The 2050 RTP/SCS contains performance measures that were used to analyze the revenue-constrained network scenarios. The measures build upon those used in the 2030 RTP and include additional metrics to evaluate goods movement, transportation investment, social equity, environmental impacts, and the relationship between land use and transportation.

WASATCH FRONT REGIONAL COUNCIL (WFRC)

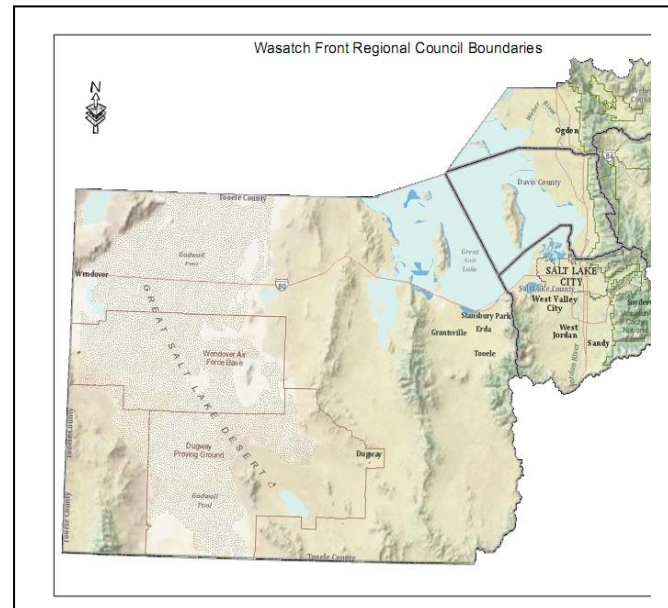
<www.wfrc.org>

Agency and Planning Area Quick Facts

Planning Area for Agency: The WFRC covers five counties and 60 municipalities (the largest is Salt Lake City). As an MPO, the WFRC's roughly two counties and a portion of a third county.

2010 U.S. Census-Designated Urbanized Areas Served in Whole or Part: Salt Lake City-West Valley City, UT, and Ogden-Layton, UT

2010 U.S. Census Population in the Planning Area: 1.6 million people in the 9,998-square mile planning area, a population density of 160 people per square mile. Because large portions of the region are in conservation uses or are rural, the population density in the urbanized 496-square mile portions is much higher (approximately 3,145 people per square mile).



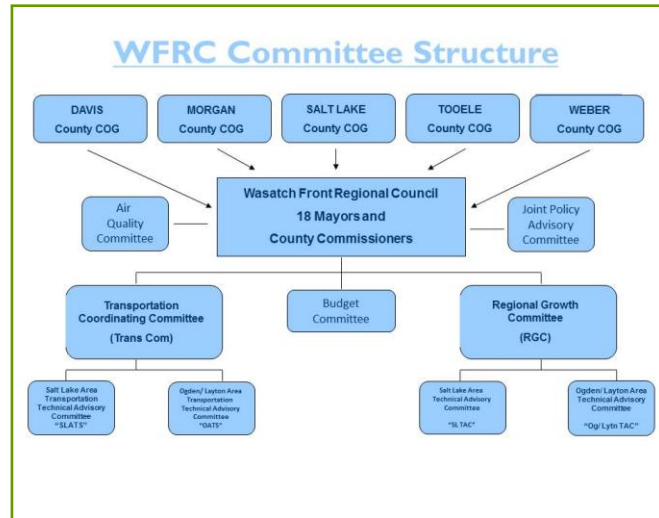
Population Forecast from MPO Long Range Transportation Plan: 1.5 million people in 2007 to 2.4 million people in 2040, a 60 percent increase

Employment Forecast from MPO Long Range Transportation Plan: 915,000 jobs in 2007 to 1.51 million jobs in 2040, a 65 percent increase

Board and Committee Structure:

- *Policy:* Board of Directors (25 members, with 18 voting members who are elected officials representing local governments from the five member counties), Transportation Coordinating Committee called Trans Com (15 voting members who are elected officials and representatives from the Utah Transportation Commission, the Utah Transit Authority [UTA], and the Utah Air Quality Board), and the Regional Growth Committee (15 voting members who represent local governments, agencies, and organizations such as Envision Utah and the Quality Growth Commission).
- *Administrative:* Budget Committee

- *Advisory:*
 - Two Trans Com Transportation Technical Advisory Committees (members are engineers from each jurisdiction, the Utah Department of Transportation [UDOT], the UTA, and others) from the Salt Lake and Ogden-Layton areas
 - Two Regional Growth Committee Technical Advisory Committees (members are local planners, UDOT and UTA representatives, and other interested parties) from the Salt Lake County and Ogden-Layton areas



Other advisory groups include the Air Quality Committee and an Active Transportation Committee, which are subcommittees of the Regional Growth Committee.

The Joint Policy Advisory Committee, formed in 2002, is a forum for senior transportation agency executives and board members to meet and discuss issues of common concern. The current membership includes representatives from the WFRC, UDOT, the UTA, the Mountainland Association of Governments (MAG), and the Cache Valley and Dixie MPOs.

Long Term Vision/Plan: Wasatch Choice for 2040: A Four-County Land Use and Transportation Plan (WC 2040)

Agency Highlights

Type of Agency

The WFRC is an association of governments organized under the state of Utah’s Interlocal Cooperation Act. Its primary function is to serve as the MPO for the Salt Lake and Ogden-Layton urbanized areas. In addition to preparing the long range Regional Transportation Plan (RTP) and the short range Transportation Improvement Program (TIP), the WFRC prepares a Rural Transportation Plan for a member county that is part of a Rural Planning Area. It also provides assistance to another county (Morgan), but not at the Rural Planning Organization level. To address the concerns that smaller counties had about being overwhelmed by Salt Lake County, each county has one vote on the WRPC Board.

Trans Com serves as a policy advisory body to the WFRC Board for development of the TIP. The Regional Growth Committee (RGC) provides policy advice for development of the RTP and works with local governments, state transportation agencies, and stakeholders to develop regional growth planning strategies. Both committees are composed of elected officials and transportation agency representatives and receive input from technical advisory committees. To guide growth, the WFRC adopted a set of Growth Principles that represent optimal, cost effective, and environmentally responsible development as part of WC 2040.

To facilitate greater regional coordination, the WFRC coordinates with the MAG, which is the MPO for Summit, Utah and Wasatch counties, and the Salt Lake Council of Governments (SLCOG). The SLCOG is composed of the mayors of each of the municipalities in Salt Lake County and has a history of working across county lines in areas such as transportation planning. The agencies work together to make sure that their respective RTPs mesh and now use one travel demand model that is managed by the WFRC.

In 2007 the Association of Metropolitan Planning Organizations gave its National Award for Outstanding Collaboration in Metropolitan Transportation Planning to Utah's four MPOs (the WFRC, the MAG, and the Cache and Dixie MPOs) for Utah's Unified Transportation Plan. The plan is a compilation of the four MPOs' RTPs and the UDOT Long Range Transportation Plan. Each plan utilized common timing, project phasing, financial assumptions, population growth assumptions, travel demand models, and cost estimation as well as a similar public involvement process. To keep the momentum going, the four MPOs and UDOT meet monthly to discuss coordination, funding of projects, and implementation strategies.

Origins

The WFRC was organized as a volunteer organization in 1969. It included three counties and their constituent cities. By 1972 two additional counties had joined the WFRC, and in 1973 it was designated as the MPO for the Salt Lake and Ogden (later renamed the Ogden-Layton Area) urbanized areas located in northern Utah (roughly Salt Lake, Davis, and western Weber counties). Also in 1973 the interlocal agreement creating the WFRC was signed by the member local governments. That linear five-county WFRC region is bounded on the west by the Great Salt Lake and the Oquirrh Mountains and on the east by the Wasatch Mountains. Those features create a natural growth boundary that has resulted in a general linear configuration that is over 60 miles from north to south, but only 20 miles east to west at the widest point.

Other (than MPO) Functions

The WFRC manages the small cities Community Development Grant Program for three of its member counties. It also updates the Natural Hazard Pre-Disaster Plan for the Wasatch Front Region.

Integrated Transportation Planning

With Land Use and a Regional Vision

The Wasatch Front 2040 RTP is based on WC 2040, the land use and transportation vision for Salt Lake, Utah (part of the MAG), Davis, and Weber counties. Development of the vision was a component of the WFRC's public involvement process to develop its 2040 RTP and represented a more effective approach to land use and transportation planning in the four-county region. There is no regional planning council with land use authority. Although the vision is only advisory, it continues to serve as a focus for RTP development over which the WFRC does have authority.

The visioning process was initiated in 2004 under the leadership of and with the financial support of the WFRC, the MAG, Envision Utah (helped lead the process), UDOT, and the UTA. The UTA serves the

Wasatch Front region (Salt Lake, Davis, Weber, Utah, and Tooele counties) and operates fixed route, express and ski buses, four light rail lines (TRAX), and the FrontRunner, a commuter rail line. Local businesses and foundations also provided funds, and each local government was an active participant.

The process provided multiple ways for residents, elected officials, and local technical experts to contribute ideas through a variety of workshops, scenario building, independent polling, and on-line surveys. The resulting preferred vision scenario identified a series of Growth Principles to promote development in the form of mixed use corridors, transit-oriented developments (TODs), and higher density centers. Analysis showed that if WC 2040 were implemented, the preferred 2040 vision would result in 18 percent less congestion, 12 percent more transit use, and 23 fewer square miles of land consumption relative to the baseline build-out scenarios.

WC 2040 has received strong political support. In 2005 the WFRC and the MAG unanimously adopted the Growth Principles and the preferred 2040 vision based on the principles. In 2010 the WFRC and the MAG unanimously adopted an update (involving technical refinements) of WC 2040 as the vision for addressing the region's growth and the foundation for the 2040 RTP and its programming of transportation dollars so that they support the land uses called for in the vision.

The land use preferences generated through the vision were used:

- As an input to the travel demand modeling process, the WC 2040 Growth Principles provide the basis for the evaluation and performance criteria developed to assess future transportation needs and the transportation system as applied in development of the 2040 RTP.
- To determine, rank, and forecast highway and transit projects in the 2040 RTP. The counties and most cities have adopted the WC 2040 vision and many are adjusting their general plans to the vision. Transportation agencies are also bringing their transportation plans into conformance.

To facilitate implementation, the vision concepts are depicted in a map that displays the Growth Principles and the preferred form of development:

- Focus growth in economic centers and along major transportation corridors.
- Create mixed-use centers throughout the region.
- Target growth around transit stations.
- Encourage infill and redevelopment to revitalize declining parts of town.
- Preserve working farms, recreational areas, and critical natural resources.
- Encourage contiguous growth.

Other important implementation tools and resources include use of a \$5 million U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant to further the projects described on the next page:

- The initiation of six TOD demonstration projects that represent a range of community types and transportation modes common in other communities in the region. The vision partners are working closely with project stakeholders to analyze alternative scenarios, select a preferred one, and overcome barriers to implementing it. To ensure that the proposed TOD can be built and succeed in the marketplace, the development and financial communities will be part of the planning process. They will also help break down impediments to creating the variety of community types as called for in WC 2040. The lessons learned from the demonstration projects will be transferred to subsequent processes at similar centers along the Wasatch Front.
- A regional housing demand study that will assess the current and projected supply of and demand for different types of housing and recommend how a larger share of housing could be provided in centers with multiple transportation options. That combination is intended to reduce the costs of housing and transportation, thereby creating new opportunities for residents with moderate incomes and special needs.
- The development of a model form-based code by the Utah Chapter of the American Planning Association and other vision partners. The code will address the types of centers and corridors identified in WC 2040. The model code will be incorporated into a toolbox of resources.
- The Envision Tomorrow Plus (ET+), an innovative modeling software package under development by the University of Utah for planners, developers, lenders, elected officials, and community groups to understand the quality of life implications and market viability of potential development patterns.

An additional WFRC project that relates to land use is (Re) Connect: Green Infrastructure in the Wasatch Front, a regional green infrastructure network map that identifies, links, and prioritizes natural systems (watersheds, viewsheds, trails, parks, open space, forest preserves, and farmland). The study that led to the map involved quantifying the economic advantages of a green infrastructure network and identifying implementation strategies that counties, municipalities, and resource agencies can use to ensure their piece of the network is successful. The results of the study will be incorporated into updates of WC 2040 and the RTP.

Across Transportation Modes

Consistent with WC 2040, the WFRC's 2040 RTP promotes a choice in transportation modes and is designed to help reduce growth in vehicle travel and support healthy living. To optimize the value of the RTP, the four alternative transportation system scenarios evaluated to develop the plan were drawn from WC 2040. In addition, the 13 evaluation criteria used to select and prioritize projects were link directly to the vision's Growth Principles. That evaluation resulted in the recommended core highway and transit system.

The RTP contains a regional bicycle plan that is designed to serve a growing region and recommends that bicycle and pedestrian facilities be included in highway and transit projects. To further the transit link, the WFRC has an in-house transit planner who works closely with the UTA. UTA staff is involved in the development of transit projects included in the RTP and the TIP.

With Other Issues

The 2040 RTP contains an evaluation of its quality growth, social, economic, public health, and environmental impacts and benefits.

Public Engagement

The WFRC's public involvement plan calls for at least two annual open houses in the Salt Lake and Ogden-Layton areas. The goal of the meetings, which are held in transit-friendly places, is to solicit input on the update and implementation of the RTP and the next year's TIP. When possible, the meetings are part of an annual Transportation Fair held by the WFRC in conjunction with UDOT and the UTA. In addition to advertisements, outreach strategies include media releases, posters placed in public libraries and other locations, handbills, mailers, community newsletters, and social media such as Facebook. Other activities include meeting one-on-one with some 20 environmental justice groups in the region to seek input on their mobility needs, reaching out to the WFRC's new Active Transportation Committee for ideas, and going out to each city (its planners, planning commission, and city council) to publicize WC 2040 and the new tools made available through the HUD sustainability grant. The WFRC also provides assistance in implementing TOD as envisioned by the grant.

Use of Performance Measures

Performance measures contained in the 2040 RTP link to the goals and objectives and are designed to allow the WFRC to track trends in performance and set goals accordingly. The WFRC will also use the data from tracking progress on the performance measures for reports to the WFRC Board, generally as part of an update of the RTP, on transportation system performance. Example of measurements include cost per minute of congestion saved, vehicle miles of travel eliminated, transit usage enhanced, mobile source pollution avoided, and accidents avoided. The measures also include provisions that look at the degree to which the RTP implements WC 2040.

Agency At-A-Glance Highlights

	Agency	Planning Area (Square Miles)¹	Number of Counties/² Municipalities in Planning Area	Serves More Than One Census-Designated Urbanized Area	2010 Population in Metropolitan Planning Area (Millions)	MPO and Other Functions	Consolidated MPO and Land Use Agency	Coordination and Agreement Examples	Land Use/ Transportation/ Regional Vision Coordination	Active Private/ Civic Sector Role in Visioning/Planning	Incentives to Facilitate Vision/Plan Implementation	Transportation Mode Coordination	Use of Performance Measures	MPOs as Transit Providers³	In Superregion or Emerging Megaregion⁴	HUD Sustainable Communities Regional Planning Grant⁵
CMAP	Chicago Metropolitan Agency for Planning	2,443	7/284	✓	8.45	✓	✓		✓	✓	✓	✓		✓		C2
DRCOG	Denver Regional Council of Governments	5,228*	9/47	✓	2.83	✓	✓	✓	✓		✓	✓		✓		C2
IMPO	Indianapolis Metropolitan Planning Organization	1,337	8/29		1.52			✓	✓			✓		✓		
MUMPO	Mecklenburg-Union Metropolitan Planning	929.4	14/2		1.12			✓	✓					✓		C2
Nashville Area	Nashville Area Metropolitan Planning Organization	2,880	7/18	✓	1.38			✓	✓	✓	✓	✓				
NCCAMPO	North Carolina Capital Area Metropolitan Planning	1,579	5/20		1.07			✓	✓			✓		✓		
NCTCOG	North Central Texas Council of Governments	12,800	16/226	✓	6.42	✓	✓	✓	✓	✓	✓	✓		✓		
PSRC	Puget Sound Regional Council	6,920*	4/73	✓	3.69	✓	✓	✓	✓	✓	✓	✓		✓		C2
RTC	Regional Transportation Commission of Southern	8,000*	1/5		1.95							✓	✓	✓	✓	C1
SACOG	Sacramento Area Council of Governments	6,561*	6/22	✓	2.27	✓	✓		✓	✓	✓		✓		✓	C2
SANDAG	San Diego Association of Governments	4,261	1/18	✓	3.1	✓	✓		✓	✓	✓	✓	✓	✓	✓	
WFRC	Wasatch Front Regional Council	9,998*	5/60	✓	1.6	✓	✓	✓	✓	✓	✓	✓				C2

¹The planning areas are coterminous with the MPO metropolitan planning area (MPA) boundaries for the agencies except for DRCOG, the NCTCOG, and the WFRC. The MPA boundaries relate to census-designated urbanized areas. They will be modified (e.g., expanded), as needed, to reflect changes in 2010 census-designated urbanized areas. Under federal law, each MPA must encompass at least the existing urbanized area and the contiguous area expected to become urbanized within a 20-year forecast period for the transportation plan. It may encompass the entire metropolitan statistical area or consolidated metropolitan statistical area, as defined by the Bureau of the Census. An * means large portions of the planning area are in rural or conservation uses.

²The number of counties includes whole or partial counties.

³The RTC plans for and operates the public transit system. As a consolidated transportation agency, SANDAG has transit responsibilities in the areas of planning, allocation of funds, project development, and construction. Existing transit agencies manage the operation of their respective systems.

⁴See page 6 for details.

⁵C1 means a Category 1 grant, and C2 means a Category 2 grant. C1 grants support preparation of regional plans for sustainable development where such plans do not currently exist or where they exist but need to be significantly revised or enhanced. C2 grants support fine-tuning and implementation of existing regional plans.