



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

Draft #2: July 20, 2018

Table of Contents

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

1.

**Retreat Goals,
Outcomes, Agenda,
and Attendees**

Retreat Goals and Outcomes

Retreat Goals:

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

Retreat Outcomes:

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

2.

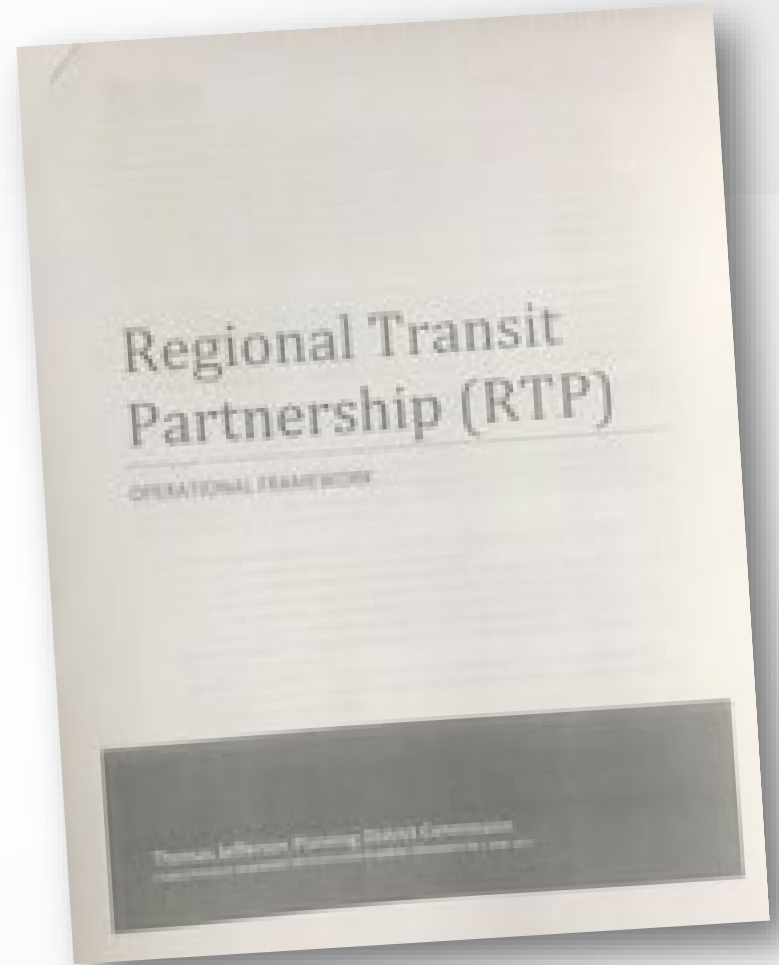
SIR's Observations About The RTP

1. RTP Has A Clear Charge

Regional Transit Partnership

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

2. RTP Has An Operational Framework



3. RTP Has Clear Goals

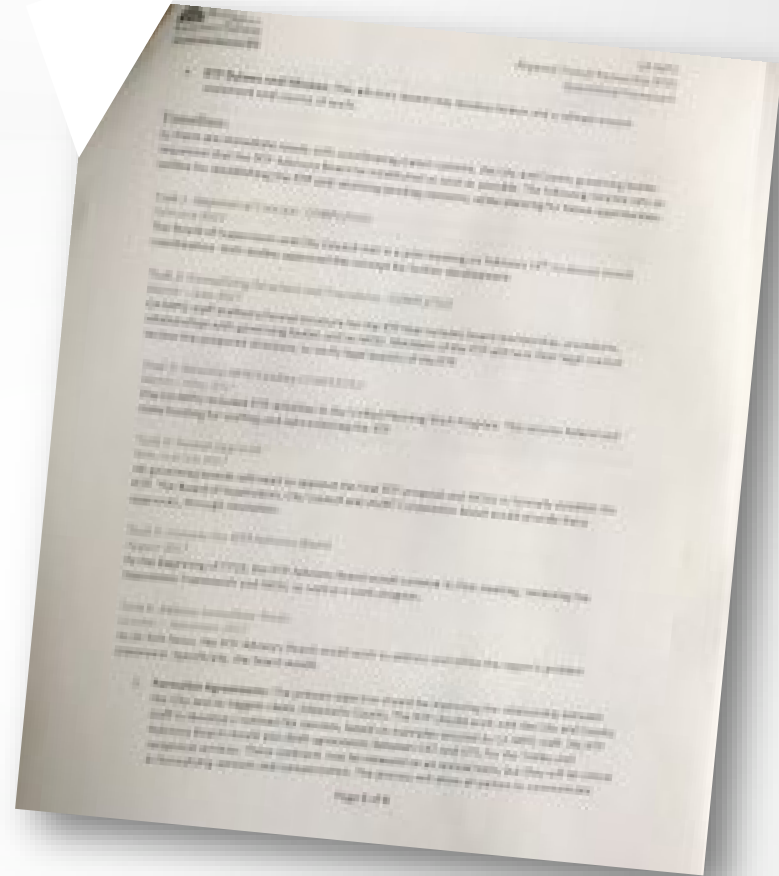
- **Establishing Strong Communication:** The Partnership will provide a long-needed venue to exchange information and resolve transit-related matters.
- **Ensuring Coordination between Transit Providers:** The Partnership will allow transit providers a venue to coordinate services, initiatives and administrative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

4. RTP Has Clear Objectives

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



5. RTP Has A Defined Scope And Timeline



6. RTP Has A Reporting Process

The RTP will send recommendations to:

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

So What's Missing?

Your “Why”

What are you really trying to accomplish?

Retreat Process To Identify RTP's "Why"

Identify Trends Shaping Cities and Regions of Tomorrow

Identify The Current State And Desired State of
Charlottesville's Regional Transit System

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

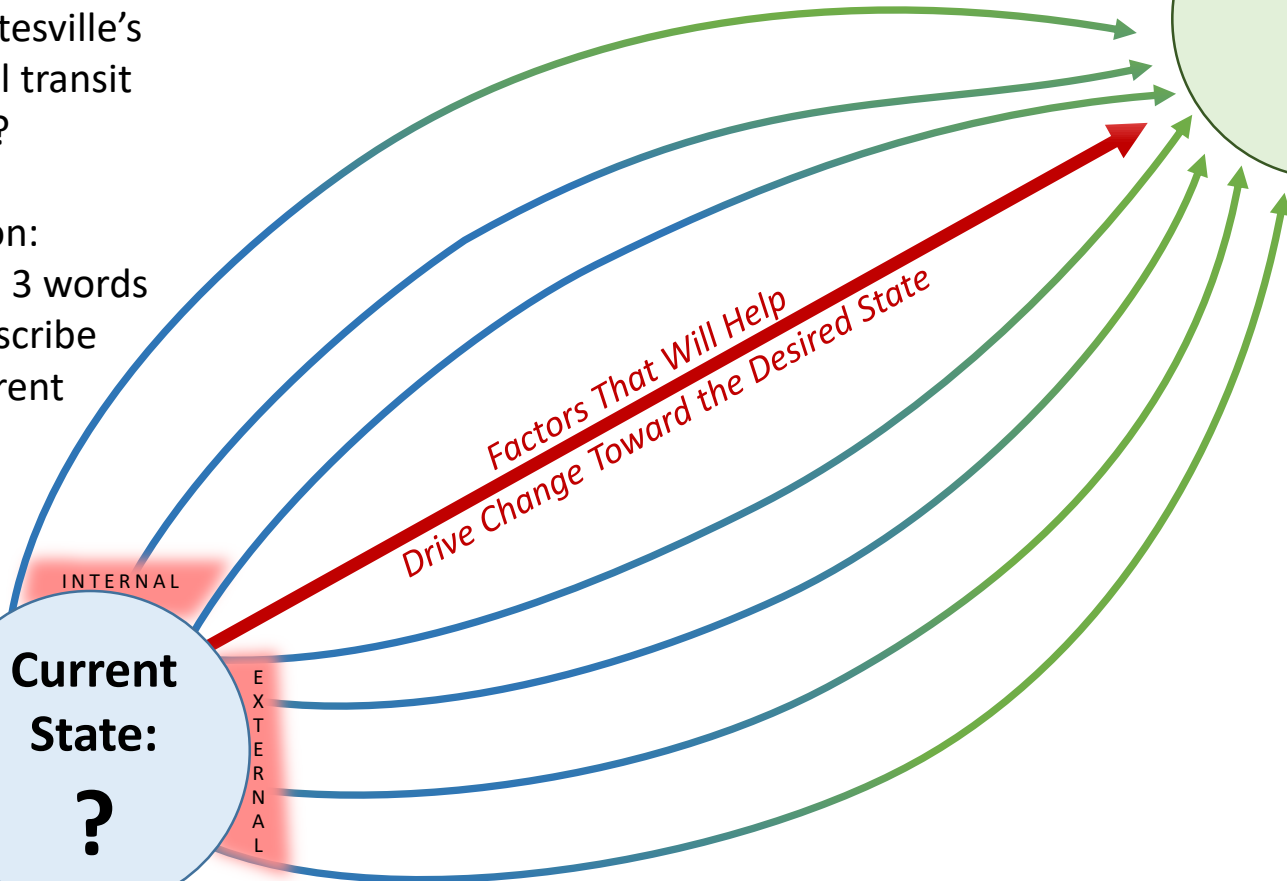
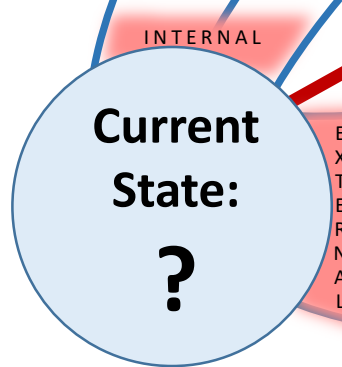
Craft a Shared Vision Statement

3.

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

What is the current state of Charlottesville's regional transit system?

Question:
Provide 3 words that describe the current state.



What is the desired state of Charlottesville's regional transit system?

Question:
Provide 3 words that describe the desired state.



DESIRED STATE



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

SIR's Observation:

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

4.

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

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

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

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



The Results:

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



SIR's Observations:

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

5.

**Crafting A Vision
Statement for
Charlottesville's Regional
Transit System**

WHAT

**A Transit System Vision
Statement Defined**

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

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

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

WHY

A transit system vision statement is important to a community

Benefits of a transit system vision statement

1. Educates community on key trends and coming challenges and opportunities
2. Acknowledges community's shared core values and purpose for a transit system
3. Organizes community's collective thoughts, aspirations, and actions
4. Points to what the community wants the system to become
5. Articulates shared long-term goals across diverse groups
6. Inspires community collaboration to achieve transit visioning goals
7. Helps inform and direct public officials and governments on what the transit system should look like in the future: what it will look like, where it will go, who it will serve, etc.

HOW

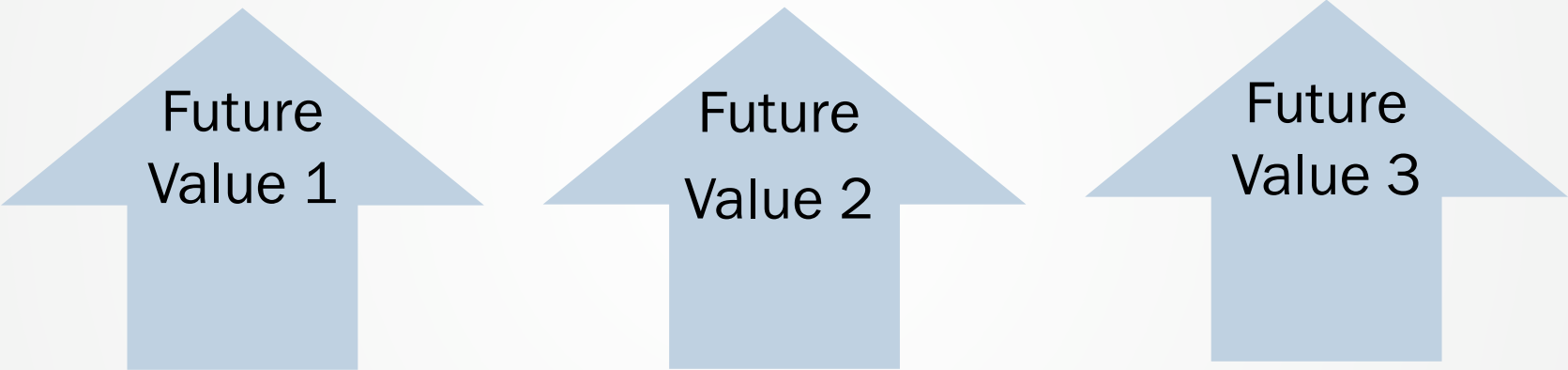
**The best way to
develop a transit system
vision statement**

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

Values:

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

Transit System Vision Statement



Future
Value 1

Future
Value 2

Future
Value 3

Transit System Values

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

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

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

This says nothing new or unique.

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

Example Narratives to Reinforce a Future Perspective

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

Example Narratives to Reinforce the Ultimate Goal

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

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

Transit System's Vision

Based on Core Values



Partners' Work

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

Charlottesville Regional Transit System Vision Statement – Draft 1

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

Our Values / Priorities

**JOBS
(33)**

**CONGESTION
(20)**

**EQUITY
(19)**

**ACCESS
(17)**

**HEALTH &
SAFETY (11)**

High Quality

Well-coordinated

Regional
Network

Accessible

Efficient

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

Advances the
community's overall
appeal and
competitiveness

Equitable
the system will serve
everyone's needs

Congestion
Mitigation
a growing community
consideration

Jobs – the
#1 priority

Next Steps On Regional Transit System Vision

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

6.

Issues Identified During the Retreat

Additional Considerations Discussed at the Retreat

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

7.

Next Steps and Timeline for the RTP

Next Steps And Timeline for the RTP

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

Crawl – Immediate Post-retreat Actions

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



Recommended Process (Continued)

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

Walk – Fall 2018 - 2019

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



Recommended Process (Continued)

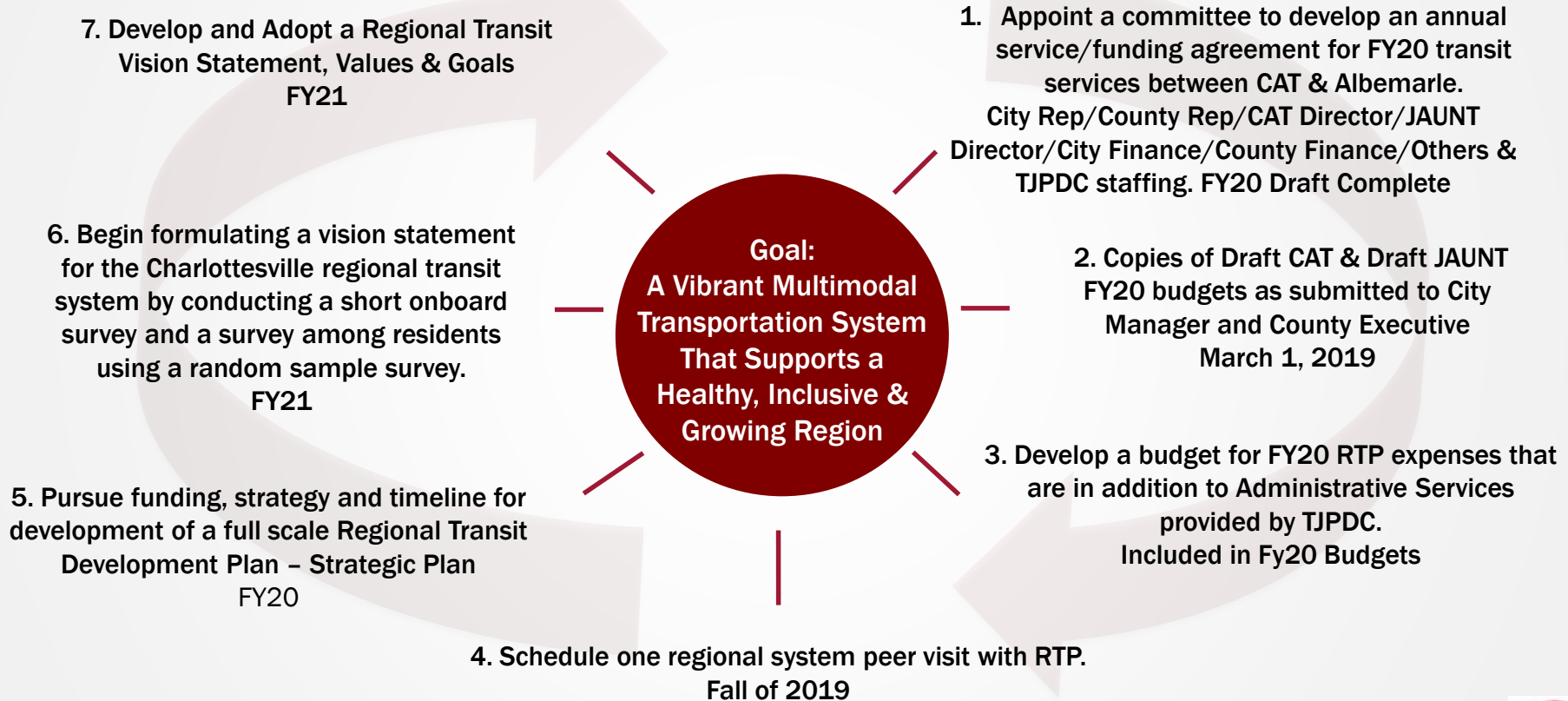
5. Starting in the Fall 2020, the RTP will prioritize working with the General Assembly on any legislative actions needed for a future transportation authority. This will likely take two years.
6. The RTP will create a plan to bring the Charlottesville region's business, community, and civic leaders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

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

Run – 2021

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

IMMEDIATE ACTION ITEMS



Pathway to a Vibrant Regional Multimodal Transportation System

