

II. Goals, Objectives and Strategies

“Make no little plans; they have no magic to stir men's blood...Make big plans, aim high in hope and work “

- Daniel H. Burnham

II.1 Background

Goals, objectives and performance measures are necessary for measuring implementation and success of plans. They provide a key component to need-based planning by offering a benchmark for evaluating the performance of the plan and for identifying improvements for future plans. They are important to the LRTP process not only to help guide the study, but to help develop and prioritize recommended transportation improvement projects for the CRTPA region.

Goals and performance measures for the RMP were developed through extensive coordination with the project team, stakeholders and the general public. The focus was to ensure that the adopted goals enable the RMP to address the needs of the region in a way that supports local community goals and aspirations, while complying with federal requirements.

The development of the Goals and Objectives began with the April, 2009 CRTPA Board retreat focused on the development of the RMP. At that time members had developed six guiding principles from which to move forward with in developing the Goals and Objectives. These Guiding Principles are listed below with no one principle being any more important than the other:

- The development of the Regional Mobility Plan will utilize a number of traditional and non-traditional methods to ensure that **all citizens** are fully informed about the planning process and the plan development; that **all citizens understand the process and have the opportunity to participate** in a meaningful way, regardless of ethnicity, age, disability and/or income; and that the input is incorporated as fully as possible.
- The Regional Mobility Plan should be based on a **principle of sustainability** that will serve **all citizens** in the region in the future through an **interconnected, safe and secure network**. The integrated transportation network will support a prosperous **regional economy** and help **conserve the region's natural and recreational assets**.
- The plan should identify and enhance the **interconnections within the regional transportation network** including **highway, air, transit, rail, bike and pedestrian modes** and digital communication networks that will combine to support a shift in the region towards more **transit, bike and pedestrian choices**.
- The plan should support **economic competitiveness** and prosperity for the Capital Region through active consideration of both transportation and **land use** policies.

- The plan should identify the important **local and regional land use** policies and **connections** to the **regional transportation system**, plan and **investments** and seek to promote policies that will enhance the **quality of life** in communities of the region.
- The plan should consider the impact of new communication technologies and infrastructure on **transportation choices**, seek to enhance the opportunities for utilizing technology for promoting **regional mobility**, support green strategies for energy efficiency, provide **stewardship of the region's natural system** and anticipate the impact of climate changes for the regional transportation system.

One of the major themes that the CRTPA Board discussed regarding the Goals and Objectives was the concept of “sustainability”. Based on this discussion CRTPA staff utilized the Smart Growth Principles identified at (www.smartgrowth.org) to provide additional guidance. These principles include:

- **Create Range of Housing Opportunities and Choices**
Providing quality housing for people of all income levels is an integral component in any smart growth strategy.
- **Create Walkable Neighborhoods**
Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.
- **Encourage Community and Stakeholder Collaboration**
Growth can create great places to live, work and play -- if it responds to a community's own sense of how and where it wants to grow.
- **Foster Distinctive, Attractive Communities with a Strong Sense of Place**
Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.
- **Make Development Decisions Predictable, Fair and Cost Effective**
For a community to be successful in implementing smart growth, it must be embraced by the private sector.
- **Mix Land Uses**
Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.
- **Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas**
Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities quality of life, and guiding new growth into existing communities.
- **Provide a Variety of Transportation Choices**
Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth.

- **Strengthen and Direct Development Towards Existing Communities**
Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe.
- **Take Advantage of Compact Building Design**
Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.

SAFETEA-LU Planning Factors

The last of area of guidance for the RMP is the requirements set forth in SAFETEA-LU. It is required that the following Planning Factors are considered in the development of the RMP. These planning factors are found in [23 U.S.C. 134(h)(1)] and include:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency;
2. Increase the safety of the transportation system for motorized and nonmotorized users;
3. Increase the security of the transportation system for motorized and nonmotorized users;
4. Increase the accessibility and mobility of people and for freight;
5. Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;
6. Enhance the integration and connectivity of the transportation system across and between modes for people and freight;
7. Promote efficient system management and operations; and
8. Emphasize the preservation of the existing transportation system.

II.2 Goals and Objectives Development Process

April 2009 RMP Retreat

At this event the CRTPA members provided guidance through the development of six “Guiding Principles”. At this meeting it was noted that several CRTPA members were confused by the language and that the Guiding Principles needed to be clarified.

Overall, these principles included numerous concepts and directions for the creation of Goals and Objectives that staff utilized to develop and present to the CRTPA in June 2009.

June 2009 CRTPA Meeting

At this meeting, RS&H presented the Draft set of Goals and Objectives. The discussion by CRTPA members surrounding this effort was to ensure that the Goals and Objectives were clear, multi-modal and addressed Smart Growth concerns.

The Draft Goals and Objectives were approved with the effort, at this point, focused on refining the draft and bringing the final back in September 2009.

Technical Advisory Committee (TAC)/Citizens Advisory Committee (CAC)/Multimodal Advisory Committee (MAC)

June 2009 – October 2009

One of the major efforts of the public involvement process for the RMP is to get the public involved in the transportation planning process. Therefore, CRTPA staff decided to take the Goals and Objectives to the CRTPA subcommittees for review and comments.

This effort turned out to be a very enlightening experience for staff and those citizens involved with the Goals and Objectives.

When the Goals and Objectives were presented the response was similar to the CRTPA Board. At this point staff decided that it would be best to start with a clean slate and begin again utilizing the citizens to write the Goals and Objectives with guidance from CRTPA staff. The following describes how this process developed:

A. The Guiding Principles, Smart Growth Principles and SAFETEA-LU Planning Factors were used as overall guiding documents. From these documents, key words that were present in each document were pulled out to use as Goals. CRTPA staff wrote the brief descriptions to assist in the definition of the Goal. These definitions were later refined and incorporated into the Final version of the Goals and Objectives (presented later in this document). Additionally, the “Safety” goal was later changed to include “Public Health”, again to be reflected in the final version of the document. In addition, there were some overall concepts that were kept in mind as the objectives were developed:

1. **People.** The RMP is about providing people transportation options.
2. **Place Making.** A major theme coming out of the first retreat was that the RMP needed to be utilized to help provide a transportation system to assist in providing a sense of “place”.
3. **Education.** There is a lack of education for the public in the long range plan process. Therefore, the Objectives should provide clarity as to the direction of the process and provide for the education of the public.

4. **Technology.** Each and every Goal relies on technology in one form or another. Therefore, each should maximize the opportunities that exist to ensure that technology is incorporated.

The Goals and Objectives are listed below (alphabetically):

ACCESS

Provide residents and visitors with access to a multi-modal transportation system and to goods and services throughout the region.

Objectives

1. Locate and provide a range of transportation alternatives to improve public access to work, school, jobs, health services, and commercial needs throughout the region.
2. Provide affordable and equitable access to travel choices for the elderly, people with disabilities, and people who do not or cannot drive.
3. Support compact, walkable, mixed use, infill development and redevelopment with compatible transportation options to improve public access to goods and services.
4. Provide safe pedestrian, bicycle and vehicular routes to and from schools and surrounding residential and mixed use areas.

CONNECTIVITY

Enhance local and regional connectivity to effectively and safely move people and goods using multiple modes of transportation.

Objectives

1. Maximize the interconnectivity of streets, sidewalks, trails, and transit to provide safe and convenient pedestrian, bicycle, transit, and motor vehicle mobility.
2. Enhance regional connectivity to employment, education, and activity centers.
3. Enhance local connectivity by supporting new and existing compact, mixed use, walkable infill development and the redevelopment of existing employment and activity centers, underutilized commercial lands and transit corridors.
4. Develop context sensitive design standards for transportation facilities to protect community character, provide for “complete streets”, enhance connectivity, and encourage the use of multiple modes of transportation.

COORDINATION

To promote efficient and thorough implementation of the regional mobility plan by ensuring broad buy-in and stakeholder support for the regional mobility planning process, the plan itself, and its constituent projects.

Objectives

1. Prepare and maintain a stakeholder list of public sector regional mobility partners, including local governments, state agencies with offices in the region, local School Boards, the Universities, and public commuter services.
2. Use agreements among parties with respect to levels of service, timing of implementation, and funding for construction and operations.

3. Conduct bi-ennial reviews (separate from mobility plan updates) to evaluate compliance with terms of agreements and stakeholder satisfaction with implementation of the regional mobility plan.
4. Include within the Regional Mobility Plan a process to identify and evaluate the implementation and effectiveness of the plan, including its impacts on land use, redevelopment, and related initiatives and actions.
5. Provide status reports about the Regional Mobility Plan to the Florida Department of Transportation and the Florida Department of Community Affairs.

ECONOMIC DEVELOPMENT

Create and maintain a transportation infrastructure that provides energy- and time-efficient intermodal movement of goods, services, and labor to and within urban areas in the region.

Objectives

1. Increase pedestrian, bicycle, transit and shared transportation modes within and among urban areas, including emphasizing options and mobility for the elderly, handicapped, and school-aged people.
2. Increase multimodal transportation choice and capacity to provide access options, reduce trip lengths and frequencies and reduce transportation costs by providing choice in travel mode and movement of goods and services.
3. Lower vulnerability of businesses and households to rapid changes in transportation costs by providing choice in travel mode and movement of goods and services.
4. Support development of compact growth, urban infill and redevelopment of existing commercial, office, residential, and other transportation-dependent land uses.
5. Maximize transportation continuity between transportation uses and modes. Reduce and minimize conflict between transportation system uses including freight transport.
6. Expand and enhance transportation mode alternatives and services for work commuters, focusing on access to activity centers throughout region.
7. Provide continuous and complete options in transportation modes for visitor and tourist activity centers and destinations.
8. Support the improvements of the region's information and technology infrastructure in order to mitigate regional transportation demands and impacts by enhancing the electronic transfer of goods and services and increasing the opportunity for tele-work and distance learning.
9. Locate, design, and build transportation facilities which minimize impacts on the natural environment; improves the treatment and management of stormwater; and protects adjacent land values.

FINANCIAL FEASIBILITY

To ensure that the funding for desired regional mobility projects is met and that necessary revenues are made available timely for the successful implementation of priority projects that promote sustainability, more efficient use of resources, and regional connectivity.

Objectives

1. Incorporate costs and benefits measures that reflect environmental and public health considerations, such as reduced greenhouse gases and the reduced need for land and associated stormwater treatment.
2. Include anticipated operations and maintenance costs within calculations for feasibility.
3. Local revenues dedicated to implementation of the regional mobility plan shall be used for state and federal matching resources wherever possible.
4. To leverage state funding for regional mobility projects in Gadsden, Jefferson, and Wakulla counties, apply regularly for funding through OTTED, Enterprise Florida and the various initiatives for rural counties

LAND USE

Coordinate transportation and land use systems to foster vibrant communities with compact urban forms throughout the region.

Objectives

1. Provide for the development of compact, mixed use, walkable neighborhoods and neighborhood centers to minimize travel distances and enhance pedestrian and bicycle mobility and transit accessibility.
2. Support compatible infill development and the redevelopment of existing employment and activity centers, under-utilized commercial lands, and transit corridors to efficiently use existing infrastructure, enhance accessibility, and support transit services.
3. Improve the interconnectivity of streets, sidewalks, trails, and other transportation system components to enhance the grid network and provide safe and convenient pedestrian, bicycle, and motor vehicle mobility.
4. Develop context sensitive design standards for transportation facilities to protect and enhance community character, contribute to attractive and safe “complete streets,” and encourage the use of multiple modes of transportation.
5. Minimize the amount of land devoted to automobile parking.
6. Work with local governments to develop comprehensive plans that support compact, mixed use development and enable the use of multiple modes of transportation including walking, biking, and transit.
7. Establish performance standards and report on the coordination of transportation and land use systems.

MULTIMODALISM

There are many forms of transportation in the region, some untapped and to be utilized in the future. The Regional Mobility Plan must create and maintain opportunities to facilitate the movement of and connections among people, jobs, goods and services.

Objectives

1. Minimize congestion on roadways and at intersections through increased mode split.
2. Provide more sidewalks and bicycle facilities.
3. Provide infrastructure to facilitate and support transit riders, pedestrians, bicyclists, carpools and vanpools.

4. Improve intermodal connectivity and access to intermodal facilities and activity centers.
5. Provide efficient, frequent, reliable and convenient transit service that is easy to use and understand.
6. Maximize the consistency and logical progression of transportation facilities and services.
7. Identify safe and efficient truck routes.
8. Maintain consistency with county and municipal comprehensive plans.

NATURAL RESOURCE PROTECTION/CONSERVATION

A transportation system that provides access and mobility, supports compact growth and protects the region's natural environment.

Objectives

1. Design all transportation facilities to avoid or minimize the impact to natural resources.
2. Locate new transportation projects to avoid fragmenting and degrading regionally significant: natural resources, wildlife corridors, greenways, and aquifers.
3. Give priority to public transit, bicycling, pedestrian facilities, and other transportation demand management strategies as a means of maximizing existing roadway capacity and reducing demand and need for new roadway construction or expansion.
4. Coordinate with local, state, and federal and not-for-profit natural resource agencies, wildlife agencies, and land management agencies to ensure impacts from transportation projects are avoided or minimized.
5. Design and build transportation facilities that incorporate low impact development strategies that minimize stormwater runoff.
6. Develop, implement, and support a multimodal transportation system that reduces the rate of growth in annual vehicle miles traveled and reduces greenhouse gas emissions and other environmentally damaging pollutants.
7. Establish performance standards and report on transportation impacts to the natural environment.

PUBLIC PARTICIPATION

The Regional Mobility Plan must have a strong Public Involvement Plan to ensure that all citizens of the regional have the opportunity to provide input in the transportation planning process.

Objectives

1. Provide participation opportunities for any interested citizen to learn about and help shape policies and strategies through an active engagement process that is open, inclusive, and accessible and recognizes all citizen perspectives.
2. Develop partnerships and build credibility and trust amongst all participants.
3. Provide clear, accurate, timely, and useful information which can be transmitted through a variety of ways, including a website, fact sheets, presentation materials at public meetings, electronic mail inquiries, and other methods to reach and exchange information with all citizens.
4. Provide convenient and full public access and timely public notice of dates, times and places for public meetings.

5. Find opportunities to reach out and obtain input from a broad and diverse spectrum of stakeholders, including the traditionally underserved populations that may not consistently participate in planning processes.
6. Use methodology consistent with state strategies for satisfying public involvement under Title VI of the Civil Rights Act of 1964.
7. Update the Capital Region Transportation Planning Agency Board and committees throughout the process.

SAFETY AND PUBLIC HEALTH

Improve public health by increasing choice, safety, and access of transportation facilities for all segments of the population.

Objectives

1. Build compact, walkable communities that support active living, improve mental health, reduce obesity and promote physical activity by providing access to a variety of active modes of transportation.
2. Reduce transportation-related vehicle emissions to improve air quality and reduce greenhouse gas emissions.
3. Direct transportation funding and programs to minimize the frequency and severity of transportation-related accidents using smart growth principles and design.
4. Support and promote safe and secure walking and bicycling routes for people of all ages and abilities.
5. Build sufficient, connected pedestrian and bicycle facilities to enable safe access to educational and other high need facilities from adjacent residential land uses.
6. Revise road, parking, and sign design requirements to reduce speeds and conflicts among pedestrian, bicycles and vehicles, and provide a “complete streets” approach for safe pedestrian and bicycle access.
7. Increase pedestrian, bicycle, transit and shared transportation modes within and among urban areas, including emphasizing options and mobility for the elderly, handicapped, and school-aged people.
8. Coordinate with the Florida Department of Health, Department of Transportation Safety Office, the State Highway Safety Plan, and the Department of Elder Affairs to increase the application and consistency of safety and public health objectives for a rapidly increasing elderly population.
9. Balance the needs of first responders with regard to transportation improvements and facility design in order for those agencies to meet their established response time requirements while promoting compact, mixed-use growth and redevelopment.
10. Balance the needs of evacuation route hazard mitigation objectives and initiatives into major roadway and intersection improvements with the need for multimodal active communities.

SECURITY

Promote and implement transportation system improvements for all modes maximizing security of the transportation system.

Objectives

1. Develop a transportation plan giving priority consideration to security improvements particularly concerning vulnerable areas or modes.
2. Support programs which ensure safe and secure operation of the transportation system for both motorized and non-motorized users.
3. Improve disaster, emergency and incident response preparedness and recovery by coordinating with local and state emergency management agencies.
4. Continue to improve and protect the capacity of Evacuation Routes. (i.e. Power for signals).

In the development of these Goals and Objectives, there were approximately six (6) scheduled meetings with CRTPA staff that typically lasted three hours each. There were meetings outside of the CRTPA meetings that were between smaller groups of citizens and staff to refine the Goals and/or Objectives. Overall, the time that the citizens invested in this effort totaled over 400 hours. The Goals and Objectives were adopted at the November, 2009 CRTPA Board meeting.

II.3 Development of Implementation Strategies

The development of implementation strategies was undertaken to ensure that projects identified for the RMP were consistent with the adopted goals and objectives and that the required SAFETEA-LU planning factors were adequately addressed. The strategies ultimately functioned as a project screening and prioritization tool focused on implementation.

However, because of the diversity within the CRTPA region, which incorporates dense urban areas to very rural areas, a “one-size-fits-all” approach was not feasible. With that diversity as a guiding factor, a set of strategies that functioned on a continuum from rural to urban were developed and also included strategies that were applicable to all areas of the region.

The strategies adopted by the CRTPA Board included the following:

URBAN

- 1) Multimodal access, transit, bicycle and pedestrian, is provided to and between activity centers
 - Public venues, such as government facilities, recreational facilities, are served by bicycle, pedestrian and transit
- 2) Connectivity between transit, pedestrian and bicycle networks
 - All parcels within 1/4 mile of a transit stop should be served by a pedestrian facility that operates at LOS C or better
- 3) Increase modal share for transit, bicycles and pedestrians
 - 80% of population and employees should be located within 1/2 mile of a transit stop
 - 80% of all bicycle and pedestrian facilities should operate at LOS C or better

URBAN and RURAL

- 1) Modal network gaps are eliminated
 - Commuter and intra-regional roadways incorporate facilities for transit, bicycles and pedestrians, as appropriate and that operate at LOS C or better

- Modal networks meet the connectivity index of 50 polygons per square mile in designated growth areas
- 2) With new developments, cul-de-sacs should include, at a minimum, pedestrian connections
- 3) Safe bicycle and pedestrian connections to schools
 - Schools are connected to adjacent neighborhoods within 1 mile by pedestrian and bicycle facilities
- 4) Mobility options are provided for all populations
- 5) Design elements provide for viable, safe and pleasant multimodal usage (complete streets)
 - Blocks longer than 600 feet should incorporate mid-block pedestrian crossings
 - Access management techniques are used to maximize capacity
- 6) Design elements are in keeping with community character
 - Facilities incorporate design elements that minimize negative impacts on communities and resources
- 7) Design elements minimize negative environmental impacts
 - Facilities incorporate design elements that minimize negative impacts on communities and resources
- 8) Design elements maximize efficiency for freight movement on designated freight routes
- 9) Design elements do not impact efficiency on designated evacuation routes
- 10) Improvements are coordinated with other plans

RURAL

- 1) Increase modal share for bicycles and pedestrians
 - Public venues, such as government facilities, recreational facilities, are served by bicycle and pedestrian facilities
- 2) Multimodal access, bicycle and pedestrian, is provided to and between activity centers
- 3) Commuter options, such as park and ride facilities and/or transit are provided along identified commuter routes