

WHO WE ARE

HORIZON 2040 • CHAPTER 1

Approved by the SRTC Policy Board December 12, 2013

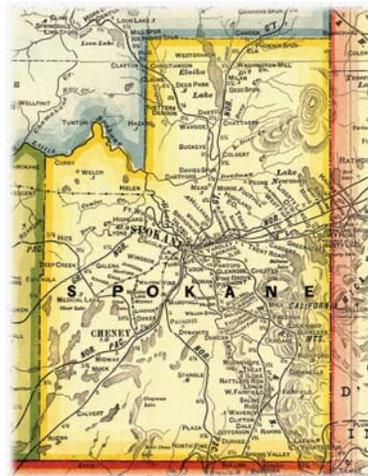


TABLE OF CONTENTS:

History	1-1	Interagency Coordination/Collaboration	1-9
What is Horizon 2040?	1-4	Public Involvement	1-10
MTP Requirements.....	1-5	Policy Framework.....	1-11
RTP Requirements.....	1-7	Guiding Principles and Policies.....	1-12

INTRODUCTION

Purpose: Horizon 2040 is the Metropolitan and Regional Transportation Plan for Spokane County, Washington.

Spokane County is the fourth most populous county in Washington State with 471,221 residents.¹ The City of Spokane is the largest city in the county (second in the state to Seattle) and is the county seat. Spokane County has historically functioned as the transportation hub of the Inland Northwest, especially for the mining, timber, and agriculture sectors. **Map 1.1** shows the Spokane transportation planning area.

Population of Spokane County, cities and small towns

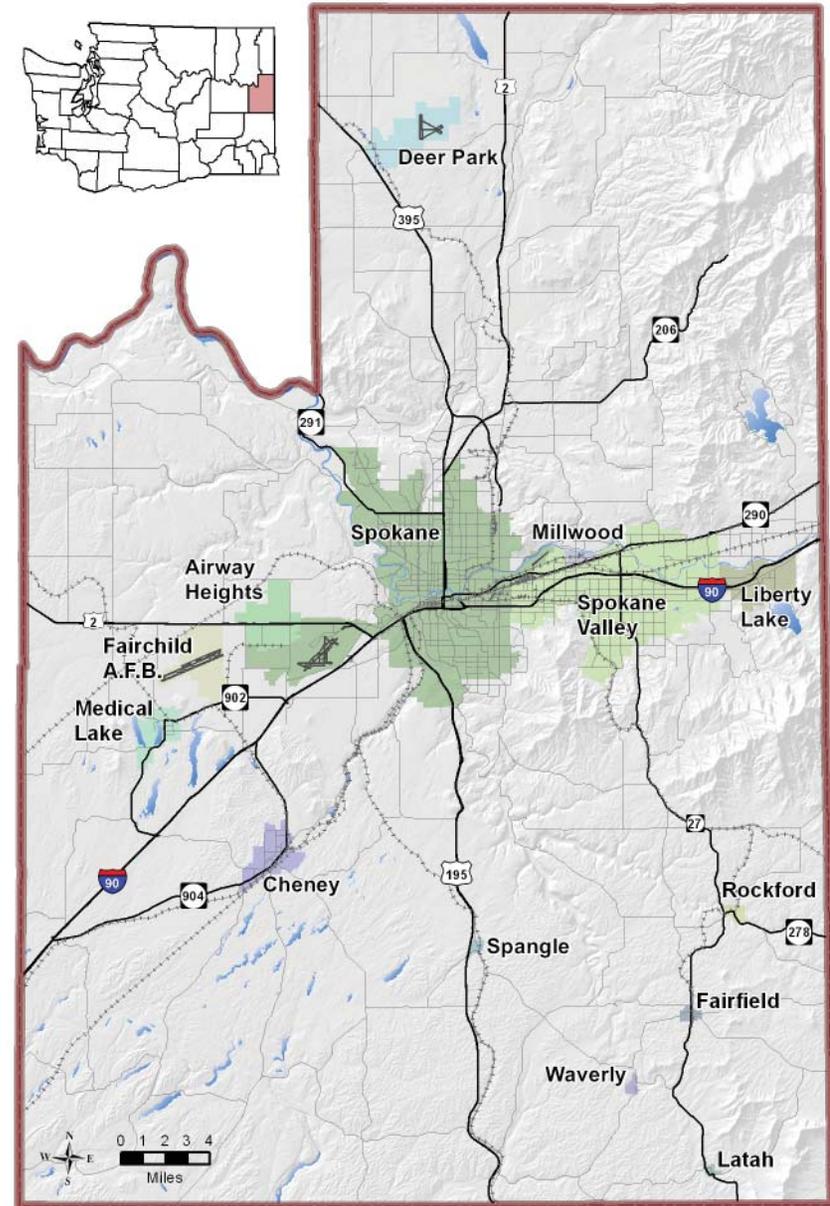
City/Town	Population (2010)
Airway Heights	6,114
Cheney	10,590
Deer Park	3,652
Fairfield	612
Latah	183
Liberty Lake	7,591
Medical Lake	5,060
Millwood	1,786
Rockford	470
Spangle	278
Spokane	208,916
Spokane Valley	89,755
Waverly	106
Unincorporated Spokane County	136,108
Total	471,221

Source: 2010 Census

HISTORY OF THE REGION

The history of the region has played a major role in how its transportation system has developed. Spokane County is made up of several cities, the largest being Spokane. The city of Spokan Falls (the “e” was added in 1883 and “Falls” dropped in 1891)

¹ Census 2010, United States Census Bureau.



Map 1.1 - Spokane Regional and Metropolitan Transportation Planning Area, and Transportation Management Area

was incorporated as a city of about 1,000 residents in November 1881.² With the arrival of the four major intercontinental railroads soon after, Spokane became a vital transportation center. The gold, silver and lead rush in nearby North Idaho in the late 19th century added to the desirability of our region, creating an economic and population boom for Spokane. The emergence of natural resource industries including agriculture and timber around the turn of the century continued to fuel the population growth and increased demand on the regional transportation system.

This demand led to the beginnings of public transportation in the area; horse-drawn vehicles, steam-powered streetcars and cable cars in the 1880s. In 1922, the Spokane United Railway Company was founded. It consisted of several electric trolley and streetcar lines that had an early influence on the development of the City. Real estate developers helped establish the lines to encourage people to buy homes in new neighborhoods outside downtown Spokane. Ridership declined with the emergence of the automobile and by 1936 electric trolley lines were replaced by buses.

The peak of transit ridership in Spokane occurred in 1946 with 26 million passengers as a result of gasoline rationing from World War II. In the years following, the influence of the



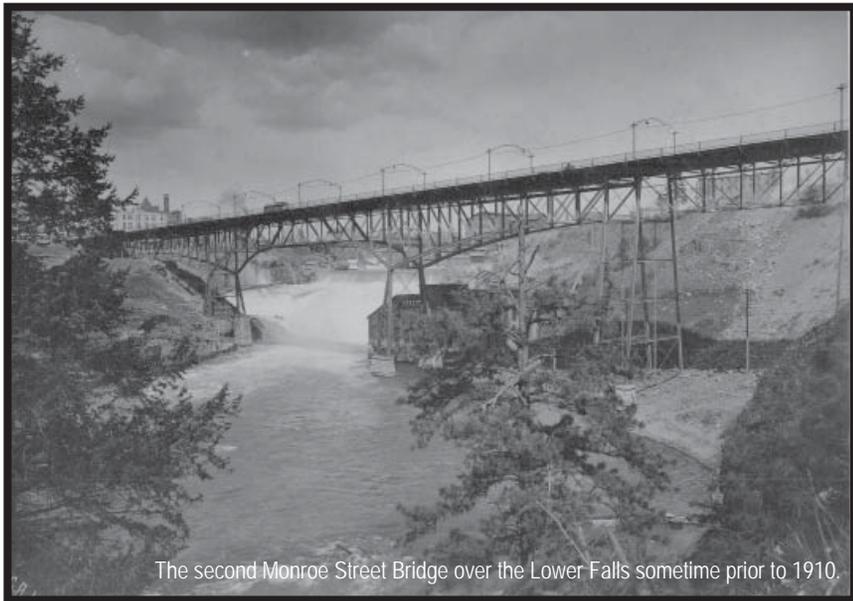
Spokane bids farewell to old streetcars owned by the Spokane United Railways in a 1936 parade.
Photo Courtesy of Spokane Public Library, Northwest Room

² Arksey, Laura (October 3, 2009). "Spokane Falls (later renamed Spokane) is incorporated as a first-class city on November 29, 1881". Essay 9176. HistoryLink.

personal automobile continued to erode transit usage and in 1968 the City of Spokane took over operation of the area's bus transit system. In 1980 voters approved establishment of the Spokane Public Transportation Benefit Area (PTBA), relinquishing the City's control of the public transit system. Initially funded by a three-tenths of one percent sales tax, an additional three-tenths was approved by voters in 2004 for a total of six-tenths of one percent (0.6%). Spokane Transit Authority (STA) is the fixed route, paratransit and vanpool public transportation provider for the PTBA. A list of other area public transportation providers is included in the Spokane County Coordinated Public Transit-Human Services Transportation Plan at http://www.srtc.org/other_documents.html.

The increase in access to personal vehicles led to the growth of the Interstate Highway system. Interstate 90 came to the area in the 1960s, bisecting Spokane County. I-90 is the longest interstate highway in the U.S., nearly 3,100 miles from Seattle in the west to Boston on the east coast. It functions as a six lane urban interstate highway from the Garden Springs interchange west of the City of Spokane to Barker Road in the City of Spokane Valley. Other major highways in Spokane County include US-2, US-195 and US-395. Area state routes include SR-904, SR-291, SR-290 and SR-27.

With a major river running through the metropolitan area, bridges have been and continue to be a critical component of Spokane County's transportation network. Early in Spokane's history, several wooden and steel bridges spanned the Spokane River. Today, there are a total of 355 bridges in Spokane County. The iconic Monroe Street Bridge was built in 1911 and underwent a major renovation from 2003-2005. Spokane Valley's Sullivan Road West Bridge awaits replacement as of early 2013. Spokane County has two Class I railroads, Burlington Northern



The second Monroe Street Bridge over the Lower Falls sometime prior to 1910.

Photo Courtesy of Spokane Public Library, Northwest Room

Santa Fe Railway (BNSF) and Union Pacific Railroad (UP), and one class II line (Montana Rail Link). A major yard and intermodal facility is operated by BNSF in Spokane Valley and there is also a transload facility in Spokane Valley (Inland Empire Distribution Systems) served by both BNSF and UP.

The air travel and air freight needs of Spokane County residents and businesses are serviced by Spokane International Airport (SIA) and Felts Field, two air passenger and cargo service facilities. SIA's 4,800 acre facility is located adjacent to Interstate 90 and State Highway 2. A BNSF spur line, known as the Geiger Spur, also serves the AIR Spokane development site. FedEx, UPS, and the United States Customs and Border Patrol agencies have facilities at SIA. The U.S. Postal Service also has a regional processing facility at the airport business park. More than 3 million passengers and 54 thousand tons of cargo pass through SIA annually. SIA, the Airport

Business Park and the Felts Field Airport are jointly owned by the City of Spokane and Spokane County. The facilities are operated and maintained by the Spokane Airport Board as a separate entity through and agreement between the City and County.

In 1979, Spokane County Parks proposed to build a bike and pedestrian trail along the Spokane River. As a result of numerous partnerships, cooperative projects and funding opportunities, today the Centennial Trail is a paved pedestrian and bicycle path that runs for 37.5 miles across Spokane County, 30 miles of which is a separated class 1 trail. The Fish Lake Trail, Ben Burr Trail and many other shared use paths, bikes lanes and park trails crisscross the county.

A handful of smaller cities and towns complete the makeup of Spokane County, each with their own additional transportation facilities and challenges. Cheney has significant traffic on SR-904 headed to Eastern Washington University, Liberty Lake has a park and ride facility utilized by many North Idaho residents employed in Spokane County, and many of the rural communities of the county provide farm products destined for



The Great Northern and the Spokane, Portland and Seattle Station in present day Riverfront Park circa 1945.

Photo Courtesy of Spokane Public Library, Northwest Room

distribution points on the transportation system. Each community within the region works together to make the larger transportation system work.

More information on existing transportation modes and facilities in Spokane County is provided in Chapter 2, *Where We're At*.

WHAT IS HORIZON 2040?

Horizon 2040 is the Metropolitan Transportation Plan (MTP) and Regional Transportation Plan (RTP) for Spokane County. MTPs satisfy a variety of federal planning requirements while RTPs are required by the state pursuant to the Washington State Growth Management Act of 1990 (GMA).

Horizon 2040 is a comprehensive, multimodal “blueprint” for the future of transportation and mobility needs of Spokane County. Horizon 2040 provides detail to: evaluate the effectiveness of proposed transportation activities; assess the interactive nature of the improvements; analyze the potential social, economic, and environmental benefits and consequences; and demonstrate its financial reasonability until 2040.

Horizon 2040 ultimately identifies a list of projects and programs expected to be implemented between today and the year 2040. It also includes an illustrative list of unfunded transportation needs important to the region should additional funding become available. Additionally, Horizon 2040:

- Supports regional coordination and collaboration;
- Recognizes that land use and transportation are inextricably linked and must be managed cooperatively to meet both land use goals and transportation needs;
- Puts an emphasis on maintenance, preservation and safety;

- Recognizes that an efficient transportation system/network supports livable communities and is crucial to economic vitality;
- Acknowledges improvements to the efficiency of the transportation system can be made through the use of transportation demand management (TDM) and intelligent transportation systems (ITS);
- Provides a financial plan to meet future needs while remaining fiscally constrained; and
- Satisfies state and federal planning requirements and regulations.
- Is a performance-based plan which establishes metrics for monitoring and evaluating the strategies.

ROLE OF SRTC – RESPONSIBILITIES AND RELATIONSHIPS

The Spokane Regional Transportation Council (SRTC) is the federally designated Metropolitan Planning Organization (MPO) for Spokane County. Federal law requires any urbanized area with a population greater than 50,000 to establish an MPO to ensure transportation expenditures are based on a continuing, cooperative and comprehensive planning process. Federal funds for transportation projects and programs are channeled through this process and awarded to local agencies and jurisdictions to address planned transportation needs.

With an urbanized area of greater than 200,000 residents, Spokane is required to have a Transportation Management Association (TMA). SRTC serves as the TMA for Spokane County. TMAs are nonprofit organizations made up of private and public sector representatives and other interested parties working to address transportation issues. Federal legislation charges TMAs with additional roles and responsibilities for regional transportation planning.

SRTC is also a state-designated Regional Transportation Planning Organization (RTPO) for Spokane County. RTPOs serve the same basic transportation planning functions as MPOs with additional responsibilities pertaining to GMA. An RTPO covers both urban and rural areas and receives state funding in support of its planning efforts.

As a regional intergovernmental agency, SRTC encourages communication, coordination, and collaboration among planning and transportation departments at our partner agencies, including the City of Spokane, Spokane Valley, Spokane County, the Washington State Department of Transportation, Spokane Transit Authority, the Spokane Airport Board, and small cities and towns in order to assure connectivity throughout Spokane County. An Interlocal Agreement between these agencies shows our commitment to working together to provide each other, and the public, with quality transportation planning services.

MTP REQUIREMENTS

A new Federal transportation law, MAP-21 (Moving Ahead for Progress in the 21st Century), was approved in October 2012. MAP-21 continued many of the previous MTP requirements contained in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) law, including the following eight planning factors.³ These factors still apply and illustrate the need for transportation plans to recognize and address the interrelationship of transportation, land use, and economic development planning:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.

³ 23 CFR Section 450.306

2. Increase the safety of the transportation system for motorized and non-motorized users.
3. Increase the security of the transportation system for motorized and non-motorized users.
4. Increase accessibility and mobility of people and freight.
5. Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and State and local 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 operation.
8. Emphasize the preservation of the existing transportation system.

In addition, MAP-21 added additional requirements related to performance measures and targets. Under MAP-21, MPOs are required to coordinate with the State and public transportation providers in establishing performance targets that address federal performance measures. MPOs are required to include appropriate performance targets in their plans within 180 days after the date of enactment of performance targets by the State or public transportation provider.

It is anticipated that federal guidance on performance measures will be available in late 2014, and that performance targets will be established by the State of Washington and the Spokane Transit Authority in late 2015. If that timeline holds, SRTC would be required to incorporate performance targets into the MTP in

2016. The United States Department of Transportation (USDOT) is required to establish national performance measures and standards no later than 18 months after the enactment of MAP-21.⁴ However, in the absence of final federal and state guidance, SRTC has proceeded with the establishment of a locally appropriate performance system as part of this MTP development process.

The Code of Federal Regulations⁵ says the MTP must cover no less than a 20-year planning horizon, include both short- and long-range strategies/actions, and must be updated, at a minimum, every five years. It also includes a list of other items the MTP must include, such as projected transportation demand of persons and goods; existing and proposed transportation facilities; operational management strategies, including ITS; assessments of capital investments; a financial plan; and more.

The passage of MAP-21 came with additional guidance and legislation on MTP development. The MTP shall contain, at a minimum:

Identification of Transportation Facilities— should function as an integrated metropolitan transportation system, giving emphasis to those facilities that serve important national and regional transportation functions including major roadways, transit, multimodal and intermodal facilities, nonmotorized transportation facilities, and intermodal connectors.

Performance Measurements and Targets—description of the performance measures and performance targets used in assessing the performance of the transportation system.

⁴ 23 U.S.C. 150(c),
⁵ 23 CFR 450, Subpart C

System Performance Report—evaluating the condition and performance of the transportation system with respect to the performance targets, including:

- ◆ progress achieved by the MPO in meeting the performance targets in comparison with system performance recorded in previous reports; and
- ◆ for MPOs that voluntarily elect to develop multiple scenarios, an analysis of how the preferred scenario has improved the conditions and performance of the transportation system and how changes in local policies and investments have impacted the costs necessary to achieve the identified performance targets.
- ◆ **Consultation**—the discussion shall be developed in consultation with Federal, State, and tribal wildlife, land management, and regulatory agencies.

CONSISTENCY WITH TIP, ITS, CMP AND OTHER MODAL PLANS

Federal regulations stipulate that the MTP must be consistent with regional plans and programs including:

- the Transportation Improvement Program (TIP)
- the Regional Intelligent Transportation Systems (ITS) Architecture Plan
- the Congestion Management Process (CMP)
- other modal plans

CONTINUING / COOPERATIVE / COMPREHENSIVE PROCESS

As the MPO for Spokane County, SRTC is charged with ensuring a “3Cs” planning process is utilized; “...a continuing, cooperative, and comprehensive multimodal transportation planning process, including the development of a metropolitan transportation plan,

that encourages and promotes the safe and efficient development, management, and operation of surface transportation systems to serve the mobility needs of people, and freight and foster economic growth and development, while minimizing transportation related fuel consumption and air pollution.”⁶

This process requires SRTC to work directly with local, state, and federal agencies and the general public to develop and administer a wide range of transportation program activities. More detail on the cooperative process is provided in the Interagency Coordination and Collaboration Process section of this chapter.

MTP ADMINISTRATIVE MODIFICATION VS. AMENDMENT

Due to air quality issues in the 1980s and 90s, Spokane County is designated a maintenance area under the Clean Air Act. As a result, SRTC is required to update the MTP every four years. Changes can be made more often, as needed, through two methods: amendment or administrative modification.

Amendments require public review and comment, redemonstration of fiscal constraint, or a transportation conformity determination for projects in nonattainment and maintenance areas that are not exempt from conformity. Changes to projects that are included only for illustrative purposes do not require an amendment.

A revision is a change to the MTP that occurs between scheduled periodic updates. A major revision is an amendment, while a minor revision is an administrative modification.

SRTC worked with the Washington State Department of Transportation (WSDOT), Federal Highway Administration (FHWA)

⁶ 23 CFR 450 and 49 CFR 613

and the Federal Transit Administration (FTA) to develop guidelines for amendments which include:

- New projects or deleted projects;
- major scope changes (as determined by Interagency Consultation);
- changes to total programmed amount/project cost greater than 30 percent or \$3 million;
- changes that impact air quality conformity;
- significant changes in the source of the funds for a project;
- or any other project or plan change deemed “major” by SRTC via Interagency Consultation.

Administrative modifications include any change that doesn’t qualify as an amendment. Administrative modifications do not require public review and comment, redemonstration of fiscal constraint, or a transportation conformity determination (in maintenance areas) to confirm the change is consistent with air quality goals.

RTP REQUIREMENTS

As stated in the *What is the MTP?* section of this chapter, SRTC is required to develop and maintain a Regional Transportation Plan (RTP) for Spokane County. The RTP is a requirement of the Washington State Growth Management Act (GMA). Horizon 2040 serves as both the MTP and RTP for Spokane County. To satisfy the GMA requirements for an RTP, Horizon 2040 must include:

- A regional transportation strategy;
- Identification of existing and planned facilities and programs;
- Level of service standards for regional system⁷;

⁷ RCW 36.70A

- Financial plan⁸;
- Assessment of regional development patterns;
- Assessment of regional capital investment;
- Least-Cost Transportation Planning;
- Integration and compliance among local land use plans, county wide planning programs/policies and the state transportation plan⁹;
- References to the benchmarks that require a reduction in annual per capita vehicle miles traveled¹⁰; and
- References to the greenhouse gas reduction goals¹¹.

To reduce inconsistency and encourage coordination between neighboring jurisdictions, RTPOs review and certify local plans.

STATE TRANSPORTATION POLICY

Horizon 2040 is also required to carefully consider the following state transportation policy goals. These were incorporated as part of the process to develop the Horizon 2040 Guiding Principles and Policies included later in this chapter:

ECONOMIC VITALITY - To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy

PRESERVATION - To maintain, preserve and extend the life and utility of prior investments in transportation systems and services.

SAFETY - To provide for and improve the safety and security of transportation customers and the transportation system.

MOBILITY - To improve the predictable movement of goods and people throughout Washington State.

ENVIRONMENT - To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities and protect the environment.

STEWARDSHIP - To continuously improve the quality, effectiveness and efficiency of the transportation system.

⁸ RCW 47.80.030(1)(d)

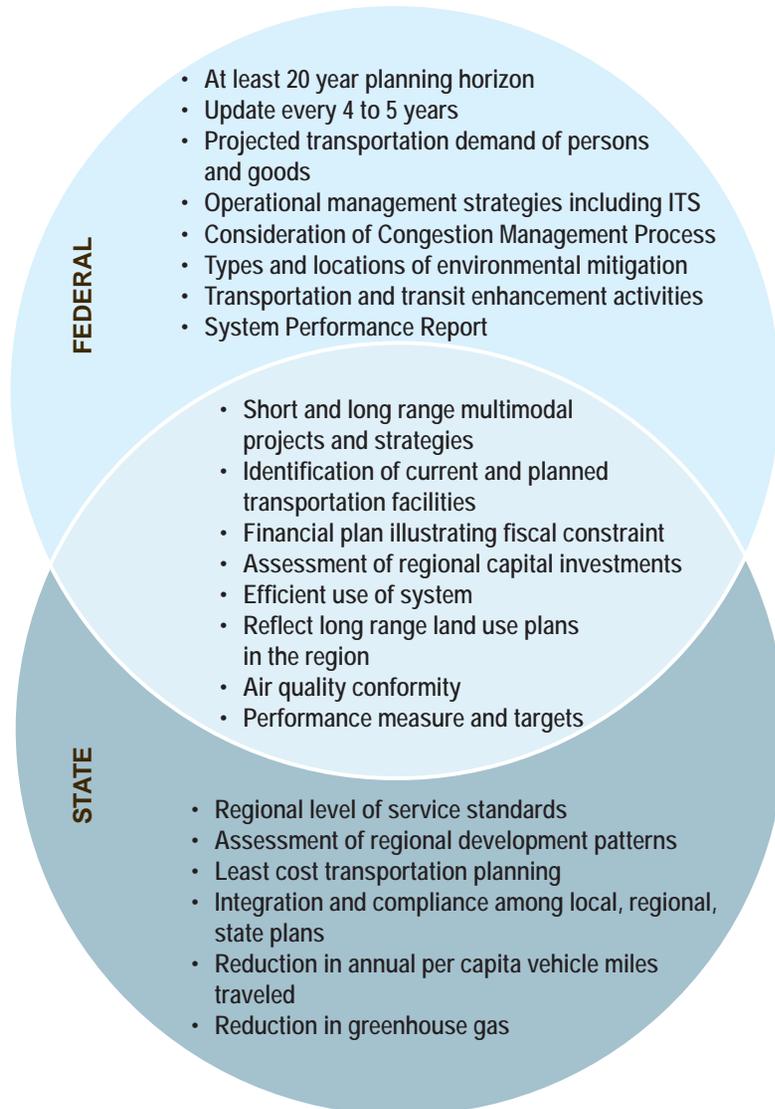
⁹ RCW 47.80.026, RCW 36.70A.070, RCW 36.70A.210

¹⁰ RCW 47.01.440

¹¹ RCW 70.235.020

COMMONALITIES BETWEEN RTP AND MTP REQUIREMENTS

Requirements for the MTP and RTP between the Federal and state levels overlap in several areas. The requirements for each are shown below, as well as the commonalities between the two.



INTERAGENCY COORDINATION AND COLLABORATION PROCESS

SRTC consults with several other agencies as a required part of the conformity determination process as stated in 40 C.F.R. Part 93.105, which covers the requirements for determining conformity to State or Federal Implementation Plans; transportation plans or programs; or projects developed, funded, or approved under Title 23 or FTA transit laws.

The agencies involved in SRTC's interagency consultation group include the FTA, FHWA, WSDOT, Washington State Department of Ecology, Spokane Regional Clean Air Agency, Spokane Transit Authority, and the U.S. Environmental Protection Agency.

SRTC utilizes two different formal interagency groups/processes. The first is for air quality purposes (as discussed above). The second is for non-air quality purposes, such as the cooperative development of the MTP and TIP, financial planning and other activities.

The interagency consultation groups have many roles related to transportation conformity determination. This group determines which transportation projects should be considered regionally significant for purposes of regional emissions analysis. In addition, this group has a role in evaluating whether projects that are otherwise exempt from meeting conformity should be treated as non-exempt in cases where potential adverse air quality impacts may exist.

SRTC also coordinates and collaborates with additional partner jurisdictions including the MPO for neighboring Kootenai County, ID, Kootenai Metropolitan Planning Organization (KMPO). SRTC and KMPO maintain a working relationship for planning for the two adjacent counties. This relationship provides a functional partnership for cooperative transportation decision making within the region.

PUBLIC INVOLVEMENT IN HORIZON 2040

SRTC's Public Participation Plan includes several requirements for public outreach and document review during the MTP process. A variety of outreach methods and materials must be used to engage the public in review of the document. In addition, the MTP must:

- Be reviewed annually and updated at a minimum of every four years.
- Be reviewed by SRTC's Policy Board, Transportation Technical Committee and Transportation Advisory Committee prior to being adopted or accepted by the Board.
- Be reviewed through the Interagency Coordination and Collaboration process.
- Have a minimum 30-day public comment period prior to adoption.
- Have a Legal advertisement published including notice of a public meeting to be held to provide a chance for the public to review and ask questions about the document.
- Have notice of the public comment period sent to an extensive email distribution list.
- Must have a public meeting hosted during the 30-day public comment period in order to solicit input.
- The draft document must be posted for review and comment on SRTC's web and blog sites.
- Draft documents must be provided to Federal, State and member agencies for review and comment.
- Final copies of the adopted document must be provided to member, Federal and State agencies.
- The final version of the adopted document must be posted on the SRTC website and blog site and publicized through social media channels.

SRTC's Public Participation Plan can be found on the SRTC website at www.srtc.org/other_documents.html under the Policies heading.

It is the policy of SRTC to assure full compliance with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice, and related statutes and regulations in all programs and activities. Title VI requires that no person in the United States of America shall, on the grounds of race, color, sex, or national origin, be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which SRTC receives federal financial assistance. Any person who believes they have been aggrieved by an unlawful discriminatory practice under Title VI has a right to file a formal complaint with SRTC. Any such complaint must be in writing and filed with SRTC's Title VI Coordinator within one hundred eighty (180) days following the date of the alleged discriminatory occurrence.

For more information on Title VI, or on Environmental Justice, see the SRTC website at www.srtc.org.

A summary of the Horizon 2040 outreach and public involvement process is provided in **Appendix A**.

VISION / GOALS / OBJECTIVES

SRTC's underlying values. What we will do and how we will do it.

REGIONAL VISION FOR 2040

A critical step in any long-range planning process is to establish a regional vision of Spokane and its future. SRTC's Unified Regional Transportation Vision and Implementation Strategy (Vision Project), completed in 2011, serves as the first step in realizing Spokane's desired vision. The Vision Project was a study to determine the long term transportation vision and goals for the area for the next 30 to 50 years.

The vision statement resulting from the Vision project reflects the needs and desires of the region:

Future transportation investments will help the Spokane Region maintain its appeal as a livable community with a thriving business and cultural atmosphere nestled within the beautiful scenery of eastern Washington. A well-maintained regional transportation system will provide a high level of service across both urban and rural areas with a variety of sustainable transportation choices and connectivity that advance accessibility and reliability for all users.

The region's prosperity will also be the result of direct and indirect investments in our transportation systems to move freight and facilitate commerce that will ensure retention and attraction of new employers and family wage jobs, as well as increase our ability to attract quality employees. Implementing sustainable, efficient, effective, and reliable solutions to existing and future transportation challenges in the Spokane Region will be key to making the Inland Northwest a fantastic place to visit, live, work, play, and raise a family.

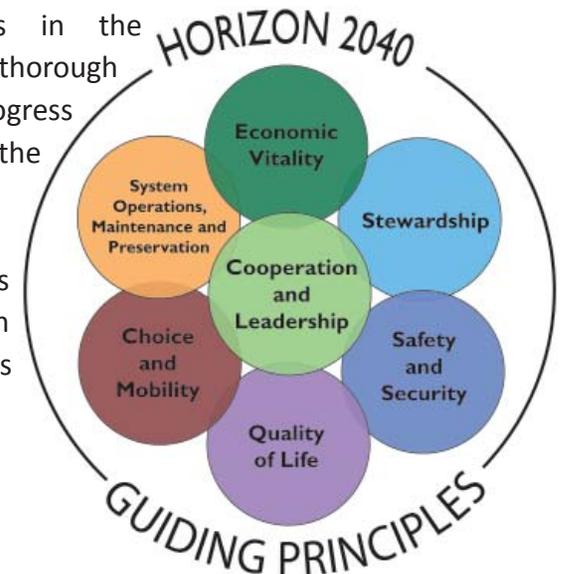
POLICY FRAMEWORK

As mentioned earlier, the federal planning factors clearly illustrate the need for long range transportation plans to recognize and address the interrelationship of transportation, land use and economic development planning. Horizon 2040 addresses each of the planning factors and the state's transportation policy goals in the following Policy Framework.

The Guiding Principles were crafted and accepted by the Board and represent the first step in creating a policy framework for Horizon 2040. From there, policy language was developed based on the Guiding Principles. The policies are specific statements to guide decision-making in order to reach the envisioned future. Additional work included developing strategies and performance measures in relationship to the policies in order to complete the framework.

Horizon 2040 provides an opportunity to test and analyze regional transportation policies. The Guiding Principles and Policies are the foundation for the Horizon 2040 evaluation framework. The performance measures in the framework allow for a thorough evaluation of our progress as a region in meeting the established policies.

The following pages provide detail about each of the Guiding Principles and Policies.



GUIDING PRINCIPLE 1: ECONOMIC VITALITY

Investments and improvements in the regional transportation system will promote economic vitality by focusing on moving people, freight and goods to enhance the global competitiveness of the regional economy. Major transportation facilities, and the mobility they provide to, between and within major economic activity centers, will stimulate commerce. Horizon 2040 should prioritize and coordinate regional transportation investments aimed toward the development of a multimodal system that provides transportation opportunities that enhance accessibility and connections among city centers, regional service centers and attractions, towns, and areas of regional employment.

POLICIES - To promote economic vitality and prioritize transportation investments, Horizon 2040 will:

- 1a. Prioritize transportation investments by mode that enhance accessibility and connections between city centers, regional centers, attractions, towns and areas of regional employment.
- 1b. Create an environment that supports new and expanding business opportunities.
- 1c. Make transportation investments that support both maintaining existing jobs and creating new jobs.
- 1d. Improve transportation quality and efficiency in areas of existing development.
- 1e. Support the efficiency of freight movement.

GUIDING PRINCIPLE 2: COOPERATION AND LEADERSHIP

Horizon 2040 will provide the forum to develop regional transportation priorities, to identify transportation funding needs and to develop strategies to acquire funding in accordance with federal and state planning requirements. Horizon 2040 will help coordinate efforts to communicate with business and community groups and give the public sufficient time to review and comment at key milestones in the transportation planning process. These efforts will bring together all community stakeholders and transportation planning partners in order to present a unified voice in support of the region's transportation needs.

POLICIES - To provide a regional forum for transportation planning and funding, Horizon 2040 will:

- 2a. Provide leadership by facilitating coordinated, cooperative and comprehensive transportation planning.
- 2b. Incorporate public processes in significant planning efforts.
- 2c. Participate in the development and maintenance of transportation related information necessary to support the functions and responsibilities of the agency.
- 2d. Promote regional transportation interests, plans and projects to local, state and federal public, and private entities.
- 2e. Coordinate transportation relevant data for shared use among regional stakeholders.
- 2f. Identify feasible funding sources and mechanisms beyond those typically identified in state and federal requirements.
- 2g. Strengthen avenues of involvement for low-income, minority, and/or transportation disadvantaged populations in the decision-making process.

GUIDING PRINCIPLE 3: STEWARDSHIP

Transportation decisions should maximize a positive impact on the human environment while minimizing negative impacts to the natural environment. Investments will follow federal, state and local transportation, environmental and land use plans and policies and federal and state goals as adopted by statute, ordinance, resolution or executive order. Horizon 2040 will use performance measures to ensure coordinated regional policies make progress towards established objectives.

POLICIES - To protect the environment and minimize impacts from transportation, Horizon 2040 will:

- 3a. Ensure transportation decisions minimize impacts to natural resources and conserve non-renewable resources.
- 3b. Make investments that maximize transportation benefits and support federal, state and local goals.
- 3c. Develop a plan that provides for the responsible use of public and private funds.
- 3d. Encourage shared-use of infrastructure for stakeholders and all transportation users.
- 3e. Use performance measures to evaluate how policies and investments support key transportation objectives.
- 3f. Demonstrate financial constraint.

GUIDING PRINCIPLE 4: SYSTEM OPERATIONS, MAINTENANCE AND PRESERVATION

Horizon 2040 will strive to provide adequate funding for projects that address documented transportation needs, reduce lifecycle operation and maintenance costs, conserve energy, and preserve and prolong the life of existing infrastructure. SRTC and project proponents will use performance-based plans that provide for efficient system management. Horizon 2040 should demonstrate that projected revenues will sustain current facilities and services, and ensure sufficient population demand is anticipated such that new facilities are a prudent application of fiscal resources.

POLICIES - Maximizing the operations and physical condition of the transportation network will require strategic investments. To accomplish this Horizon 2040 will put a priority on programs and projects that:

- 4a. Develop cost-effective strategies; pursue alternative funding sources and mechanisms.
- 4b. During winter weather conditions, ensure snow removal and snow storage is regularly maintained for roadways and sidewalks to keep the transportation system operational.
- 4c. Maintain a Congestion Management Process to reduce and monitor congestion and improve operations through ITS technologies, transportation demand management, and transportation system management, rather than through physical expansion of facilities.

GUIDING PRINCIPLE 5: SAFETY AND SECURITY

The regional transportation system will be designed, constructed, operated and maintained to enable the healthy, safe, and secure movement of people and goods. The system will enhance safe and secure choices, access and usage among all modes of transportation through best-practice design, operational improvements, education and outreach, and technological strategies. Increased emphasis should be placed on maintenance activities and education of all users as means of making the system safer.

POLICIES - To provide for maximum transportation safety and support security in the region, Horizon 2040 will put a priority on programs, services and projects that:

- 5a. Support improvements to roadway safety deficiencies in order to reduce crashes within all modes of transportation.
- 5b. Protect critical infrastructure from natural and human threats.
- 5c. Promote safety through supporting education, outreach and enforcement of rules of the road for all modes that use the roadways.
- 5d. Support transportation infrastructure and operational strategies for emergency response.
- 5e. Support proper maintenance of the transportation system.

GUIDING PRINCIPLE 6: CHOICE AND MOBILITY

All residents will have reasonable access to transportation choices. Decision-making will work toward creating viable transportation choices through increased availability and improved service. Strengthening existing connections and creating new connections will improve mobility for all users. This includes connections within street networks, to port, rail and airport facilities; and within transit, pedestrian, and bicycle modes. Shared use of infrastructure will increase transportation choices and maximize returns for investments by increasing multi-modal connectivity.

POLICIES - To improve choice and mobility, Horizon 2040 will put a priority on Programs, Services and Projects that:

- 6a. Strengthen connections by filling gaps within and between modes.
- 6b. Improve access to transit for all persons.
- 6c. Promote high performance transit service where regional activity centers with transit supportive development exist.
- 6d. Expand the pedestrian and bicycle networks while focusing on moving people between centers and linking with transit.
- 6e. Incorporate safe and complete street policies into transportation planning and design.
- 6f. Support transportation demand management strategies.

GUIDING PRINCIPLE 7: QUALITY OF LIFE

Quality of life issues will be considered in transportation decision-making. Urban, suburban and rural neighborhoods will strive to offer safe and convenient forms of healthy, active transportation options for people of all abilities. Population concentrations will have connections to destinations by means of multiple modes to reduce transportation costs and tailpipe emissions. Context sensitive design will strive to support social, cultural and commercial activity and protect unique or indigenous cultural and landscape features.

POLICIES - To make quality of life a hallmark of our community and to foster neighborhoods and protect cultural resources through context sensitive design, Horizon 2040 will put a priority on programs, services and projects that:

- 7a. Support transportation projects that protect culture, values unique characteristics of communities and contributes to a sense of place.
- 7b. Promote context-sensitive design.
- 7c. Support health-promoting transportation options for people of all abilities like walking, biking and transit that provide options to reduce single occupant-vehicle use and overall vehicle miles traveled.

STRATEGIES

While the preceding principles and policies are guiding rules intended to influence decisions and actions, strategies are required in order to deliver change by implementing those policies.

With the requirement under MAP-21 to establish performance targets, each strategy in Horizon 2040 has one or more performance measures. As previously mentioned, USDOT is required to establish national performance measures. MPOs are then required to establish targets for each measure. MPOs are required to establish targets in coordination with the relevant state(s) and with providers of public transportation. Please see the Strategies and Monitoring sections of Chapter 4, *How Will We Get There*, for more detail.

In order to develop strategies and reach the goals we set for the future, it is important to have an understanding of where we stand today. Chapter 2 of this document, *Where We're At*, looks at existing conditions for our region, including area employment, commute patterns, the condition of area bridges, traffic volumes, movement of freight and goods, and much more.