

HOW WE'LL GET THERE

HORIZON 2040 • CHAPTER 4

Approved by the SRTC Policy Board December 12, 2013



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OUR OPTIONS

Strategies to maintain and enhance the regional transportation system in support of our economic vitality and quality of life.

Several common transportation issues or themes have been described throughout Horizon 2040. There are significant demographic shifts occurring in the region. Economic conditions have influenced personal travel and the shipping of goods. Funding for operations, maintenance and preservation of the regional transportation system has not been sufficient to keep up with the needed repairs and improvements. To summarize, the future of transportation in Spokane County will be significantly impacted by changes in travel behavior and available financial resources may not be able to keep pace with growing and diverse demand. Many of the transportation-related indicators referenced in Horizon 2040, including the following areas, point to dramatic changes in the way people will get around.

Lack of Adequate Funding for Operations, Maintenance and Preservation

The region faces an increasing backlog of maintenance and preservation costs. Funding levels have not been sufficient to maintain regional roads and bridges at a state of good repair. Additional local revenue options will need to be employed in order to avoid future deferred maintenance.

Likewise, Spokane Transit will need additional funding in the near future in order to sustain current service levels. Local sales tax revenue has not kept up with increasing operational costs. Other public transit providers in the area are also unable to fund needed services due to the lack of local funds required to match federal or state grant opportunities.

State of Bridges

Currently, there is a significant need for bridge improvements in Spokane County. It is anticipated that the number will continue to grow as the region's bridges age. Many of these bridges are approaching or have exceeded their design life and several are located on vital freight routes.

Increase in Elderly Population

The forecasted increase in the elderly population of Spokane County will have a significant impact on the future of transportation services; an increasing number of seniors will drive less and yet will still need transportation to work, shopping, medical appointments, social activities, cultural events, and recreational opportunities.

Changes in household makeup

If current trends continue, families with children will represent a smaller proportion of households, while the share of single person households (who are more likely to utilize alternate forms of transportation) will increase. These changes in our region's demographics and traveler behavior have implications to planning for transportation infrastructure and the land use makeup of our community.

Decrease in household and per capita VMT

As illustrated in Chapter 3, daily and peak hour VMT by household is forecasted to decrease in Spokane County.

From World War II until just a few years ago, the number of miles driven annually on America's roads steadily increased. Then, at the turn of the century, something changed: Americans began driving less. By 2011, the average American was driving 6 percent

fewer miles per year than in 2004. The trend away from driving has been led by young people. From 2001 to 2009, the average annual number of vehicle-miles traveled by young people (16 to 34-year-olds) decreased from 10,300 miles to 7,900 miles per capita – a drop of 23 percent. The trend away from steady growth in driving is likely to be long-lasting – even once the economy recovers. Young people are driving less for a host of reasons – higher gas prices, new licensing laws, improvements in technology that support alternative transportation, and changes in Generation Y’s values and preferences – all factors that are likely to have an impact for years to come.¹

The issues listed above are just some of the potential influences on future travel conditions in Spokane County. Many will impact the way we plan for future investments: taking care of the infrastructure we already have, planning for new improvements, and investing in multimodal options to support changing behaviors. The strategies in this chapter reflect the evolving transportation and economic landscape of our region.

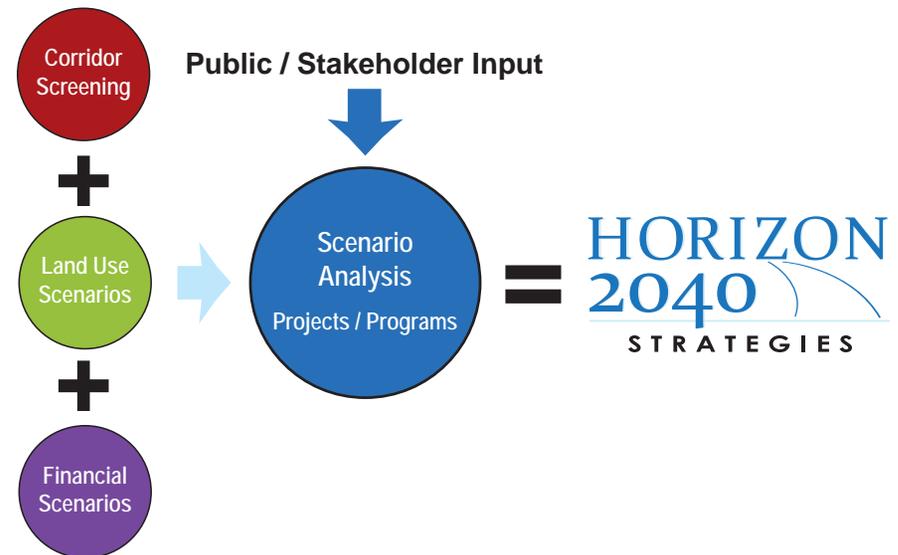
Regional Transportation Challenges and Opportunities

SRTC has undertaken a detailed analysis of the current regional transportation system and used various tools to look at projected future needs. Certain transportation corridors and areas throughout the region have identified deficiencies including safety and mobility challenges. Also, opportunities to invest in specific urban transportation and freight corridors in support of regional economic vitality and quality of life were examined. This chapter identifies specific strategies to capitalize on these opportunities and address the transportation-related challenges.

¹ Transportation and the New Generation. Why Young People Are Driving Less and What It Means for Transportation Policy. Benjamin Davis and Tony Dutzik, Frontier Group; Phineas Baxandall, U.S. PIRG Education Fund, 2012.

Scenario Analysis Process

The Horizon 2040 scenario analysis process provides the public and decision makers with a range of options for maintaining and enhancing the regional transportation system within a constrained budget of resources. The scenarios include: investigating transportation investments in urban transportation corridors, evaluating land use impacts around these corridors and around regional employment activity centers, and exploring revenue and expenditure options that provide the greatest benefit for the least cost. The steps in the analysis process, as well as the scenarios themselves, are described in detail in the following subsections.



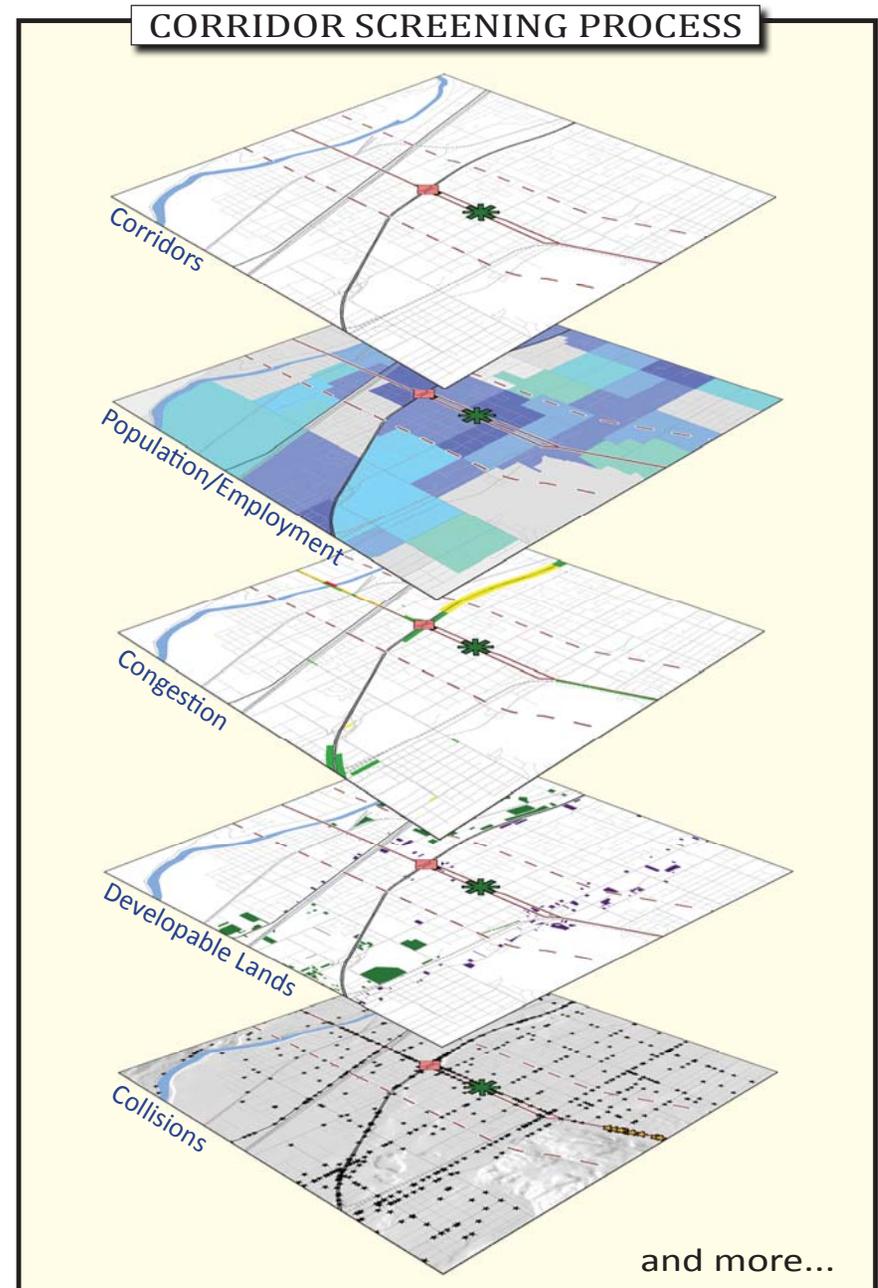
CORRIDOR SCREENING

A list of 30 urban corridors (illustrated in **Map 4.1**) was identified for initial screening to evaluate transportation-related opportunities and challenges. The purpose of the screening process is to prioritize regional transportation corridors for improvements with the limited funding available. Also, as part of the Horizon 2040 Scenario Process, land use scenarios have been analyzed to assess the impact of the potential transportation investments in relation to land use (population, employment) changes. Increased concentrations of population and employment have been examined along the urban transportation corridors and around employment activity centers.

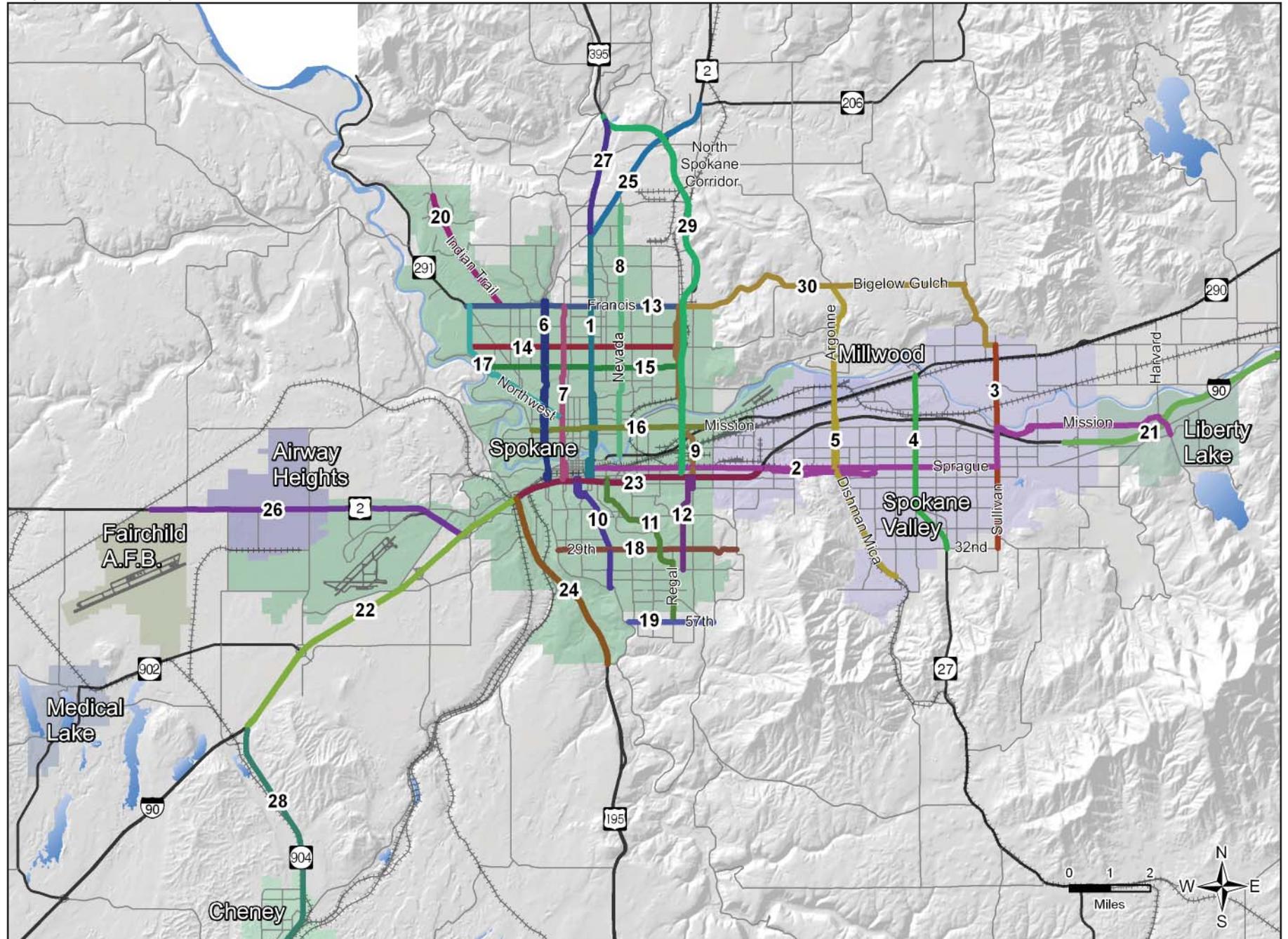
Some of the corridors have challenges including safety concerns, increasing congestion, and growing travel times (see example illustration to the right). However, these regional transportation corridors were also examined for opportunities to capitalize upon with investments that have the potential to positively influence economic development and quality of life. For example, transit investments in certain corridors can attract new job opportunities and sustain existing employment:

Some industry sectors have a greater propensity to locate near transit. The government sector has the greatest affinity for transit locations of any industry sector analyzed. Forty two percent of all public sector jobs were located in transit zones. Firms in knowledge-based industries were also more likely to be attracted to transit-rich areas. About 36 percent of jobs in Professional, Scientific, and Technical services are located within a half mile of a transit station. Retail and Production, Distribution and Repair industries were also well-represented in transit areas.²

² Transit and Regional Economic Development. Center for Transit-Oriented Development (CTOD), 2011.



Map 4.1 Urban Transportation Corridors



The corridors were selected and screened based on the following criteria.

Opportunities	Challenges (deficiencies)
Vacant Lands:	Collisions:
Commercial	Vehicular
Industrial	Pedestrian
Population Density	Bicycle
Employment Density	Congestion (volume-capacity ratios)
Employment Activity Centers:	Vehicle Miles Traveled (VMT)
Transit, Freight and Mixed Focus	Vehicle Hours of Travel (VHT)
Priority Networks:	Travel Time Index (TTI)
Vehicular	Speed Index (SI)
Freight	Bridges:
Transit	# of Structurally Deficient (SD)
Bicycle	# of Functionally Obsolete (FO)

The corridor screening criteria is defined below:

Vacant Lands - the total acreage of available commercial and industrial land within the ½-mile buffer. See **Map 2.9** in Chapter 2.

Population Density - the total persons per square mile within the buffer around the corridor. See **Map 3.1** in Chapter 3.

Employment Density - the total employees per square mile within the buffer around the corridor. See **Map 3.2** in Chapter 3.

Employment Activity Centers – the number of transit, freight and mixed-focus employment activity centers served or connected by the corridor. See **Map 3.3** in Chapter 3.

Priority Networks - As part of the corridor screening process, vehicular, freight, transit, and bicycle priority networks were identified for consideration in the evaluation. The screening criteria evaluated whether the corridor is on or part of a priority network:

Vehicular – the Horizon 2040 vehicular priority network is the National Highways System (NHS) in Spokane County. As a result of MAP-21, principal arterials are now included in the NHS. Therefore, all principal arterials, highways and the interstate within Spokane County comprise the vehicular priority network (see **Map 4.2**).

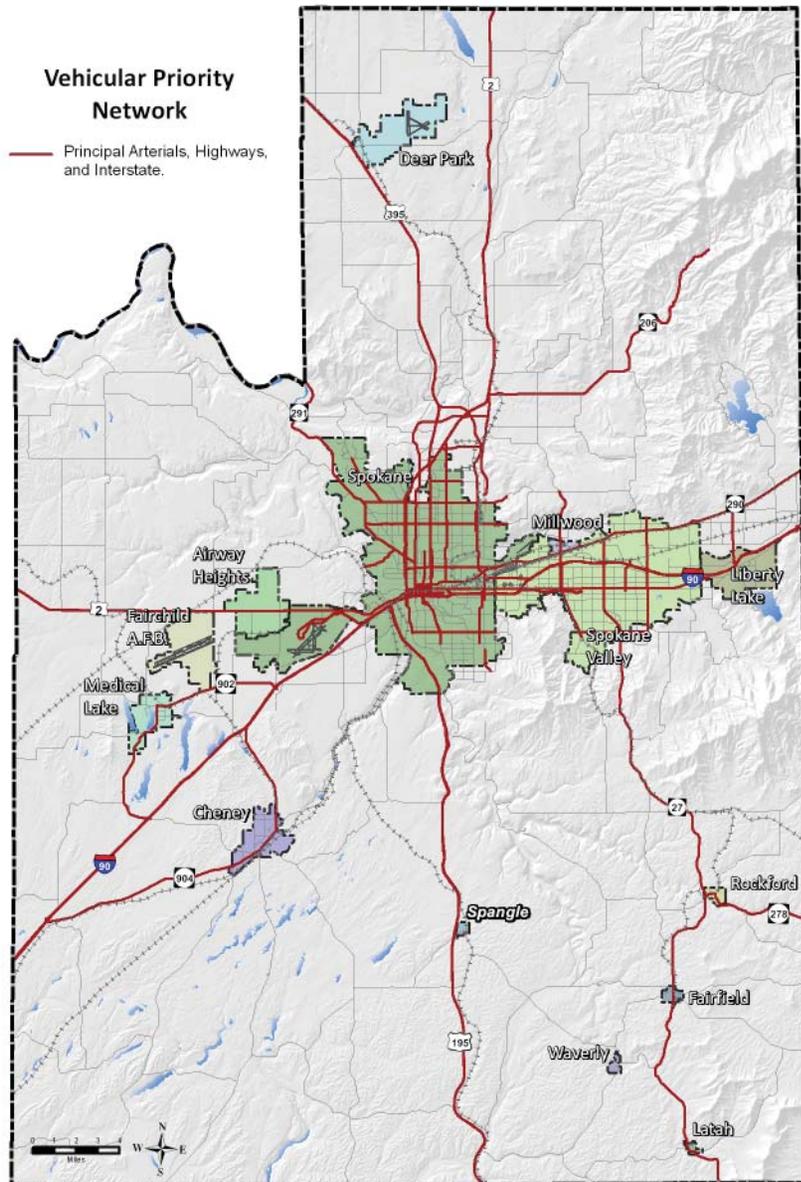
Freight – the Horizon 2040 freight priority network includes all T-1/T-2 routes in the Freight and Goods Transportation System for the county, including those truck routes identified as high priorities from the Inland Pacific Hub study. The network also includes the major rail lines and air facilities in Spokane County (see **Map 4.3**).

Bicycle – the bicycle priority network identifies existing and future bicycle facilities, including separated multi-use paths like the Centennial Trail as well as bike lanes, shared lanes and other bike facilities (see **Map 4.4**).

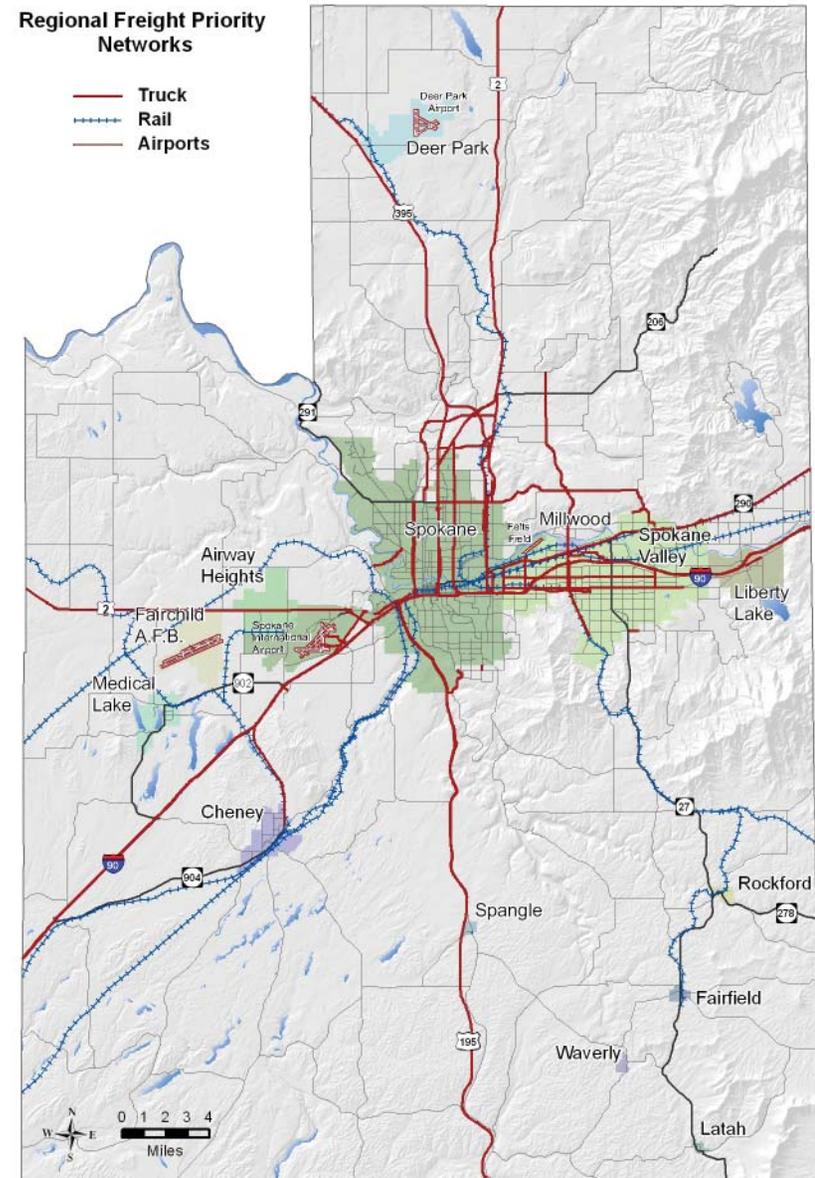
Transit – the public transportation priority network reflects STA’s Moving Forward Spokane long range planning effort. It identifies future corridors for High Performance Transit (HPT) network investments (see **Map 4.5**).

Pedestrian - the pedestrian network is quite extensive in Spokane County, especially in the urbanized area. However, as pointed out in Chapter 2, there is a significant amount of missing sidewalks in the region. In the near future, SRTC will be coordinating the management of a pedestrian network

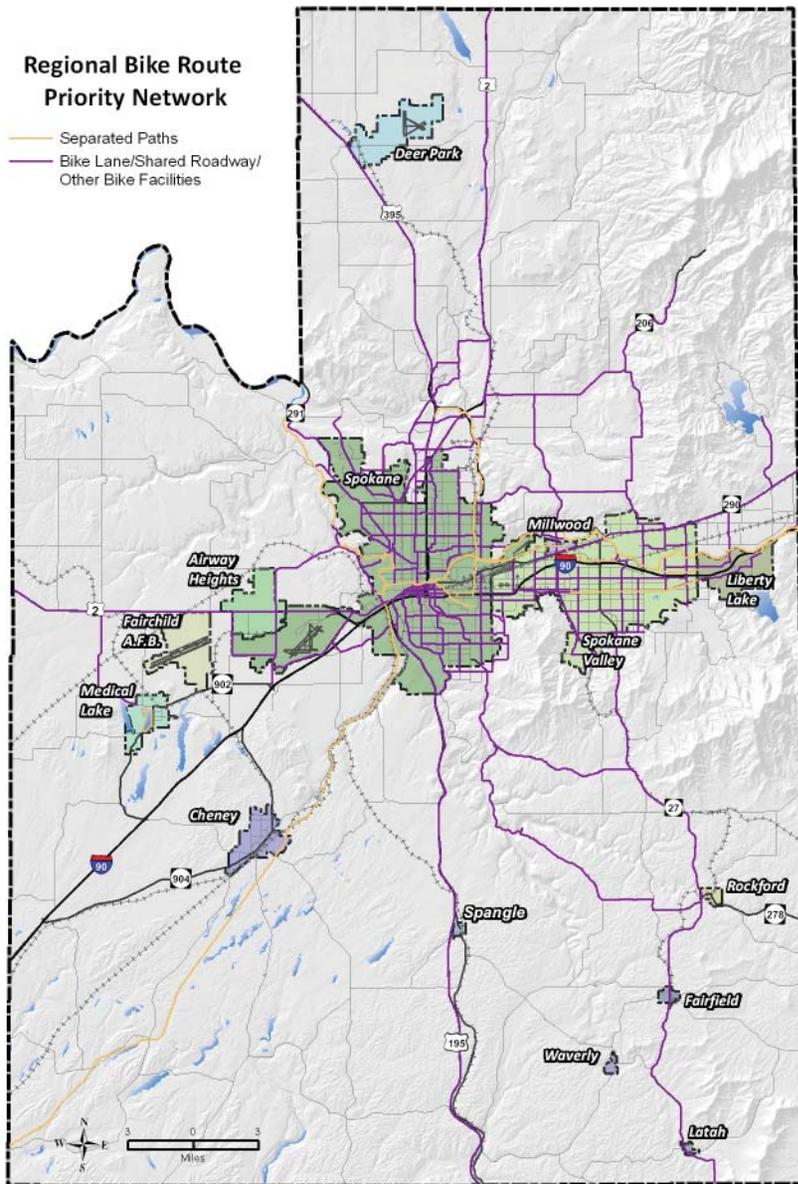
Map 4.2 Vehicular Priority Network



Map 4.3 Regional Freight Priority Network



Map 4.4 Regional Bicycle Route Priority Network



inventory and be able to better evaluate the extent of the need. Therefore, there is not a pedestrian priority network map developed yet.

Collisions –the number of bicycle involved, pedestrian involved and vehicular collisions within the corridor. See **Maps 2.12 – 2.14** in Chapter 2.

Congestion – the percentage of the corridor where the volume-to-capacity ratio exceeds 95% and 105%. See **Map 3.5** in Chapter 3.

Vehicle Miles Traveled (VMT) – the VMT within the corridor (normalized by the length of the corridor).

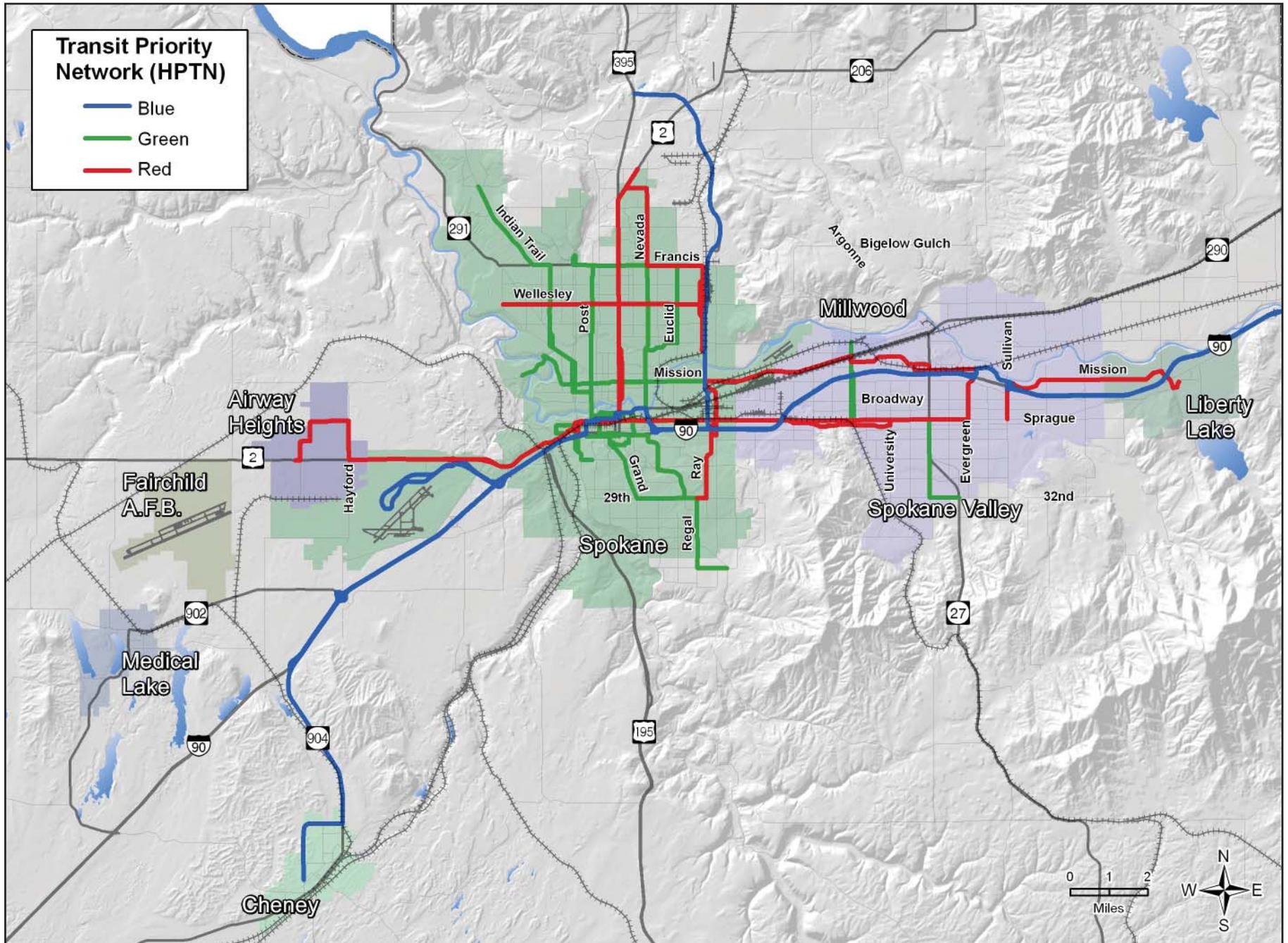
Vehicle Hours of Travel (VHT) – the VHT within the corridor (normalized by the length of the corridor).

Travel Time Index (TTI) – the TTI is a ratio of congested (loaded network) travel time versus free flow travel time. The data is derived from the SRTC 2040 No-Build travel demand model. This criterion measures the percent of the corridor that exceeds the TTI threshold of 1.2 (20% or greater travel time in loaded network conditions versus free flow conditions).

Speed Index (SI) – the SI is the ratio of vehicular speed in congested (loaded network) conditions versus free flow conditions. The data is derived from the SRTC 2040 No-Build travel demand model. This criterion measures the percent of the corridor that is less than the SI threshold of 0.8 (20% or lower speed in loaded network conditions versus free flow conditions).

Bridges – the number of functionally obsolete (FO) and structurally deficient (SD) bridges in the corridor.

Map 4.5 Transit Priority (HPTN) Network



RESULTS

The priority networks and other criteria described above were used to identify important corridors for further analysis. Urban Transportation Corridors (UTCs) are corridors that are suitable for multi-modal travel and can accommodate new mixed-use development. Regional scale investments (e.g. High Performance Transit, bike lanes, pedestrian facilities) are appropriate for UTCs. The top UTCs have been identified for evaluation of their future economic development and land use potential in the Horizon 2040 Planning Program (see the Financially Constrained Programs section in this chapter). The corridors are not exclusive and do not preclude the opportunity for funding through regional processes. However, the intent of Horizon 2040 is to identify the highest priority UTCs that can be funded with the limited revenues available.

Investments in these corridors should be appropriate to the type of connectivity they provide and the character of the surrounding area. HPT network elements are seen as complementary in urban corridors while more neighborhood-scale transit services may be more appropriate in other areas. STA has defined the HPT network consistent with this approach. HPT Blue lines are intended for high volume and higher speed facilities such as Interstate 90 and US 395 North Spokane Corridor. Red and Green lines are more appropriate for UTCs.

The preliminary draft list of the top UTCs as a result of the screening process is listed in **Table 4.1** and illustrated in **Map 4.6**.

Table 4.1 Horizon 2040 Top Urban Transportation Corridors

Urban Corridors
Division St-Ruby St-Browne St
Sprague Ave-Appleway Ave
Monroe St-Grand Blvd-29th Ave-Regal St
Central City Corridor: Browne’s Addition-Downtown Central Business District-University District-Gonzaga University-Logan Neighborhood-Mission Ave-Spokane Community College

LAND USE SCENARIOS

Three land use scenarios were examined in the development of Horizon 2040 to provide perspective for the public, land use planners and regional decision makers. As described earlier in this plan, the correlation of land use and transportation is important to consider not only when planning for future investments but also when considering the long term impact of projects on regional economic vitality and quality of life. The three scenarios are Adopted Growth, Focused Growth and Dispersed Growth:

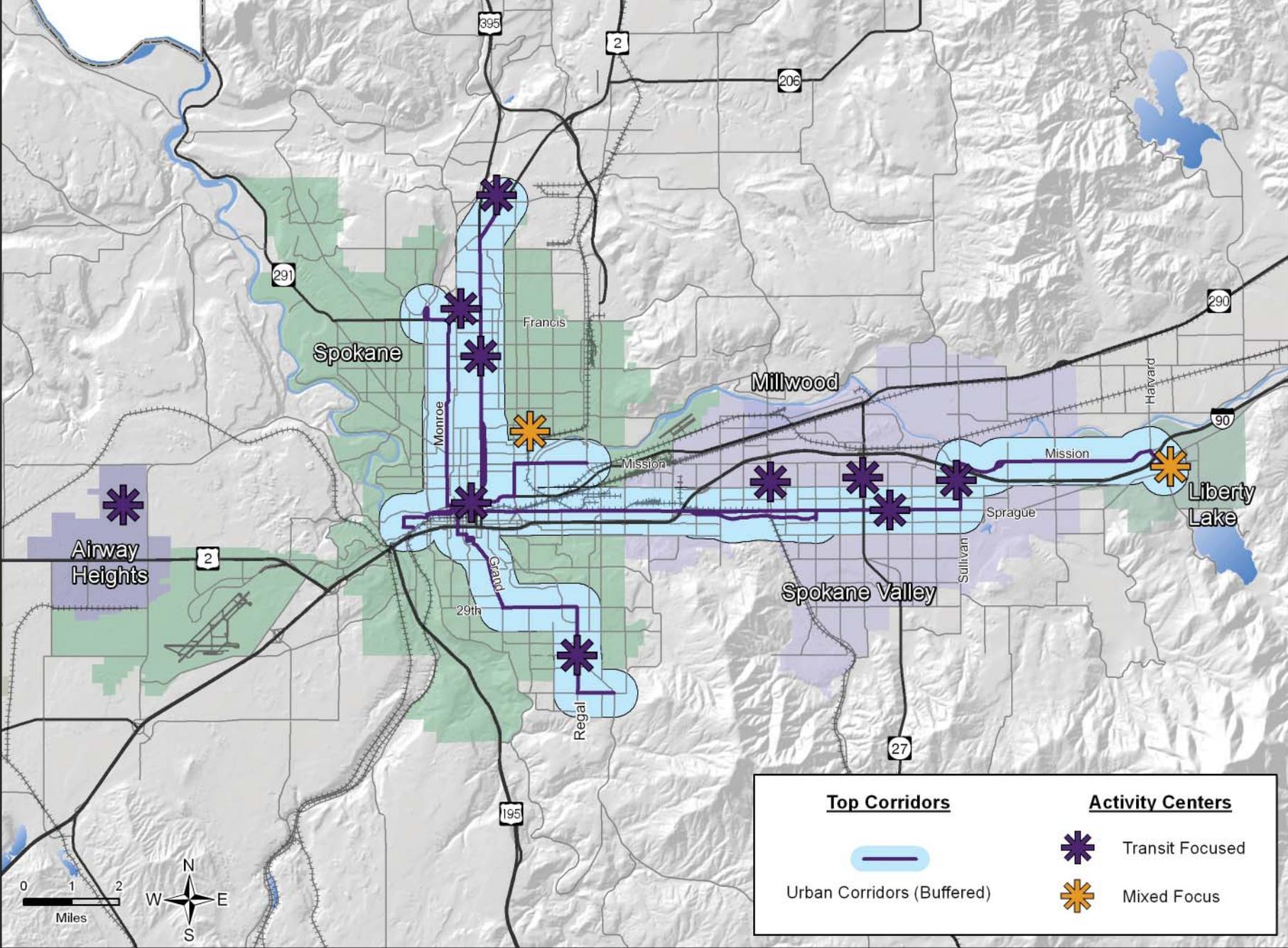
Adopted Growth Scenario

This scenario is the Board adopted population and employment growth forecast for Spokane County, as previously described in Chapter 3. The methodology and assumptions used to develop the adopted growth projections are detailed in **Appendix B**.

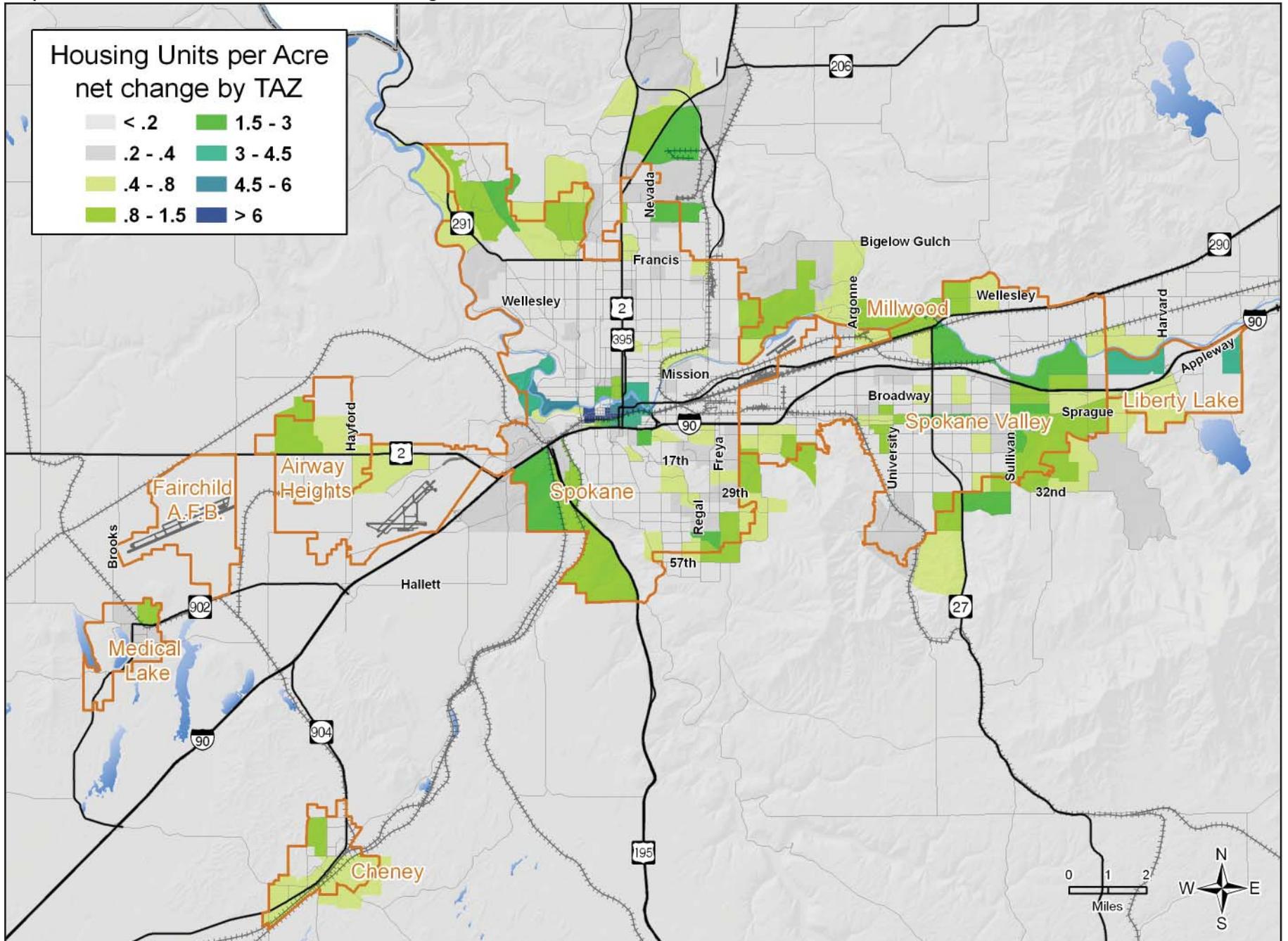
Focused Growth Scenario

For purposes of comparison, an alternate scenario was created that targeted greater concentrations of housing (**Map 4.7**), employment (**Map 4.8**) and mixed-use growth around the Horizon 2040 top transportation corridors and employment activity centers. This is the Focused Growth Scenario.

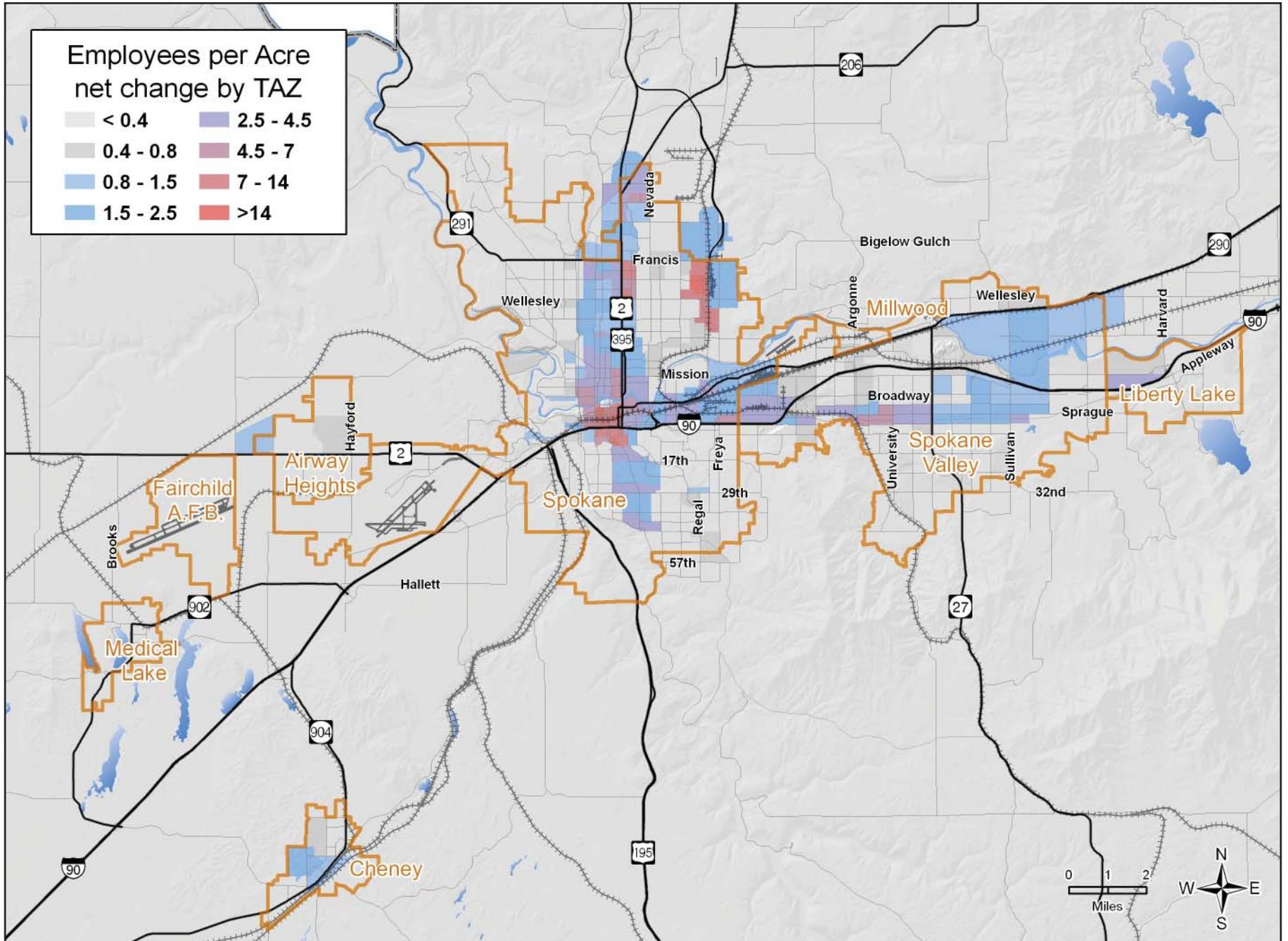
Map 4.6 Top Urban Transportation Corridors



Map 4.7 2010-2040 Focused Growth Scenario – Housing Units



Map 4.8 2010-2040 Focused Growth Scenario – Employment



The Focused Growth Scenario resulted in reduced vehicle miles traveled (-1%) and vehicle hours of travel (-5%), increased transit usage (+14%), and an increase in walking and bicycling (+1%) in 2040, as compared to the Adopted Growth Scenario.

Dispersed Growth Scenario

An alternate land use scenario was developed to analyze the regional transportation impacts of increased population and employment growth in outlying areas, especially along the periphery of the urbanized area (see **Maps 4.9** and **4.10**). This is the Dispersed Growth Scenario.

The Dispersed Growth Scenario results in an increase in total vehicle and person trips (1%), VMT (8%), and VHT (4%) in 2040. Conversely, transit ridership is projected to grow significantly less (-10%), with fewer people walking or biking (-5%) as compared to the adopted growth scenario. This scenario illustrates the significant impact of less concentrated growth on travel behavior in the region.

For more detail about the Board adopted land use (population and employment) projections, as well as the additional land use alternatives examined in the scenario analysis process, please see **Appendix B**.

FINANCIAL SCENARIOS

As detailed in the previous subsections, opportunities to invest in specific urban transportation and freight corridors in support of regional economic vitality and quality of life were explored. This chapter identifies specific strategies to capitalize on these opportunities and overcome the transportation-related challenges. In order to implement these strategies, the following Financial Plan section describes how the region can derive the funding to pay for the necessary transportation investments.

Financial Plan

This section identifies funding mechanisms and types of revenue available for the transportation improvements listed in this plan. These mechanisms include sources provided through local, state and federal funding programs. The purpose of the financial analysis is to forecast what funding may be reasonably available during the planning period of Horizon 2040 and to demonstrate that the projects and programs in Horizon 2040 can be implemented within this financial constraint. There are a variety of approaches that can be taken to develop what may be reasonably available during the next 27 years.

Several financial scenarios were explored for Horizon 2040. For the development of the funding forecasts, SRTC examined historical growth rates for various revenue streams used to support transportation operations, maintenance, preservation, improvements and capital investments for the years 2000 through 2011. The information was obtained from a variety of sources such as the Washington State Auditor's Office (SAO) Local Government Finance Reporting System³, SAO Audit Reports⁴ and the WSDOT Transportation Revenue and Expenditures by County 2000-2011.⁵ The latest reports from the Washington State Transportation Revenue Forecast Council⁶ and the State Legislature's Joint Transportation Committee⁷ were also reviewed and used in support of these financial forecasts.

To forecast expenditures, project costs in Horizon 2040 are

3 <http://portal.sao.wa.gov/LGCS/Reports/Default.aspx>

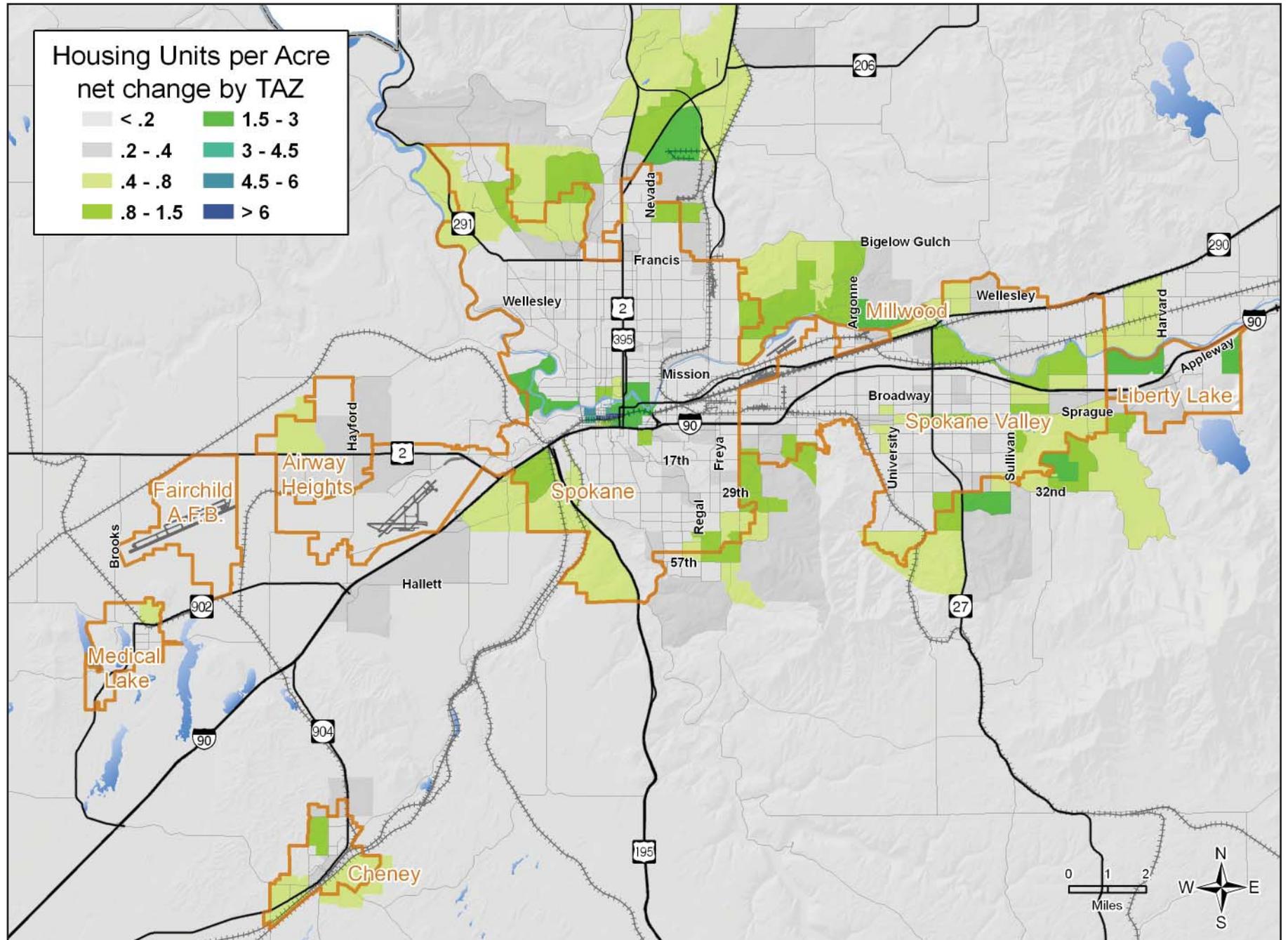
4 <http://www.sao.wa.gov/EN/Audits/Pages/Search/AuditReportSearch.aspx>

5 <http://www.wsdot.wa.gov/Finance/default.htm>

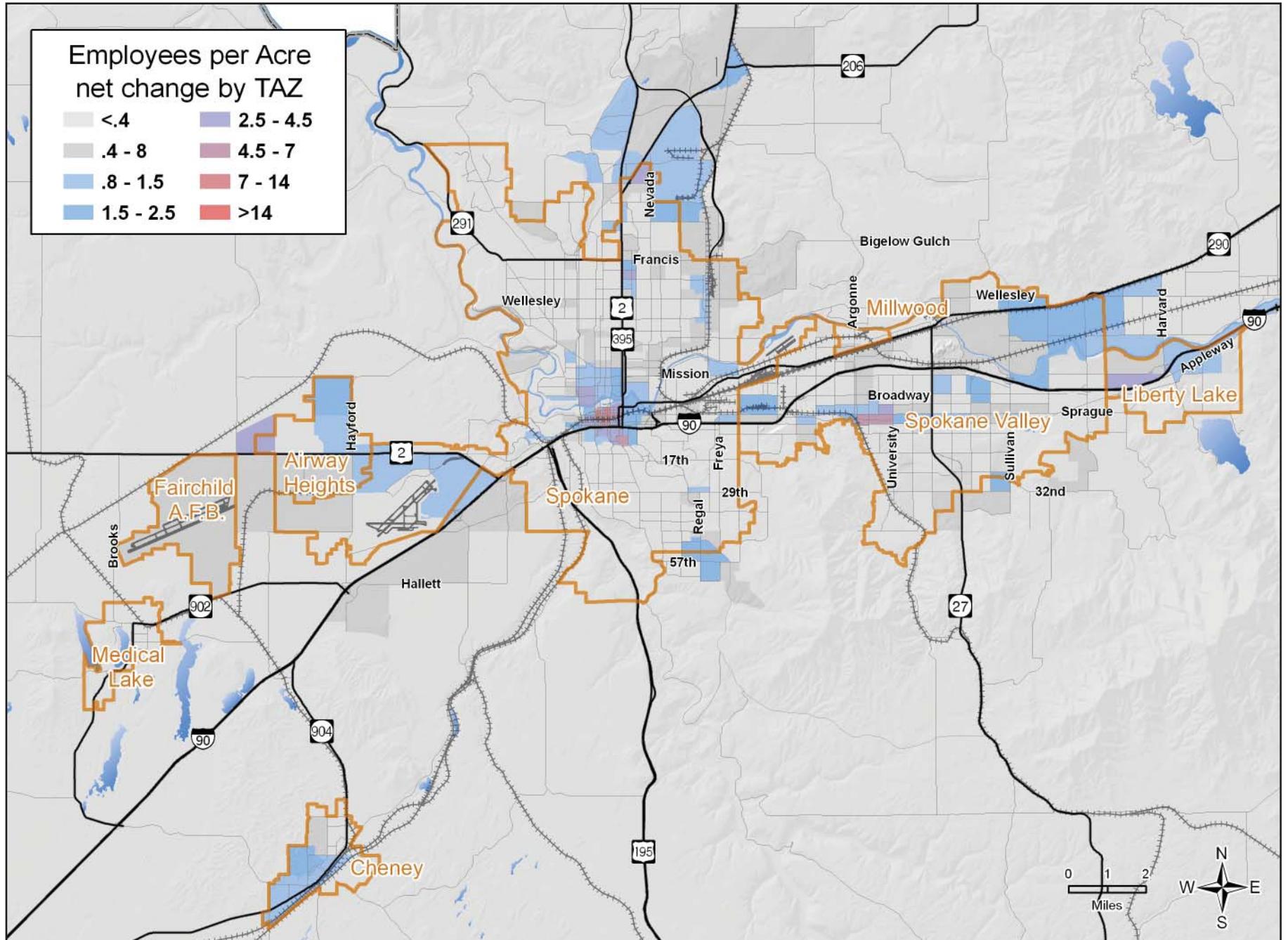
6 http://www.wstc.wa.gov/documents/2013_03_SummaryDocumentVOLI.pdf and <http://www.wsdot.wa.gov/NR/rdonlyres/F66947DF-7FC0-4606-994F-4637A60C43A3/0/Reve..>

7 <http://www.leg.wa.gov/JTC/trm/Pages/TransportationResourceManualFebruary2013Update.aspx>

Map 4.9 2010-2040 Dispersed Growth Scenario – Housing Units



Map 4.10 2010-2040 Dispersed Growth Scenario – Employment



presented in Year of Expenditure (YOE) dollars using WSDOT's cost index. Many of the same sources listed above were also consulted for projecting transportation expenditures. The financial scenarios are further explained under the following Financial Capacity Analysis section.

This analysis should in no way be construed to be an actual forecast of individual programs or projects, but rather an order of magnitude analysis of funds that could be reasonably available for transportation investments during the planning years of Horizon 2040. Local jurisdictions, WSDOT, and the Washington State Office of Financial Management prepare and release forecasts of revenues and expenditures and should be consulted during the actual development of projects and programs unique to their area of expertise or for a specific funding program. Please see **Appendix C** for a more complete description of the sources, assumptions and methodologies used for the development of the Horizon 2040 Financial Plan.

Least Cost Planning

Horizon 2040 incorporates Least Cost Planning (LCP) in the financial plan and scenario analysis process in order to develop the most efficient and effective strategies. LCP can be defined as "a process of comparing direct and indirect costs of demand and supply options to meet transportation goals, policies or both, where the intent of the process is to identify the most cost-effective mix of options."⁸ While not every program or project considered for Horizon 2040 has undergone an economic analysis, many have been evaluated as part of other planning processes or funding opportunities. For example, the freight mobility projects from the Inland Pacific Hub study underwent an extensive benefit-cost analysis and economic

8 2009 Oregon Legislature in the Jobs and Transportation Act (House Bill 2001)

impact analysis. Also, projects submitted for SRTC-facilitated calls for projects are required to include information on economic benefit, collision savings and air quality benefit among other efficiency or effectiveness measures. This LCP approach is consistent with the Horizon 2040 Guiding Principle 3: Stewardship.

Financial Capacity Analysis and Assumptions

SRTC staff, in coordination with WSDOT and STA, developed the financial forecasts for local, state and federal revenue sources based on historical data trends. The types of funding that were tracked for local funding forecasts included local property taxes, gas tax, special levies, State Highway Distribution Accounts, and Federal Surface Transportation Program funding. Washington State Department of Transportation provided revenue forecasts which assumed a similar historical investment level for the planning horizon. Spokane Transit also provided forecasts based on historical trends in Section 5307 funding and transit sales tax revenues.

A multi-year rolling average approach proved to be misleading due to anomalies in funds for several years from non-recurring funding such as the American Recovery and Reinvestment Act (ARRA) of 2009 and the Transportation Investment Generating Economic Recovery (TIGER) discretionary grant program. Instead, SRTC analyzed several year bands that reflected more typical funding levels. These averages were then compared to information from the Washington State Transportation Revenue Forecast Council⁹ to develop reasonable growth forecasts. This approach provides a level of predictability about sustaining the historical percentages of funding from local, state and federal sources. It also takes into account that while annual performance may vary by year and funding source, the overall funding levels should be fairly reliable.

9 <http://www.ofm.wa.gov/budget/info/transportationrevenue.asp>

Funding analysis covered revenues and expenditures by category from 2000-2011, with forecasts to 2040 consistent with the planning horizon.

The financial capacity analysis for future years assumes that existing revenue streams will remain in the future, even though they may be named or categorized differently by future legislative actions. In addition, it is assumed that local options available to the region are reasonably available for future use, unless they have been rejected by voters on three separate occasions, after which they would be considered unlikely to be available in the foreseeable future. There are a few local options that may be considered for use during the next twenty years. Those include: local vehicle registration fees, local option sales tax, and exercising the remaining three tenths of one percent of the local option sales tax for public transportation.

While evaluating the ability to adequately fund the regional transportation system through 2040, SRTC considered the region's financial performance over the past 12 years using information obtained through the Washington State Auditor's Local Government Financial Reporting System¹⁰ and information compiled by WSDOT's Budget and Financial Analysis Office. Even with the significant historical financial data available, there is a large degree of uncertainty in projecting available resources over a 27-year period of time.

The following financial scenarios were developed to provide a broad perspective for the long range forecast of potential revenues for the region:

1. A more conservative scenario of reasonably available revenue was developed to address concerns about the sustainability and

¹⁰ <http://www.sao.wa.gov/applications/lgfrs/>

longevity of specific funding sources, specifically at the Federal level.

2. A financial scenario based on historic funding trends, including growth rates for local, state and federal funding similar to what was seen from 2000 to 2011.
3. A scenario that included new local revenue options, such as an additional three tenths of one percent sales tax (RCW 82.14.045) for Spokane Transit, the High Capacity Transportation tax (RCW 81.104.140-170), a commercial parking tax (RCW 82.80.030), and a countywide transportation benefit district (RCW 36.73).

The financial scenarios were presented to the SRTC Board and committees for consideration. As a result of these discussions, the SRTC Policy Board provided staff with guidance on developing a final financial scenario for Horizon 2040. The recommended financial scenario for transportation revenues projects nearly \$10.9 billion in reasonably available funding for the years 2014-2040. This forecast is based on the aforementioned historic trends and growth rates developed in coordination with WSDOT and STA. This scenario includes an additional three tenths of one percent in sales tax revenue for Spokane Transit with assumptions for federal funding and state grants. The revenue forecasts and assumptions used to develop these projections for local jurisdictions, WSDOT and STA are listed in the following subsections.

Spokane County and Cities

As stated previously, SRTC staff examined averages over several year bands for the period of 2000-2011. Jurisdictions within Spokane County, as a group, reported an average of \$81 million per year from various dedicated transportation revenue sources. Local, state and federal revenues for local jurisdictions are projected to increase by 1% annually. Local funds (including state and federal funds

distributed to the region and local jurisdictions) are expected to be one of the largest sources of transportation revenue for the region through the planning horizon. **Table 4.2** provides the forecasted regional and local revenues by source from 2014 through the year 2040.

Table 4.2 Percentage of Forecasted Revenue by Source 2010-2040

Regional and Local		Projected Revenues 2014-2040	% of Total funding
Regional (SRTC)	STP	\$216,500,000	5%
	CMAQ	\$44,700,000	1%
	TAP	\$23,800,000	1%
Local	Local	\$2,504,800,000	63%
	State	\$774,600,000	20%
	Federal	\$405,400,000	10%
Total		\$3,969,800,000	100%

Please see **Appendix C** for more detail about local, state and federal revenue sources. State and federal funding to the region has been relatively constant with the exception of the American Recovery and Reinvestment Act (ARRA) of 2009 and the Transportation Investment Generating Economic Recovery (TIGER) discretionary grant program. The overall amounts, however, have a small impact on the forecast of future funding since the funds are allocated to specific projects, and are not available to support the overall regional transportation needs identified in this plan.

Table 4.3 provides the reasonable revenue for local jurisdictions as a group in the Spokane Metropolitan Planning Area during the planning horizon. No attempt has been made to disaggregate the forecast to the individual jurisdiction level as a part of Horizon 2040.

Washington State Department of Transportation

For the period 2003-2012, Washington State Department of Transportation (WSDOT) Eastern Region reported receiving \$855 million in funding specific to Spokane County during the 10-year period. WSDOT received an average of nearly \$86 million a year in funding for operations, maintenance and projects in Spokane County. Since WSDOT budgets are based on priority programming and legislative actions rather than direct allocations through distribution formulas by geographic area, historical investment trends are used to establish a baseline forecast. As indicated previously, statewide increases in gas tax or vehicle registration fees do not directly impact the level of funding to the Spokane Metropolitan Planning Area.

Given the above factors, it is difficult to assess what funding will be available for WSDOT to meet the transportation needs in Spokane County during the 27-year horizon of the plan. WSDOT has, at their discretion, the ability to advance or delay projects contained in existing programs in order to meet financial constraints brought about by the impacts of inflation, project scope changes, or the lack of anticipated revenues. As a result of these and a multitude of other factors, WSDOT has calculated the average annual transportation investments in Spokane County and extrapolated that investment through 2040. WSDOT has forecasted an annual 2.5% growth in revenues and a 2% annual increase in M&O and preservation expenditures.

Federal funding to WSDOT is not anticipated to change measurably during the planning period of Horizon 2040. Federal program funding levels have seen a marked increase in the past five years. However, unless the Highway Trust fund is replenished through new revenue sources, it is expected the federal share will remain a

minimal part of the overall WSDOT budget. Direct appropriations to specific projects such as the North Spokane Corridor, which are difficult to predict, will most likely provide significant changes to the Federal revenue forecasts during the planning horizon. An assumption for more than \$1.7 billion in funding specific to the NSC is included in the WSDOT revenue projections. This is deemed a reasonable assumption due to the success of the region over the last decade in receiving state and federal funding for the project.

Within Spokane County, WSDOT is expected to maintain or increase their proportionate share of funding in relation to other regions within the State of Washington. While they are expected to benefit from the same increase in population and employment, it is anticipated that other areas around the State, such as the Puget Sound region, the City of Vancouver, and the Tri-Cities will grow as well. As such, rolling averages of historical funding levels have been extrapolated to 2040 to derive a reasonable estimate of funding to support their operations, maintenance and capital improvements through the plan's 27-year planning horizon.

Table 4.3 provides an estimate of reasonably anticipated revenues for the Spokane Metropolitan Planning Area during the planning horizon. Please see **Appendix C** for more detail on WSDOT's revenue sources.

Spokane Transit Authority

Public transportation in Spokane County is supported primarily through a local option sales tax, Federal Transit Administration (FTA) funding and fare revenue. The local option sales tax, currently set at six tenths of one percent, is a voter approved sales tax within the Public Transportation Benefit Area (PTBA) managed by Spokane Transit Authority (STA). The FTA funding requires a

local contribution that varies based on how the funds are to be used (capital, preventive maintenance, etc.). STA's local match for federal funding is derived primarily from fare box revenue and the local option sales tax revenue. Please see **Appendix C** for more detail on Spokane Transit's funding sources.

In accordance with FTA Circular 7008.1A, dated January 30, 2002, it has been determined that STA has the financial capacity to carry out the capital, operating, planning and maintenance activities listed in the short term. FTA, in its 2011 Triennial Review, found STA to be in full compliance with its requirements for financial capacity. Financial capacity includes two measures: (1) financial condition and (2) financial capability which includes the ability to fund current capital projects in addition to ongoing operations from projected revenues.

Financial Condition

The positive finding on STA's financial condition is based on the Washington State Auditor's office report on STA's financial statements, containing an unqualified opinion for 2011. STA's adopted 2013 budget further illustrates STA's positive financial condition. STA has adopted a policy to operate on a pay-as-you-go basis; the agency will not incur debt or agree to other financial commitments beyond the balance of current or projected revenue. It also has a designated reserve equal to 15% of estimated annual operating expenses, a catastrophic self-insurance reserve of \$5.5 million, and a right of way acquisition reserve of \$4.95 million for total reserves of \$19.7 million.

However, since sales tax (which fluctuates over time) is STA's primary dedicated source of local revenue, there are concerns about STA's ability to maintain current levels of service over the

long term. STA and other local governments in the region continue to experience unpredictability in sales tax revenues due to current economic conditions. Without new revenue by 2018, STA will not be able to continue its operations at current service levels.

One option for additional revenues is to increase the sales tax rate. With STA currently receiving six tenths of one percent in sales tax, STA still has the capacity to increase this rate by three tenths of one percent (for a total of nine tenths of one percent). Voter approval would be required to implement any of this additional capacity.

Financial Capability

STA has the financial capability to meet future annual operating and maintenance and capital costs in the short term. STA's estimates of future financial capability are based on projections of financial activity from 2014 through 2040. These projections were developed in cooperation with STA. For Horizon 2040, the following assumptions were used:

- Sales tax revenue will grow 1% each year from 2014 to 2016 and 2% per year for 2017 and beyond.
- FTA Section 5307 federal preventive maintenance funding will be maximized throughout the projection period.
- Fare increases are anticipated in 2015, 2018, and in later years.
- Revenue and expenditures for 2014-2026 are projected based on STA Board adopted assumptions and planned capital projects.
- Revenue and expenditures for 2027-2040 are projected based on an average 2.5% inflation rate.
- Capital expenditures for 2027-2040 are based on the average of actual and planned capital expenditures from 2014-2026.
- Section 5309 Small Starts, state regional mobility grants,

and CMAQ funding are assumed for some of the capital expenditures.

- All local capital expenditures represent replacement capital costs. Specific capital projects, such as the Central City Line and park & rides are listed in **Tables 4.10** through **4.12**.

Horizon 2040 anticipates STA will maintain the six tenths of one percent local option sales tax to support capital, operations and maintenance activities. Additionally, an increase in the local option sales tax will need to be approved by the voters between now and 2018 in order to generate enough revenues to pay for future transit operations and maintenance at the current level of service.

While tax increases are not guaranteed, the region's voters have an established record of supporting ballot measures for transit suggesting that a modest increase in the local option sales tax to support transit capital and operation expenditures is reasonable to assume. Out of the five transit revenue related votes held in the Spokane area, four have passed with more than 60% of voters in favor. The only failed vote took place in 2002, where 52% of voters turned down the proposal to increase the sales tax. However, in 2004 69% of voters approved three tenths of a percent increase in sales tax to bring the tax rate to its current level.

Table 4.3 provides the reasonably available financial resources from the recommended financial scenario during the horizon of the plan.

Table 4.4 provides the breakdown by revenue source.

Table 4.3 Reasonably Available Revenues 2014-2040

	2014-2020	2021-2030	2031-2040	Total
Local & Regional*	\$944,100,000	\$1,447,700,000	\$1,578,000,000	\$3,969,800,000
STA	\$691,600,000	\$1,200,000,000	\$1,540,000,000	\$3,431,600,000
WSDOT	\$719,600,000	\$1,240,400,000	\$1,502,200,000	\$3,462,200,000
Total	\$2,355,300,000	\$3,888,100,000	\$4,620,200,000	\$10,863,600,000

*Includes State and Federal funds that are directly distributed to the region and local jurisdictions.

Table 4.4 2014-2040 Revenues by Source

All	Projected Revenues 2014-2040	% of Total Funding
Regional	\$285,000,000	3%
Local	\$3,684,800,000	34%
STA	\$3,431,600,000	32%
WSDOT	\$3,462,200,000	32%
Total	\$10,863,600,000	100%

Expenditures

For the purpose of this plan, expenditures include transportation capital costs and operations, maintenance and preservation costs for the Spokane metropolitan planning area. The past 12 years of expenditures have been analyzed and the average increase or decrease for multi-year bands during this period have been examined to determine appropriate rates of growth for the forecasted amounts. As described in Chapters 2 and 3, funding for operations, maintenance and preservation activities has not kept up with demand and there is a significant backlog of deferred maintenance.

Projects of Regional Significance

Horizon 2040, as the metropolitan transportation plan for the Spokane metropolitan planning area, must include transportation

projects of regional significance.¹¹ Regionally significant projects must be included in the TIP, MTP and added to the transportation demand model for purposes of air quality conformity. SRTC classifies a transportation project as regionally significant if the project:

1. Cannot be grouped in the TIP and/or State TIP (STIP)¹², and/or it is not listed as an exempt project type in the Environmental Protection Agency's (EPA's) regional air quality conformity regulation (40 C.F.R. part 93)¹³; and
2. Is on a facility which serves regional transportation needs (federally classified as a principal arterial or higher) and alters the number of through-lanes for motor vehicles, or impacts a freeway or freeway interchange (other than maintenance projects); or
3. Is a new or extended fixed guideway transit service (dedicated bus lanes, vehicle track or wires) or capital expenditures related to a new fixed-route transit service on a facility which serves regional transportation needs (federally classified as principal arterial or higher); or
4. Is determined by the SRTC Policy Board in consultation with the Interagency Consultation Group (see Chapter 1, page 1-9) to be regionally significant or have the potential for adverse emissions impacts for any reason.

¹¹ The federal definition for regionally significant is defined in 23 C.F.R. § 450.104.

¹² U.S.C. 135(g)(4)(C)(ii) states that projects that are categorically excluded from the National Environmental Policy Act (NEPA) process and are not regionally significant can either be identified individually or grouped with other projects of the same funding source in the STIP.

¹³ 40 CFR § 93.126 states that certain highway and transit projects are exempt from conformity requirements (highway safety, transit, bike and pedestrian facilities, travel demand management programs, and other activities that do not lead directly to construction of a project), unless it is determined by the Interagency Consultation group that the project it has potentially adverse emissions impacts for any reason. 40 CFR § 93.127 identifies several project types that are exempt from regional emissions analysis (intersection channelization or signalization, interchange reconfiguration, transit terminals, weigh stations, and changes in alignment), unless it is determined by the Interagency Consultation group that the project it has potentially adverse emissions impacts for any reason.

SRTC is responsible for determining whether or not a project is regionally significant. Project sponsors are responsible for providing the necessary project information to SRTC in order to make the determination on regional significance. It is important to note that although a project may not meet the definition of regionally significant, that does not infer anything about the importance of the project to the region, nor does it impact the project’s ability to receive future federal or state grants. The purpose of defining projects as regionally significant is to ensure that all projects that could impact air quality conformity are analyzed.

One example of a project that would not meet the definition of regionally significant, but is considered a regional priority project is the completion of the Fish Lake Trail. The project is a bicycle and pedestrian facility, which is exempt from transportation conformity requirements; however, the project is also a listed on the SRTC Policy Board’s 2012 Regional Project Priorities. The Horizon 2040 regionally significant projects are detailed in the Financially Constrained Project List, **Tables 4.10** through **4.12**.

Projected Expenditures

The capital costs for transportation projects in Horizon 2040 are expressed in year of expenditure dollars. Local operations, maintenance and preservation expenditures are forecasted to increase an average of approximately 1% annually. **Table 4.5** summarizes the forecasted expenditures for the period of 2014-2040.

Table 4.5 Forecasted Expenditures 2014-2040

	2014-2020	2021-2030	2031-2040	Total
Local & Regional	\$944,100,000	\$1,447,700,000	\$1,578,000,000	\$3,969,800,000
STA	\$691,600,000	\$1,200,000,000	\$1,540,000,000	\$3,431,600,000
WSDOT	\$719,600,000	\$1,240,400,000	\$1,502,200,000	\$3,462,200,000
Total	\$2,355,300,000	\$3,888,100,000	\$4,620,200,000	\$10,863,600,000

Financial Constraint

The financial analysis developed for Horizon 2040 indicates that the current and future funding resources are sufficient to support the planned expenditures in the plan. **Therefore, Horizon 2040 demonstrates financial constraint.** For the planning period of 2014-2040, expenditures for transportation operations, maintenance, preservation, improvements and capital investments in Spokane County are estimated at \$10,863,600,000. For the same planning period, the regional revenue estimate is \$10,863,600,000. This plan reflects annual revenue growth at approximately a 2.5% rate for STA, 2.5% for WSDOT and 1% for local, state and federal revenues for the horizon of the plan.

While forecasted revenues are generally balanced with planned expenditures, it is anticipated that local jurisdictions will need to identify local options for street and road improvements. For example, the projected revenues do not fund road and bridge maintenance and preservation at a state of good repair. One option to increase revenue above the forecasted level could be a regional transportation benefit district (TBD). As previously mentioned, the City of Spokane has formed a TBD and several other jurisdictions are exploring the revenue mechanism. Discussions about the formation of a regional TBD are ongoing. Other options have been explored or implemented in the past to provide funding for

improvements. In 2004, voters in the City of Spokane passed an \$117,351,000 street bond to pay for a 10-year construction plan that will repair approximately 110 miles of Spokane streets. Bond project construction started in 2005 and will be complete in 2015. The bonds are paid for by an increase in property tax estimated at \$68 per year for a \$100,000 home for 20 years, or approximately \$5.67 per month.

For public transportation, long-term financial projections are challenging because much can change. For the purposes of this plan, the local option sales tax will require a 3/10ths of one percent increase to 9/10ths from the current 6/10ths. A sales tax increase requires voter approval by 2018 for revenues to cover the costs of operations and maintenance at the current level of service. In addition to the Central City Transit Project, the local capital projects that are included have been programmed in STA’s adopted 2013-2018 Capital Improvement Plan.¹⁴ For projects beyond 2018, planning-level estimates have been used.

Revenue in comparison to the estimated financial expenditures during the same time period shows a near break-even position during the planning horizon. Based on historical data derived from cities, WSDOT, STA, and Spokane County, total forecasted expenditures for transportation operations and maintenance are estimated at \$4.9 billion and preservation at \$2.5 billion. Based on forecasted revenues, this leaves approximately \$2.3 billion in available capital construction funding during the planning horizon. There is also nearly \$1.1 billion for local programs targeted for 2014-2040. These projects and programs are identified in the Preferred Scenario section of this chapter.

¹⁴ <http://www.spokanetransit.com/about-sta/view/capital-improvement-program>

Based on this financial analysis, Horizon 2040 is financially constrained to ensure the programs and projects identified have the potential for being implemented during the planning horizon. The projected revenues and expenditures are listed in **Table 4.6**. To be proactive and limit the decline in transportation system performance, it is important that jurisdictions collectively work to construct projects that meet the priority transportation needs identified in this plan. The key to the success of Horizon 2040 is to strategically invest in projects and programs that meet the Guiding Principles and Policies and that help achieve the Strategies listed in the following section.

Table 4.6 Forecasted Revenues and Expenditures 2014-2040

	Short Term 2014-2020	Mid Term 2021-2030	Long Term 2031-2040	Total
Revenues	\$2,355,300,000	\$3,888,100,000	\$4,620,200,000	\$10,863,600,000
Expenditures	\$2,355,300,000	\$3,888,100,000	\$4,620,200,000	\$10,863,600,000
Balance	\$0	\$0	\$0	\$0

Strategies

Per Federal regulations¹⁵ the transportation plan must include both long-range and short-range strategies/actions that lead to the development of an integrated multimodal transportation system to facilitate the safe and efficient movement of people and goods in addressing current and future transportation demand. In order to develop the Horizon 2040 strategies, SRTC conducted an in-depth analysis process evaluating several scenarios for providing solutions and capitalizing on opportunities in our region. The scenario analysis is described in detail earlier in this chapter. The strategies are the outcome of the analysis as well as extensive public outreach and coordination with member jurisdictions that

¹⁵ § 450.322 Development and content of the metropolitan transportation plan (b)

has been continuous throughout the development of Horizon 2040. The following section summarizes the Horizon 2040 strategies:

Strategy 1: Transportation System Management and Operations

Horizon 2040 emphasizes the operation, maintenance and preservation of the region’s existing transportation networks. The highest priority is addressing the backlog of deferred maintenance activities due to the cumulative nature and exponential costs associated with delaying these vital activities. Also, with the changing demographics and evolving travel behavior of Spokane County residents, ensuring the continued operation of effective public transportation in the region is crucial. Transportation System Management and Operations (TSMO) strategies will aid in implementing cost effective solutions for ensuring the efficiency of our existing transportation systems.

As detailed in this plan, Intelligent Transportation Systems (ITS) are an effective component of TSMO. With the completion of the Spokane Region ITS Plan, the region has a prioritized list of TSMO investments that will assist in improving mobility, accessibility and safety while enhancing multimodal travel options. The plan includes key investments in traffic control, traveler information, weather operations, incident management, communications infrastructure and data management, and public transportation.

Horizon 2040 will implement **Strategy 1** by:

- Allocating nearly \$3.9 billion for maintenance, operations and preservation of the regional street and bridge network
- Allocating more than \$2.9 billion for the operations and maintenance of the regional public transportation system
- Prioritizing projects that address reducing the regional backlog of preservation activities and demonstrate approaches to eliminating deferred maintenance

- Placing a priority on projects that implement the Spokane Region ITS Plan

Strategy 2: Transportation Demand Management

Horizon 2040 places a priority on maximizing the utility of current transportation systems using cost-effective approaches such as Transportation Demand Management (TDM) and Intelligent Transportation Systems (ITS).

As described earlier in Horizon 2040, TDM is a program of projects, programs and services aimed at reducing the demand on vehicular facilities. TDM strategies include encouraging the use of alternatives to the single-occupant vehicle such as carpools, vanpools, public transit, biking, and walking. Alternative work-hour programs such as the compressed work week, flextime, and telecommuting are also TDM approaches. Other strategies include parking management tactics such as preferential parking for carpools and variable parking pricing. The Spokane County Commute Trip Reduction (CTR) program implements these types of services and also provides information and education resources to the traveling public.

WSDOT also employs TDM on a regional and statewide basis:

Education, promotion and outreach: encourage voluntary changes in commuter behavior through awareness of existing options and incentives to drive less or shift travel plans.

Ridematching services and information: help riders organize carpools and vanpools or find one time rides.

Employer programs and incentives: offer employee bicycle parking and showers, ridematching services, subsidized transit passes and the option to telework or use flexible work scheduling. Workplace programs invest about \$16 for every dollar WSDOT invests.

Land-use collaboration and coordination: connects roads and bike/pedestrian paths and supports high-density, mixed-use development near transit.

User fees (e.g., freeway tolling, priced parking): encourage commuters and travelers to make efficient transportation choices, shifting demand to alternate modes, routes or times.¹⁶

TDM strategies often provide a cost-effective solution for travelers as compared to capital projects. TDM programs can provide lower cost options than driving alone, resulting in time savings at a higher benefit to cost ratio. The air quality benefit of TDM can be as high as four times greater than traffic flow or capacity projects.¹⁷

Horizon 2040 will implement **Strategy 2** by:

- Maintaining current funding for the Spokane County Commute Trip Reduction Program
- Encouraging programs that develop and deploy additional TDM approaches within Spokane County

Strategy 3: Cost-effective transportation investments

Strongly encouraging the use of innovative techniques for the cost-efficient engineering and construction of transportation projects using high quality, long lasting materials.

Horizon 2040 will implement **Strategy 3** by:

- Including scoring criteria for innovative approaches to cost-effective design and construction of transportation projects in all future calls for projects

¹⁶ Demand Management: A Primer for Planners and Engineers. WSDOT. <http://www.wsdot.wa.gov/choices/demand>

¹⁷ Transportation Research Board. The Congestion Mitigation Air Quality Improvement Program: Assessing Ten Years of Experience. Special Report 264. National Academies, 2002.

- Allocating funding for the development and implementation of a regional pavement management system
- Prioritizing investments that are implemented in, or directly impact, the Horizon 2040 top regional priority networks

Strategy 4: Transit investments to support economic vitality and enhance quality of life

Public transportation plays an important role in the economic vitality and quality of life of our region. Employers benefit from access to transit as it supports the recruitment and retention of employees and provides access for customers. Employees benefit from transit through reduced commute and parking costs.

Employers value access to transit, and this is reflected in the growth of jobs in transit supportive areas. The number of jobs in transit locations is growing, especially in high-skill sectors like knowledge-based industries. This suggests that there continues to be demand for infill locations, especially in downtowns and higher density employment centers. Therefore, there may be further opportunities for planners and policymakers to capitalize on this demand and work to encourage specific types of businesses to locate and expand near transit. This effort will require strong coordination between metropolitan planning organizations, regional economic development agencies, transit agencies, and local jurisdictions to enact policies that can support and encourage both existing and future employment uses in transit-rich locations.¹⁸

Public transit also plays a significant role in the vitality of rural areas in Spokane County and the surrounding communities including tribal reservations and trust lands. SRTC will continue to coordinate

¹⁸ Transit and Regional Economic Development. Center for Transit-Oriented Development (CTOD), 2011.

and assist services and programs that meet the strategies of the Spokane County coordinated Public Transit - Human Services Transportation Plan.

Horizon 2040 will implement **Strategy 4** by:

- Allocating more than \$2.9 billion for the operations and maintenance of the regional public transportation system
- Funding over \$94 million in capital investments for transit
- Supporting the continued planning for and implementation of the regional High Performance Transit Network
- Pursuing additional funding for tribal, small town and rural connector services to offset the local match requirements
- Targeting more than \$350 million for additional public transportation services, transit vehicle replacements, transit centers and other capital investments

Strategy 5: Safety and Security

The transportation investments in Horizon 2040 will support and enhance the safety and security of the regional networks and systems. Safety improvements should be targeted in the Horizon 2040 transportation corridors where identified deficiencies exist including higher rates of vehicular collisions as well as bicycle and pedestrian involved collisions. Security remains a top regional priority especially in relation to the vital transportation facilities involved in the high volume movement of people and freight: bridges, the NHS, transit facilities, airports and other intermodal hubs.

Horizon 2040 will implement **Strategy 5** by:

- Placing a priority on projects that improve the safety and security of the regional transportation network through scoring criteria in applications for funding

- Funding more than \$84 million in safety programs and projects over the period of the plan

Strategy 6: Protect the natural environment

Protecting the natural environment including air, soil and water quality will be a requirement for regional funding for all transportation projects.

Horizon 2040 will implement **Strategy 6** by:

- Requiring environmental protection and/or remediation activities be an integral component of all transportation projects submitted for regional calls for projects
- Ensure that Horizon 2040, both on a regional scale and at the project level, is in compliance with Federal and State Transportation Conformity and Air Quality Regulations

Strategy 7: Provide multimodal options region-wide

As mentioned earlier in this chapter, a bicycle priority network was developed that identifies existing and future bicycle facilities, including separated multi-use paths like the Centennial Trail as well as bike lanes, shared lanes and other bike appropriate facilities (see **Map 4.5**). Other bike priorities not listed on the map include several planning studies that may be undertaken by local jurisdictions.

As pointed out in the Corridor Screening section of this chapter, the pedestrian network is quite extensive in Spokane County, especially in the urbanized area. However, there is a significant amount of missing sidewalks in the region. Information gathered from local jurisdictions shows that there are nearly 1,600 miles of existing sidewalks but there could be another 4,900 if all streets had sidewalks on both sides. This is not feasible in some areas due to surface or right-of-way limitations and may not be necessary as

long as accessible pathways are ensured for all users. Installing sidewalks along both sides of every street would be prohibitively expensive.

Initial estimates indicate a minimal need for nearly 330 miles of sidewalks for infill, addressing gaps along at least the principal arterials in Spokane County. This adds up to a cost of nearly \$180 million. In the near future, SRTC will be coordinating the management of a pedestrian network inventory and be able to better evaluate the extent of the need. Therefore, there is not a pedestrian priority network map developed yet. However, the correlation of active transportation options to health and quality of life has been demonstrated throughout Horizon 2040.

Horizon 2040 will implement **Strategy 7** by:

- Targeting funding for bicycle and pedestrian network improvements at nearly \$10 million per year
- Prioritizing roadway projects that include multimodal elements
- Continuing to require Safe and Complete Streets Checklists are completed as related to the SRTC Safe and Complete Streets Policy
- Providing continued support for healthy transportation options through education programs and implementation projects

The above strategies directly link to the Horizon 2040 Guiding Principles and Policies (see **Chapter 1**). In developing the Horizon 2040 strategies, the goals and objectives were considered carefully. **Table 4.7** illustrates the correlation between the strategies and the Guiding Principles.

Table 4.7 Horizon 2040 Guiding Principles, Policies and Strategies

Guiding Principle	Policy	Strategies						
		S.1	S.2	S.3	S.4	S.5	S.6	S.7
1: ECONOMIC VITALITY	1a	✓	✓	✓	✓			✓
	1b	✓	✓		✓		✓	✓
	1c	✓	✓	✓	✓		✓	✓
	1d	✓	✓		✓		✓	✓
	1e	✓						
2: COOPERATION AND LEADERSHIP	2a							✓
	2b							✓
	2c		✓	✓	✓		✓	
	2d				✓			
	2e		✓	✓			✓	
	2f							
	2g							✓
3: STEWARDSHIP	3a		✓		✓		✓	✓
	3b	✓	✓	✓	✓	✓	✓	✓
	3c	✓	✓	✓	✓	✓		
	3d	✓	✓					✓
	3e							
	3f	✓	✓	✓	✓			
4: SYSTEM OPERATIONS, MAINTENANCE AND PRESERVATION	4a							
	4b	✓	✓	✓	✓			✓
	4c					✓		✓
	4d		✓		✓		✓	
5: SAFETY AND SECURITY	5a	✓				✓		
	5b					✓	✓	
	5c		✓			✓		✓
	5d	✓				✓		
	5e	✓		✓	✓	✓		

Table 4.7 Horizon 2040 Guiding Principles, Policies and Strategies (Cont')

Guiding Principle	Policy	Strategies						
		S.1	S.2	S.3	S.4	S.5	S.6	S.7
6: CHOICE AND MOBILITY	6a	✓			✓			✓
	6b	✓	✓		✓			✓
	6c				✓			
	6d				✓			✓
	6e				✓	✓		✓
	6f		✓		✓	✓	✓	✓
7: QUALITY OF LIFE	7a				✓			✓
	7b							✓
	7c		✓		✓	✓	✓	✓

As a result of the scenario analysis process, a preferred scenario of road, bridge, transit, pedestrian and bicycling investments as well as transportation demand management programs is recommended for implementation during the years 2014 through 2040.

Preferred Scenario

The Horizon 2040 Final Preferred Scenario includes road, bridge, transit, bike and pedestrian capital investments and programs, while recognizing the need for sustaining a level of operations, maintenance and preservation of the regional transportation system. The preferred scenario results in 5% less VMT (people driving shorter distances), no increase in VHT (people are not spending any more time than necessary in their cars), and 4% more transit trips compared to the No-Build scenario. The travel demand model analysis results for the projects in the preferred scenario are summarized in **Table 4.8** on the next page.

For the volume-to-capacity results from the model analysis, please see **Map 4.12**.

Projected revenues and expenditures for the Preferred Scenario are listed in **Table 4.9**.

Table 4.9 Horizon 2040 Preferred Scenario of Revenues and Expenditures

		Local	WSDOT	STA	Total
Revenues		\$3,969,800,000	\$3,462,200,000	\$3,431,600,000	\$10,863,600,000
Expenditures	Operations & Maintenance	\$1,004,100,000	\$907,800,000	\$2,986,800,000	\$4,898,700,000
	Preservation	\$2,004,200,000	\$517,800,000		\$2,522,000,000
	Regionally Significant Capital	\$181,800,000	\$2,036,600,000	\$94,400,000	\$2,312,800,000
	Programs	\$779,800,000		\$350,400,000	\$1,130,200,000
Balance		\$0	\$0	\$0	\$0

Road maintenance & operations and preservation activities are funded at more than \$3.8 billion for 2014-2040. Horizon 2040 establishes the regional system (essentially the designated National Highway System or NHS) in Spokane County as a priority for funding. Therefore, the funding facilitated by SRTC is targeted for the regional system, which includes principal arterials, highways and the interstate. Bridge maintenance, preservation and capital are only funded at \$669 million, far short of the current need of \$1.9 billion. *To reiterate, the projected revenues do not fund road and bridge maintenance and preservation at a state of good repair.* The specific regionally significant road and bridge capital projects are listed in **Tables 4.10** through **4.12**.

Funding for public transportation operations and maintenance is projected to be more than \$2.9 billion with capital investments and programs totaling about \$445 million from 2014-2040. The specific regionally significant transit capital projects are listed in **Tables 4.10** through **4.12**.

Table 4.8 Preferred Scenario Results

2010 Base vs. 2040 No-Build Scenario			2040 No-Build vs. 2040 Preferred (Build) Scenario	
2010 Base	Percent Increase	2040 No-Build	2040 No-Build	2040 Build
	+37%			No Increase
	+41%			+5%
	+42%			No Increase
	+27%			+4%
	+36%			Same

Table 4.10 Horizon 2040 Short-Term Regionally Significant Projects 2014-2020

Project Number	Project	Description	Jurisdiction	Project Cost (2014 \$)	Year of Expenditure Cost**
1	Riverside Drive Phase 2	Extension of Riverside Dr. from Sherman to Trent & Perry	City of Spokane	\$6,510,000	\$6,510,000
2	North Indian Trail - Kathleen to Barnes	Widen to four lanes with center turn lane	City of Spokane	\$3,000,000	\$3,205,030
3	Barker Rd. Overpass	Reconstruct Barker Rd. to pass over three BNSF tracks and SR 290	City of Spokane Valley	\$26,000,000	\$29,208,846
4	Bigelow Gulch Rd. Project 2 - urban boundary to East Weile Rd	Widen to four lanes with center turn lane	Spokane County	\$10,955,000	\$12,389,086
5	Bigelow Gulch Rd. Project 3 - East Weile to Jensen	Widen to four lanes with center turn lane	Spokane County	\$4,553,518	\$4,952,000
6	Bigelow Gulch Rd. Project 4 - Old Argonne Rd to Evergreen Rd	Widen to four lanes with center turn lane	Spokane County	\$14,257,569	\$14,678,000
7	Bigelow Gulch Rd. Project 4A - Forker Connector	Bigelow Gulch overpass at Forker Rd	Spokane County	\$6,115,660	\$6,296,000
8	HPTN G2 - Central City Line	Construct a Modern Electric Trolleybus from Browne's Addition to Gonzaga University to Spokane Community College	STA	\$63,563,718	\$71,408,572
9	West Plains Transit Center	Park & ride transit center in the vicinity of I-90 Exit 272	STA	\$11,571,837	\$13,000,000
10	Interstate 90 - Medical Lake I/C	Interchange modifications	WSDOT	\$25,000,000	\$27,634,432
11	Interstate 90 - Geiger I/C	Interchange modifications	WSDOT	\$10,000,000	\$11,573,445
12	Interstate 90 - Barker Rd I/C	Construct general purpose lanes and replace Barker Rd I/C	WSDOT	\$26,500,000	\$29,969,036
13	Interstate 90 - Barker I/C Vic. to Harvard I/C Vic.	Construct general purpose lanes	WSDOT	\$32,000,000	\$38,856,707
14	NSC - Spokane River to Francis Ave. Phase 1	Construct new 4 lane section between Francis and the Spokane River including railroad realignment and Wellesley I/C. Also includes intersection improvements on Wellesley.	WSDOT	\$230,000,000	\$260,108,613
15	Interstate 90 - Freya WB Off-Ramp	Ramp modifications	WSDOT	\$3,900,000	\$4,136,258
Subtotal				\$473,927,300	\$533,926,026

Table 4.11 Horizon 2040 Mid-Term Regionally Significant Projects 2021-2030

Project Number	Project	Description	Jurisdiction	Project Cost (2014 \$)	Year of Expenditure Cost**
16	SR27/SR290 Underpass	Construct underpass for vehicular traffic under BNSF tracks	City of Spokane Valley	\$16,000,000	\$18,275,802
17	Bigelow Gulch Rd. Project 5 - Forker Connector	Widen Forker from Progress to Bigelow Gulch Rd to four lanes with center turn lane	Spokane County	\$10,952,354	\$12,353,000
18	Bigelow Gulch Rd. Project 6 - Forker Connector	Widen Forker to four lanes with center turn lane from Evergreen to Wellesley, including intersection improvements at Wellesley and Sullivan	Spokane County	\$8,925,510	\$10,195,054
19	HPT Corridor Preservation	Acquire right of way for the future implementation of High Performance Transit between Spokane and Liberty Lake via Spokane Valley generally running on, or parallel to, Sprague Avenue and/or Appleway	STA	\$8,754,746	\$10,000,000
20	NSC - Spokane River to Francis Phase 2	Construct full interchanges and roadway Phase 2	WSDOT	\$70,000,000	\$83,625,191
21	SR 904/Betz Road to I 90	Construct additional lanes for a five-lane roadway	WSDOT	\$18,000,000	\$21,816,080
22	US 395 from Half Moon Rd. to Stevens Co. Line	Construct passing lanes	WSDOT	\$10,000,000	\$12,755,335
23	Interstate 90 - Henry Road I/C	Replace Greenacres I/C with one at Henry Road	WSDOT	\$26,500,000	\$34,352,039
24	NSC - Trent Ave. to Spokane River Phase 1	Construct interchange and roadway for half of facility	WSDOT	\$155,500,000	\$204,804,878
25	NSC - Interstate 90 North Access Connection Phase 1	Construct interchange and roadway for half of facility	WSDOT	\$190,000,000	\$254,190,168
26	NSC - Collector Distributor System Phase 1	Reconstruction I-90 with C/D system - Phase 1	WSDOT	\$82,000,000	\$109,703,125
			Subtotal	\$596,632,610	\$772,070,672

Table 4.12 Horizon 2040 Long-Term Regionally Significant Projects 2031-2040

Project Number	Project	Description	Jurisdiction	Project Cost (2014 \$)	Year of Expenditure Cost**
27	Riverside Drive Phase 3	Design and construct new connecting roadway Sherman to Sprague, along Erie ROW	City of Spokane	\$6,000,000	\$9,272,675
28	Latah Bridge	Improve capacity/rehabilitate	City of Spokane	\$20,000,000	\$30,908,918
29	Sullivan Rd. Bridge	Construct new bridge over Trent and BNSF railroad tracks	City of Spokane Valley	\$13,300,000	\$23,521,511
30	NSC - I 90 North Access Connection Phase 2	Construct interchange and roadway for half of facility	WSDOT	\$187,000,000	\$265,712,462
31	US 195 - Hatch Rd. I/C and Meadow Lane I/C	Corridor design, right of way and access control, construct Meadow Lane and HatchRD I/C's	WSDOT	\$71,000,000	\$102,353,373
32	NSC - Collector Distributor System Phase 2	Reconstruction I-90 with C/D system Phase 2	WSDOT	\$230,000,000	\$341,121,380
33	NSC - Trent Ave. to Spokane River Phase 2	Construct interchange and roadway for half of facility	WSDOT	\$155,500,000	\$233,857,422
Subtotal				\$682,800,000	\$1,006,747,740
Total (2014-2040)				\$1,753,359,910	\$2,312,744,438

Financially Constrained Projects

Tables 4.10 through **4.12** illustrate the Horizon 2040 financially constrained list of regionally significant capital projects for the short (2014-2020), mid (2021-2030) and long (2031-2040) term. The projects are also illustrated on **Map 4.11**. The project numbers in the tables and the map are for reference only and do not imply priority. The definition of regionally significant projects is detailed in the previous section, *Projects of Regional Significance*.

Projects that meet the Strategies of Horizon 2040 and are regionally significant are listed in the project tables. Projects that do not address the strategies or align with the regional corridors are not necessarily precluded for funding. However, based on the Horizon 2040 Strategies discussed in this plan, those projects may not be as competitive in SRTC’s future calls for projects.

It is important to note that projects in the TIP must also be consistent with Horizon 2040; regionally significant projects must be in the MTP in order for the project to be included in the TIP. Projects that are regionally significant must be included in the TIP under federal and state funding regulations.

As a result of the modeling analysis of the projects in the Preferred Scenario, volume-to-capacity ratios were examined and are illustrated in **Map 4.12**. For comparative purposes, please see similar maps for the 2010 Base (Map 3.4) and the 2040 No-Build (Map 3.5) in Chapter 3.

Financially Constrained Programs

Those projects not listed in the above **Tables 4.10 – 4.12** but that are deemed important to the region are grouped into the following programs. Funding targeted for bicycle and pedestrian facilities, regional transportation planning efforts, safety and

traffic management projects as well as transportation demand management programs are targeted for nearly \$42 million per year, totaling approximately \$1.1 billion for 2014-2040. While the funding amounts listed in the Strategies and in the Program summaries below are targets, funding at these levels is subject to availability through the various Federal and state grant programs and from local revenue mechanisms. Every effort will be made by SRTC in close coordination with the regional jurisdictions to meet these targets, whether through calls for projects or by working with them to establish new options for local revenues. A summary of the financially constrained list of programs is provided in **Table 4.13**.

Table 4.13 Horizon 2040 Transportation Programs 2014-2040

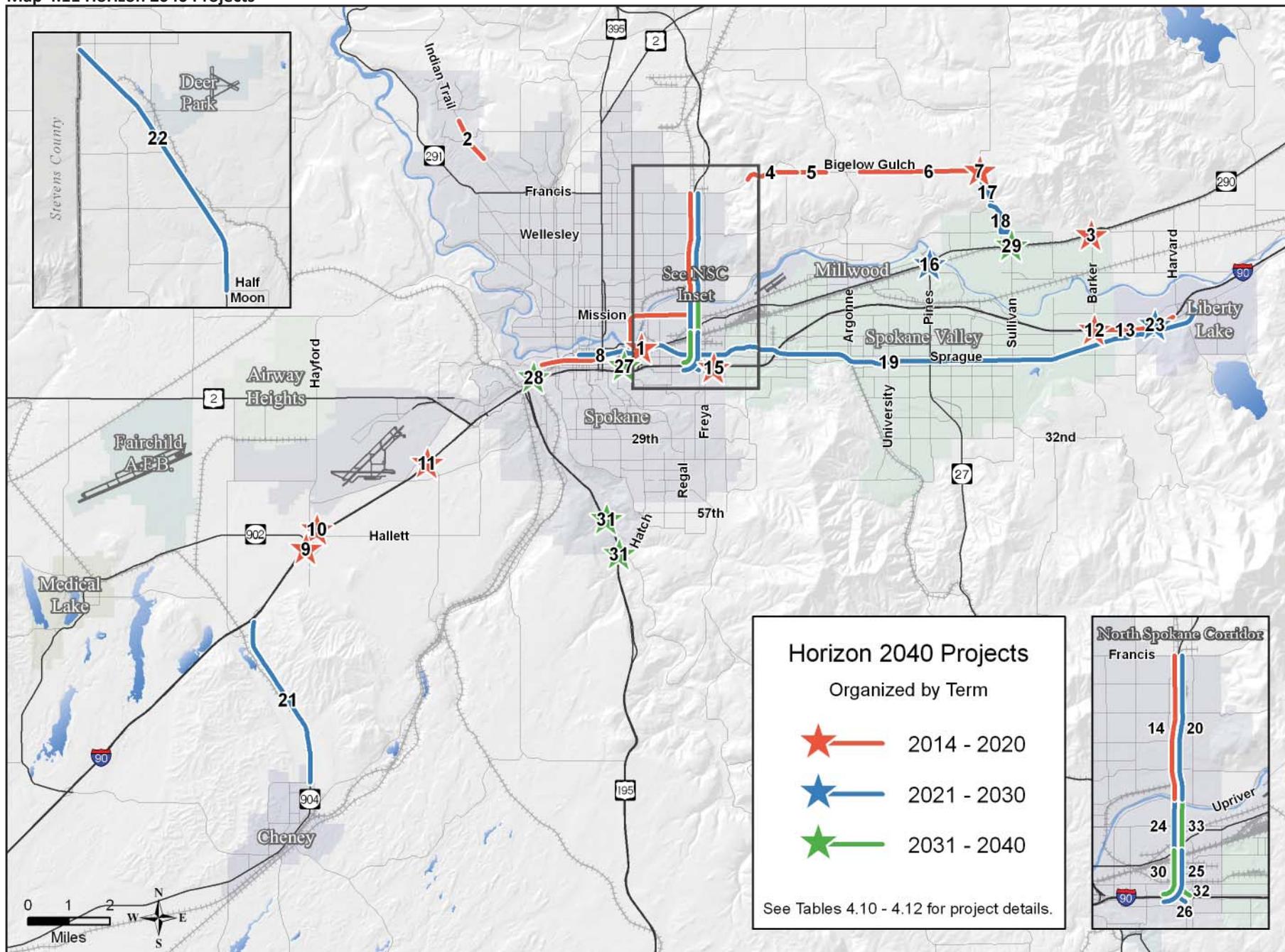
Program	Total Funding Target (YOE \$)	Average Annual Funding Target
HPT	\$65,700,000	\$2,400,000
Nonmotorized	\$256,900,000	\$9,500,000
Planning	\$7,700,000	\$300,000
Road Capital	\$220,900,000	\$8,200,000
Safety/Security	\$84,300,000	\$3,100,000
TDM	\$8,000,000	\$300,000
Transit	\$284,700,000	\$10,500,000
TSMO	\$202,000,000	\$7,500,000
Total	\$1,130,200,000	\$41,800,000

Descriptions of the programs listed in Table 4.13 follows:

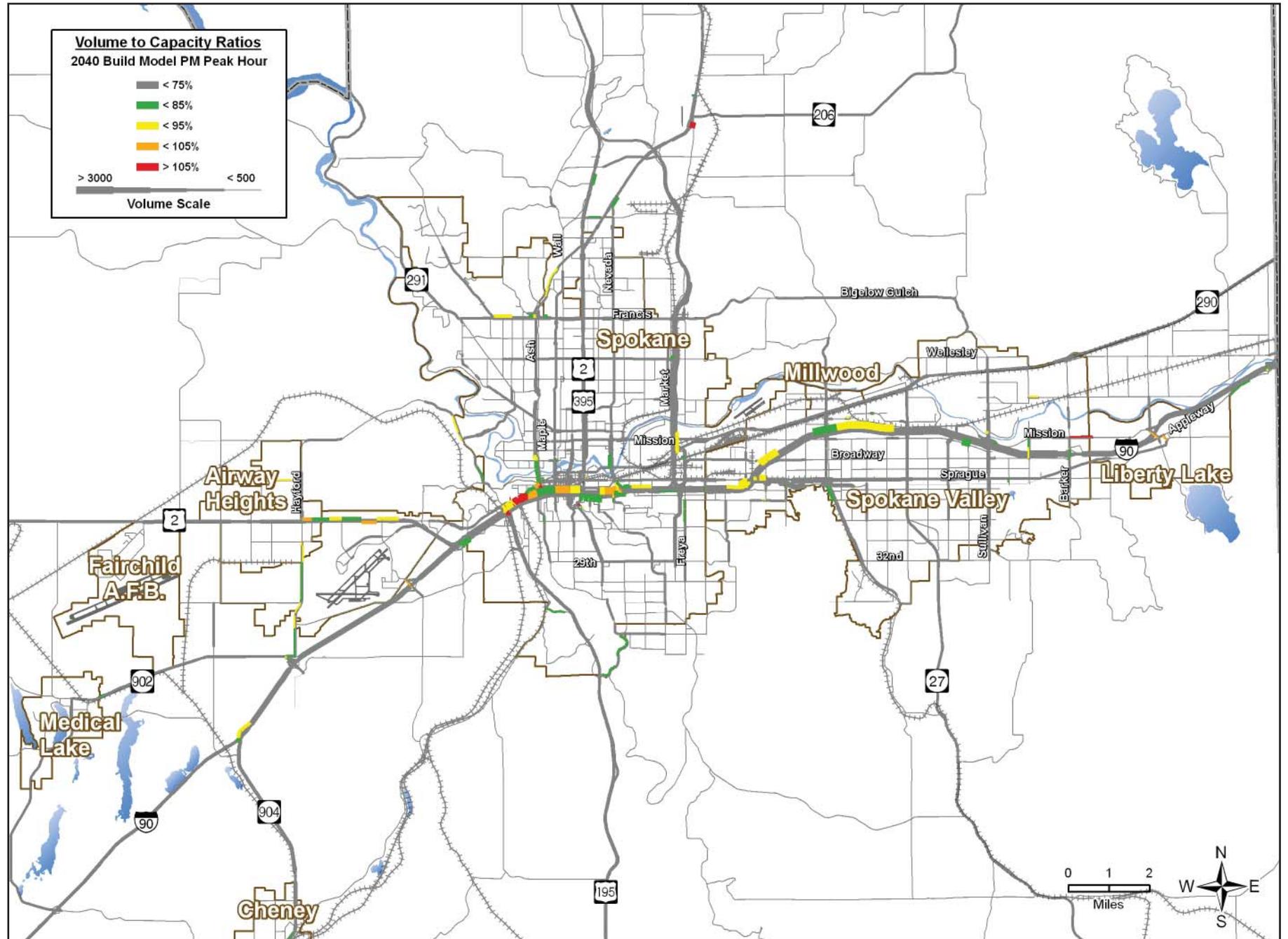
High Performance Transit (HPT) Program

The High Performance Transit Program includes HPT network elements, additional park & rides, transit centers, and passenger amenities as well as maintenance facilities. Some of the transit program projects include but are not limited to:

Map 4.11 Horizon 2040 Projects



Map 4.12 Spokane Metropolitan Area Link V/C Ratios 2040 Build Scenario



- Monroe-Regal HPT Corridor
- Division HPT Corridor
- Cheney HPT Corridor
- Sprague HPT Corridor

This program supports Horizon 2040 Strategy 4.

Nonmotorized Program

The nonmotorized program includes the addition of approximately 60 miles of bike lanes, shared use paths and signage as well as several trail and bridge projects. The program also targets the infill of more than 330 miles of pedestrian sidewalk gaps in the region. The nonmotorized program support Horizon 2040 Strategy 7. Examples of nonmotorized projects include:

CITY OF SPOKANE VALLEY

Appleway Trail
 Spokane Valley - Millwood Trail (in partnership with the City of Spokane)
 North Greenacres Trail
 University Overpass

CITY OF SPOKANE

University District Bridge
 Fish Lake Trail gap
 Centennial Trail gap from Boone Ave at Summit Blvd to the west side of the TJ Meenach Bridge
 Ben Burr Trail gap from Liberty Park to Centennial Trail
 Centennial Trail at Mission Ave. crossing
 Post Street Bridge

SPOKANE COUNTY

Wandermere Pathway
 Centennial Trail at Argonne Rd.

WSDOT

Children of the Sun Trail

Several planning studies are also identified for the nonmotorized program including:

- Ben Burr Trail to Centennial Trail link
- Centennial Trail gap: Boone Avenue to Spokane Falls Community College
- Fish Lake Trail to Centennial Trail connection
- Bike and pedestrian connections in the West Plains
- Bike and pedestrian connections to the Children of the Sun Trail

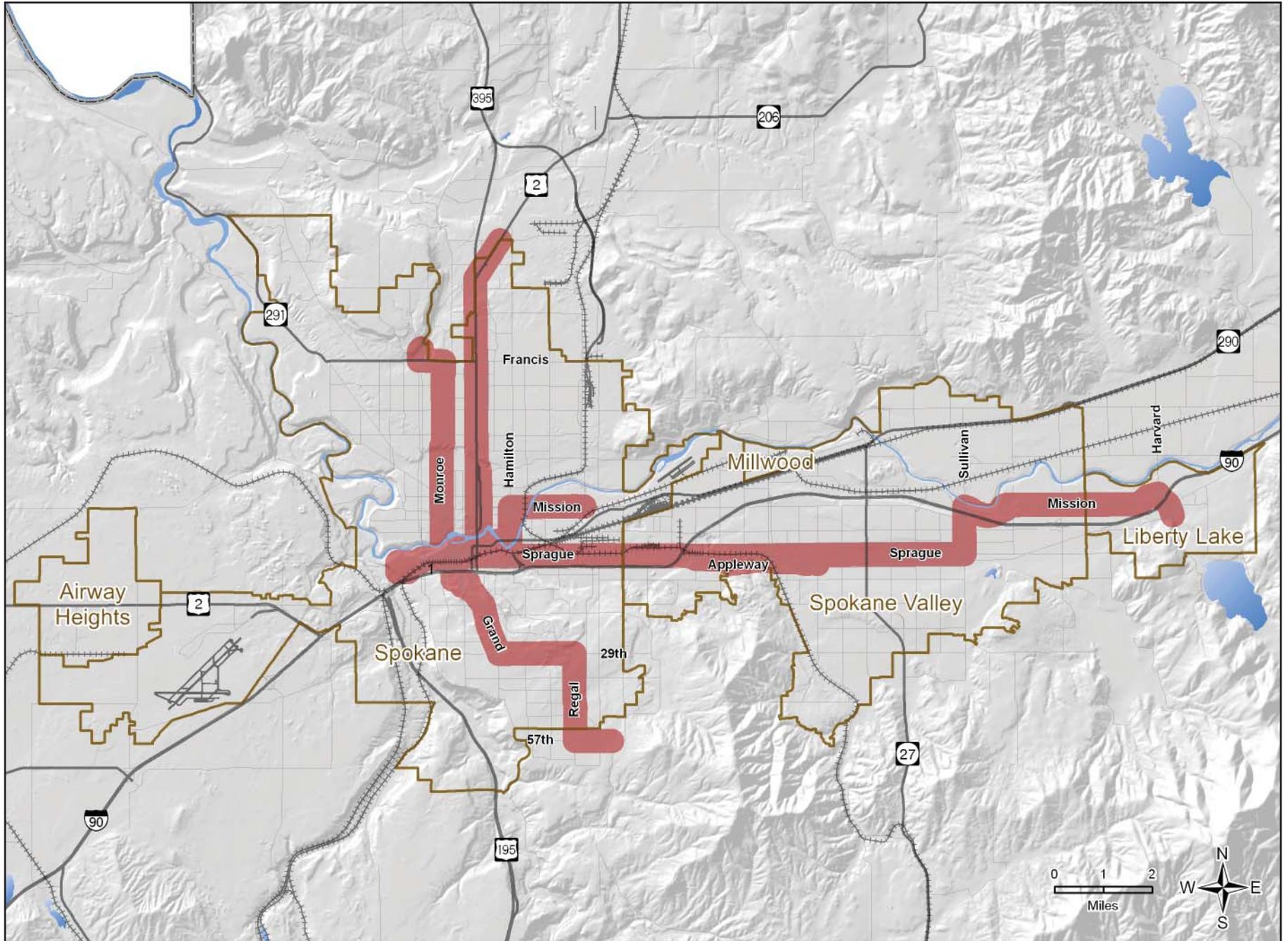
Planning Program

This program includes planning studies necessary to support the Horizon 2040 Strategies including:

- An economic analysis of the land use and transit impacts in implementing the Horizon 2040 urban transportation corridors (illustrated in **Map 4.13**)
- Studying the linkage of the Congestion Management Process with MAP-21 required performance monitoring
- Developing a system for evaluating the regional operations, maintenance and preservation needs
- Assessing more innovative and cost effective design and construction methodologies including the use of longer lasting materials
- Regional Travel Survey
- Review Growth Management Act requirements in context of Horizon 2040 and develop a workplan to address these requirements.

SRTC will be the lead agency for these planning studies.

Map 4.13 Urban Transportation Corridors for Analysis



Road Capital Program

This program targets funding for non-regionally significant roadway capital improvements. For example, there are several planned road improvements in the vicinity of Airway Heights (6th/12th Avenue, 18th/21st Avenue) that, while they are a priority to several jurisdictions, do not meet the definition of regionally significant.

Safety/Security Program

The Safety and Security program includes projects to eliminate deficiencies and address high collision issues as well as education programs and enforcement efforts for the secure and safe travel of all users. This program supports Horizon 2040 Strategy 5.

Transportation Demand Management (TDM) Program

This program includes the Spokane County Commute Trip Reduction and targets funding for additional efforts to implement TDM strategies in the region, supporting Strategy 2.

Transit Program

The Transit Program includes regular vehicle replacements, additional park & rides, transit centers, and passenger amenities as well as maintenance facilities. This program also targets funding for tribal, rural, and human services transportation. Some of the transit program projects include:

- Liberty Lake Transit Center
- Upriver Transit Center
- New maintenance facility in the vicinity of Mission & Greene
- Bus, paratransit and vanpool vehicle replacements

This program supports Horizon 2040 Strategy 4.

Transportation Systems Management and Operations (TSMO) Program

The TSMO program includes regional priority projects identified in the Region ITS Plan including new and upgraded system infrastructure, better communications and dissemination of traveler information, as well as improved data collection and management capabilities. The TSMO Program supports Horizon 2040 Strategies 1 and 2.

Unfunded Transportation Projects and Programs

One challenge of creating a financially-constrained MTP is that only projects backed by revenues reasonably expected to be available within the planning period of 2014-2040 are included. As a result, there are still some unfunded transportation investments that could further enhance the transportation system that are not included in the preferred scenario project lists. According to CFR 450.322 (f) (10)(vii), for illustrative purposes, the development and content of the metropolitan transportation plan may (but is not required to) include additional projects that would be included in the adopted transportation plan if additional resources beyond those identified in the financial plan were to become available.

Table 4.14 is a brief listing of additional non-motorized, transit, road and bridge transportation projects that are identified for the region, yet not included in the financially constrained project list in Horizon 2040. Should additional funding become available, the following list, while not exhaustive, represents known unfunded transportation projects within the Spokane region.

Table 4.14 Unfunded Transportation Projects/Programs

Transit
Spokane International Airport to Coeur d'Alene HPTN Route
Road/Bridge
Craig Rd Geiger Spur Extension
Hayford Rd Extension
Harvard Rd. - Reconstruct as three lane roadway w/sidewalks from Euclid Ave. to SR 290
Idaho Rd. Bridge - Construct new bridge over BNSF railroad tracks
Park Rd. Overpass - Construct overpass over BNSF railroad tracks
Interstate 90 from Harvard I/C to Idaho State Line - Construct additional lanes/structures
Argonne Road Corridor Project
Sullivan Road Corridor Project

Bridges

Several additional bridge projects have been identified in the region, some as part of the Bridging the Valley study (see Chapter 2 page 2-10). While some of the bridges are listed in the financially constrained project list and unfunded list, not all needs are identified due to regional significance and financial constraint. As described in this plan, there is a significant number of functionally obsolete and structurally deficient bridges in Spokane County (see Chapter 2 page 2-30). As funding becomes available, these bridges will require rehabilitation work and, in some cases, reconstruction.

Completed Projects

The following **Table 4.15** lists the projects from the previous 2011-2035 MTP that have been completed or are under construction.

Table 4.15 SRTC 2011-2035 MTP Completed Projects

Project Name	Description	Jurisdiction	Year Completed/Underway
Havana St. Bridge	Construct new bridge over BNSF railroad tracks	City of Spokane	2012
Riverside Drive Phase 1	Design and construct new principal arterial to extend Riverside east to Sherman St. at Trent Ave.	City of Spokane	2012
Spokane Falls Blvd. Enhancement	Street enhancements along Spokane Falls Blvd. from Division St. to Hamilton St.	City of Spokane	2012
Division St. DMS	Install six dynamic message signs along Division St. from the Spokane River to north City limits	City of Spokane	2013
Farwell Rd. - Market St. to urban boundary	Reconstruct and widen	Spokane County	2013
Automated Vehicle Location System	Installation and implementation of Smart Bus Technology on Fixed Route Fleet	STA	2013-2014
I-90 Sullivan I/C to Barker I/C	Construct general purpose lanes	WSDOT	2012
North Spokane Corridor - Freya to Wandermere	Complete additional two lanes each direction Freya to Farwell; 2 lanes each Farwell to Wandermere; full interchange at Parksmith; Francis bridge replacement	WSDOT	2013
US 195 Cheney-Spokane Rd I/C	Construct full interchange	WSDOT	2013

Air Quality Conformity Determination

On August 29, 2005 the Environmental Protection Agency (EPA) re-designated the Spokane serious nonattainment area to an attainment area for carbon monoxide (CO) (70 FR 37269). On August 30, 2005, EPA re-designated the Spokane nonattainment area to an attainment area for particulate matter-10 (PM-10) (70 FR 38029). Also in August 2005, the Environmental Protection Agency approved the CO Maintenance Plan and PM-10 Limited Maintenance Plan (LMP) for the Spokane area.

The motor vehicle emissions budget (MVEB) for the Spokane CO maintenance area is 279 tons per winter day, effective February 14, 2005 (Federal Register: January 28, 2005 (Volume 70, Number 18)). The MVEB is used to determine regional transportation conformity for the CO Nonattainment Area.

The PM-10 LMP outlines the minimal risk that PM-10 from motor vehicles would contribute to a PM-10 violation. For this reason, no motor vehicle emission budget or paved road dust budget is established in the new PM-10 Plan. For transportation conformity purposes, EPA does not cap emissions for the maintenance period and therefore a regional budget test is not necessary. However, PM-10 contingency measures are still in place.

Under a limited maintenance plan, motor vehicle emissions are essentially not restricted for the length of the LMP period because growth would need to exceed reasonable expectations to create a violation of the national ambient air quality standards. As published in the LMP Qualification Assessment, VMT was projected to grow by 36% over the ten year period of 2000 to 2010 or 3.1% annually. Since the annual VMT growth rate of 1.9% included in the plan is less than the 3.1% rate published in the PM-10 LMP, Horizon 2040 conforms to the PM-10 LMP.

The biennial inspection and maintenance (I&M) program is the predominant CO control measure for Spokane County. In September of 2005, the Board of the Spokane Regional Clean Air Agency elected to remove oxygenated fuels as a control measure as supported in the Spokane CO Maintenance Plan that became effective August 29, 2005. The oxygenated fuel requirement will remain as a contingency measure and can be re-adopted if necessary.

PM-10 control measures include the combination of paving critical unpaved roads, a street sweeping program, and the use of liquid de-icers, where possible, to control hazardous winter driving conditions.

SRTC assists with the analysis of project-level emissions as part of the project-specific SEPA process. Travel demand or transportation system strategies are then applied to mitigate any air quality issues. Programs or projects that reduce the reliance on the single occupant vehicle have the benefit of lowering CO concentration levels throughout various travel corridors, thereby reducing the overall CO concentrations.

At the same time, projects that strategically add vehicle capacity or efficiency to the transportation system can have the benefit of reducing overall vehicle delay (idling emissions) and redirect traffic using alternate routes back onto roadways designed to better address the movement of people and goods into and through Spokane. From an air quality perspective it is necessary to provide balance between reducing delay while not inducing vehicle usage and providing investments in alternative modes of transportation that can effectively lower CO concentrations.

Conformity analysis for Horizon 2040 is based on evaluation of all projects collectively, rather than the analysis of each specific project.

As projects start moving from the MTP into programming and then into project design, further evaluation clarifies the effects of each project on the regional transportation system and air quality. At the MTP level, alternatives were evaluated for their conformance with the MVEB as outlined in the CO Maintenance Plan.

Table 4.16 provides the summary of the air quality analysis within the CO Boundary for the purposes of conformity of Horizon 2040.

Table 4.16 Spokane Area 2010-2040 Air Quality Conformity Analysis

	2010	2020	2030	2040
Vehicle Trips	1,388,341	1,565,771	1,757,588	1,906,403
Daily VMT*	5,605,587	6,234,532	7,125,611	7,725,018
CO Emissions (pounds)**	509,667	348,396	367,579	354,843

*VMT inside the CO boundary.

**Moves was used for this analysis.

The CO emissions from the 2010, 2030, and 2040 future project conditions are all well below the CO Motor Vehicle Emissions Budget of 558,000 lbs/day as required by the approved CO Maintenance Plan. The emissions decreased by 32% from 2010 to 2020 and remained fairly constant between 2020, 2030, and 2040 with emissions fluctuating less than 6% between these three years. The decrease in emissions in 2020 is primarily due to technological advances in vehicles since VMT increased 10% from 2010 to 2020. VMT also increased by 14% from 2020 to 2030 and again by 8% from 2030 to 2040. These modest increases in VMT could be mitigated by vehicle technology allowing the modeled emissions to stay below the MVEB. A summary of the assumptions used in the air quality analysis can be found in **Appendix B**.

Environmental Mitigation Activities

Per Federal regulations¹⁹, the MTP must include a discussion of types of potential environmental mitigation activities and potential areas to carry out these activities, including activities that may have the greatest potential to restore and maintain the environmental functions affected by the metropolitan transportation plan. The discussion may focus on policies, programs, or strategies, rather than at the project level.

For Horizon 2040, SRTC has undertaken extensive consultation with the Spokane Regional Clean Air Agency, the Washington State Department of Ecology and the U.S. Environmental Protection Agency. Federal and state land management agencies and the Tribes in the Inland Northwest were also contacted for input on the plan. Also, a State Environmental Policy Act (SEPA) checklist was completed as part of Horizon 2040 and distributed to relevant agencies and provided to the public for review and comment.

Horizon 2040 considers potential regional impacts to the natural and human environment through the Guiding Principles and Policies. As mentioned previously, the Horizon 2040 Strategies directly relate to the Policies and are intended to avoid, minimize and mitigate potential impacts to the environment. Specifically, Guiding Principle 3: Stewardship emphasizes that transportation decisions should have positive impacts to the human environment while minimizing negative impacts to the natural environment. Policy 3a reinforces this: “Ensure transportation decisions minimize impacts to natural resources such as air and water.” No adverse impacts to the human or natural environment are foreseen as a result of the Policies and Strategies in Horizon 2040. However the Horizon 2040 Strategies are regional in scope and may not address impacts at

¹⁹ §450.322 (7)

the local or project-level where they are the responsibility of the sponsor agency.

Plan Implementation

The implementation of the Horizon 2040 strategies requires a cooperative effort between SRTC and the jurisdictions in Spokane County. SRTC is required under federal and state regulations to ensure consistency of local and regional plans with Horizon 2040. As stated in Chapter 1, one of the primary roles and responsibilities of an MPO and RTPPO is to certify the consistency of countywide planning policies and the transportation elements of local comprehensive plans with the regional transportation plan.²⁰ Therefore, close coordination between SRTC and local jurisdictions, WSDOT and STA is required to ensure that projects and plans are consistent with the Horizon 2040 Guiding Principles, Policies and Strategies. Several programming options are available as tools for implementing the transportation strategies in this plan:

Unified Planning Work Program (UPWP)

The UPWP details and guides the metropolitan area transportation planning activities. The purpose of the UPWP is to define and coordinate all federally funded transportation planning activities that will be conducted in the metropolitan planning area during a one- or two-year period. This UPWP defines such activities that will be undertaken in the Spokane Metropolitan Planning Area and the financial resources associated with these activities. Examples of activities listed in the SRTC UPWP include core MPO and RTPPO functions such as collecting, analyzing, maintaining and reporting transportation-related data to provide accessible and pertinent information for the regional decision-making process. The data is used for travel demand and air quality modeling to

²⁰ § 450.316 (4), WAC 468-86-150, RCW 47.80.026 and RCW 47.80.030 (3)

identify transportation issues, propose solutions and evaluate activities that are subsequently implemented. SRTC provides this data and other planning information and consults with federal, state, and local agencies responsible for transportation, land use management, natural resources, environmental protection, public health, conservation, and historic preservation concerning the development of plans and programs.

SRTC provides planning consultation and coordination for specific transportation planning or related projects as appropriate. SRTC support may include providing data, conducting inventories, or participation on study teams. In addition, SRTC may serve as the lead agency to develop studies and plans (e.g., subarea transportation studies, modal studies such as pedestrian plans and transit system studies, corridor impact studies, etc.). Other UPWP activities include public outreach and education, stakeholder coordination, and various administration tasks.

Transportation Improvement Program (TIP)

The TIP is a four-year program of planned regional transportation projects. The purpose of the TIP is to demonstrate that available resources are being used to implement the short range projects in the program, consistent with the region's long-range transportation plan, Horizon 2040. The TIP reflects the needs of the SMPA and complies with pertinent federal and state requirements. These efforts include implementing a criteria-based project selection process, improving project tracking mechanisms, and continued coordination between member agencies, WSDOT, STA, FHWA, and FTA.

The TIP includes any project with federal funding under 23 U.S.C. (Federal Highway Administration) and 49 U.S.C. Chapter 53 (Federal Transit Administration) and projects that are regionally significant.

Only projects that are planned to obligate funds within the next four years are required to be included in the TIP. If a project has already obligated all funds, the project is not included in the TIP. Conversely, if a project has federal funds but is not planning to obligate those funds within the next four years, the project is not included in the TIP.

SRTC is responsible, in coordination with WSDOT, for selecting projects for the federal Surface Transportation Program (STP), Transportation Alternatives Program (TAP) and Congestion Mitigation and Air Quality (CMAQ) program. Projects are selected by the SRTC Policy Board using a competitive process involving evaluation criteria designed to ensure that projects are prioritized consistent with the Guiding Principles and Policies of Horizon 2040. In addition, STA coordinates the selection of projects for FTA funds with SRTC. These project selections are incorporated into the TIP along with other federally funded or regionally significant projects.

Congestion Management Process (CMP)

The main goal of the SRTC CMP is to develop a regionally-accepted process to both identify and address congestion in our region. The CMP uses performance measurements to identify the existence of congestion and congested corridors in the region. The CMP will also develop multimodal strategies to mitigate congestion. Where additions to capacity may be appropriate, the CMP will include strategies to get the most long-term value from a project.

The CMP is used at various levels of planning and operational analysis from the MTP to the TIP to the development of individual projects. A CMP that is integrated into the metropolitan transportation planning process provides comprehensive information on the

performance of the transportation system so citizens, elected officials, and member agencies will have up-to-date information regarding congestion levels and implemented strategies. The CMP can also play a significant role in justifying project prioritization, which is important given funding constraints. Additionally the CMP is intended to move the congestion management strategies into the funding and implementation stages.

The CMP process also fosters collaboration with member agencies and the Spokane Regional Transportation Management Center (SRTMC) by supporting regional ITS programs and projects. In this capacity the CMP serves as an educational tool for agencies, providing them with knowledge for use in transportation planning.

Performance Management

As detailed earlier in this chapter, Horizon 2040 has established Strategies that directly relate to the Guiding Principles and Policies. SRTC has developed an evaluation framework that uses criteria for measuring the effectiveness of the plan strategies. SRTC will utilize these measures when reporting annually on the region's progress in meeting the Horizon 2040 Guiding Principles and Policies. This process is collectively referred to as the SRTC Performance Management Program (PMP). The Horizon 2040 PMP is the foundation for further analysis and will be refined in future plan updates as additional assessment tools and processes are developed. The end result of the PMP is to guide regional transportation decision-making.

Monitoring

SRTC will monitor the following measures (**Table 4.17**) to ascertain the performance of the region in meeting the Guiding Principles and Policies and achieving the strategies of Horizon 2040.

Table 4.17 Horizon 2040 Performance Measures

Guiding Principle	Performance Measures (Indicators/Metrics)
Economic Vitality	Freight tonnage (by mode)
	Transportation+housing costs as a % of median household income
Cooperation and Leadership	# of public meetings and events
	% of expenditures on MTP projects or strategies
	Increase in regional transportation revenues
Stewardship	Ozone, PM 2.5, PM 10, and CO levels
	Cost per mile for road projects
	STA cost per mile/hour/vehicle/passenger
	STA farebox recovery
System Operations, Maintenance and Preservation	Roadway pavement condition, bridge conditions
	% of expenditures on O&M and preservation
	STA transit on-time performance
	Level of Service (LOS), V/C ratios, congestion duration
Safety and Security	Total collisions by severity vs VMT and ADT (bicycle/pedestrian also)
	STA total/preventable accident rate (safety)
Choice and Mobility	Miles of bike lanes and pedestrian facilities (sidewalks, trails, bridges)
	STA service area (% of urbanized area and population served)
	# of STA vanpools and total # of participants in County's CTR programs
Quality of Life	Mode share of active transportation
	STA passenger trips per mile/hour/capita (service utilization/effectiveness)

With the requirement of MAP-21 to establish performance targets, most likely by mid-year 2016, SRTC will revisit and revise the above performance measures at that time as necessary.

Reporting

SRTC will report annually on the performance of the region in meeting the Horizon 2040 Guiding Principles and Policies. Performance will be evaluated through the use of the aforementioned measures to assess progress in implementing the Horizon 2040 Strategies. The annual report will be produced in coordination with the Congestion Management Program. The performance measures will assist the region in evaluating the preferred scenario including the corridors, projects, programs and financial targets. The annual report will also satisfy the MAP-21 requirement for a system performance report which evaluates the condition and performance of the regional transportation system in relationship to performance targets. The Horizon 2040 annual report will be produced after the end of each calendar year and be provided to the public and to partner agencies for review and comment.