



## NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

### MEMORANDUM

**FOR:** Chairman Martin E. Nohe and Members  
Northern Virginia Transportation Authority

**FROM:** Monica Backmon, Executive Director

**DATE:** November 3, 2017

**SUBJECT:** Adoption of the Five-Year Strategic Plan

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- 1. Purpose:** To seek the Northern Virginia Transportation Authority's (NVTA) adoption of the Five-Year Strategic Plan.
- 2. Suggested Motion:** *I move Authority adoption of the NVTA Five-Year Strategic Plan.*
- 3. Background:**
  - *April 11, 2016*, a work session was held with the Authority to develop the draft vision and goals for the Strategic Plan.
  - *May 26, 2016*, a work session was held with NVTA staff and Regional Jurisdiction and Agency Coordinating Committee (RJACC) members to review and provide feedback and input on the draft vision statement as developed from the work session with the Authority.
  - *July 7, 2016*, a follow up work session was held with NVTA staff and RJACC members to review and provide feedback and input on the draft goals as developed from the work session with the Authority.
  - *September 8, 2016*, the Authority adopted the Strategic Plan Vision & Goals.
  - *November 30, 2016*, a work session was held with NVTA staff and RJACC members to develop draft strategies, objectives and measures.
  - *January – August 2017*, NVTA staff refined draft strategies and objectives, based on RJACC member input from the November 30, 2016 work session, and developed the draft Strategic Plan.
  - *August 31, 2017*, draft Five-Year Strategic Plan reviewed with the RJACC.
  - *September 8, 2017*, draft Five-Year Strategic Plan update provided to the Authority.

**Attachment:** Draft Five-Year Strategic Plan



# Five-Year Strategic Plan





2017 – Members of the Northern Virginia Transportation Authority

## Voting Members

### Chairman

**Hon. Martin E. Nohe**, Prince William County

### Vice Chairman

**Hon. Phyllis J. Randall**, Loudoun County

**Hon. Richard Black**, Virginia Senate

**Hon. Sharon Bulova**, Fairfax County

**Hon. Jay Fisette**, Arlington County

**Hon. Timothy Hugo**, Virginia House of  
Delegates

**Hon. Mary Hughes Hynes**, Governor's  
Appointee, Commonwealth Transportation  
Board

**Jim Kolb**, Governor's Appointee

**Hon. David L. Meyer**, City of Fairfax

**Hon. J. Randall Minchew**, Virginia House of  
Delegates

**Hon. Harry J. "Hal" Parrish, II**, City of  
Manassas

**Hon. Jeanette Rishell**, City of Manassas Park

**Hon. Allison Silberberg**, City of Alexandria

**Hon. David Snyder**, City of Falls Church

## Non-Voting Members

**Hon. Kelly Burke**, Town of Leesburg

**Helen Cuervo**, Virginia Department of Transportation

**Jennifer Mitchell**, Virginia Department of Rail and Public Transportation

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# Overview



As the Northern Virginia Transportation Authority looks ahead, this five-year strategic plan will serve as a guide for the Authority members and staff to expand upon accomplishments and outline strategic goals of regional prosperity, mobility, innovation and funding. The presentation of each goal contains a preface to provide context and clarity to the goal, strategies and related actions. Achievement of these goals will ensure the Authority is continuing to grow and strengthen as the regional leader for transportation planning, programming and funding. As this is the first strategic plan for the Authority, staff will report progress on an annual basis to ensure the Authority is the regional planning leader for multimodal transportation. The following goals and vision were adopted by the Authority on September 8, 2016.

## Goals

- 1) **Regional Prosperity**  
Foster regional prosperity by investing in a sustainable transportation network that supports economic growth, while balancing quality of life.
- 2) **Mobility**  
Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.
- 3) **Innovation**  
Lead region in planning and advocating for emerging transportation technologies which address future transportation, work place and development trends.
- 4) **Funding**  
Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.



*Across the region, NVTA is focused on multimodal transportation solutions.*

## VISION

*The Northern Virginia Transportation Authority leads Northern Virginia into a transportation future equipped with multi-modal transportation options for the community that advance the overall quality of life, environment, and economic prosperity for the region. Using innovation, partnerships and collaboration, the NVTA delivers effective long-term planning, transparent policy processes and decision making, as well as efficient allocation of critical transportation resources which advance projects to move Northern Virginia forward as a preeminent region in the country.*

# Goal I: Regional Prosperity



Foster regional prosperity by investing in a sustainable transportation network that supports economic growth, while balancing quality of life.

Economic growth and transportation are integrally linked, as are traffic congestion and quality of life. The Authority's robust transportation plans and investments support continued regional prosperity and improve multimodal transportation options in Northern Virginia. While the Authority has an established reputation for creating a transportation network that sustains economic growth, there are ways in which the Authority can make a bigger impact. To date, the Authority has conducted research and a public survey to better understand how the Northern Virginia transportation network impacts economic growth and quality of life. The Authority can enhance communications with key audiences regarding the economic and quality of life impacts of its multimodal transportation investments.



The NVTa's policies and priorities are guided by two overarching goals: reduce congestion and move the greatest number of people in the most cost-effective manner.

Strategy	Action
<b>Regional Coordination</b> <ul style="list-style-type: none"> <li>Coordinate with the NoVA business community to better understand how the NoVA transportation system affects regional prosperity and identify how different types of multimodal regional transportation projects support economic growth and raise quality of life for Northern Virginians.</li> <li>Estimate the economic impact of transportation investments (funded by NVTa and others) in NoVA.</li> </ul>	Meet with the economic development groups in each of the nine member jurisdictions (individually or collectively).
	Meet with at least one Chamber of Commerce in each of the nine member jurisdictions (individually or collectively).
	Meet with the Greater Washington Board of Trade and a selection of other neighboring business community groups in the Washington D.C. metro region.
	Conduct and compile objective, independent research, including a periodic update of the GMU economic impact analysis and public opinion survey.

## Goal I: Regional Prosperity (continued)



Foster regional prosperity by investing in a sustainable transportation network that supports economic growth, while balancing quality of life.

Strategy	Action
<b>Advocacy/Education</b> <ul style="list-style-type: none"> <li>Increase awareness and understanding of the economic impact of NVTa's multimodal transportation investments.</li> </ul>	Develop appropriate messaging based on above findings to specific target audiences: <ul style="list-style-type: none"> <li>NoVA residents and business community</li> <li>NoVA General Assembly members</li> <li>Local elected officials</li> <li>NoVA Congressional caucus</li> <li>NVTa stakeholders</li> </ul>

## NVTa's Regional Partners





## Goal II: Mobility



Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.

Multimodal regional transportation planning and programming are the foundation for making sound investments. The mobility goal of the Authority focuses on its core activity of multimodal regional transportation planning and the programming of investments in regional projects. The Authority will develop and regularly update TransAction and the Six Year Program through public engagement and a data driven process. The Authority will also refine the principles of long term benefits into implementable practices. Collaboration with member jurisdictions and agencies will be necessary for planning and programming that increase connectivity and improve regional mobility. In addition, the Authority will boost communications with target audiences to increase awareness of the Authority's impact on regional mobility.



*NVTA works with several transit agencies across Northern Virginia including, VRE, WMATA, NVTC, DRPT and PRTC.*

Strategy	Action
<b>Multimodal Regional Transportation Planning and Programming</b> <ul style="list-style-type: none"> <li>• Develop and regularly update TransAction, NVTA's long range multimodal transportation plan for NoVA, utilizing regional corridors.</li> <li>• Develop and regularly update NVTA's Six Year Program, to fund projects that address regional transportation needs in NoVA.</li> <li>• Coordinate with VA, DC, MD and TPB to advance multimodal regional and extra-territorial projects that are important to NoVA.</li> <li>• Refine the principles of long term benefits.</li> </ul>	Develop a regional performance dashboard on congestion trends, travel demand patterns, incident impacts, etc., that can feed into regional transportation planning and project development.
	Develop 'NoVA Transportation Trends' supplement to NVTA's Annual Report, starting with 2017.
	Conduct ongoing peer reviews with similar regions elsewhere in the US to better understand the performance of transportation in NoVA.
	Expand analytical capabilities ranging from sketch planning to micro simulation and scenario analysis. <ul style="list-style-type: none"> <li>• Travel demand forecasting</li> <li>• Model simulations</li> </ul>



## Goal II: Mobility (continued)

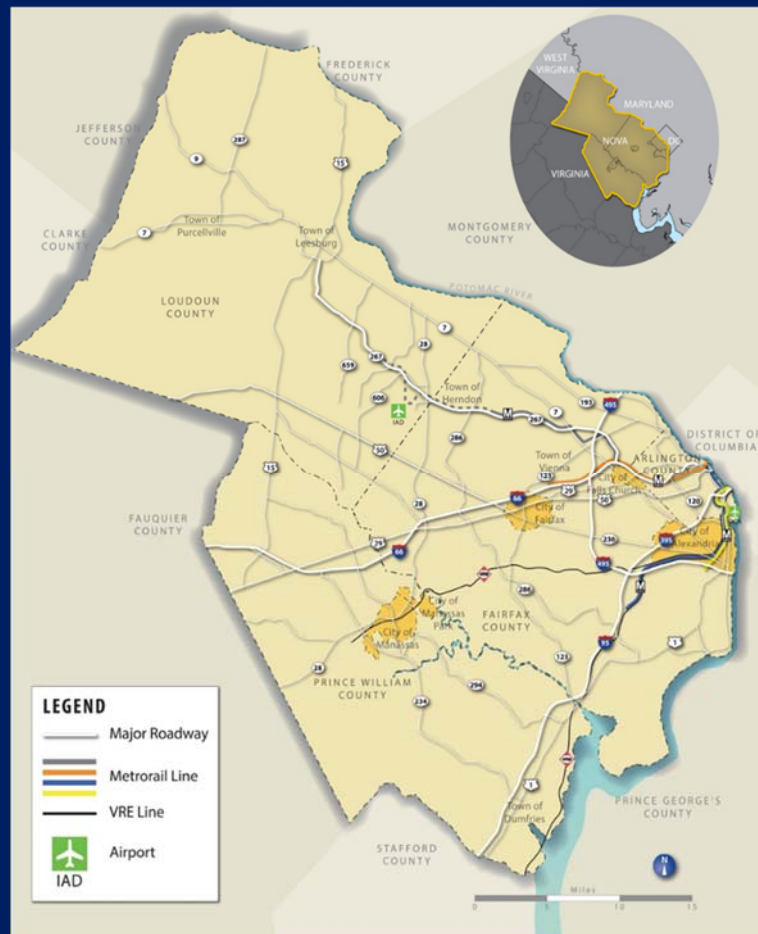


Through sound planning and programming, increase transportation connectivity and available transportation options to reduce congestion.

Strategy	Action
<b>Advocacy/Education</b> <ul style="list-style-type: none"> <li>Increase awareness and understanding of the transportation impact of the NVTa's regional transportation investments.</li> </ul>	Develop appropriate messaging based on above findings to specific target audiences: <ul style="list-style-type: none"> <li>NoVA residents and business community</li> <li>General Assembly members</li> <li>Local elected officials</li> </ul>

### NVTa Jurisdictions and Major Transportation Facilities

The Authority's member jurisdictions include the counties of Arlington, Fairfax, Loudoun and Prince William and the cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park. The NVTa functions as a sub-metropolitan planning organization for these jurisdictions. The values of transparency and regional collaboration have lead the Authority not only to the adoption of its first TransAction update since the passage of HB 2313, but to the development of its inaugural Six Year Program (FY2018-2023).



## Goal III: Innovation



Lead region in planning and advocating for emerging transportation technologies which address future transportation, work place and development trends.

While ‘disruptive’ technologies are creating uncertainty in the future of transportation, the Authority’s readiness to innovate in anticipation of emerging transportation technologies and related trends is crucial to investing in the best transportation solutions. Examples of innovative opportunities include encouragement of shared mobility and/or vehicle ownership, incentivized travel behaviors, and new approaches to addressing ‘first/last mile’ challenges. The Authority will focus on proactively analyzing and identifying emerging innovative technologies for robust solutions. Undertaking these initiatives will make the region a leader as the future of transportation preferences, and living and working conditions transform. The Authority will also increase collaboration and communication with the state and key stakeholders to create an ongoing dialogue regarding emerging transportation technologies and the Authority’s innovations to achieve its Vision.



*NVTA has funded multiple projects to widen and improve Route 1 in Northern Virginia.*

Strategy	Action
<b>Regional Coordination</b> <ul style="list-style-type: none"> <li>Promote multimodal initiatives such as Integrated Corridor Management (ICM).</li> </ul>	Coordinate with VDOT and DRPT on implementation of ICM and associated regional components, including expanded regional Travel Demand Management (TDM.)
<b>Multimodal Regional Transportation Planning</b> <ul style="list-style-type: none"> <li>Plan for emerging transportation technologies and related trends.</li> </ul>	At the national and regional level, monitor emerging technology trends and associated changes in travel behaviors, e.g., vehicle ownership, mobility as a service, and shared vehicle use.
	Conduct and compile objective, independent research on the positive and negative impacts of emerging transportation technologies.
	Conduct studies of regional deployments of emerging transportation technologies.
	Develop policy guidance as needed to support regional deployments of emerging transportation technologies.

## Goal III: Innovation (continued)



Lead region in planning and advocating for emerging transportation technologies which address future transportation, work place and development trends.

Strategy	Action
<b>Multimodal Regional Transportation Planning</b> <ul style="list-style-type: none"><li>• Plan for emerging transportation technologies and related trends.</li></ul>	Host regional discussions and events that identify/address the barriers to emerging transportation technologies and facilitate their deployment in a manner that is beneficial to the region.
<b>Advocacy/Education</b> <ul style="list-style-type: none"><li>• Develop and implement an advocacy and education strategy for emerging transportation technologies and shared mobility opportunities.</li></ul>	Work collaboratively with the region on public outreach regarding emerging technology and shared mobility.
	Increase advocacy and education of emerging transportation technologies.



*Construction began in October 2017 for a new pedestrian bridge on Van Buren Street, which will provide safe access to the East Falls Church Metro Station. NVTA funded this project through its FY2014 program.*



## Goal IV: Funding



Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.

Transparency, stewardship and accountability are the Authority's core values for funding, which exhibit the importance of regionalism leading to responsive transportation solutions. Funding is the foundation from which the Authority has the ability to understand, coordinate, plan and deliver multimodal regional transportation solutions. In an effort to enhance the Authority's fiscal strength and increase awareness of the Authority's role in funding multimodal regional projects, the Authority will identify opportunities with key stakeholders and agencies to advance the recognition of the Authority's role in funding transportation infrastructure.



*NVTA celebrated the completion of a new intersection along Loudoun County Parkway in September 2017.*

Strategy	Action
<b>Transparency/Stewardship/Accountability</b> <ul style="list-style-type: none"> <li>• Ensure NVTA's funding information is transparent and available.</li> <li>• Cement the NVTA's reputation as a predictable long-term funding partner.</li> <li>• Protect and enhance the NVTA's credit rating.</li> <li>• Protect the NVTA's regional transportation investments.</li> <li>• Streamline the SYP project application process.</li> </ul>	Disseminate accurate financial information amongst member jurisdictions and the public with clarity and transparency.
	Develop and implement multi-year funding strategies in support of NVTA Programs.
	Work regionally in the development of conservative revenue estimates.
	Achieve clean audit opinions.
	Exercise prudent use of debt capacity, recognizing the impact on annual PayGo availability.
	Ensure compliance of all current and proposed activities with: <ul style="list-style-type: none"> <li>• Investment Policy</li> <li>• Debt Policy</li> <li>• Post Issuance and Tax Compliance Policy</li> <li>• State, Federal and IRS Regulatory Requirements</li> </ul>



## Goal IV: Funding (continued)



Support transportation infrastructure development through excellent stewardship of tax payer dollars, maximizing opportunities from existing sources, and advocating for additional transportation revenues.

Strategy	Action
<b>Transparency/Stewardship/ Accountability</b> <ul style="list-style-type: none"> <li>• Ensure NVTA's funding information is transparent and available.</li> <li>• Cement the NVTA's reputation as a predictable long-term funding partner.</li> <li>• Protect and enhance the NVTA's credit rating.</li> <li>• Protect the NVTA's regional transportation investments.</li> <li>• Streamline the SYP project application process.</li> </ul>	Build capacity to receive, administer and account for federal and state grants.
	Build capacity to ensure fulfillment of project scope of approved regional projects, including implementation of a monitoring system.
	Implement a cost-effective online project application system that reduces jurisdictional and NVTA staff time expended on preparing and reviewing responses to NVTA's Calls for Regional Transportation Projects.
<b>Regional Coordination</b> <ul style="list-style-type: none"> <li>• Coordinate across the region to enhance funding of transportation infrastructure.</li> </ul>	Identify and support opportunities for joint and solo applications to regional, state and federal sources for economy of scale, efficiency and competitiveness.
	Pursue grant opportunities on behalf of the region.
<b>Advocacy/Education</b> <ul style="list-style-type: none"> <li>• Protect and increase the Authority's fiscal strength.</li> </ul>	Enhance existing strong ties to the General Assembly to elevate/strengthen awareness of NVTA's role, and represent NVTA's interests to protect and enhance funding legislation for regional projects.
	Support regional efforts to identify funding for operating and capital costs to meet current and future travel demand and emerging transportation technologies.
	Work with the business community to protect and enhance funding legislation.



*NVTA celebrated the completion of several road widening projects along Route 28 in October 2017.*