

NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

MEMORANDUM

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

FROM: Monica Backmon, Executive Director

DATE: September 8, 2017

SUBJECT: Five-Year Strategic Plan Development Update

1. **Purpose:** To update the Northern Virginia Transportation Authority (NVTA) on the status of the development of the Authority's first Strategic Plan.
2. **Background:** In the fall of 2014, Ms. Backmon met with each Authority member to discuss the Authority's roles and responsibilities to determine "what does the Authority want to be when it grows up." As a result of those meetings, Ms. Backmon sought to develop a five year Strategic Plan highlighting the vision, goals and objectives that the Authority would like to accomplish over the next five years under the provisions of its enabling legislation and other applicable laws.
3. **Strategic Plan Timeline:**
 - 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 Strategic Plan reviewed with the RJACC.

- 4. Next steps:** The Draft Strategic Plan will be presented to the Authority for adoption on November 9, 2017.

Coordination. Northern Virginia Transportation Authority members
Regional Jurisdiction and Agency Coordinating Committee

Attachment: Draft Strategic Plan

Five-Year Strategic Plan



Monica Backmon, Executive Director
September 14, 2017

Northern Virginia
Transportation Authority
The Authority for Transportation in Northern Virginia

Overview

Purpose: under the provisions of the Authority's enabling legislation and subsequent applicable laws, to set overall goals for the Authority over the next five years and develop a plan to achieve them.

- Progress to be reported on annual basis



Vision Statement

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 NVRTA 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.



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.



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 NVTA is focused on supporting continued regional prosperity and improving multimodal transportation options in Northern Virginia.
- There are ways in which the NVTA can make a bigger impact.
- To date, the NVTA has conducted research and a public survey to better understand how our regional transportation network impacts economic growth and quality of life.
- The NVTA can enhance communications with key audiences regarding the economic and quality of life impacts of its multimodal transportation investments.



Regional Prosperity

Strategy	Action
<p>Regional Coordination</p> <ul style="list-style-type: none"> 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. Estimate the economic impact of transportation investments (funded by NVTA and others) in NoVA. 	<p>Meet with the economic development groups in each of the nine member jurisdictions (individually or collectively).</p> <p>Meet with at least one Chamber of Commerce in each of the nine member jurisdictions (individually or collectively).</p> <p>Meet with the Greater Washington Board of Trade and a selection of other neighboring business community groups in the Washington D.C. metro region.</p> <p>Conduct and compile objective, independent research, including a periodic update of the GMU economic impact analysis and public opinion survey.</p>
<p>Advocacy/Education</p> <ul style="list-style-type: none"> Increase awareness and understanding of the economic impact of NVTA's multimodal transportation investments. 	<p>Develop appropriate messaging based on above findings to specific target audiences:</p> <ul style="list-style-type: none"> NoVA residents and business community NoVA General Assembly members Local elected officials NoVA Congressional caucus NVTA stakeholders

Mobility

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

- Multimodal regional transportation plans and programs are the foundation for making sound investments.
- The NVTA 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 NVTA can boost communications with target audiences to increase awareness of the Authority's impact on regional mobility.



Mobility

Strategy	Action
<p>Multimodal Regional Transportation Planning and Programming</p> <ul style="list-style-type: none"> • Develop and regularly update TransAction, NVTA’s long range multimodal transportation plan for NoVA, utilizing regional corridors. • Develop and regularly update NVTA’s Six Year Program, to fund projects that address regional transportation needs in NoVA. • Coordinate with VA/DC/MD/TPB to advance multimodal regional and extra-territorial projects that are important to NoVA. • Refine the principles of long term benefits. 	<p>Develop a regional performance dashboard on congestion trends, travel demand patterns, incident impacts, etc., that can feed into regional transportation planning and project development.</p> <p>Develop ‘NoVA Transportation Trends’ supplement to NVTA’s Annual Report, starting with 2017.</p> <p>Conduct ongoing peer reviews with similar regions elsewhere in the US to better understand the performance of transportation in NoVA.</p> <p>Expand analytical capabilities ranging from sketch planning to micro simulation and scenario analysis.</p> <ul style="list-style-type: none"> • Travel demand forecasting • Model simulations <p>Proactively engage with relevant jurisdictions regarding key multimodal and extra-territorial projects as identified in TransAction.</p> <p>Engage the member localities in the long-term benefits refinement process.</p> <p>Conduct studies of regional significance.</p>
<p>Advocacy/Education</p> <ul style="list-style-type: none"> • Increase awareness and understanding of the transportation impact of the NVTA’s regional transportation investments. 	<p>Develop appropriate messaging based on above findings to specific target audiences, including NoVA residents and business community, General Assembly members and local elected officials.</p>

Innovation

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

- ‘Disruptive’ technologies are creating uncertainty in the future of transportation.
- The NVTA’s readiness to innovate in anticipation of emerging transportation technologies and related trends is crucial to investing in the best transportation solutions.
- The NVTA will analyze and identify emerging innovative technologies for robust solutions. Undertaking these initiatives will make the region a leader as transportation preferences, and living and working conditions transform.
- The NVTA will 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.



Innovation

Strategy	Action
Regional Coordination <ul style="list-style-type: none"> Promote multimodal initiatives such as Integrated Corridor Management (ICM). 	Coordinate with VDOT and DRPT on implementation of ICM and associated regional components, including expanded regional Travel Demand Management.
Multimodal Regional Transportation Planning <ul style="list-style-type: none"> Plan for emerging transportation technologies and related trends. 	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.
	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.
Advocacy/Education <ul style="list-style-type: none"> Develop and implement an advocacy and education strategy for emerging transportation technologies and shared mobility opportunities. 	Work collaboratively with the region on public outreach regarding emerging technology and shared mobility.
	Increase advocacy and education of emerging transportation technologies.

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



Funding

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

Funding

Strategy	Action
Regional Coordination <ul style="list-style-type: none"> Coordinate across the region to enhance funding of transportation infrastructure. 	<p>Identify and support opportunities for joint and solo applications to regional, state and federal sources for economy of scale, efficiency and competitiveness.</p> <p>Pursue grant opportunities on behalf of the region.</p>
Advocacy/Education <ul style="list-style-type: none"> Protect and increase the Authority's fiscal strength. 	<p>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.</p> <p>Support regional efforts to identify funding for operating and capital costs to meet current and future travel demand and emerging transportation technologies.</p> <p>Work with the business community to protect and enhance funding legislation.</p>

