3 PLAN AND POLICY REVIEW

This chapter reviews plans, programs, and ongoing projects that affect the current and future state of transit and transportation in Orange County, focusing on points of emphasis and gaps or conflicts between the plans. Organized by geographic scope, the chapter identifies how each plan, program, and project supports the expansion of existing and development of new transit services.

The chapter also provides a review of transit master plans completed by Nelson\Nygaard for Seattle, Fort Worth, and Nashville.

REGIONAL AND COUNTYWIDE PLANS AND POLICIES

This section discusses regional, multicounty, and neighboring county plans, as well as Orange County plans (including OCTA plans). The following major themes emerged from the review of regional and county documents:

Intercity and Intercounty Collaboration. Counties and regional transportation providers like OCTA and Metrolink were very interested in collaborating to solve regional transportation issues. OCTA collaborated with Los Angeles County, San Diego County, and Riverside County to develop regional transportation solutions.

Environmental Concerns. California law requires counties and metropolitan planning organizations (MPOs) to reduce greenhouse gas emissions. Many regional policies are tailored to reducing vehicle emissions and miles traveled.

Increasing Travel Choices. For the region to meet its environmental goals, residents must have high-quality alternatives to driving alone.

Transit/Land Use Connections. Part of building a stronger transportation system is creating urban environments that support walking and easy transit access.

Limited Financial Resources. Local and regional funds are constrained. Current resources may not meet future needs.

Fix-It-First. To reduce the region's transportation costs, particularly overall capital costs, agencies instituted the Fix-It-First policy to ensure all assets are maintained in good repair.

Demand Management. Reducing travel demand requires creating denser, more walkable communities and providing better opportunities for ride sharing and transit. Regional agencies worked to integrate transportation and land-use policy to better manage demand.

Document Overviews

Southern California Association of Governments (SCAG) Regional Transportation Plan/Sustainable Communities (RTP/SCS) Strategy (2016)

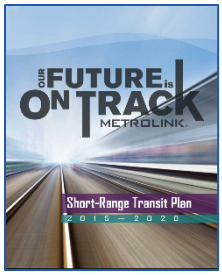
In 2008, the California State Senate passed Senate Bill 375 to reduce greenhouse gas emissions from the transportation sector. The legislature required MPOs such as SCAG to develop sustainable communities strategies integrating transportation and land use planning as part of their regional transportation plans.

The first SCAG RTP/SCS struck a balance between allowing local jurisdictions to determine land use and transportation policies and promoting a more multimodal and sustainable regional transportation network, which requires collaboration across city and county lines.

SCAG's plan drew on previous documents developed by OCTA and Orange County. It incorporated elements of the 2011 Orange County Sustainable Communities Strategy, which encouraged transit-friendly land use and development patterns and endorsed the transit strategy included in the OCTA Long-Range Transportation Plan (described later in this chapter).

Notable projects recommended for further development in the SCAG RTP/SCS included:

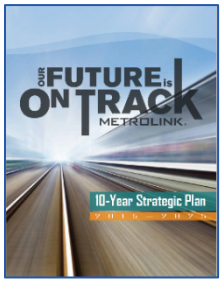
- Anaheim Rapid Connection (ARC)
- Central Harbor Boulevard Study
- OC Streetcar
- Express lanes on the 55 and 405 freeways



Metrolink Short-Range Transit Plan (2015)

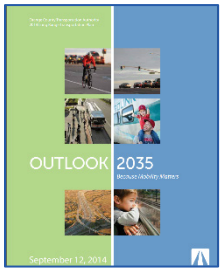
The Short-Range Transit Plan (SRTP) evaluated the opportunities and constraints Metrolink faces as it expands existing commuter rail service in Southern California. The recommendations provided a framework for the Southern California Regional Rail Authority and its member agencies to plan improvements to the Metrolink commuter rail network.

The plan used ridership statistics, projected demographic shifts, and projected operational and capital funding to rank organizational priorities on their ability to increase ridership while maintaining cost-effectiveness. The plan proposed bidirectional all-day service, requiring Metrolink to double-track existing single-track sections of the system. The Orange County Line would be triple-tracked.



Metrolink 10-Year Strategic Plan (2015)

Metrolink's 10-Year Strategic Plan focused on increasing ridership on existing rail lines and restoring and replacing aging infrastructure. Overarching principles included connectivity, collaboration, and transparency.

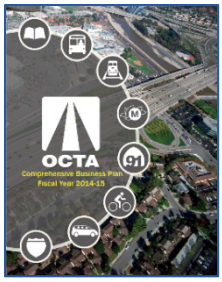


OCTA Long-Range Transportation Plan (2014)

The 2014 update to the Long-Range Transportation Plan (LRTP) recommended building complementary networks of train, bus, bike, and pedestrian infrastructure. The plan was informed by the major investment studies OCTA has completed over the last decade.

The LRTP included a preferred plan that was cost-constrained and prioritized the most vital projects for each mode. Priorities included:

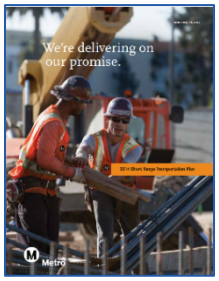
- Implementing intercountry and intracounty bus rapid transit (BRT)
- Increasing frequency on local transit routes
- Adding Bravo! Routes 543 and 560
- Adding/improving Routes 211, 273, 722
- Providing continued support to the Anaheim Rapid Connector and the Santa Ana/Garden Grove Fixed-Guideway project (OC Streetcar)



OCTA Comprehensive Business Plan (2015)

The Fiscal Year 2014-2015 Comprehensive Business Plan, OCTA's most recent, was a financially-constrained tool that served as the basis for the Fiscal Year 2015-2016 Annual Budget. The plan was based on a comprehensive, multimodal approach designed to ensure the financial viability of each of OCTA's programs and remain consistent with the goals of the Strategic Plan and Long-Range Transportation Plan.

The plan described short-range financial trends for the agency, noting that funding sources have not kept pace with increasing costs, although revenues for fiscal year 2012 were higher than in any year since the 2008 recession. To reduce costs, OCTA planned to increase contract service levels to 40 percent of total service and to begin a public engagement process regarding fare increases scheduled every four years, which will help the agency maintain a 20% farebox recovery ratio as required by the FTA.

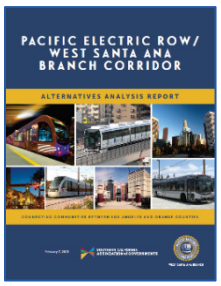


Los Angeles Metro Short-Range Transportation Plan (2014)

Metro's most recent short-range plan is a blueprint for transportation projects in Los Angeles County funded by 2008's Measure R, including new and extended rail and BRT lines. Metro is currently updating its Long Range Transportation Plan to reflect additional projects in the Measure M sales tax measure approved in November 2016.

Riverside Transit Agency Short-Range Transit Plan (2014)

The most recent SRTP for the countywide transit operator in Riverside County focused on concentrating bus service in areas of high demand and on increasing service during peak commute periods.

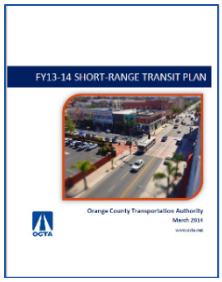


Pacific Electric Right-of-Way/West Santa Ana Branch Corridor Alternatives Analysis (2013)

This Los Angeles County Metro project would convert much of the Los Angeles County segment of the abandoned Pacific-Electric right-of-way into a light-rail line. Metro plans to extend light rail south from downtown Los Angeles to Artesia, while the OC Streetcar is being built in the far southern end of the corridor, in Orange County between Santa Ana and Garden Grove. These will be separate lines using differing technologies.

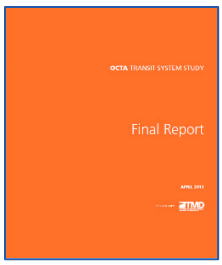
Metrolink Non-Motorized Accessibility Strategy (2013)

OCTA's vision for intermodal connectivity recognized that rail corridors need good first- and last-mile connections and that the design of both rail stations and surrounding areas impact accessibility and ease of use. The plan provided station-level guidance for bicycle, pedestrian, and Americans with Disabilities Act (ADA) compliance at 11 Metrolink stations.



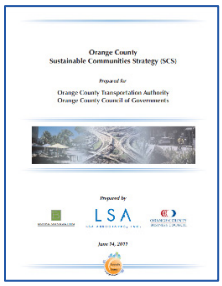
OCTA Short-Range Transit Plan (2013)

This document guides OCTA's near-term budgeting and capital decisions. The most recent update included recommendations related to BRT, traditional bus service, and demand-responsive transit programs.



OCTA Transit System Study (2012)

This study identified a financially sustainable transit system that could match transit service levels to ridership demand over the short-, medium-, and long-term. The overarching goal was to find more efficient, cost-effective, and sustainable ways to provide transit service in Orange County. Select recommendations have been implemented, such as new Bravo! service (Route 560) and changes to existing routes throughout the county, including elimination of some routes. These changes are discussed in the following chapter.



Orange County Sustainable Communities Strategy (2011)

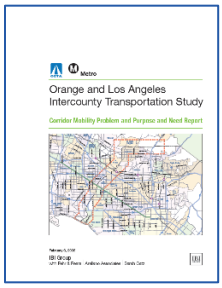
The Sustainable Communities Strategy was the subregional plan for reducing greenhouse gas emissions from the county's transportation systems. Strategies included promoting livable communities, reducing sources of transit delay (such as dwell time at stops), managing transportation demand, and working with local jurisdictions to develop mutually-supportive sustainability policies.

The plan focused on high-demand corridors as candidates for potential BRT service. Corridors included:

- Santa Ana – Long Beach: Westminster Avenue /17th Street
- Fullerton – Costa Mesa: Harbor Boulevard
- Brea Mall – Irvine Transit Center: Bristol Street/State College Boulevard

The plan also recommended a new Metrolink station in Placentia, now in development, and additional transit service between Anaheim and Laguna Hills.

The plan acknowledged that Orange County needs both intercounty and intracounty express transit routes to connect cities in Orange County, Riverside County, and Los Angeles County, and to accommodate long-range residential growth trends.



Orange and Los Angeles Intercounty Transportation Study (2008)

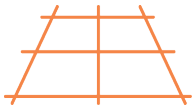
The first joint transportation planning effort for Orange County and Los Angeles County, this study recommended increased frequency and coordination of existing transit services and BRT service in the following corridors:

- On the Pacific-Electric right-of-way connecting to the Metro Rail Green Line (note: Metro is now planning light rail in its portion of the PE right-of-way)
- Between Brea Mall and the Norwalk Metro Rail Green Line Station on Imperial Highway
- Del Amo Boulevard/La Palma Avenue from the Anaheim Canyon Metrolink Station to the Metro Rail Blue Line Del Amo Station
- Willow Street/Katella Avenue from the Anaheim Metrolink Station to the Metro Rail Blue Line Willow Street Station
- Seal Beach Boulevard/Los Alamitos Boulevard/Norwalk Boulevard from Pacific Coast Highway to the Norwalk/Santa Fe Springs Metrolink Station
- Beach Boulevard from downtown Huntington Beach to Whittier Boulevard
- Harbor Boulevard from the Fullerton Metrolink Station to West Covina Mall

Figure 3-1 Themes of Regional and Countywide Documents and Plans

Theme	Plan or Document	Details
 Intercity and Intercounty Collaboration	SCAG Regional Transportation Plan/Sustainable Communities Strategy (2016)	Supported the creation of local land use and transportation policies and recognized that local jurisdictions are crucial players in plan implementation.
	Pacific Electric Right-of-Way/West Santa Ana Branch Corridor Alternatives Analysis (2013)	Would convert much of the Los Angeles segment of the Pacific Electric right-of-way into a light-rail line that could be extended to Orange County.
	Orange and Los Angeles Intercounty Transportation Study (2008)	First significant joint planning effort undertaken by OCTA and Metro that specifically looked at transportation issues spanning the Orange and Los Angeles County lines.
	OCTA Long-Range Transportation Plan (2014)	Coordinated with local jurisdictions to reduce congestion by implementing transportation demand management strategies such as sidewalks, electric vehicle paths, and fixed guideway projects.
		Identified opportunities for intercounty connectivity between Orange County and its neighbors. Potential projects included adding HOV lanes south of the Orange County border, improving transit connections between Metrolink and LAX, and extending the proposed SR-60 extension of the LA Metro Gold Line into Orange County.
	Metrolink Short-Range Transportation Plan (2013)	Voiced Metrolink's commitment to partnering with local transit agencies and Amtrak for seamless transfers.
		Recommended adding trips to all service routes by 2020 and building new track segments to allow passing and bi-directional trips. Addressed the importance of intercounty commute corridors for reducing transportation demand on regional road networks.
 Environmental Concerns	SCAG Regional Transportation Plan/Sustainable Communities Strategy (2016)	Outlined strategies, programs, and projects to reduce greenhouse gas emissions in the SCAG region, meeting or exceeding federal and state targets.
	OCTA Short-Range Transit Plan and Long-Range Transportation Plan (2013, 2014)	Set path for OCTA compliance with the California Global Warming Solutions Act (AB32) and the Sustainable Communities and Climate Protection Act (SB 375).

Theme	Plan or Document	Details
 Increasing Travel Choices	SCAG Regional Transportation Plan/Sustainable Communities Strategy (2016)	Included $56.1 billion for capital transit projects and $156.7 billion for operations and maintenance; notable projects recommended for further development include: ▪ Anaheim Rapid Connection Streetcar ▪ Santa Ana Harbor Boulevard Study ▪ OC Streetcar ▪ Express lanes on Highway 55 and I-405 Recommended extensive improvements for local bus, rapid bus, BRT, and express service throughout the region. Supported implementing and expanding transit signal priority; regional and intercounty fare agreements and media; increased bicycle capacity on transit vehicles; real-time passenger information systems; and first-last-mile strategies to extend the effective reach of transit.
	Orange and Los Angeles Intercounty Transportation Study (2008)	Recommended adding regional transit services to meet forecasted demand, particularly in portions of the study area that are not well-served by the Metrolink commuter rail system (communities such as La Habra, La Mirada, and outlying regions of Fullerton).
	OCTA Strategic Plan (2013)	Identified the need to preserve and modernize existing transit service and to create new services to meet community needs, including increased demand driven by changing land-use patterns.
	OCTA Long-Range Transportation Plan (2014)	Focused on improving multimodal integration, investing in new facilities, and expanding transit services through use of Measure M2 sales-tax funding; over 40 routes were altered or eliminated in 2016.
	Metrolink 10-Year Strategic Plan (2015)	Planned to add more reverse-commute trips to access growing regional employment centers.
	Los Angeles Metro Short-Range Transportation Plan (2014)	Recommended a range of improvements to the Metro Rail and Metro Bus systems.
	Pacific Electric Right-of-Way/West Santa Ana Branch Corridor Alternatives Analysis (2013)	Recommended restoration of rail service in Los Angeles County segments of the Pacific Electric right-of-way.

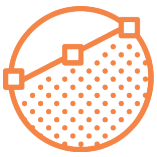
Theme	Plan or Document	Details
 Transit/Land Use Connections	SCAG Regional Transportation Plan/Sustainable Communities Strategy (2016)	Supported the following policies to focus growth around transit: identify strategic areas for infill and investment; structure the plan on centers development; develop Complete Communities; develop nodes along corridors; plan for additional housing and jobs near transit; plan for changing demand in housing types; protect stable, existing single-family areas; ensure adequate open-space access and habitat preservation; and incorporate local feedback on future growth. Supported the development of High Quality Transit Areas, Livable Corridors, and Neighborhood Mobility Areas.
	OCTA Long-Range Transportation Plan (2014)	Recommended increasing ridership by providing better transit connections between underserved areas of the county, including new or improved transit service through Bravo! Routes 543 and 560 to serve the communities of Westminster, Seal Beach, Anaheim, Garden Grove, Fountain Valley, and Santa Ana.
	Riverside Transit Agency Short-Range Transit Plan (2014)	Focused on concentrating transit service in high-demand corridors and on improving long-distance commute service.
	Metrolink 10-Year Strategic Plan (2015)	Called for Metrolink to work with local cities and jurisdictions to promote rail-friendly development patterns.
	OCTA Metrolink Station Non-Motorized Accessibility Strategy (2013)	Acted as a design guide for non-motorized projects, promoting last-mile connections between Metrolink stations and neighborhoods. Focused on identifying station-level treatments that could increase station accessibility for pedestrians and bicyclists.
	Los Angeles Metro Short-Range Transportation Plan (2014)	Recommended a number of extensions to the Metro Rail network serving dense corridors and major employment centers and included funding for the California High Speed Rail project, which would extend into Orange County.
 Limited Financial Resources	OCTA Short-Range Transit Plan (2013)	Focused on extending the life of existing transit assets and only purchasing new assets conservatively; supported development of Measure M2 programs.
	OCTA Long-Range Transportation Plan (2014)	Planned to invest in maintenance of existing infrastructure to reduce overall costs; some transit projects were in the unconstrained plan because no revenue had been identified.
	OCTA Transit System Study (2012)	Implementation of service investments would require additional sources of funding, including farebox revenue, federal funding, and local contributions.
	OCTA Comprehensive Business Plan (2014)	Outlined all planned expenditures for FY 2014-2015. Assumed service levels would remain flat due to funding constraints.

Theme	Plan or Document	Details
 Fix-It-First	SCAG Regional Transportation Plan/Sustainable Communities Strategy (2016)	Called for investment of $275.5 billion toward preserving the existing system, including transit and passenger rail systems, state highways, and regionally significant local streets and roads.
	Metrolink Short-Range Transit Plan (2015)	Set Back-to-Basics policy to ensure that resources are spent on unmet needs and that the fleet was kept in a state of good repair.
 Demand Management	SCAG Regional Transportation Plan/Sustainable Communities Strategy (2016)	Called for investing $6.9 billion in regional Transportation Demand Management strategies. Focused on reducing drive-alone trips and vehicle miles traveled, especially during the peak commute. Encouraged ridesharing, transit use, bicycling, walking, and alternative travel modes. Incentivized telecommuting and alternative work schedules to redistribute or eliminate commute trips.
	OCTA Long-Range Transportation Plan (2014)	Recommended investment in all modes of transportation, including car sharing and vanpooling, to more efficiently use existing infrastructure.
	OCTA Metrolink Station Non-Motorized Accessibility Strategy (2013)	Identified multimodal accessibility opportunities to reduce congestion and parking demand at Metrolink stations. Provided design guidelines for multimodal projects in Orange County.
		Recognized that multimodal projects must be context-sensitive. Focused on providing a set of strategies that cities can choose from to address specific accessibility issues, including sidewalks, intersections, traffic calming, bicycle facilities, and transit stations.

LOCAL PLANS AND POLICIES

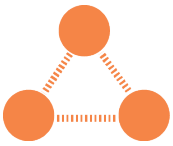
Themes

The themes that emerged from the document review of local plans and policies—including plans for corridors and subareas of the county—included the following:



Space Limitations. Adjacent development constrains each corridor proposed for new transportation systems. Finding ways to make more efficient use of existing right-of-way is essential.

Connections Between and Within Cities. Connections between transit hubs and final destinations are essential in creating a viable transportation system. OCTA has supported first-/last-mile connections through its Measure M2 and discretionary federal funding programs, which gave jurisdictions access to a suite of programs to improve transit, road, and non-motorized transportation systems. These programs may help reduce demand on the regional transportation network and ensured that the transit network would be a viable transportation mode for all riders.

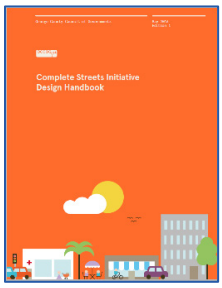


Multimodal Connectivity. People need high-quality local transportation systems to help them access regional transportation networks. Creating safe and easy connections between rail, bus, bicycle, and pedestrian networks is essential to making the entire transportation system productive and efficient.

Local Decisions. All local and regional planning organizations recognized that the success of the system depends on local buy-in.

Fix-It-First. Maintaining assets in a state of good repair is important for both local and regional transportation systems.

Document Overviews

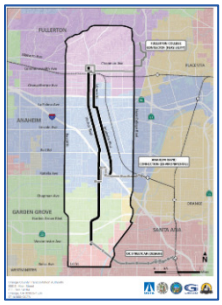


Orange County Complete Streets Initiative (OCCSI) Design Handbook (2016)

The primary goal of the handbook was to provide jurisdictions with draft complete streets policies that could be incorporated into the circulation element of their general plans, meeting the requirements of Assembly Bill 1358, the California Complete Streets Act. The Design Handbook provided a menu of complete streets policies ranging from basic to advanced, allowing jurisdictions to tailor a complete-streets approach that addressed their individual needs and took existing infrastructure into account. The OCCSI Design Handbook created nine street classifications, assigned a designation to all major Orange County streets, and provided design guidelines for "movement corridors," or streets that are suitable for transit and multimodal improvements.

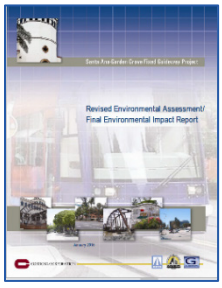
Corridor Study for the Pacific Coast Highway (2016)

The Pacific Coast Highway connects the six coastal cities of Orange County (Seal Beach, Huntington Beach, Newport Beach, Laguna Beach, Dana Point, and San Clemente). This corridor study recognized needs and goals common to all six cities, such as reducing collisions, increasing mobility, and addressing the limitations of cost and Caltrans design standards. The plan resulted in three recommended alternatives, including a transportation system management alternative, and both low- and high-capital alternatives for transit improvements and roadway projects.



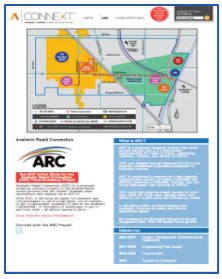
Central Harbor Boulevard Transit Corridor Study (Underway)

OCTA is currently conducting a study to envision the future of transit on Harbor Boulevard from Fullerton Transportation Center in Fullerton to Westminster Avenue in Santa Ana. One of the busiest bus transit corridor in Orange County, this vital north-south connection links residents, businesses, schools, and visitor destinations. The Harbor Boulevard corridor will connect to the OC Streetcar to extend the regional transportation network north to Fullerton. As of Fall 2016, the plan is in the Alternative Development phase.



Santa Ana-Garden Grove Fixed Guideway Project (2015)

The cities of Santa Ana and Garden Grove jointly pursued the Fixed Guideway Project, leading to the development of a streetcar line that will run east-to-west between the Santa Ana Regional Transit Center and the intersection of Harbor and Westminster Boulevards in Garden Grove. Now known as the OC Streetcar, the project received federal funding in 2016 and is entering the next phase of design. It is described in greater detail in the following chapter.

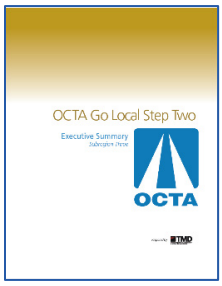


Anaheim Rapid Connection (ARC) Fixed Guideway Project (2015)

The Anaheim Rapid Connection is a proposed streetcar line that would connect Anaheim resort-area destinations with regional rail at ARTIC. The project was suspended in June 2016 by the OCTA Board of Directors and the corridor is now being evaluated as part of the Central Harbor Boulevard Transit Corridor Study described above.

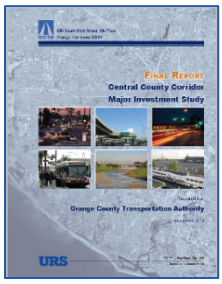
Fullerton College Connector Project (2015)

The Fullerton College Connector Project evaluated BRT, streetcar, and light-rail options for a corridor running from East Fullerton to the downtown core to provide better connectivity between CSU Fullerton and the city. Although the feasibility study was completed in 2015, the planning has not advanced further at this point.



Go Local Planning Studies (2012)

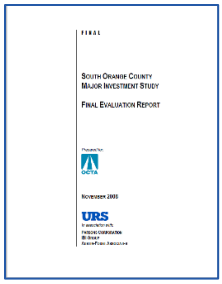
Go Local provided OCTA funding for city-initiated transit planning. Orange County cities applied for a $100,000 grant to study transit extensions linking major local destinations with a Metrolink station. After completing the initial study, cities competed for additional funding to further develop their concept and test its viability. Projects that received OCTA approval moved into development and implementation phases. The Go Local program also converted existing Metrolink stations into multimodal transportation centers offering both rail and bus services. The Go Local program served as early project development for existing and future Project V OCTA funding grants to cities for local circulators, a program described in the following chapter.



Central County Corridor Major Investment Study (2010)

This study informed the SCAG Regional Transportation Plan by reviewing all planned and proposed transportation projects in the area and recommending that demand management, infrastructure improvements, and bus service between existing rail lines be carried forward as the preferred strategy for the region. Some of the recommended projects included the following:

- Enhanced BRT service on six routes, including Harbor Boulevard
- Bolsa Chica Intercounty Express
- North-South Commuter Express
- High-Capacity Fixed Guideways in Santa Ana and Anaheim

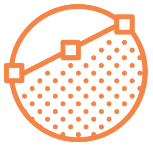


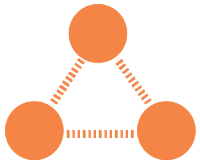
South Orange County Major Investment Study (2008)

This study assessed strategic transportation needs in the southern part of the county and proposed programs and projects for further analysis, including increased demand management, a package of moderate transit investments, a tolled freeway program, and freeway expansion. Highlighted projects included:

- BRT from Tustin Station to Irvine Station
- BRT from Irvine Station to San Juan Capistrano Station
- Doubled-tracking of the LOSSAN rail corridor

Figure 3-2 Themes of Local Plans and Documents

Theme	Plan or Document	Details
 Space Limitations	Corridor Study for the Pacific Coast Highway (2016)	Corridor was constrained by design standards and the lack of developable real estate in the surrounding area.
 Connections Between and Within Cities	Santa Ana-Garden Grove Fixed Guideway Project (2015)	Scheduled to begin operation in 2020 and will provide last-mile connections from the Santa Ana Regional Transportation Center to a new multimodal hub in Garden Grove.
	Anaheim Rapid Connection (2015)	Would create a streetcar connection between the Anaheim Regional Transportation Intermodal Center, the Platinum Triangle, and the Anaheim Resort.
	Fullerton College Connector Study (2014)	Would link several colleges and universities in Fullerton to downtown Fullerton and provide a connection to the proposed Central Harbor Boulevard Corridor.
	Corridor Study for the Pacific Coast Highway (2016)	Identified safety and congestion as pressing concerns for the highway that provides multimodal connections between six coastal cities.
	Central Harbor Boulevard Transit Corridor Study (2010)	The busiest north-south transit spine in Orange County connects Santa Ana, Garden Grove, Anaheim, and Fullerton.
	LOSSAN Rail Corridor Improvement Plan (2009)	Planned for over $900 million in corridor improvements over the next 20 years to create double-track capacity between Orange County and San Diego on the existing LOSSAN rail corridor.
	Central Harbor Boulevard Transit Corridor Study (2016)	Would connect to Measure M projects sponsored by the cities of Santa Ana and Garden Grove to offer better connections to both SARTIC and ARTIC.
	South Orange County Major Investment Study (2008)	Outlined the locally-preferred alternative for transportation projects in southern Orange County, including increased express and local bus service, community shuttles, and new capacity on the LOSSAN rail corridor.

Theme	Plan or Document	Details
 Multimodal Connectivity	Central County Corridor Major Investment Study (2010)	Established a long-term transportation vision and created consensus on a multimodal strategy that includes improvements to arterials, freeways, bus transit, and railways. Proposed specific improvements ranging from arterial and intersection optimization/widening, additional high-occupancy vehicle lanes and interchanges for freeways, enhanced connections to Metrolink/Amtrak passenger rail, investment in community-based shuttles (e.g., Anaheim Resort Transportation (ART)), the development of high-capacity fixed-guideways in Anaheim (ARC) and Santa Ana/Garden Grove (OC Streetcar), and substantial improvements to local bus service in conjunction with the implementation of six BRT routes (including Harbor Boulevard and Katella Avenue). Suggested an intersection improvement feasibility study for the intersection of Harbor Boulevard and Ball Road.
	Orange County Complete Streets Design Handbook (2016)	Provided draft policies for California municipalities to aid in the standardization of street design, recognizing that planning decisions are made on a local level. The draft policies promoted multimodal accessibility by developing a set of defined street typologies that incorporate all modes of transportation.
	Go Local Programs (2012)	Enabled cities to add transit service that complements rather than duplicates OCTA service. Required proposals to meet accessibility and needs criteria to ensure all projects efficiently used funds and met ADA requirements.
 Local Decisions	Orange County Complete Streets Design Handbook (2016)	Integrated the wide variety of street typologies in Southern California into a well-designed, legible network to make interregional travel less stressful.
	Go Local Programs (2012)	Involved local communities in the transportation planning process and allowed them to define local needs and propose custom solutions.
 Fix-It-First	Orange County Complete Streets Design Handbook (2016)	Focused on adding elements of complete streets principles without replacing existing infrastructure.

SUCCESSFUL TRANSIT MASTER PLANS AROUND THE COUNTRY

nMotion Strategic Plan (Nashville, TN; 2016)

More than 1 million people are expected to move to Nashville and the Middle Tennessee region between 2016 and 2040. This presents a pressing mobility challenge, as the development of new roads and right-of-way is not a practical solution in the region. To that end, the Nashville Metropolitan Transit Authority (MTA) and the Regional Transportation Authority of Middle Tennessee (RTA) developed nMotion, the strategic transit plan for Middle Tennessee. The plan focused on transit but also incorporated non-motorized and shared-use mobility options.

nMotion articulated long-term goals that can be met by advancing short-term actions to lay the groundwork for large-scale investments in the future. The plan's guiding principles shaped the recommendations:

- Improving access to opportunity for those with limited auto availability
- Expanding the range of competitive travel options for all Middle Tennesseans
- Simplifying and integrating various transportation systems to develop a seamless and connected system
- Prioritizing major transit investments in transit-supportive areas
- Significantly increasing ridership

The region recognized that achieving these principles would require strong partnerships and new funding sources. To this end, nMotion included a high-level implementation plan that identified regional transportation partners such as local colleges, neighboring transit agencies, and shared mobility services like Lyft and Uber.

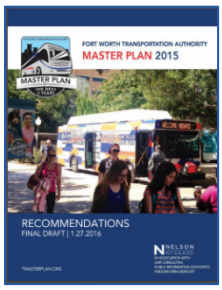
The plan identified short-, medium-, and long-term actions that will transform the region's current transit network into a multimodal system capable of moving more people through the existing right-of-way.

For the next five years, the plan outlined actions to improve local and regional bus service, including the following strategies:

- Extending service hours
- Decreasing headways
- Increasing the legibility of transit service
- Improving pedestrian and bicycle connections to transit
- Beginning feasibility studies on rapid transit services like commuter rail, light rail, and BRT

For the next five to 15 years, the plan called for MTA and RTA to develop dedicated transit lanes in key corridors and construct Middle Tennessee's inaugural rapid transit line. And for the next 25 years, the plan called for expanded rapid transit to new service areas and development of comprehensive regional transit coverage.

Because Nashville and Middle Tennessee have yet to choose what type of rapid transit would be best, nMotion does not provide specific information on exactly how the plan will be implemented. Instead it calls for rapid transit studies and for the development of a Long-Range Implementation Plan.



The T Transit Master Plan (Fort Worth, TX; 2015)

The T Transit Master Plan, completed in 2015, is the master plan for the Fort Worth (Texas) Transportation Authority. The plan focused on finding ways to reinvigorate transit in Tarrant County after almost 40 years of little growth or system investment. It incorporated both short-term goals, like improving existing service and expanding service to new areas, as well as a long-range transit vision focused on modernizing service offerings and attracting new riders. Together, these elements will create a transit system that can accommodate the region's growth.

The five-year recommendations will jumpstart the process of developing a revitalized transit system for Fort Worth. Short-term recommendations included improving existing service, expanding service to new areas, creating a frequent transit network, developing outlying transit hubs, expanding express and regional service, improving access to transit, and improving information and branding for services.

The success of this plan was closely tied to the successful collaboration between the Fort Worth Transportation Authority and local communities. While The T has sufficient funding to provide service at current levels, it does not have the budget to make extensive investments in expanding service area and duration. The T will need to work with local communities to assess jurisdiction-specific needs for transit and propose programs and services to meet those needs.

The transit vision, a longer-term effort to improve transit in the region, builds on the recommendations in the five-year plan. The long-range plan envisions a network that:

- Makes transit an attractive choice
- Connects people and places
- Makes transit more convenient and easier to use
- Creates a system that will be sustainable over the long term

Services that would be used to achieve these goals include a strong core network of countywide frequent transit, comprehensive local services, high-capacity transit offerings, better passenger amenities, and convenient last-mile connections.

City of Seattle Transit Master Plan (Seattle, WA; 2012 and 2015 Update)

Seattle has ambitious growth plans, expecting 200,000 new residents and 200,000 new jobs by 2030. Despite traffic congestion throughout the city, there are no plans or opportunities to add significant motor vehicle capacity; therefore, the bulk of the city's growth must be accommodated by more efficiently using the city's existing street network and by investing in rapid transit. Knowing its future economy and quality of life are at stake, the City of Seattle sought to establish a stronger partnership with its two regional transit providers, King County Metro and Sound Transit, and to create a powerful business case for transit investment.

To help Seattleites understand the scale of future mobility needs, an intensive, data-driven stakeholder process informed a detailed market analysis and the establishment of outcome-focused goals and measures of success. A broad array of corridors was examined, and a "Multiple Account Evaluation" approach was used to prioritize those that offered the greatest opportunity. The plan then considered what type of transit technologies made the most sense in each corridor.

The final report also identified land use and programmatic changes necessary to make transit successful, including coordinated bicycle and pedestrian improvements to optimize benefits in key corridors. The plan prioritized four high-capacity corridors, each of which was subsequently funded for the next level of project development. Of equal importance, detailed speed and reliability capital programs were developed for 15 priority bus corridors.

This data-driven, outcome-focused, stakeholder-led approach resulted in an unprecedented level of consensus on Seattle's mobility future, allowing the mayor to allocate $5 million towards its implementation in 2013-2014, promptly attracting $900,000 in federal support, setting the stage for $2 million in Sound Transit partnership funding, and leading to passage of the $930 Move Seattle Levy in 2015, accompanied by an update of the TMP to reflect changes since 2012. The city is now moving forward on alternatives analyses in preparation for construction.

SUMMARY

This review of previous plans and existing policies helps to set a foundation for the OC Transit Vision by establishing the context for current work and identifying recurring themes in regional and local documents:

- The **importance of collaboration** between agencies and the public and between agencies at all levels of government, from the regional level to countywide and individual cities.
- The role transit can play in helping **to reduce greenhouse gas emissions.**
- The need for a broad range of **convenient travel choices.** In the late 20th century, Orange County was built around the automobile, but has reached the point at which roadway expansions are both more difficult and offer diminishing returns.
- The importance of **integrating transportation with land use planning**, to ensure the transportation network and built environment are mutually supportive and that efforts to achieve broader local and regional goals are as robust and effective as possible.
- The likelihood of continuing **constraints on funding**, and the need for jurisdictions, agencies, and policymakers to be cost-effective and creative in response to those constraints.
- The fundamental **reality of geography**, from space constraints in heavily trafficked corridors to dispersed housing and employment patterns.
- The need for **multimodal connectivity** within the transportation network, including first-/last-mile connections to transit.