

RIO METRO RTD LONG-TERM STRATEGIC VISION PLAN

VISION FRAMEWORK

4/17/15 BOARD MEETING



RIO METRO
REGIONAL TRANSIT DISTRICT



The Mercer Group, Inc.
Consultants To Management

With:

SITES SOUTHWEST

FELSBURG HOLT ULLEVIG

STRATEGIC ECONOMICS

GB PLACE MAKING

**RENAISSANCE PLANNING
GROUP**

WELCOME & INTRODUCTIONS

- Welcome!
- Introductions
 - Consultant team
 - Board members
 - Anyone new to this process?
 - *Please introduce yourself and your role*



PROJECT GOALS

- Develop a *bold vision* for regional transit
- Determine *RTD's role* in achieving that vision
- Build *broad-based support* for the vision
- Identify *new tools* to fund & implement the vision
- Begin *phased implementation* of the vision



WHAT HAS THE TEAM ACCOMPLISHED?

- **Staff & Stakeholder Visioning (Fall & Winter 2014)**
 - Focus groups
 - Best practice seminar (November 2014; more pending)
- **Board Visioning:**
 - Listening Session (October 2014)
 - One-on-one interviews (Fall/Winter 2014)
 - Focusing Session (January 2015)
 - Visioning Workshop (March 2015)
- **Technical Assessments:**
 - Economic Development Potential of Transit
 - Peer Review (status quo & aspirational peers)
 - Transit Operations & Organizational Options

WHAT'S LEFT TO ACCOMPLISH?

- **Vision Framework (March/April)**
 - *The Vision Framework is the topic of today's discussion!*
- **Outreach to Vet the Vision Framework (May)**
 - **Public/Riders**
 - **Business Community**
 - **Elected/Appointed Officials**
- **Develop Strategic Vision Plan**
 - **Draft Plan (July)**
 - **Final Plan (August)**
 - **Board presentations at each step...**

TECHNICAL ASSESSMENTS: WHAT WE'VE LEARNED

RENAISSANCE PLANNING GROUP
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Project: RMRTD Visioning (Long-Term Strategic Vision and Implementation Services)
Contract: 2014-01
To: Tony Sylvester, Rio Metro Regional Transit District
From: Kathleen Rooney, Renaissance Planning Group
Date: 4/6/15
Re: Regional Transit Agency Peer Review White Paper – DRAFT FINAL

Purpose of this White Paper
Renaissance Planning Group conducted a peer review of transit agencies to inform the initial visioning process and the subsequent development of Rio Metro Regional Transit District's (RMRTD) Strategic Vision Plan. In general, the purpose of a peer review is to research and explore comparable agencies performance to provide insights into opportunities for better management, service, operations, etc. This specific peer review identified up to four (4) peer agencies for RMRTD and its partner agency ABQ RIDE, benchmarked RMRTD operations (or, in some cases, RMRTD operations combined with ABQ RIDE operations) and regional outcomes against those peers, and then articulated key "lessons learned" from the benchmarking assessment. This white paper highlights the key findings and conclusions from this peer review process.

What Does this White Paper Contain?
This peer review followed the following steps:

- **Who are we most like?** We selected peer agencies based on comparable regional context (e.g. population, demographics, economy, geography, etc.) and agency context (e.g. size, service, etc.).
- **How do we measure up?** We benchmarked the Albuquerque region's transit system and services (including both RMRTD and ABQ RIDE) against the identified peer agencies' data with available baseline data) on key metrics.
- **What can we learn from others like us?** We identified opportunities for the visioning process (and resulting Strategic Vision Plan) from insights gleaned from the peer agencies.


STRATEGICECONOMICS

MEMORANDUM

Project: RMRTD Visioning (Long-Term Strategic Vision and Implementation Services)
Contract: 2014-01
Date: March 4, 2015
To: Tony Sylvester, Rio Metro Regional Transit District
From: Nadine Fogarty, Strategic Economics
Subject: Opportunities for RMRTD to Foster Regional Economic Development Benefits from Transit in the Albuquerque Region

Purpose of this White Paper
As part of the Rio Metro Regional Transit District (RMRTD) Strategic Vision Planning Implementation effort, Strategic Economics was commissioned to assess the current and potential for RMRTD operations and initiatives – whether existing or new recommendations influence regional economic development. This white paper provides a general "framework" assessment for understanding the economic benefits associated with transit investments, current and potential future role of transit in generating those benefits in the Albuquerque region, and describes key economic benefits that might be realized or expanded.

What this White Paper Contains
The remainder of this white paper contains the following sections:

- **Section 1: Overview of the Potential Economic Development Benefits** section describes the various types of direct and indirect economic benefits that transit potentially provide. It also includes examples of studies that find that transit delivers a high "return on investment" in terms of economic benefits.
- **Section 2: Key Regional Trends and Initiatives to Leverage** section describes economic development initiatives already underway in the Albuquerque region that should be enhanced to maximize economic development benefits from transit.
- **Section 3: Specific Opportunities for Expanded Economic Development** section describes key economic development benefits from transit that are likely to be realized in the Albuquerque region.


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MEMORANDUM

Project: RMRTD Visioning (Long-Term Strategic Vision and Implementation Services)
Contract: 2014-01
Date: March 27th, 2015
To: Tony Sylvester, Rio Metro Regional Transit District
From: Holly Buck and Kelly Leachbetel, Felsburg Holt & Ullevig
Subject: RMRTD Existing Conditions, Transit Governance Structure, and Coordination Opportunities White Paper

Purpose of this White Paper
Felsburg Holt & Ullevig (FHU) conducted a technical assessment of Rio Metro Regional Transit District (RMRTD) and ABQ RIDE to document existing transit operations and agency structures, governance structures, and coordination opportunities for RMRTD. The assessment included providing input to the consultant team throughout the fall of 2014, and into 2015. In addition to existing conditions, this white paper provides an overview of transit district governance structures, and potential coordination/collaboration opportunities for RMRTD. The findings from this white paper will inform the visioning process currently underway, and the subsequent development of RMRTD's Long-Term Strategic Vision Plan.

What This White Paper Contains
This white paper is comprised of three parts:

- **Part 1: RMRTD Existing Conditions and Summary of RMRTD Partner Agencies/Service Providers.** Part 1 includes a technical review of existing transit operations and agency structures for RMRTD and ABQ RIDE, including an assessment of agency leadership/management, transit services, public information, operating and capital budgets, and funding sources. This part also includes a summary of relevant information about RMRTD partner agencies/service providers, including the Metropolitan Transit Board (MTB) of the Metro Region Council of Governments (MRCOG), Santa Fe Trails, and the North Central Regional Transit District (NCRTD).

WHITE PAPER: ECONOMIC DEVELOPMENT POTENTIAL OF TRANSIT

What the White Paper Contains

- **Assesses the potential economic benefits associated with transit investments**
- **Describes key trends and the future role of transit in generating those benefits in the Albuquerque region**
- **Describes specific economic development opportunities / benefits that could be realized in this region**

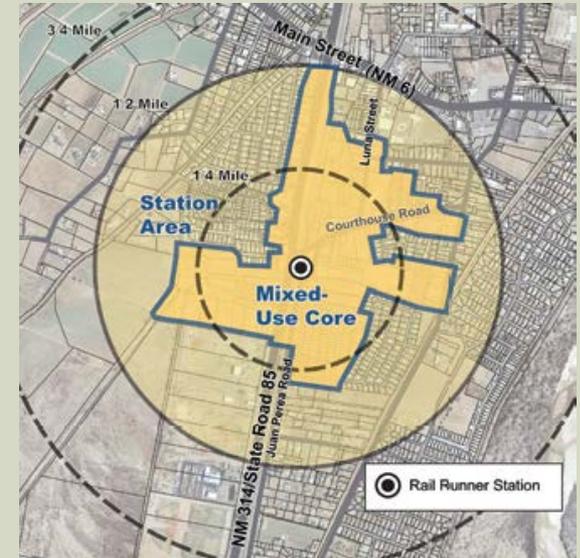
ECONOMIC DEVELOPMENT BENEFITS OF TRANSIT IN THIS REGION

- **More cost-effective economic development: a coordinated, transit-focused strategy**
- **Cost savings for local governments: reduced costs of infrastructure/services**
- **Neighborhood reinvestment: increased property values**
- **More efficient land use/compact development: reduced regional traffic congestion (esp. at constrained bottlenecks)**

KEY ISSUES & OPPORTUNITIES: MORE EFFICIENT LAND USE PATTERNS

■ Issues

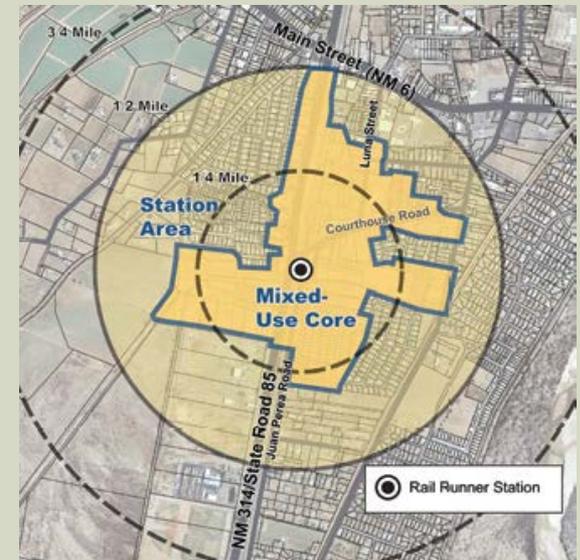
- Regional transit hasn't played a significant role in shaping land use
- More congestion (especially at constrained bottlenecks)
- Unclear how future growth can be accommodated cost effectively



KEY ISSUES & OPPORTUNITIES: MORE EFFICIENT LAND USE PATTERNS

■ Opportunities

- Provide highest level of transit service in areas planned for efficient development
 - Existing Rail Runner stations as a focus for TOD
 - New ART corridors as an emerging infill development opportunities
- RMRTD plays a role in local and regional land use planning
 - Coordination with updates to local land use plans/development standards
 - Condition new/expanded transit service on supportive local land use plans



BOARD VISIONING



OCTOBER: LISTENING SESSION

- Why is transit important in this region?
- How can we best engage your communities / constituencies?
- Who else should we talk to?
- What does the Board expect from the consultant team?



LISTENING SESSION: WHY IS TRANST IMPORTANT TO THE REGION?

- Transit is part of the answer to address many of the regional issues:
 - Relieving traffic bottlenecks on key roadways/bridges
 - Creating more compact land use patterns
 - Reducing infrastructure costs
 - Providing equitable access to school/work opportunities
 - Supporting sustainable economic development
 - Responding to changing demographics (aging baby boomers)
 - Reversing the brain drain of young millennials

NOVEMBER: BEST PRACTICES SEMINAR

- What have other transit agencies done to address key regional challenges?
- Lessons learned:
 - Transit as a tool to catalyze economic development and shape land use patterns
 - Leading agencies started 20-30 years ago



JANUARY: FOCUSING SESSION

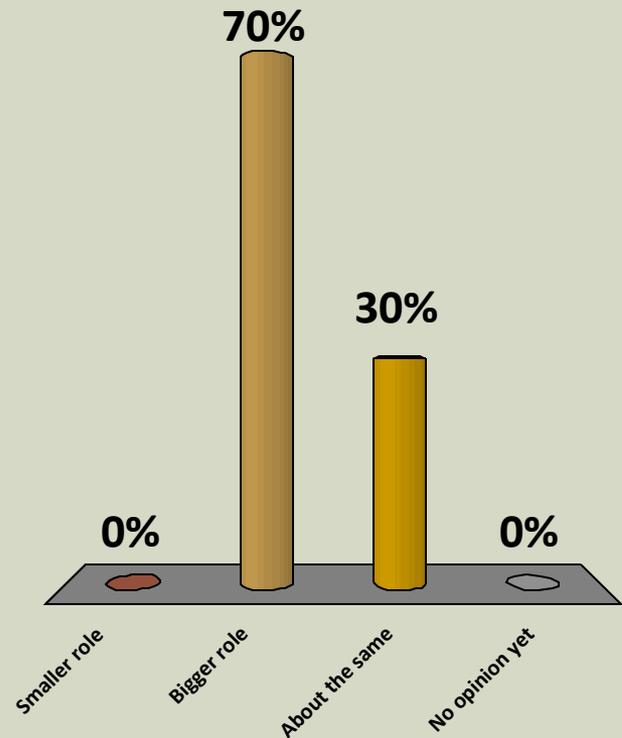
■ SIX BIG POLICY QUESTIONS FOR THIS BOARD:

1. Board role
2. Services/service area
3. Ridership
4. Land use/economic development
5. Coordination/consolidation
6. Financial resources



FOCUSING SESSION: WHAT ROLE DOES THIS BOARD WANT TO PLAY IN LEADING RMRTD'S FUTURE?

- A. Smaller role
- B. Bigger role
- C. About the same
- D. No opinion yet



MARCH: VISIONING WORKSHOP



VISIONING WORKSHOP: BIG IDEAS, CORE THEMES, KEY STRATEGIES

CREATE A REGION WITH MULTIPLE TRANSPORTATION OPTIONS INCLUDING A TRASET SYSTEM THAT INTEGRATES COMMUNITIES AND PLAYS A ROLE IN COMMUNITY BUILDING AND Econ Growth

THEME #4 ADD "FUTURE"³

Sound Financial Stewardship

Our region's transit system requires ^{adequate} predictable, reliable and ^{sustainable} adequate funding to maintain its current ^{future} service levels and equipment. Our public funding requires us to be accountable to our taxpayers and operate as efficiently as possible while meeting our ^{diverse} diverse transit needs. A central theme of our regional transit vision is **establishing a reputation as a strong steward of our existing funds and assets - and clearly defining a responsible fiscal path toward satisfying the region's future transit needs.**

Handwritten notes: "dedicated", "Demand Response", "Responsible", "RMRTD", "Maximizing Existing resources at a high level"

Partner to support TOD near transit nodes/corridors
Transit-Oriented Development
Handwritten notes: "Public/Private Partnerships for TODs to increase economy Joint Development", "RMRTD", "RMRTD Grants for TOD", "Build/complement local land use planning/development capacity (drawings, grants, shared staff)", "Require Developer to include Transit plan as part of plan that goes to DMSP for Smart Growth EPC Smart Growth Bonus"

Condition future transit expansions on local jurisdictions' supportive land use plans

Integrate regional transit planning with local land use planning/design
Handwritten notes: "Coordinate together - Develop Relationship Planning - for development Regional Planning", "Distinguish RMRTD from MRSDS as a commenting agency", "Become a commenting agency for land use plans / development applications", "School Siting", "statutory / or by member agreement", "RMRTD should be a driver in this process"

Pursue TIF to support transit & community projects
Tax Increment Finance

RMRTD Re-development authority

Bring developers & neighbors together around development issues

VISION FRAMEWORK: CORE THEMES & KEY STRATEGIES



VISION FRAMEWORK: CORE THEMES & KEY STRATEGIES

Theme 1:

Exceptional Customer Experience

- **Strategy 1.1:** Make transit trips as convenient and time-competitive as auto trips.
- **Strategy 1.2:** Focus on safety, attractiveness, cleanliness, comfort, and tailored amenities both on vehicles and at stops/stations.
- **Strategy 1.3:** Expand service availability through improved schedule coordination with other providers.

Theme 2:

Transformative Regional Services

- **Strategy 2.1:** Expand “regional priority network” to connect key centers and corridors, including added Rail Runner service.
- **Strategy 2.2:** Expand:
 - Local circulators to connect residential areas and regional network.
 - Service in smaller/rural communities to connect to local circulators and regional network.
- **Strategy 2.3:** Support regional TDM, bicycle/pedestrian, and first/last mile programs to improve access to fixed-route transit.

VISION FRAMEWORK: CORE THEMES & KEY STRATEGIES

Theme 3: Strong Transit-Centered Communities

- **Strategy 3.1:** Integrate regional transit planning with regional/local land use planning and design.
- **Strategy 3.2:** Increase support for Transit-Oriented Development in areas well served by transit through grants, education, capacity building, and partnerships.
- **Strategy 3.3:** Become a commenting agency for land use plans/development applications and develop transit impacts/mitigations standards.

Theme 4: Sound Financial Stewardship

- **Strategy 4.1:** Pursue efficiency gains across all modes.
- **Strategy 4.2:** Seek new and expanded revenues sources (including local & regional, state & federal, and public-private partnerships) to diversify funding base provide stable funding source for Vision Plan implementation.
- **Strategy 4.3:** Evaluate most cost-effective agency structure, including potential independence from MRCOG and potential coordination/consolidation with ABQ RIDE.

VISION FRAMEWORK: CORE THEMES & KEY STRATEGIES

Theme 5: Innovative Programs & Partnerships

- **Strategy 5.1:** Integrate transit investments with the regional economic development strategy.
- **Strategy 5.2:** Pursue Public-Public Partnerships (including school districts and UNM/CNM) to offer free/ discounted transit passes, joint marketing, and education.
- **Strategy 5.3:** Pursue Public-Private Partnerships (including major employers) to fund targeted service to employment centers, transit benefits to employees, and joint marketing.

Theme 6: Industry-Leading Knowledge & Practice

- **Strategy 6.1:** Conduct orientation and on-going professional development for staff and board, including in-person visits with peer agencies.
- **Strategy 6.2:** Form Executive Leadership Committee with focused responsibilities, potentially including advisory members from private sector, educational institutions, and riders.
- **Strategy 6.3:** Become a resource to local jurisdictions to support best practice pilot programs, staff training, and implementation of Vision Plan priorities.

VISION PLAN: IMPLEMENTATION-FOCUSED DOCUMENT



VISION PLAN: IMPLEMENTATION-FOCUSED DOCUMENT

Core Theme

- **EXCEPTIONAL CUSTOMER SERVICE**

Key Strategy

- **Make the transit trip more competitive with the auto trip**

Implementation Tactics

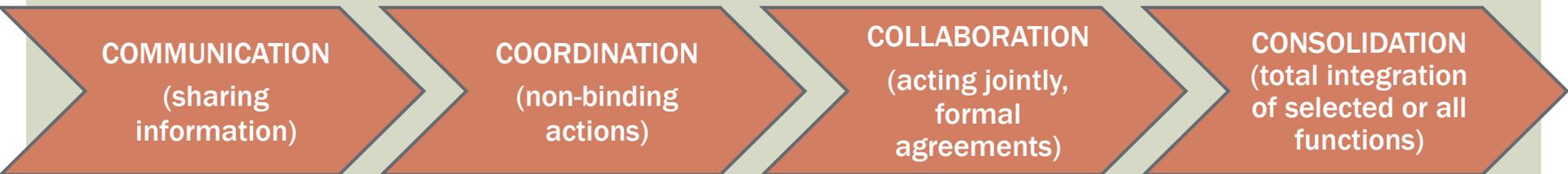
- **More direct transit routes linking key destinations**
- **Improve transfer efficiency**
- **Transit Priority Solutions (Signal Priority, Queue Jumps, Dedicated Lanes)**

Performance Measures

- **Reduce transfers by XX% (TBD)**
- **Decrease transfer wait time by XX% (TBD)**
- **Decrease Route times by XX% (TBD)**

VISION PLAN: IMPLEMENTATION-FOCUSED DOCUMENT

Implementation Tactic: Improve Transfer Efficiency



- The “Four Cs” Continuum:
 - Many possible tools to achieve any given strategy
- Implementation tactics based on:
 - How agencies can best work together
 - A phased approach

NEXT STEPS

- **May: Vet the Board's Vision Framework with:**
 - Key stakeholders
 - Implementation partners
- **June/July: Draft Vision Plan**
- **August/September: Final Vision Plan**
- **Board presentations at each step of the process...**



UPCOMING OUTREACH MEETINGS: PROPOSED APPROACH

- 3 daytime meetings
- One in each County within RMRTD's service area
- Proposed dates:
 - 5/12
 - 5/13
 - 5/14
- We'll be inviting:
 - Local governments
 - Community & business orgs
- Groups can also request a tailored presentation

UPCOMING OUTREACH MEETINGS: HOW YOU CAN HELP

- **Can you:**
 - Tell us any particular individual/org we should invite?
 - Host or co-sponsor a meeting?
 - Attend a meeting and give some remarks?
 - Help us reach out to invited organizations to make sure they attend?
- More outreach details sent to Board as they are finalized