



**Virginia's Long-Range Multimodal
Transportation Plan**

**Directions in Regional
Planning**

**Prepared for:
Office of Intermodal Planning and Investment**

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Overview

This VTrans Vision Report presents the findings of a comprehensive review of Metropolitan Planning Organization (MPO) transportation plans that was conducted in 2008. In addition, select Planning District Commission (PDC) and county transportation plans were reviewed, as well as the transportation element of the comprehensive plans of eleven counties in non-MPO areas. A survey of MPOs was also conducted.

The purpose of this report is to identify the visions evidenced in the transportation plans for each of the planning areas and to focus on:

- The level of consistency in planning of the MPOs, PDCs and counties
- Changes and trends that have occurred in the planning process
- The process of prioritizing planning projects
- Innovative solutions utilized by planning organizations to solve current and future transportation challenges

Information was gathered from all MPOs regarding long-range transportation vision, goals and objectives, as well as performance measures where applicable. Additional information was obtained from a select set of PDCs and counties outside of MPO areas including specific examples of key goals and objectives identified in the comprehensive plans, transportation plans and other planning documents of these organizations. Trends, common themes and regional differences were identified among the plans reviewed.

This report is comprised of the following sections:

The ***Summary of Findings*** highlights new directions and insights from the various planning organizations throughout the state. This section includes a template for regional transportation plans' vision, goals and objectives.

In the *Findings* section, the body of this report focuses on the information gathered that relates to the VTrans update of goals and objectives, particularly emerging trends, regional differences, and planning processes that illustrate the migration of transportation planning in Virginia towards multimodalism.

The VTrans2025 Statewide Goals are:

1. Safety and Security
2. Preservation and Management
3. Mobility, Accessibility and Connectivity
4. Economic Vitality
5. Quality of Life and Environmental Stewardship
6. Fiscal Responsibility

The *Validation of Goals* identifies the consistency of regional and local plans with the six goals of the VTrans2025 Plan based on the findings of the statewide research.

The *Background* section describes the objectives and process for the research that was conducted for this report.

The *Conclusions* section revisits the key findings and identifies recommendations to strengthen future transportation planning in the Commonwealth.

In the *Appendices* of this report, complete documentation of the information gathered is provided, including: goals and objectives of MPO transportation plans; a summary of sampled county comprehensive plan transportation goals and objectives outside of MPO areas; and a summary of the survey findings regarding how MPO plans address travel modes and Corridors of Statewide Significance.

Summary of Findings

Overall, most of the MPOs had a similar list of issues that needed to be addressed. While few MPOs had explicitly identified a vision for the area, one could deduce the vision from the concerns identified in the long range plans.

Common themes indicate that regions across the state envision that a more multimodal approach to planning for the future will result in a transportation system that will provide citizens with the ability to move around with ease and make better use of existing facilities by having seamless connections. In addition, MPOs, PDCs and counties alike continue to emphasize the importance of making the provision of safe transportation systems and services a priority and perhaps tying that provision to funding decisions. All envision that it is paramount to provide transportation services to those who are traditionally underserved such as the elderly and the disabled, particularly in light of the anticipated rapid growth of these populations in coming years. Finally, in recognition of growing maintenance needs and dwindling capital resources, regions seek to make the most efficient investments possible, in some cases using performance measures to prioritize proposed investments and to track the effectiveness of the transportation system over time.

Most MPOs identified the same goals that were discussed in *VTrans2025*. However, there was increased emphasis on some issues. These include:

- Increasing transit availability and related strategies for urban, suburban and rural populations to meet the **mobility needs of the growing elderly** population.
- Reducing travel and the need for major capital improvements. Employ more transportation system management and travel demand management strategies to increase transportation efficiency, **reduce travel, and reduce the need for major capital improvements.**
- **Evacuation and sheltering planning** for the full range of potential emergencies
- Addressing the transportation and land use recommendations of the Commonwealth **Climate Change** Commission

In addition to the additional emphasis areas, there are planning processes that should be enhanced to respond to emerging trends. These include:

- Prioritization of transportation investments through data-driven analytical processes
- Performance assessment to measure the achievement of goals and objectives
- Emergency preparedness for climate volatility, such as assessment of infrastructure vulnerability

In light of the trends in both regional and statewide multimodal transportation planning, regional transportation plans should include the following elements at a minimum. Many good examples of specific goals and objectives are provided in the remainder of this document and Appendices A and B.

Vision: A concise statement of the region's values and priorities for the transportation system and its performance.

Goals: More specific statements of each individual value relating to the regional transportation system, including a regional expression of the goals listed below as well as any additional goals specific to the region.

- *Safety and Security* – addressing passenger safety, worker safety, safe design, defensibility from threats, and emergency preparedness.
- *System Maintenance and Preservation* – addressing the value and priority placed on the existing transportation assets and services.
- *Mobility, Connectivity and Accessibility for People* – addressing the modes, linkages, priorities, and future needs for the movement of people including roadways, transit services, airports, and facilities accommodating bicycles and pedestrians.
- *Mobility, Connectivity and Accessibility for Freight* – addressing the modes, linkages, priorities and future needs for the movement of goods including highways, railroads, port facilities, airports and intermodal facilities.
- *Environmental Stewardship* – addressing the regional values for environmental stewardship including resources to be preserved, air quality, greenhouse gas emissions, or other statements of concern to the region's quality of life.

- *Economic Vitality* – addressing the role of transportation in preserving, supporting and enhancing the regional economy and future economic growth.
- *Coordination of Transportation and Land Use* – addressing the achievement of other goals through coordination of transportation and land use and expressing the benefits of this approach to community vitality.

Objectives: Statements of the desired means of achieving each goal, reflecting the regional priorities and specific characteristics of the desired transportation system and its performance.

Performance Measures: Well-defined measures that can be used to evaluate the extent to which the objectives are being met in the transportation plan and/or the observed transportation system. These measures should be used to prioritize the transportation investments for fiscally constrained plans. These measures also should be used to track the performance of the transportation system through plan implementation, which may require the development of a data collection program tailored to the measures.

Findings

This section of the report focuses on reporting the findings of the research in terms of trends, common themes, and regional differences and highlights the overall findings of the research.

Trends and Common Themes

A. Greater Focus on Multimodal Planning

A.1 *Bicycle and Pedestrian Planning*

This is one of the multimodal objectives of *VTrans2025* that has been well received by most of the planning organizations. The MPO plans reviewed all indicated that bicycle facilities currently exist and/or are planned within their jurisdictions, and many have regional bicycle plans in place. The PDCs surveyed also have identified specific areas and facilities for bicycle usage.

On the county level there were several plans written for promoting bicycle use:

- *The Central Shenandoah Bicycle Plan for Augusta County*
- *The Piedmont Regional Bicycle Plan (part of 2002 Cumberland County Comprehensive Plan)*
- *Accomack County Bicycle Plan*

Pedestrian facilities are also included in the plans of the MPOs, PDCs and counties including Accomack County, Cumberland County, the Rappahannock Rapidan PDC (RRPDC) and the Northern Neck PDC (NNPDC). All of the regions surveyed indicated within their goals and objectives section the need and desire for such facilities. Several communities are exploring projects for the Rails-to-Trails Program or the Tobacco Heritage Trail initiative along old rail lines.

Many of the organizations indicated that the planning and development of these facilities is greatly needed. In several instances, these organizations have already initiated research to seek out federal, state and local funds for the planning, design and construction these facilities.

A.2 *Freight Transportation Needs*

The efficient movement of freight/goods throughout the Commonwealth has always been a significant objective of transportation investments and planning. The urbanized areas

generally have systems/plans in place to facilitate and handle freight needs within their boundaries. This is less the case in rural areas of the Commonwealth, though some rural areas had statements regarding freight rail. Increasingly, the focus is not only on freight movement to support economic development, but also modal flexibility and options to promote greater efficiency, less congestion, and choices that respond to economic conditions. While few of the MPO and other plans actually indicated specific goals and objectives concerning freight and intermodal services, freight transportation needs were assumed to be included in some broad goal statements about mobility, efficiency and/or economic development.

The organizations that specifically expressed the need for improvements to support freight services were:

- *Amelia*
- *Augusta*
- *Bristol*
- *Buckingham*
- *Blacksburg/Christiansburg/Montgomery MPO*
- *Hampton Roads*
- *Richmond Regional*

Example statements focusing on freight transportation include:

- “Increase intermodal facilities for shipping”
- “Expand airports and ports and funding for them”
- “Increase accessibility for freight movement”
- “Support rail facilities and encourage development”

A.3. Public Transit – (urban, rural and regional)

Traditionally, this has been an issue mainly for the urban areas of the Commonwealth. Many rural areas did not have “public” transportation as part of their planning process or project prioritization. Since the *VTrans2025 Plan*, many rural areas of the Commonwealth have begun to look at their existing public transportation systems as vital segments of their overall planning processes like the urban areas.

The MPOs and PDCs realize that a good public transit system is a major factor in facilitating economic vitality and improving quality of life.

On the county level, there was support for effective public transportation and promotion to coordinate regional efforts. All county plans had a strong focus on “work[ing] with transit agencies to study and implement the expansion of existing transit systems” and “increas[ing] the availability of public transit, including passenger rail and bus service.”

B. Mobility Needs of the Elderly

The need and demand for providing a variety of services to the elderly is becoming increasingly important as the population ages. There were several organizations that addressed the transportation needs of the elderly. For example:

- Bath County-“develop transportation plan and program that responds to the needs of the elderly, disabled and the economically disadvantaged”
- FAMPO-“support the improvement of transportation service for the rural and elderly populations”

The mobility needs of the elderly present a dynamic challenge in light of the rapidly growing numbers of the elderly and this demographic group’s lifelong attachment to personal mobility. Traditional public transit services may not be a complete answer.

C. Emergency Preparedness

Since 9-11 and Hurricane Katrina, increasing attention and resources have been focused on Emergency preparedness. For transportation planning agencies, key issues are coordination of evacuation routes; having an inventory of transportation resources including those that can serve special needs populations; and having a clear understanding of what routes are viable under different emergency conditions and the capacities of each. The issue of climate change and climate volatility in particular further underscores the need for this type of planning by regional transportation agencies. Throughout the Commonwealth, this issue has not received a high degree of attention. For the most part, planning organizations around Virginia have not embraced the issue of utilizing the current infrastructure and resources to assist the citizenry during a state of emergency, resulting from natural or man-made disasters. An action plan should be developed by the planning organizations to assist the citizens with a speedy evacuation by utilizing existing infrastructure, vehicles (buses, vans, taxis etc), and road and rail systems. While local plans for emergency preparedness are mandatory,

regional plans can play a key role in identifying, coordinating and mobilizing multimodal resources to safely respond to an emergency.

Richmond Regional PDC has developed an emergency preparedness strategy which includes serving as the receiving area for coastal evacuees. This is a major step for MPOs, PDCs and counties to address in future transportation planning efforts.

D. Transportation System Management

D.1. *Technology*

Many of the organizations have utilized several innovative technologies and techniques to improve transportation operations and planning. Most of the technologies currently used concentrate on congestion management through real time information systems and technologies to manage toll facilities. Several transit systems currently utilize technologies to assist them in the daily operations of the system focusing on ridership, farebox return and route analysis. These will allow for more efficient system operations. Not only does this achieve statewide objectives, but it's a critical strategy to improve mobility under the financial constraints facing the state, MPOs and local jurisdictions.

D.2. *Prioritization and Innovative Funding Sources*

The issue of funding transportation infrastructure is always a major concern. Most organizations currently receive funding from the typical sources-VDOT, FTA, FHWA, the state, and local and private sources. These typical funding sources often do not or can not provide the level of support that a community or organization needs to maintain the current infrastructure and to meet anticipated future needs. Therefore, having a prioritization process in place ensures that the most critical regional needs are being met first with available funding.

Based on the findings of the MPO/PDC survey conducted by the Multimodal Planning Office, two planning organizations were identified that have prioritization processes utilized for programming projects, and these MPOs were queried further on these processes. The two that are currently using objective measures to prioritize transportation projects are FAMPO and HRPDC. These prioritization processes are discussed further under *Highlights of Research Findings* at the end of this section.

Due to the financial constraints of many localities, several have attempted to identify new and innovative sources of funding. A major concern for localities is securing proper funding for projects that are not “traditional”; i.e.-bicycle, pedestrian or even equestrian facilities. Therefore, many areas have had to expand their financial search by using concepts such as local bonds, tax increment finance districts, proffers and impact fees from developers, or user fees to assist in funding transportation improvements. Several regions of the state (NOVA, Hampton Roads, Richmond and Charlottesville areas) are attempting, with varying degrees of success, to form regional authorities that would facilitate local funding for identified transportation needs that cannot be funded with available state and federal resources.

D.3 Integration of Land Use and Transportation

The integration of land use planning and transportation planning is extremely important to the overall planning process for a region. It is the responsibility of the planning organizations and officials to ensure that land use plans and transportation plans (roads and public transit) are compatible. These planning efforts must be coordinated to provide a stronger infrastructure for the community. Several planning organizations (Tri-Cities, FAMPO, RVAMPO, NOVA) have incorporated goals and objectives aimed at the integration of land use and transportation management in their transportation plans. These same organizations expressed a need for enhanced planning collaboration.

Regional Differences

A. Evacuation Planning

Traditionally, emergency management efforts and evacuation planning were concentrated on the coastal areas of Virginia. However, per the advent of Climate Change Planning, efforts must concentrate on the Commonwealth as a whole. Throughout the Commonwealth, several regions have addressed the issue of evacuation planning. Generally, these were areas of dense population (NOVA and HRPDC). Currently, both of these areas have existing plans and resources in place to manage an emergency situation, such as the *National Capitol Region Sheltering and Evacuation Resource Guide* published in 2008. There are areas in the Commonwealth, however, that are not as prepared for a major catastrophe. These regions typically have smaller populations and less infrastructure to utilize in the event of a catastrophic situation. Evacuation planning and emergency preparedness are equally important throughout

the Commonwealth, and should be addressed by other areas that could potentially be a receiving area for evacuating populations from other regions.

B. Land Use

B.1 Economic Development

There should be a strong connection between land use, economic development and transportation planning to ensure that a multimodal planning approach is effective. These components should either be in place in existing plans or be addressed in future comprehensive plans or long-range transportation plans. Most areas in the MPO/PDC survey as well as in several comprehensive plans addressed the issue of connecting these components to build a stronger infrastructure. Many jurisdictions also realize that proper land use and an efficient transportation system (the ability to move people and goods) is a vital asset to attract business and expand the current economic base.

Currently, the larger areas of the Commonwealth have concentrated the most on economic development strategies, with an emphasis on reducing congestion to foster continued growth. However, the smaller regions of the Commonwealth have addressed the need for a more diversified economy and an adequate multimodal transportation system to support economic growth in their regional plans. Multimodal freight mobility is a particular emphasis in some of these areas.

B.2 Growth Management

The MPOs, PDCs and counties all share an overall common goal to properly manage growth in their respective regions. Growth management is a major concern throughout the Commonwealth for several reasons: 1) Quality growth results in a better way of life for the community, 2) Properly managed growth will attract new business and business opportunities, and 3) Balanced growth facilitates financial sustainability.

Effective growth management focuses on congestion management, access management, planned/coordinated land use, well-defined transportation networks and an efficient public transit system – achieving a balance between transportation and land use. However, the issues related to growth management vary across the Commonwealth. The more urban areas of Northern Virginia, Fredericksburg, and Hampton Roads emphasize the importance of reducing congestion in coordination with land use and growth, while

southwestern Virginia in particular is concerned with having sufficient accessibility to foster growth. Also, sprawl development patterns are a concern throughout the Commonwealth due to the inefficiency of the transportation system to serve them and the high transportation costs associated with them. However, the major population centers of the state have dealt more aggressively with these issues through integrated land use and multimodal transportation planning, while the remainder of the Commonwealth primarily focuses on preserving roadway efficiency through strategies such as access management and traffic calming.

C. Bridge Maintenance Concerns

The MPO/PDC Survey and comprehensive plans indicated that several planning organizations have expressed concerns about the conditions of bridges in their regions. Several areas were looking to expand the number of bridges as well as to renovate existing bridges to promote a safer and more efficient transportation system in the region. Some of these areas or planning organizations were: King William County, Cumberland County and FAMPO. These actions are all based on the levels of funding and support on a state, regional and local basis to accomplish this goal. In the parts of the state where bridges are abundant, including both coastal and mountainous areas, the transportation funding constraints pose a dilemma for bridge preservation – jurisdictions are faced with the choice of either funneling all available funding into bridge projects at the expense of other needs, or placing weight restrictions on bridges which can disrupt traffic patterns and hinder commerce. These regions cannot overcome this dilemma without a dedicated funding source for bridge repair and replacement at the state or regional level.

Highlights of Research Findings

Several MPOs, PDCs and counties that had a strong multimodal focus in their existing plans were contacted for further details regarding their plans and planning processes. Those contacted also had an emphasis on performance measures and/or performance evaluation that was explored. Below are highlights of these findings:

FAMPO has embraced the multimodal approach in all facets of transportation planning. Their planning process indicates a diverse program, prioritized by funding sources. This agency is one of the few MPOs in the Commonwealth that identifies passenger and freight rail as major factors in improving transportation. This MPO is also one of two in

the Commonwealth that is developing and applying a data-driven performance evaluation process.

HRPDC has goals and objectives addressing transit, freight, and ports, as well as a goal to enhance the integration and connectivity across modes. This MPO has an extensive set of performance measures for congestion management, corridor studies and freight planning. They have measures of system performance as well, which are used in part to support prioritization of transportation projects in the financially constrained plan. These measures include travel times, air quality indicators, service to low income and minority residents, transit ridership, and travel demand management (TDM) measures.

RVAMPO has goals and objectives addressing all passenger and freight modes, except air. Because it is not a Transportation Management Area (over 200,000 in population) the MPO is not required to have a congestion management system. However, *RVAMPO* is preparing one to be ready for this eventual requirement, and in so doing is expecting to apply many of the statewide performance measures from the *2007 Performance Report*. This MPO also has an emphasis on TDM.

NOVA MPO addresses all passenger modes including air in its goals and objectives. It has a strong emphasis on integration of modes and multimodal connectivity. The MPO plan also has an emphasis on the inter-relatedness of transportation and land use, to an extent not seen in most MPO plans in the Commonwealth.

The Northern Neck PDC is unique with the adoption of the *Northern Neck Rural Transportation Plan*. The plan's goals and objectives indicate the need to provide a multimodal transportation network to the citizens of the region. The document targets mobility and accessibility issues for all counties served. Northern Neck also is in the processes of creating a Rural Planning Organization, a Technical Advisory Committee and a Public Participation Plan. As a PDC, they have been committed to improving the quality of life of the region, recognizing that transportation is a vital link in the future success of the member counties.

The Rappahannock Rapidan PDC utilizes a unique transportation and land use connection plan. Rappahannock is located in one of the fastest growing areas of the Commonwealth. Therefore, the RRPDC relies heavily on a system of planning and prioritizing projects through several planning studies. Some of these plans include: the *Rappahannock Rapidan Regional Long Range Transportation Plan*, *2006 Regional Bicycle and Pedestrian Plan*, the *Rappahannock Regional Rail Study* and a Transit-Oriented Development (TOD) study. This was one of the few organizations that comprehensively addressed the needs of the elderly and disabled in the transportation planning process.

Augusta County evidenced a progressive approach to multimodal planning in the *2007-2027 Augusta County Comprehensive Plan*. This plan's transportation element embraced all modes, including bicycle facilities, pedestrian facilities and the overall support of an effective transportation network. Augusta County also provides financial support for the current infrastructure and is in position to further fund new and innovative projects. Augusta also placed a strong focus on community coordination with other agencies within the county.

Cumberland County has also embraced the multimodal approach to transportation planning. The county has taken measures to ensure that its citizens have adequate access to different modes of transportation that suit their needs. Cumberland County has adopted the *Cumberland County Plan 2006-2011* and the *Piedmont Regional Bicycle Plan*. Both documents provide the county with tools to provide a multimodal system of transportation and to encourage development of alternative modes of transportation, including equestrian facilities.

Validation of VTrans2025 Goals

The following discussion illustrates consistencies identified between the MPO, PDC and County transportation plan goals and objectives and those of *VTrans2025*, as a starting point for developing the vision, goals and objectives for *VTrans2035*.

Goal - Safety and Security

Provide a safe, secure and integrated transportation system that reflects the diverse needs throughout the Commonwealth.

Many of the MPOs, PDCs and counties noted that safety and security were issues of concern to many citizens. The previous objectives noted for this goal include:

- To improve safety
- To increase security
- To provide the proper infrastructure and facilities to meet emergency needs

This goal had a great deal of consistency among the plans reviewed. Many respondents included statements in their goals and objectives section concerning safety and security measures as a vital component of their transportation network. The following is a sample of what was indicated:

MPO:

- "Improve safety"
- "Use safety as a priority in funding decisions"
- "Increase safety on a regional level"

PDC:

- "Enhance and promote safety and security"
- "Increase safety and security for public transit infrastructure"
- "Major increased efforts to provide safe and secure transportation"

County:

- "Encourage safe and effective transportation systems"
- "Maintain and enhance a safe and efficient roadway network"
- "Promote safe and efficient transportation services"

The MPO/ PDC survey completed for *VTrans2025* found that traveling safely was a major concern for the public. Users of roadways feel that the Commonwealth of Virginia should ensure that the safety of transportation

infrastructure is a top priority. In addition, users of public transit feel that their safety and security should be a priority.

Goal - Preservation and Management

Preserve and manage the existing transportation system through technology and more efficient operations.

This goal's intent is to maintain the current infrastructure, encourage access management and maximize system utilization while maintaining effective and predictable operations.

Re-examining this goal is critical as the needs and capacities of the Commonwealth are constantly being strained by growth across all modes of transportation. The larger urban areas (i.e. Northern Virginia and Hampton Roads) for example, have felt the financial strain to provide more services with fewer resources.

The planning organizations have indicated that it is vital to sustain and manage an effective transportation network by preserving existing infrastructure and equipment. On a regional and local level, the preservation of service and equipment must be in place to provide the highest level of accessibility and mobility. Many systems and/or organizations surveyed noted that they need to adhere to efficient and effective management practices through utilizing the latest technologies.

Examples of this approach include the following.

MPO:

- "Maintain systems and maximize performance"
- "Focus on key corridors and systems management"

PDC:

- "Maintain and promote the transportation infrastructure"

County:

- "Support improvements of efficient movement of people and goods in the county and other areas"

Goal - Mobility, Accessibility and Connectivity

Facilitate the efficient movement of people and goods, expand travel choices, and improve interconnectivity of all transportation modes.

In order to have a true intermodal plan within the Commonwealth, the MPOs, PDCs and the counties were challenged in *VTrans2025* to address and embrace this goal. The objectives were to reduce congestion, ensure connections between modes and increase capacity of the movement of people and goods. Also, this goal addressed improving access, expanding modal choices and meeting the needs for special needs populations and disadvantaged socioeconomic groups.

Planning organizations throughout the Commonwealth have realized that in the planning process, mobility, accessibility and connectivity are essential components to achieving multimodalism. Several of the updated comprehensive and transportation plans indicate an understanding of the need for a good public transit system and transportation network.

In order to accomplish this goal, the organizations considered these topics for inclusion in their overall planning process:

- Public transit
- Bicycle facilities
- Pedestrian trails
- Airports
- Ports
- Roads
- Congestion management

The organizations realize and support the need to include these elements to ensure that citizens have the ability to utilize all modes of transportation. To accomplish this goal is to have a system or plan in place to connect roads, public transit, bicycle, and pedestrian facilities as a functioning network. An emerging area of attention in the plans is a concern for the mobility needs of the elderly. Example goals and objectives addressing mobility, accessibility and connectivity include the following.

MPO

“Support the improvement of transportation service for the rural and elderly populations”

“Ensure bike and pedestrian friendly designs”

“Increase multimodal connections”

PDC

“Expand service and transportation capacity by building a strong regional network”

County

“Develop transportation plan and program that respond to the needs of the elderly, disabled and the economically disadvantaged.”

Goal - Economic Vitality

Improve Virginia’s economic vitality and facilitate the coordination of transportation, land use and economic development planning activities.

Objectives for this goal are to improve accessibility for the existing workforce, to improve the movement of goods to markets and people to goods /services, and to promote the efficient use of future transportation facilities and services. The planning organizations surveyed agreed that transportation and economic development should be a consistent, collaborative effort between the decision makers and the citizenry. The MPOs, PDCs and counties realize the tremendous growth that the Commonwealth has incurred. Therefore, many of the organizations understand that a strong multimodal transportation network is crucial to the current and future economic strength of the Commonwealth. It is also equally important to have a good transportation infrastructure to attract future growth and development throughout the Commonwealth.

Examples of the objectives addressing the above goal include the following.

“Promote transportation system improvements that are beneficial to the economic health of the county”

“Ensure consistency with local comprehensive and economic development plans and goals.”

Additional objectives include economic diversification, particularly in smaller urban and rural areas, and providing multimodal options for freight movement.

Goal - Quality of Life and Environmental Stewardship
Improve the environmental quality and the quality of life for Virginians

The objectives of this goal are the broadest of all that were set forth in the *VTrans2025 Plan*. They cover the issues of:

- Improving air quality
- Maintaining and improving water quality/standards
- Habitat /watershed quality /connectivity
- Preserving historic and cultural resources
- Ensuring transportation is compatible with communities

Of the documents reviewed, only the county comprehensive plans mention topics such as air and water quality. The MPO and PDC goals are more broadly stated. The National Capital Region MPO noted that they are addressing reduction in carbon emissions. Example goals from the MPO and PDC level include:

MPO - "Support and enhance environmental quality in the region"

PDC - "Develop sound planning with long range objectives"

These topics are important to the well being of the community and infrastructure. Transportation plays a vital role in this component, as planning organizations and municipalities seek efficient ways to utilize energy and reduce emissions.

Goal - Fiscal Responsibility
Improve program delivery

This goal concentrates on two facets: 1) maximizing funding/investments and leveraging opportunities between modes, and 2) implementation of a performance-based system to assist in the planning decisions for all modes of transportation.

The plans and surveys indicated that most areas are looking not only to fund transportation efforts in their communities, but also to rely on regional coordination for intermodalism.

Several organizations stated in their comprehensive plans and other documents that considerable coordination with VDOT and other local or regional planning organizations has occurred. This level of coordination

allows organizations to leverage resources for securing funding to continue or expand services. An example of this need for enhanced coordination is the development of proposals for regional transportation authorities in four regions of the Commonwealth: Northern Virginia, Hampton Roads, the Richmond Region, and the Charlottesville Region.

Currently, several transportation planning organizations are utilizing performance based systems to monitor total system functions. The performance-based approach allows the total transportation network of roads, public transit, passenger rail and freight to be scrutinized holistically. Several MPOs employ performance measures in the evaluation and prioritization of proposed transportation projects. These measures are increasingly multimodal in focus, based on the research findings. Fewer planning agencies conduct ongoing monitoring and data collection to evaluate transportation system performance. However, the emphasis on performance evaluation from *VTrans2025* appears to have had some influence in MPOs that are looking to establish ongoing monitoring and performance evaluation. For example, FAMPO is beginning to collect travel time data on an annual basis.

Background

This section provides a summary of the objectives and components of the research.

Objectives of Research

- *The examination of adopted and/or recently developed statements of vision, goals and objectives to identify transportation issues and trends.*

Few of the MPO, PDC and county plans reviewed include true statements of vision for transportation, but most have developed goals and objectives for their regional or local transportation system. The detailed reporting of MPO plan goals and objectives is provided in Appendix A.

Example Vision statement:

“An effective and safe transportation system”

Example Goals and Objectives:

“Multimodal approach”

“Funding for new facilities and infrastructure”

“Encourage development of transportation resources”

“Use of existing infrastructure and building on the facilities and capital investments that are in place”

“Support rail facilities and encourage development of additional freight and passenger rail service”

Trends identified in newer or updated plans:

“Promote multimodal transportation system”

“Increase availability of public transit services”

“Encourage bicycle and pedestrian facilities and funding”

- *The identification of trends in multimodal planning as presented in comprehensive and transportation plans throughout the Commonwealth.*

The multimodal approach was observed in many MPO, PDC and county plans, including: Fredericksburg Area Metropolitan Planning Organization (FAMPO), Hampton Roads Metropolitan Planning Organization (HRMPO), Augusta County, and Cumberland County. An observation from more recent comprehensive plans and or transportation plans is a growing emphasis on planning and development of bicycle facilities, pedestrian trails, passenger rail and freight service.

- *The examination of the performance measures and/or prioritization processes used by MPOs to incorporate multimodal objectives into the transportation planning process.*

A survey was sent by the Multimodal Planning Office to MPOs to identify the processes, if any, that are in place to measure performance of their transportation operation and the prioritization of transportation projects. Several MPOs use performance measures, both quantitative and qualitative, while FAMPO and HRPDC are the only two MPOs that identified data-based prioritization processes that are in place or under development. The performance measures used by MPOs include:

- Travel times
- Level of service
- Achievement of specific multimodal objectives such as provision of park-and-ride lots and share of projects providing bicycle facilities
- Qualitative assessment of the plan's achievement of stated goals and objectives

Components of Research

1. MPO Transportation Plans /Survey

All adopted MPO transportation plans of the Commonwealth were reviewed. In the survey from the Multimodal Planning Office, several MPO plans that were in the process of being updated were identified and draft goals and objectives from these plans were obtained. Since the

development of *VTrans2025*, several MPOs have updated plans that demonstrate the progression towards multimodalism:

Hampton Roads MPO 2030 Long Range Transportation Plan

- “Increase accessibility of the transportation and mobility options”

FAMPO 2035 Long Range Transportation Plan

- “Prioritize planning projects”

Roanoke Valley Area Metropolitan Planning Organization (RVAMPO) 2035 Constrained Long Range Transportation Plan

- “Provide a guiding vision to transportation policy and investment decisions”

Northern Virginia Transportation Authority(NVTA) TransAction 2030

- “Provide an integrated multimodal transportation system”

The goals identified the most consistently were to improve the operations and safety of the overall transportation system. Almost all of the plans included specific goals for alternative modes of transportation, although the level of those goals varied widely from public transit (fixed-route) to general support of other modes such as bicycle and pedestrian movements, and passenger rail service. Plans that included objectives also included more detail on multimodal planning issues such as the integration of transportation and land use and context-sensitivity. In general, few MPO plans have measurable objectives associated with specific goals, but the synthesis of issues across the adopted plans does provide insight into the core issues across the Commonwealth.

2. PDC Transportation Plans

Through personal interviews with PDCs across the Commonwealth it was found that two non-MPO PDCs had transportation plans: Northern Neck and Rappahannock Rapidan. These organizations were contacted to identify the unique components and current issues included in the vision, goals and objectives for rural PDC transportation plans. Rappahannock Rapidan also had completed studies addressing regional rail, bicycle and pedestrian needs, and the transportation/land use connection. These plans, and the emerging rural regional transportation plans across the Commonwealth, address the range of multimodal issues found in the MPO plans and illustrate that many of these issues cut across both rural and urban regions.

3. County Comprehensive Plans

This research component consisted of a review of the transportation elements of the comprehensive plans of eleven non-MPO counties. The vision, goals and objectives concerning transportation were examined from the following counties:

Amelia

Accomack

Augusta

Bath

Buckingham

Cumberland

King William

Northumberland

Prince Edward

Wise

Wythe

The vision, goals and objectives were greatly varied. Among these counties, several had recent updates of their comprehensive plans and/or transportation elements. Below is a sample of the counties' transportation goal and/or objective statements:

"Execute countywide Transportation Needs Analysis"

"Promote transit between communities"

"Encourage initiatives for public transportation"

"Increase planning and funding for bicycle and pedestrian facilities"

"Work with VDOT and others to provide an effective transportation system"

"Support public /private transportation network"

"Promote passenger and freight rail service"

Compared to the regional plans previously discussed, the local plans have more focus on the maintenance and investment in the existing transportation system, but in some cases this was because specific long-term improvements for specific corridors were included or the counties were less developed and could focus more attention on their existing corridors and primary routes. Although the regional plans all included goals and objectives related to increasing diversity of mode shares or offering alternative modes, the local plans had many specific recommendations in their plans – and support for bicycle and pedestrian investments cut across all plans reviewed. The local plans also have the most detailed language about linking land use and transportation, including some specific measures such as implementation of overlay districts or linkage to multimodal facilities such as expanded transit or passenger rail lines.

4. Direct Contact

Additional contact was made with specific MPOs that had strong multimodal approaches to the planning process (FAMPO, HRPDC, NOVA, RVAMPO). The plans and/or actions of these MPOs were reviewed to gain a better understanding of their planning process and how they relate to the previous *VTrans2025 plan*. It is apparent that these MPOs have embraced the inclusion of a variety of transportation modes in order to provide citizens with greater accessibility and mobility. The importance of connectivity between modes and recognition of the importance of travel demand management are also reflected in the goals, objectives, and performance measures of these agencies' plans. Also, their approaches focus on achieving a long-range vision and establishing a relationship between land use and transportation.

For these MPOs, the process of project selection is based on the specific region, needs and funding capabilities. Each region has its own objectives to channel resources toward specific projects and infrastructure improvements. For some areas, bicycle planning is a priority; in another area, goods movement or congestion management may be the issue of greatest concern.

Conclusions

The findings of this Vision Report reveal a groundswell of multimodal planning across Virginia. Due to a variety of factors including legislative mandates at the Commonwealth and federal levels, funding shortfalls, aging population, energy costs, and climate change awareness, planning agencies at all levels of the Commonwealth have an increasingly multimodal focus in their transportation goals and objectives. In general, the content and focus of the plans reviewed validate the goals that were articulated in *VTrans2025*.

In developing the vision, goals and objectives for *VTrans2035*, progress towards multimodalism can be strengthened in several ways:

- As noted in the Summary of Findings and detailed throughout the report, there are several ***emerging issues*** that should be addressed in *VTrans2035* that add depth to the safety, security, management, economic, environmental, and quality of life goals.
- The objectives of *VTrans2035* can also be strengthened by incorporating ***best practices*** from the recently-developed modal agency plans.
- Finally, the use of *VTrans2035* to assist with prioritization and accountability for transportation programs could be enhanced by highlighting ***key principles*** that should help guide choices, for example by illustrating sustainability objectives under each goal if sustainability is an overarching principle for the transportation system. This would help strengthen the usefulness of *VTrans2035* as a guide for transportation investments in the Commonwealth.

Appendix A: Summary of MPO Transportation Plan Goals and Objectives

Summary of MPO Plan Goals by MPO

Planning Organization	Goals Included in Plan Language
Region 2000 (Lynchburg region)	Promote transportation safety and security
	Ensure that the existing transportation system is maintained
	Improve mobility and connectivity across all travel modes
	Support and enhance environmental quality in the region
	Ensure consistency with local comprehensive and economic development plans and goals
	Balance cross-jurisdictional transportation needs and concerns
	Identify and develop new sources of transportation funding
	Maximize transportation operations and efficiency in the region
	Promote equal access to all modes of transportation regardless of abilities
Thomas Jefferson PDC	Improved, expanded roadway network
	Efficient transit system integrated with other travel modes
	Pedestrian friendly streets and highways
	Complete bicycle network and amenities
	Improved integration & support for ridesharing and TDM
	Safe & efficient freight movement
	Policy and regulatory changes
FAMPO	Improve system management and maintenance
	Improve mobility, capacity congestion reduction, and community accessibility
	Improve safety
	Respect natural/built environments and clean air
	Increase transportation resources
	Support economic development
	Invest in FREDericksburg regional transit (several individual goals included for transit system)
HRPDC	Support economic vitality by enabling global competitiveness, productivity, and efficiency
	Increase safety and security
	Increase accessibility and mobility options for people and freight

Planning Organization	Goals Included in Plan Language
	Protect and enhance environment, promote energy conservation, and improve quality of life
	Enhance integration and connectivity of system across and between modes for people and freight
	Promote efficient system management and operation
	Emphasize preservation of existing system
	<i>NOTE: these are the TEA-21 planning factors</i>
Richmond Area	A safe and efficient transportation system.
	A regional transportation system that promotes economic development and quality job creation.
	A transportation system that links land use and transportation.
	A secure and resilient transportation system that meets Homeland Security and Emergency Preparedness needs.
	A balanced transportation system that offers attractive modal choices and serves the needs of the region's diverse and changing population.
	Air, rail, and port facilities to meet the region's growing needs.
	A regional transportation system that is well maintained and maximizes performance.
	A sustainable regional transportation system that is environmentally compatible and ensures a high quality of life for all the region's citizens.
	A transportation planning process that is inclusive, comprehensive and flexible
	Provide a guiding vision to transportation policy and investment decisions from present until 2025 in order to achieve a well balanced, safe and equitable transportation system
Roanoke Valley Area	Provide a financially constrained list of projects to be completed by 2025
	<i>NOTE: they link to TEA-21 planning factors to guide leadership and plan</i>
	Develop a regional transportation plan which offers alternative travel modes for the safe and efficient movement of people and goods at a reasonable cost
Tri-Cities Area	Assure that transportation improvements are compatible with local comprehensive plans, regional economic development activities, and federal environmental regulations
	Improve the urban transportation planning process by encouraging citizen input and intergovernmental cooperation
	SAFETEA-LU safety and security goals and participation in freight studies
	Plan refers to planning factors - main goal is to provide a safe, efficient, and

Planning Organization	Goals Included in Plan Language
	effective transportation service while minimizing impacts to the natural and man-made environment
West Piedmont	Refer to VTrans2025 Goals as suitable for their region
	Plan requirements identified, but not stated as goals explicitly, TEA-21 planning factors referenced as requirements, not goals
Blacksburg / Christiansburg / Montgomery Area	Develop a safe and convenient transportation system serving all modes of travel
Harrisonburg Rockingham	Preserve and improve the free flow of traffic and improve the safety of the road system
	Incorporate the established goals and objectives from each member jurisdiction
Winchester Frederick	Establish regional transportation priorities in recognition of different viewpoints of member jurisdictions
	Build on area's role as crossroads and marketplace by improving regional system to serve both local and through traffic
	Anticipate growth of the industrial market and growth of nearby Inland Port through improvements that manage industrial access and increase freight service
	Provide a safe and efficient road system within region
	Encourage the growth of urbanized areas by providing adequate and convenient parking and a comprehensive system of sidewalks and walking paths
	Encourage the use of alternate modes of transportation such as bicycle, pedestrian, carpooling and ridesharing, public transit, air, and rail
	Provide a transportation network that is sensitive to the region's environment
	Provide land use patterns that maximize the efficiency of the transportation network
NVTA	Provide a responsive transportation service to customers
	Respect historical and environmental factors
	Recognize the linkage between transportation and land use
	Incorporate the benefits of technology
	Identify funding and legislative initiatives needed to implement the Plan
	Enhance Northern Virginia relationships among jurisdictions, agencies, the public and the business community

Planning Organization	Goals Included in Plan Language
	Reduce Greenhouse Gas Emissions
	Develop and maintain a transportation system to move people and goods at the most effective level of public and private cost
Bristol	Provide transportation resources to support economic growth and strengthen the local economy
	Develop a transportation system to preserve and enhance the environment
	Develop a system that provides an opportunity for a choice of mode for the movement of people and goods
	Develop a system for the movement of people and goods which is safe for users of any mode
	<i>NOTE: they note the links to TEA-21 planning factors</i>
	Improve the safe flow of traffic within the MPO area
Kingsport	Reduce congestion
	Improve access within and to the area
	Develop transportation network that enhances economic growth

Summary of MPO Plan Objectives by Category

Category	Objective Statement
Alternative Mode Support	Support transit modes
	Add regional rail / high speed rail
	Expand transit through fixed routes, paratransit
	Support "Complete Streets"
	Investigate dedicated guideway transit systems
	Develop regional plans for multiple modes
Bike and Pedestrian Investments	Increase bicycle / trail investment
	Build more sidewalks
	Ensure bike and pedestrian friendly design
	Expand bike / ped design amenities (shelters, etc.)
	Use abandoned rail Right-of-Way for trails
Demand Management	Investigate TDM and use of dedicated travel lanes for HOV
	Increase incentives for TDM
	Increase regional ridesharing
Environmental / Sustainability	Meet AQ standards
	Design of development and transportation should respect context
	Reduce dependency on SOV
	Minimize noise pollution
	Use context sensitive / sustainable design
	Integrate AQ and environmental goals in process
	Focus on low cost improvements and energy conservation
	Protect sensitive areas from road and rail development
	Reduce vehicle emissions by encouraging transit and decreasing vehicle idle time
Freight / Goods Movement	Freight movements protected
	Enhance goods delivery
	Increase intermodal facilities for shipping
	Increase the ease of goods flow
	Maintain/enhance port access and freight mobility
	Increase all modes for freight
	Expand airports and ports and funding for them
	Increase accessibility options for freight
	Provide more efficient movement of raw and finished materials
Funding Reform / Increase	Investigate funding reform
	Use congestion pricing, innovative finance
	Increase mass transit funding
	Provide greater resources for planning and funding
Improve Network	Invest in network - more complete network
	Reduce travel between principal arterials
	Improve access between areas where restrictions exist
Intermodal Connections	Increase park and ride lots
	Investigate need for multimodal transfer centers
Land Use-Transportation	Focus on land use and transportation linkages
	Include more review of site plans for safety
	Invest in projects that support efficient growth

Category	Objective Statement
	Projects should be consist with economic development
	Protect roads by mitigating impacts of new development
	Prioritize transportation system integration for new development
	Ensure future land use decisions are responsive to network
	Provide access to labor through transportation
	Improve access to jobs
	Improve opportunities for new/expanded business through improved transportation
	Strengthen transportation linkages between jobs and housing
Maintain / Improve Existing Systems	Focus on key corridors - systems management
	Invest in spot or corridor congestion reduction
	Increase the predictability in travel time on corridors
	Prioritize based on maintenance fully funded
	Reduce travel time and cost
	Increase access management
	Use traffic calming on neighborhood streets
	Increase person movement capacity of highway and transit modes
	Maintain existing system for maximum performance
Mobility and Accessibility	Focus on intra-regional accessibility
	Increase access to activity center - accessibility all modes
	Ensure that system supports tourism
	Enhance access to commercial and industrial areas
Multimodal Corridors	Increase / focus on multimodal corridors
Performance Measures	Develop and use LOS standards for all modes
Policy Initiatives	Change codes to support transportation investments
	Use cost-effective project selection
	Consider long-term O&M costs in process
	Enhance public involvement, ADA, EJ in decision making process
	Educate about system investments and safety
	Ensure consistency with federal environmental regulations
	Maximize local input to regional process
	Select and program projects based on need and effectiveness
Safety / Accident Reduction	Focus on safety / accident reduction
	Eliminate at-grade rail crossings
	Need to ensure safety in design of roads for all users
	Increase work zone safety
	Enhance emergency preparedness and response
	Use incident management on key corridors
	Use safety as priority in funding decisions
	Minimize pedestrian, cyclist, motor and rail conflicts
Special Needs	Include special needs / ADA - rural, paratransit
	Address changing demographics
Technology / ITS	Investigate transit technology / ITS
	Use innovation
	Increase ITS funding and support
	Increase deployment and use of ITS

Appendix B – Summary of County Comprehensive Plan Transportation Elements Reviewed – Goals and Objectives

County	Plan	Goal	Objective
Accomack	County Plan 2008	<ul style="list-style-type: none"> • Safe and efficient transportation system • Support development of public transit network • Designate transportation improvement and urban development areas 	<ul style="list-style-type: none"> • Develop trails and greenway plan • Utilize Accomack Bicycle Plan • Carry out a county wide transportation needs analysis
Amelia	County Plan 2000-2005	<ul style="list-style-type: none"> • Promote economy by utilizing rail • Monitor the Rail Passenger Corridor Study • Review traffic patterns and congestion management issues 	<ul style="list-style-type: none"> • Maintain and enhance safe and efficient transportation • Encourage better planning and design of transportation matters • Implement bikeway from previous comprehensive plan
Augusta	County Plan 2007-2027	<ul style="list-style-type: none"> • Enhance efficient roadway network to support intended land uses and development • Support development of air, rail, transit, and bike facilities • Coordinated, comprehensive transportation planning 	<ul style="list-style-type: none"> • Develop grid street network to promote walkability • Promote transit between communities • Support effective implementation through coordination, communication and participation at all levels of government
Bath	County Plan 2007-2012	<ul style="list-style-type: none"> • Encourage safe and effective transp system roads, bike, trail, etc. • Develop a transportation plan for the elderly and disabled • Review new and creative mix uses of transportation modes 	<ul style="list-style-type: none"> • Complete evaluation of current transportation system • Support development of rail facilities • Add bicycle lanes to certain roads
Buckingham	County Plan 2001	<ul style="list-style-type: none"> • Safe, efficient and well maintain transportation system • Promote expansion of trails and facilities • Explore benefits of regional airport 	<ul style="list-style-type: none"> • Work with VDOT to maintain and develop transportation system • Encourage development of transportation resources • Promote rail to support economy
Cumberland	County Plan 2006-2011	<ul style="list-style-type: none"> • Provide multimodal system • Promote safe and efficient services 	<ul style="list-style-type: none"> • Develop bicycle, pedestrian and equestrian facilities

King William	County Plan 2003	<ul style="list-style-type: none"> • Safe and orderly transportation network • Review alternative methods of transportation • Study traffic patterns 	<ul style="list-style-type: none"> • Partner w/the State to evaluate transportation system • Promote transportation as engine for economic development
Northumberland	County Plan 2006	<ul style="list-style-type: none"> • NNPDC 2003 Transportation Corridor Protection Plan 	<ul style="list-style-type: none"> • Incorporate overlay districts • Upgrade county planning and zoning
Prince Edward	County Plan 2005	<ul style="list-style-type: none"> • Provide efficient, safe and economical movement of people and goods 	<ul style="list-style-type: none"> • Promote transportation improvements to support economic development • Promote a multi-modal transportation system • Coordinate land use and transportation decisions
Wise	County Plan 1998	<ul style="list-style-type: none"> • Provide public transportation for all who need it • Create multimodal network 	<ul style="list-style-type: none"> • Develop public transit • Develop bikeway and pedestrian facilities • Encourage VDOT to establish more park-n-ride facilities
Wythe	County Plan	<ul style="list-style-type: none"> • Develop a network of multimodal transportation infrastructure 	<ul style="list-style-type: none"> • Increase availability of public transit • Support passenger bus and rail service • Support airport improvements

Appendix C: Summary of Results from MPO Survey – Select Questions

MPO	Do you measure the performance of the system relative to your goals?	Which modes do your most recently adopted transportation vision, goals and objectives address?	In what way does your regional transportation plan address Corridors of Statewide Significance identified in VTrans2025?
Blacksburg, Christiansburg, Montgomery Area	N/A	bicycle, pedestrian, transit, aviation	vision, funded transportation improvement projects, non-funded transportation improvement projects
Bristol	No	bicycle, pedestrian, transit, aviation, freight, rail, intermodal transfer	none specified
FAMPO	No. Will begin measuring travel time annually.	bicycle, pedestrian, transit, freight, rail, intermodal transfer	vision, goals, objectives, strategies, policies, funded transportation improvement projects, non-funded transportation improvement projects
Hampton Roads	Yes (extensive list provided)	transit, freight, port	performance measures, funded transportation improvement projects, non-funded transportation improvement projects
Harrisonburg/Rockingham County MPO	Yes.	bicycle, pedestrian, transit	funded transportation improvement projects, non-funded transportation improvement projects
Kingsport	The MPO measures performance through the public input and involvement process along with data collections	bicycle, pedestrian, transit, rail	strategies, policies
National Capital Region Transportation Planning Board	Only in qualitative terms	bicycle, pedestrian, transit, aviation, freight, intermodal transfer	vision, goals, strategies, policies, performance measures, funded transportation improvement projects
Region 2000	No	bicycle, pedestrian, transit, aviation, freight, rail, intermodal transfer	objectives, strategies, policies, funded transportation improvement projects, non-funded transportation improvement projects

MPO	Do you measure the performance of the system relative to your goals?	Which modes do your most recently adopted transportation vision, goals and objectives address?	In what way does your regional transportation plan address Corridors of Statewide Significance identified in VTrans2025?
Richmond	Not directly	bicycle, pedestrian, transit, freight, rail, port, intermodal transfer	goals, objectives, strategies, funded transportation improvement projects, non-funded transportation improvement projects
Roanoke Valley	Beginning to look at this in the context of CMS, which is not yet required for this MPO	bicycle, pedestrian, transit, freight, rail, intermodal transfer	goals, funded transportation improvement projects, non-funded transportation improvement projects
Thomas Jefferson PDC and the CA-MPO	We produced a "report card" on the successes of the UnJAM 2025 Plan (our currently adopted plan	bicycle, pedestrian, transit, freight, rail, intermodal transfer	goals, objectives, strategies, policies, funded transportation improvement projects, non-funded transportation improvement projects
Tri-Cities	No	pedestrian, transit, aviation, freight	non-funded transportation improvement projects
West Piedmont PDC/Danville MPO	No	bicycle, pedestrian, transit, aviation, freight, rail, intermodal transfer	funded transportation improvement projects, non-funded transportation improvement projects
WinFred	Yes: - Levels of Service - Accident Data - Population & Employment Growth	bicycle, pedestrian, transit, aviation, freight, rail, port, intermodal transfer	vision, goals, objectives, strategies, policies, funded transportation improvement projects, non-funded transportation improvement projects