



# **Institutional Changes in Transportation Decision Making**

**To:**  
**CTB Workshop**  
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# Overview and Take Away Points

**This presentation is provided for your information only. This presentation offers potential approaches but not detailed recommendations.**

- Slides 3-8. Decision-making structures such as multi-state authorities and MPOs illustrate a tradeoff between (i) being a strong central authority and (ii) representing member interests.
- Slides 9-12. The state has chosen to devolve, or to facilitate the devolution of, several transportation-related decisions. Examples are secondary SYIP takeover by counties, the urban construction initiative, and local takeovers of specific facilities or entire systems. Some stakeholders support devolution and some literature cites benefits in terms of project delivery.
- Slides 13-17. Some literature cites drawbacks to devolution in terms of achieving network benefits. One potential example suggested by the author is transport and land use coordination. The literature suggests ways to address these drawbacks.
- Slide 18. What does the future hold for planning? The author suggests one possibility is more tiered planning, with both multi-state coordination AND regional efforts. Such growth in non-state planning suggests some types of projects, such as those which have broad benefits but which exert costs for specific stakeholders, may be difficult to achieve. Virginia may wish to consider the proposed ways of addressing these drawbacks.

## Corridors of the Future (I-95)

- **\$21.8 million partnership with Florida, Georgia, and North and South Carolina:**
- **Public-private partnerships**
- **Consistency in terms of design and ITS projects**
- **Performance measures: travel time and reliability**

## Multi-State Corridor Initiative (I-81)

- **Maryland, New York, Pennsylvania, Tennessee, and West Virginia**
- **Coordinate freight truck and rail study planning**

### The Northeast Megaregion

- 18% of GDP, 2% of land area
- Annual congestion costs of \$13.8 billion in time (not a typo)
- Includes between 28% and 65% of Virginia's population



### Examples of Multi-State Authorities

<b>Authority</b>	<b>Success at achieving a multi-state goal</b>	<b>Responsiveness to local needs</b>
<b>Tennessee Valley Authority</b>	<b>Strong</b>	<b>Weak</b>
<b>Appalachian Regional Commission</b>	<b>Weak</b>	<b>Strong</b>

## Mandatory Performance Measures for MPOs

Population < 1,000,000	Population > 1,000,000
<ul style="list-style-type: none"> <li>i. Congestion</li> <li>ii. Safety</li> <li>iii. Emissions</li> <li>iv. Energy consumption</li> <li>v. Consistency with land use plans</li> </ul>	<p>PMs shown on the left <b><i>and</i></b></p> <ul style="list-style-type: none"> <li>• land use patterns supporting reduced single occupant auto trips</li> <li>• Housing supply for all income levels</li> <li>• Impacts on farmland and natural resources</li> <li>• Greenhouse gas emissions</li> <li>• Water and energy conservation</li> <li>• Livability of communities</li> </ul>

### Strengths

- Coordination among localities with in a region. MPOs are one place to consider regional needs as localities, rather than the state, become a primary funding source
- Expertise: “The most successful MPOs of 2020 will be those deriving their authority and relevance by adding value to the most important issues of the day, rather than relying primarily on federal regulations for their authority.”

### Limitations of Authority

- “Most MPOs must still answer to local political forces which may not be willing or able to advocate regional policies.”

### Three Coping Mechanisms to Address Fragmented Control at the Regional Level (San Francisco's Experience)

- County-by-county priority setting rather than regional priority setting
- “Tactical” rather than “Strategic” agreements
- Smaller initiatives

**Another coping mechanism is the creation of local authorities**



### The “Devolution Statute”

- A locality may assume responsibility for secondary road functions that have previously been performed by the state
- Legislation enacted in 2001 (§ 33.1-84.1) allows counties to assume less than the entire secondary system and different combinations of maintenance, construction, and operations

### Allows Virginia Cities and towns to manage state or federally funded VDOT construction projects

- **Authorization:** Section 33.1-23.3(D) of the *Code*
- **Participation:** Blacksburg, Bridgewater, Charlottesville, Colonial Heights, Dumfries, Hampton, Harrisonburg, Lynchburg, Richmond, Virginia Beach

### Benefits identified by the City of Hampton

- Interest from the state portion of the urban construction program
- Ability to alter projects (if in the SYIP, the RTP, and the CIP)
- Reduction in overhead costs
- Greater ability to raise revenue: bonds, tax districts, proffers
- Control over local land use decisions

- a) 2009 Albemarle Hatton Ferry
  
- b) 2006 Suffolk system
  
- c) 2004 Las Vegas Freeway Arterial System of Transportation (FAST)
  
- d) 1994 Minnesota Metropolitan Council

It may be more difficult to preserve the network aspects of the transportation system

Projects are not built unless the following exist: full mitigation of adverse impacts and benefits for each entity.

### Possible Virginia examples

- a) Oversize vehicle permits
- b) Transport/land use coordination

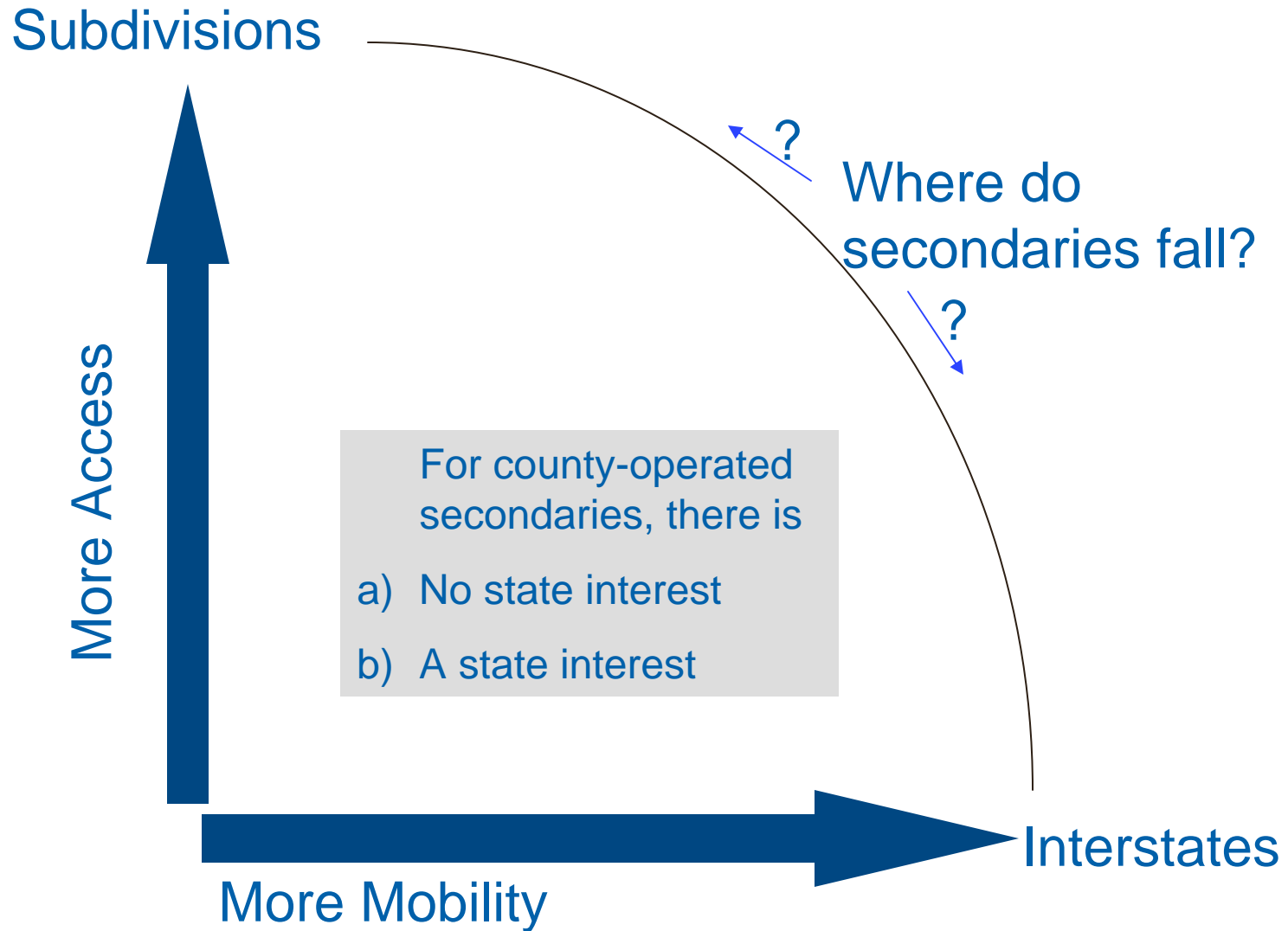
## County Mechanisms to Coordinate Transport and Land Use

- County comprehensive plan
- Zoning ordinances
- Subdivision ordinances
- **Site Plan reviews (Chapter 527)**
- Secondary SYIP
- Proffers and impact fees

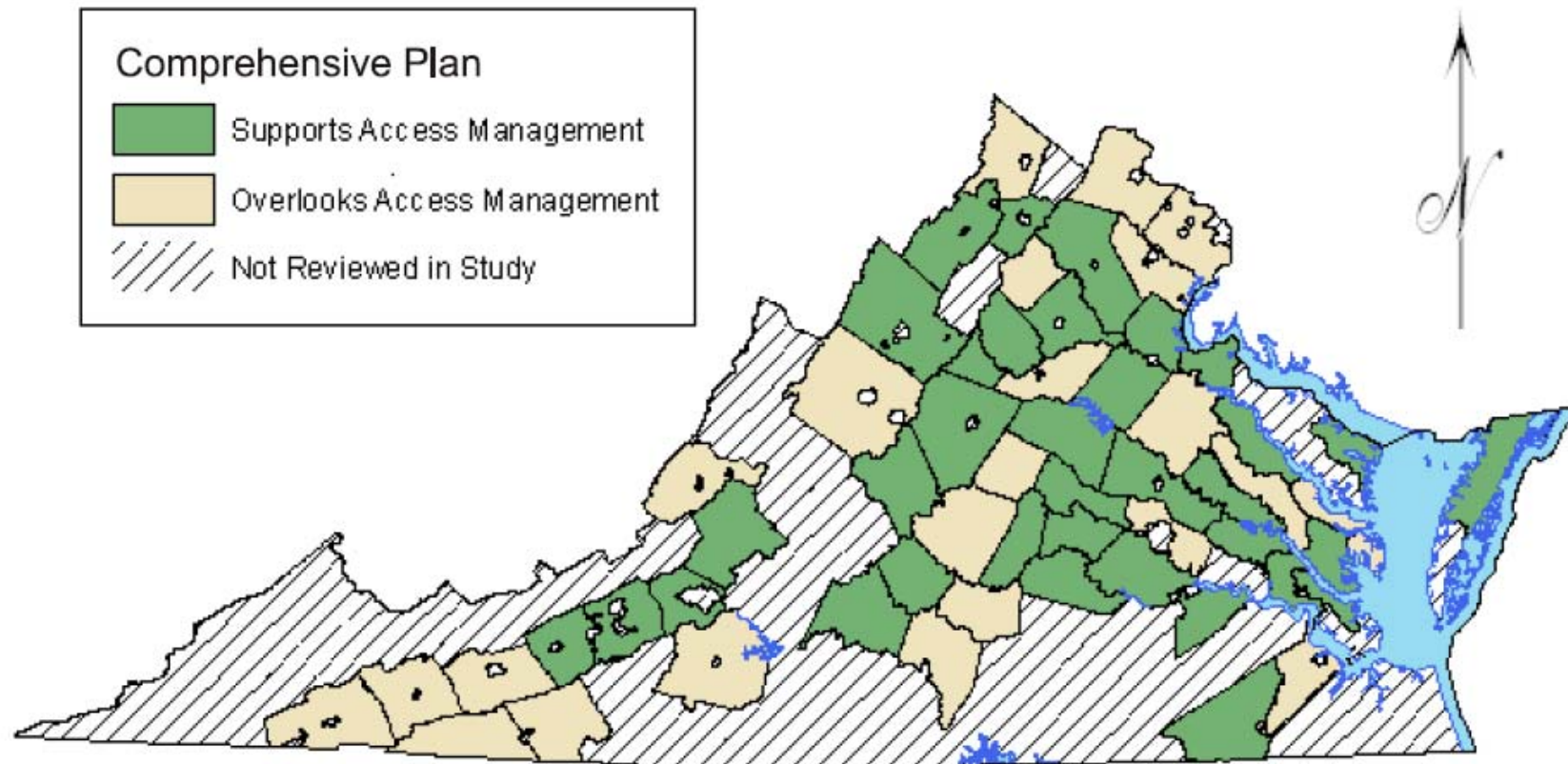
## State mechanisms to Coordinate Transport and Land Use

- **Site plan reviews (Chapter 527)**
- Limited access highway designation
- Special tax districts
- Secondary Street Acceptance Requirements
- Access management regulations

VDOT's influence is  
Impacted by § 33.1-84.1



## Potential Impacts of Devolution: Comprehensive Plans with Access Management





## Alameda Corridor Challenges

- 8 cities, 3 railroad companies, 2 ports, and 2 regional agencies into agreement with veto power
- Mitigation funds in exchange for timely processing of permits

## Lesson 1: Provide incentives for cooperation such as

- Making cooperation a requirement for project funding
- Offering matching funds for cooperative projects

## Lesson 2: Clarify which parts of the transportation system

- Have local benefits
- Have statewide benefits

## Concluding Remarks for a State Perspective

### Expect more tiered planning because of two opposing forces

- Greater devolution as responsibility passes from the state to localities
- Greater aggregation as multi-state partnerships are formed

### Expect funding priorities to be set by non-state actors

- As less tax revenue becomes available, greater reliance on other sources of funds such as federal initiatives and user fees
- Control of these funds may be with localities (e.g. proffers), MPOs (depending on the bill), or other to-be-created planning entities

### Consequently, challenges may arise for projects that

- Offer network benefits but not a local benefit
- Do not mitigate all adverse impacts

### Steps that may address these challenges are

- Provide funds contingent upon achieving some measure of performance
- Delineate portions of the transport system that have local vs. state benefits
- Continue with “coping mechanisms” such as tactical planning