Overview

PRTC convened a planning retreat on Saturday, December 3, 2016, to begin the process of developing a renewed strategic vision for the agency. This visioning process is part of PRTC’s strategic planning consulting contract with Kimley-Horn, supported by sub-contractor SIR. The session was led by PRTC Chairman Frank Principi and included members of the PRTC board, staff, and key stakeholders from the community.

The following report includes: an initial draft of a new positioning statement prepared during the meeting; information presented and discussed during the meeting; next steps in the planning process; and feedback from the participants in small group breakouts followed by a group discussion.
PRTC’s New Positioning Statement – Draft #1

As Crafted at PRTC’s 2016 Strategic Visioning Retreat on December 3, 2016
Document Purpose

This document presents the core output from PRTC’s planning retreat on December 3, 2016—the organization’s new positioning statement. This statement, in draft form, will now guide the development of PRTC’s long-range strategic plan.
Positioning Statement

How you want your customers and stakeholders to know and understand your organization—the one sentence or thought they keep in their minds that helps “position” you relative to others.
Key Positioning Statement Components

Intended Segment
Frame of Reference
Point of Parity
Point of Difference
Reasons to Believe
PRTC’s Positioning Statement

**Intended Segment**
For the Greater Prince William area’s growing and diverse residents, organizations, and businesses,

**Frame of Reference**
PRTC is the organization

**Point of Parity**
that delivers a multimodal transportation system,

**Point of Difference**
connecting the area’s network of convenient, livable activity centers to one another and to the larger region in a way that makes the Greater Prince William area the community of choice.
For the Greater Prince William area’s growing and diverse residents, organizations, and businesses,

**Frame of Reference**

PRTC is the organization

**Point of Parity**

PRTC serves three key stakeholder segments: residents, organizations, and businesses. These three groups include important and diverse sub-segments, many of which are growing at an unprecedented rate.

PRTC is the organization that delivers a multimodal transportation system, connecting the area’s network of convenient, livable activity centers to one another and to the larger region in a way that makes the Greater Prince William area the community of choice.
For the Greater Prince William area’s growing and diverse residents, organizations, and businesses, PRTC is the organization that delivers a multimodal transportation system, connecting the area’s network of convenient, livable activity centers to one another and to the larger region in a way that makes the Greater Prince William area the community of choice.

PRTC is a public-service organization focused on transportation.
For the Greater Prince William area’s growing and diverse residents, organizations, and businesses,

PTRC is the organization

that delivers a multimodal transportation system,

connecting the area’s network of convenient, livable

PTRC’s goals center around providing connections and doing so through alternatives to the single-occupant vehicle trip. Thus, PTRC is more than a “bus company”; it is focused on moving people through a wide range of mobility options—bus, vanpool, carpool, telework, etc.
For the Greater Prince William area’s growing and diverse residents, organizations, and businesses, Frame of Reference PRTC is the organization that delivers a multimodal transportation system, connecting the area’s network of convenient, livable activity centers to one another and to the larger region in a way that makes the Greater Prince William area the community of choice.

PRTC’s services provide affordable and convenient connections around and between the area’s many activity centers, as well as to other major destinations in the region. In doing so, PRTC gives the Prince William area a competitive economic development advantage as a preferred community of choice—a place where people want to live, work, learn, and play. PRTC is in the economic development business.
PRTC’s Positioning Statement

For the Greater Prince William area’s growing and diverse residents, organizations, and businesses, PRTC is the organization that delivers a multimodal transportation system, connecting the area’s network of convenient, livable activity centers to one another and to the larger region in a way that makes the Greater Prince William area the community of choice.
Reasons to Believe
Proof points for why audiences will believe your positioning statement.
Reasons to Believe

For the Greater Prince William area’s growing and diverse residents, organizations, and businesses, PRTC is the organization that delivers a multimodal transportation system, connecting the area’s network of convenient, livable activity centers to one another and to the larger region in a way that makes the Greater Prince William area the community of choice.

I. PRTC’s experience base

II. PRTC’s multimodal service portfolio

III. The needs of the PW area’s growing and diverse residents, organizations, and businesses

IV. The PW area’s growth development plan—accommodating current growth and supporting future 15-minute livable communities

V. The PW area’s business retention and recruitment plans
Planning to Meet Community Needs

The purpose of PRTC’s new positioning statement is to ensure that PRTC’s final plan will fully support the Greater Prince William area’s community evolution. To help prepare that statement, participants in the strategic planning retreat reviewed and discussed key priorities that connected economic and community development with public transit. Summarized on the following slides is the planning group’s work identifying the gaps that need to be filled to create a stronger and better community.
Summary: These three categories demonstrate the inter-relationship between workforce, industry makeup and land use. The planning group pointed to a diverse workforce population as an essential element in encouraging a dynamic economy; and job options and 15-minute livable communities are essential to attracting a diverse workforce. The planning group identified the need for area leaders to focus on policies and services that will attract a diverse population of employers and employees, which will encourage healthy economic growth.
Summary: Building off discussions of the topics on the previous slide, the planning group identified the need for more aggressive and effective economic development and employer recruitment initiatives in Prince William County. The group stated that government policies and community services that shape an environment for the retention and growth of businesses and economic activity will lead to benefits for the entire community.
Summary: Inter-jurisdictional relationships were identified by the group as a key to providing connections to the rest of the region, recognizing that travel and economic activity do not stop at jurisdictional borders. Prince William residents and government are at a disadvantage in building those regional connections, however, due to the large percentage of workers who commute out of the area—estimated by the group to be far greater than any area in Northern Virginia.

Also, the group stated that providing and promoting a variety of travel options can reduce congestion and support more full participation within communities. As stated in the previous slide, greater density through 15-minute livable communities will better support local transit.
Summary: There was unanimous agreement among the group that PRTC services—both current and new—were a vital part of supporting the nearly 30% projected population growth in Prince William County over the next 15 years. PRTC’s transit and Transportation Demand Management services are part of a larger set of strategies and policies that support growing and diversifying commercial and residential populations. A combination of new revenues—i.e. employer sponsored transit—and sufficient government subsidies to maintain and grow the multimodal network is important to accommodate this growth.
Next Steps
Next Steps

PRTC’s New Positioning Statement Will Now Guide the PRTC Long-Range Planning Process

PRTC Strategic Plan — Phase II: Proposed Schedule

<table>
<thead>
<tr>
<th>Months</th>
<th>Determination of PRTC Value and Future Transit Philosophy</th>
<th>Baseline Conditions</th>
<th>Future Trends and Needs</th>
<th>Executive Board Steering Committee Meetings</th>
<th>PRTC Commission</th>
<th>Public Engagement</th>
<th>Development of Strategic Recommendations Report</th>
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</thead>
<tbody>
<tr>
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<td>Kick off</td>
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<td>Vision Workshop</td>
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</table>

Post: October 25, 2016
This document is the actual PowerPoint deck used to guide and facilitate the December 3, 2016, PRTC Strategic Planning Retreat. The key purpose of this retreat was to arrive at a new positioning/vision statement for PRTC, a vision that would help direct the preparation of PRTC’s Long-Range Plan.
Summary Description

PRTC convened a planning retreat on Saturday, December 3, 2016, to begin the process of developing a renewed strategic vision for the agency. This visioning process is part of PRTC’s strategic planning consulting contract with Kimley-Horn, supported by sub-contractor SIR. The session was led by PRTC Chairman Frank Principi and included members of the PRTC board, staff, and key stakeholders from the community.

The following presentation was used to facilitate discussion during the retreat.
Lance Titus, Northern Virginia Community College  
Victor Beltran, Northern Virginia Community College  
Mark Scheufler, ICC  
Pat Pate, City of Manassas  
Todd Horsley, DRPT  
Suhas Naddoni, Manassas Park Council and PRTC Board  
James Davenport, Prince William County  
Raymond Beverage, PWC Commission on Health  
Rich Anderson, VA House of Delegates and PRTC Board  
Margaret Angela Franklin, PRTC Board  
Linda Force, representing PRTC Board member Ruth Anderson  
Jackson Miller, VA House of Delegates and PRTC Board  
Frank Principi, Prince William County Supervisor and PRTC Board  

Jeanine Lawson, Prince William County Supervisor and PRTC Board  
Marty Nohe, Prince William County Supervisor and PRTC Board  
George Barker, Senate of Virginia and PRTC Board  
Rick Holt, Active Prince William  
Sheree Thomas, Independence Empowerment Center  
Emery Large, PRTC Bus Operator  
Patrice Lewis, PRTC Bus Operator  
Sylvester Woods, PRTC Bus Operator  
Eric Marx, PRTC Staff  
Chuck Steigerwald, PRTC Staff  
Perrin Palistrant, PRTC Staff  
Corey Hill, Kimley-Horn  
John Martin, SIR  
JR Hipple, SIR
Welcome and Introductions

Eric Marx
Interim Executive Director, PRTC

Frank Principi
Chairman, PRTC
Purpose and Agenda
Today’s Purpose

To develop the foundation of a shared vision for the future of PRTC through a strategic discussion that is informed by:

- Insights of, and candid dialogue by, participants
- Feedback from leadership, stakeholders, riders, and non-riders
- Research findings from PWC, Manassas, and Manassas Park residents
- National practices and future trends
What Will We Do with the Outcome of This Retreat?

The steering committee will use the vision to guide the preparation of a strategic recommendations report for PRTC.

The report will include a prioritization of community service needs, development of strategic actions, and allocation of resources.
Your Expectations?
Agenda

I. Jump Start
   JR Hipple, SIR

II. Current Economic, Transportation, and Land Use Climate Review
    John Martin, SIR
    and Corey Hill, Kimley-Horn

III. Strategic Vision Planning Analysis
     Breakouts, Reports, Discussion
     JR Hipple

IV. Visioning Narrative
    John Martin

V. Summary
   Frank Principi,
   PRTC Chairman
Ground Rules

Be open and honest

Be open to change

Explore creative ideas

Respect opinions of others

Put phones on vibrate
Jump Start
Jump Start: Community Priorities

1.) Quickly read the vision statements from the jurisdictions.

2.) Then, review the list of 10 categories of community priorities.

3.) Draw a circle to mark where we are now, and a plus sign to mark where you believe we need to go.

Turn to your group and take two minutes each to exchange thoughts and determine if there is consensus on priorities.

Group discussion.
Prince William County – Strategic Vision

Prince William County is a community of choice with a strong, diverse economic base, where families and individuals choose to live and work and businesses choose to locate.

*Economic Development* – The county will provide a robust, diverse economy with more quality jobs and an expanded commercial tax base.

*Transportation* – The county will provide a multimodal transportation system that supports county and regional connectivity.
City of Manassas Park – Vision Statement

Manassas Park will be an attractive community with many tree-lined streets, a citywide system of sidewalks and parks, and revitalized, well-maintained neighborhoods.

Transportation services will be safe, convenient, and diverse, including a high-capacity road system and commuter rail service. The city will be socially unified and will retain its “small town” character, with a strong new “downtown” fostered by the new Park Center.

The city will maintain strong regional ties to its neighboring jurisdictions, while maintaining a strong sense of identity and pride in its local community.
City of Manassas – Vision Statement

Manassas has been, is, and will continue to be a unique, attractive, and livable city. Our vision for the city is one that values its history, embraces the present, and plans for the future in an informed, purposeful manner.

*Mobility Key Issues* – In order to be sustainable in the long term, policies and mechanisms will need to be implemented to build an integrated transportation system that improves system efficiency and safety, diminishes reliance on single-occupant vehicles, and creates opportunities for alternative modes of transportation.
Community Priorities

Maintain current makeup reflecting diversity

Attract creative class for future job growth

Current industry makeup and tax base

Multiple industry categories; diverse tax base

Bedroom community

15-minute livable community; activity centers (Live Work Play)

Status quo business retention

Dramatic increase in business retention

Status quo business growth

Dramatic increase in business growth

Current State

Desired State
Community Priorities

- Local mobility connections
- Regional mobility connections
- SOV-dominant modal mix
- Multimodal-dominant modal mix
- Support full-paying riders, commuters
- Subsidize riders
- PRTC services status quo
- PRTC services focus on supporting future direction of PWC area
- PRTC funding status quo with subsidy
- PRTC self-funds

Current State

Desired State
10 Priorities from Our Listening Tour

1. **Business case** for bus service—the benefits of having
2. **Employer engagement** by PRTC
3. **Community case** for bus service—the costs of not having
4. **Public assistance** vs. economic/community success
5. **Integration** of transit, economic development, housing
6. **Interconnectivity** cross-county, cross-jurisdictions
7. **New, flexible, innovative** mobility options
8. Transit champions
9. **Communicate**, communicate, communicate

10. *Combine it all to win funding support*
Economic, Transportation, and Land Use Climate Review
Climate Review

- **Goal:** Summarize prevailing local and regional trends to provide context for developing PRTC’s vision.

- **Information Sources**
  - Local, regional, and statewide plans
  - Comprehensive travel surveys
  - Conversations with Steering Committee and stakeholders
  - Previous research and industry knowledge

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**Plans and Surveys Reviewed**

- Prince William County Comprehensive Plan (including ongoing update)
- Prince William County Strategic Plan (ongoing)
- City of Manassas Comprehensive Plan
- City of Manassas Park Comprehensive Plan
- Fairfax County Countywide Transit Network Study
- I-95/395 Transit/TDM Plan (ongoing)
- Transform 66 (Inside and Outside the Beltway)
- MWCOG Constrained Long-Range Plan
- MWCOG Region Forward
- MWCOG 2016 State of the Commute
- NVTC Transit Means Business
- NVTA TransAction 2040
- Virginia 2015 Statewide Travel Study
- VTRANS 2040
The region and the Prince William area share the following key themes:

1. Preparing for the impact of demographic and economic trends that will reshape the entire region.

2. Creating a sense of place to attract new high-quality workers, who in turn attract high-quality employers.

3. Adapting travel patterns for an improved quality of life.

4. Supporting multimodal travel and high-capacity transit networks to connect jurisdictional activity centers, and to connect to the region’s core.

5. Supporting transit-oriented growth.
Preparing for demographic and economic trends

1. +31% growth
   136,000 new residents in Prince William County in 14 years

2. Millennials will live in places that do not need a car, and employers will locate where younger workers live

3. Adults 65+ in PWC area will grow 31% and will need more support for transportation

4. Voters approved hundreds of billions of dollars of local and statewide transit referendums

5. Innovations in mobility services, i.e., Uber, Lyft, CV/AV, present opportunities to transform transit
Creating a sense of place

Regional trends
- Attracting high-quality workers to attract high-quality employers
- Mixed-used walkable communities

Common local objectives and strategies
- Promoting residents working close to home
- Attracting new companies and businesses to targeted development areas
- Emphasizing strategic redevelopment opportunities

“Prince William County is a community of choice with a strong, diverse economy, where individuals and families choose to live and businesses choose to locate.”
- Prince William County Strategic Plan Vision Statement
2. Creating a sense of place

- The economic development model is shifting from corporate recruitment to intentional placemaking, essential to attracting a highly qualified workforce.

- Site selection research among the top 50 site selection consultants revealed:
  - Expanding and relocating businesses expect 85% of the needed workforce to already be in place.
  - The jurisdiction is heavily investing in placemaking and culture-building activities to attract qualified workers.
  - Transportation infrastructure, including transportation choices, are an expected part of 21st-century placemaking.
3. Adapting travel patterns for an improved quality of life

Use of alternative transportation modes

- Rise in the use of ridesharing companies (Uber, Lyft) for commuting and recreational travel
- Users of multimodal travel are more satisfied with their commute

30% of Virginians between the ages of 18 and 25 who could have a driver’s license choose not to or don’t have one
Supporting multimodal travel and high-capacity transit networks

Regional trends
- Connecting centers within jurisdictions and connecting to the regional core
- Interconnected regional network of Express Lanes
- High-capacity transit implementation

Common local objectives and strategies
- Increasing percentage of citizens using transit
- Providing access to alternative transportation choices
- Reducing the need for automobile usage
- Supporting technology for use in making travel decisions
Supporting multimodal travel and high-capacity transit networks

Prince William County
Proposed Future Transit Alternatives

VRE Rail
- Potential Station
- Existing or Planned Station
- Existing or Planned Line
- Future Line

METRO Rail
- Station
- Blue Line Extension
- Orange Line Extension

Additional Transit Alternatives
- Bus Rapid Transit (BRT)
- High Speed Passenger Rail
- Light Rail Transit (LRT)
- Ferry Route
- Ferry Terminal
### Supporting multimodal travel and high-capacity transit networks

<table>
<thead>
<tr>
<th>Regional Multimodal Project</th>
<th>Description</th>
<th>PRTC Role</th>
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<tbody>
<tr>
<td>Transform 66: Inside the Beltway</td>
<td>New commuter bus service</td>
<td>☑️</td>
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<tr>
<td>Transform 66: Outside the Beltway</td>
<td>New and expanded commuter bus service, expanded park-and-ride lots, and new TDM strategies</td>
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<tr>
<td>I-395/I-95 Express Lanes</td>
<td>Currently operating commuter bus service; ongoing study of additional improvements</td>
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<td>☑️</td>
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<td>Richmond Highway (US 1) BRT</td>
<td>Proposed bus rapid transit</td>
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<td>Rail Expansions</td>
<td>Planning for VRE and Metrorail expansions</td>
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</table>
5. Supporting transit-oriented growth

Forecast Increase in Activity (Jobs + People)
2015 - 2040

Source: MWCOG Round 8.4 Forecasts

1.38M forecasted new jobs and people within the PRTC bus service area by 2040

69% forecasted growth in employment for PWC, Manassas, and Manassas Park

Source: MWCOG Round 8.4 Forecasts
5. Supporting transit-oriented growth

Regional trends
- Mixed-use activity centers

Common local objectives and strategies
- Standards for new development to ensure accessibility to transit
- Complete Street policies
- Targeted growth areas

More than half of all jobs in Northern Virginia are already within a quarter-mile of a transit facility.
Placemaking and Transportation Research Findings

1. Summary of 2016 OIPI National Movers Study and
2. Regional Analysis of the 2015 DRPT Statewide Mobility Survey for the Prince William County Area

Prepared by

Southeastern Institute of Research
2016 National Movers Study
2016 National Movers Study

- While one in six Americans move every year, few do so across state lines.
- Most move within their community or region.
- For Virginia to remain economically vibrant in the future, we will need to attract long-range movers—especially the educated creative class.
Study Design

This research study was conducted among those who have recently moved or envision moving more than 100 miles away.

- 20-minute online survey
- Residents ages 21–65
- 300 recent movers
- 300 future movers
- Fieldwork: February 1–4, 2016
“How much do you agree with each of the following statements, when thinking about your ideal neighborhood?

Please use a scale of 1 to 5, where ‘1’ means ‘completely disagree’ and ‘5’ means ‘completely agree.’”
Four out of five RECENT mover respondents say that having stores, restaurants, and services within 15 minutes of home is very important.

Placemaking factors

Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood? Please use a scale of 1 to 5, where "1" means "completely disagree" and "5" means "completely agree."

- Having access to stores, restaurants, and services close to my home (within about 15 minutes) is very important to me. 79%
- I would love to live within 15 minutes commute of my work and/or my school. 73%
- Good public school systems are an indication of a healthy, happy neighborhood, regardless of whether or not I have... 67%
- My ideal neighborhood would have a wide range of different people and ages who live near me. 63%
- Prominent bike / walk paths from my home to stores, restaurants, and entertainment are part of my ideal... 61%
- Communities should prioritize spending on easy, safe, and reliable public transportation such as light rail. 61%
- I’d prefer the option to take close-by public transportation over using a personal car. 53%

Recent movers
n = 300
### Placemaking factors

Four out of five FUTURE mover respondents say that having stores, restaurants, and services within 15 minutes of home is very important.

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<thead>
<tr>
<th>Statement</th>
<th>1</th>
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<th>4</th>
<th>5</th>
<th>Total</th>
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<tbody>
<tr>
<td>Having access to stores, restaurants, and services close to my home (within about 15 minutes) is very important to me.</td>
<td>35%</td>
<td>46%</td>
<td>81%</td>
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<td>I would love to live within 15 minutes commute of my work and/or my school.</td>
<td>27%</td>
<td>37%</td>
<td>64%</td>
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<td>Good public school systems are an indication of a healthy, happy neighborhood, regardless of whether or not I have...</td>
<td>27%</td>
<td>35%</td>
<td>62%</td>
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<td>Prominent bike / walk paths from my home to stores, restaurants, and entertainment are part of my ideal...</td>
<td>32%</td>
<td>30%</td>
<td>62%</td>
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<td>Communities should prioritize spending on easy, safe, and reliable public transportation such as light rail.</td>
<td>36%</td>
<td>23%</td>
<td>59%</td>
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<td>My ideal neighborhood would have a wide range of different people and ages who live near me.</td>
<td>29%</td>
<td>22%</td>
<td>51%</td>
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<td>I’d prefer the option to take close-by public transportation over using a personal car.</td>
<td>22%</td>
<td>20%</td>
<td>42%</td>
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**Future movers**

n = 300

Q40. How much do you agree with each of the following statements, when thinking about your ideal neighborhood? Please use a scale of 1 to 5, where "1" means "completely disagree" and "5" means "completely agree."
**Placemaking factors**

*Significantly more Millennial and Gen X respondents than Boomer respondents agreed with most placemaking statements*

<table>
<thead>
<tr>
<th>Placemaking factor</th>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomer</th>
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<tr>
<td>Having access to stores, restaurants, and services close to my home (within about 15 minutes) is very important to me.</td>
<td>74%</td>
<td>84%</td>
<td>83%</td>
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<td>I would love to live within 15 minutes commute of my work and/or my school.</td>
<td>51%</td>
<td>76%</td>
<td>75%</td>
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<td>My ideal neighborhood would have a wide range of different people and ages who live near me.</td>
<td>72%</td>
<td>69%</td>
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<td>Communities should prioritize spending on easy, safe, and reliable public transportation such as light rail.</td>
<td>47%</td>
<td>63%</td>
<td>70%</td>
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<td>Prominent bike / walk paths from my home to stores, restaurants, and entertainment are part of my ideal neighborhood.</td>
<td>66%</td>
<td>61%</td>
<td>58%</td>
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<td>I’d prefer the option to take close-by public transportation over using a personal car.</td>
<td>33%</td>
<td>45%</td>
<td>62%</td>
</tr>
<tr>
<td>Good public school systems are an indication of a healthy, happy neighborhood, regardless of whether or not I have school-age children.</td>
<td>51%</td>
<td>57%</td>
<td>51%</td>
</tr>
</tbody>
</table>

Q40. How much do you agree with each of the following statements, when thinking about your ideal **neighborhood**? Please use a scale of 1 to 5, where “1” means “completely disagree” and “5” means “completely agree.”
Winning Places

The winning localities in the future will need to deliver on the “15-minute livable community” concept.
The “ageless” (cross-generational) appeal is living in a place that is in the center of it all, family-friendly, mixed-use, with single-family homes and public transportation.
2015 DRPT Statewide Mobility Survey
Background, Objectives, and Methodology
Objectives of the DRPT 2015 Statewide Mobility Survey

The 2015 Statewide Mobility Survey was designed to:

- Profile the modal split
- Obtain data on travel behavior—work and non-work trips
- Identify barriers and motivators to ridesharing
- Assess awareness and usage of commuter assistance services and programs
- Assess attitudes about supporting investment in mobility services
- Track changes by comparing findings with the 2007 Statewide State of the Commute Study
- Provide baseline for future waves of the DRPT Statewide Mobility Survey
2015 Statewide Mobility Survey Market Definition

Statewide
- Fredericksburg
- Hampton Roads
- Richmond
- Northern Virginia
  - Culpeper
  - Front Royal – Winchester
  - Charlottesville/ Central Shenandoah
  - Middle Peninsula
  - Northern Neck
  - Roanoke – New River Valley
  - Feeder markets
  - Non-served areas

Prince William County area
- Prince William County
- City of Manassas
- City of Manassas Park

Northern VA excluding Prince William area

Non-served areas
Twenty-one zip codes were used to identify residents of the Prince William County area, including: 20109, 20111, 20112, 20136, 20143, 20155, 20156, 20168, 20169, 20181, 20182, 22025, 22026, 22125, 22134, 22172, 22191, 22192, 22193, 22194, and 22195.

Respondent zip codes from the 2015 Telephone and 2015 Internet studies were combined to produce this heat map.
Over a quarter of Prince William County area commuters use alternative modes (non-SOV) to get to work. These “alternative mode commuters” report higher levels of commute satisfaction and include all demographic classes of people.
Just Over a Quarter of PWC Commuters Are “Alternative Mode Commuters” Whose Primary Work Commute Mode Is Carpool, Vanpool, Bus, Train, Bike, or Walk

Telephone Survey 2015

2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?

- Drive alone 68%
- Telecommute 5%
- Alternative mode 26%
Alternative Mode Commuters in the PWC Area Are Significantly More Satisfied with Their Trip to Work than Are Those Who Drive Alone

Among Prince William County area respondents:

Drive-alone commuter, n = 374
Alternative mode commuter, n = 134

Values shown are total proportion rating their satisfaction a “4” or “5” on a 5-point scale where “5” means “very satisfied.”

Alternative modes include carpool, vanpool, bus, train, bike, or walk.

Bars below show % satisfaction with work commute

51% Overall Satisfied

46% Drive-alone commuter
63% Alternative mode commuter

2015 Telephone Q56f. Overall, how satisfied are you with your trip to work?
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?
About Three in Five Prince William County Area Alternative Mode Commuters Are Male

Telephone Survey 2015

PWC alternative mode commuters n = 134

2015 Telephone Q125. [Sex recorded by observation].
PWC Alternative Mode Commuters Span All Ages

*Average Alternative Mode Commuter Age Is 47 Years*

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18–24</td>
<td>3%</td>
</tr>
<tr>
<td>25–34</td>
<td>12%</td>
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<tr>
<td>35–44</td>
<td>25%</td>
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<tr>
<td>45–54</td>
<td>30%</td>
</tr>
<tr>
<td>55–64</td>
<td>23%</td>
</tr>
<tr>
<td>65 or older</td>
<td>5%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>2%</td>
</tr>
</tbody>
</table>

Telephone Survey 2015

2015 Telephone Q121. Which of the following groups includes your age?
About Two-Thirds of PWC Area Alternative Mode Commuters Have Household Incomes of $100K or More

Average Annual Household Income Is $140,000

Telephone Survey 2015

2015 Telephone Q124a and Q124b. Please stop me when I reach the category that best represents your household’s total annual income. Is it...

- Under $100,000: 20%
- $100,000–$139,999: 23%
- $140,000–$199,999: 25%
- $200,000 or more: 16%
- Prefer not to answer: 18%

PWC alternative mode commuters n = 134
Over Half of PWC Area Alternative Mode Commuters Identify as White, but Many Other Races Are Also Represented

2015 Telephone Q123. Which one of the following best describes your racial background?

- White: 57%
- Black or African American: 25%
- Asian: 6%
- Mixed race: 3%
- Native Hawaiian or Other Pacific Islander: 1%
- Other: 1%
- Prefer not to answer: 8%
Since 2007, more Prince William County area commuters have started to use alternative modes (non-SOV) to get to work. SOV drive-alone work-related travel has been reduced by 10% in the PWC area from 2007 to 2015, falling from 76% to 68%.
The proportion of commuters in the PWC area who drive alone to work has significantly decreased, while the use of other commute modes has significantly increased.

<table>
<thead>
<tr>
<th>Mode</th>
<th>2007</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive alone</td>
<td>76%</td>
<td>68%</td>
</tr>
<tr>
<td>Carpool/Vanpool</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Bus/Train</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>Walk/Bike</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Telework</td>
<td>3%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Other Modes:
- 2007: 24%
- 2015: 31%

2007 n = 504, 2015 n = 534
Excludes employees who are self-employed, with only work location at home

2007 Telephone Q15. Now thinking about LAST week, how did you get to work each day?
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?
PWC Area’s Reduction in Driving Alone Outperformed the Other Northern Virginia Rideshare Markets

Percentages report proportion of “drive alone” commuters in each home region.
2007 Telephone Q15. Now thinking about LAST week, how did you get to work each day?
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?
The Positive Increase in Modal Split Came During a Time When the PWC Area’s Population Increased

Population in PWC Area

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>407,249</td>
</tr>
<tr>
<td>2016</td>
<td>509,211</td>
</tr>
</tbody>
</table>

PWC area commuters have also seen an increase in satisfaction with work trip commutes.
Satisfaction with Work Commute in the PWC Area Has Risen Since 2007

Values shown are total proportion rating their satisfaction a “4” or “5” on a 5-point scale where “5” means “very satisfied.”

<table>
<thead>
<tr>
<th>Year</th>
<th>Prince William Co. Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>43%</td>
</tr>
<tr>
<td>2015</td>
<td>51%</td>
</tr>
</tbody>
</table>

2007 Telephone Q56a. Overall, how satisfied are you with your trip to work?  
2015 Telephone Q56f. Overall, how satisfied are you with your trip to work?
This Comes at a Time When Trip Time and Distance Were Maintained Since 2007
2007 and 2015 Commute Minutes/Miles Are Comparable for All Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>2007 Average Minutes</th>
<th>2015 Average Minutes</th>
<th>2007 Average Miles</th>
<th>2015 Average Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prince William County area</td>
<td>46.5</td>
<td>45.9</td>
<td>23.4</td>
<td>23.6</td>
</tr>
<tr>
<td>Other Northern Virginia</td>
<td>33.4</td>
<td>32.6</td>
<td>14.5</td>
<td>14.0</td>
</tr>
<tr>
<td>Statewide</td>
<td>29.1</td>
<td>29.5</td>
<td>17.9</td>
<td>17.3</td>
</tr>
</tbody>
</table>

2007 Telephone Q16 and 17. How long is your typical daily commute one way? Please tell me both how many minutes and how many miles. First, how many minutes? ... And how many miles?
2015 Telephone Q16 and 17. How long is your typical daily commute one way? Please tell me both how many minutes and how many miles. First, how many minutes? ... And how many miles?
OmniMatch, PRTC’s commuter assistance program, has one of the highest levels of awareness and the highest level of contact of any rideshare agency across the state.
OmniMatch, PRTC’s Commuter Assistance Program, Has One of the State’s Highest Levels of Awareness

- Richmond RideFinders: 74%
- Commuter Connections (Northern Virginia): 66%
- Hampton Roads TRAFFIX: 60%
- PRTC OmniMatch: 57%
- Middle Peninsula Rideshare: 54%
- Culpeper (Rappahannock/Rapidan Commuter Svc): 53%
- Arlington County Commuter Svc: 49%
- Loudoun County Commuter Svc: 48%
- Fredericksburg (GW Ride Connect): 41%
- Northern Neck Rideshare: 34%
- Roanoke/New River Valley Ride Solutions: 28%
- Front Royal (No. Shenandoah Valley Comm Asst): 28%
- Charlottesville/Central Shenandoah Rideshare: 27%
- Alexandria Local Motion: 23%
- Fairfax Co Ridesources: 17%

Question asked among those commuting to or from an area served by the program.
2015 Telephone Q88d. Have you ever heard of an organization or service called <SERVICE OR PROGRAM>?
Among Those Aware of OmniMatch, 27% Have Contacted It—the Highest Rate of Contact Across All Virginia Rideshare Agencies

2015 Telephone Q88a. Have you contacted Commuter Connections in the past year or visited a website sponsored by this organization?
2015 Telephone Q88e. Have you contacted <SERVICE OR PROGRAM> in the past year or visited its website?
Telephone Surveys 2007 and 2015

Question asked among respondents who indicated they were aware of the program

Among Prince William County area respondents:

PRTC OmniMatch 2007 n = 270
2015 n = 296

Contact Rates for OmniMatch Among PWC Commuters Have Risen Significantly Since 2007

2007 2015 Contacted PRTC OmniMatch
20% 31%*

*Note: contract rate of 31% is based on slightly different sample base than on previous slide (contact rate = 27%) in order for direct comparison of 2015 to 2007 contract rate.

2007 and 2015 Telephone Q88e. Have you contacted <SERVICE OR PROGRAM> in the past year or visited its website?
A greater number of Prince William County area commuters report increases in employer-offered commute programs and incentives.
In 2015, PWC Area Commuters Report Significantly Higher Availability of Information from Their Employers on Travel Options and Bicycling/Walking Services than in 2007

<table>
<thead>
<tr>
<th>Service</th>
<th>2007</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit/Vanpool subsidy</td>
<td>30%</td>
<td>33%</td>
</tr>
<tr>
<td>Info on travel options</td>
<td>17%</td>
<td>26%</td>
</tr>
<tr>
<td>Preferential parking for CP/VP</td>
<td>15%</td>
<td>19%</td>
</tr>
<tr>
<td>Bicycling/walking services</td>
<td>12%</td>
<td>18%</td>
</tr>
<tr>
<td>Guaranteed Ride Home</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Carpool subsidy</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>

2007 n = 496, 2015 n = 564
2007 survey did not ask about bikeshare, carshare, or flexible work schedules.
2007 Telephone Q89-Q97. Next please tell me if your employer makes any of the following commute services or benefits available to you. How about ... ?
2015 Telephone Q89. Next please tell me if your employer makes any of the following commute services or benefits available to you. How about ... ?
When Available, Half of PWC Area Commuters Have Used at Least One Commuter Assistance Service Offered by Their Employer

50%

Telephone Survey 2015
PWC area n = 565

2015 Telephone Q89a. And which of those services have you used? Have you used....
PWC Commuters Who Said Their Employer Offers Commuter Assistance Are Significantly More Likely to Use Alternative Modes than Are Those Who Do Not Have Employer-Provided Assistance

Values shown are proportions who commute to work by carpool, vanpool, bus, train, bike, or walk.

Among Prince William County area respondents:
Not aware of employer assistance n = 146
Aware of employer assistance n = 362

2015 Telephone Q89. Next please tell me if your employer makes any of the following commute services or benefits available to you. How about ... ?
2015 Telephone Q15. Now thinking about LAST week, how did you get to work each day?
Prince William County area residents feel strongly that supporting investment in transportation is important.
Nearly Nine in Ten PWC Residents Believe It Is Important to Invest in Virginia’s Transportation System to Maintain and Grow Virginia’s Economy

Internet Survey 2015

Values shown are total proportion rating importance a “4” or “5” on a 5-point scale where “5” means “very important.”

88%

2015 Internet Q60b. In your opinion, how important is it that Virginia invest in its transportation system to maintain and grow Virginia's economy? (Asked of both employed and non-employed respondents.)
Over Eight in Ten PWC Residents Also Believe That the Availability of Alternative Transportation Options Is Important to Virginia’s Economy

Internet Survey 2015

Values shown are total proportion rating importance a “4” or “5” on a 5-point scale where “5” means “very important.”

PWC area n = 179

86%

2015 Internet Q60c. How important is the availability of alternative transportation options to Virginia’s economy? (Asked of both employed and non-employed respondents.)
About Nine in Ten Residents of PWC Believe the Availability of Alternative Transportation Options Is Important for Virginia’s Workers to Get to and from Work

Internet Survey 2015

Values shown are total proportion rating importance a “4” or “5” on a 5-point scale where “5” means “very important.”

PWC area n = 179

86%

2015 Internet Q60d. How important is the availability of alternative transportation options for Virginia’s workers to get to and from work? (Asked of both employed and non-employed respondents.)
Over Eight in Ten PWC Residents Say It Is Important to Invest in Alternative Transportation to Provide Workers with Affordable Transportation Options for Their Work Commutes

Internet Survey 2015

Values shown are total proportion rating importance a “4” or “5” on a 5-point scale where “5” means “very important.”

86%

PWC area n = 179

2015 Internet Q60e. How important is it for Virginia to invest in alternative transportation to provide workers with affordable travel options for their work commutes? (Asked of both employed and non-employed respondents.)
Strategic Visioning

Breakouts
Planning Framework

Strategic-Driven Vision

“Once you clarify your role in the future, a vision-driven strategy creates a disequilibrium on where you are today that propels you forward.”
A Strategic-Driven Vision
Strategic Analysis

Form small groups, and appoint a facilitator and recorder. As a group, apply the trend information you heard about today with your experiences to brainstorm the following four steps:

1. **Current state:** *Where are we now?* What are PRTC’s core strengths? What are the key strategic issues facing PRTC? Weaknesses? Existing gaps in service?

2. **Future state:** *Where do we want to go?* What are important jurisdictional goals to support? Strengths to build on? What is the ideal state for PRTC, answering the question, “Why is PRTC needed?”

3. **Strategies:** *What do we need to do to get there?* Most important areas PRTC should focus on, strategically and services? Identify 2–3 key strategic initiatives, renewed or new.

4. What are real or potential **obstacles**? What are **keys critical to success**?

Report out and group responses.
Visioning Narrative
PRTC Background

Virginia law authorizes the creation of transportation districts to facilitate regional transportation solutions for problems that transcend individual localities’ borders. With that aim, PRTC was established in 1986 to help create and oversee the Virginia Railway Express (VRE) commuter rail service, and also to assume responsibility for bus service implementation upon request by its member governments.
PRTC Goal

The agency’s goal is to provide safe, reliable, and flexible transportation options while helping to reduce area congestion and pollution in one of the region's fastest-growing areas.
Current Positioning Statement

The Potomac and Rappahannock Transportation Commission (PRTC) is committed to supporting the well-being of citizens, economic development, and environmental sustainability by providing vital mobility services for one of the nation’s fastest-growing communities.
Summary of Discussion and Next Steps
Next Steps

1. Summary report of retreat: Key takeaways/sentiments of the discussion for additional follow-up and investigation, refinement of vision narrative

2. Additional research, investigation, and planning

3. Guidance from the steering committee and full commission

4. Further community and stakeholder feedback
<table>
<thead>
<tr>
<th>Months</th>
<th>Determination of PRTC Vision and Future Transit Philosophy</th>
<th>Baseline Conditions</th>
<th>Future Trends and Needs</th>
<th>Executive Board Steering Committee Meetings</th>
<th>PRTC Commission</th>
<th>Public Engagement</th>
<th>Development of Strategic Recommendations Report</th>
</tr>
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<tr>
<td>1 Sep-16</td>
<td>N/A</td>
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<td>2 Oct-16</td>
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<td>Process Overview and Vision Workshop Prep</td>
<td>30th Anniversary Event Outreach</td>
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<tr>
<td>5 Jan-17</td>
<td>Baseline Conditions Summary</td>
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<td>Summarize Visioning Workshop &amp; Outline Priorities</td>
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<td>7 Mar-17</td>
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<td>Establish Draft Vision</td>
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<td>Summarize Public Input &amp; Refined Recommendations</td>
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</tr>
</tbody>
</table>

**PRTC Strategic Plan — Phase II: Proposed Schedule**

- **Baseline Conditions**: Summary of current conditions and needs.
- **Future Trends and Needs**: Identification of future trends and needs.
- **Executive Board Steering Committee Meetings**: Meetings to discuss and finalize the Visioning Workshop.
- **PRTC Commission**: Meetings to finalize the strategic recommendations.
- **Public Engagement**: Activities to engage the public in the planning process.
- **Development of Strategic Recommendations Report**: Final report outlining the strategic recommendations.

**We are here**

- **Visioning Workshop**: The current phase of the project.
- **Public Hearing and Engagement Events**: Events to gather public input.
- **Draft Strategic Recommendations**: Final draft of the strategic recommendations.
- **Draft Final Strategic Recommendations Report**: Final report outlining the strategic recommendations.

**KEY**
- Technical Work
- Steering Committee Meeting
- PRTC Commission Meeting
- Public Engagement Opportunity

**Adoption, Support, and Project Closeout**
Note: Participants in the PRTC strategic visioning retreat provided insights and ideas about what they believe the agency should focus on in the future. This report includes the key points developed in small breakout groups and then reported out to all retreat participants.
Strategic Analysis

Form small groups, and appoint a facilitator and recorder. As a group, apply the trend information you heard about today with your experiences to brainstorm the following four steps:

1. **Current state: Where are we now?** What are PRTC’s core strengths? What are the key strategic issues facing PRTC? Weaknesses? Existing gaps in service?

2. **Future state: Where do we want to go?** What are important jurisdictional goals to support? Strengths to build on? What is the ideal state for PRTC, answering the question, “Why is PRTC needed?”

3. **Strategies: What do we need to do to get there?** Most important areas PRTC should focus on, strategically and services? Identify 2–3 key strategic initiatives, renewed or new.

4. **What are real or potential obstacles?** What are **keys critical to success**?

Report out and group responses. (Note: The groups chose to include responses to step 4 within steps 1 and 2)
1. Current State

- **Core strengths:**
  - OmniRide, OmniMatch are highly efficient compared to peers
  - OmniLink and OmniRide are reliable transit to activity centers
  - OmniMatch provides multiple options in a commuter-based region
  - Guaranteed Ride Home is a great strength
  - OmniRide, OmniLink, OmniMatch—all strong services

- **Areas for change:**
  - OmniLink is the only cross-county connector, but needs more emphasis on local routes
  - Weekend and nighttime transit services are below par
  - Service opportunities need to be seized for Fort Belvoir, GMU/Innovation, and other activity centers
1. Current State

• Businesses and employers are not contributing to transit solutions
  • Employer awareness about PRTC is not strong enough
  • Employers need to better understand the value of PRTC and transit

• A culture that hasn’t had much change—from Commission to staff
  • Continuous assessments of service are needed to be sure we change to serve our customers and build new customers
  • Better alignment needed between services and riders
  • Decisions need to be examined between service vs. connectivity.
2. Future State

- Promote natural growth in OmniRide and OmniMatch services
- Obtain greater financial support from General Assembly
- OmniLink needs increased frequency and routes to expanded activity centers in the area; or add trunk services—fixed, point-to-point; or add other connectivity via Uber or Lyft
- Create more cross-county connectors and regional connections
- Ensure first- and last-mile service—affordably
- Increase emphasis on local routes
- Expand options for weekend services
- Contribute to a more connected community; shift services to greater connectivity
2. Future State

- PRTC to serve role as a convener, an avenue for conversation and control on transit for all three jurisdictions—one community
- Transit and land-use decisions go hand-in-hand; tie together
- Improve existing infrastructure to meet workforce/employer needs
- Raise awareness for transit options—marketing
- Expand fleet of buses/vans to provide more flexible and frequent OmniLink service
- Create culture shift at PRTC—get people where they want to go; closely examine what potential customers need; grow ridership
- Flexible planning at PRTC—mobility solutions that aren’t just buses
3. Strategies

- Partnerships with employers, healthcare providers/hospitals, Uber/Lyft TNCs
  - Sell services to developers who are building residential communities or commercial/retail developments
- Bikeshare programs
- First- and last-mile service enhancements
- Create our “Accela” system—an online traffic and development mapping system
- Dedicated funding service and financial plans
- Change culture/mindset of the commission to more aggressively pursue change
3. Strategies

- Explore fees for parking related to the use of transit
- Increase frequency into most popular activity areas, and then ensure first- and last-mile service
- Provide on-demand service to VRE late at night
- Enhance technology for real-time data
- Improve ties to business
Please contact JR Hipple at SIR for any questions related to this document: 804-358-8981