
Chapter 5: Guiding Policies, Goals and Strategies

Introduction

The work on the *Destination Tomorrow* Plan by PACTS members was undertaken with the realization that future decisions about transportation investments and policies must be considered in a broader, regional context. Key factors in this realization were the increasingly regional nature of travel, and the decentralization of the regional economy and of peoples' choices of where to live. PACTS members believed that maintaining the status quo in regional transportation and land use policy could: (1) further strain already limited transportation funds; (2) aid the continuing spread of development; (3) necessitate the building of costly new roads; and (4) reduce the viability of passenger transportation.

Destination Tomorrow acknowledges and reflects the fiscal, political and social realities of southern Maine today. Within this context, the PACTS members created a plan that incrementally moves beyond the status quo to provide a framework and direction for a safe, efficient and sustainable transportation system that is able to meet the transportation needs of today and tomorrow. *Destination Tomorrow* also takes into account the strong interdependent relationships between transportation investments and land use planning and policy, and contains numerous strategies that strive to minimize any potentially negative environmental and social impacts of transportation investments.

The Eight Guiding Policies, crafted early in the process of developing *Destination Tomorrow*, underpin the overall Plan. These, along with the Plan's Vision Statement, its Six Goals, recent studies, past PACTS regional transportation plans, members' experience in land use planning, public input, and consideration of six major components of the transportation system were all drawn upon in developing the Plan's strategies.

Destination Tomorrow also recognizes the negative long-term impacts of a transportation system dependent on petroleum that is centered on the movement of cars and not people. One of the Plan's goals and a number of its strategies attempt to address this issue. The strategies target such issues as mobility and access, climate change and air quality, and safety and congestion, and attempt to improve these issues by supporting the expansion and improvement of the existing public transit systems, implementing travel demand strategies, and supporting the use of alternative fuels. Combined, these strategies will help create a solid, efficient and sustainable transportation system.

The FACTS members also realized that long-range planning, including *Destination Tomorrow*, normally assumes maintenance of the status quo. A significant part of planning 20 years ahead involves looking back to see how things have or have not changed and projecting these trends into the future. In many cases this approach works. However, macro disruptions to the status quo may result in or require substantive shifts in the assumptions made in a long-range plan. For *Destination Tomorrow*, macro disruptions may include globally dwindling petroleum reserves with corresponding price spikes; environmental degradation including climate change; and, most immediate, a structural decline in transportation funding resulting in a crumbling of the country’s transportation infrastructure. While the extent of some of these disruptions is hotly debated, should they rise more to the forefront of public policy and daily living, the *Destination Tomorrow* Plan may require substantial revisions to its policies and strategies.

The Eight Guiding Policies

Policy 1. Maintain the Condition, Safety & Efficiency of the Existing Transportation

System – Ensuring that an adequate and safe transportation system is maintained, preserved, and appropriately improved is critical to the region’s future economic vitality and quality of life. The Planning and Policy Committees have made maintaining and improving the existing transportation systems the highest priority of FACTS. Historically, approximately 60% of the transportation investments in the FACTS region have been for maintaining and improving the existing systems. Forecasts of required future investments to maintain the systems anticipate this same level of investment. Many of the Plan’s recommendations and strategies are focused on this policy and include:

- Roadway and bridge preservation.
- Improvements to locations that experience crashes at a higher than average rate.
- Improvements to congested locations including intersections and interchanges.
- Maintaining existing and extending new transit routes and services where appropriate.
- Replacing transit fleets in a timely manner.

Policy 2. Focus Roadway Improvements on Safety and Congestion “Hotspots” at

Intersections – Another area of major emphasis is on eliminating safety and congestion problems at major intersections. These intersection projects are a higher priority than widening roadway segments and other roadway capacity increasing projects. The Plan also calls for these projects to incorporate transit, bicycle and pedestrian accommodations where appropriate and feasible.

Policy 3. Strategically Expand the Transportation System – Where appropriate, this policy recommends capacity expansions to the transportation system that will enhance accessibility and mobility with better-coordinated land use policies. These expansions may include increased roadway capacity, new roadways, and new passenger transportation services and

routes for buses, rail and bus rapid transit. Actions taken under this policy must also incorporate Access Management measures (Policy 6) where feasible.

Policy 4. Avoid Building New Highways – Constructing new highways is costly and often controversial. *Destination Tomorrow* contains a number of complementary recommendations that can be used to reduce traffic demand and increase the efficiency of the existing system. These recommendations will help to reduce the need for building new highways and conserve the limited available funding.

Policy 5. Strengthen the Link between Transportation Investments and Land Use Policies and Decisions – Strengthening the link between transportation and land use policies and decisions is one of the most complex and important public policy challenges facing local governments, PACTS members and the State. *Destination Tomorrow* includes 21 largely incentive-based recommendations designed to improve this connection and, in particular, a policy statement adopted by the Policy Committee in February 2003. Ensuring that land development occurs in locations where it is supported by an adequate transportation system and preserving existing roadway capacities are two benefits that may be realized by this policy.

Policy 6. Implement Access Management Measures – Implementation of access management measures is one of the most effective ways to preserve the capacity, traffic flow and safety on arterial roads. Important actions include coordinating access control when roadways and intersections are widened or retrofitted and when new roads are built. Another effective access management strategy is to increase the connectivity of the street network by creating through streets when development or redevelopment occurs.

Policy 7. Enhance Passenger Transportation – Enhance, maintain and, where appropriate, expand passenger transportation services to meet changing needs. Many people depend on public transportation to meet their daily travel needs. For passenger transportation to effectively contribute to congestion relief, transit must attract riders that have the option of using an automobile.

Policy 8. Promote Community and Neighborhood Livability and Reinvestment - Recommendations and strategies stemming from this policy are designed to create transportation facilities that are sensitive to community and neighborhood needs and cohesiveness. Many arterial streets in the PACTS area create barriers within or between neighborhoods. Strategies for this policy include bicycle and pedestrian-facility improvements, public transportation investments, investments to increase the efficiency of the arterials to minimize cut-through traffic in neighborhoods, and redesigning arterial roads to increase their compatibility with adjacent land uses.

Six Key Components of the Transportation System

The Vision Statement of *Destination Tomorrow* states, in part, that the transportation system will “provide access to the entire PACTS region through a fully developed and well maintained multi-modal transportation system”. Following the direction of the Vision Statement, six key components of the transportation system were considered in detail in the development of the Plan’s goals, objectives and strategies. Each of the six components is discussed below.

Interstate System – Maintaining the safety and efficiency of the Maine Turnpike, Interstate 295 and Interstate 195 is essential to the region’s economy and the mobility of its users. The Turnpike also serves as the region’s primary connection to southern New England and the northern part of Maine.

Destination Tomorrow recognizes that I-295 and the Maine Turnpike currently serve and should continue to serve both inter-regional and intra-regional functions within the PACTS region. Specifically, the Maine Turnpike is ultimately an inter-regional facility, but serves many travelers going between points within the PACTS region. Conversely, I-295 currently serves a primarily intra-regional travel function within the PACTS region, but also serves a significant inter-regional travel function.

Strategy #21 of the *Destination Tomorrow* Plan includes a number of recommendations targeted to balance these roles, and to maintain and enhance the economic interdependency of the Biddeford-Saco and Portland-South Portland areas. The recommendations in Strategy #21 are substantially in agreement with the recently completed MaineDOT I-295 Corridor Study that examined I-295’s safety, mobility and capacity and developed a set of recommendations designed to provide safe and efficient transportation service through the Year 2025.

Arterial Roadway System – Used by everyone and therefore vital to the area, the region’s arterials – roads such as Route 25, Route 1, Route 302 and Route 111 – carry the majority of intra-regional travel, and connect the region’s cities, towns, villages, employment and commercial centers, and residential areas. The arterials are the workhorses of the region’s roads even though I-295 and the Maine Turnpike carry the heaviest traffic volumes.

Arterials serve two main travel functions. They provide mobility throughout the region, and they provide accessibility to destinations. Maintaining the balance between these two functions is an ongoing challenge because when an emphasis is placed on one function, e.g., improving mobility, there is often a detrimental effect on the other function, i.e., access to locations.

Public Transportation System (Bus, Airline, Passenger Rail and Ferry) – *Destination*

Tomorrow supports the call for greater attention to the potential benefits of increased public transportation services. Strategies for the passenger transportation system recommend maintaining existing transit services and facilities, and strategically extending and expanding services and facilities where appropriate and feasible. In particular, the Plan supports conducting the Portland Peninsula Alternative Modes Study and studies to reexamine regional commuter bus and rail feasibility opportunities.

Bicycle and Pedestrian Systems – Strategies related to these two modes will recommend the continued improvement of safety and access of bicycling and walking for transportation purposes. Strategies will also promote accessibility to and increased use of these modes of travel emphasizing the links between land use and transit-oriented development. Providing safe access for bicyclists and pedestrians should be considered, where appropriate, for all transportation improvements.

Freight System – Freight system strategies will continue to make improvements to freight facilities including improving access. Additional rest stops on interstate highways should also be considered. Combining these strategies will improve the efficiency and reliability of the freight system while respecting the needs of adjacent residential neighborhoods.

Travel Demand Management and Intelligent Transportation Systems – Travel Demand Management measures (TDM) seek to reduce the demand for travel, typically during the peak morning and afternoon periods by such actions as employee flex-time, staggered work hours, and incentives to use alternative modes of travel and high-occupant vehicles. Intelligent Transportation System measures (ITS) apply technology to make the transportation system more efficient and to provide traveler information to transportation system users.



Destination Tomorrow’s Goals, Objectives and Strategies

Economic Development	...page 5-7	...13 strategies
Mobility and Safety	...page 5-10	...26 strategies
Energy Conservation	...page 5-20	... 9 strategies
Land Use	...page 5-23	...21 strategies
Environment	...page 5-28	... 6 strategies
Regional Focus	...page 5-30	...13 strategies

Introduction

The goals, objectives and strategies flow from the Plan’s Vision Statement. (See page 2-6.) Each of the following six sections is based on one of the Plan’s six goals. The objectives of each goal are followed by strategies. Each strategy includes a list of the organizations responsible to implement it; the first organization listed is often expected to take the lead.

The strategies span many areas that impact the transportation system including: investment priorities, funding, integrated land use and transportation corridor planning, regional collaboration and decision-making, and integration of the Transportation Improvement Program with *Destination Tomorrow*. The majority of the strategies recommend policies or courses of action based on a current understanding of the opportunities and challenges facing the region. The overall level of investment recommended recognizes reasonably anticipated revenue sources, as required by federal law. In addition, a small number of the Plan’s strategies recommend specific high-priority project proposals that were developed from a needs assessment that considered current and forecasted transportation deficiencies.

The Policy Committee divided the strategies into three separate tiers with Tier 1 representing the highest priority strategies. Within Tier 1, and within the other two Tiers, there is no prioritization of strategies. The assigning of a tier to each strategy was based on its importance to the region, its cost-effectiveness and its implementation feasibility. This was done to balance the large number of strategies with the available resources and priorities of other agencies.

PACTS members and staff have begun work on each of the Tier 1 strategies that they have direct influence on. The Policy Committee encourages other agencies to commence work on the Tier 1 strategies that are beyond the purview of PACTS. The Tier 1 strategies are highlighted in Table 5-1 and are described further in the following sections.

Table 5-1 – The Top Priority Strategies of Destination Tomorrow*

Strategy #	Goal	Title/Description
6	Economic	Implement Plan’s Arterial Investment Program
13	Economic	Incident Management and Homeland Security
14	Mobility	Focus on Intersections for Congestion and Safety Management
21	Mobility	Operational & capacity improvements to I-295 & the Maine Turnpike
22	Mobility	Develop Responsive Strategies for High Crash Locations
36	Mobility	Continue Transit Coordination Efforts
47	Energy	Increase Transit to Park-n-Ride Lots
48	Energy	Optimize and Maintain Signal Coordination
49	Land	Conduct Municipal and Sub-regional Studies
60	Land	Provide Technical Assistance to Municipalities
70	Environment	Studies of Secondary Impacts
75	Environment	Bike and Ped Linkages to Natural Areas
76	Regional	<i>Destination Tomorrow</i> Implementation Plan
77	Regional	Strengthen the Plan – TIP Connection
78	Regional	Biennial Review of TIP Policies & Procedures
81	Regional	Communicate with State/Federal Officials on Funding Issues
82	Regional	Work with MaineDOT on Exploring Funding Opportunities
83	Regional	TIP Priority Setting Process
84	Regional	Increase Transportation Data Collection

*All strategies are of equal priority and are listed in the table in numerical order. Many of the Plan’s other strategies are inter-related with the Tier 1 strategies.

Goal I: Economic Development

To enhance regional prosperity through support for the economic vitality of existing business and for economic development opportunities encouraged by local and regional plans.

Introduction

Our economic prosperity and future economic development are dependent, in part, on an efficient transportation system. When companies and corporations are deciding where to locate, an efficient transportation system is an important consideration.

People and goods both need to move easily within and through the region. Key components of the transportation system necessary to facilitate this movement include the roadway network, the rail, port and road freight systems, the passenger transportation system and air travel.

The economic goals, objectives and strategies of *Destination Tomorrow* provide guidance to help sustain the region’s economic prosperity and development.

Objectives and Strategies

Objective 1. To provide gateway connectivity into the Portland region through highways, airports, seaports, rail, public transportation, sidewalks and bicycle and pedestrian accommodations.

Strategy 1. Portland Department of Transportation’s Plan
 Review the relevant gateway components of the annual Portland Department of Transportation’s Strategic Action Plan, and develop an appropriate implementation plan.
Responsibility: Cities of Portland and South Portland; PACTS; GPCOG; Private Sector; MaineDOT.
Priority: Tier 3

Strategy 2. Traffic on Appropriate Facilities
 Implement signage, Intelligent Transportation System and regional toll strategies to direct traffic to appropriate transportation facilities to reach destinations within and outside the region.
Responsibility: Municipalities; PACTS; GPCOG; SMRPC; Maine Turnpike Authority; MaineDOT.
Priority: Tier 2

Strategy 3. Rail/Trails and Eco-Tourism
 Support implementation of regional path planning efforts including the Mountain Division, Eastern Trail and East Coast Greenway to promote regional links and eco-tourism.
Responsibility: MaineDOT; Municipalities; PACTS; GPCOG; SMRPC.
Priority: Tier 3

Objective 2. To provide landside access to air, sea, and rail stations accounting for the needs of passengers, expedited freight, goods movement, and other demand.

Strategy 4. MaineDOT Truck Network
 Review and appropriately implement the MaineDOT Heavy Haul Truck network within municipal and regional plans to coordinate land use and roadway improvements in order to maintain access to important transportation centers. Priority should be given to protecting town and village centers from the negative impacts of large trucks traveling through the town/village centers en route to other towns.
Responsibility: MaineDOT; Municipalities; PACTS; GPCOG; SMRPC.
Priority: Tier 2

Strategy 5. Seamless Transfers

Create and maintain inter-terminal transportation linkages to promote seamless passenger transfers between transportation stations to enhance tourism and transportation efficiency.

Responsibility: Transit operators; PACTS; GPCOG; SMRPC; MaineDOT.

Priority: Tier 3

Objective 3. Preserve mobility and accessibility for all modes in corridors that feed regionally significant employment and activity centers.

Strategy 6. Arterial Program

Implement this Plan's proposed Arterial Investment/Redevelopment Program in order to promote redevelopment along these major arterial roadways.

Responsibility: Municipalities; PACTS; GPCOG; SMRPC; MaineDOT.

Priority: Tier 1

Strategy 7. Access Management

Develop urban access management guidelines and implement them on the non-interstate federal aid highway system.

Responsibility: Municipalities, PACTS; GPCOG; SMRPC; MaineDOT.

Priority: Tier 2

Objective 4. To provide transport linkages and modal alternatives to centers of employment, business and retail activity, and other traffic generators.

Strategy 8. Hubs and Services

Plan for, create and maintain inter-modal hubs and services at transportation centers, major activity centers and employment centers.

Responsibility: PACTS; GPCOG; SMRPC; MaineDOT.

Priority: Tier 2

Strategy 9. Intercity Bus and Rail Service

Continue support for extending bus, passenger and commuter rail service from Portland north to Brunswick, and south to Biddeford and Saco. PACTS further recommends increasing the desirability of the passenger rail service between Portland and Boston through such actions as improving the frequency, travel time, convenience and amenities of the service.

Responsibility: NNEPRA, Amtrak, MaineDOT, Transit Agencies and Municipalities.

Priority: Tier 2



- Strategy 10. Freight Movement
 Promote the efficiency and reliability of mainline freight movements, and the greater use of rail to move freight within and through the region, while respecting the needs of residential neighborhoods near rail lines.
Responsibility: PACTS; GPCOG; SMRPC; Private sector; MaineDOT.
Priority: Tier 3.
- Strategy 11. Non-Automobile Accessibility Alternatives
 Increase the importance of regional accessibility by non-automobile modes within studies and their implementation programs.
Responsibility: PACTS; GPCOG; SMRPC; MaineDOT.
Priority: Tier 3
- Strategy 12. Freight Networking
 Hold an annual “Freight Transportation Roundtable” to bring together freight companies, regional shippers and receivers, and public sector officials to discuss changing freight transportation needs within the greater PACTS region.
Responsibility: PACTS; GPCOG; SMRPC; Chamber of Commerce; Private sector; MaineDOT.
Priority: Tier 3
- Strategy 13. Incident Management and Homeland Security
 Continue to coordinate with the Cumberland County Emergency Management Agency (CCEMA) and the York County Emergency Management Agency (YCEMA) to ensure that emergency transportation/evacuation plans responsive to the needs of homeland security and other emergency situations are developed and updated. The Emergency Management Agencies’ Hazard Mitigation Plans and plans to address issues of vulnerability relative to homeland security should serve as the guiding policies for this strategy.
Responsibility: CCEMA; YCEMA; PACTS; GPCOG; SMRPC; MaineDOT; Maine Turnpike Authority
Priority: Tier 1

Goal II: Mobility, Safety and Accessibility
To improve the movement of goods and the mobility, accessibility and safety of people throughout the region.

Introduction

Maintaining and improving mobility, safety and accessibility are crucial to an efficient transportation system, to future growth and prosperity, and to our quality of life. The *Destination Tomorrow* Plan contains six objectives and 26 strategies that address these inter-related topics. Each topic is addressed from the perspective of automobile and truck traffic, from the perspective of bicycle and pedestrian traffic, and from the perspective of individuals who use one of the many inter-connected parts of the passenger transportation system.

Objectives and Strategies

Objective 1. To reduce congestion and delay on main travel arteries throughout the region.

Strategy 14. Intersections Policy

Establish a policy to focus on intersections as the major emphasis for congestion and safety management.

Responsibility: PACTS and MaineDOT.

Priority: Tier 1.

Strategy 15. Road Connections

Plan for and implement future collector and sub-collectors as residential and commercial development occurs to improve road network connectivity, and to better distribute traffic. Develop and distribute education materials to municipal officials and the public that describe the long-term cost savings and public safety benefits of a more connected network of streets, particularly in areas of concentrated residences, businesses and stores.

Responsibility: Municipalities, Private Sector, PACTS, GPCOG, SMRPC.

Priority: Tier 2

Strategy 16. Travel Demand Management

Plan for and implement travel demand management strategies in conjunction with all significant corridor capacity improvements in order to reduce demand and preserve corridor capacity.

Responsibility: Municipalities, PACTS; GPCOG; SMRPC; MaineDOT.

Priority: Tier 2

Strategy 17. Intelligent Transportation Systems

Plan and implement appropriate ITS technology on interstate and non-interstate highways and transit systems, and in incident management programs on interstate highways per the 1998 Greater Portland Intelligent Transportation Systems Early Deployment Plan.

Responsibility: Municipalities; PACTS; GPCOG; SMRPC; MaineDOT; Maine Turnpike Authority; Transit Agencies.

Priority: Tier 2

Strategy 18. Construction of the Gorham Village Bypass

Continued support of the PACTS Policy Committee for the construction of the Gorham Village Bypass Phase I & II to reduce congestion through the Downtown of Gorham.

Responsibility: MaineDOT, Gorham

Priority: Tier 2

Strategy 19. East-West Toll Road

PACTS supports the study of a potential east-west limited-access toll highway. Potential endpoints for such a toll road include South Portland and Gorham. The study must carefully consider the regional transportation and land use impacts that would result from a transportation investment of this magnitude, as well as identify opportunities from a transportation-oriented development or other means, for net improvements to the regional economy.

Responsibility: Maine Turnpike Authority, MaineDOT, Municipalities, PACTS, GPCOG

Priority: Tier 2

Strategy 20. Corridor Investments

The PACTS Policy Committee will continue to support investment in the Route 22, Route 25 and Route 111 Corridors to address safety, access, mobility and congestion issues. Actions to address these issues may include road improvements including widenings and bypasses, extension of the public transportation system and travel demand management.

Responsibility: MaineDOT, PACTS, GPCOG, SMRPC

Priority: Tier 3

Strategy 21: I-295 and the Maine Turnpike

Recommend that the MaineDOT and the Maine Turnpike Authority study the feasibility of, and implement where appropriate, the following 13 recommendations that collectively will provide safe and efficient transportation service to the region's two primary interstate highways. Further, MaineDOT should limit the widening of I-295 to Items 1, 2, 3 and 4 below, if at all possible, in order to balance the need to provide regional mobility and access with the need to minimize potential negative impacts on the fabric of nearby neighborhoods, on pedestrian connectivity, and on local streets.

Figures 5-1 and 5-2 (pages 15 and 16) display these recommendations. Please see also Strategy 9 that continues support for extending bus and rail service from Portland to points to the north and to the south.

1. MaineDOT should eliminate I-295 safety and operations problems between Scarborough and Brunswick by adding auxiliary and/or acceleration/deceleration lanes and by making interchange ramp improvements. These improvements should include but not be limited to:
 - auxiliary lanes, northbound and southbound, between Exit 3 (Westbrook St) and Exit 4 (Lincoln St)
 - auxiliary lane extension, southbound, between Exit 8 (Washington Ave.) and Exit 7 (Franklin Arterial)
 - improvements at Exit 7 (Franklin Arterial) off-ramps (northbound and southbound)
 - improvements at Exit 11 (Falmouth Spur) northbound on-ramp

- improvements at two intersections of Exit 6 (Forest Ave.) northbound and southbound off-ramps with Forest Avenue
 - improvements at Exit 15 (Route 1) on-ramps northbound and southbound
 - ramp extensions at Exits 17 (Route 1), Exit 20 (Desert Rd.), Exit 22 (Mallett Dr.) and Exit 24 (Route 1).
2. MaineDOT should enhance regional mobility by making interchange improvements at Exit 4 (Lincoln St.), Exit 10 (Bucknam Rd.), Exit 11 (Falmouth Spur), and Exit 15 (Main St.).
 3. MaineDOT should study ways to address the safety and operational concerns at the interchange of the Falmouth Spur and I-295 including access improvements and interchange reconfiguration.
 4. MaineDOT should widen I-295 – using the existing median – between Exit 5 (Congress St.) and Exit 7 (Franklin Arterial) to improve mobility and safety conditions at the Exit 6 (Forest Ave.) interchange. MaineDOT should also continue to monitor and consider long-range improvements at the Forest Avenue interchange, including reconfiguration of the interchange.
 5. MaineDOT should continue to monitor safety, congestion and capacity issues in the Tukey’s Bridge area.
 6. MaineDOT should monitor conditions on the I-295 mainline between Exit 11 (Falmouth Spur) and Exit 15 (Main St.) for additional capacity needs.
 7. MaineDOT should implement the use of variable message signs to inform drivers of traffic incidents and weather conditions.
 8. MaineDOT should plan for and develop a service patrol program on I-295.
 9. MaineDOT should continue to implement ITS (intelligent transportation systems) strategies to manage traffic flow.
 10. The Turnpike Authority should do the necessary study to enable the Authority to widen the highway to six lanes between Exits 44 and 53. It is understood that this study will involve a consideration of widening I-295 along the Portland peninsula – and that the trade-off between impacts of a Turnpike widening on the natural and social/human environments in the Turnpike corridor and the impacts of an I-295 widening on the natural and social/human environments in the I-295 corridor will be an important component of that study.
 11. The Turnpike Authority and the MaineDOT should consider increasing the Turnpike speed limit to 60 or 65 mph between Exits 44 and 53, and on the Falmouth Spur, as part of the widening of the Turnpike. This consideration should include due attention to the importance of safe travel on the highway.



12. The Turnpike Authority and the MaineDOT should continue to investigate tolling strategies in the Turnpike and I-295 corridors, including a regional toll system and an “open-road” tolling structure, to manage and improve interstate mobility. Strategies must address Turnpike Authority concerns, and the potential negative aspects of diversion of traffic onto local streets.
13. MaineDOT, the Maine Turnpike Authority and PACTS should conduct feasibility studies for potential new interchanges and/or expansion of existing interchanges to increase access to/from communities such as Cumberland, Freeport, Biddeford and Saco.

Responsibility: MaineDOT, Maine Turnpike Authority

Priority: Tier 1

Figure 5-1 – Interstate Highway Recommendations

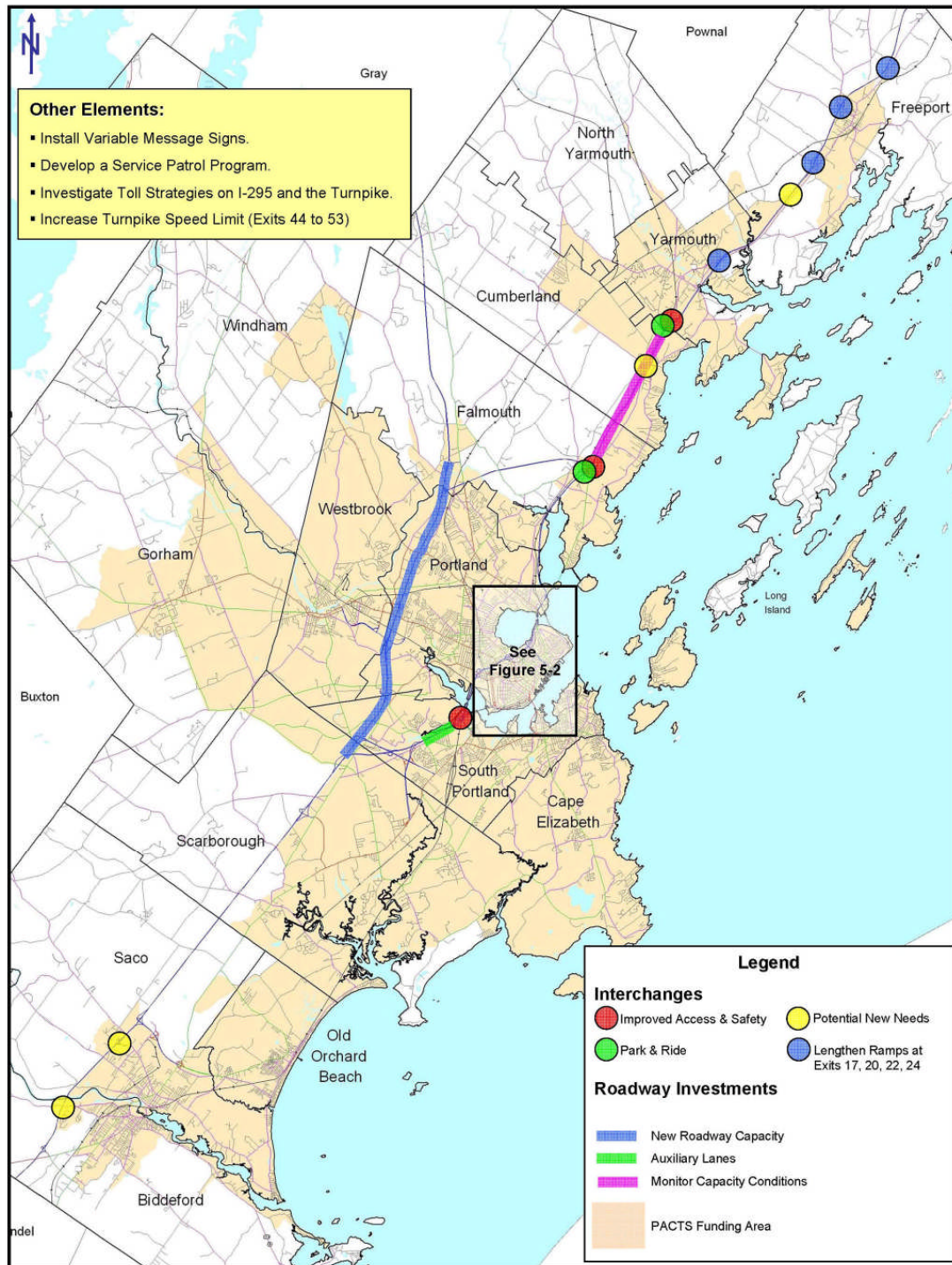
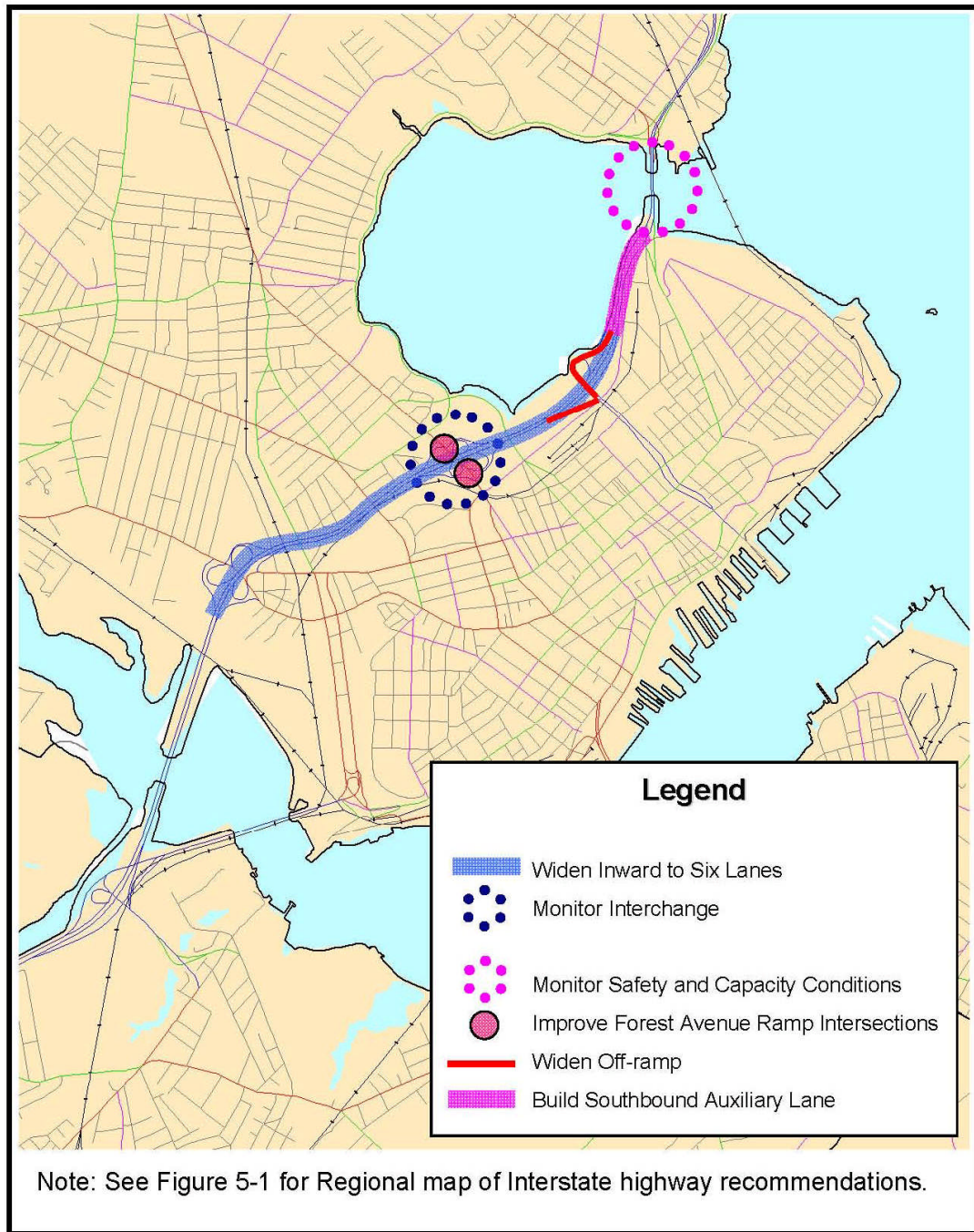


Figure 5-2 – Interstate Highway Recommendations (Inset to Fig 5-1)



Objective 2. To improve highway safety by reducing the number and severity of crashes.

Strategy 22. High Crash Locations

Monitor MaineDOT designated high crash locations on an annual basis, identify causal factors, develop responsive strategies, and create a prioritized list of locations for implementation.

Responsibility: PACTS; Municipalities; MaineDOT.

Priority: Tier 1

Objective 3. To expand accessibility in the region by non-automobile users.

Strategy 23. Increase Transit

Increase the availability of bus and rail transit and vanpools throughout the PACTS region by prioritizing and then expanding transit services, as appropriate, to major activity centers such as village/town centers and employment/commercial centers. Emphasis should be placed on increasing the frequency and effectiveness of existing services and improving connectivity within the system before increasing or creating new areas of service, except when establishing a transit oriented development.

Responsibility: Municipalities; PACTS; GPCOG; MaineDOT, SMRPC, Transit Agencies, and other agencies as appropriate.

Priority: Tier 2

Strategy 24. Bus Rapid Transit Service

Provide bus rapid transit service (BRT) on key arterials through ITS technology and by making roadway operational improvements.

Responsibility: Transit Providers, GPCOG, SMRPC, PACTS

Priority: Tier 3

Strategy 25. Transit Oriented Development

Encourage municipalities to allow new development at densities and in patterns that support transit in appropriate locations.

Responsibility: Municipalities.

Priority: Tier 2

Strategy 26. Sidewalks

Target funds for sidewalks connecting activity centers such as residential areas, shopping centers, schools, parks, and office complexes. Sidewalks should be included in all transportation improvements, where warranted.

Responsibility: MaineDOT, Municipalities and PACTS.

Priority: Tier 2

Strategy 27. Model Ordinances

Produce model ordinances that require pedestrian and bicycle access through the site development process. Provide technical assistance to municipalities to revise land use standards so developers would provide sidewalks, bicycle racks,

preferential parking for rideshare vehicles, bus shelters, and other alternative transportation facilities.

Responsibility: FACTS, GPCOG, SMRPC.

Priority: Tier 2

Strategy 28. Project Reviews

Support local planning staff and planning boards in reviewing pedestrian, bicycle, and transit access to, and circulation within, proposed development sites by funding training for those people.

Responsibility: Municipalities, FACTS, GPCOG, SMRPC.

Priority: Tier 2

Strategy 29. Bicycle Racks/Lockers and Hubs

Plan and implement bicycle and pedestrian facilities and support facilities (bicycle parking, lockers) at transportation hubs and terminals – and promote bicycling as a commuting mode.

Responsibility: Municipalities, FACTS, GPCOG, SMRPC, MaineDOT.

Priority: Tier 2

Strategy 30. Pedestrian Activity Zones

Implement the Pedestrian Activity Zone concept in the 1995 FACTS Regional Bicycle and Interim Pedestrian Plan that calls for high quality pedestrian connections (sidewalks or paths) within and between the zones to increase pedestrian accessibility in the region.

Responsibility: Municipalities, FACTS, GPCOG, SMRPC, MaineDOT.

Priority: Tier 3.

Strategy 31. Bicycle Plans

Implement the goals of the FACTS plan where practical and feasible, in order to increase bicycle accessibility throughout the region (with an emphasis on well-designed bicycle and pedestrian facilities on upgraded roadway segments and intersections for safety purposes).

Responsibility: Municipalities, FACTS, GPCOG, SMRPC, MaineDOT.

Priority: Tier 2

Objective 4. To direct through-traffic to use higher functionally classified roadways.

Strategy 32. Road Hierarchy

Establish a hierarchy of roads according to their functional classification (stressing safety and intercommunity routes in order to minimize distances traveled). Create and use official maps as the basis for the hierarchy.

Responsibility: Municipalities, FACTS and MaineDOT.

Priority: Tier 3

Objective 5. To provide convenient, safe, and affordable seamless connections between modes.

Strategy 33. Hub Links

Plan, implement and maintain inter-terminal shuttles and trunk-line transit providing linkages to major intermodal transportation hubs, hotels and transfer points.

Responsibility: Municipalities, FACTS, GPCOG, SMRPC; MaineDOT.

Priority: Tier 3

Strategy 34. Traveler Information

Implement appropriate ITS technology to provide real-time traveler information services to regional travelers.

Responsibility: FACTS, GPCOG, SMRPC, MaineDOT.

Priority: Tier 2

Strategy 35. Increase Transit to Centers

Plan for and implement expanded bus transit services to major activity and employment centers. Emphasis should be placed on increasing the frequency and effectiveness of existing services and improving connectivity within the system before increasing or creating new areas of service, except when establishing a transit oriented development.

Responsibility: Municipalities, FACTS, GPCOG, MaineDOT, SMRPC, Transit Agencies, other agencies as appropriate.

Priority: Tier 2.

Strategy 36. Transit Coordination

Continue the efforts of the FACTS Transit Committee and the Peninsula Transit Operations Group to coordinate transit service, fares and operations in the region. These efforts should include studying the feasibility of regionalizing the seven public transit service providers, potentially into a regional transit authority or other more cost-effective and streamlined structure.

Responsibility: Municipalities; FACTS; GPCOG; MaineDOT, SMRPC and Transit Agencies.

Priority: Tier 1.

Objective 6. To provide transportation alternatives for those with special needs – elderly, young, disabled, low-income, and others.

Strategy 37. ADA Para-Transit

Maintain ADA Para-transit system to complement the fixed route bus transit services.

Responsibility: Transit Providers; Municipalities; FACTS; GPCOG; SMRPC; MaineDOT.

Priority: Tier 2



Strategy 38. Transit Access Innovations

Continue to provide innovations in transit access such as RTP’s Medicaid Pass program and YCCAC’s WAVE program.

Responsibility: Transit Providers, Municipalities, PACTS, GPCOG, SMRPC
MaineDOT.

Priority: Tier 2

Strategy 39. ADA Accessibility

Continue implementation of ADA accessibility requirements.

Responsibility: Municipalities; PACTS; MaineDOT; Transit Providers.

Priority: Tier 2.

Goal III: Energy Conservation

To conserve and efficiently use nonrenewable energy resources.

Introduction

The transportation of people and goods accounts for the largest share of petroleum use in the United States and is a major contributor to poor air quality. Congestion and the number of vehicle miles of travel (VMT) have both increased dramatically over the past twenty years and are expected to continue to grow. Increasing VMT and congestion adds to the amount of energy (oil) needed to move people and goods and to decreased air quality.

Destination Tomorrow contains several strategies to reduce energy consumption, reduce the number of vehicle miles traveled, increase the use of alternative fuels, and improve air quality. These strategies add to PACTS support of the actions and efforts of the Maine Clean Communities Program.

The U.S. Department of Energy’s Clean Cities Program focuses on fostering energy independence through the use of alternative fuels in public and private fleets. The goal of the program is to provide an alternative fueling infrastructure and create an adequate demand for alternative fuel in a coordinated, economically viable sequence. Maine Clean Communities (MC²), the local Clean Cities Coalition, works with public and private fleet operators to create partnerships to achieve this goal.

Energy Facts from the U.S. Department of Energy

- The U.S. accounts for 26% of world oil consumption and 9% of world oil production, but has only 2% of world oil reserves.
- World oil resources are concentrated in OPEC nations where the share of world supply is projected to be 65% by 2020.
- Transportation is almost entirely dependent on oil, accounting for 67% of U.S. oil consumption.
- The U.S. spends approximately \$4 billion/week on imported oil.

Objectives and Strategies

Objective 1. To facilitate the availability and use of alternative fuels and alternative fuel vehicles, in general, and in public and private fleets in particular.

Strategy 40. Maine Clean Communities Program

Continue to support the efforts of the Maine Clean Communities Program to help develop alternative fuel infrastructure and promote the use of alternative fuel vehicles.

Responsibility: GPCOG, SMRPC; MaineDOT, PACTS and Municipal.

Priority: Tier 2

Strategy 41. Fleet Assistance

Provide outreach technical assistance to municipalities for utilizing incentives, funding and potential mandates that encourage public and private fleets to utilize alternative fuels.

Responsibility: PACTS, GPCOG (Maine Clean Communities), MaineDOT.

Priority: Tier 3.

Strategy 42. Fuel Stations

Make STP and CMAQ funds available for construction of publicly accessible alternative fuel refueling infrastructure in strategic locations throughout the region.

Responsibility: PACTS, MaineDOT, GPCOG.

Priority: Tier 3

Strategy 43. Transit Fuel Conversion

Continue funding through non-traditional and STP funds to support METRO, RTP and other transit providers in their use of alternative fuel vehicles and buses, and in their development of infrastructure.

Responsibility: PACTS, GPCOG, MaineDOT, SMRPC.

Priority: Tier 3.

Strategy 44. Renewable Fuels

Support the use of renewable fuels such as ethanol, biodiesel and hydrogen made from wind, solar, and other renewable energy sources, especially those that may be produced in Maine in the future.

Responsibility: PACTS, GPCOG (Maine Clean Communities), MaineDOT, SPO and DECD.

Priority: Tier 3

Strategy 45. Anti-idling

Provide model ordinances for (and otherwise encourage) municipalities to develop and enforce anti-idling rules in highly concentrated population areas such as school areas, and other fleets.

Responsibility: PACTS, MaineDOT, GPCOG, SMRPC, SPO and Municipalities.

Priority: Tier 2.

Objective 2. To reduce the number of trips by single occupant vehicles and reduce overall energy consumption from transportation of goods and people.

Strategy 46. Support GO Maine Program

To promote awareness, increase demand, and facilitate the use of the ridesharing options – carpools and vanpools – through a coordinated public outreach and information program and a centralized ride matching computer system for delivery of transportation demand management (TDM) services and information.

Responsibility: MaineDOT, MTA, GPCOG (GO Maine Program), Private Sector, Municipalities.

Priority: Tier 2

Strategy 47. Transit to Park and Ride Lots

Expand the regional park and ride network and increase transit connections to these lots.

Responsibility: Municipalities, Maine Turnpike Authority; PACTS, GPCOG, SMRPC, MaineDOT.

Priority: Tier 1

Strategy 48. Signal Coordination

Optimize and maintain traffic signal coordination that manages traffic flow.

Responsibility: Municipalities, PACTS, GPCOG, SMRPC, MaineDOT.

Priority: Tier 1.

Goal IV: Land Use**To support land use plans and development patterns that promote efficient transportation services and systems.**Introduction

The subject of land use development in a transportation plan is critical and complex. Travel in a region is very much a function of where people live, work, shop and conduct other activities. Conversely, our region's transportation system – the highway and street network, the price and availability of public transportation, and other attributes – contributes to where we choose to work and live. Many other factors that shape our transportation system and influence our choices and travel behavior – including fuel prices, federal housing policies, and our collective individual's decisions – are beyond the influence of state and local officials.

In *Destination Tomorrow*, the members of PACTS strive to better coordinate land use and transportation decisions made by PACTS, MaineDOT and municipalities. In recognition of the complexities of this subject, the members of PACTS considered the following regulatory and policy realities during the development of the land use objectives and strategies.

1. In addition to our federally mandated authority, PACTS has a responsibility to provide leadership for transportation investments in our region through the allocation of federal funds.
2. MaineDOT seeks to strengthen the economic vitality of municipalities through its transportation investments.
3. MaineDOT and the Legislature have established access management on major highways as a high priority.
4. Land use regulation authority resides primarily with cities and towns.
5. The pattern and form of land use development plays an important role in how effectively transportation facilities work, and on the demand placed on them.
6. *Destination Tomorrow* supports the following State Planning Office's Smart Growth Principles.
 - To maintain our historic settlement pattern of compact villages and urban centers separated by rural countryside, and to sustain a unique sense of place in every community by respecting local cultural and natural features.



- To target economic and residential growth to compact, mixed use centers in areas with existing or planned infrastructure and services at a scale appropriate for the community and region.
- To preserve and create mixed use, pedestrian-friendly neighborhoods that incorporate open areas, landscaping and other amenities that enhance livability.
- To establish and maintain coalitions with stakeholders and engage the public in the pursuit of smart growth solutions.
- To provide choice in the mode of transportation and to ensure that transportation options are integrated and consistent with land use objectives.

Objectives and Strategies

Objective 1. To encourage the creation of, and conformance to, regional, corridor and local land use plans that recommend regional connectivity and mobility in support of land development patterns.

Strategy 49. Local Studies

Continue to perform municipal and corridor planning studies that integrate land use and transportation considerations.

Responsibility: PACTS

Priority: Tier 1

Strategy 50. Regional Models

Create regional images meant to inspire municipalities and others to create and use regional, corridor and local plans. Examples include the case studies developed for this Plan, a regional map of existing zoning in the fifteen PACTS municipalities, a regional map of existing land use in the PACTS municipalities, an aerial photograph composite of the entire PACTS region, and aerial photograph composites of each PACTS municipality and its neighbor municipalities.

Responsibility: PACTS; GPCOG; SMRPC

Priority: Tier 2

Strategy 51. Growth Management Act Criteria

Support when appropriate the MaineDOT and SPO in their development of new transportation requirements for local comprehensive plans.

Responsibility: Municipalities, PACTS, GPCOG, SMRPC

Priority: Tier 2

Objective 2. To formulate a planning and project design process that effectively coordinates land use and transportation decisions and spans jurisdictional boundaries.

- Strategy 52. Local Assistance
Provide technical assistance, information and data to planning boards regarding the cumulative impacts of their decisions upon the level of mobility of the region's arterial highways.
Responsibility: FACTS, GPCOG, SMRPC
Priority: Tier 2
- Strategy 53. Implementation of the FACTS Transportation Project Land Use Policy
Refine and implement the FACTS Transportation Project Land Use Policy to encourage the preparation of land use and transportation plans before programming federal funds for significant transportation projects that significantly reduce commuter travel times through application in case studies, public outreach, cooperation with regional planning initiatives, and partnership with State and federal agencies.
Responsibility: Municipalities, FACTS, State Planning Office, MaineDOT, GPCOG, SMRPC
Priority: Tier 3
- Strategy 54. Interchange Master Plans
Develop master plans for areas around proposed new highway interchanges, and existing ones that are going to be changed significantly.
Responsibility: Municipalities, MaineDOT and FACTS
Priority: Tier 3.
- Strategy 55. Case Studies
Conduct case studies of the growth potential of urban places where significant transportation investments are being made.
Responsibility: FACTS
Priority: Tier 3
- Strategy 56. Station Location Implications
Study the land use implications of potential future intermodal facilities and corridors.
Responsibility: FACTS; GPCOG; SMRPC; Municipalities; NNEPRA; Transit Operators, MaineDOT.
Priority: Tier 3
- Strategy 57. Jobs/Housing Studies
Incorporate the jobs/housing balance* and affordable housing principles into future major FACTS studies.
Responsibility: FACTS
Priority: Tier 3.

* The jobs/housing balance refers to the ratio of the number of people who live and work in an activity center. The current imbalance in the ratio in many communities (particularly due to the lack of affordable housing in many centers) has led to longer daily commutes to affordable land and houses. Future participants in regional FACTS studies will incorporate this concept as a goal.



Objective 3. To foster compact development patterns that promote efficient transportation services and systems that reduce sprawl.

Strategy 58. Transportation Investment Areas

Identify “Transportation Investment Areas”* and other projects per the Investment Plan, and establish a reduced local match requirement policy for TIP projects in these areas.

Responsibility: Municipalities, MaineDOT and FACTS.

Priority: Tier 2

* A Transportation Investment Area would be a designation that targets transportation investments to areas that promote compact mixed-use growth. Areas eligible for such a designation would need to be a designated growth area, and promote compact development. This approach is used in Maryland where certain state spending, including transportation dollars, is spent only within and between identified growth areas.

Strategy 59. Flexible Level of Service Standards in Centers

Establish flexible MaineDOT and municipal thresholds for acceptable level-of-service for the off-site traffic impacts of proposed developments in “urban centers”. (It is understood that these would be used only with the consent of the affected municipality.) Factors supporting these thresholds are: (1) the realities of heavy traffic in urban places, (2) limited highway funding, (3) the value of preserving the character of existing urban streets, and (4) the availability of and increased attractiveness of transit due to traffic delays.

Responsibility: Municipalities and MaineDOT

Priority: Tier 2.

Strategy 60. Technical Assistance

Provide technical assistance to municipalities in developing and refining smart growth ordinances and policies through the use of workshops, case studies and planning grants.

Responsibility: FACTS, GPCOG, SMRPC and State Planning Office.

Priority: Tier 1

Objective 4. To promote site development and infrastructure that provides for and encourages access and on-site circulation by pedestrian, bicycle, and transit modes in order to reduce vehicle trips.

Strategy 61. Mixed Use Arterials

Support residential zoning along principal arterials throughout the FACTS region. (The intent is to preserve existing residential neighborhoods that are crossed by principal arterials, and to encourage higher density mixed use development where commercial development already exists.)

Responsibility: Municipalities, MaineDOT and FACTS

Priority: Tier 3

Strategy 62. Parking Policy Analysis

Study the potential applications of parking policies as incentives for vehicle trip reduction. Potential parking policies include “parking maximums” and “shared parking” provisions in zoning ordinances, and regional and sub-regional parking supply caps*.

Responsibility: Municipalities, PACTS, GPCOG, SMRPC

Priority: Tier 3

* Two possible studies are of: (1) the economic and transportation trade-offs between using more central business district land in the future for additional parking versus limiting the growth in parking supply, and (2) the potential increase in regional passenger rail and bus travel demand if future growth in parking supply in central business districts were purposefully limited.

Objective 5. To protect neighborhoods and community integrity by creating transportation facilities that are community sensitive.

Strategy 63. State School Location Criteria

Based on the transportation and other benefits of schools locating in activity centers, support efforts to revise the State’s site location requirements for new schools and for funding the construction/ rehabilitation of existing schools.

Responsibility: Municipalities, PACTS, MaineDOT and SPO.

Priority: Tier 3

Strategy 64. Context Sensitive Design Principles

Employ principles during the design of arterial roadway improvements that balance the competing demands upon the roadway of vehicles, pedestrians and others.

Responsibility: Municipalities, PACTS, MaineDOT and SPO

Priority: Tier 3

Objective 6. To manage access along major arteries in order to reduce delay and crashes, while protecting the accessibility of adjoining property.

Strategy 65. Access Management for New Highways

Require an access management plan for any proposed new highway (and the links to the highway at both termini) as a prerequisite for the programming of federal funds for construction of a new highway.

Responsibility: PACTS and MaineDOT

Priority: Tier 2

Strategy 66. Limited Access on New Arterials

Support the MaineDOT commitment to make all new arterial roads limited access in order to preserve the new road capacity, and encourage MaineDOT to preserve that limited access over the long term.

Responsibility: Municipalities and PACTS

Priority: Tier 2

Strategy 67. Purchase Access Rights

Support and authorize the purchase of corridor rights on arterials, when appropriate and feasible, in order to maintain the capacity of the arterials.

Responsibility: MaineDOT, municipalities and PACTS

Priority: Tier 2

Objective 7. To balance the needs for increased network connectivity and reduced cut-through traffic on residential streets.

Strategy 68. Collectors vs. Arterials

Build future short connector roads as collectors rather than as arterials because they are less costly and would receive more public/political support.

Responsibility: MaineDOT

Priority: Tier 2

Strategy 69. Town Studies

Plan for and implement street interconnectivity studies in each community in order to identify collector and sub-collector street networks. These networks would form the basis for future residential and commercial development, where appropriate.

Responsibility: Municipalities, PACTS and MaineDOT

Priority: Tier 2

Goal V: Environmental Quality

Protect and improve the quality of life and the human and natural environments including natural and cultural resources, air quality and water quality.

Introduction

PACTS recognizes that transportation impacts the built and natural environments and therefore attempts to manage those impacts. The most notable effect is probably on air quality. Harmful vehicle emission levels have been reduced, but these reductions are being outstripped by the rise in vehicle miles traveled and vehicle hours traveled (VMT and VHT). While it is true that pollution is transported to the PACTS area from the Midwest, a significant contribution to poorer air quality is generated right here, mostly from automobiles.

Destination Tomorrow suggests reducing the growth of VMT and VHT through a series of travel demand management (TDM) measures that: (1) encourage the greater use of transit; (2) promote increased bicycle and walking trips; and (3) support existing programs designed to minimize travel and emissions. Examples of these programs include GO Maine, the statewide carpooling and vanpooling program that helps commuters share rides to and from work. The Kids and Transportation Program teaches children about transportation choices and their consequences on the environment. The Maine Clean Communities Coalition works with fleet

operators to facilitate the use of alternative fuel vehicles and fuels that burn cleaner than gasoline and diesel.

Another, less obvious impact on the environment, particularly to surface and ground water, is greater non-point source pollution as a result of increased impervious surfaces. The combination of additional pavement and more non-point source pollution has had a negative impact on overall water quality and habitat. *Destination Tomorrow* seeks to identify and minimize these impacts through careful study of proposed projects.

Environmental aesthetics are also addressed in the Plan through strategies to lessen potential increases in noise levels, and to promote human-powered travel to recreation and natural areas.

Objectives and Strategies

Objective 1. To minimize impact on environmental resources including wetlands, wildlife, habitat and water quality.

Strategy 70. Studies

Continue to place high importance in transportation planning studies on identification and minimization of potential environmental and social impacts of transportation infrastructure and services.

Responsibility: PACTS, GPCOG, SMRPC, MaineDOT

Priority: Tier 1

Objective 2. To reduce auto-related emissions by managing the overall growth in vehicle miles traveled and by implementing strategies to reduce traffic delay at congested locations.

Strategy 71. Travel Demand Strategies

Implement travel demand strategies such as increasing the attractiveness of transit, limiting/charging for parking, and alternating shift changes at places with high concentration of employment.

Responsibility: Municipalities, transit operators, private sector

Priority: Tier 3

Strategy 72. Federal Tax Law Incentives

Study the feasibility, implementing when appropriate, of using the federal tax law that provides incentives for replacing the cost of parking with a credit that may be used for transit or other non-SOV transportation to and from places of employment.

Responsibility: PACTS, GPCOG, SMRPC, MaineDOT

Priority: Tier 3



Objective 3. To minimize and avoid noise impacts on sensitive receptors.

Strategy 73. Noise Monitoring and Mitigation

PACTS, the MaineDOT and the Maine Turnpike Authority should continue to monitor the noise impacts of highways, airports and rail lines on neighborhoods; and implement, where appropriate, noise mitigation measures in accordance with the MaineDOT, Maine Turnpike Authority and federal noise guidelines and policies. These efforts should include the use of land use planning, vegetative barriers, and public outreach.

Responsibility: PACTS, MaineDOT, Maine Turnpike Authority, Municipalities

Priority: Tier 3

Objective 4. To construct visually attractive transportation infrastructure that complements surrounding land uses and is contextually appropriate.

Strategy 74. Funding

Sufficiently fund projects to include high quality (even exemplary when appropriate) of design and materials.

Responsibility: PACTS, MaineDOT

Priority: Tier 2

Objective 5. To increase accessibility to recreation and natural areas through alternative modes of transportation.

Strategy 75. Linkages to Natural Areas

Increase implementation of bicycle and pedestrian linkages to recreation and natural areas in order to increase mobility, to promote healthy activities, to reduce reliance on automobiles and to decrease parking requirements in these areas.

Responsibility: Municipalities, MaineDOT

Priority: Tier 1

Goal VI: Regional Focus

To reflect a regional approach to transportation and land use founded on effective communication and management of regional resources.

Introduction

Destination Tomorrow is a key step towards a more concerted effort at a regional decision-making process by PACTS members. The members will use this Plan to redouble their efforts to make regionally oriented decisions, as will the MaineDOT, the Maine Turnpike Authority and the region's transit organizations, because all parties have shared in the development of the region's long-term priorities.

Findings from the 1999 PACTS survey of the region's residents supports PACTS' undertaking of this challenge. The survey showed that 60 percent of our residents want regionally significant transportation problems addressed before local ones. Survey responses also reflected a clear trend by residents of traveling throughout the fifteen-community region on a regular basis for work, shopping and other purposes.

The 2002 expansion of PACTS has provided additional opportunities and challenges to increasing the regional focus of transportation planning in our area. These opportunities and challenges will continue to unfold in the years ahead and will continue to build on our many prior coordination and collaboration actions.

Objectives and Strategies

Objective 1. To establish priorities for implementation of transportation improvements which are tied to regional transportation need and funding availability.

Strategy 76. Implement the *Destination Tomorrow* Implementation Plan.

Implement the *Destination Tomorrow* Implementation Plan as described in Chapter 7 of this document. Table 6-3 "Set-asides for MPO Allocations over Three Biennia" (page 6-7) should be used as a guide in the implementation.

Responsibility: All participants in the PACTS process.

Priority: Tier 1

Strategy 77. The Plan-TIP Connection

Tighten the relationship between the development of studies and TIP proposals and the implementation of this Plan. The Policy Committee will raise the PACTS-Plan-consistency standard for eligibility of TIP proposals above the current "not-inconsistent-with-the-Plan" standard.

Responsibility: Municipalities, MaineDOT, and all other PACTS participants.

Priority: Tier 1

Note: Completed in 2003 and in 2005 but will be part of the biennial review of PACTS TIP Policies and Procedures (see Strategy 78).

Strategy 78. TIP Policies and Procedures

Review and revise as necessary the PACTS TIP Policies and Procedures document to ensure that it is consistent with achieving the goals and objectives of the *Destination Tomorrow* Plan. The review, and revision if needed, should be performed on at least a biennial basis.

Responsibility: PACTS, municipalities, MaineDOT

Priority: Tier 1

Strategy 79. Impact Fees

Study ways to assess the adequacy of development fees in addressing the off-site impacts that they create. Develop strategies, if appropriate, to improve upon the existing systems for assessing the fees.

Responsibility: PACTS, municipalities and MaineDOT.

Priority: Tier 2

Strategy 80. Plan Update

Perform a major update of this Plan within six years (2012), and minor updates for MaineDOT and FHWA/FTA every four years, or as required.

Responsibility: PACTS

Priority: Tier 2

Strategy 81. State and Federal Officials

Continue to advise State and Federal legislators of the federal funding situation through correspondence, annual report distribution and meetings.

Responsibility: MaineDOT and PACTS

Priority: Tier 1

Strategy 82. Explore Funding

Continue to work closely with MaineDOT staff in order to be kept aware of new federal funding opportunities.

Responsibility: PACTS and municipalities

Priority: Tier 1

Objective 2: To monitor transportation system performance and plan implementation on a region-wide basis.

Strategy 83. Periodic TIP Process Reviews

Revisit the PACTS project selection procedures prior to each biennial TIP project selection process in order to reconsider the criteria and their related weights in the context of the need to maintain the existing highway network and public transportation systems.

Responsibility: PACTS

Priority: Tier 1

Strategy 84. Data Collection

Increase transportation data collection for all modes, such as: spot speed recordings on principal arterials, travel times between pairs of regional destinations, daily roadway traffic volumes, bus and rail riders, intersection turning movement counts, vehicle classification counts, bicycle and pedestrian counts on paths, roads and sidewalks, and traffic generation from major developments.

Responsibility: PACTS, GPCOG, SMRPC and MaineDOT

Priority: Tier 1

Objective 3. To keep citizen involvement in regional transportation planning as a high priority at PACTS.

Strategy 85. Presentations

Advise the general public periodically of the federal and state funding situation through presentations to civic groups, newspaper editorial boards, chambers of commerce and others.

Responsibility: PACTS

Priority: Tier 2

Strategy 86. Policy Briefings

Conduct biennial regional briefings for state and local elected officials.

Responsibility: PACTS

Priority: Tier 2

Strategy 87. Town/City Contacts

Offer to make presentations (and/or send reports) to each City/Town Council and Planning Board at least once every three years regarding the PACTS process.

Responsibility: PACTS

Priority: Tier 3

Strategy 88. Outreach

Continue the following PACTS activities:

- Distribute a PACTS annual report every year.
- Maintain the PACTS Plan website (www.pactsplan.org) after completion of this Plan.
- Distribute news releases.
- PACTS staff continue to lead the public outreach components of most PACTS studies.
- Conduct “sandwich symposiums” on subjects of interest to the public and to regular PACTS participants at least twice a year.
- Continue to experiment with new public outreach efforts, such as visits to newspaper editorial boards, information videos and submission of “op ed” newspaper articles.

Responsibility: PACTS

Priority: Tier 2