3 Visioning & Plan Development

The Vision:

MAINTAIN AND SUPPORT A RESILIENT MULTI-MODAL NETWORK THAT IMPROVES QUALITY OF LIFE AND PROMOTE ECONOMIC VITALITY THROUGH PLANNING FOR SMART COMMUNITY GROWTH.

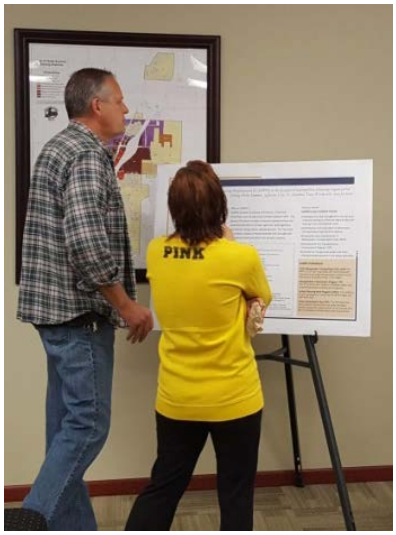
GOALS & STRATEGIES

The following list of strategies was developed input from stakeholders and public surveys to aid in achieving the goals listed above. These strategies provide guidance to staff and the CAMPO Board of Directors in developing work programs, policies, and projects.

1. **Improve safety and security for all travel modes**
    a. Identify locations for safety improvements
    b. Improve collaboration between CAMPO and public safety agencies
    c. Assist with railroad related safety and access improvements such as the boarding platform, crossings, and right-of-way areas
    d. Encourage collaboration between law enforcement and transit agencies concerning security camera use
2. **Support economic development and tourism throughout the region**
    a. Seek funding and provide support for improvements and access to the airport, transit, and the river port
    b. Improve accessibility to recreational and cultural opportunities
    c. Expanding wayfinding throughout the region
    d. Support creation of shuttle services for local and regional events
3. **Support regional partnerships and planning continuity across the region.**
    a. Develop data in support of member jurisdictions' comprehensive plans
    b. Provide a forum for sharing planning best practices or processes
    c. Strengthen collaboration with regional planning agencies
4. **Improve efficiency in system management, operations, and movement of people and freight**
    a. Maintain and update a regional travel demand model
    b. Support access management programs
    c. Identify current or potential congestion locations or bottlenecks
    d. Identify potential locations for connection improvements
    e. Improve existing inter-modal and multi-modal facilities
    f. Support improvements to freight and people movement via rail, air, and river port access
    g. Improve inter-city and inter-regional transit operations and connectivity
    h. Improve parking and services specific to freight hauler needs
    i. Support development and implementation of local parking studies
5. **Support land use practices that promote quality of life and economic vitality**
    a. Develop and maintain land use data in support of MPO and regional planning partner needs
    b. Support member jurisdictions' plans for connectivity to parks, trails, and open space
    c. Provide mapping and data development support to local communities

6. **Seek secure and reliable funding**
    a. Provide assistance to regional stakeholders in seeking grants and completing applications
    b. Maintain a prioritized comprehensive list of illustrative transportation projects
    c. Continue to maintain a Unified Planning Work Program (UPWP)
    d. Maintain a list of funding sources and opportunities
    e. Alert member jurisdictions of available funding resources as they are announced
    f. Collaborate with regional partners in leveraging funds or applying for grants
7. **Improve accessibility and mobility**
    a. Identify barriers to accessibility and mobility (sidewalks, crosswalks, signals, signage, etc.)
    b. Support development of ADA transition plans among member jurisdictions
    c. Support improvements to and expansion of passenger rail service
    d. Maintain and update the Capital Area Pedestrian and Bicycle Plan
    e. Maintain and update the Coordinated Public Transit-Human Services Transportation Plan
    f. Review and update documents that support improvements to accessibility such as the Title VI Plan, Limited English Proficiency Plan (LEP), and Public Participation Plan (PPP)
8. **Maintain a resilient transportation system**
    a. Encourage preservation of motorized and non-motorized transportation corridors for future growth
    b. Maintain a database of existing infrastructure and assets for use by regional partners
    c. Develop and maintain an accurate Transportation Improvement Program (TIP)
    d. Provide support in maintaining the MoDOT Transportation Management System (TMS)
    e. Support implementation of individual or collaborative pavement and bridge management systems
    f. Maintain an updated performance management plan
9. **Provide a platform for multi-modal transportation education**
    a. Facilitate, promote and participate in local and regional educational activities
    b. Develop and disseminate educational tools and resources such as brochures, maps, videos, and other media
    c. Maintain a consistent public outreach schedule to keep members, planning partners, and the public informed about new innovations or transportation trends
    d. Strengthen CAMPO's social media presence

THE PLANNING PROCESS



Source: CAMPO Staff – October, 2018 Holts Summit Open House

The MTP was developed through the use of inclusive public outreach, integration of federal planning factors, and scenario planning resulting in the development of the goals and strategies listed in the previous section. The development process followed a national policy of facilitating a "continuing, cooperative, and comprehensive performance-based multimodal" process.

In the spring of 2017, the CAMPO Board of Directors moved forward with a full update of the entire Metropolitan Transportation Plan. The Technical Committee members were the key reviewers during in the update of the plan. A full list of participants of Technical Committee members is located at the front of this plan.

PUBLIC OUTREACH

From Fall 2018 to Spring of 2019 several meetings, presentation, and public outreach events were held to collect input, including; three stakeholder meetings, one workgroup meeting, and three open house events. Additionally, presentations were given to the Planning and Zoning Commissions in Holts Summit and Jefferson City, and regular updates were provided at Technical Committee meetings and Board of Directors meetings. All of these meetings and events are listed below.

- Technical Committee Meetings – September 2018 through May 2019
- Board of Directors Meetings – September 2018 through May 2019
- St. Martins Council Meeting – October 11, 2018
- Open House (Jefferson City) – October 10, 2018
- Holts Summit City Council Meeting – October 11, 2018
- Cole County Commission Meeting – October 16
- Open House (Holts Summit) – October 16, 2018
- Stakeholder Meeting – November 13, 2018
- Jefferson City Planning and Zoning Commission – March 14, 2019
- Open House (Jefferson City) – March 19, 2019
- Holts Summit Planning and Zoning Commission – March 21, 2019
- Work Group Meeting – March 26, 2019

Topics at these meetings or events included discussion and identification of problem areas, opportunities for improvement, and gaps in connectivity. Meeting participants provided staff with data and insight that facilitated the development of goals, strategies, projects, programs, and policies that would further the MTP vision.

In addition to the public meetings and committee meetings CAMPO also invited comment and participation of several other stakeholders including:

- Local Law Enforcement
- State and Federal Agencies
- Freight Representatives
- Private Schools
- Tourism Promoters
- Local Non-Profits and Advocacy Groups

OUTREACH TO CAMPO JURISDICTIONS

Presentations were given and/or meetings held with each CAMPO jurisdiction during the development of the plan. Each jurisdiction was given the opportunity provide input on the development of the goals, strategies, and projects in the MTP. Presentations were made at Zoning Commission meetings in Holts Summit and Jefferson City.

STAKEHOLDER SURVEYS

A survey was sent to all member jurisdictions, board members, and technical committee members requesting input on short term and long term needs throughout the region. The questionnaire was used to identify high-priority needs and possible solutions. Stakeholders were asked to think about these needs in two categories; Near-Term (<5 years) and Long-Term (beyond 5 years).

Stakeholder Responses

- Congestion on US 54/63 North of the Missouri River Bridge
- US 50/63/Rex-Whitton Expressway Congestion Improvements.
- Safety and congestion issues at Dix Road and US50
- Halifax, Nieman & Major Intersection Improvements
- Safety and congestion issues at Clark Avenue, US 50/63, and Dunkin
- E. Simon drainage improvements
- West Edgewood and Stadium Intersection Improvements
- US 54/Holts Summit - Pedestrian access across highway on Central and E. Simon
- Missouri Boulevard Capacity/Safety
- Bald Hill and Seven Hills Intersection improvements
- Safety Improvements on W. Truman at Scott Station Road and Ventura Ave.
- Sidewalks in Holts Summit along Karen, Halifax, and S. Summit
- Safety Improvements at Swifts Hwy/Jefferson St.
- Katy Trail connectivity to Holts Summit
- Safety and congestion issues Christy Drive/ Tanner Bridge/ Jefferson/ US 54
- U 54 interchange improvements at Ellis, Southwest, and Stadium.
- Madison Street Safety and Capacity Issues
- Tri-level Improvements (US50,63, 54 interchange)
- South Summit Drive sidewalk, drainage, and intersection improvements
- Extension of runways at Jefferson City Memorial Airport
- Spalding Road and Park Place Drainage issues
- Construction of new transit facilities for JEFFTRAN
- Van Horn & Julie Lane intersection improvements
- Rt T/D and US 50 intersection and pedestrian issues
- Greenway crossings and extensions
- Construction of a port on the Missouri River
- Renovation or replacement of the Amtrak Train Station in Jefferson City
- Additional overpass exit ramps at South Summit and US-54 in Callaway County
- intersection improvements at Routes B, M, W, and Ashbury Way in Wardsville
- South Country Club and US 50 Interchange Improvements
- Bike Lane installation
- E. Miller St. Roadway improvements
- Ellis Boulevard and Moreau Drive Intersection improvements

PUBLIC COMMENTS

More than 100 members of the public provided staff with comments during the MTP planning process. A public survey was used to ask people what they saw as needs and trends in the region. The survey was given to residents and non-residents alike. 44% of survey respondents live in Jefferson City, 20% live in Holts Summit, with the remainder living in other nearby comminutes inside and outside the CAMPO region. 85% stated that they work in Jefferson City. This is consistent with the large amount of commuters that work in Jefferson City and drive in from the surrounding rural areas.

WHEN ASKED ABOUT TRANSPORTATION NEEDS IN THE REGION...

bridge lights area sidewalks along adding city lanes Add sidewalks
roads go sidewalks Adding bike lanes needs one
bike lanes connect streets Holts Summit traffic highway

WHEN ASKED ABOUT TRENDS AFFECTING THE FUTURE OF THE REGION...

Jefferson City Online retailing on-line retailing redevelopment will rural
think roads area people aging population job
growth City going state population affecting need lack

WHEN ASKED WHAT IS IMPORTANT TO THE OVERALL VISION OF THE REGION...

important improved trails connected sidewalks Jefferson City
attracting jobs schools attracting jobs better
improved schools attracting need developing vacant undeveloped
area new parks increase people Holts Summit affordable housing
city

UPDATING THE MTP

The MTP is federally mandated to be updated every five years to reflect the changing needs and capacities of the region. The next update of this plan will take place in 2023-2024. That being said, if there are significant changes to growth patterns, demographics, technology or the transportation network modifications or amendments may be made. As an example, the 2020 Decennial Census may facilitate changes to certain growth patterns or show a shift in regional dynamics. This may also result in a change to the CAMPO boundary. New funding sources, changes in legislation, or shifts in revenue may also trigger modifications to the plan. For these reasons, routine review of the plan is necessary.

AMENDMENTS & MODIFICATIONS

Between updates the MTP may be changed through an amendment or administrative modification. An amendment to the MTP is subject to a 7-day public comment period after being reviewed by the Technical Committee and before being approved by the Board of Directors. If staff conducts an administrative modification, notice will be provided to the Board of Directors either prior to or immediately following the modification. Appendix B contains a list of amendments and administrative modifications.

Definitions of an amendment or administrative modification, according to 23 CFR §450.104, are as follows:

> *Administrative modification* means a minor revision to a long-range statewide or metropolitan transportation plan, Transportation Improvement Program (TIP), or Statewide Transportation Improvement Program (STIP) that includes minor changes to project/project phase costs, minor changes to funding sources of previously included projects, and minor changes to project/project phase initiation dates. An administrative modification is a revision that does not require public review and comment, a redemonstration of fiscal constraint, or a conformity determination (in nonattainment and maintenance areas).
>
> *Amendment* means a revision to a long-range statewide or metropolitan transportation plan, TIP, or STIP that involves a major change to a project included in a metropolitan transportation plan, TIP, or STIP, including the addition or deletion of a project or a major change in project cost, project/project phase initiation dates, or a major change in design concept or design scope (e.g., changing project termini or the number of through traffic lanes or changing the number of stations in the case of fixed guideway transit projects). Changes to projects that are included only for illustrative purposes do not require an amendment. An amendment is a revision that requires public review and comment and a redemonstration of fiscal constraint. If an amendment involves "non-exempt" projects in nonattainment and maintenance areas, a conformity determination is required.

INCORPORATION OF OTHER PLANS AND STUDIES

The Metropolitan Transportation Plan (MTP) takes into consideration several local and regional planning efforts and studies. Many of these previous planning efforts have identified projects, strategies, and activities that are aligned with the goals outlined in the MTP.

PLANS INCORPORATED BY REFERENCE

CAMPO Transportation Improvement Program (updated annually)	Appendix E
Capital Area Pedestrian and Bicycle Plan – 2016	Appendix F
CAMPO Coordinated Public Transit-Human Services Transportation Plan – 2017	Appendix G
CAMPO Travel Demand Model Report	Appendix H
CAMPO Wayfinding Plan – 2016	Appendix I
Thoroughfare Plan (To be completed in late 2020, following completion of MTP)	Appendix J

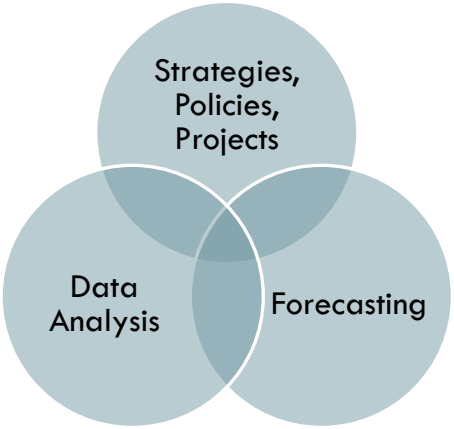
OTHER IMPORTANT PLANS AND STUDIES

The following list includes several other plans, studies, and assessments that have influenced the development of the MTP and guide decision making within the MPO.

- Callaway County Hazard Mitigation Plan
- Callaway County Emergency Management Plan
- Central Missouri Multimodal Port Feasibility Study
- Cole County Master Plan
- Cole County Hazard Mitigation Plan
- Cole County Emergency Management Plan
- Cole County/Jefferson City, County-Wide Transportation Study (2003)
- Holts Summit Transportation Plan
- Holts Summit Bicycle, Pedestrian, and Transit Plan
- Jefferson City Analysis of Impediments to Fair Housing Choice
- Jefferson City Central East Side Neighborhood Plan
- Jefferson City CDBG Program Consolidated Plan
- Jefferson City Comprehensive Plan
- Jefferson City Greenways Master Plan
- Jefferson City Historic Preservation Plan
- Jefferson City Memorial Airport Master Plan
- Jefferson City Parking Study Update (2017)
- Jefferson City Sewerage Master Plan
- Jefferson City Southside Redevelopment Plan
- Jefferson City Transit Feasibility Study
- Jefferson City Transit System Wide Assessment (2017)
- Missouri River Freight Corridor Assessment & Development Plan
- Mid-Missouri Regional Planning Commission Regional Transportation Plan
- Mid-Missouri Regional Planning Commission Coordinated Public Transit-Human Services Transportation Plan
- MoDOT Long-Range Transportation Plan

SCENARIO PLANNING

Scenario planning is a way to achieve a shared vision for the future by analyzing various factors that can impact the way in which a region develops. A framework is developed to assist stakeholders in making decisions to reach a shared vision. Transportation planning utilizes scenarios by considering how changes in transportation, land use, resources, demographics, or other factors may affect connectivity, mobility, and resiliency throughout the region.



For the 2045 MTP, four land use scenarios were created and a preferred scenario was chosen as the most likely scenario for future development. The preferred scenario was then used as part of a Travel Demand Model (TDM). The TDM takes the preferred land use scenario and analyzes the impacts of development on the transportation system, highlighting points of congestion, capacity, and increased demands on the road network. CAMPO staff worked with City Explained, Inc. and used their scenario planning software, CommunityViz, to develop the land use scenarios.

THE FOUR SCENARIOS

Trend

- This scenario reflects an anticipated development based on current trends. The Trend Scenario looked at current landuse, 20-30 years of population growth, adopted plans and policies, zoning, and stakeholder input.

Central City Development

- This scenario uses the Trend Scenario as a base and then imagines more infill in downtown Jefferson City. A filling in of vacant or abandoned properties with residential and commercial development that is consistent with recent neighborhood plans and changes in zoning.

Unincorporated Growth

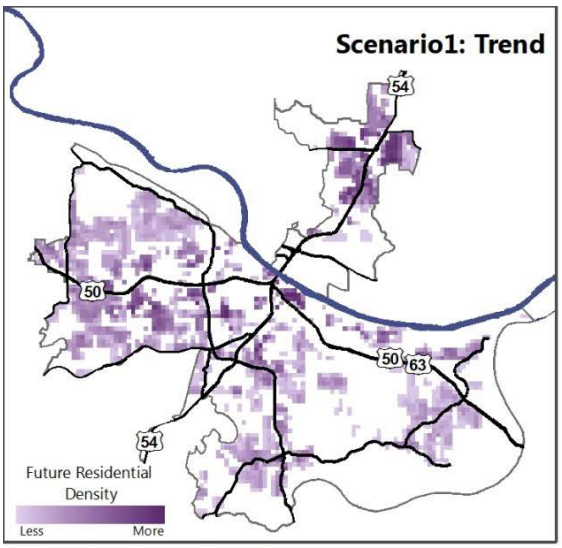
- This scenario uses the Trend Scenario as a base and then imagines more intensive development of the unincorporated portions of the CAMPO region just west of Jefferson City and just outside of Holts Summit.

Aggressive Growth

- This scenario assumes much more aggressive growth rates, more than double those of the other scenarios and stands as a "stress test" on metro-area systems over the coming decades.

Figure 3.1 provides a comparison of the four scenarios, including future residential density and traffic impacts.

Figure 3.1 Scenario Comparisons

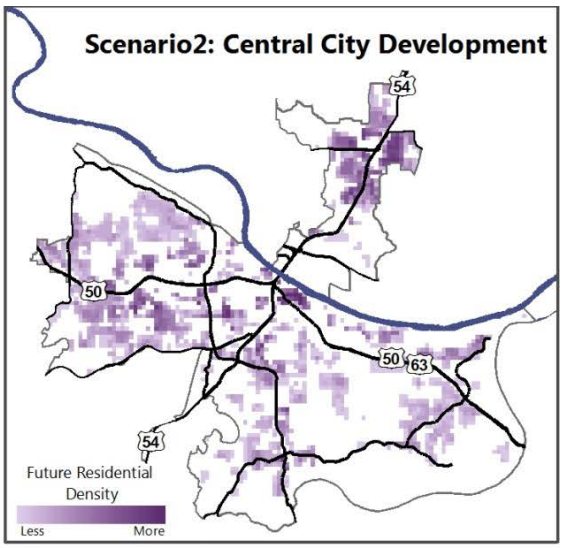


New Residential Development

Total	6,800
Multi-Family	367
Near Employment Centers	3,001
Part of a Mixed-Use Development	685

Traffic

Miles Traveled by vehicles per day	2.56 Million
Hours Traveled by vehicles per day	59,762
Miles of Congested Roads	25.6

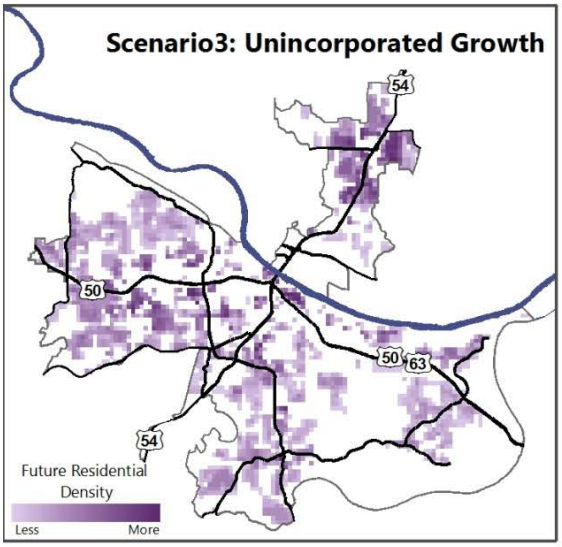


New Residential Development

Total	6,800
Multi-Family	404
Near Employment Centers	3,302
Part of a Mixed-Use Development	911

Traffic

Miles Traveled by vehicles per day	2.55 Million
Hours Traveled by vehicles per day	59,373
Miles of Congested Roads	25.4

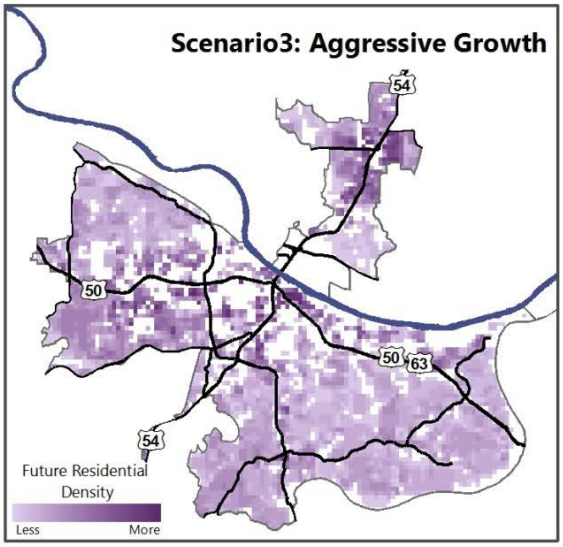


New Residential Development

Total	6,800
Multi-Family	381
Near Employment Centers	2,848
Part of a Mixed-Use Development	463

Traffic

Miles Traveled by vehicles per day	2.57 Million
Hours Traveled by vehicles per day	60,102
Miles of Congested Roads	25.5



New Residential Development

Total	14,467
Multi-Family	1,926
Near Employment Centers	5,826
Part of a Mixed-Use Development	1,146

Traffic

Miles Traveled by vehicles per day	2.92 Million
Hours Traveled by vehicles per day	70,921
Miles of Congested Roads	47.6

THE PREFERRED SCENARIO

After evaluating the four scenarios and gathering public and stakeholder input the Trend Scenario, highlighted in Figure 3.2, was chosen as the preferred scenario. This scenario represented a middle ground between the Central City Scenario and the Unincorporated Growth Scenario. These scenarios both reflect current trends seen in the community with larger amounts of new housing developments occurring in unincorporated areas, and neighborhood plans and rezoning occurring in the central part of Jefferson City and Holts Summit. Both scenarios are reflected in the Trend. The Aggressive Growth Scenario provided staff and stakeholders with an opportunity to better identify weak points in the transportation network that may be exacerbated during peak times, special events, or potentially larger than expected growth were to occur.

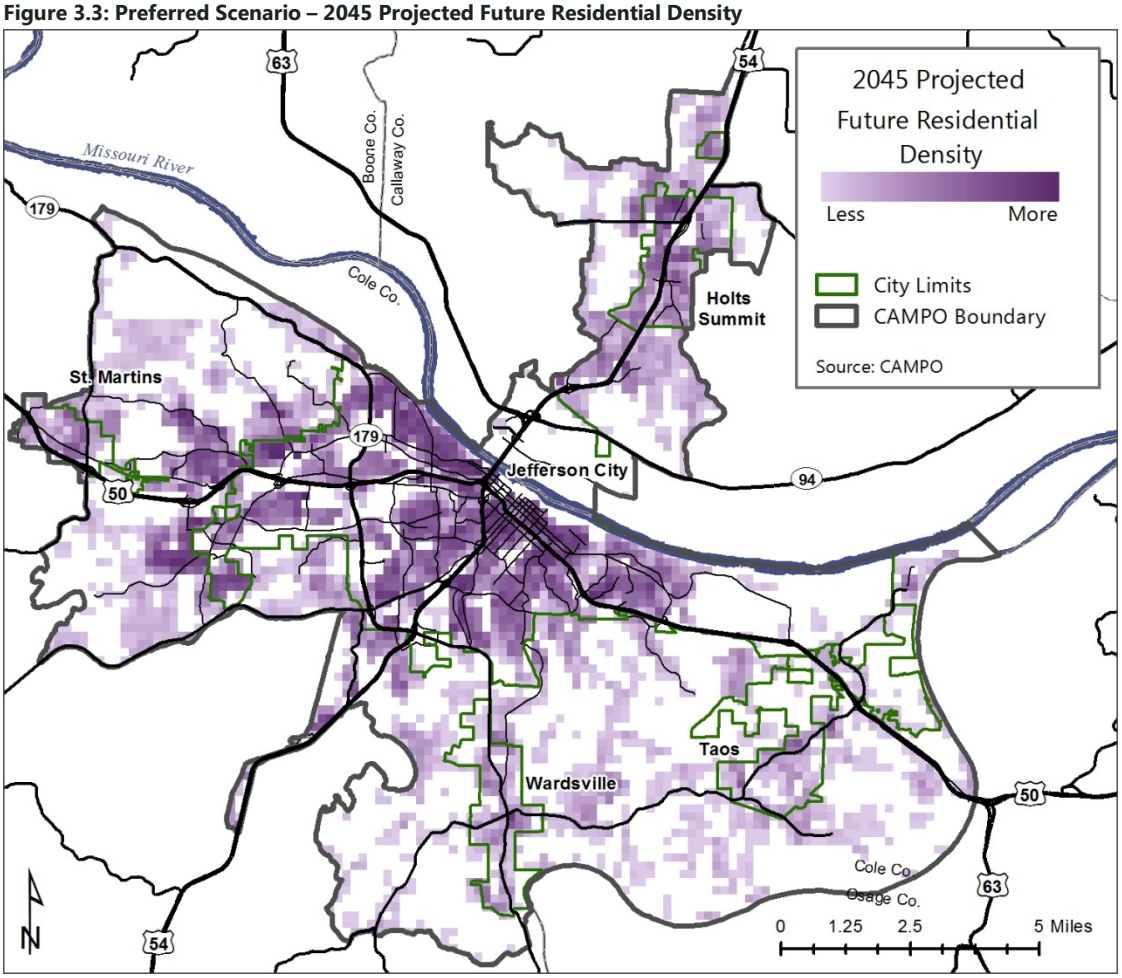
Figure 3.2: Preferred Scenario Overview

Indicator	Today	2045	Change
Population	77,727	92,105	18.50%
Jobs	55,596	62,563	12.50%
Jobs per person	0.72	0.68	-5.60%
Dwelling Units	36,761	43,561	18.50%
Commercial ft²	11 Million	12.3 Million	11.90%
Industrial ft²	9.2 Million	10.7 Million	17.20%

In the development of the scenarios, housing and residential growth were the focus of analysis. Figure 3.3 illustrates the projected residential density for the 2045 planning horizon.

- 20% of new residential growth and 16% of commercial/ industrial growth will occur north of the Missouri River in the Holts Summit area, while 80% of new residential growth and 84% of commercial/ industrial growth will occur south of the river in Jefferson City and Unincorporated Cole County.
- Currently, over 75% of existing housing in the region is detached, single family residences and approximately 25% of housing occurs either as multi-family housing, typically either townhomes or apartments. In the preferred scenario, this pattern continues with 88% of new housing expected to be detached, single family housing.
- While all communities in the area will experience some growth in the preferred scenario, some communities will grow more than others. Approximately 22% of new residential growth will occur in Jefferson City, followed by Holts Summit with 10%. Most other communities will experience between 3-5% of new growth with the remainder in the unincorporated areas.
- While most of the region's housing stock is within existing incorporated communities, 61% of the residential growth in the preferred scenario occurs in areas that are currently in unincorporated Cole or Callaway Counties.

Figure 3.3: Preferred Scenario – 2045 Projected Future Residential Density



TRAVEL DEMAND MODEL (TDM) ANALYSIS

Using land use data and other demographic data the TDM provides an analysis of current and projected transportation demands on the transportation system over a 25 year planning horizon. The modeling process is a system-level effort. Although individual links of a highway network can be analyzed, the results are intended for determination of system-wide impacts. The TDM provides a list of recommended improvements that are then incorporated into the MTP's Illustrative Project List. CAMPO contracted with HDR, Inc. to develop the 2045 TDM and subsequent report, located in Appendix H.

METHOD

The TDM forecasts include current travel demand using a 2015 base year and models demand out to the 2045 long term planning horizon.

The model uses current population and development information, based on census data and parcel data to determine existing generalized land use, and forecasted future population and land use development to 2045 as inputs. The following methods were used to determine residential and commercial development out to year 2045.

- The functional classification of the road network had been developed earlier, so traffic counts on roadway links, and turning movements at selected intersections were conducted for calibration purposes.
- 2010 census population data formed the baseline population.
- 2010 to 2020 growth rates were identified for CAMPO area, and then future growth rates for Callaway and Cole County portions of CAMPO area were calculated.
- Municipal populations within CAMPO area were calculated, along with the urban and rural portions of CAMPO.
- Parcel data for Cole and Callaway Counties, from County Assessor files were used to help determine an initial land use classification and specific facility size and class of properties.
- Properties were defined using both general land use classification codes and ITE (Institute of Transportation Engineers) land use classifications codes.
- GIS data was used to evaluate development potential for currently undeveloped areas within CAMPO. Development constraints, such as flood plains, steep slopes, and provision of sewers and utilities were used to identify physical limitations to future development.
- Significant identifiable commercial and residential developments, (within 5-10 years) were included in the future land use map. Other less identifiable development (15-25 years out) was added to the future land use map later, but with less detail.
- New roads were added to the network first, as projects that clearly were going on the network such as interchanges, arterials, and corridors for arterial roads.

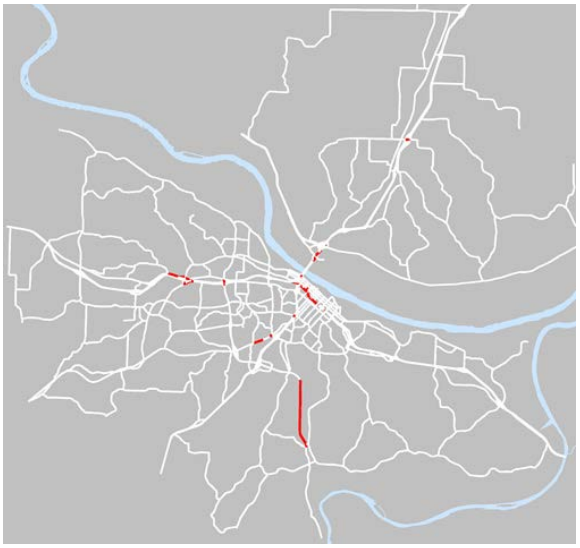
PROJECTED TRAVEL DEMAND FOR PEOPLE AND FREIGHT

The number of vehicle miles of travel (or VMT) is an indicator of the roadway system travel levels by motor vehicles and is an estimate, based upon traffic volume counts and roadway lengths, for a specific point in time. Regional daily VMT in 2010 was 1.75 Million and the 2045 projected daily VMT is 2.56 Million, doubling over a 35 year period.

PROJECTED TRAFFIC VOLUMES TO CAPACITY (V/C)

Generally, intersections are the congestion points in the roadways. Intersections generate conflicts with turning movements, differences in vehicle speeds, and cross traffic requirements for stoplights. Intersections that have reached their maximum ability to move traffic through that point are said to have reached 100% of their capacity and the result is traffic backup, delays, and possible "gridlock" during peak hours in the morning and evening. Figures 3.4-3.6 depict congested and over capacity roadways and intersections throughout the CAMPO Region.

Figure 3.4: 2045 Congested Roadways



Source: CAMPO 2045 TDM Report April 2019

Figure 3.5: 2045 PM Peak Hour Intersection Analysis (Table 4-6 in TDM Report)

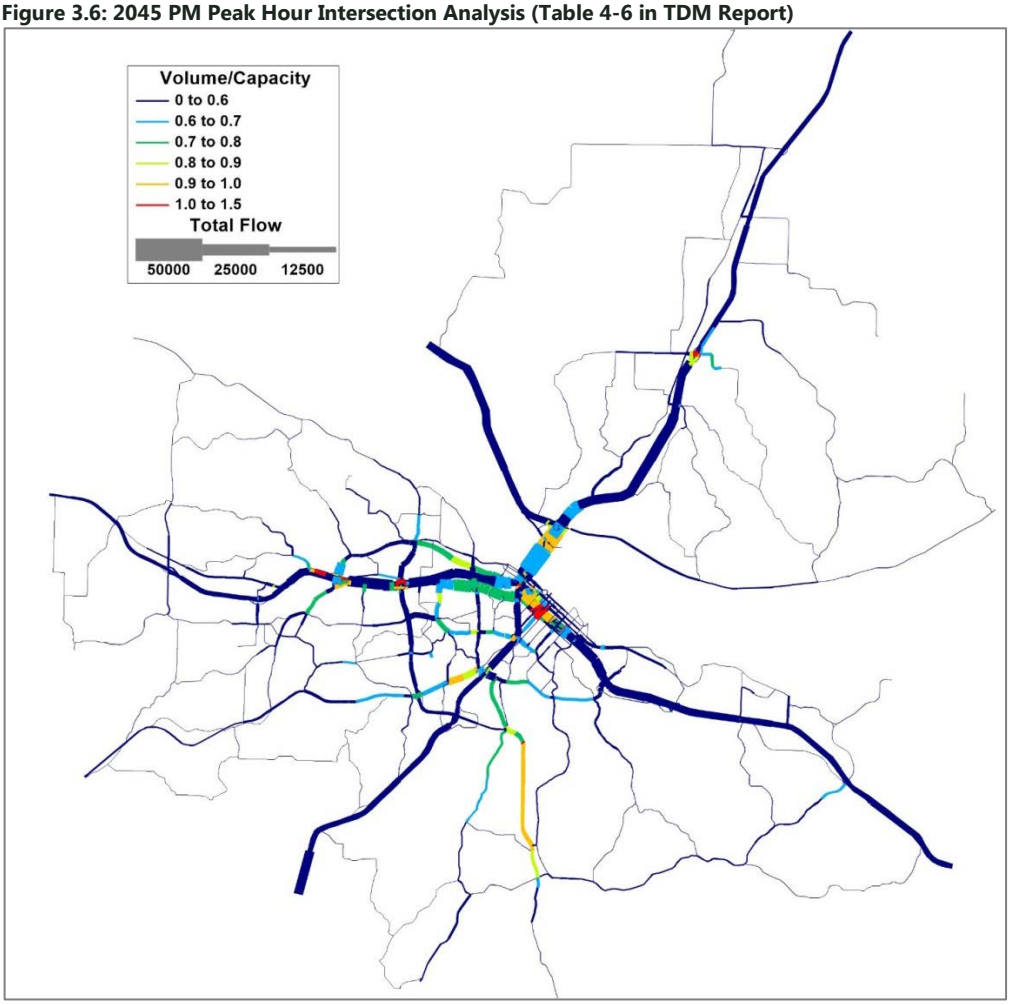
		Sig/Unsig*	Delay	LOS
1.	US-54 SB Ramps & Simon Blvd	U	505.3 (SB)	F
2.	Missouri Blvd EB Ramps & Rte. 179	S	14.9	B
3.	US-50 EB/Horner Rd & Truman Blvd	S	27.8	C
4.	Stadium Blvd & Jefferson St	Rdbt	12.3	B
5.	Missouri Blvd & Dix Rd	S	51.1	D#
6.	Missouri Blvd & Beck St	S	33.2	C#
7.	US-54 NB Ramps & Ellis Blvd	S	47.7	D#
8.	US-50/63 EB Ramps & Eastland Dr	S	18.1	B
9.	Rte. B/W/M**	U	34.2 (WB)	D
10.	US-50/63 WB Ramps & Militia Dr	U	0.0 (WB)	A
11.	US-50 EB/Horner Rd & Big Horn Dr	U	17.0 (WB)	C

** For unsignalized intersections the delay/LOS reported is for the worst movement at the intersection*
*** Intersection 9 was analyzed as a two-way stop (east-west stop) because Synchro does not allow analysis of the actual configuration (3-way stop at a 4-way intersection).*

 # One or more movements operate at LOS E or F.

Source: CAMPO 2045 TDM Report May 2019

Figure 3.6: 2045 PM Peak Hour Intersection Analysis (Table 4-6 in TDM Report)



Source: CAMPO 2045 TDM Report April 2019