

Connecting **Our**Future

A **REGIONAL MOBILITY STRATEGY** TO SUPPORT CONTINUED VITALITY
IN THE UPSTATE



October 2019

Connecting Our Future Advisory Committee

Co-Chairs

Leesa Owens, Michelin North America
Keith Scott, Electric City Transit

Committee Members

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Lisa Bollinger, Spartanburg Area
Transportation Study (SPATS)
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Michael Forman, GSP
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Michael Forrester, Spartanburg
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For questions, please contact:

Dean Hybl, Executive Director
Ten at the Top
dhybl@tenatthetop.org
(864) 283-2315

Connecting **OurFuture**

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I. Introduction

Connecting Our Future is a collaborative process to develop a regional vision and actionable strategies for improving mobility and connectivity across the 10-county Upstate region of South Carolina. Coordinated by Ten at the Top, Connecting Our Future brought together a coalition of Upstate stakeholders representing private business and industry, planning practitioners, elected officials, and non-profit organizations and institutions.

Identified as a next step from the Shaping Our Future Growth Scenario Analysis completed in May 2017, the Connecting Our Future Process began in Fall 2017 with a regional mobility summit, and a dedicated group of leaders continued over the following 18 months to define the vision, outline goals, and refine the steps that will move the region forward. Ultimately, it was agreed that a long-term forum for regional collaboration around advancing mobility solutions was necessary, and this group agreed to form the Upstate Mobility Alliance.

The process outlined in this document lays the groundwork for future regional collaboration through the Upstate Mobility Alliance, and defines a roadmap for definitive progress toward a brighter mobility future. In short, Connecting Our Future brought together people who care about the Upstate to work toward a vision of a healthier, wealthier, and more sustainable future based upon improved mobility and transportation options.

The Region

The ten-county Upstate region encompasses more than 6,000 square miles, 62 cities and towns, three metropolitan planning organizations, and produces billions of dollars in annual economic output.

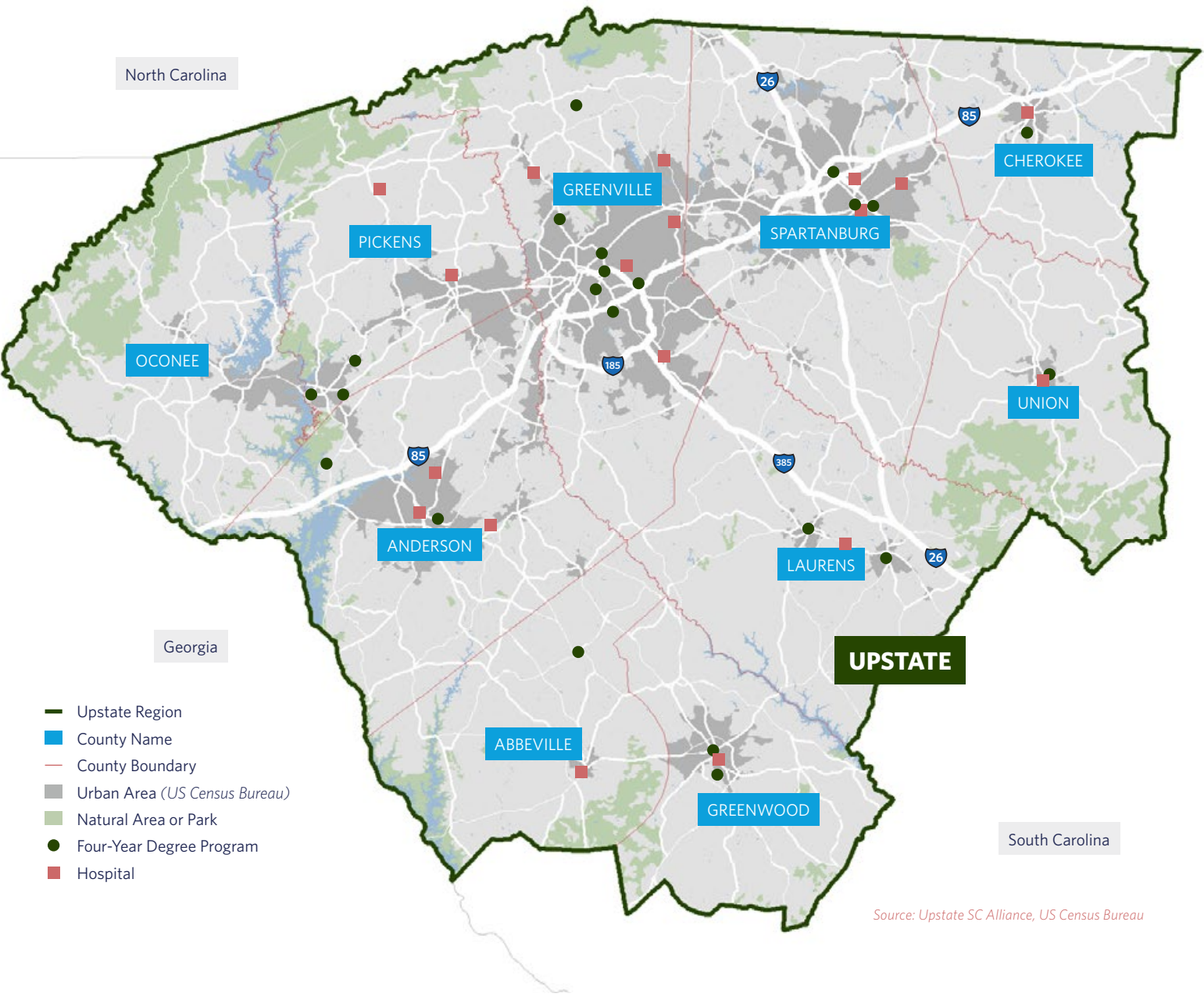
For such a large and diverse area, the Upstate has maintained a relatively high-degree of inter-governmental and organizational collaboration. This gives the region a distinct advantage in regional planning efforts, as the communities are accustomed to working together. This collaboration will continue to be critical as the region develops. The effects of growth and transportation initiatives are not limited by jurisdictional boundaries. Rather, these decisions have regional implications.



6,165
Square Miles

62
Cities and Towns

1.47m
Upstate Population



Source: Upstate SC Alliance, US Census Bureau

The Challenge

Connecting Our Future is a direct response to the unique challenges leaders have observed throughout the region over the past decade. The Upstate is an attractive place to live and work, enjoying a high quality of life and thriving economy. This has led to rapid growth in recent decades, which will continue for many years to come. Between 2015 and 2016, the City of Greenville grew by nearly 6% - the third fastest growing community of its size in the country. By 2040, the Upstate's population is expected to be over 1.75 million.

This growth brings both opportunity and new and emerging challenges. Today, the region grapples with rising travel delay, limited travel options, and inefficient development patterns that are compounded by inadequate funding.

Emerging Trends

Today's Upstate is an auto-centric place: fewer than 2% of Upstate workers walk, bike or use transit to get to work. And yet, 37,000 households have no auto access. Sprawling development patterns combined with limited bicycle and pedestrian connectivity and transit service make access to opportunity and daily services difficult for some people and impossible for others. Due to these challenges, 24% of residents have reported they sometimes have trouble getting to jobs, health care treatment, school, and other locations.

Economic Considerations

These challenges are tied to the region's economic competitiveness as well as the ability to sustain the high quality of life that attracted many of its current residents.

The local economy relies heavily on freight and logistics, which requires the coordinated and efficient operation of highways, railroads, and airports. Freight movements through the Upstate continue to rise, with the Inland Port reporting a 33% growth in 2017. While the impacts are already being seen, this will contribute to congestion and safety concern in the coming years as demand for both passenger and freight traffic places heavy demands on the network.

Planning for Future Growth

The widening gap between transportation funding and the documented means that traditional planning and funding cannot solve all challenges. As in many places around the country, this leaves forward-thinking partnerships and creative solutions among the few reliable options. The Upstate must prepare for the next wave of growth and think creatively about creating and maintaining an effective transportation system that serves all users.

What We Heard

At a regional symposium held in August 2018, over 200 regional leaders came together around the idea of improving regional mobility. During this event, a keypad polling exercise gathered feedback on several topics related to the region's readiness for the future, regional needs, and major priorities.

79%

said our region's transportation has worsened over time. 49% say it is on an unacceptable trajectory.

50%+

said that transportation needs exceed the available funding.

42%

believed business and industry were the best positioned group to lead the region forward on this issue

83%

said the solution to improve mobility is a diversified-coordinated strategy, rather than a silver bullet.

Many agree that part of the challenge has been agreeing to a shared set of regional priorities. This is the reason that Connecting Our Future took the first step in establishing a set of regional priorities and setting a framework for conquering the challenge.

Conditions and Trends

Early in the process, a Connecting Our Future Foundations Report was published. This report helped define the magnitude of the challenge facing the region, and how it affects the lives of average residents. The report looked at data from a variety of sources, and included an analysis of major demographic trends, travel options, health and safety metrics, and economic vitality. While it is not intended to be a thorough accounting of every regional system and statistic, this document sets the stage for an honest conversation around regional mobility and the challenges and disconnects that must be overcome for future success.

The full Foundations Report can be viewed at tenatthetop.org. The report is separated into four sections, each of which analyzes trends based around broad themes. A short summary of some of the key takeaways follows on the next pages.



People

Background on demographic trends related to population change, households size and makeup, race and ethnicity, and aging.



Prosperity

An examination of conditions and trends related to the regional economy, employment patterns, personal and family prosperity, educational attainment and health and wellness



Place

A summary of the unique characteristics of the Upstate's natural and built environment. This section includes information related to land use, density, building patterns, housing, utilities, parks and trails, and other place-based conditions and trends.



Mobility

Characteristics, advantages and limitations of the Upstate transportation system. Data and findings relate to the movement of people and goods and their impact on the people, prosperity, and places of the region.





People

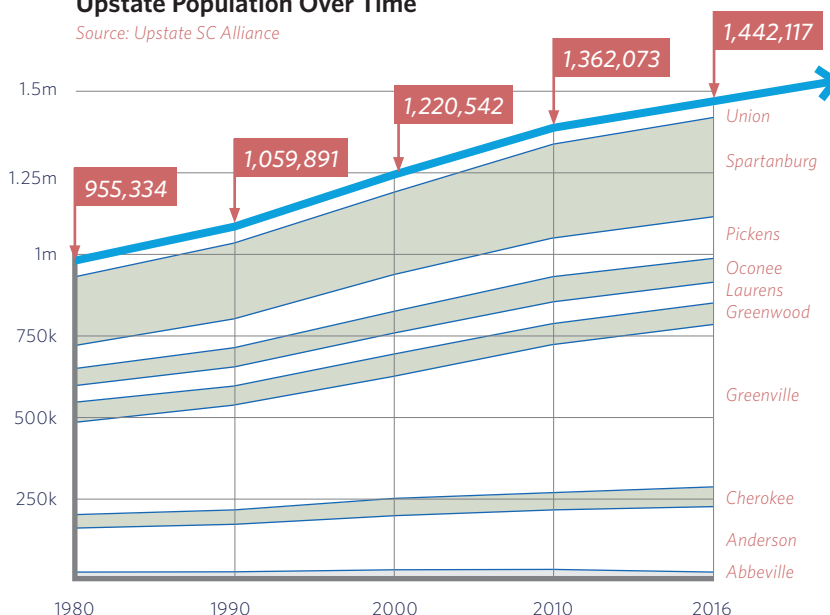
Background on demographic trends related to population change, households size and makeup, race and ethnicity, and aging.

Steady growth since 1980. The Upstate region grew by nearly half a million people between 1980 and 2016, from just under one million in 1980 to 1.44 million in 2016. The fastest period of recent growth took place in the 1990's when the region grew by 15 percent, and added more than 160,000 people. One in three South Carolinians live in the Upstate region. *Source: Upstate SC Alliance*

Pushing two million by 2040. The majority of population projection models predict continued growth for the region throughout the next two decades, with the population reaching just over 1.75 million by 2040. This amounts to more than 300,000 new residents and is expected to occur primarily in the urbanized counties. *Source: Shaping our Future: Growth Alternatives Analysis*

Upstate Population Over Time

Source: Upstate SC Alliance



1.44m

Current Upstate Population (2016)



1.74m

Projected Upstate Population (2040)

Younger region on average. The Upstate's median age of 37 is two years younger than the State of South Carolina, and one year younger than the country overall.

Growth in the over-60 population. By 2040 the senior population of the Upstate is expected to double. While Greenville County will see the largest increase with more than 34,000 residents aging to the over-60 age range, Oconee County has the current largest proportion of seniors, with nearly 30% of the population.

Source: Upstate SC Alliance

Central to the Charlotte-Atlanta Megaregion.

The Upstate is central to the much larger megaregion stretching from Charlotte to Atlanta and including more than 22 million people. This was one of the fastest growing regions in the country between 2000 and 2016 and includes 45 metro areas. With more than a trillion dollars in economic output, its economy is bigger than South Korea's, placing it among the world's fifteen largest economies. *Source: The Center of Charlanta via CityLab*

23%

Single Person Household Increase
from 2000 to 2016.

28,000

New Singles
Of the new households added since 2000, 45% were single households.

More rooftops, fewer occupants. Even as household and family size continue to decline in the Upstate, the population is increasing. Thusly, more housing units are needed per person. This trend is expected to continue. *Source: US Census Bureau American Communities Survey*



Prosperity

An examination of conditions and trends related to the regional economy, employment patterns, personal and family prosperity, educational attainment and health and wellness.

Employment hub. The top employers in the Upstate are in the public and non-profit sectors, with the Prisma Health, State of South Carolina, and Greenville County Schools each employing around 10,000 or more people. The region also boasts a large concentration of national and international corporate offices. Several regional headquarters employ upwards of 1,000 people each, including Michelin, Milliken & Company, and GE Power. The region's workers are majority white-collar at 59 percent, while 27 percent are blue collar and 15 percent service industry workers.

Source: Upstate SC Alliance,

US Census Bureau, US Bureau of Labor Statistics

Low unemployment rates.

Unemployment has generally been falling since the beginning of 2016. The unemployment rate, however, has been more volatile than the nation overall, though it has been lower than the US for most of 2017. The region's unemployment is generally lower than that of South Carolina. As of mid 2019 the regional unemployment rate was at 2.9%, compared to SC's 3.2% and the USA's 3.7%.

\$46,793

Median Household Income

is lower than both the State and national figures.

53,403

Businesses

top employers

More than 5,000 employees

Prisma Health

BMW

Clemson University

Michelin North America

Milliken & Company

Spartanburg Regional Healthcare System

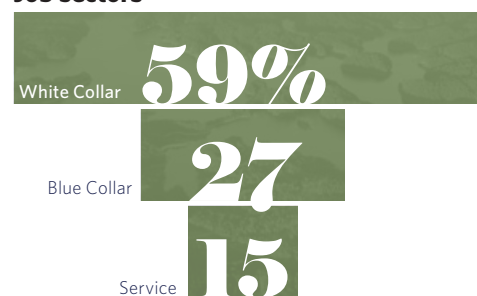
State of South Carolina

Wal-Mart Stores

686,291

Employees

Job sectors



Housing becoming less affordable. A household is considered "cost burdened" when it pays more than 30 percent of its income on housing costs. In the Upstate, 49 percent of renters and 25 percent of owners with a mortgage were cost burdened in 2016. These rates are comparable to those of South Carolina, and slightly better than the nation, in which 51 percent of renters and 31 percent of owners face cost burdens in housing. These statistics are rising faster in the Upstate than they are nationally. By both measures, affordable housing is still slightly more accessible in the Upstate than in South Carolina, where 51 percent of renters and 29 percent of homeowners are cost-burdened in their housing. *Source: US*

Census Bureau, American Communities Survey

Poverty increasing in pockets. In 2016, 17.1 percent of individuals had lived below the poverty line in the past 12 months; this is comparable to the state rate of 17.2 percent. 24.5 percent of children under 18 were living in poverty, and 12.6 percent of families. Poverty, however, is not distributed evenly across the Upstate region. Rates varied widely for the ten counties, ranging from a low of 14.4 percent in Greenville to a high of 24.2 percent in Greenwood. In addition, the overall rate of poverty had increased by five percentage points since 2000, when the rate was at 11.8 percent. *Source: US Census Bureau, American Communities Survey*



Place

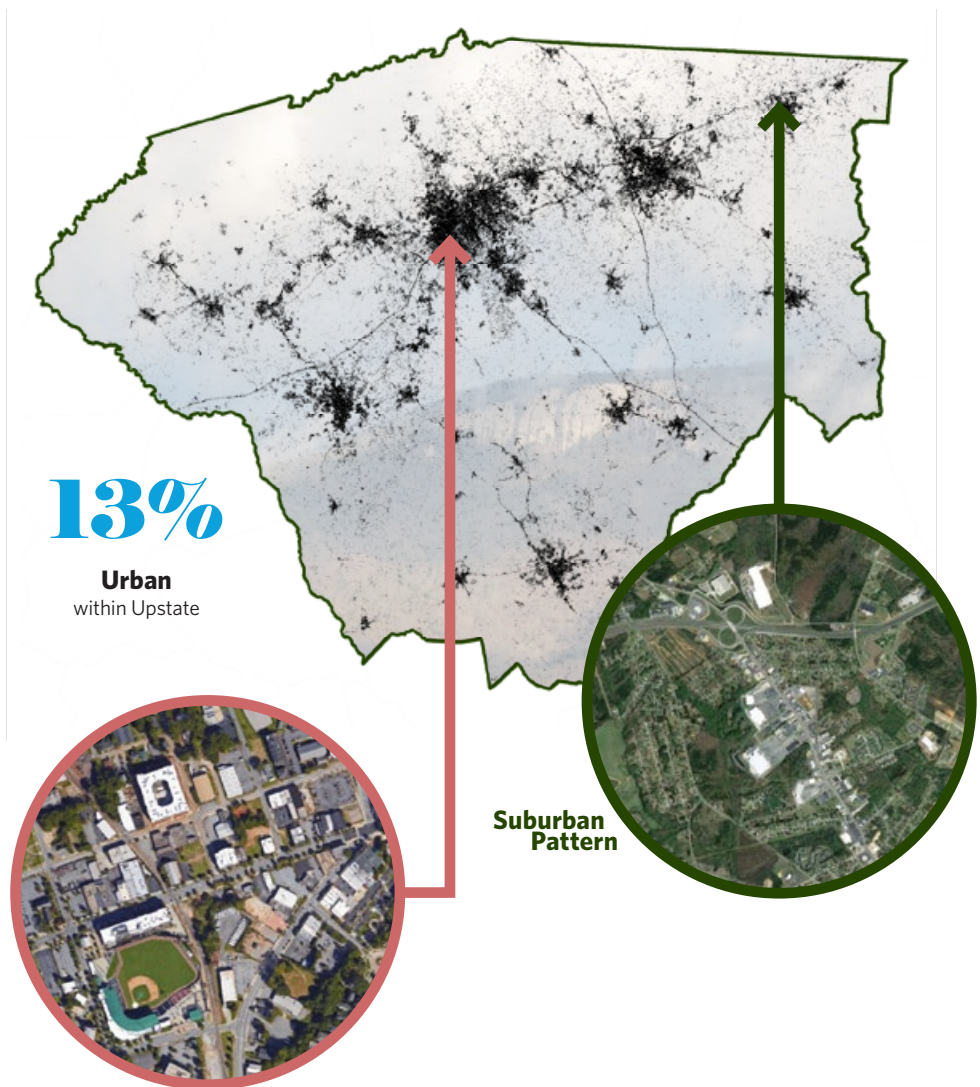
A summary of the unique characteristics of the Upstate's natural and built environment. This section includes information related to land use, density, building patterns, housing, utilities, parks and trails, and other place-based conditions and trends.

Changing development patterns.

Historic town centers across the Upstate typically had clustered and walkable developments in a grid pattern. As the automobile became more prevalent, cities shifted towards suburban expansion. New preferences for places to both live and work without a long commute are being seen, as well as a residential return to historic downtowns. These shifts over time have created a pattern that varies throughout the region.

Suburban sprawl has been most common form. Though more dense than the rest of the state, the Upstate has seen a trend of sprawl over the last 40 years. Radiating out from the larger cities in the region, large lot rural development continues to expand. Auto-oriented development has been the focus, specifically along the I-85 corridor. Recreational areas such as Lake Keowee and Lake Hartwell are also seeing significant growth that mimics the pattern and form around the region.

Spreading utilities thin. Though the current infrastructure system handles population needs, the same system is unlikely to have capacity if suburban development patterns continue. Continued outward expansion from urban centers strain utility systems and improvements are costly. *Source: Shaping our Future: Growth Alternatives Analysis*



Roadways in need of repair. While dozens of repair, resurfacing, and operational projects are in process across the Upstate, the needs continue to outpace the available funding. Over 157 SCDOT projects in the Upstate are currently in line to be funded, including bridge replacements, safety improvements, and resurfacings. *Source: SCDOT*



Mobility

Characteristics, advantages and limitations of the Upstate transportation system. Data and findings relate to the movement of people and goods and their impact on the people, prosperity, and places of the region.

A regional crossroads. The Upstate sits at the intersection of two major interstates: I-85 and I-26. This location places the the Upstate within a few hours driving distance of Atlanta, Charlotte, Asheville, Columbia, and Charleston, and plays a major role in the region's economy. According to SCDOT data, sections of I-85 near Greenville carry more than 130,000 vehicles per day, while traffic volumes on I-26 near Spartanburg approach 50,000 vehicles per day. *Source: SCDOT Traffic Counts*

Inland port provides freight connections. The Upstate is home to South Carolina's first inland port in Greer. This strategic location near the interchange of I-85, I-26, and several rail lines, has allowed major manufacturers such as BMW and Michelin to invest and expand nearby. According to the South Carolina Ports Authority, the facility in Greer supports 1 in 8 jobs in the Upstate region, and has a \$26.8 billion economic impact. *Source: South Carolina Ports Authority*

Leader in automotive research. The Upstate is an industry leader in transportation technology and is home to the Clemson University International Center for Automotive Research (CU-ICAR). This 250-acre campus includes a graduate-level degree program in Automotive Engineering, research facilities, and more than 20 industry partners co-located in six separate buildings.

Regional greenways abundant. The Upstate's visionary trail and greenway system is an important tourism destination and provides recreational benefits for residents. Greenville County is the hub of the Upstate's trail system, with the Swamp Rabbit trail stretching 20 miles from downtown Greenville to Travelers Rest. Expansion plans are in the works to create connections to other regional trail systems. *Source: Rails to Trails Conservancy, Greenville Recreation Department*

Walkability needs improvement. Pedestrian accessibility varies throughout the region. While many downtown areas and urban neighborhoods are well-served by a comprehensive sidewalk network, many rural and suburban areas lack sidewalks, trails, or facilities that would make walking safe and enjoyable. Pedestrian mobility was once mostly an afterthought in the Upstate, but it is becoming more important. Nearly every county or city plan adopted within the past five years includes a goal to improve "walkability."

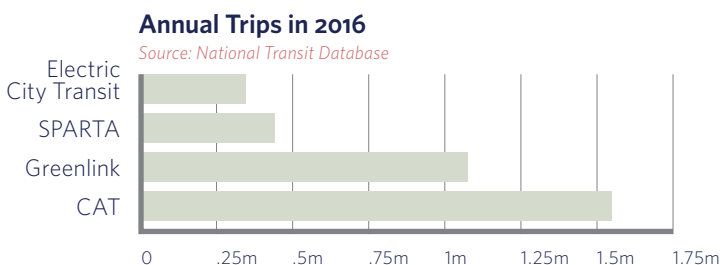
Gap in access to personal vehicles. Many residents find it hard to move around the Upstate without a vehicle. Approximately 6 percent, or 37,000 households, do not have access to a vehicle. As a result, about 24 percent of Greenville County residents reported in a survey that they sometimes have trouble getting to jobs, health care treatment, school, and other locations. *Source: Piedmont Health Foundation Mobility Survey*

+500,000

Swamp Rabbit Trail Riders
use the 20 mile trail each year.



Limited public transportation. More than 90 percent of respondents in the Piedmont Health Mobility Survey indicated the Greenlink system does not meet their needs. Dispersed land use patterns make it difficult to provide effective and efficient transportation services. Even if money were no object, a state-of-the-art transit system would struggle to serve an adequate number of riders and destinations given current land use patterns.



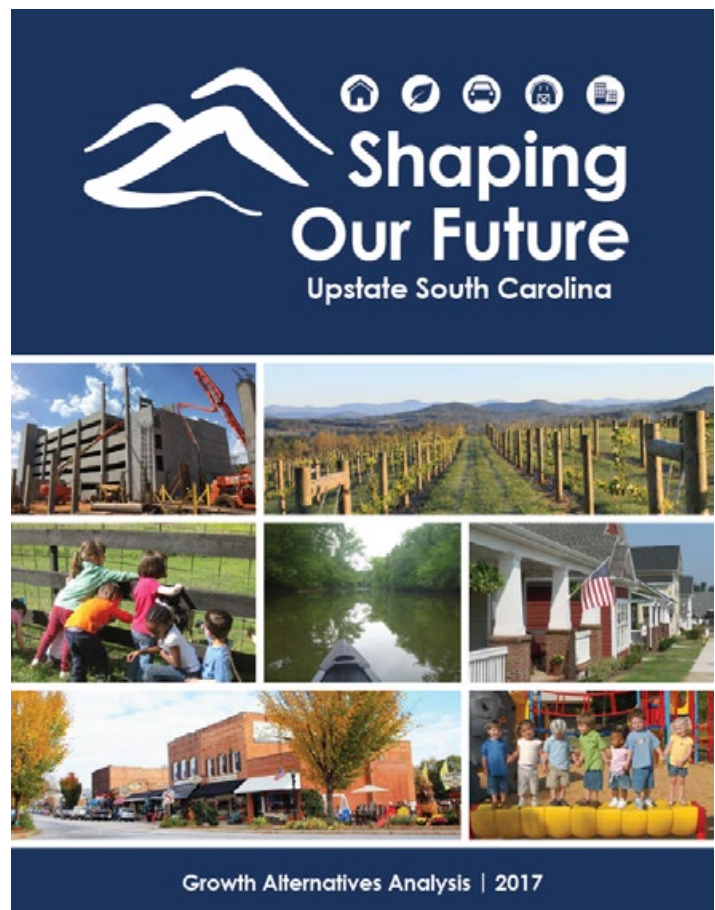
2. The Process

Connecting Our Future was an 18-month process, beginning in October 2017. The process followed a logical structure that built on a major successful regional planning process, involved strong regional leadership representation, and involved voices from all corners of the region. Ultimately a two-phase process was identified that allowed regional leaders to build critical consensus around a shared regional vision and goals before moving on to defining the solution.

Foundational Efforts

Connecting Our Future is a natural follow up to Shaping our Future, a growth alternatives study completed in 2017. Shaping our Future focused on the evaluation of land use patterns in the Upstate by considering multiple growth scenarios and their likely outcomes. The process considered the impacts of accommodating projected growth (300,000 additional people by 2040) in a variety of ways. The impacts to our geography are profound with more than 1,600 square miles consumed by new development under a trend scenario while a more compact approach would accommodate the same amount of growth in less than half that same area (770 square miles of new development). As the region expands, the vehicle miles traveled and reliance on auto-centric travel increase in a way that outpaces our ability to respond with traditional transportation strategies. (building and widening roads and a reliance on single occupant travel). The Connecting our Future process has showcased that the current strategy is financially unsustainable and has widespread implications to travel time, affordability, and the economic competitiveness of the region.

[Read the Shaping Our Future final report.](#)



Advisory Structure

Connecting our Future was accomplished through a consortium of interest ranging from transportation service providers, a variety of advocacy and non-profits, public agencies, and industry representatives. This broad base offered a unique opportunity to reveal the connectedness between transportation and a variety of interest (environment, economy, commerce, equity, and safety to name a few). The combination of these groups created a process that was enabled with the ability to be nimble and actionable and not lose sight of the broader endeavor.

Specifically, the process recognized the value that each stakeholder group had to offer the process. Generally, the effort was led by the efforts of the following:

Advisory Team

A group of about 30 individuals representing a variety of groups was assembled to represent the various interests in the region. They met eight times throughout the process, offering their experience and individual perspectives to the planning process. While their overall role was to inform the process, this group most notably helped to refine priorities and bring focus to a set of short-term strategies that have become the centerpiece of this effort. With the help of the Advisory Team, it became clear that the need for additional planning wasn't as great as the need for increased collaboration and more effective decision making.

Technical Team

Many of the strategies considered through this process required a first-hand understanding of current and emerging transportation practices. The inclusion of a Technical Team allowed the Core Team and Advisory Team to focus on the "big picture" without getting weighed down by the technical aspects of different approaches.

Core Team

This compact group provided the leadership necessary to identify and recruit participation, bring focus through decisions that required consideration of tradeoffs, and effectively manage the process. This team met regularly throughout the 18-month process through in-person meetings, webinars and calls.

Regional Representation

The following groups or interests were represented in the Connecting Our Future leadership structure:

Anderson Area Transportation Study

Appalachian Council of Governments

BMW

City of Spartanburg

Clemson University International Center for Automotive Research

Greenlink

Greenville County

Greenville-Pickens Area Transportation Study

GSP Airport

Local Hospitals

Michelin

Piedmont Health Foundation

South Carolina Department of Commerce

South Carolina Ports Authority

Spartanburg Area Transportation Study

Ten at the Top

Upstate Chamber Coalition

Upstate Forever

Upstate Public School Districts

Upstate SC Alliance

Various private businesses

Phase 1

The Idea Exchange

In March 2018, Connecting Our Future hosted a regional Idea Exchange to begin brainstorming regional mobility solutions. The event brought together more than 100 regional business leaders, planning practitioners, nonprofit stakeholders, and community leaders in a collaborative workshop. Attendees met in small groups, organized around mobility topics, with each person taking part in three different topical conversations.

Attendees rotated through sessions and were directed to first individually brainstorm strategies for the table's topic. Then, each table came together as a group to identify three overall priorities for the topic. By the end of the afternoon, attendees identified over 300 possible strategies, 72 of which were selected as a group priority. These strategies formed the "universe of possibilities" for Connecting Our Future. These strategies were later consolidated, distilled, and refined by the Advisory Team to become the Regional Mobility Strategy.

Rollout Event

The Connecting Our Future vision was first introduced to the public in a rollout event in August 2018. Over 300 people were in attendance as speakers from around the region reaffirmed the challenges, expressed their support for the vision, and outlined the next steps. This event allowed attendees to express support and provide feedback on the work completed so far, established critical consensus around the regional Vision and goals, and built momentum moving into the critical next phase of the process.



Phase 2

Following agreement on the Vision and Goals (see the following page), the second phase of Connecting Our Future allowed the Advisory Team to think more intentionally about ways to move toward solutions. This phase followed a series of exercises that allowed leaders to refine the Regional Strategy, define the purpose and goals of the Upstate Mobility Alliance, and develop this organization's structure and action plan.

This phase included the following activities that brought clarity to the next steps:

Strategy Refinement

The Advisory Team continued to provide regular counsel throughout Phase 2 of the process. This group played a major role in selecting and refining the final four mobility strategies based on a prioritized set of goals. This group also assisted in the creation of a draft work plan that will define the first few years of actions for the Upstate Mobility Alliance.

Stakeholder Sessions and Opportunity Mapping

As part of the process, the project team met with many established Upstate mobility groups and nonprofits to better understand their established mission, goals, and challenges. A visual mapping of these findings allowed for the Advisory team to pinpoint leadership "gaps" and opportunities that may represent opportunities for the Upstate Mobility Alliance to make forward progress.

Case Studies and Organizational Refinement

While most agreed that a long-term forum for mobility collaboration was part of the solution, there was no agreement on what exactly this means. Many examples from around the country provide diverse examples of varying organizational structures and missions that have been successful. In-depth research into a series of case studies helped define preferred structure, and mission of the Upstate Mobility Alliance.



3. The Vision


Over the course of several months, regional leaders and stakeholders worked together to refine a vision statement and regional goals that guided the development of the regional strategy:

“The Upstate will be a **vibrant** and **connected** region, where transportation policy and investments promote innovation, sustainable development, and economic prosperity for all residents and businesses.”

Through Connecting Our Future, Upstate business and industry leaders, governments, and non-profits commit to collaborating and improving regional mobility and connectivity with a focus on:

SHORT-TERM PRIORITIES

Any Short- or Mid-term strategies put forward should seek to actively improve upon one of these three categories:




Travel Options

Invest in and incentivize active transportation and mobility networks to prepare for continued growth and maintain regional competitiveness.



Access to Opportunity

Connect people to opportunity—including jobs, resources, education, and healthcare—to improve economic mobility.



Health & Safety

Promote mobility choices that position future generations for a safe environment and healthy lifestyles.


LONG-TERM GOALS

It is understood that investing directly in the short-term priorities will indirectly work toward these long-term regional goals as well (i.e. improved access to opportunity directly affects the region’s livability and economic competitiveness).




Sustainable Growth

Promote land use decisions that support greater mobility and is environmentally sensitive, economically viable, community-oriented, and sustainable over time.



Enhanced Livability

Protect the individual identities of communities through improvements to the built environment, more transportation options, and attractive business investment.



Economic Competitiveness

Maximize the efficient movement of people and freight within and through the region to grow the Upstate’s economy.

Strategies

Following broad agreement on the Vision Statement and goals, the Advisory Team began a process to develop a short list of regional mobility strategies. There was no shortage of ideas – in fact over 300 ideas were documented during the Spring 2018 Idea Exchange. It was most difficult to select just a few strategies to promote and to identify which ideas should receive the highest priority.

In order to select the ultimate strategies, it was agreed that:

- ☒ *The strategy should respond to at least one of the identified short-term priorities.*
- ☒ *There must not be another obvious regional champion promoting that strategy within the region.*
- ☒ *The selected strategies should strike a balance between being aspirational and rooted in tangible actions.*

A series of exercises allowed the leadership team to winnow the ultimate list from 300 ideas eventually to the final 4 strategies that are promoted in the following pages as the Regional Mobility Strategy. In this way, the final strategies were selected. The results of this process are shown on the following pages.

Idea Categorization

Initially, the results of the Idea Exchange were grouped, categorized and edited based on similar themes and feasibility to create a list of approximately 30 ideas.

➤ Prioritization

The narrower list was prioritized based on how they performed against the regional goals, cost, feasibility, and a range of other factors. These results were shared with the Advisory Team, who performed their own scoring based on those results.

➤ Opportunity Mapping

With the high-priority ideas remaining, stakeholder interviews and research helped reveal the extent of the true regional organizational structure that supports mobility efforts. This provided a picture of which strategies lacked a traditional regional champion, and where the greatest opportunity lie.

➤ Case Studies

A set of case studies from regions around the country provided clarity on the ways these strategies might be implemented.



Public Transportation

Enhance Public Transportation

Despite four separate transit providers serving the region, most residents in the Upstate do not view public transit as a reliable transportation option. Coverage gaps, limited service hours, funding challenges, and relatively low ridership all contribute to this perception. Expanding public transit options to respond to the needs of the local workforce can reduce auto dependence, improve accessibility to jobs, increase affordability, and improve regional air quality.

INGREDIENTS FOR SUCCESS

Expanding regional transit will require investments and partnerships that promote transit as a viable option to both dependent and choice riders. Reliable regional, local, and premium connections can slowly build trust among a skeptical public and provide numerous economic benefits. The following enhancements can help modernize the region's transit service

- **Express Connections:** Convenient express bus routes create a competitive commuting choice and connect corridors that currently lack multimodal accessibility.
- **Regional Connections:** Despite four separate transit operators, large parts of the Upstate region do not have any fixed transit service. Connections that allow passengers to travel between cities and counties mend a crucial gap.
- **Fare Box Integration:** A single app that offers common service across the transit providers of the region could reduce complication and provide incentives to better connect service.
- **Microtransit Integration:** As microtransit become viable, coordination amongst public and provide providers increases transit coverage and effectiveness.

EXPECTED OUTCOMES

Increased ridership, improved accessibility, and promote sustainable growth and travel patterns

- | | |
|--|---|
| <ul style="list-style-type: none"> ▲ TRAVEL OPTIONS ▲ ACCESS TO OPPORTUNITY ▲ HEALTH & SAFETY | <ul style="list-style-type: none"> ▲ SUSTAINABLE GROWTH ▲ ENHANCED LIVABILITY — ECONOMIC COMPETITIVENESS |
|--|---|

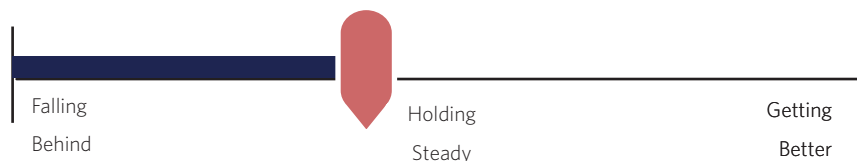
CASE STUDY: GO TRIANGLE REGIONAL TRANSIT

GoTriangle is the regional transit agency that serves Durham, Orange, and Wake counties in North Carolina, including the cities of Raleigh, Durham, Chapel Hill and surrounding suburbs. The overarching regional agency includes local transit agencies that serve Raleigh, Cary, and Durham, with connections offered throughout the region for a single fare. Aggressive expansion plans call for major investments over the next ten years that will expand access to communities without current transit service, and create premium transit options, including commuter rail, light rail, and more express bus lines.



Photo: GoTriangle

HOW ARE WE CURRENTLY DOING?



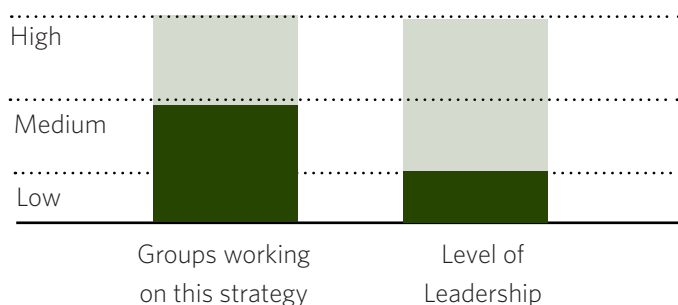
Large portions of the 10-county region are not served by fixed-route transit, and the four existing transit providers struggle to maintain adequate service, much less expand. The region has no premium transit service options, limited service hours, and an inability to travel between municipalities within the region. While many of these challenges could be relieved through regional cooperation, placing that burden on the overstretched transit agencies is unlikely to yield results.

REGIONAL PRIORITY LEVEL

- 1 High
- 2 Medium
- 3 Low

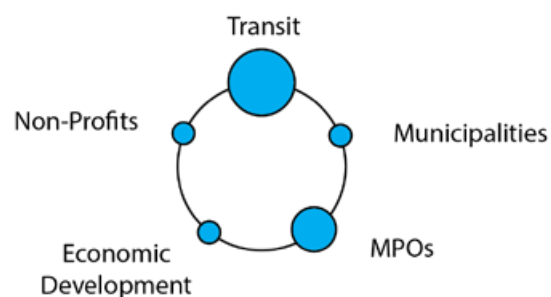
The initial strategies were ranked as high, medium, or low priority based on both committee and stakeholder input.

LEADERSHIP INDEX



Public transportation has a high level of organizational support throughout the region, but the level of leadership is stymied by political challenges at the local, regional and federal levels. The burden mainly rests on transit agencies, MPOs and select municipalities, with others on the sidelines assisting. A regional coordinating body might be needed to tie these efforts together and advance public transportation as a whole.

WHO'S WORKING ON IT?



Unsurprisingly, transit agencies and MPOs are the major players in this strategy, with some small level of engagement from other regional agencies.

MAJOR CHALLENGES

- Lack of funding to expand service or invest in high quality transit options
- No transit access in rural areas
- Low political support and community buy-in

OPPORTUNITY FOR INVOLVEMENT

- Create a coordinating body that allows existing transit providers to share resources and work collaboratively
- Lend support for investments that expand transit services
- Lobby for the adoption of a transit-supportive land use plan and development ordinances

Revenue Options

Evaluate Transportation Revenue Options

The State of South Carolina provides many ways for local municipalities to raise additional funding for transportation and capital projects. While many communities in the Midlands and Low Country are making use of local sales tax options, most communities in the Upstate have not enjoyed the benefit of this option. The Upstate has a history of good planning; however, transportation demands are outpacing their implementation. As the competition for state and federal resources increases, it is going to become increasingly important for the Upstate to begin identifying ways to bridge the gap.

INGREDIENTS FOR SUCCESS

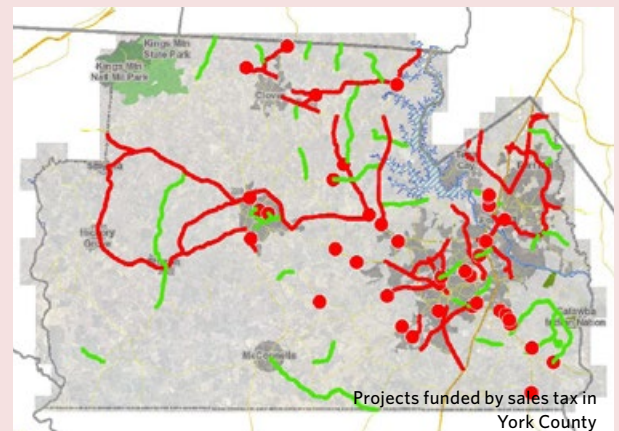
As the Upstate faces the dual threat of aging infrastructure and rising transportation demand, the region will need the resources to implement the priority projects identified regional plans. This likely will require local leaders, state officials, and the private sector to work together to find funding solutions. Other regions and cities have leveraged a variety of options, including: transportation impact fees, sales tax programs to finance local bonds, rental car taxes, fuel taxes, and car registration fees. The most popular in South Carolina is the local option sales taxes that allow counties and local municipalities to impose an additional sales tax of up to 1% to fund transportation. The tax is approved by a popular referendum and collected on all eligible purchases made within the district. These popular “penny tax” programs have been used to complete hundreds of transportation projects throughout the state.

EXPECTED OUTCOMES

Increased funding to advance popular projects, improved safety, and continued economic competitiveness.

CASE STUDY: YORK COUNTY PENNIES FOR PROGRESS

Pennies for Progress is the name of York County’s 1% Local Option Sales Tax program used to fund transportation capital projects. The program first began in 1997, and has been re-approved in four separate referenda since then as residents see the benefits first hand. Projects are selected by a commission first hand and then presented to voters for approval, with each round of funding authorizing the tax for seven years. The fourth round of funding was recently approved by voters and is expected to fund more than \$275 million of transportation improvements throughout the county.



- ⬆ TRAVEL OPTIONS
- ⬆ ACCESS TO OPPORTUNITY
- ⬆ HEALTH & SAFETY

- ⬆ SUSTAINABLE GROWTH
- ⬆ ENHANCED LIVABILITY
- ⬆ ECONOMIC COMPETITIVENESS

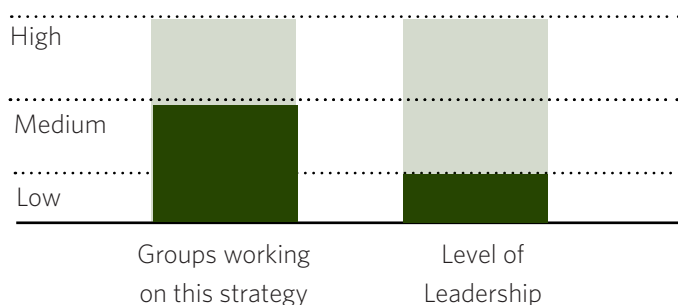
HOW ARE WE CURRENTLY DOING?

As transportation demand has increased, funding has not kept up and our regional transportation system has quickly fallen behind. While many growing regions around the country are facing the same predicament, there are funding tools available that the Upstate is not taking advantage of. It is never a popular conversation, but it is time to think about ways to bring our transportation funding in line with our transportation needs.

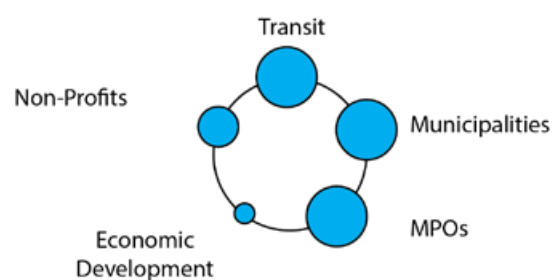
REGIONAL PRIORITY LEVEL

- 1 High
- 2 Medium
- 3 Low

The initial strategies were ranked as high, medium, or low priority based on both committee and stakeholder input.

LEADERSHIP INDEX

The region already has a high number of groups actively working on raising transportation revenues, as well as a high level of leadership in this field. Despite this level of commitment, there has not been much progress, possibly indicating an overcrowded field and a lack of coordination. There may be room for a single entity to act as a coordinating body and tie multiple efforts together.

WHO'S WORKING ON IT?

Municipalities and MPOs are the major players in this strategy, with non-profits and transit agencies also being heavily engaged.

MAJOR CHALLENGES

- Public perception and lack of support for increased revenue
- Lack of political support for new revenue options

OPPORTUNITY FOR INVOLVEMENT

- Create a transportation revenue task force
- Investigate regional needs and align solutions with specific revenue sources
- Identify and facilitate partnership opportunities
- Advocate and lend support to revenue solutions and strategies



Active & Livable Streets

Promote safe and healthy communities

Like most places in the United States, travel in the Upstate is overwhelmingly auto-dominated. However, local and national trends show public appetite for active transportation options is on the rise as younger generations choose to live more active and urban lifestyles. The Upstate region should focus on improving active transportation safety and linking critical activity centers to expand the regional mobility network. Establishing an active and livable streets network that serves regional transportation goals would improve functional transportation capacity, create vibrant and healthy communities, and offer safe ways to travel by multiple travel modes.

INGREDIENTS FOR SUCCESS

With a focus on safety, cities and town should identify critical gaps in the current network and prioritize solutions that reduce conflict between vehicles, pedestrians and cyclists. On-street or off-street facilities should link major activity nodes, such as downtowns, local universities, hospitals, major shopping and entertainment centers, and parks to surrounding neighborhoods. Connecting Our Future should support the development and implementation of a regional multiuse trail and bicycle master plan that combines local efforts already completed or underway that focus on regional connectivity.

In addition, the establishment of a Livable Streets Initiative should guide future road design to include safe bicycle and pedestrian facilities by default. Connecting Our Future members should advocate for the adoption of local mobility policies, design guidelines, and act as partners in the creation of local implementation strategies.

EXPECTED OUTCOMES

Increased accessibility, improved safety, and opportunities to lead a healthier lifestyle. Active transportation is a prerequisite for a complete transportation system.

CASE STUDY: MISSOURI LIVABLE STREETS

The Missouri Livable Streets project, led by a coalition of state government, the University of Missouri, and advocacy organizations, provides tools and resources for communities looking to modernize their approach to transportation planning. The site provides educational materials, sample policies, toolkits, and design guides for both small towns and urban areas. The group works in partnership with groups across the state to bring Livable Streets to communities of all sizes.



Photo: Missouri Livable Streets



TRAVEL OPTIONS



ACCESS TO OPPORTUNITY



HEALTH & SAFETY



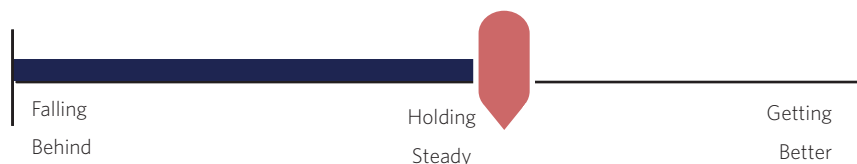
SUSTAINABLE GROWTH



ENHANCED LIVABILITY



ECONOMIC COMPETITIVENESS

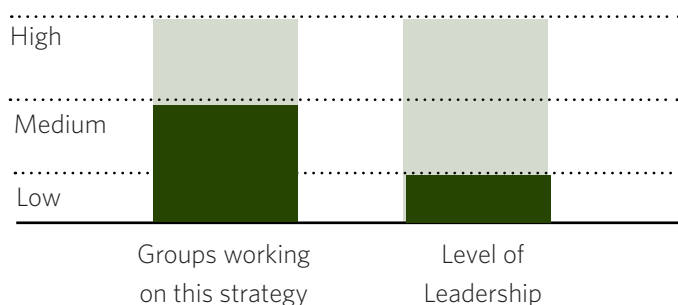
HOW ARE WE CURRENTLY DOING?

While the Upstate has a good trail system that serves recreational riders, most municipalities lack dedicated on-road facilities. Additionally, sidewalks are lacking outside the urban cores, and safe crossings of the region's major roads are few and far between. Currently, no single regional organization is leading the charge to improve active transportation across the 10-county region, and no single plan outlines a regional mobility vision. Though the Upstate remains a recreational biking destination, there are real challenges for local residents who depend daily on non-motorized transport.

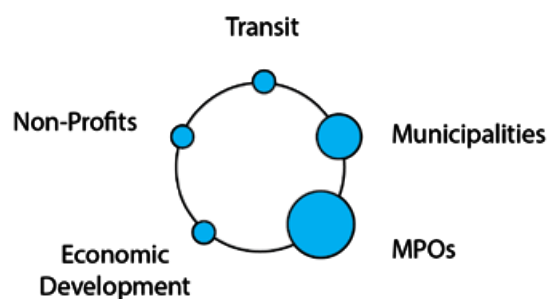
REGIONAL PRIORITY LEVEL

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The initial strategies were ranked as high, medium, or low priority based on both committee and stakeholder input.

LEADERSHIP INDEX

Active Transportation is a popular strategy in the Upstate with many organizations seeking to advance bicycle and pedestrian projects. Livable Streets is less well-known currently, with fewer regional champions. Unfortunately, this strategy lacks a regional leader outside of the transitional municipality or MPO structure, leaving a leadership gap.

WHO'S WORKING ON IT?

Municipalities and MPOs are the major players in this strategy. Transit agencies, non-profits and economic development agencies are less actively engaged currently.

MAJOR CHALLENGES

- Lack of funding to expand the existing network
- Gaining community buy-in and political support
- A current lack of options that leave many without access to opportunities

OPPORTUNITY FOR INVOLVEMENT

- Support the creation of a regional active transportation plan
- Facilitate the creation of local livable streets policies and plans
- Sponsor the creation of a regional Livable Streets Initiative
- Manage a pilot projects program to support small-scale projects
- Coordinate with university departments to provide necessary technical support to local communities

Technology & Innovation

Harness emerging transportation trends

Transportation technology is a broad category that can include everything from Intelligent Transportation Systems (ITS) to autonomous and connected vehicles. Embracing transportation technologies can improve the safety, reliability, and efficiency of the transportation network. Connecting Our Future should advocate for the region to both invest in tried-and-true technologies, and to push toward becoming a national leader in emerging trends.

INGREDIENTS FOR SUCCESS

ITS technologies refer to the use of electronic technologies and communications to manage the transportation network. Regional leaders should prioritize investments, such as coordinated signal systems, dynamic lane management, and improvements to the region's incident management program. To make the most of regional investment in this area, a leadership body should be designated to take ownership of the effort and encourage regional cooperation.

Meanwhile, the Upstate should develop an autonomous and connected vehicles (AV/CV) action plan to prepare for the future. This plan would guide a series of technology investments, policy changes, and infrastructure projects over the next few decades to ensure that the region's priority corridors work in tandem with AV/CV technology. A successful action plan should address topics such as: current initiatives, changes to local laws and regulations, pilot projects, guidance for local plan integration, design for AV/CV readiness, and technology investments.

EXPECTED OUTCOMES

Improved economic competitiveness, leveraged existing partnerships, and improved safety.

- | | |
|-------------------------|----------------------------|
| ▲ TRAVEL OPTIONS | — SUSTAINABLE GROWTH |
| ▲ ACCESS TO OPPORTUNITY | — ENHANCED LIVABILITY |
| ▲ HEALTH & SAFETY | ▲ ECONOMIC COMPETITIVENESS |

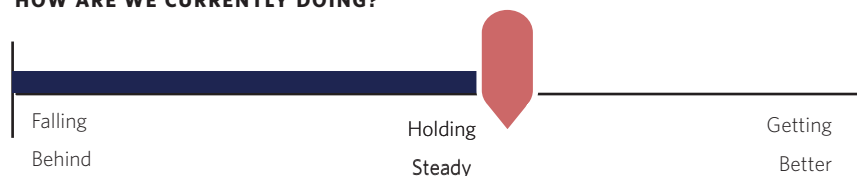
CASE STUDY: TULSA AUTONOMOUS MOBILITY

Tulsa, OK has been identified by INRIX as one of the nation's top 10 places to pilot highly autonomous vehicles (HAV). To establish their foothold, they are taking steps to attract public and private investment in AV/CV systems. To make themselves even more attractive, they are implementing community-wide 5G wireless networks to promote digital connectedness and are creating LiDAR data of all their streets. These two resources will be available for public and private use. In addition, they are in the process of creating a Mobility Innovation Strategy that highlights what problems they are seeking to solve, the role future AV/CV and traditional transportation strategies to work in complementary ways to address their desired expectations.

INRIX Identifies Top 10 U.S. Cities for Highly Autonomous Vehicles

March 9, 2017 / By Mark Burford



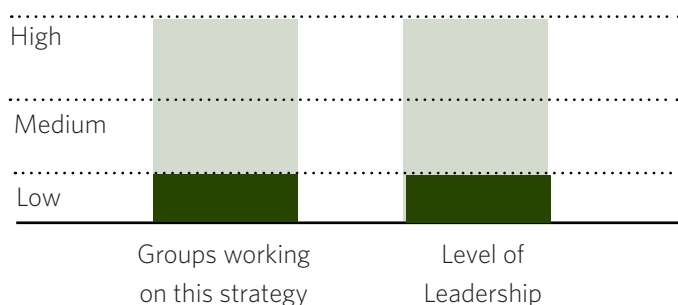
HOW ARE WE CURRENTLY DOING?

The presence of CU-ICAR (the Clemson University International Center for Automotive Research) positions the Upstate to be near the head of the pack when it comes to autonomous vehicles and transportation technology. A cluster of auto-related industries creates great opportunities for local research and pilot projects.

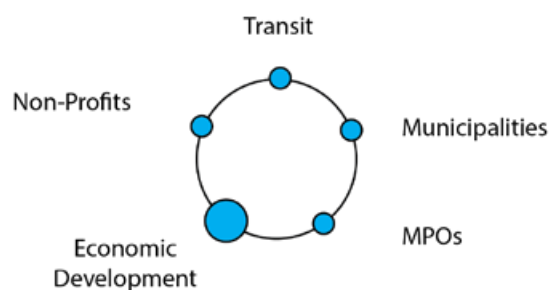
REGIONAL PRIORITY LEVEL

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The initial strategies were ranked as high, medium, or low priority based on both committee and stakeholder input.

LEADERSHIP INDEX

This is an example of a high priority strategy that not very many groups are actively involved in, and even fewer are leading. To truly advance this strategy, the right mix of voices is crucial.

WHO'S WORKING ON IT?

Very few in the region are working on transportation technology, with the exception of some engagement on the part of economic development agencies.

MAJOR CHALLENGES

- Finding funding and grants
- A lack of understanding about emerging technologies
- A general perception that "we're not ready yet"

OPPORTUNITY FOR INVOLVEMENT

- Participate as a formal member in various regional innovation groups
- Promote the region as a place for innovation investments
- Assume a leadership role in regional efforts to advance innovation initiatives
- Advocate for the inclusion of advanced technology in future transportation investments
- Elevate public awareness of the need for system efficiency and investment in innovation

Upstate Mobility Alliance

The 18-month Connecting Our Future process provided a tremendous platform for transportation organizations, private business and industry, community organizations, local governments and other stakeholders to begin regular and meaningful conversations surrounding regional mobility. Continuing and formalizing that collaboration is one of the initial tangible outcomes that can be developed from the COF process.

While the initial Connecting Our Future effort has focused on developing a vision and desired strategies, the Upstate Mobility Alliance will be the group to usher its implementation over the next several years. The structure and organization of this group is inspired by several case studies and in-depth research of several successful regional organizations from around the country that have formed similar initiatives.

Consisting of public, private and community partners committed to fulfilling the COF vision, the ultimate success for the Upstate Mobility Alliance will be an Upstate region with greater access to transportation choices for all residents and a regional mobility system that supports sustained economic vitality. Accomplishing the vision will require a commitment to building strong partnerships, a collective voice that champions bold thinking, and a willingness to challenge the status quo through support and investment in innovative initiatives. Four task forces are being created to look at how to advance the vision around specific focus areas (as detailed on the following page).

THE OVERALL ROLES AND RESPONSIBILITIES OF THE UPSTATE MOBILITY ALLIANCE ARE:

Bringing together groups/individuals with diverse missions to focus on mobility needs

Raising awareness of mobility needs and opportunities

Advocating for specific mobility solutions

Supporting major regional efforts

Creating a collaborative forum to work together at a regional scale (e.g., obtain grant funding, identify shared resources/challenges, etc.)

COLLABORATIVE MEMBERSHIP

In recognition of the importance of working across boundaries and sectors, this group is intended to include stakeholders from a variety of private industries, non-profits and public organizations. It is critical all areas of the region be represented in the organization, as well as a variety of different interest groups, including:

Major Employers

Hospitals and Health Systems

Chambers of Commerce and other economic development organizations

Colleges and Universities

Municipalities

Non-Profits and Foundations

Organizational Case Studies

THRIVE REGIONAL PARTNERSHIP

Chattanooga Region, TN

REGIONAL TRANSPORTATION ALLIANCE

Triangle Region, NC

CAPITAL REGIONAL INDUSTRY FOR SUSTAINABLE INFRASTRUCTURE SOLUTIONS

Baton Rouge Region, LA

NORTHWEST ARKANSAS ALLIANCE

Fayetteville, AR

PIEDMONT AUTHORITY FOR REGIONAL TRANSPORTATION

Piedmont Triad Region, NC

SOUTH CAROLINA LIVABLE COMMUNITIES ALLIANCE

Statewide, SC

CENTRAL MARYLAND TRANSPORTATION ALLIANCE

MD

ORGANIZATIONAL STRUCTURE

Based on this research into similar organizations, as well as many months of collaboration, the Upstate Mobility Alliance will include a leadership committee and four task forces, one to support each of the regional strategies. In addition to the overall regional vision, each task force has its own preliminary goals and action plan, which defines the way that group will work toward implementing that strategy. These are represented briefly on the following pages, though more information can be obtained directly through the organization. Membership on a task force represents a discrete way to become involved in advancing a concrete regional initiative that aims to improve the quality of life in the Upstate.

An executive director will support the organization through the first years. This leader will represent the alliance throughout the region and assist in promoting the effort, growing membership, and guiding the alliance in its collaborations with other regional organizations

Based on feedback from the Advisory Team and results from the organizational mapping exercise, the following organizational structure is recommended to advance the vision created through Connecting Our Future:





Growing Mobility Investments Task Force

The Growing Mobility Investments Task Force will create an inventory of available and potential revenue sources, build relationships among stakeholders interested in enhancing mobility in the Upstate and develop a clear message around why to invest in mobility.

GOALS:

- Increase awareness of the need for transportation and mobility investments in the Upstate. (Including what happens if we don't do it)
- Diversify transportation funding sources in the Upstate.
- Increase the amount of total investment in Upstate mobility projects based on the recommendations of the other three tasks forces.

MEASURING SUCCESS

- Increased Funding: Track the annual total investments in the transportation providers/agencies in the Upstate.
- Diversified Funding Streams: Track non-traditional funding sources.
- Private Investment: Track the amount of private contributions to support transportation improvements.

POTENTIAL ACTIONS:

Develop and identify partners for the implementation of a regional messaging campaign around mobility.

Create educational outreach programs for stakeholders.

Engage elected official and business leader to discuss mobility issues.

Support regional transportation agencies seeking funding.

Build a regional inventory of current and potential funding sources and explore innovative solutions.

Working with the other task forces to understand the challenges and goals for each and then developing strategies to support additional funding that can help support their goals.

Identify silos and barriers to cross-jurisdictional cooperation on regional mobility projects and ways to address those.



Public Transportation/Moving People Task Force

This task force will look at how to best deploy and support methods such as public transit, paratransit, ride call service, ridesharing, vanpooling, local shuttles and more across the Upstate region. The largest short-term focus will be around public transportation and how to increase funding, usage and regional connectivity.

GOALS:

- Regional transit that provides connectivity between the existing transit systems across the Upstate and makes it easy for residents to use all public transit in the region.
- Reduce the number of upstate residents who are dependent on a personal vehicle for travel to work, education, play, shop, worship, health
- Increase the availability of transit service in the region's suburban and rural areas.
- Improve first mile/last mile access to and from public transit stops

MEASURING SUCCESS

- Access to Transit: Track the increase in the percentage of Upstate population near scheduled daily transit service
- Employer Participation: Track the percentage of the region's largest 100 employers with transit supportive practices
- Commute Mode: Track the percentage of commuters who get to work by walking, biking, transit or carpooling.
- Capacity Utilization: Tracking utilization of Public Transit System

POTENTIAL ACTIONS:

Create a consortium of local transit providers and private sector leaders to align regional priorities for incrementally improving transit.

Regional Public Transit promotion/education campaign

Conduct a feasibility study for a regional public transportation system.

- Look into how ride share programs can support areas not serviced by public transportation.
- Work with hospitals and education institutions to better understand their needs related to transportation.
- Identify employment clusters where public transportation could have a critical mass.
- Identify major locations (GSP Airport) where access to public transit could be valuable
- MVP (Minimally Viable Product) Testing



Active & Livable Communities Task Force

There is a significant connection between transportation and land use. If homes, shopping, education, healthcare and jobs are located within reasonable proximity, then people have choices beyond simply using their personal vehicle for daily travel. This task force will look at how we can continue to support and enhance opportunities to promote growth in a connected and active manner.

GOALS:

- Planning: Establish opportunities to engage communities that do not have a master plan and establish partnerships to identify and connect networks together to develop a TATT Regional Multi-Modal Master Plan
- Implementation: An increase in safe accessibility to jobs, schools, healthcare, employment; integrate an increase in safety measures with success stories of active communities.
- Policy: Integrate public policy at the municipal and county level to include community design principles

MEASURING SUCCESS

- Track ROI measures (timeline, usage, public vs. private investment, new users, etc.) of new multi-modal facilities annually
- Demonstrate the benefits of active facility investments through case studies to educate funding partners and political leaders
- Track miles of sidewalks, greenways, bicycle lanes, etc. constructed in TATT region
- Increase percentages of students and workers who commute by walking or biking

POTENTIAL ACTIONS:

Encourage the development of a regional active communities strategy

Identify priority projects, including critical connections, high crash areas, and "low hanging fruits"

Develop existing benchmarks for walkers/bikers to schools (all districts)

Develop a funding strategy spreadsheet for use by local communities and policy makers

Develop a platform for communities to share information across GIS databases

Market and promote active facilities and Upstate success stories



Technology & Innovation Task Force

As a Region known for manufacturing automobiles, tires and various components, the task force will focus on how to leverage existing assets and capabilities to expand our identity within a growing Future of Mobility (FoM) Ecosystem in which to better position itself to create deeper industry engagement opportunities for the mobility and transportation needs of our Region.

GOALS:

- Advanced and Innovative Technologies are appropriately integrated into the development of new mobility projects and investments.
- Increase funding that supports the use of advanced transportation technology.
- Position the Upstate to be a leader in transportation technology and innovation.
- Leverage technology and innovation for the Upstate's manufacturing and logistics economy.

MEASURING SUCCESS

- Pilot Projects: Increase the number of pilot projects focused on transportation technology & innovation
- ITS Lane Miles: Increase the number (or percentage) of principal arterial and higher lane miles managed by ITS.
- Travel Time Reliability: Improve travel time reliability.

POTENTIAL ACTIONS:

Work with local industry and organizations to develop a regional "mobility technology consortium" consisting of those in the field of innovation as well as transportation/mobility to look at current and future technologies and how they could enhance mobility in the Upstate.

Create a framework for how to ensure advanced technology is incorporated into future projects and investments.

Create a "regional transportation technology toolbox" for local municipalities to use when considering policy changes, ITS investments and transportation investments.

Establish a regional transportation inventory of existing projects that have deployed or are soon to deploy. Championing priorities, focus areas.

Call to Action

The Connecting our Future planning process revealed much about the good work of our public agencies, transportation service providers, non-profits, industry, and academia. There is a shared understanding throughout the region that transportation access and the improved mobility choices are key ingredients to achieving our regional goals. The process identified several good people, plans, and organizations around the Upstate that are working hard every day to make a difference. But we also learned that need is quickly outpacing individual efforts, severely limiting our ability to make progress.

It is no surprise that the Connecting Our Future findings acknowledge that there is strength in both coordination and cooperation. Therefore, the creation of the Upstate Mobility Alliance serves to memorialize our commitment to work together, regain our momentum, and enjoy the benefits that accompany success.

Transportation funding shortfalls make this work more challenging and even more necessary. We know that there aren't enough resources to meet all of the unmet needs – but, if we work together we can pool our resources, experience, and networks to expand and amplify their impact. When we demonstrate this proof of concept it has the potential not only to grow, but also to influence our culture of decision-making.

No single entity can bear the responsibility for responding to our 21st Century challenges. This includes the Upstate Mobility Alliance. The alliance will serve as a coordinator, promoter, and a communicator. But success will require a willingness to listen, the ability to see the connection between transportation and the host of challenges our region faces, and most importantly, a willingness to act. Identifying problems and solutions is sometimes the easy part. Taking the steps necessary to work toward solutions requires a williness to prioritize the issues, the ability to consider the trade-offs of inaction, and a solidarity of shared responsibility. We believe that our region is poised to embody these characteristics and with the help of the Alliance serve as a model for regions around the country facing similar circumstance.

The next phase of this endeavor involves several actions that generally fall into one of three categories including:

Increasing Awareness

The region is vast, and the opportunities to expand the coalition of support are great. Efforts will be made to promote collateral materials like this report, participate in in-person briefings across all sectors (agencies, local governments, non-profits, industry, small business, community groups and academic institutions). A strong emphasis will be placed on: bridging the gap between the workforce and employers, the opportunities resulting from a coordinated growth strategy, and the relationship between transportation performance and regional competitiveness.

Monitoring Progress

Benchmarking our regional performance against peer regions and identified targets will be important. Instead of attempting to do everything at once, our initial program will focus on: Revenue Options, Public Transportation, Active & Livable Communities, and Technology & Innovation. These four key emphasis areas represent the greatest opportunities to make the biggest impact in the shortest period of time and will bring focus to our short-term efforts.

Growing the Coalition of Support & Positive Change

Efforts to increase awareness and identify performance expectations are a great start, but they are second only to the creation of a coalition of support. As mentioned earlier, the Upstate Mobility Alliance can help to create a forum for us to be more effective. However, the most important ingredient that will fuel our success and create lasting value are the individuals, leaders, and groups that commit their support to the initiative. While the motivation and methods will vary, there is one common characteristic shared by all: a sense of pride in this region that contains a variety of treasures (both places and people) and the shared desire to maintain a sustainable way of life and economic opportunity for generations to come. The pledge of support is both symbolic as well as essential. Through our commitment to the cause comes the opportunity to allow our collective resources to work more effectively together, towards the achievement of shared aspirations.

Pledge of Support

Upstate Mobility Alliance

The Connecting Our Future Upstate Mobility Vision calls for the Upstate to be “a vibrant and connected region, where transportation policy and investments promote innovation, sustainable development, and economic prosperity for all residents and businesses.”

In recognition of the importance of working across boundaries and sectors to collectively improve the movement of people and goods across the Upstate, the Upstate Mobility Alliance has been created to support the implementation of the Connecting Our Future regional mobility vision and actionable strategies.

By agreeing to participate as an Upstate Mobility Alliance member, our organization commits to being engaged in local and regional efforts that support the over-arching regional mobility vision. This is a non-binding pledge, which means that this commitment of engagement does not specifically obligate our entity to provide funding, policies or manpower to directly implement strategies developed through the Alliance, though we may make such a commitment at a later time.

As an Alliance member, we will identify the strategies and actions that our organization can be involved in helping move forward. We commit to participating in the Alliance task forces and will support efforts by the Alliance to grow collaboration around mobility and transportation issues across the Upstate.

LOCAL GOVERNMENT/BUSINESS/INSTITUTION: _____

AUTHORIZED SIGNATURE: _____ **DATE:** _____

PRIMARY CONTACT PERSON: _____ **POSITION:** _____

E-MAIL ADDRESS: _____ **PHONE NUMBER:** _____