



TRANSFORMATIVE MOBILITY



CONTENT

| | | |
|----|-------------------------|--|
| 3 | MESSAGE FROM THE C.E.O. | |
| 4 | RTC PREAMBLE | What we are committed to |
| 5 | WHO WE ARE | RTC's History & Context |
| 8 | WHAT INSPIRES US | RTC's Vision, Mission & Core Values |
| 16 | WHERE WE ARE HEADING | RTC Goals & Priorities |
| 17 | SUSTAINABILITY | Design, develop, and deploy innovative, climate-responsible public transportation solutions |
| 22 | STEWARDSHIP | Manage the publicly-entrusted assets and resources under our care |
| 26 | SAFETY | Enhance and improve the safety and security of regional public transit and transportation systems |
| 30 | SERVICE | Expand excellent mobility services that ensure equity, accessibility, affordability, and convenience |
| 34 | SYNERGY | Collaborate with community partners to promote connectivity and build consensus |
| 39 | CONCLUSION | |



*Thank you for your commitment to RTC
and your passionate participation as a member
and supporter of our remarkable team.*

- M.J. Maynard

RTC of Southern Nevada is a remarkable agency, serving a dynamic and growing region. Our region's diverse culture and ethnic representation continues to enrich our communities and local economy. Southern Nevada remains driven by innovation and creativity. More than ever, our community exemplifies resiliency and embraces challenges with determination and grit.

As we adjust to the effects of a pandemic, Southern Nevada, like communities around the country, is in transition. We were, like the rest of the world, severely impacted by the pandemic and we know "business as usual" is not an option. This reality is magnified by the escalating impacts of climate change and the rapid evolution of new technologies. Our agency must adopt a heightened dedication to taking better care of each other, by building healthier, safer, and more vibrant communities.

The challenges ahead call for more than pessimism and a defeatist attitude. Instead, we must embrace the opportunity to reset and to catalyze transformative change. We must redefine our Core Values with reinvigorated efforts to integrate those principles across our agency.

RTC has developed this Strategic Plan because we must have a greater impact now and over the next five years. RTC's Vision for achieving transformative mobility solutions throughout Southern Nevada, our Mission to elevate the quality of life for residents and visitors through innovation, and our commitment to safe and equitable service are critical to our success and the region's continued growth and prosperity. Our Mission will be achieved by incorporating our Core Values—Sustainability, Service, Stewardship, Safety, and Synergy—into our roles as the region's Metropolitan Planning Organization, transit operator, and traffic manager.

Our Strategic Plan is a roadmap and recipe for success over the next five years. It harmonizes ongoing planning and public investment initiatives for all RTC departments and divisions. The goals, priorities, and values that support our plan should inspire every RTC team member whose efforts and involvement are vital to our agency's continued success.



We are committed to a strategic, values-driven mindset beginning with our Vision and Mission, reinforced by state and federal laws and regulations that define our roles as the region's public planner, transit operator, and traffic manager. We seek to develop and implement equitable public transit and mobility solutions, promote economic development and workforce connectivity, maintain infrastructure resiliency, and encourage environmentally responsible planning. RTC's initiatives, projects, investments, and strategies reflect our Vision, Mission, and Core Values, as empowered by our regulatory mandates:

To encourage the continued improvement and evolution of the transportation planning processes by metropolitan planning organizations and public transit operators, the metropolitan planning process shall consider projects and strategies that will support the region's economic vitality, increase the safety of the transportation system, increase the accessibility and mobility of people, protect and enhance the environment, promote energy conservation, improve quality of life, promote efficient system management, and enhance travel and tourism. (23 U.S.C. § 134(a)-(h)).

RTC's responsibilities as the region's public planner, transit operator, and traffic manager are central to Southern Nevada's continued growth, success, and prosperity. The work and services that our community expects and deserves from RTC directly affects the quality of life for millions of residents and visitors.



WHO WE ARE

History & Context

RTC oversees public transportation, traffic management, roadway funding, transportation planning, and regional planning efforts.

RTC has been at the forefront of transforming Southern Nevada for nearly 60 years. RTC was first established in 1965 to carry out federally mandated transportation planning in Clark County, including funding regional street and highway improvements that accelerated dynamic regional growth. RTC was designated to serve as the Metropolitan Planning Organization (MPO) for Southern Nevada in 1981, and in 1983, the Legislature authorized RTC to exclusively own and operate a public mass transit system.

Today, RTC's team includes several hundred staff members and managers, each playing a vital role in the agency's work to manage public transportation, transit operations, traffic safety, air quality and resource conservation, economic and workforce development, and other vital services. RTC also oversees and manages infrastructure funding, allocating and distributing funds from the Federal Transit Administration (FTA), the Federal Highway Trust Fund, the County Option Motor Vehicle Fuel Tax for regional, street and highway construction, and county sales tax designated for transportation.

Regional partnerships with stakeholders and collaborative efforts with multiple jurisdictions are essential to our work. RTC is governed by a Board of Commissioners that represents our partnering political entities and the incorporated jurisdictions that comprise Clark County. RTC Board Members include two members appointed by the Clark County Commission, two members appointed by the City of Las Vegas City Council, and one member each appointed by the City Councils of the Cities of North Las Vegas, Henderson, Boulder City, and Mesquite. The director of the Nevada Department of Transportation (NDOT) also serves as an ex-officio member of the RTC Board.

Agency Roles & Responsibilities

We play an integral role shaping the development of our community by managing three major functions:

- 1 Operating public transit
- 2 Managing traffic through systems such as the Freeway and Arterial System of Transportation (FAST)
- 3 Overseeing the regional transportation planning process as the designated MPO. RTC also administers Southern Nevada Strong, a regional plan to develop complete communities that provide transportation choices, employment opportunities, and housing and education options for local residents.

Additionally, RTC allocates and invests funding generated from various local, state, and federal sources for transportation-related infrastructure, including roads, intelligent transportation systems (ITS), transit lines, amenities and facilities, bicycle and pedestrian improvements, and other technologies that help improve mobility.



RTC seeks to develop and implement strategies and projects that meaningfully address a variety of challenges at the intersection of economic development, transportation innovation, public safety, social equity, and environmental justice. RTC's commitment to addressing complex transportation-related challenges in a continuing, cooperative, and comprehensive way requires a strategic and values-driven approach, guided by our Vision, Mission, and Core Values.

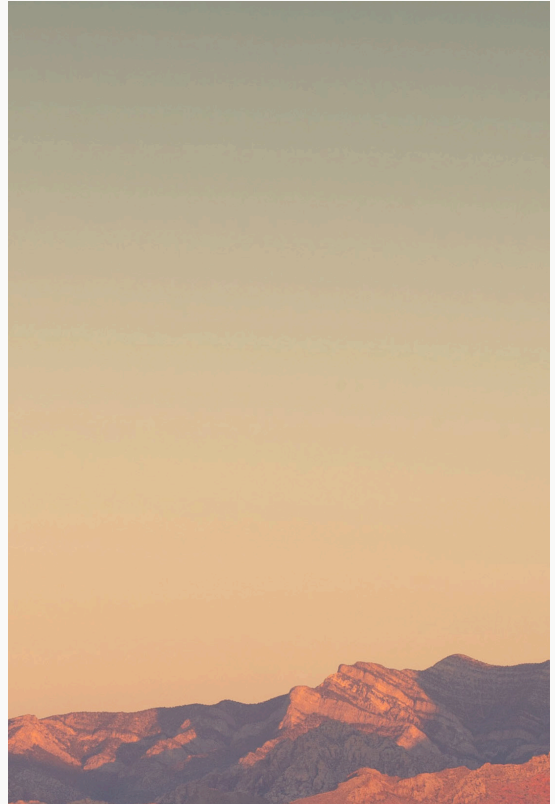
Transformative Impact

RTC is at the forefront of regionally significant planning initiatives that will promote the region's growth and prosperity, support a more competitive workforce, help protect the environment, and meaningfully improve quality of life. The regionally significant planning projects and initiatives we oversee support these outcomes, including Access 2050: The Regional Transportation Plan for Southern Nevada; the Southern Nevada Coordinated Transportation Plan; the On Board Mobility Plan; the Reimagine Boulder Highway Multimodal Transportation Study; and RTC's Public Participation Plan.

RTC must remain committed to improvement and innovation. RTC's mandates include continuous strategic planning, and our designation as the region's MPO imparts the responsibility to "provide for consideration of projects and strategies" to achieve important regional outcomes, such as supporting economic vitality, protecting and enhancing the environment, promoting transportation safety and security, cooperating with local partner agencies, and others. We continue to develop various plans that outline specific strategic objectives, goals, and benchmarks for discrete projects within our cities, municipalities, and county. To ensure our initiatives are successfully executed, we developed RTC's Strategic Plan as the foundation for future planning endeavors. These concepts shape our Vision, Mission, and Core Values, and integrate the diverse activities and initiatives we manage in a continuing, cooperative, and comprehensive way.

Strategies that Resonate Agency-Wide

RTC Team Members are vital to our success. Because we value diverse perspectives and experiences, it was critical to engage our Team Members in developing the Strategic Plan. This engagement allowed us to identify opportunities for improvement and incorporate important feedback about our identity, philosophy, goals, and priorities. This process included surveys directly engaging with our Team Members. We learned that a clear Vision and Mission that resonate with all RTC departments and groups is crucial to achieving our goals. Our Strategic Plan incorporates input from our Team Members and is a cohesive expression of an agency-wide Vision, Mission, and Core Values that inspire our agency to succeed.



WHAT INSPIRES US

RTC's VISION, MISSION & CORE VALUES

RTC's Vision, Mission and Core Values guide and inform our internal priorities and decision-making processes. Advancing transformative mobility solutions and elevating quality of life in a values-driven way are unifying themes and promote coherence across RTC's ongoing projects and future initiatives. Pursuing our Vision and Mission empowers us to exceed the expectations of our business leaders, policy makers, and, most importantly, the public we are privileged to serve. By complementing the work of our partners and co-stakeholders, the Strategic Plan fosters collaboration, cooperation, and coordination between RTC and our partners.

Effective strategic planning begins with a broad Vision that inspires the community, informs leadership, and helps guide policy-making and operations. Our Vision helps define a more targeted Mission statement, which informs our Core Values, and in turn delineates a series of more specific goals and priorities. Our Core Values represent guiding principles that measure success in advancing our Vision and Mission. We design and deploy projects and policies based on our Vision and Mission in working to achieve regional goals. This approach helps secure stakeholder support from businesses, elected officials, and the public that is needed to implement the solutions we pursue for Southern Nevada.

VISION



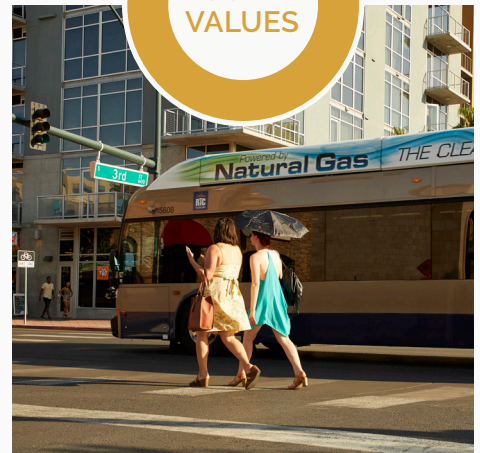
Advancing regionally transformative mobility solutions through equitable, innovative, and sustainable infrastructure development.

MISSION



Elevate quality of life through sustainable planning, collaborative problem-solving, and safe and equitable transportation service.

CORE VALUES



Sustainability
Stewardship
Safety
Service
Synergy

STRATEGIC GOALS, PRIORITIES & OBJECTIVES

WHAT IS OUR VISION?

Advancing regionally transformative mobility solutions through equitable, innovative, and sustainable infrastructure development.

Our Vision is rooted in a history that tracks the dynamic growth of our region. For nearly 60 years, RTC has been at the forefront of transforming mobility and infrastructure development that shaped Southern Nevada, a global destination unlike any other, where more than 42 million visitors from around the world visit each year and where more than 2.4 million residents call home. RTC's Vision for regionally transformative mobility solutions is shaped by the authorities that support the Strategic Plan's framework, including the responsibility to oversee and manage public transit and transportation infrastructure and investment in a way that sustains future growth. RTC's mandate as Southern Nevada's transit operator, traffic manager, and Metropolitan Planning Organization (MPO) empowers us to advance unique and innovative solutions for our region.

RTC seeks to enhance Southern Nevada's communities by developing innovative, 21st-century solutions to facilitate regional growth and prosperity.

We are committed to addressing complex regional challenges, demonstrating effective leadership, and responding to the needs of our community with transformative change and strategic investments.

WHAT IS OUR MISSION?

Elevate quality of life through sustainable planning, collaborative problem-solving, and safe and equitable transportation service.

RTC's Mission is a more specific statement of the steps we are taking to transform mobility in Southern Nevada over the next five years. Our Mission encompasses RTC's major planning and management functions and operations, and directly informs our general objectives and outcome-oriented goals. In short, the transformative mobility solutions we develop and implement over the next five years should meaningfully and measurably elevate the quality of life for Southern Nevada.

Outlining the services we provide and our responsibilities as Southern Nevada's traffic manager, regional planner, transit operator, and overseer of infrastructure funding helps contextualize our Mission. RTC's various roles and responsibilities uniquely position us to elevate and enhance our customers' quality of life by taking meaningful steps to protect the environment, promote economic development and workforce connectivity, and meet the mobility needs of vulnerable and disadvantaged groups including senior citizens, persons with disabilities, and others. We have the potential to prioritize regional investment in innovative, 21st-century technologies and solutions that will enhance transportation infrastructure for decades. We are expected to facilitate regional partnerships and collaboration in designing effective, forward-looking planning initiatives that guide smart and sustainable community development.

Our Mission reflects our responsibility to play a uniquely transformative leadership role in improving the quality of life for millions of people.



RTC's Mission Reflects a Broad Scope of Service

RTC is more than a public bus agency. RTC is responsible for developing plans, projects, strategies, and solutions across a broad range of issue areas that affect regional quality of life, including economic and workforce development, air quality and environmental justice, public safety, social services, renewable energy development, and many others.

RTC's Mission Requires Comprehensive Thinking

RTC is committed to working strategically to develop impactful solutions through comprehensive plans like Southern Nevada Strong, On Board, Access 2050, the Transportation Investment Business Plan (TIBP), Reimagine Boulder Highway, and other initiatives that consist of short and long-term goals and priorities for improving regional mobility infrastructure. As Southern Nevada's transit and transportation manager, we are uniquely equipped and positioned to develop innovative solutions to complex problems.

We carry out vital planning duties that consider "all modes of transportation," and that are "continuing, cooperative, and comprehensive," based on the "complexity of the transportation problems to be addressed." We consult and collaborate with local partners responsible for other types of planning activities that are affected by transportation, planned growth, economic development, tourism, natural disaster risk reduction, protecting and preserving the environment, airport operations, and freight movements. We work to coordinate our planning process to the maximum extent practicable with our regional partners.

Transit Services

The transit services we provide are essential to improving quality of life by promoting connectivity throughout Southern Nevada, particularly for vulnerable and underserved communities. RTC provides mass transit connecting Southern Nevada's communities and manages other transit programs such as Club Ride Commuter Services that promote alternative modes of transportation and programs to serve vulnerable populations. We launched our public transit system in 1992 and currently provide service on 40 routes with more than 400 fixed-route transit vehicles. In FY 2020, RTC transit made more than 56 million passenger trips throughout the greater Las Vegas Valley. In August 2021, RTC expanded our service network adding two new routes and extending several existing routes to better meet the needs of those in underserved areas.

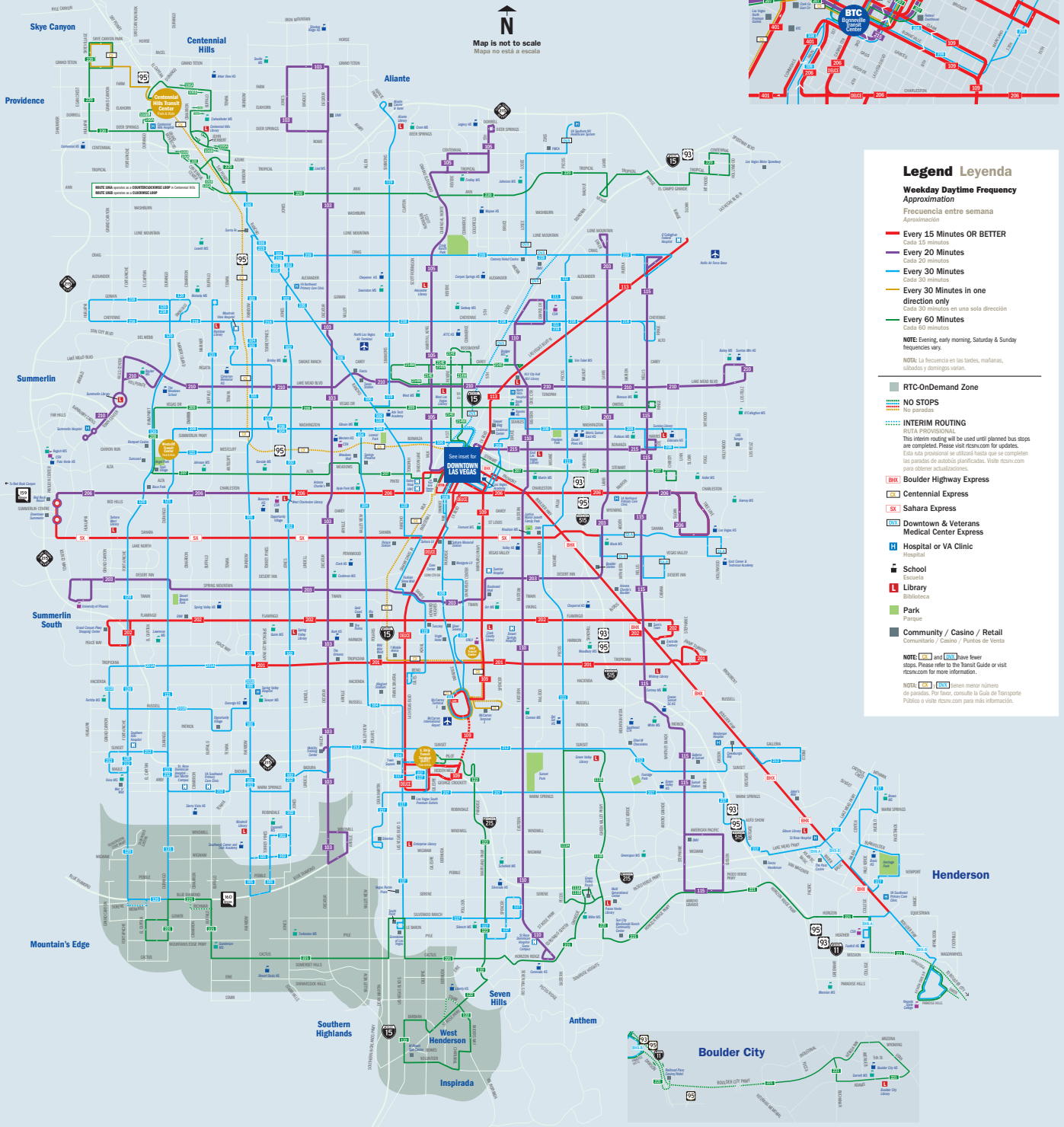
We are committed to serving the underserved and empowering vulnerable populations in our community. In accordance with the Americans with Disabilities Act (ADA), RTC offers paratransit service, which is a shared-ride, curb-to-curb program for persons with disabilities and who are unable to independently use RTC's fixed-route system. RTC also provides specialized transit services specifically designed for veterans and seniors, including our Silver STAR service that meets the needs of our growing senior citizen population.

RTC is also committed to implementing high-capacity transit (HCT) solutions over the coming years to provide better, more frequent transit service for passengers in high-volume areas. Our transit programs enhance quality of life and promote sustainable development by ensuring integrated connectivity throughout the region.

Effective: August 8, 2021

Transit Map

Mapa de Transporte Público



Legend Leyenda

Weekday Daytime Frequency

Aproximación Frecuencia entre semana

- **Every 15 Minutes OR BETTER**
Cada 15 minutos
- **Every 20 Minutes**
Cada 20 minutos
- **Every 30 Minutes**
Cada 30 minutos
- **Every 30 Minutes in one direction only**
Cada 30 minutos en una sola dirección
- **Every 60 Minutes**
Cada 60 minutos

NOTE: Evening, early morning, Saturday & Sunday frequencies vary.
NOTA: La frecuencia en las tardes, mañanas, sábados y domingos varían.

RTC-OnDemand Zone

NO STOPS
No paradas

INTERIM ROUTING

RTA PROVISIONAL
This interim routing will be used until planned bus stops are completed. Please visit rtcvm.com for updates.
Esta ruta provisional se utilizará hasta que se completen las paradas de autobús planificadas. Visite rtcvm.com para obtener actualizaciones.

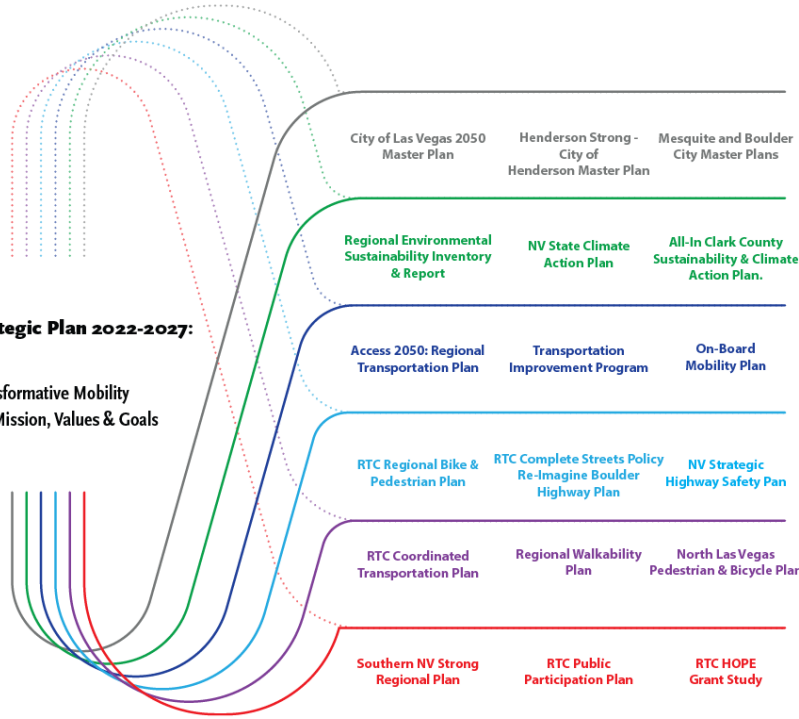
- BHX **Boulder Highway Express**
- CX **Centennial Express**
- SX **Sahara Express**
- DVM **Downtown & Veterans Medical Center Express**
- H **Hospital or VA Clinic**
Hospital
- S **School**
Escuela
- L **Library**
Biblioteca
- P **Park**
Parque
- C **Community / Casino / Retail**
Comunitario / Casino / Puntos de Venta

NOTE: BHX and DVM have fewer stops. Please refer to the Transit Guide or visit rtcvm.com for more information.
NOTA: BHX and DVM tienen menor número de paradas. Por favor, consulte la Guía de Transporte Público o visite rtcvm.com para más información.

NOTE: BHX, CX and SX have fewer stops. Please refer to the Transit Guide or visit rtcvm.com for more information.
NOTA: BHX, CX and SX tienen menor número de paradas. Por favor, consulte la Guía de Transporte Público o visite rtcvm.com para más información.

RTC Strategic Plan 2022-2027:

Transformative Mobility
Vision, Mission, Values & Goals



Regional Planning Initiatives

Our role as the region's planner has a direct impact on community development and long-term quality of life. RTC is responsible for overseeing the transportation planning process for Southern Nevada across several jurisdictions. In addition, RTC directs and allocates funding sources generated from various local, state, and federal programs for transportation and transportation infrastructure-related purposes. As the Metropolitan Planning Organization (MPO), RTC oversees the regional Plan, Southern Nevada Strong, for the Southern Nevada Regional Planning Coalition. Southern Nevada Strong is the long-range policy plan that envisions a future in which residents can access quality education, affordable housing choices, good-paying jobs, and transportation options. In this role, RTC supports local and regional governmental partners and collaborates with multiple and diverse stakeholders to implement and promote the Regional Plan's Vision, while advancing RTC's Mission to promote enhanced quality of life for those we serve.

Public Safety & Traffic Management Systems

RTC leads and oversees efforts to ensure a safe and reliable transportation network that makes traveling throughout the valley easier and more convenient. RTC operates the Freeway and Arterial System of Transportation (FAST), which is designed to both monitor and control traffic in Southern Nevada. The traffic control component of the FAST system consists of freeway and arterial management. Traffic control is achieved through the use of traffic signals, ramp meters, dynamic message signs and lane use control signals. FAST is under the jurisdiction of the RTC Board of Commissioners, which develops the policies that govern FAST administration. The Operations Management Committee (OMC), representing RTC, Clark County, NDOT, and the Cities of Henderson, Las Vegas, and North Las Vegas, develops transportation strategies pertaining to the FAST system.

In addition to FAST, RTC also manages more than 1,600 traffic signals and hundreds of arterial and freeway cameras through the RTC Traffic Management Center (TMC). The TMC is a collaborative effort among RTC, NDOT, and law enforcement to keep traffic flowing as smoothly as possible on the region's roads and freeways. We also collaborate with NDOT to manage the Project Neon Active Traffic Management (ATM) system along I-15 and U.S. 95. RTC's role as the region's traffic manager includes a responsibility to promote safety and reliability for commuters traveling to work, school, events, and attractions.





Air Quality & Environmental Justice

Promoting environmentally sustainable solutions is essential to enhancing quality of life. Sustainability is at the heart of our Mission and guides our work. Reducing air pollution and transportation-related Greenhouse Gas (GHG) emissions, maintaining and enhancing air quality, and minimizing traffic congestion are among the key strategies that promote environmentally responsible and sustainable planning solutions.

RTC considers local land use plans and development patterns in projecting future growth in population and jobs, modeling needed transportation infrastructure investments, and assessing future air quality conditions in conformance with the National Ambient Air Quality Standards (NAAQS) under the federal Clean Air Act. To ensure conformity with NAAQS, RTC assesses the air quality impacts of its plans and programs and demonstrates that changes in the regional public transportation system will not cause local areas to exceed EPA emissions milestone levels. RTC works with the Clark County Department of Air Quality (DAQ) in implementing strategies to ensure conformity with air quality standards. These and other initiatives exemplify our role in protecting air quality, reducing pollution, and promoting environmentally sustainable planning and infrastructure solutions.

Innovative Technology Development & Deployment

RTC continues to improve and expand our services by applying innovative, cutting-edge technology as the region's transit operator, planner, and traffic manager. For example, RTC implements a live, real-time detour notification system on RTC's transit system that allows us to communicate directly and quickly with thousands of customers via text, email, and social media. We also recently launched the RTC cash to mobile solution, a contactless payment option that enables transit customers to purchase passes with cash using mobile phones through the RTC smartphone app, rideRTC. RTC customers can now access our new on-demand ride-share transportation service expanding connectivity for residents in West Henderson and the Southwest Valley. The RTC-OnDemand App applies cutting-edge technology to connect riders to medical facilities, grocery stores, and other amenities and destinations.

In June 2021, RTC concluded the innovative Road to Zero Program. The Road to Zero Program combined artificial intelligence technology, enhanced law enforcement presence, and public messaging strategies to reduce crashes along key corridors by 18%, reducing the number of drivers exceeding the speed limit by 43%, and saving taxpayers almost \$3 million.

Developing and deploying innovative technology applications is a key element of implementing transformative solutions for public mobility and elevating the quality of life for the region.



What Are Our Core Values?

Our Core Values—**Sustainability, Stewardship, Safety, Service, and Synergy**—are guideposts that help measure our progress toward completing our Mission and advancing our Vision for transformative mobility. Organizing our Strategic Plan in this systematic manner is deliberate. It allows the Plan to serve as a central, coherent, and cohesive framework supporting agency-wide functions. Our Core Values unify RTC's planning activities, projects, and initiatives in a way that resonates internally with our team members and externally with our community.

RTC's goals and priorities for the next five years are organized around Sustainability, Stewardship, Safety, Service, and Synergy.

Our Core Values incorporate other guiding principles and ideals, such as diversity, equity, innovation, creativity, and collaboration that factor into our decision-making. Our Core Values inform how and why RTC pursues specific Goals, Priorities, and Objectives required to achieve transformative mobility solutions.



| SUSTAINABILITY | STEWARDSHIP | SAFETY | SERVICE | SYNERGY |
|--|---|---|---|--|
| Protect and enhance the environment, promote energy conservation, and improve quality of life. | Promote efficient system management and operation. | Increase safety and security of the transportation system for motorized users. | Increase the accessibility mobility of people and freight. | Enhance the integration and connectivity of the transportation system, across and between modes. |
| Support the economic vitality of the metropolitan area. | Finance needed projects and programs. | Improve the resiliency and reliability of the transportation system. | Provide for multimodal capacity increases based on regional priorities and needs. | Promote consistency between transportation improvements and states and local planned growth and economic development patterns. |
| Emphasize the preservation of the existing transportation system. | Identify regional investment strategies for the planning horizon. | Improve the performance of existing transportation infrastructure to relieve vehicular congestion and maximize safety and mobility. | Enhance travel and tourism. | Consult with other planning agencies and coordinate planning processes to the maximum extent practicable. |

SUSTAINABILITY
STEWARDSHIP
SAFETY
SERVICE
SYNERGY



SUSTAINABILITY

Sustainability Goals & Priorities:

Design, develop, and deploy innovative, climate-responsible public transportation solutions that advance an efficient public mobility system, promote economic growth, and protect the environment.



*For RTC,
Sustainability means
a commitment
to protecting
and enhancing
the environment,
promoting energy
conservation, and
improving the quality
of life for Southern
Nevadans.*

Enhancing quality of life for present and future generations— RTC's Commitment to Sustainability

RTC's investments must include sustainable transportation technology, leverage renewable energy sources, and otherwise help reduce, and ultimately eliminate, greenhouse gas emissions in the public transportation sector.

Our commitment to Sustainability also reflects state policy encouraging energy-efficient, sustainable transportation planning. State law provides that, "Energy is essential to the economy of the state and to the health, safety, and welfare of the people of the state" and "Planning for energy conservation and future energy requirements should include consideration of state, regional, and local plans for land use, urban expansion, transportation systems, environmental protection and economic development."

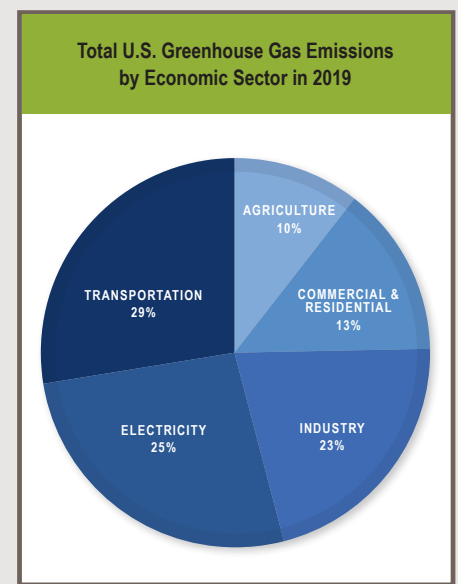
Effective strategic planning requires defining key concepts and terminology that can be difficult to define without appropriate context. "Sustainability" means different things to different stakeholders. RTC's approach to Sustainability is captured in the well-known "triple bottom line" principle that emphasizes positive environmental, social, and economic outcomes. For us, Sustainability concerns planning, prioritizing, and decision-making factors linked to important guiding principles, including ensuring equity and accessibility in public transportation projects and incorporating concerns regarding economic development and quality-of-life issues. Sustainability is about respect for the environment, sensitivity to community needs, and optimizing available resources within transit agency business.

Our "triple bottom line" philosophy encompasses a wide range of guiding principles relating to social, economic, and environmental considerations. Social considerations include our commitment to community development, equity, and safety. Economic considerations include our contribution to economic development for the region and operational efficiency agency-wide. And environmental considerations measure our agency's progress in protecting the environment.

Sustainability means more than promoting environmentally friendly policies and combating climate change. Sustainability means balancing development, equity, efficiency, and conservation-related priorities in a way that addresses today's challenges without impairing future capacity to solve new and different problems.

We integrate the "triple bottom line" principle throughout the federally required Regional Transportation Plan (RTP), Access 2050, which explains that Southern Nevada's transportation system must support a vibrant economy, a diverse and welcoming quality of life, and safeguard valuable natural and infrastructure resources. Access 2050 is a clear reflection of our agency's commitment to Sustainability in achieving positive environmental, social, and economic outcomes for Southern Nevada. These outcomes are critical to our efforts to transform mobility and elevate quality of life.





Environmental Sustainability: Combating Climate Change & Reducing GHG Emissions

As the region's public planner and public transit operator, RTC must actively foster a culture of Sustainability across the region by developing and implementing solutions to reduce greenhouse gas (GHG) emissions in the transportation sector and pursuing other strategies that help to protect and enhance the environment and promote energy conservation. We are determined to combat the harmful effects of climate change and pursue goals and priorities such as transitioning to a zero-emissions fleet, investing in and expanding high-capacity transit projects that reduce single occupant vehicles (SOVs) on the roadways, and investing in intelligent systems and innovative technologies that reduce traffic congestion.

Las Vegas is ranked as "the most intense heat island in the United States in both daytime and nighttime metrics," and the average temperature in Las Vegas is "increasing faster than any other city in the country, about 5.76 degrees since 1970." Our region's rapidly accelerating climate crisis threatens to worsen public health, hurt economic productivity, and damage infrastructure. As UNLV's Lincy Institute has observed, "Without infrastructure improvement, increased energy demand could result in more power outages. Heat is already damaging roads, transit, and other infrastructure in the U.S., and cities face increasingly expensive deterioration and maintenance costs."

RTC's Southern Nevada Extreme Heat Vulnerability Analysis, released in November 2021, identified 22 different action items and strategies for addressing extreme heat, including "climate action planning," and adopting "comprehensive frameworks for measuring, planning, and reducing greenhouse gas emissions and other climate impacts."

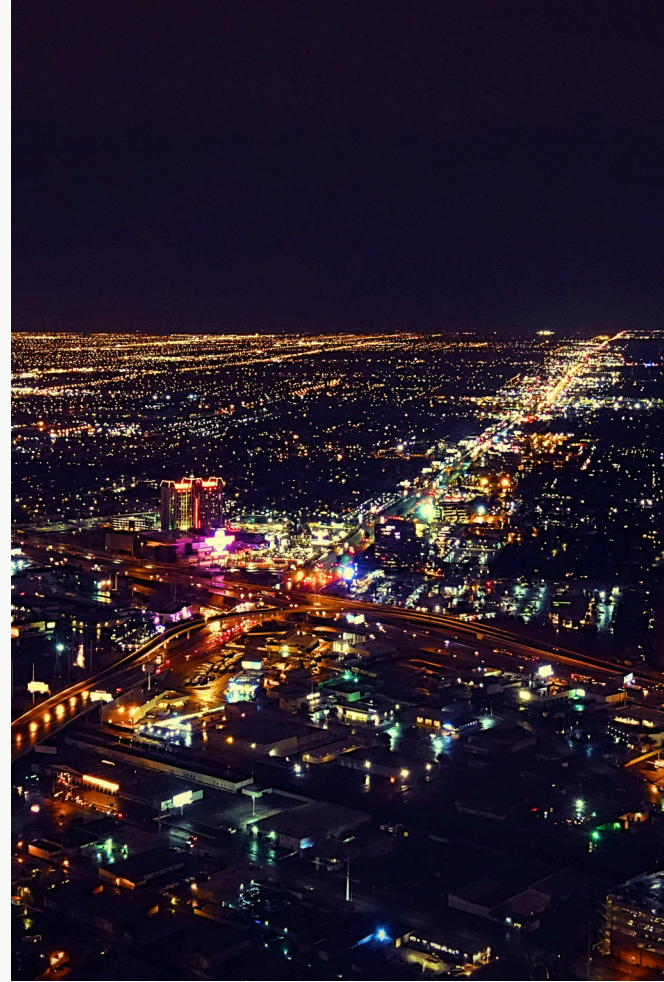
Over the past year, while we completed our Strategic Plan process, we initiated a process to develop a Sustainability and Climate Resilience Plan, that outlines more specific goals, objectives, and strategies relating to environmental justice and our agency's commitment to promoting Sustainability. RTC's Sustainability Plan reflects our Strategic Plan's overarching, agency-wide adherence to Sustainability as a Core Value, and outlines the steps RTC is taking to combat the harmful effects of climate change.

Managing traffic congestion is also key to reducing GHG emissions. As Access 2050 explains, "The ability to manage congestion will help sustain the Southern Nevada economy, and better position us to maintain our status as an attractive place to live and visit." RTC completed its Congestion Management Process (the "CMP") report in 2019, and the RTC Board of Commissioners approved the report in March of 2020. The CMP report outlines several strategies, goals, and objectives pertaining to RTC's efforts to reduce traffic congestion, particularly in some of the region's busiest corridors. Congestion management strategies are vital to RTC's efforts to transform the region through sustainable mobility solutions that protect the environment.

The CMP report's recommendations are particularly critical to the reduction of transportation-produced GHG emissions by decreasing the number of SOVs on the road. RTC will continually update and refine the CMP report as a strategic objective supporting environmental Sustainability.

In November 2021, RTC announced a partnership with Southwest Gas to expand clean fuel transit options in Southern Nevada. The partnership will provide RTC's fleet with a cleaner, operationally cost-effective fuel source to help further reduce GHG emissions through the use of renewable natural gas (RNG). These partnerships and initiatives are essential strategies for realizing a vision for transformative solutions guided by a commitment to environmental Sustainability.

RTC must continue to advance environmental justice through policies and projects that promote Sustainable development. Given the transportation sector's role in GHG emissions, it is incumbent on RTC to pursue environmentally Sustainable strategic goals, priorities, and objectives that meaningfully reduce congestion on Southern Nevada's roadways, eliminate transportation-produced GHG emissions, and promote environmentally responsible solutions and resource conservation.



Social & Economic Sustainability: On Board's "8 Big Moves"

RTC strives to develop transformative mobility solutions "for the natural environmental systems surrounding the transportation system, the economic efficiency of the system, and societal needs (e.g., mobility, accessibility, and safety)." Our agency is dedicated to "recognizing the interconnectedness of Sustainability initiatives," and "more fully contributing to sustainable development through addressing social and economic factors, in addition to environmental factors."

Transformative regional mobility requires deployment of ambitious infrastructure projects that protect the environment as well as enhance economic and social Sustainability. RTC's On Board Mobility Plan supports this vision and RTC's commitment to social, economic, and environmental Sustainability. On Board proposes "8 Big Moves" that directly promote our agency's commitment to the "triple bottom line" concept underlying Sustainable development: "On Board will create both short and long-term benefits and economic opportunities for Southern Nevada. High Capacity Transit corridors— roads where light rail, bus rapid transit, and rapid bus operate— are the backbone of the On Board Plan and the single largest source of benefits and economic impacts. On Board's other Big Moves were designed to deliver mutually supportive strategies that stimulate the regional economy through their construction and operations and deliver benefits to transit users and non-users."

RTC is committed to pursuing transformative mobility solutions and elevating quality of life by developing and implementing environmentally sustainable projects and initiatives over the next five years.

Sustainability Goals & Priorities:

Design, develop, and deploy innovative, climate-responsible public transportation solutions that advance an efficient public mobility system, promote economic growth, and protect the environment.

| Strategic Priorities | Strategic Objectives |
|--|---|
| <p>1.1 Invest in and leverage new and emerging technologies that improve environmentally friendly mobility options, reduce roadway congestion, promote air quality, and help reduce GHG emissions.</p> | <p>1.1.1 Manage congestion by investing in Intelligent Transportation Systems (ITS) technologies that provide travelers with information systems and adaptive traffic signal control solutions.</p> <p>1.1.2 Fund and implement On Board's Big Move #8 recommendations to develop the region's Advanced Traffic Management System.</p> <p>1.1.3 Review, refine, and update RTC's Congestion Management Process (2019).</p> <p>1.1.4 Implement Work Zone and Lane Closure Detection Program.</p> <p>1.1.5 Continue to demonstrate long-range transportation plan conformity with U.S. EPA requirements relating to carbon monoxide, particulate matter, and ozone.</p> |
| <p>1.2 Continue to transition to and deploy a zero-emissions fleet.</p> | <p>1.2.1 Finalize, adopt, and implement RTC's Zero Emissions Bus Plan (2021).</p> <p>1.2.2 Identify and maximize meaningful opportunities to contribute to and engage in the Nevada Clean Cars Initiative.</p> |
| <p>1.3 Continue to invest in and develop renewable energy-based public transportation and transit infrastructure projects, including electric vehicle charging infrastructure.</p> | <p>1.3.1 Implement On Board's "Big Move #8" recommendation to shift to electric transit vehicles.</p> <p>1.3.2 Implement On Board's "Big Move #8" recommendation to expand solar charging for RTC vehicles and facilities.</p> <p>1.3.3 Participate with regional stakeholders in ongoing efforts to accelerate transportation electrification infrastructure development.</p> |
| <p>1.4 Design, fund, and deploy regional high-capacity transit solutions, including light rail, bus rapid transit, and rapid bus infrastructure projects.</p> | <p>1.4.1 Fund and finish On Board's "Big Move #1" recommendation to develop High Capacity Transit, including Bus Rapid Transit along Maryland Parkway and HCT projects along Charleston Boulevard, the Cross-Valley Connector, and other locations.</p> |
| <p>1.5 Develop integrated policies and programs that incentivize alternatives to reliance upon single occupant commuting, including transit, carpooling, walking, biking, and telecommuting.</p> | <p>1.5.1 Continue RTC walking audits initiative, complete and implement RTC Walkability Study, and deploy other solutions that encourage walking for short trips.</p> <p>1.5.2 Fund and implement On Board's Big Move #8 recommendations to expand Travel Demand Management programs.</p> <p>1.5.3 Promote bicycling as a sustainable transportation option that supports clean air and public health outcomes by continuing operation of the Bike Center, expanding the RTC Bike Share system, and collaborating with state and local partners to implement Regional Bicycle and Pedestrian Plan recommendations.</p> <p>1.5.4 Collaborate with regional agencies and the private sector to plan for and promote Transit-Oriented Development (TOD) in close proximity to high-quality, high-capacity transit solutions.</p> <p>1.5.5 Collaborate with regional agencies and the private sector to pursue solutions promoting compact, walkable, mixed-use and dense urban environments.</p> |
| <p>1.6 Encourage Sustainability-oriented decision-making that guides internal operations and external modal choices.</p> | <p>1.6.1 Implement On Board's "Big Move #8" recommendation to shift to electric transit vehicles.</p> <p>1.6.2 Implement On Board's "Big Move #8" recommendation to expand solar charging for RTC vehicles and facilities.</p> |

STEWARDSHIP

Stewardship Goals & Priorities:

Manage the publicly-entrusted assets and resources under our care, by developing solutions that promote long-term fiscal and financial resilience.



Prioritizing Stewardship as a Core Value enhances and complements RTC's capacity to achieve other strategic goals and priorities, such as our objectives relating to Sustainability and our commitment to delivering excellent and equitable Service.

Meeting & Exceeding Public Expectations— RTC's Commitment to Stewardship

Realizing a vision of transformative regional mobility solutions requires the confidence of our region's residents and visitors. RTC is committed to accountable and transparent Stewardship over public resources and assets. RTC must promote efficient transportation system management and operations, emphasize the preservation of the existing transportation system, and identify potential regional investments for the planning horizon. As explained in the Regional Transportation Plan (RTP), Southern Nevada's residents expect us to exhibit responsible Stewardship and transparently manage the assets entrusted to us: "Southern Nevadans need to know that the resources available for transportation projects and programs are well-spent. A transparent planning and project selection process will help ensure the goals and strategies of the [RTP] are followed, so residents are provided with a transportation system that meets their needs."

Identifying & Deploying Long-Term Funding Solutions

RTC faces significant fiscal and budgetary constraints that impact our Mission and may compromise our Vision for transformative mobility solutions. These fiscal constraints are neither new nor unique to RTC. A Congressional Research Service report has noted that, for more than 50 years, "providers of public transportation have struggled to maintain ridership due to a number of interrelated factors" related to urban development and growing automobile availability and use.

As noted in another study, "In the face of funding shortfalls and uncertainty about if, or how, they can be bridged, funding and finance are undeniably important drivers of change. Without reform of traditional transit funding practices, long-term prospects are dim for ensuring that transit funding in the United States is sufficient to maintain or expand service." The report concluded that "despite growth in transit spending, current investment in transit falls well below the amount needed to meet long-term investment needs for public transportation," creating a "large and widening investment gap between nationwide transit-related needs and current funding levels."

These sobering fiscal and budgetary realities were amplified throughout the severe economic downturn of 2020 resulting from the pandemic, as RTC noted in *On Board, Access 2050*, and other RTC-published recommendations and proposals. The Congressional Research Service estimated that, "Because of the Coronavirus Disease (COVID-19) pandemic, national ridership in 2020 might total around half of what it was a year earlier."





Stewardship in enhancing fiscal and financial resiliency is a Core Value that guides our decision-making.

The concept of Stewardship encompasses related values such as leadership, problem solving, program administration, and oversight. Stewardship necessarily incorporates a recognition that policy makers and the public hold our agency accountable for ensuring that RTC's programs are both efficient and effective, and are consistent with applicable laws, regulations and policies.

On August 16, 2021, RTC received a perfect score in the Federal Transit Administration's (FTA) Triennial Review, a milestone for our agency and the first time in our history we achieved this distinction. The FTA's Triennial Review is an assessment of RTC's compliance with federal requirements across 21 different areas, determined by examining a sample of award management and program implementation practices. RTC's performance on the FTA's Triennial Review reflects our broad commitment to Stewardship and to holding ourselves to the highest standards in terms of managing the assets and responsibilities entrusted to us by the public.

Stewardship-oriented thinking and strategies promote positive outcomes across a variety of issue areas, and emphasizing transportation, environmental, and land use Stewardship is crucial for realizing transformative change.

Stewardship Goals & Priorities:

Manage the publicly-entrusted assets and resources under our care, by developing solutions that promote long-term fiscal and financial resilience.

| Strategic Priorities | Strategic Objectives |
|---|--|
| <p>2.1 Pursue joint development opportunities to construct dense, walkable, mixed-use developments near transit, and at the same time improve the transit system by generating sustainable revenue.</p> | <p>2.1.1 Implement On Board “Big Moves #2” recommendation to develop service buy-up options allowing local governments, businesses, and other entities to financially partner with RTC.</p> <p>2.1.2 Promote fiscal constraints where appropriate and continue to demonstrate responsible uses of federal funding.</p> |
| <p>2.2 Expand RTC’s capacity to compete for and secure federal funding through grant programs available through the Federal Transit Administration and other revenue sources.</p> | <p>2.2.1 Submit competitive applications to discretionary grant programs to increase the amount of funding for transportation projects and related initiatives in Southern Nevada.</p> <p>2.2.2 Position project development to be competitive for federal, state, and other funding opportunities.</p> <p>2.2.3 Partner with recently expanded Nevada State Grants Office (A.B. 495, 81st Leg., Nev. (2021)) to identify and pursue new opportunities to secure federal grant funding.</p> <p>2.2.4 Determine internal structure for “grant ready” projects and convene regular interdepartmental working group to prepare and evaluate grant proposals.</p> <p>2.2.5 Establish a grant working group with local governments and other partners to apply for collaborative, regional grant funding opportunities.</p> |
| <p>2.3 Promote a more affordable and efficient public transit system through different fares and payment options and technology integration.</p> | <p>2.3.1 Complete On Board’s “Big Moves #2” recommendation to implement a transit fare capping program.</p> <p>2.3.2 Conduct a review of RTC fare policy, fare structures, and fare media communications, including evaluation of cashless fare systems and capping options.</p> |
| <p>2.4 Continue to identify and implement policies to integrate resource conservation and environmental protection in land and transportation planning and infrastructure development initiatives.</p> | <p>2.4.1 Support partnerships with local agencies to develop Transit-Oriented Development near High Capacity Transit.</p> <p>2.4.2 Continue developing and refining Congestion Management Process to identify cost-effective projects and programs to manage congestion.</p> <p>2.4.3 Integrate Transportation Systems Management (TSM) Strategies to optimize performance and improve system reliability.</p> |
| <p>2.5 Evaluate, study, and implement long-term funding solutions to maintain RTC’s fiscal resilience.</p> | <p>2.5.1 Support and contribute to A.B. 413’s (2021) Interim Transportation Issues Advisory Group, with an emphasis on exploring long-term funding program alternatives.</p> <p>2.5.2 Explore and evaluate the potential to secure long-term funding alternatives through the ballot process or by supporting proposals during the 2023 Legislative Session.</p> <p>2.5.3 Refine the performance-based planning and programming project prioritization process to ensure funding achieves desired performance targets.</p> <p>2.5.4 Integrate locally funded projects administered by RTC Streets & Highways with federally funded projects programmed by the MPO using a common database and performance evaluation system.</p> <p>2.5.5 Align and prioritize projects and initiatives, including planning projects, National Environmental Policy Act (NEPA), design, and construction projects in accordance with RTC’s Vision, Mission, and Core Values.</p> |

SAFETY

Safety Goals & Priorities:

Enhance and improve the safety and security of regional public transit and transportation systems for all pedestrians, cyclists, and motorists.



RTC endeavors to enhance the safety and security of all public transportation modes, including safety for pedestrians, bicyclists, motorists, and public transportation users.

A Safer Transportation Network for All Users

Safety-oriented strategies inform our agency's strategic efforts to "improve the performance of existing transportation facilities" and to "relieve vehicular congestion" while "maximizing the safety and mobility of people and goods."

Safety is an agency-wide Core Value, because safety-oriented goals cannot be overlooked. Including safety-focused strategies in our strategic plan conveys to the public and our regional partners that safety is "a key value for which goals, objectives, and performance measures should be developed."

Promoting Safety directly informs our operations and planning priorities. Safety goals are ubiquitous for RTC as reflected in nearly every RTC public-facing planning document and initiative. On Board describes safety and security as "Core Values for RTC's operations and planning," and notes that "Stakeholders and members of the public consistently identified safety and security as priority concerns associated with moving throughout Southern Nevada."

The COVID-19 pandemic magnified the importance of ensuring safety for our customers across all RTC operations. RTC developed and implemented a 14-point COVID-19 Safety Education Plan, in partnership with the American Public Transportation Association Health and Safety Commitments program. Our 14-point Safety Education Plan carried out our pledge that our customers deserve, and can expect, safe, secure, and conscientious transit experiences. As we emerge from the COVID-19 pandemic, concerns associated with safer and more secure public transportation will only intensify, further amplifying the need for RTC to remain committed to Safety as an agency-wide Core Value.

RTC's Reimagine Boulder Highway Multi-modal Transportation Investment Study illustrates how Safety can be transformative for regional mobility. The study outlines recommendations for walkability and multi-modal safety improvements and investments that support "the ultimate vision of transforming Boulder Highway into a safe and reliable street for all users" and that "supports transit culture and promotes economic development." The study demonstrates RTC's continued prioritization of improved Safety across all modes of transportation and promotes other Core Values including Sustainability and Service.

RTC's commitment to Safety is reflected in Access 2050's emphasis on improving Safety as a primary strategy advancing a goal of enhanced mobility for the region. As Access 2050 explains, RTC "adopted the Southern Nevada Transportation Safety Plan in 2015 with the goal of zero fatalities. This goal is consistent with the national strategy 'Toward Zero Deaths' and supports the Nevada Strategic Highway Safety Plan (SHSP) goal of zero fatalities."





The SHSP identifies important goals and objectives addressing impaired driving, intersections, lane departure, motorcycle safety, occupant protection, and pedestrian safety to reduce injuries for all users. Safety improvements are further implemented through “crash data analysis and solutions in the form of engineering, enforcement, education, and emergency responses.”

RTC is responsible for managing and implementing the Complete Streets Program, and related policies, which are broadly intended to “reduce traffic congestion, improve air quality, and increase quality of life by providing safe, convenient, and comfortable routes for walking, bicycling, public transportation, and driving.” RTC’s Complete Streets policy defines “Complete Streets” as, “Roadways designed to safely and comfortably accommodate all users, regardless of age, ability, or mode of transportation,” and provide “Safety and access for all users.” The Nevada State Legislature recently revised state law authorizing implementation of the Complete Streets Program to include, “integrating bicycle lanes and bicycle routes, facilities, and signs into all plans, designs, construction, and maintenance of roads.” These changes will guide ongoing efforts to evaluate and refine RTC’s Complete Streets policies to enhance Safety projects for cyclists and pedestrians.

Additionally, the Nevada State Legislature recently enacted legislation to create an Advisory Committee on Traffic Safety that will include representation from RTC and our partner MPOs in Nevada. Supporting and participating in this advisory group is consistent with well-established strategies and best practices recommended for MPO involvement with Safety-oriented initiatives. Establishing a safety committee with key stakeholder involvement helps to “ensure safety issues are discussed on an ongoing basis. Transportation safety committees should include representatives for infrastructure, operations, human factors, and transportation planning, as well as modal experts with experience and/or interest in safety.”

Improving transportation Safety requires enhanced investments in data collection and deploying cutting-edge technologies. “To better identify multimodal safety problems, develop and implement effective strategies, and evaluate effectiveness, state Departments of Transportation (DOTs) and MPOs collect and analyze modal crash data, traffic volume data, and roadway geometric data. Enhanced knowledge provides the basis for developing transportation safety goals, strategies and projects with the highest potential to reduce crashes and save lives.”

Realizing our Vision for transformative mobility is not possible without improving Safety for all mobility options.

Safety Goals & Priorities:

Enhance and improve the safety and security of regional public transit and transportation systems for all pedestrians, cyclists, and motorists.

| Strategic Priorities | Strategic Objectives |
|---|--|
| <p>3.1 Emphasize safety as an internal and external imperative by implementing policies and programs to improve safety for all travel modes, reduce traffic fatalities, and promote safe cycling and walking.</p> | <p>3.1.1 Implement On Board’s “Big Move #3” recommendations to protect users of all travel options from crashes with motorized vehicles.</p> <p>3.1.2 Fund and finish On Board’s “Big Move #4” recommendations to upgrade streets to be safer for all users.</p> <p>3.1.3 Implement On Board’s “Big Move #4” to develop a walkability infrastructure funding program in response to walkability audits performed in accordance with A.B. 343 (81st Leg., Nev (2021)).</p> <p>3.1.4 Continue to increase community awareness of the connection between transportation and health and integrate health outcomes into future regional transportation projects and plans.</p> |
| <p>3.2 Participate in developing regulatory solutions, including statutory and municipal ordinance provisions, that disincentivize dangerous and unsafe behavior such as transit-involved criminal activity and unsafe behavior on public roadways.</p> | <p>3.2.1 Implement On Board’s “Big Move #3” recommending a review of criminal codes to ensure appropriate treatment of transit-related criminal activity.</p> <p>3.2.2 Participate in and contribute to A.B. 54 (81st Leg., Nev. (2021)) Advisory Committee on Traffic Safety and support traffic safety recommendations to 2023 Nevada Legislature.</p> <p>3.2.3 Review and refine RTC’s Complete Streets policy to conform with amendments enacted with passage of S.B. 285 (81st Leg., Nev. (2021)).</p> <p>3.2.4 Track and regularly report on transportation safety performance measures and progress towards achieving established safety targets.</p> |
| <p>3.3 Identify, invest in, and expand transit and public transportation infrastructure safety improvements, including innovative lighting, security, and surveillance solutions and technologies.</p> | <p>3.3.1 Implement On Board’s “Big Move #3” to invest in RTC’s “Light, Camera, Action” and Transit Watch safety programs.</p> <p>3.3.2 Implement On Board’s “Big Move #3” recommending installation of emergency Blue Light call boxes at high-risk locations.</p> <p>3.3.3 Develop an active transportation roadway inventory utilizing LiDAR to create digital 3-D scans and improve maintenance, ADA compliance, and related performance measures.</p> <p>3.3.4 Pursue US-95 Safety Corridor improvements as part of the Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) grant program.</p> <p>3.3.5 Deploy advanced collision prevention (HAAS Alert) on RTC work vehicles.</p> |
| <p>3.4 Evaluate expanding transit security personnel and enhancing de-escalation and other training programs that emphasize best practices and promote transit safety.</p> | <p>3.4.1 Implement On Board’s “Big Move #3” recommending increases in security staff presence.</p> |
| <p>3.5 Identify and invest in improvements that leverage technology and intelligent systems solutions, that alleviate congestion, alert motorists to dangerous conditions, and reduce crashes.</p> | <p>3.5.1 Evaluate, test, and deploy pedestrian detection technology at intersections.</p> <p>3.5.2 Use advanced traffic signal data analytics to measure performance, identify safety concerns, and guide technology selection and deployment.</p> |

SERVICE

Service Goals & Priorities:

Expand excellent mobility services that ensure equity, accessibility, affordability, and convenience, particularly for vulnerable and underserved communities.



Service is a defining, agency-wide Core Value. Providing accessible and equitable Service is one of the primary reasons our agency exists.

Equity & Access— RTC's Commitment to Service

RTC prioritizes excellence in delivering equitable and accessible Service to the region's residents and visitors. This means enhancing accessibility and mobility, improving the resilience and reliability of the transportation system, and generally enhancing travel and tourism. Service is a defining, agency-wide Core Value. Providing accessible and equitable Service is one of the primary reasons our agency exists.

RTC's commitment to equitable service emphasizes providing excellent services for vulnerable, disadvantaged, and historically underserved members of our communities. RTC's specially tailored paratransit service offerings for veterans, seniors, and similar groups exemplify our approach to excellence in Service. These and other tailored programs and services promote an equitable and accessible transportation network to those that need it most. "The development, implementation, and maintenance of responsive, comprehensive, coordinated community transportation systems is essential for persons with disabilities, those with low incomes, and older adults who rely on such transportation to fully participate in their communities." Public transportation resources are often difficult for vulnerable citizens to access, particularly for "persons with mobility limitations related to advanced age, persons with disabilities, and persons struggling for self-sufficiency."

RTC's continuing efforts to expand excellent service options to reach more of our community is reflected in our recently launched [Re]Connect with Transit service expansion initiative. Our [Re]Connect service expansion launched new, more accessible transit services throughout Southern Nevada, including two new routes, increased frequency, extended service, and a new Game Day Express option to connect riders with Las Vegas Raiders and Vegas Golden Knights events. [Re]Connect also introduced our new RTC On Demand service, enabling residents to connect with rides from their doorsteps to various destinations and drop-off points across the valley.

Our commitment to equitable Service is ongoing and informs operations agency-wide. This commitment includes continuous evaluation of strategies to ensure community-wide access to and benefits from the innovative services we provide. Our Strategic Plan includes Service-oriented objectives because we measure our success in achieving transformative mobility solutions by the extent to which mobility is accessible for all Southern Nevadans, regardless of race, ethnicity, disability, age, sexual orientation, gender identity or expression, religious persuasion, or cultural background.

In this regard, RTC's Strategic Plan reflects other plans and directives such as the federal Coordinating Council on Access and Mobility Strategic Plan (2019-2022), which outlines goals, objectives, and strategies to support a vision of "Mobility for all," which primarily emphasize recommendations relating to Coordinated Transportation and reducing barriers to coordinated transportation services among vulnerable groups.





Access 2050, On Board, and RTC's Coordinated Transportation Plan, are also among the many planning initiatives that support our continuous efforts to provide more equitable and accessible services for all residents and visitors.

Our emphasis on Sustainability is a critical piece of our Strategic Plan that also enhances our Service-related goals. The American Planning Association (APA) notes in its Planning for Equity Policy Guide that initiatives promoting environmental justice in the transportation and mobility context are directly linked to more equitable communities that enhance quality of life for underserved populations. As APA explains, "Mobility and access to opportunity are essential to move the needle toward equity. Groups disproportionately challenged by mobility needs, and those in traditionally underserved communities include low-income people, people of color, people with disabilities, people with lower levels of education, and the old and the very young. Without access to jobs, schools, health care, healthy foods, recreation, and social services, it is difficult to envision a pathway to opportunity."

APA's guidance includes several recommendations, such as supporting funding for multimodal transportation facilities, expanding access and affordability for public transportation services, and implementing regional plans and practice coordination among regional jurisdictions, that are reflected in RTC's Service-related goals and priorities. RTC's prioritization of Service as a Core Value informs all RTC departments, divisions, working groups, and committees, regardless of the subject matter area or particular functions assigned to the group.

Service Goals & Priorities:

Expand excellent mobility services that ensure equity, accessibility, affordability, and convenience, particularly for vulnerable and underserved communities.

| Strategic Priorities | Strategic Objectives |
|---|---|
| <p>4.1 Provide more frequent transit services for longer hours and invest in projects that will make short trips to work, school, and transit connections easier for more commuters.</p> | <p>4.1.1 Implement On Board's "Big Move #2" to enhance transit service to increase access to jobs and housing.</p> <p>4.1.2 Implement On Board's "Big Move #6" recommended projects to implement express routes to the Resort Corridor and Downton Las Vegas.</p> <p>4.1.3 Implement On Board's "Big Move #6" to enhance mobility to and from Harry Reid International Airport.</p> |
| <p>4.2 Invest in and expand equitable transit solutions to underserved areas and improve affordability and accessibility to regional transit solutions for vulnerable populations such as seniors, veterans, and people with disabilities.</p> | <p>4.2.1 Implement On Board's "Big Move #5" recommended projects and programs to expand services for seniors, veterans, and people with disabilities.</p> <p>4.2.2 Collaborate with regional stakeholders to continue implementation of the Coordinated Transportation Plan that meets the mobility needs of seniors, people with disabilities, and underserved communities.</p> <p>4.2.3 Maintain continued adherence to all applicable service requirements under the ADA and Title VI of Civil Rights Act of 1964, and promote anti-discriminatory and environmental justice priorities.</p> |
| <p>4.3 Ensure that more people are within 1/2 mile of public transit service by identifying, investing in, and developing projects such as microtransit and similar solutions.</p> | <p>4.3.1 Implement legislation (S.B. 362 (2021)) to expand RTC's capacity to provide on-demand micro-transit services, particularly in underserved and vulnerable communities.</p> |
| <p>4.4 Invest in and expand the regional Frequent Transit Network and incorporate neighborhood and regional mobility hubs into regional planning initiatives.</p> | <p>4.4.1 Implement On Board's "Big Move #4" recommendations to develop Regional Mobility Hubs and Neighborhood Mobility Hubs.</p> |
| <p>4.5 Invest in and expand transit service options that promote 21st-century workforce development, including Direct Service Shuttles for employees in the travel, tourism, and hospitality sectors along the Resort Corridor, and other industry sectors.</p> | <p>4.5.1 Implement On Board's "Big Move #6" recommendation to improve commuter services and develop park and ride lots with express service connections to major destinations.</p> <p>4.5.2 Fund and finish On Board's "Big Move #7" recommended projects and programs to expand reliable transit services to Resort Corridor Employees.</p> <p>4.5.3 Develop a Southern Nevada Freight Plan that identifies high-priority projects and promotes regional competitiveness in a global marketplace.</p> |

SYNERGY

Synergy Goals & Priorities:

Collaborate with community partners to promote connectivity and build consensus among diverse regional stakeholders across all sectors.



Synergy as a Core Value includes respecting diverse perspectives and backgrounds, and recognizing that our agency, the communities we serve, and the region are strengthened and enriched by diverse ideas, abilities, and perspectives.

RTC's Commitment to Synergy

RTC leverages Synergy as a Core Value by cooperating, coordinating, and collaborating with diverse regional stakeholders in both the public and private sectors. RTC will continue to enhance the integration and connectivity of the transportation system, and solve complex problems in a continuing, cooperative, and comprehensive fashion. Synergy as a Core Value includes respecting diverse perspectives and backgrounds, and recognizing that our agency, the communities we serve, and the region are strengthened and enriched by diverse ideas, abilities, and perspectives.

Synergy involves a combination of different actions or elements that strengthen each other, leading to a result that is greater than the sum of individual impacts. Synergy is often referred to in the context of business management and strategic planning as the ability of two or more units or companies to generate greater value working together than they could working apart. This concept includes leveraging shared know-how, shared resources, and coordinated strategies, among other tactics.

RTC's mandate reflects an approach that emphasizes collaboration, coordinating strategies, and working together with stakeholders and regional partners. MPOs are encouraged to consult with officials responsible for other types of planning activities that are affected by transportation in the area (including State and local planned growth, economic development, tourism, natural disaster risk reduction, resource conservation, airport operations, and freight movements) and to coordinate planning processes to the maximum extent practicable with other stakeholders. RTC is directed to coordinate, cooperate, and/or collaborate with agencies responsible for complying with the federal Clean Air Act with private citizens and the public at-large, and with specific stakeholder groups such as employers and organizations that provide job access or job-related services to low-income individuals. Working together promotes positive outcomes in these, and other, critical areas for our community.

Leveraging New and Unique Partnership Opportunities

We emphasize Synergy as a Core Value because it reflects our commitment to partnership, collaboration, and coordination, which are crucial elements of RTC's roles as Southern Nevada's planner, transit operator, and traffic manager.

For example, as part of our agency's COVID-19 response efforts, RTC partnered with local artists, the Nevada Arts Council, and UNLV to implement Smart Growth America's Arts & Transportation Rapid Response initiative. This multi-entity partnership supported artwork design and deployed signage depicting social distancing and safety guidelines for transit users, that were installed at RTC's Bonneville Transit Center. This initiative developed unique partnerships for helping transit agencies continue to provide transportation service while maintaining a focus on COVID-related safety measures.



RTC's [Re]Connect initiative, discussed earlier, illustrates the importance of a synergetic approach to leveraging partnerships in fulfilling our role as MPO. To launch [Re]Connect, we partnered with 18 co-stakeholders from the public and private sectors, including UNLV, Three Square Food Bank, Discovery Children's Museum, Dignity Health, and others.

Synergy means combining the diverse perspectives, resources, and skills of our partners, to create something new and valuable together—a whole that is greater than the sum of its individual parts. "Working together, through a process that encourages the exploration of differences, people involved in partnerships have the potential to break new ground, challenge accepted wisdom, and discover innovative solutions to problems."

Synergy Promotes Agency-Wide Integration of RTC's Core Values

Synergy-related goals promote other Core Values identified throughout our Strategic Plan such as Sustainability, Safety, and Service. As noted in RTC's Regional Environmental Sustainability report, "One of the major themes in Sustainability and resiliency planning is identifying synergies and trade-offs. When agencies go at this work alone, it's unlikely that synergies and trade-offs will align throughout the region."

RTC's report specifically notes the importance of our commitment to Synergetic thinking, noting that "encouraging synergies" is essential for reaching Sustainability goals. The report concludes that "multi-jurisdictional collaboration in Sustainability work" helps to "ensure positive results when measuring regional climate change and environmental degradation."



Identifying and developing new partnerships is particularly critical for RTC in light of the ongoing disruptions to the public transportation sector occurring at a rapid pace due to technology developments in the private sector. The Transportation Research Board recently noted that, in light of the "combination of shared services, automation, and electric-drive technologies" that are fundamentally re-shaping public transportation, "Creating and building on Synergy among these three major changes enhances the probability of achieving potential benefits" in the transportation sector, such as: improved mobility, faster deliveries, fewer crashes, reduced congestion and emissions, and better accessibility for the disabled, elderly, young, and economically disadvantaged. These outcomes are directly related to RTC's commitment to Sustainability, Service, and Safety.

As the American Public Transportation Association (APTA) explains, "Building mutually beneficial relationships with a diverse group of external stakeholders and internal staff, management, board members and others can help a transit agency reach its goals." For example, regional collaboration and cooperation on Sustainability goals and initiatives could include steps such as ensuring early and ongoing dialogue with partners to coordinate Sustainability efforts, sharing results, and institutionalizing an agency-wide culture of Sustainability.

RTC's emphasis on Synergy as a Core Value includes seeking and utilizing input from a broad cross-section of stakeholders, aligning interests and developing collaborative goals, and working with state and local officials to develop collaborative goals. Implementing Synergy-oriented strategies that leverage new and existing partnerships with our co-stakeholders across the region, in both the public and private sectors, will promote other Core Values that advance our Vision for transformative mobility solutions for Southern Nevada.

Synergy Goals & Priorities:

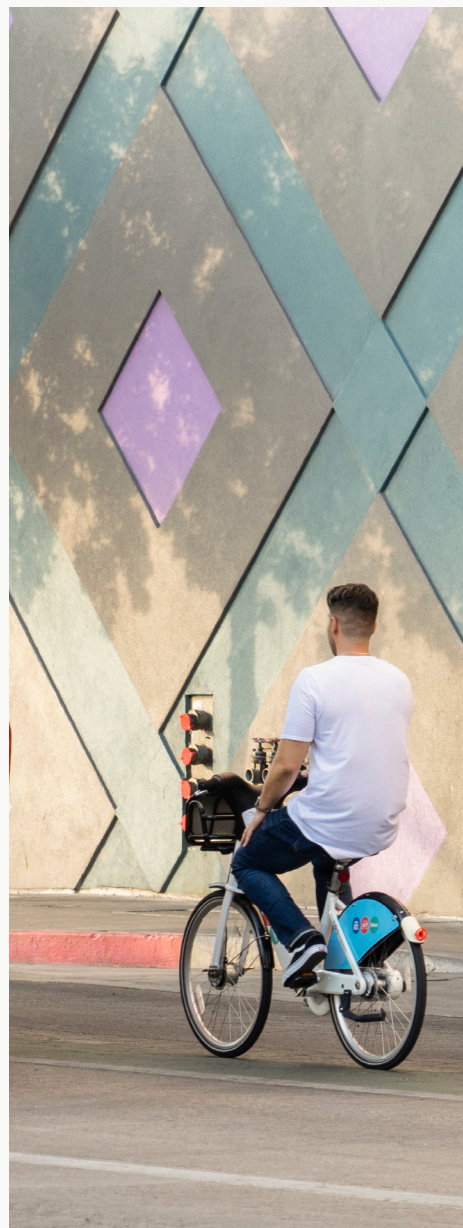
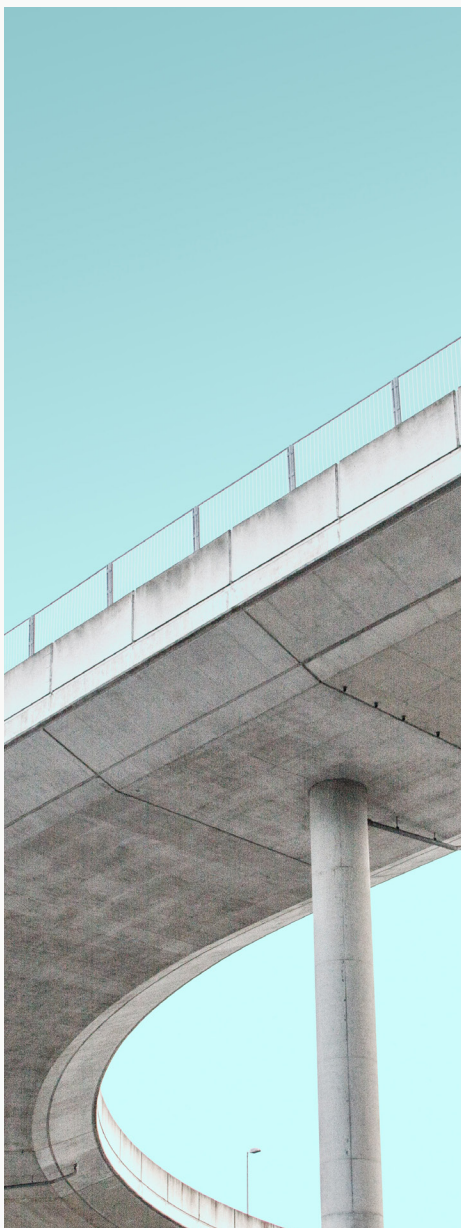
Collaborate with community partners to promote connectivity and build consensus among diverse regional stakeholders across all sectors.

| Strategic Priorities | Strategic Objectives |
|--|--|
| <p>5.1 Identify and explore opportunities for RTC member jurisdictions to improve interagency communication and collaboration on public transportation solutions and mobility initiatives.</p> | <p>5.1.1 Actively participate in and contribute to the Clark County All-In Sustainability Action Plan, including Phase 2 (Stakeholder Engagement and Community-Wide Action Phase) through June 2022. Leverage the research and findings to develop transportation-specific climate vulnerability assessments and resiliency plans.</p> <p>5.1.2 Partner with regional agencies to advance the Livable Centers Study Program and enhance mobility, encourage healthy life choices, and improve equitable access to social services.</p> <p>5.1.3 Continue to prioritize partnerships to fund transportation planning studies that enable local agencies to achieve mobility, accessibility, safety, and economic development goals.</p> <p>5.1.4 Manage the Regional Open Space & Trails workgroup to continue regional coordination of trails and park access, including completion of the Vegas Valley Rim Trail.</p> |
| <p>5.2 Identify and explore opportunities to strengthen relationships with partner agencies and co-stakeholders, including the Las Vegas Convention and Visitors Authority, Nevada Resort Association, Culinary Workers Union, Department of Aviation, and others.</p> | <p>5.2.1 Continue to implement partnerships such as “Game Day Express” with Allegiant Stadium and T-Mobile Arena and similar initiatives that promote stakeholder collaboration.</p> <p>5.2.2 Re-imagine and re-deploy the Transportation Resource Advisory Committee (TRAC) to adapt and respond to new and emerging challenges relating to funding, data collection, and infrastructure planning.</p> <p>5.2.3 Collaborate with businesses and industry through organizations such as chambers of commerce and the Nevada Resort Association.</p> <p>5.2.4 Pursue agreements with local jurisdictions that define roles and responsibilities for arterial traffic management, including roles relating to signal operations and system health monitoring.</p> |
| <p>5.3 Identify, invest in, and deploy new transit service models, including demand-responsive services and partnerships with private sector transportation companies including Uber, Lyft, and others, on data sharing and similar initiatives.</p> | <p>5.3.1 Leverage recently executed data sharing agreements with Uber and Lyft to develop a more accurate understanding of the roles that ridesharing and transportation network companies are playing and their effects on public transportation and public transit trends.</p> <p>5.3.2 Pursue public-private partnerships that promote seamless development of connected and autonomous vehicle technologies and systems.</p> |
| <p>5.4 Complete a review and evaluation of organizational policies and procedures that help promote diversity initiatives and diversity awareness training for RTC Team Members, including evaluating the appointment of a Diversity Officer or similar role.</p> | <p>5.4.1 Implement RTC’s Diversity and Inclusion plan, increase cultural diversity and cultural competency of RTC staff, diversify stakeholders that contribute to planning process.</p> |
| <p>5.5 Continue to identify and implement policies that promote collaborative efforts with public and private sector partners.</p> | <p>5.5.1 Identify and pursue opportunities to partner with local agencies and jurisdictions on grant funding programs as a regional consortium rather than as competitors.</p> <p>5.5.2 Administer Southern Nevada Strong Regional Policy Plan on behalf of local agencies and provide technical assistance for regional plan implementation.</p> <p>5.5.3 Incorporate guidance from local agencies and regional partners to develop research summaries and recommended solutions concerning urban heat islands, affordable housing, equitable service, food deserts, and open space and trails planning.</p> |



CONCLUSION

RTC's Strategic Plan guides our decision making over the next five years. Every RTC Team Member should connect their roles and responsibilities to our Vision for transformative mobility solutions and our Mission to enhance quality of life for all of the region's residents and visitors. These ideals and values apply across our operations and initiatives, and define the work we must accomplish together over the coming years. We expect RTC, with the dedication of our Team Members, to have a profound, lasting, and transformative impact on Southern Nevada. We look forward to advancing as an agency and effectuating our Vision to transform mobility in a way that secures a brighter future for the region for generations to come.





600 S. Grand Central Pkwy. Ste. 350
Las Vegas, NV 89106
Phone: (702) 676-1500
Fax: (702) 676-1518
Mon. – Thurs.: 7 am – 6 pm
www.rtcnv.com



ACKNOWLEDGEMENTS

RTC gratefully acknowledges the following organizations and individuals who worked closely with our agency to develop Transformative Mobility 2022-2027. We appreciate your partnership and collaboration in preparing this Strategic Plan and contributing to our ongoing efforts to enhance service for Southern Nevada.



HOLLAND & HART^{LLP}

HOLLAND AND HART

Greg Gilbert, Matt Morris

hollandhart.com

robertson

ROBERTSON+PARTNERS

Scott Robertson, Jeremy Thompson, Camie Jordan

robertson.partners