



**WASATCH FRONT REGIONAL COUNCIL  
ACTIVITIES & ACCOMPLISHMENTS  
REPORT, FY '14**



**WASATCH FRONT REGIONAL COUNCIL**

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# Highlights

Fiscal year 2014 was another productive year at the Wasatch Front Regional Council. WFRC and our partners have worked tirelessly on numerous fronts to help our member communities along the Wasatch Front. This report outlines some of those activities and accomplishments.

**REGIONAL TRANSPORTATION PLAN-** We established a new, innovative approach to our scenario planning that considers how future land use and transportation decisions influence each other. We refined our use of performance measures, helping us better measure the effectiveness of our projects and programs. We enhanced our collaboration with our local communities through an extensive series of meetings and workshops with local officials to solicit feedback on the plan development as it happened.

**UTAH'S UNIFIED TRANSPORTATION PLAN-** WFRC's Regional Transportation Plan is incorporated into Utah's Unified Transportation Plan, along with the other transportation plans from across the State. Utah continues to be a national leader in the way the Unified Transportation Plan is developed collaboratively and clearly communicates the needs and benefits of the transportation system. The Unified Transportation Plan was recently selected to be a national case study in regional collaboration. The next version of the Unified Transportation Plan is anticipated in late summer 2015.

**TRANSPORTATION FUNDING-** Utah's Unified Transportation Plan identifies an \$11.3 billion funding shortfall for Utah's priority transportation projects. We have been working with our partners to develop potential solutions to meeting this need and will continue to do so.

**LOCAL COMMUNITY ASSISTANCE-** This year, we have provided over \$40 million in funding directly to our member communities through our Surface Transportation Program, Transportation Alternatives Program, Congestion Mitigation and Air Quality, the newly created Local Planning Resource Program, as well as the Community Development Block Grant and Wasatch Front Economic Development District. In addition, we have provided subject-matter expertise to our members and partners on modeling and forecasting, air quality conformity, regional transportation planning and economic development.

**WASATCH CHOICE FOR 2040-** We have proactively been working to advance the implementation of the Wasatch Choice for 2040 vision. This vision has been established through an extensive, multi-year regional collaborative effort. With the help of our partners, we unveiled the planning toolbox this year to help communities implement their local goals and plans in their own neighborhoods.

**ORGANIZATIONAL IMPROVEMENTS-** We continue to improve the way that we provide value to you as an organization and have made strategic staffing changes to achieve this objective. We have created a new position, Director of Intergovernmental Affairs and Communications. We have also hired a new GIS Analyst and interns to help support our efforts.

Our primary goal is to help you achieve your goals. We appreciate the opportunity to serve you and look forward to continuing to do so this upcoming year and beyond.



# Wasatch Choice for 2040

Most of you have been integrally involved with the multi-year regional visioning process, [Wasatch Choice for 2040](#). This extensive, collaborative effort has established strong cooperative relationships with our partners and together, we have helped to shape the future of the Wasatch Front. This year culminated in the unveiling of a new planning toolbox at our Consortium meeting attended by 500 government, business and community leaders. These tools will help communities implement the vision in their own backyard.



In addition, Governor Gary Herbert announced Envision Utah's Your Utah Your Future initiative this past year, kicking off a statewide visioning effort to focus on eleven quality of life areas. We are working closely with them on these efforts.



[Envisioning Centers Process](#)- Envisioning Centers outlines and illustrates a scenario planning process for smaller areas. A scenario planning process enables a community to explore a range of options and weigh the associated benefits and challenges.



[Housing and Opportunity Assessment](#)- The Housing & Opportunity Assessment tool provides new demographic and economic information for every city and county along the Wasatch Front. This is available in reports and maps that highlight the opportunities for economic and housing disparities to be understood and addressed through policy level changes.



[Envision Tomorrow Plus \(ET+\)](#)- Envision Tomorrow Plus (ET+) is an open-source scenario planning package that allows users to "paint" development scenarios on the landscape, and compare scenario outcomes in real time.



[Implementing Centers](#)- The Implementing Centers tool can help communities determine potential development barriers and provide strategies to address them. The tool is made up of several parts that are used together to produce actionable reports for a community to follow in order to implement their vision.



[Template Form Based Code](#)- Form-Based Code (FBC) is a relatively new zoning technique that considers the characteristics of a particular place and implements the vision for that place. This kind of zoning is intended to create walkable places where they are desired.

# Regional Transportation Plan

We are at the forefront of the transportation planning field in how we analyze the relationship between land use and transportation. Transportation affects how the land around it is developed and used, and land use also influences the types of transportation networks needed for a given area. Over the past couple of years, WFRC has developed four scenarios of future development and this past year we have refined them into a preferred scenario. This approach represents the best practice in transportation and land use planning.



Scenario 1  
Less Centered



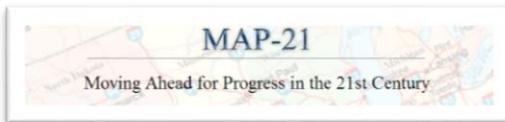
Scenario 2  
Consistent w/current Plan



Scenario 3  
More Centered



Scenario 4  
Most Centered



Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21) is the current federal law that authorizes surface transportation funding. The federal government is currently establishing the new regulations associated with this law

and we are following those closely. Over the past year, we have coordinated extensively with our local and federal partners on the development of performance measures that will track the effects of our planning efforts.

This year we have more extensively reached out to local communities through a series of “Small Area Meetings.” On two occasions, our staff had conducted a series of meetings with local elected officials and municipal staff to engage them in the RTP development process and solicit their feedback. Every city and county in our region participated, providing over 450 comments on the plan. Consequently, we have seen a considerable amount of constructive input that has helped to shape our plan.

***We have received over 450 comments from local elected officials and staff on our regional transportation plan.***

We have leveraged technology to communicate more effectively with the public about the RTP. We have a more robust [interactive map](#) on our website that has been a great resource in presentations, public meetings, and for traditional and social media outlets.

## Utah's Unified Transportation Plan

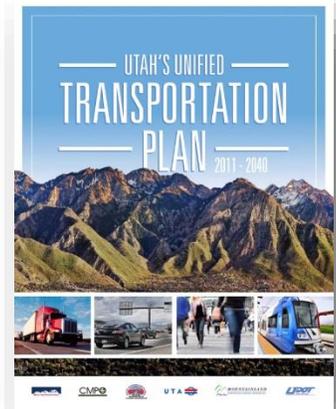
The Utah's Unified Transportation Plan continues to be a significant area of focus for us. WFRC staff are an integral part of improving the plan and serve on various committees tasked with 1) refining the financial assumptions regarding how projects get funded given current and anticipated revenues, 2) identifying elements of a holistic transportation network that include maintenance and preservation, active transportation, safety and other

***Utah's Unified Transportation Plan has been selected as a national case study as a model of regional coordination.***

programmatic items, 3) developing goals, objectives and performance measures for the plan.

We are excited that the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) have recently

selected Utah's Unified Transportation Plan as a model of regional coordination and will feature it in a national case study.



## Active Transportation

WFRC continues to support biking and walking as important components of our transportation network here in Utah. Many of us are avid cyclists so our office supports an employee Wellness Committee to help promote a healthy lifestyle with our staff. We also have recently purchased two bikes for employees to use on their commute, to get to meetings or for exercise opportunities.

Of course, in our planning we are *actively* engaged in *active* transportation. As you know, the WFRC Active Transportation Committee promotes collaboration in the development of plans and policies. They also advise on bike and pedestrian projects considered in the Transportation Alternatives Program. Our staff has provided valuable resources, staff time and insight for our own committee, as well as other regional active transportation entities such as:

- Statewide Active Transportation Coordinating Committee (SATCC)
- Utah Collaborative Active Transportation Study (UCATS)
- Active Transportation Health Summit
- Weber Trails & Active Transportation Committee
- Davis Trails & Active Transportation Committee
- Salt Lake County Bicycle Advisory Committee (SLCBAC)
- Weber Ogden Bicycle Advisory Committee (WOBAC)
- West Jordan – Jordan River Project
- National Parks- Rivers, Trails and Conservation Assistance Program (RTCA)
- Salt Lake City Bicycle Master Plan Steering Committee
- Utah Chronic Disease Prevention and Health Promotion State Plan
- Utah Leader for Health; Active Living Work Group



- Mobile Active Transportation Tour Committee
- Davis Community Health Improvement Obesity Action Group Steering Committee
- Jordan River Commission

We have provided financial support and resources for the Salt Lake City GREENbike program, attending board meetings and providing subject-matter expertise on this bikeshare program. We have helped to coordinate a trails database that includes a comprehensive set of information regarding trails in the WFRC region and have added an active transportation layer on our online interactive map.



We have improved coordination with our partners, the Utah Transit Authority and the Utah Department of Transportation in numerous efforts. At the end of this year, for example, we will initiate a study to assess the health, financial and economic benefits of walking and biking and a study to identify how active transportation can be used to facilitate transit utilization.



In conjunction with our partners, these efforts are yielding tangible results. For example, the [League of American Bicyclists](#) has ranked [Utah as the 8<sup>th</sup> most bike-friendly state in the nation](#). UDOT and UTA now have Active Transportation Policies requiring project managers to consider the needs of cyclists and pedestrians on every project.

In consultation with cities and counties, we have created a map of regionally significant streets that warrant focused consideration for maintaining and improving walkability. We have incorporated their prioritization into the Regional Transportation Plan process.



Complete Streets

### Complete Streets

As you can see, an important theme for this past year is moving from *vision to decision* in working with local communities to implement the shared goals for the region. WFRC worked with our partners to develop a tool called StreetPlan. This interactive, web-based tool is part of the WC2040 toolbox and it allows stakeholders to conceptually design and easily view their own streets given certain parameters.

Our Complete Streets team this year has worked to provide information on the Wasatch Choice for 2040 website about the tool, as well as the Complete Streets program. They have developed a training series to educate planners and engineers on how to consider the complete streets concepts in their projects and are initiating a series of workshops for cities interested in instituting a Complete Streets policy, with pilot programs potentially slated for Ogden, Centerville, and Bluffdale this upcoming year.



We formally established the Complete Streets Steering Committee this year that consists of representatives from UTA, UDOT, Salt Lake, Davis and Weber Counties, and Ogden and Salt Lake cities. We also instituted a series of technical trainings on StreetPlan and developed the first Complete Streets newsletter series.

## Planning and the Environment

Proper planning cannot happen without appropriate consideration for our natural environment. This past year we have put a renewed emphasis on natural resources, developing a map identifying where such resources are located in our area and how they can be potentially impacted by the transportation network.



We also created a [Green Infrastructure](#) Working Group consisting of representatives from the University of Utah, Envision Utah, Jordan River Commission and Wasatch Choice for 2040 to provide insight and guidance on this emerging area. We finalized the [\(Re\) Connect Plan](#) and added a green infrastructure geodatabase and maps to our website.

## Air Quality

We have actively participated in the air quality arena this year. In cooperation with the WFRC Air Quality Committee, staff provided assistance in the implementation of proactive transportation-related air quality strategies. For example, we worked with UDOT to hire additional resources to assist local governments in using the TravelWise Community Resource Kit.



We supported the Utah Department of Environmental Quality, Division of Air Quality by providing emission inventory data for the PM2.5 State Implementation Plan (SIP). Staff also continued to analyze and ensure conformity of the region's transportation plans with applicable air quality regulations.

In addition, we provided technical expertise and presentations to other organizations engaged in reducing mobile source emissions, such as the Governor's Clean Air Action Team, the Salt Lake Chamber of Commerce and Utah Clean Air Partnership (UCAIR).

# Transportation Improvement Plan

Every year, WFRC manages the region's Transportation Improvement Program (TIP). This involves extensive engagement with local communities, UDOT, UTA, and other stakeholders. This year, we received over \$260 million in requests for funding through our Surface Transportation Program, Congestion Mitigation and Air Quality, and Transportation Alternatives Program. Due to cost savings from previous projects, the Council was able to program approximately \$40 million of the requests.

***We programmed \$40 million of requests for projects through our funding programs.***

We continued to assist local communities in developing and moving forward with their projects, including a funding exchange to accelerate construction of several projects. Our staff provided knowledge and resources that has allowed many of these communities to construct their projects years sooner than originally anticipated, and with fewer complications. For example, our funding exchange provided additional monies to the I-15 South Davis Operational Upgrades project so that the team can accomplish significantly more than was originally thought possible.

For the TIP's official public comment period we garnered much more media attention than we have in the past and worked closely with UDOT, UTA and the counties in leveraging their various communications mechanisms to augment our public exposure. We linked information regarding the TIP to partner websites, used social media to reach tens of thousands of people, and sent a news release that garnered an article in the Salt Lake Tribune and an evening news story on KUTV.

### Planners Add Wasatch Front Highway, Transit Projects to Wait List

<http://www.sltrib.com/sltrib/politics/58123317-90/million-projects-http-lake.html.csp>



### Wasatch Front Transportation Comment Period Begins

[http://www.kutv.com/news/top-stories/stories/vid\\_12470.shtml](http://www.kutv.com/news/top-stories/stories/vid_12470.shtml)

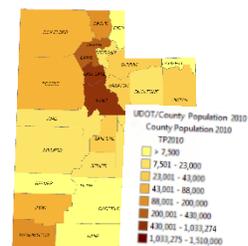


## Travel Demand Modeling

This past year we made significant strides in enhancing our modeling capabilities. We updated and enhanced our travel demand model and added many features that provide ever-more sophisticated data for our Regional Transportation Plan and other planning studies. In addition, we are enhancing our ability to analyze where people are expected to live and work in the future, as well as the land use and development patterns for the area so we can plan for the transportation networks needed to accommodate projected growth.

The socio-economic forecasts are the most important inputs into our travel demand model. The travel demand model provides the technical backbone for all the planning that we do here at WFRC: project selection, project prioritization, air quality conformity, etc. This model is also used for generating the forecasts for the environmental studies of every major project that UDOT and UTA build.

We model not only road projects but also transit projects. This year we upgraded and recalibrated the transit sub-module within the model. These upgrades will allow for more robust analysis, such as the ability to examine different transit fare structures. Other model improvements will allow us to better project freight patterns, and better understand the nuances in travel behaviors between different neighborhoods and employment centers.



We maintained a high level of collaboration with the Mountainland Association of Governments (MAG) this past year. As the MPO for Utah County, MAG shares our model. This means that the same assumptions for the Wasatch Front are being analyzed together. Transportation networks do not stop at the Point of the Mountain; neither should our transportation planning.

***Travel demand modeling provides the technical backbone for our planning.***



We work closely with UDOT and UTA on a number of fronts and our modeling efforts are no different. Our team has provided technical assistance on a number of projects, including the [Mountain Accord](#), the [Davis-SLC Community Connector Transit Project](#), the [Southwest Salt Lake County Transit Project](#), the [West Davis Corridor Project](#), the [Ogden Transit Study](#), the [Salt Lake City Downtown Streetcar Project](#) and many more.

Our modelers are well-known not only statewide but also nationally for their expertise. With two Ph.D.s on staff, and a number of other qualified employees, WFRC is well-equipped to organize and chair the Utah Travel Model Advisory Committee. Through this committee, new, innovative ideas and best practices are shared and deliberated among experts from the private and public sectors. Members include academics, industry consultants, and municipal staff. This group helped identify and prioritize the improvements that have been made to the travel demand model over the last 2 years, and has provided valuable feedback along the way as these improvements have been implemented.

This year we analyzed the 2012 Household Travel Survey data in-depth. We used the data and insights from this survey to recalibrate our travel demand model. We have also performed additional analysis which has garnered a lot of new, substantive information that has helped us in our planning efforts. We have shared this information with our partner agencies and have provided trainings to help them learn how to use this valuable resource.



## **Real Estate Market Model**

We are developing a Real Estate Market Model (REMM), which is an update to our earlier land use forecasting models. This cutting-edge tool that will assist us in generating population and employment forecasts. In order to forecast where people will live, we need a thorough understanding of the market forces and other factors that influence an individual's decision-making process.

We have made significant strides in identifying the REMM inputs this year, including assembling detailed information such as rent costs, school enrollment, land values, detailed building and parcel data, land constraints, and zoning data. We have also developed the basic model framework and begun the specification and estimation process.

# Local Planning Resource Program

WFRC staff have been instrumental in not only the development of the Wasatch Choice for 2040 tools, but also in the implementation of them. In conjunction with Salt Lake County, WFRC announced a new program this year entitled, the [Local Planning Resource Program](#). Here is a [link](#) to the KUER radio story on the program's launch.

We have seen a significant amount of interest from local communities, with over \$1.7 million in requests for program funding to help various local project teams utilize the tools. WFRC staff has worked extensively in getting the program operational, administering the \$600,000 funds, developing contracts, selecting consultants and providing in-house planning support.

***We received \$1.7 million in requests from local communities***

In addition to the Local Planning Resource Program, we started developing training materials for communities in our five-county jurisdiction so they can be better equipped to use the tools independent of a funded program project.



## Mobility Management

Mobility management is a way to increase transportation options and support existing transportation provides, particularly for disadvantaged groups and individuals. These groups include senior citizens, individuals with disabilities, veterans and low-income populations.

Our staff provided support for the coordination of mobility management operations for Davis, Morgan, Salt Lake, Tooele, Utah, and Weber Counties. For Morgan County, we developed a set of Transportation Solutions that identified

***Our staff supported mobility management operations for Davis, Morgan, Salt Lake, Tooele, Utah & Weber Counties***

areas for improvement in servicing these underserved populations. We conducted outreach to various stakeholders, including the Veterans of Foreign Wars, American Legion, the Women, Infants, and Children (WIC) Program, and County Fair attendees. In addition, we presented at City and County Council meetings and worked closely with UTA to offer suggestions regarding opportunities for providing transit options to county residents.



WFRC assisted with several efforts that supported mobility management in the other counties, including:

- Utah Transit Authority Change Day Analysis
- Environmental Barriers Program
- Tooele County Veterans Transportation and Community Living Initiative (VTCLI) Grant

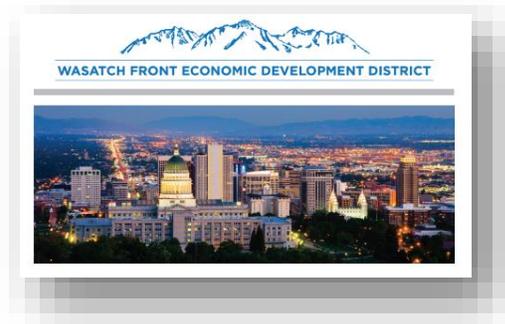
- Provider Inventory
- 2013 Wasatch Mobility Plan
- Regional Coordinating Council
- Mobility Councils for the individual areas

We also provided significant support to UTA, as they developed the new 5310 Large Urbanized Area program, which will help fund transportation services for these disadvantaged populations. The Mountainland Association of Governments (MAG) contracted with WFRC for the support provided in Utah County.

## Wasatch Front Economic Development District

As you'll recall, in 2012-2013 we instituted the Wasatch Front Economic Development District (WFEDD). The District's focus is to further regional economic development activities through the coordination of existing economic plans and public/private sector coordination.

This year, we finalized the WFEDD governing documents, managed quarterly meetings, developed an outreach brochure that serves to provide information about the district, and finalized a regional study focusing on economic development. We provided technical assistance to potential grantees applying for funds from the Economic Development Administration and managed the overall program administration and contract.



The following are the WFEDD Regional Goals:

### REGIONAL GOALS

#### GOAL 1

ATTRACT BUSINESSES THAT OFFER HIGHER WAGES



#### GOAL 2

RETAIN AND EXPAND EXISTING UTAH BUSINESSES



#### GOAL 3

BUILD ON AND IMPROVE THE REGION'S GROWTH CENTERS



#### GOAL 4

ENCOURAGE ENTREPRENEURSHIP AND INNOVATION



#### GOAL 5

INCREASE ECONOMIC DEVELOPMENT CAPACITY



#### GOAL 6

MAINTAIN AND IMPROVE OUR HIGH QUALITY OF LIFE



# Salt Lake County Council of Governments

WFRC provides the staffing resources for the Salt Lake County Council of Governments (COG). We attended all COG meetings, prepared agendas, meeting minutes and arranged for presentations and background materials. In addition, we responded to all requests for information from the COG Chairman and other members and managed the distribution of corridor preservation funds. In

conjunction with COG leadership, our staff facilitated the development of a prioritization process for corridor preservation monies to ensure a more data-driven approach to project selection.



## Intergovernmental Affairs & Communications

### Government Affairs

This year we worked closely with members of the state legislature, particularly the members serving on the Senate and House Transportation Committees to maintain strong working relationships and to provide subject-matter expertise and information as appropriate. We worked with our partners, including UDOT, UTA, the Utah League of Cities and Towns, the Utah Association of Counties, and the Salt Lake Chamber's Utah Transportation Coalition to be a resource regarding legislative funding questions related to the Unified Transportation Plan.

On the federal level, we stayed abreast of federal legislation and proposed revisions to regulations that affect our day-to-day operations such as the new rulemaking on performance measures and their associated targets. We will now be required to track the effectiveness of our planning efforts based on metrics developed through these performance measures. We have been ahead of the curve nationally in developing local performance measures with our Utah transportation agency partners already, ensuring that Utah priorities are considered in conjunction with the federal measures. We have cultivated very good relationships with our Utah Congressional Delegation members and their staff and continue to coordinate with them on a regular basis.

## Public Involvement

This year we updated our public involvement plan and developed a Title VI and Limited English Proficiency (LEP) Policies. Title VI provides that all populations are given the opportunity to participate in the transportation planning process.

Our team met with countless stakeholder groups, providing information regarding the Regional Transportation Plan, the Transportation Improvement Program, and other services WFRC has to offer. This year we gave dozens of presentations to city governments, community councils, chambers of commerce, coalition groups, service clubs, congressional staff members, university students, environmental justice groups, etc.

# Administration

The staff who provide our administrative support are the lifeblood of the organization. Without them, the important work of our various committees would not move forward. Our administrative team this year has provided invaluable assistance in managing this documentation, including meeting agendas, meeting minutes, action items, announcements, etc. for all of our committees:

- Wasatch Front Regional Council (WFRC)
- Regional Growth Committee (RGC)
- Transportation Coordinating Committee (Trans Com)
- Joint Policy Advisory Committee (JPAC)
- Air Quality Committee (AQC)
- Active Transportation Committee (ATC)
- Regional Growth Committee, Technical Advisory Committee (RGC TAC)
- Transportation Coordination Committee, Technical Advisory Committee (Trans Com TAC)
- Wasatch Front Economic Development District (WFEDD)



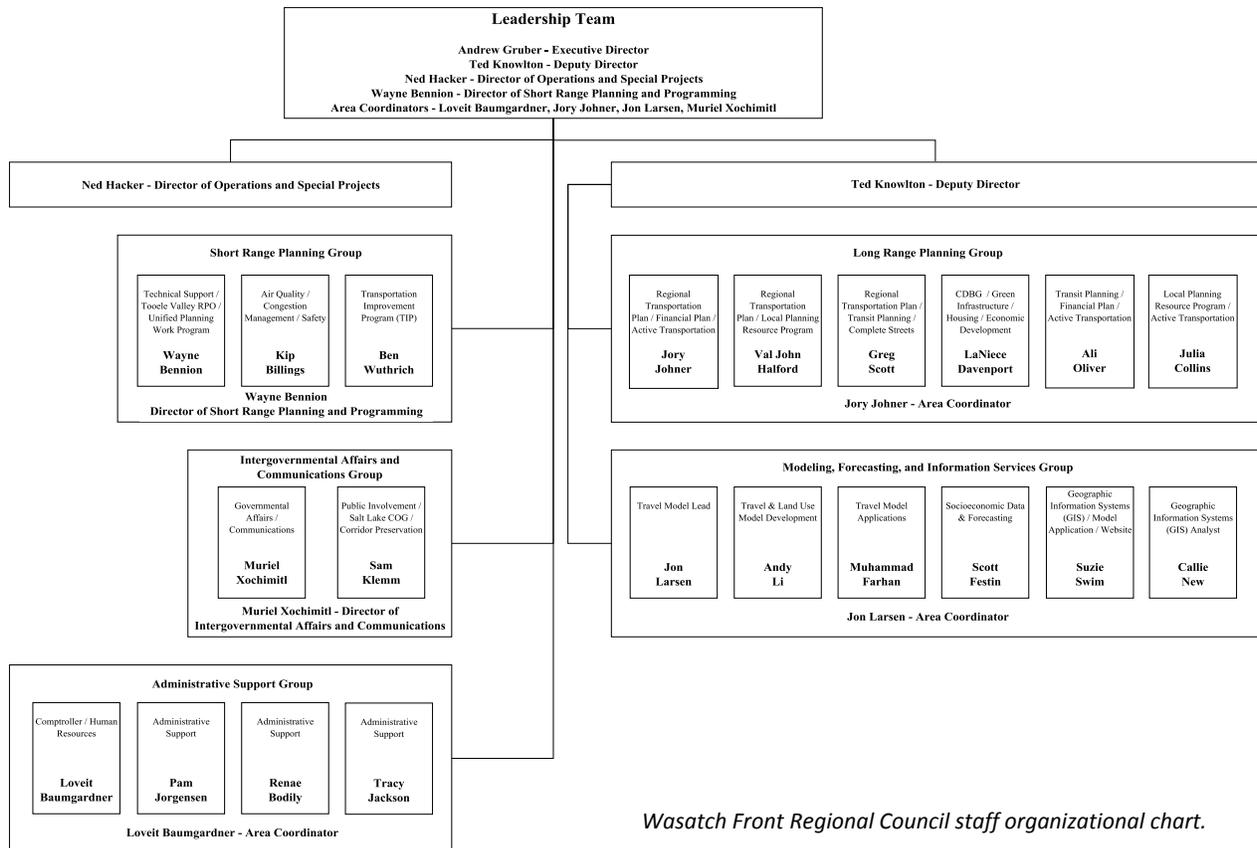
# Organizational Improvements

We have had some staff changes this past year, including the retirement of our long-time GIS Analyst, Eloise Thompson and the Salt Lake County Council of Governments Coordinator, Barbara Thomas. In addition, we had the departure of our Mobility Manager, Mary Guy-Sell. To replace Eloise, we have hired Callie New. Callie comes to us highly-qualified to fill the position. Having recently graduated from Columbia University with a Master's Degree in Urban Planning, Callie has conducted various research efforts in the planning field and is well-versed in mapping software and data sets. In her spare time, Callie dances tap and ballet and loves outdoor activities such as hiking and swimming. She is also proficient in Spanish.

We have made a strategic decision to create a new position, Director of Intergovernmental Affairs and Communications. We have hired Muriel Xochimitl to fill this position. Muriel holds a Master’s Degree in International Development from The Johns Hopkins University and a Bachelor’s Degree in Political Science from Brigham Young University. She comes to us from the Utah Department of Transportation where she worked as a Communications Manager for the Planning Division and for the Department’s Region Three. Previous to that, Muriel was a Project Manager for J-U-B Engineers and worked as a congressional aide on Capitol Hill in Washington, D.C.

In addition to these full-time staff changes, we have further developed our internship program this year. The internship opportunities provided by our office are highly-competitive and we have attracted very qualified students to fill these positions. Interns have been essential in providing the day-to-day support needed to do our work more efficiently. Over the past year, we have had interns from the University of Utah and Brigham Young University. We look forward to continuing this program.

### WFRC FUNCTIONAL ORGANIZATION CHART



Wasatch Front Regional Council staff organizational chart.

# Professional Development

WFRC staff are engaged in numerous professional activities on the national, state and local level. In addition, our staff serve in various volunteer and professional capacities that further WFRC's interests, expertise, and reputation in the field of transportation planning.

## Professional Memberships & Affiliations

- Envision Utah, Board of Directors and Executive Committee
- Utah Clean Air Partnership (UCAIR), Board of Directors
- Utah Joint Policy Advisory Committee (JPAC)
- Association of Metropolitan Planning Organizations (AMPO), Policy Committee
- National Association of Regional Councils (NARC), Executive Director's Council
- American Society for Public Administration (ASPA), President-Elect
- Jordan River Commission, Technical Commission
- Greenbike Board
- Utah American Planning Association (Utah APA), Vice President
- APA Utah Chapter Awards Committee
- University of Utah Adjunct Faculty
- County Cooperative Plan Best Practices Steering Committee
- Salt Lake Community College Adjunct Faculty
- American Institute of Certified Planners (AICP)
- Congress for New Urbanism (CNU)
- Utah Westerners
- Institute of Transportation Engineers (ITE)



AMERICAN PLANNING ASSOCIATION  
UTAH CHAPTER

## Training and Conferences

- American Planning Association, Utah Chapter Fall Conference
- AASHTO Bike Guide Training and Webinars
- HUD Sustainable Communities Leadership Academy
- National Association of Regional Council Training Webinars
- Association of Metropolitan Planning Organizations Training Webinars
- 2014 Wellness Council Conference
- University of Utah ET+ Round 1 training
- UDOT Title VI Training
- Utah Urban Rural Specialized Transportation Association Fall 2013 Management Training
- 2014 U. S. Department of Transportation Civil Rights Symposium Webinar Series
- UDOT Annual Conference
- Institute for Transportation Engineers Annual Conference and monthly meetings
- Utah Bike Summit
- ESRI Users Conference

# Looking Ahead

We are looking forward to this upcoming year and the opportunities it presents to further improve our efforts. As always, we would like to be a resource to you in providing the technical expertise, the funding opportunities and the proactive transportation planning needed for your respective communities and the region as a whole. This next year is gearing up to be very productive and we have a number of initiatives beginning. For example, we are working with our partners in researching the economic, health and environmental benefits of active transportation. We will be analyzing the ‘first and last mile’ issues associated with transit connectivity. We will also work to further identify the benefits of investment in local transportation infrastructure.

In addition to these efforts and many more, our main focus will be working toward the adoption of our 2015-2040 Regional Transportation Plan and Utah’s Unified Transportation Plan through a robust public process that includes additional outreach to local communities and the general public.

Needless to say, we will continue to work tirelessly on your behalf. We welcome and appreciate this opportunity and look forward to continue to serve you and our region.