



WASATCH FRONT REGIONAL COUNCIL

Activities and Accomplishments Report

Fiscal Year 2016



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Executive Summary

The Wasatch Front Regional Council (WFRC) achieved several important milestones this past year, accomplishing the goals and priorities adopted by the Council at the beginning of the fiscal year. This report highlights those achievements.

GOAL #1 - Begin development of the 2019-2050 Regional Transportation Plan (RTP), Utah's Unified Transportation Plan, and updated Wasatch Choice 2050 land use and development vision.

WFRC began the development of the 2019-2050 RTP and Wasatch Choice 2050 Vision by developing innovative, interactive online story maps containing robust data sets of historical trends and existing conditions for transportation, land use, and economic development. Through a series of in-person, sub-regional meetings with local elected officials, staff, and transportation partners across the region, WFRC gathered significant feedback that is helping to inform the development of three regional scenarios for consideration by local communities and transportation partners next year.

In close collaboration with partner agencies and local stakeholders, WFRC successfully kicked off the refresh to the Wasatch Choice 2050 Vision. Wasatch Choice 2050 will better articulate how to make the vision a reality through recommended implementation strategies and will reflect the dynamic changes happening in communities throughout the region. This work represents a significant update to the shared regional vision since Wasatch Front communities first established it over a decade ago. The effort to refresh the vision also came with a Consortium event that brought together over 500 stakeholders, making it the largest and most diverse stakeholder group in the vision's history.

In a significant advancement to our modeling capacity, WFRC launched the Real Estate Market Model (REMM). This model is the result of years of effort including data collection and development of the model structure and parameters, followed by rigorous testing and calibration. REMM provides housing and employment forecasts that feed into the regional travel demand model in a way that is sensitive to planned transportation investments. This past year, WFRC tested this state-of-the-art model via a number of regionally significant projects like the [Wasatch Front Central Corridor Study](#). Staff are also using it to inform the development of the three 2019-2050 RTP scenarios.

GOAL #2 - Support efforts to fund the needs identified in the 2015-2040 Utah's Unified Transportation Plan.

In 2015, seventeen counties placed the local option sales tax measure enabled by House Bill 362 on the ballot to allow voters to decide whether the general sales tax within the county should be increased by a quarter of a percent (.25%) to fund transportation needs. The measure became known as [Proposition 1](#) (Prop1). Voters in ten of the seventeen counties approved the measure, including Tooele, Weber, and Davis Counties within WFRC's jurisdiction.

WFRC staff provided information regarding anticipated revenue projections resulting from Prop1 to cities, counties, and transit providers in the region. WFRC also served in an advisory role to key partners such as the [Utah Transportation Coalition](#) in providing technical support to educate about the benefits of investing in Utah's multi-modal transportation system. WFRC staff has also worked this past year with the cities and counties in the region that

**FISCAL YEAR
2016 GOALS**

 **Goal Number One**

Begin development of the 2019-2050 Regional Transportation Plan (RTP), Utah's Unified Transportation Plan, and updated Wasatch Choice 2050 land use and development vision.

 **Goal Number Two**

Support efforts to fund the needs identified in the 2015-2040 Utah's Unified Transportation Plan.

 **Goal Number Three**

Further develop, integrate, and promote WFRC programs that benefit local communities.

 **Goal Number Four**

Strive for organizational excellence including maximizing employee job satisfaction and performance.



MISSION STATEMENT

The Wasatch Front Regional Council builds consensus and enhances quality of life by developing and implementing visions and plans for a well-functioning multi-modal transportation system, livable communities, a strong economy, and a healthy environment.

ROLES

To accomplish our mission, the Wasatch Front Regional Council serves the following roles.



Convener

We facilitate collaboration with our communities and partners.



Technical Expert

We are trusted subject-matter experts.



Planner

We proactively plan for the future of our region.



Implementer

We put visions and plans into action.

passed Prop1 to develop suggested evaluation and prioritization criteria for how Prop1 revenues could be invested.

In addition, WFRC provided support to Utah's Congressional Delegation, in particular Senate Finance Chair and Utah Senator Orrin Hatch, regarding the [Fixing America's Surface Transportation \(FAST\) Act](#). The FAST Act provided authorization for predictable federal transportation funding for five years that keeps pace with inflation.

GOAL #3 - Further develop, integrate, and promote WFRC programs that benefit local communities.

Leveraging engagement tools through interactive online mapping contributed to the successful development of the 2017-2022 Transportation Improvement Program (TIP), a program totaling more than \$4.3 billion in transportation investment across the region. This past year, WFRC created an online map that allowed members of the public to comment on TIP projects. Made available during the six week public comment period and covered by every major newspaper in the region, this public engagement tool facilitated unprecedented public engagement. The map was viewed over 1,000 times and garnered 89 comments.

The Transportation and Land Use Connection (TLC) program, a joint program with Salt Lake County, increased funding available to local communities this past year. Building on three years of work, many TLC projects' implementation-focused efforts have yielded tangible benefits. A notable example is the new form-based code and zoning ordinance adopted by South Salt Lake City that effectively created an opportunity for a new downtown.

The Wasatch Front Economic Development District (WFEDD) updated the Comprehensive Economic Development Strategy (CEDS) for the region and adopted three key strategies for integrating economic development considerations into WFRC's long- and short-range planning and programming processes. In addition, the Community Development Block Grant (CDBG) program administered over a million dollars in funding for projects that benefit low to moderate income populations.

In total, WFRC allocated approximately \$50 million through funding programs to local communities for critical needs and provided thousands of hours of staff time to support the organization's members.

GOAL #4 - Strive for organizational excellence including maximizing employee job satisfaction and performance.

At the beginning of fiscal year 2016 (FY'16), the Council adopted an updated mission statement and roles for the organization. This helped to clarify WFRC priorities and provide direction to staff as they undertook a robust evaluation of WFRC's strategic direction. The process resulted in recommendations for improvement in various WFRC activities and operations, several of which are reflected in the WFRC FY'17 goals.

During the year, WFRC staff also addressed new regulatory administrative and accounting requirements, updating several policies, and made strides in identifying potential office space for moving WFRC headquarters to a more central location.

In addition, WFRC continued the practice of providing professional development opportunities and trainings as a means of maintaining employee job satisfaction and attracting and retaining talented staff.

Goal Number One

Begin development of the 2019-2050 Regional Transportation Plan (RTP), Utah's Unified Transportation Plan, and updated Wasatch Choice 2050 land use and development vision.

Begin development of the 2019-2050 RTP and Wasatch Choice 2050 Vision.

WFRC staff worked tirelessly over the past year to develop robust datasets showing existing conditions and historical trends for transportation and land use in cities and counties across the region. Staff then utilized interactive online maps to display the datasets and make them easily accessible for anyone to use.

Through a series of ten in-person meetings with local elected officials and staff from cities, counties, and transportation partners in each part of the region, WFRC leveraged the interactive online maps and other innovative technologies such as real-time, key pad polling and mapping exercises to gather feedback regarding stakeholder's goals for the future of their respective communities.

The effort garnered significant feedback and hundreds of comments from local stakeholders and transportation partners which helped guide the WFRC in the development of three regional scenarios. WFRC is preparing these three scenarios to be considered by local stakeholders in early 2017 through another series of meetings across the region.

A strategic improvement in how WFRC is developing the Wasatch Choice 2050 Vision and RTP is the integration of the vision with the plan itself. Instead of developing a vision first and then a plan second as in years past, WFRC, in close collaboration with our local communities and partners, is developing the vision and the plan together at the same time.

This revised approach means that the vision takes on additional significance, providing the backbone for how the scenarios are developed and how projects are selected for the RTP.

WFRC has worked with Envision Utah, the Utah Department of Transportation (UDOT), the Utah Transit Authority (UTA), the Mountainland Association of Governments (MAG), and cities and counties to refresh the vision looking out to 2050.

This work represents the most significant update to the shared regional vision since Wasatch Front communities first established it over a decade ago. Building on communities values through an extensive public input process, Wasatch Choice 2050 will establish a blueprint for growth that supports a well-functioning economy, improves air quality, and enhances the overall quality of life for Utahns living across the Wasatch Front.

This work represents the most significant update to the shared regional vision since Wasatch Front communities first established it over a decade ago.

Wasatch Choice 2050 Vision will better articulate how to make the vision a reality through recommended implementation strategies and will reflect the dynamic changes happening in communities throughout the region.

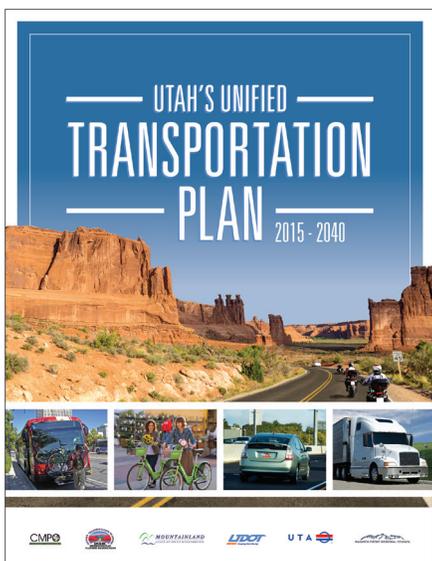


Ted Knowlton, Deputy Director, WFRC, leads a breakout session at the Wasatch Choice 2050 Consortium.

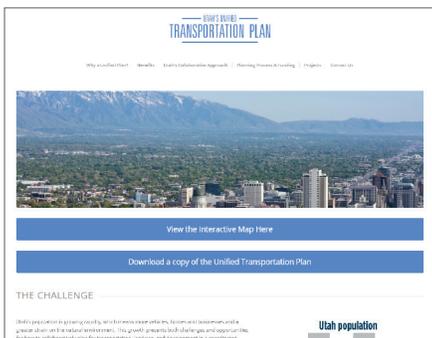




Blaine Leonard, PE, Intelligent Transportation Systems Program Manager, UDOT, discusses disruptive technologies at the Wasatch Choice 2050 Consortium.



2015-2040 Utah's Unified Transportation Plan.



Utah's Unified Transportation Plan website, which includes a searchable project database and interactive project map.



The effort to refresh the regional vision also came with an update of the Wasatch Choice 2050 logo and a Consortium event that brought together the largest and most diverse stakeholder group in the vision's history.

Combined with the Active Transportation and Health Summit and held in conjunction with the National Association of Regional Councils 50th Annual Conference, the Wasatch Choice 2050 Consortium attracted over 600 community and business leaders, elected officials, planners, economists, developers, architects, engineers, contractors, academics, and other experts from across the country and the Wasatch Front for a day filled with engaging keynote speakers, interactive breakout sessions, and mobile tours. Attendees took part in helping to shape the future of the region as the day officially kicked off the Wasatch Choice 2050 effort.

Begin development of the 2019-2050 Utah's Unified Transportation Plan.

Utah's nationally recognized Unified Plan is the only one of its kind in the country. Utah's transportation agencies, including WFRC, understand that effective planning cannot happen in a vacuum. Collaboration in transportation planning yields direct, tangible benefits to the state and local communities.

Utah's nationally recognized Unified Plan is the only one of its kind in the country.

That is why WFRC works so closely with UDOT, UTA, MAG, the Dixie Metropolitan Planning Organization (DMPO), and the Cache Metropolitan Planning Organization (CMPO) to develop shared growth projections, time horizons, and financial assumptions for their respective metropolitan planning organization (MPO)/state long-range transportation plans that integrate seamlessly with the Unified Plan.

This past year was no exception. The Unified Plan partners worked together to refine the revenue projections identified in the Unified Plan, based on the results from the ten counties that passed a quarter percent (.25%) increase in general sales tax revenues for transportation. The partners assembled the third edition of the Unified Plan and launched a website with a searchable project database and interactive project map. Equipped with mobile compatibility, the website effectively made all of the major transportation investments planned across Utah for the next 25 years available to anyone with a smart phone or tablet. The partners received strong accolades from the Federal Highway Administration (FHWA) for this advancement that made the Unified Plan more easily accessible to the public.

Work with members, partners, and stakeholders to develop regional goals and performance measures for Wasatch Choice 2050/RTP.

Using the feedback received from the meetings with local stakeholders across the region, WFRC staff developed an initial set of draft goals and performance measures. Performance measures help to track and monitor how strategic investments in infrastructure are meeting shared objectives and outcomes.

Based on the list of desired outcomes expressed by local governments shown below, WFRC uses the evaluation criteria in the following table to analyze the three regional scenarios.

- Economic opportunities accessible within a reasonable commute
- Livable and healthy communities
- Manageable and reliable traffic conditions
- Quality transportation choices

DRAFT RTP 2050 Goals and Scenario Evaluation Criteria

Goal	Category	Potential Criteria	Motivation	Tools
Economic opportunities accessible within a reasonable commute	Destination access	Percent of jobs and higher education accessible in 30 minutes by transit and auto in peak periods	Measures the access to opportunities. This measure will be calculated for both the region and Communities of Concern (transit only). Internally, we will look at accessibility by employment sectors, as well as ratio of transit access to auto access.	TDM, GIS
	Freight	Change in average truck speed and delay on major freight corridors (roadways with X% of truck traffic)	Measures the ability of goods and services throughout the region to reach market/consumers by improving travel efficiency/reduce congestion.	TDM
Livable and healthy communities	Walkability	Change in percentage of roadways with high walk potential	TDM does not predict active transportation travel behavior. Using the Latent Demand scores allows us to measure the impact of our urban form, growth patterns, and transportation investments on the potential for walking. This can help in the future for planning and programming investments.	TDM, GIS, REMM
Manageable and reliable traffic conditions	Auto travel time	Vehicle hours of travel per capita	Travel time is a measure of mobility that incorporates congestion and delay. Vehicle hours of travel shows the benefits for both short trips from more centered development and longer trips that benefit from high-speed facilities.	TDM
Quality transportation choices	Transportation choices	Number of people with viable transportation choices (population with access to a dedicated bikeway or frequent and reliable transit service within ¼ mile)	Concentrating growth in centers allows cities and other urban service providers to maximize the use of existing infrastructure, make more efficient and less costly investments in new infrastructure, and provide greater transportation options.	TDM, GIS
	Transit use	Transit passenger miles of travel per capita	Transit miles of travel per capita incorporates both the change in the number of transit trips and the change in the breadth of the transit network.	TDM
Safety for all users of the transportation system	Not assessed for scenario evaluation			
Clean air	Air quality	Vehicle trip ends	Strategies that reduce vehicle trips all together are more effective at improving air quality than simply reducing trip length.	TDM
A range of housing choices and affordable living	Cost of living	H + T costs (transportation expenses as a percentage of household income?)	Evaluating housing and transportation costs together makes the benefits of multi-modal transportation and housing near transit and destinations more apparent.	TDM, REMM
Ample parks, open spaces, and recreational opportunities	Recreation	Access to parks, open space, and places to recreate per capita		REMM, GIS
Sustainable, natural resources	Water use	Urban water use per capita	The region has a limited water supply and the vision should be proactive in developing in a way that reduces municipal and industrial water demand.	REMM
	Land consumption	Loss of greenfields (including ag land)	Preserving ag land and open space are important to communities. Preserving these lands can supports more compact growth.	REMM
Efficient infrastructure in a state of good repair	Cost efficiency	Fiscal impacts of growth	Utah's communities value fiscal prudence and cost effectiveness. Comparing construction and maintenance costs of local infrastructure to tax revenue of new growth will measure cost effectiveness. The ability to pay for infrastructure that supports the region's growth patterns can be understood through calculating the tax revenue of new growth. This metric will help determine if communities are able to support and sustain growth patterns in the long term.	TDM, REMM

Scenario Descriptors: The draft goals and evaluation criteria shown above are currently being developed. The final goals and criteria will be used to describe outcomes of each scenario. To understand why scenarios may perform differently, the following inputs may be defined, and are not limited to this list: jobs/housing balance, percent of new housing in centers, percent of new employment in centers, investments in transit vs. auto, land use mix, street connectivity, housing mix, and growth via greenfield versus refill.



- Safe and user-friendly streets for all anticipated users
- Clean air
- A range of housing choices and affordable living expenses
- Ample parks, open spaces, and recreational opportunities
- A sustainable natural environment and resources
- Efficient infrastructure in a state of good repair
- Opportunities available to residents across our region, including the most vulnerable



Continue integration of land use and transportation planning by incorporating elements of the Wasatch Choice 2050 Vision and the statewide *Your Utah, Your Future* effort.

WFRC is one of just a select few MPOs in the country that has the expertise to conduct rigorous transportation and land use scenario planning when developing the RTP. This approach requires an in-depth proficiency and understanding regarding the effects of the transportation system on the surrounding land use and vice versa.

WFRC has worked this past year with Envision Utah to integrate the results of the *Your Utah, Your Future* initiative as an input into the development of the three regional scenarios. With a historic 52,000 Utahns participating in the statewide survey, the results have provided critical insights into what residents want for the future of their communities.

Integrate economic development considerations with long-range planning and visioning.

The integration of economic development into transportation and land use planning and programming has been a core focus for WFRC in FY'16 due to the inextricable connection between a well-functioning transportation system, efficient land use, and strong economy.

WFRC has a staff member, the WFEDD Director, dedicated fulltime to economic development considerations. The WFEDD Director has worked diligently on these three key strategies, meeting with WFRC staff multiple times over the past year to assess integration into such aspects of WFRC activities like the RTP scenario evaluation criteria, the TIP project selection considerations, the TLC program performance measures, and the REMM.

The WFEDD approved three key strategies for the integration of economic development with transportation and land use. These strategies are 1) coordinate transportation investments with economic cluster locational and service needs; 2) coordinate transportation investments to improve access to opportunity; and 3) ensure fiscal sustainability through efficient growth and infrastructure investments. Each strategy comes with associated progress measures and collaborative actions.

National partners have started to take notice of WFRC's economic development and transportation integration efforts. In February and again in June, US Deputy Assistant Secretary of Commerce for Economic Development Matt Erskine visited Utah to see firsthand the great work happening in the region. With Utah topping numerous national lists on a myriad of economic indicators, policymakers on the national stage want to know what's in Utah's "secret sauce."



Mike Caldwell, Mayor, Ogden City, and Matt Erskine, Deputy Assistant Secretary, US Department of Commerce for Economic Development, discuss Ogden City's plans at the new Ogden Business Depot. Ogden City received about \$2 million dollars from the US Economic Development Administration to support redevelopment in this area of the City.

US Deputy Assistant Secretary of Commerce for Economic Development Matt Erskine visited Utah to see firsthand the great work happening in the region.

This national attention comes as the WFEDD supported local governments and organizations in their applications to the United States Economic Development Administration (EDA) for the following projects:

- **Regional Culinary/Wastewater Pipeline** - A project to construct culinary, sewer, and water utilities to sustain existing businesses, entities, and homeowners in Tooele County.
- **North West Weber Industrial Park** - Funded the plan for the infrastructure of a new industrial park, served by rail, that would support the advanced composites and aerospace manufacturing clusters.
- **Quatere Foundry 2016 Regional Innovation Strategy** - A cohort program that teaches entrepreneurs execution through in-person and online programs at institutions of higher education.
- **Granary Area Innovation District** - Provides the opportunity for people to live in sustainable housing close to where they work with immediate access to public gathering spaces, cultural venues, mass transit, and walkable and bikeable areas. The request will support the development of key infrastructure including rebuilding 400 West.
- **Point of the Mountain Vision** - The process will engage stakeholders, residents, and market experts to understand what outcomes and strategies resonate with them.
- **Ogden Airport Aerospace Cluster Initiative** - The initiative will expand airport infrastructure and advanced manufacturing, design, and testing capacity at the Ogden Hinckley Airport to facilitate an aircraft manufacturer's commitment to establish its western hemisphere headquarters and production facilities.
- **Carbon fiber manufacturing and education project** - A working group formed by the Utah Advanced Materials and Manufacturing Initiative, University of Utah, Utah State University, and Brigham Young University believes that coal pitch derived from Utah and other western mines can be used as a precursor for carbon fiber production to support new industries, including the carbon composites manufacturing cluster. This innovation would benefit the communities in Utah that have been adversely impacted by reductions in coal production.

Continue to improve active transportation planning in the RTP.

When the WFRC formally adopted the 2015-2040 RTP in May of 2015, all of Utah's major newspapers covered the story. Of particular interest to the public was the work WFRC had done to integrate active transportation planning into the RTP and consider biking not only as a form of recreation, but also commuting.

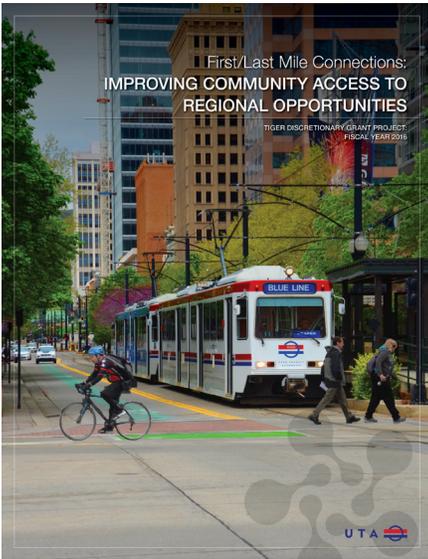
The energy from stakeholders surrounding active transportation is palpable and for good reason. Biking and walking help to promote health lifestyles, provide choices for how people get around, improve air quality, and ultimately enhance the quality of life for Wasatch Front residents and visitors.

Last year, WFRC hired an active transportation planner to focus fulltime on active transportation priorities. The move has yielded immediate, tangible results, with the active transportation planner leading the way to incorporate active transportation plans into Utah's Unified Transportation Plan for the first time ever. The active transportation planner has also worked with the WFRC Active Transportation Committee (ATC) to develop active transportation performance measures, and managed several studies on behalf of the organization. These studies include the Utah Collaborative Active Transportation Study II, the GREENbike Regionalization Study, Jordan River Signage, Active Transportation and Health Benefits Study, and the First/Last Mile Strategies Study.



Media coverage of active transportation planning integrated into the RTP.





First/Last Mile Connections: Improving Community Access to Regional Opportunities; project narrative cover for the TIGER Discretionary Grant application.



Ladders of opportunity: increasing connectivity to employment, education, services, and opportunities; logo for the TIGER Discretionary Grant application.

Active Transportation Performance Measures

Performance Measure	Tracking Period	Tracking Mechanism	Data Collector
User counts/trend data	Annual/quarterly	UDOT TOC, trail counters, annual count (health dept.), UTA intercept surveys	WFRC, UDOT, UTA, county, city
Regional A.T. Infrastructure inventory	Annual	WFRC maps, county, WFRC intern sidewalk inventory	WFRC, UDOT, county, city
Funds spent on A.T.	Annual	WFRC programs, UDOT, UTA Prop 1, county local funding	WFRC, UDOT, UTA, county, city
Safety - A.T. incidents	Annual	UDOT, UTA, county, city	UDOT, UTA, county, city
Air quality benefits of A.T.	Annual/seasonally	User counts converted to air quality benefit	WFRC
A.T. plan and policy inventory	Annual/quarterly	City/county adopted plans, TLC program, UTA, League of Amer. Bic. Report	WFRC, UDOT, UTA, county, city

Regional Visioning Tool	Tracking Period	Tracking Mechanism	Data Collector
Latent demand score - street Connectivity	RTP cycle	Latent demand analysis based on transportation model	WFRC
Walkability index	RTP cycle	WFRC and local communities use Walkability Index Tool	WFRC

These implementation-focused planning efforts have literally paid off, with the United States Department of Transportation (USDOT) recently awarding the region \$20 million through the highly competitive national grant program, Transportation Investment Generating Economic Recovery (TIGER).

The TIGER award provides critical funding for active transportation connections to UTA's 148-mile commuter rail and light rail system, improving transit access in 26 cities and six counties. If fully funded and implemented with committed funds from local communities and transportation partners, the project would represent a nearly \$90 million total investment in active transportation over the next five years. No other area in the country has ever applied for a project of this type and regional magnitude, showcasing once again that the collaborative spirit for which Utah is known yields direct benefits to local residents. Among other major benefits, cyclists will soon be able to ride continuously connected trails along the entire Wasatch Front Region from Ogden to Provo without ever needing to use a road.

Cyclists will soon be able to ride continuously connected trails along the entire Wasatch Front Region from Ogden to Provo without ever needing to use a road.

WFRC improved active transportation considerations this past year not only in long-range planning efforts but also in short-range programming. With Congress' passage of the FAST Act, predictable federal transportation funding allowed WFRC to allocate two years of Transportation Alternative Program (TAP) monies to active transportation investments across the region. In addition, active transportation priorities were considered in the rigorous technical analysis conducted for projects selected for funding through WFRC programs.

Projects awarded funding through WFRC programs totaled approximately \$50 million in FY'16, with nearly 92% of projects having an active transportation component to them.

Projects awarded funding through WFRC programs totaled approximately \$50 million in FY'16, with nearly 92% of projects having an active transportation component to them.

In addition, several projects funded through the TLC program this past year focused primarily on active transportation, including the Kaysville/Farmington Active Transportation (KFAT) Study, the Riverton Active Transportation Study, and Complete Streets projects in North Ogden, South Ogden, and Roy cities. More than 1,000 residents of Kaysville and Farmington cities participated in an online survey about the KFAT Study and over 250 people attended the project open house. These staggering numbers showcased the overwhelming public support for biking and walking in the area.

As evidenced in these successful projects, active transportation was an important area of emphasis in FY'16. In addition to projects, WFRC led or participated in many active transportation-related events and activities, including a series of Mobile Active Transportation Tours (MATT), Bike Utah's annual Bike Summit, and the Active Transportation and Health Summit.

While a majority of the active transportation activities have focused on biking, WFRC made significant progress in furthering pedestrian considerations as well.

Over the course of two years, WFRC interns walked the streets of cities across the region to inventory how accommodating certain streets are for pedestrians. Using cutting-edge research conducted by renowned academics Reid Ewing and Otto Clemente in their book, *Measuring Urban Design*, WFRC scored corridors that had been identified in the Wasatch Choice 2050 Vision as important for pedestrians. Scoring criteria included attributes such as imageability, enclosure, human scale, transparency, and complexity. WFRC then created an [interactive online map](#) that visualized the corridors and how they performed on those metrics.

The work garnered national attention. Streetsblog ran a national podcast entitled, [Measuring Walkability on the Wasatch Front](#), that reached thousands of listeners across the country. [America Walks](#), a national pedestrian advocacy organization, invited WFRC to present in a national webinar regarding the tool.

Address requirements from federal transportation authorization.

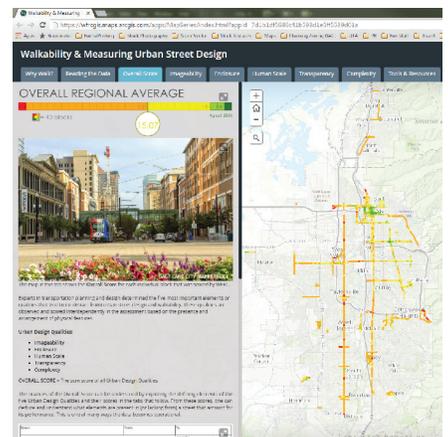
While the FAST Act authorized federal transportation funding for five years, it also codified new requirements into law. WFRC worked this past year to identify those new requirements and incorporate them into the organization's work.

In addition, USDOT has continued to issue rulemaking from the previous federal transportation authorization, Moving Ahead for Progress in the 21 Century (MAP-21). The MAP-21 rulemaking that affects WFRC's work most significantly comes in the form of performance measure requirements.

WFRC and Utah's other transportation agencies have led the nation in developing goals and shared performance measures for the Unified Plan. Consequently, WFRC has been prepared to incorporate performance-based planning into the organization's activities and to provide thoughtful feedback to USDOT and the national MPO associations regarding performance measure rulemaking during public comment periods.



Scott Hess, Active Transportation Planner, WFRC; Colin Quinn-Hurst, Transportation Planner, Salt Lake City; and others listen intently during the Park City Mobile Active Transportation Tour.

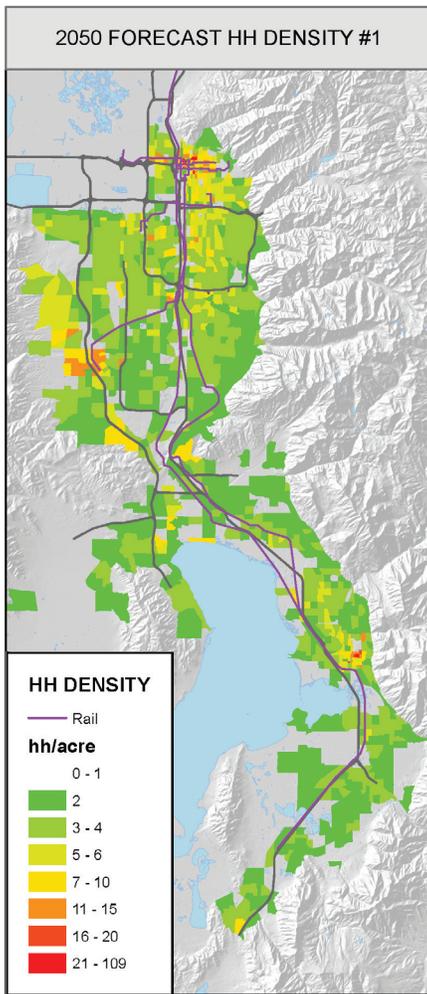


Online, interactive walkability and measuring urban street design map.

- Safety**
- Economic Vitality**
- State of Good Repair**
- Air Quality**
- Mobility & Accessibility**

Utah's Unified Transportation Plan goals.





REMM output shared for critique with an expert panel, which included real estate agents, city planners, commercial developers, and professors.



Vehicles on I-15 south; photo courtesy of County Lemonade via Flickr.

To-date, WFRC has worked to provide feedback on performance measures ranging from safety, infrastructure conditions, congestion, system reliability, freight movement and environmental sustainability.

Improve and refine analytical capacity and methods, including launching the REMM.

In a significant advancement to the WFRC modeling capacity, WFRC launched the REMM. This model is the result of years of effort including data collection and development of the model structure and parameters, followed by rigorous testing and calibration. REMM provides an objective forecast of land development and socioeconomic growth that incorporates the impact that development patterns and transportation decisions have on each other. REMM provides robust projections of potential outcomes that different types of transportation investments and land use policies could have in local communities across the region. The model bases such analysis in market realities to ensure it is responsive to the dynamics on the ground.

Inputs to REMM include rent costs; school enrollment; land values; and detailed building, parcel, and zoning data. Using these inputs, REMM anticipates when and where development could occur and the development intensities associated with that growth.

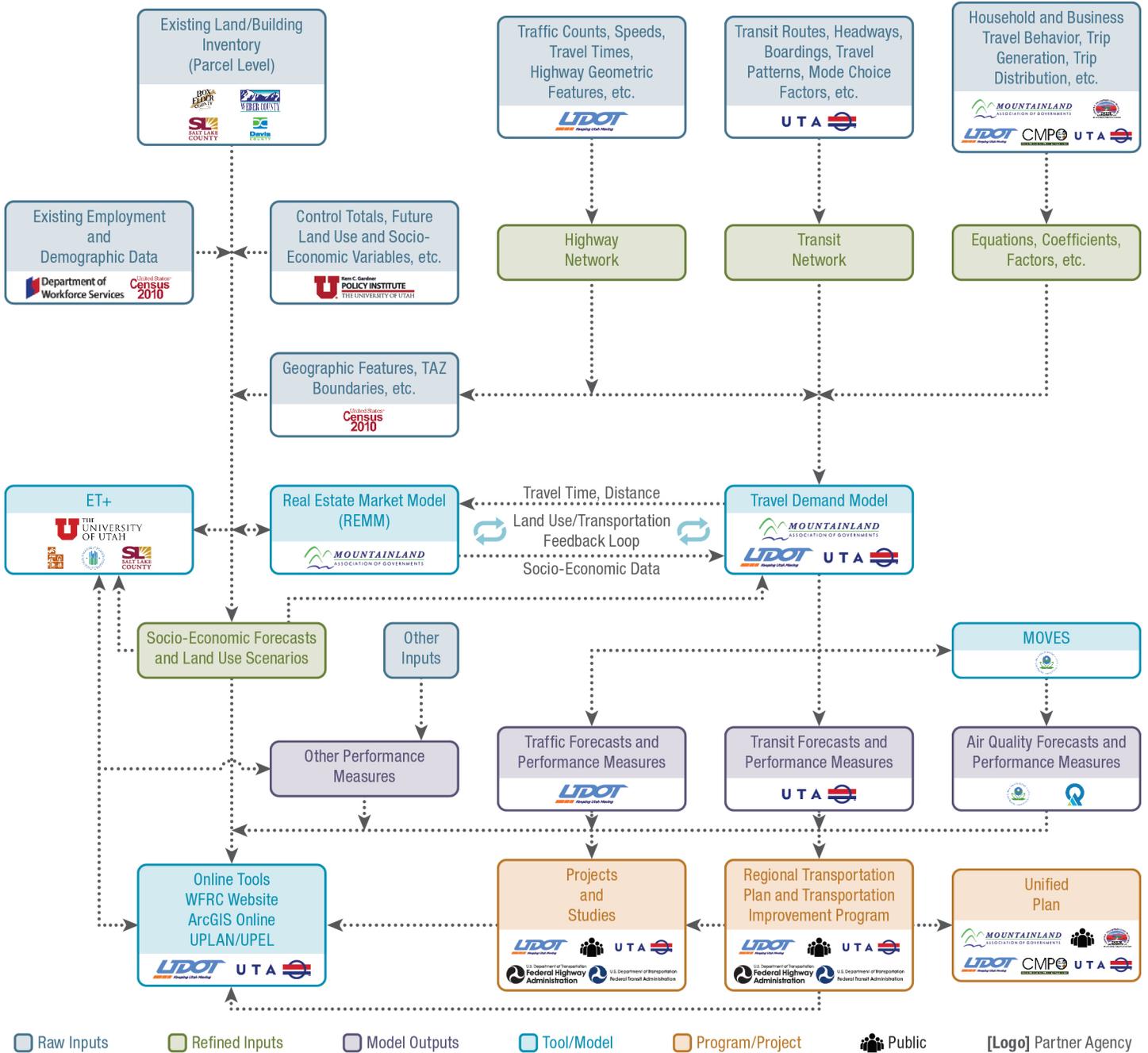
This past year, WFRC tested this state-of-the-art model via a number of regionally significant projects, such as the [West Davis Corridor Environmental Impact Statement](#) and the [Wasatch Front Central Corridor Study](#). These studies have provided excellent opportunities to test the model and obtain valuable feedback from partner agencies. WFRC anticipates using REMM to inform the development of the three 2019-2050 RTP scenarios.

Over the course of FY'16, the main tasks completed by the modeling group included:

- Incorporation of southern Box Elder County into the travel demand model, including a field visit with agency partners, updating model inputs and expanding the highway and transit networks
- Addition of travel demand modeling capability for “[managed motorways](#)” impacts, coordinating the flow on ramp meters to optimize mainline freeway traffic flow
- Testing and refinement of the REMM beta version
- Refinement and calibration of the mode choice model within the travel demand model
- Development and dissemination of a K-12 student travel survey that will improve the capability of the travel model for school-related trips

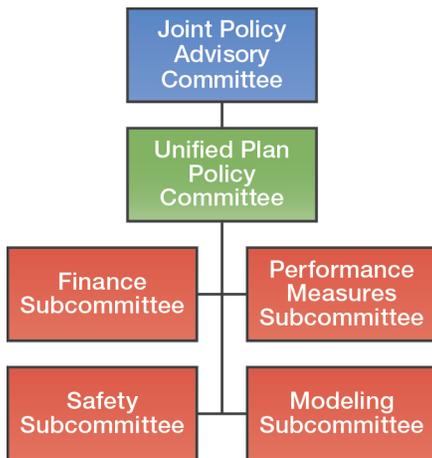
The main use of the travel demand model is for regional transportation planning. However, nearly all transportation studies in the region use the model as an analytical tool to forecast traffic flows and transit ridership on the transportation system. The typical transportation studies include air quality conformity analysis, transportation system management (TSM)/travel demand management (TDM), land use planning, TIP project evaluation, corridor studies, and environmental studies.

High-Level Modeling and Data Flow Chart



As a recognized organization of technical expertise, WFRC fielded myriad questions and requests regarding modeling and projects. The major studies for which the WFRC forecasting group performed travel demand model runs, data processing, or review of travel demand analysis in FY'16 include but are not limited to:

- Travel model support for the RTP; for FY'16, this was mostly confined to support for plan amendments
- Wasatch Front Central Corridor Study
- Southwest Salt Lake County Transit Study
- Ogden-Weber State University Transit Study
- Air Quality Conformity Analysis
- Davis Salt Lake City Connector Study
- Kearns Transit Alternatives
- Mountain Accord Program
- Murray/Taylorville Bus Rapid Transit (BRT)
- University of Utah Transit Master Plan
- West Davis Corridor
- UTA Distance-Based Fare Analysis
- Mid-Jordan Before and After Study, as required by the Federal Transit Administration (FTA)



Unified Plan Policy Committee structure.

Collaborate with other MPOs, UDOT, and UTA to develop the shared 2019-2050 Utah’s Unified Transportation Plan.

In conjunction with the Joint Policy Advisory Committee (JPAC) meetings, WFRC, UDOT, UTA, MAG, CMPO, and DMPO have met several times this past year to establish the process and structure for collaborating on the development of the 2019-2050 Utah’s Unified Transportation Plan. The partners have designated representatives to chair the Unified Plan Policy Committee to provide strategic advice and direction for the overall effort, and identified performance measures, modeling, finance, and active transportation subcommittee chairs to lead the technical analysis and development of the respective subject matter for the Unified Plan.

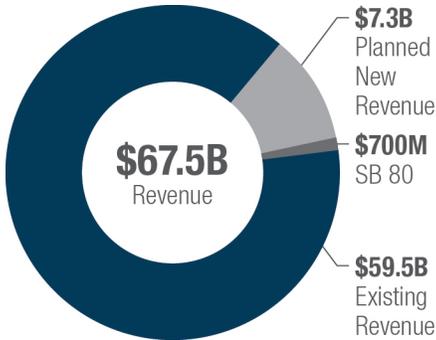
The agencies seek to build on past successes that improve efforts related to scenario planning, as well as the selection of targets and reporting for the established set of agreed-upon performance measures developed for the 2015-2040 Unified Plan. As the largest MPO in the state, WFRC is taking a leading role in helping shape these collective efforts.



Goal Number Two

Support efforts to fund the needs identified in the 2015-2040 Utah's Unified Transportation Plan.

WFRC understands that it is not reasonable to assume funding will be available for all of the transportation needs in the region or the state. WFRC has worked with Utah's transportation agencies to identify a prioritized set of the most critical needs. These needs total approximately \$67.5 billion in investment.



Statewide transportation revenue (2015 dollars).

Critical needs identified in the Unified Plan represent a balanced approach to funding maintenance and preservation projects to take care of the existing transportation system while still accommodating the transportation projects needed to support future growth. They also represent multiple transportation modes, including investments in the state, county, and city systems for road, transit, biking, and walking.

During the 2016 Utah State Legislative Session, the Legislature passed and Governor Herbert subsequently signed into law [Senate Bill 80 \(SB 80\), Infrastructure Funding Amendments](#). Over the course of seven years, the law will reduce the level of funding from state sales tax revenues currently going to transportation capacity projects identified in [Utah's Unified Transportation Plan](#).

While SB 80 represented a balancing of priorities that are needed to prepare for a doubling of the state's population in the coming decades, it did not change the transportation needs identified in [Utah's Unified Transportation Plan](#). SB 80's passage means that the funding shortfall required to address the Unified Plan needs increased by approximately \$700 million between 2015 and 2040.

WFRC worked closely with policymakers, key stakeholders, and transportation partners during the legislative session to educate them regarding SB 80's impact on the Unified Plan funding shortfall. WFRC also worked to track dozens of bills and provide subject-matter advice on a number of transportation policies being considered by the Legislature.

Provide information to local governments and other stakeholders as they consider local option sales tax measures (enabled by House Bill 362).

In 2015, seventeen counties placed the local option sales tax measure enabled by [House Bill 362, Transportation Infrastructure Funding](#) on the ballot to allow voters to decide whether the general sales tax within the county should be increased by a quarter of a percent (the equivalent of one penny for every four dollars spent or .25%) to fund transportation needs. The measure became known as [Proposition 1 \(Prop1\)](#). Voters in ten of the seventeen counties approved the measure, including Tooele, Weber, and Davis counties in WFRC's jurisdiction.

WFRC staff provided information regarding anticipated revenue projections resulting from Prop1 to cities, counties, and transit providers in the region. WFRC also worked with key transportation partners such as the Utah Transportation Coalition in providing technical support in an advisory capacity regarding the



Utah's multi-modal transportation system.





WFRC employees and attendees participate in the 2019 - 2050 RTP sub-regional meetings.

benefits of investing in Utah's transportation system. WFRC staff has been working this past year with the cities and counties in the region that passed Prop1 to develop suggested evaluation and prioritization criteria for how Prop1 revenues could be spent.

In addition, WFRC provided support to Utah's Congressional Delegation, in particular Senate Finance Chair and Utah Senator Orrin Hatch, regarding the [FAST Act](#). The FAST Act provided authorization for predictable federal transportation funding for five years that keeps pace with inflation.

Evaluate and communicate the needs and benefits of investing in Utah's multi-modal transportation system.

WFRC continued to develop and refine its performance-based planning process to include an evaluation of the benefits of a multi-modal transportation system. A performance-based planning process prioritizes benefits through a set of measurable planning objectives. WFRC created thirteen metrics to evaluate the 2019-2050 RTP scenarios, including multi-modal destination access, walkability, available transportation choices, transit use, and vehicle hours of travel per capita.

WFRC understands the need to not only plan for a multi-modal transportation system, but also to communicate the benefits of that system. WFRC staff gave dozens of presentations to various stakeholder groups, including chambers of commerce across the region, land developers, and community organizations. WFRC staff presented to the Utah Legislature's Transportation Committee and met with elected officials and staff through a series of in-person, sub-regional meetings. WFRC conducted public open houses, issued news releases, and posted information via the organization's website and social media outlets. In conjunction with transportation agency partners, WFRC also finalized the 2015-2040 Utah's Unified Transportation Plan document and website, providing important communications tools regarding the benefits of investing in Utah's multi-modal transportation system.



Goal Number Three

Further develop, integrate, and promote WFRC programs that benefit local communities.

This past year, WFRC worked diligently to integrate WFRC programs, where appropriate. The managers for the respective funding programs met often to discuss coordinated evaluation criteria for project selection, complementary performance measures, and consistent communication to stakeholders about funding opportunities and associated deadlines. WFRC streamlined the application process, making it easier for cities, counties, and transportation partners to apply for funding.

Instead of separate deadlines for each program, WFRC instituted a uniform process that allowed local communities to submit a 'letter of intent' while staff worked with the applicant to determine the appropriate funding opportunity for the proposed project.

In total, WFRC allocated approximately \$50 million through the organization's funding programs and provided thousands of hours of staff time to local communities for critical needs.

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Prepare the TIP, including WFRC funding programs.

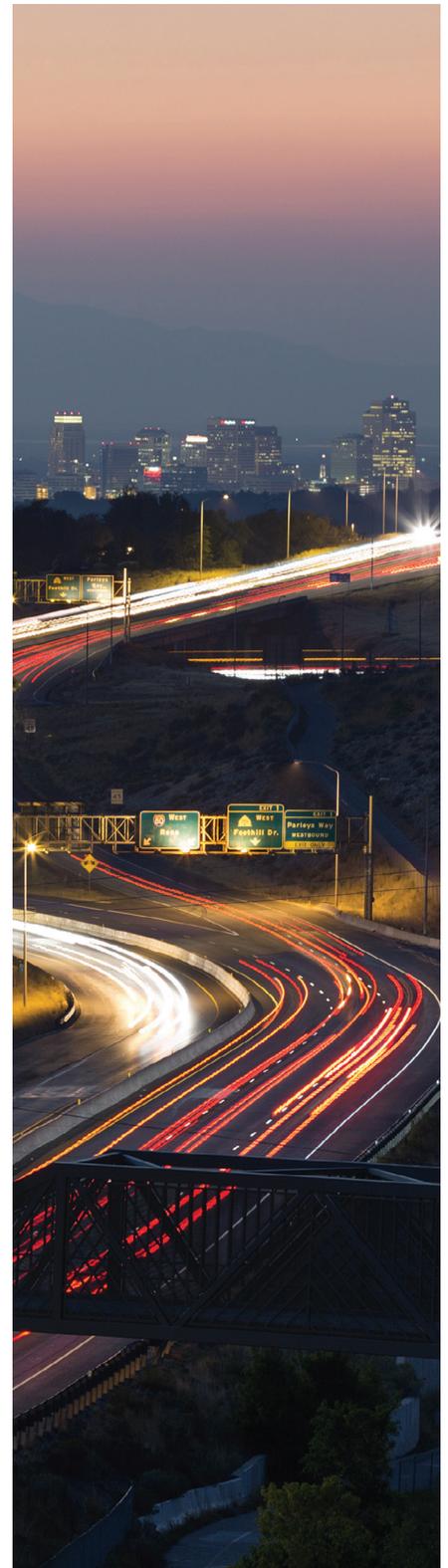
During the FY'16, WFRC prepared the 2017-2022 TIP, totaling more than \$4.3 billion in transportation investments. WFRC developed the TIP in close collaboration with UDOT, UTA, and cities and counties across the Wasatch Front. The TIP includes the roadway, transit, bicycle, and pedestrian projects identified for funding in Salt Lake, Davis, Weber, Tooele, and Morgan counties, as well as the urbanized portion of Box Elder County.

The 2017-2022 TIP provides a thoughtful, carefully reviewed prioritization of major transportation projects across the region for the next six years.

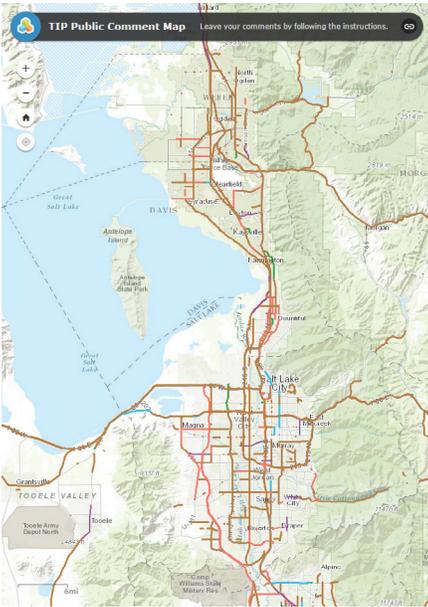
The 2017-2022 TIP provides a thoughtful, carefully reviewed prioritization of major transportation projects across the region for the next six years.

Providing funding for these critical projects is essential to meeting the challenge of Utah's rapidly growing population since a well-functioning transportation system is the backbone of the economy and vital to improving the overall quality of life.

As part of the review process for project selection, WFRC staff scored projects based on approved technical criteria, an on-site field review of each project, and other professional measurements and considerations. The on-site field review enabled staff from WFRC, UDOT, FHWA, UTA, and local governments the opportunity to meet with each project sponsor on-site to review the project concept, ask questions, and identify possible concerns or alternative solutions.



Local interstate at dusk.



TIP online interactive map with a public comment layer. This feature garnered unprecedented public engagement.

After all applications were evaluated, WFRC staff presented recommended projects and the corresponding data to the Technical Advisory Committees (TAC) of the WFRC Transportation Coordinating Committee (Trans Com). The TACs and Trans Com reviewed the projects and developed recommendations for the draft Surface Transportation Program (STP), Congestion Mitigation Air Quality (CMAQ), and TAP programs. Once the Regional Council approved the draft programs, WFRC, in close collaboration with UDOT and UTA, prepared the draft 2017-2022 TIP for public review and comment.

This year, leveraging engagement tools through interactive online mapping contributed to the successful development of the TIP. WFRC created an [online map](#) that allowed members of the public to comment on TIP projects. Made available during the six-week public comment period and covered by every major newspaper in the region, this tool facilitated unprecedented public engagement. The map was viewed over 1,000 times and garnered 89 comments.

Expand the TLC program to provide more assistance to WFRC communities.

WFRC and partners rebranded the former Local Planning Resource Program (LPRP) to the [TLC program](#). Launched three years ago as a joint partnership with Salt Lake County, this funding program carries forward the grant received through the [Sustainable Communities Initiative](#) (SCI) by providing local jurisdictions with technical assistance to integrate land use and regional transportation plans. The TLC program continues to be a primary means for funding projects that implement the Wasatch Choice 2050 Vision growth concepts; reduce travel demand; coordinate land use and transportation, while supporting communities' long range plans; proactively address growth concerns; and help to increase the understanding and use of the [Wasatch Choice 2050 Toolbox](#).

The funds requested annually average \$1.4 million, demonstrating the on-going need and success of the program. Over the past three years, the TLC program has awarded 37 projects. These projects range in type from small area plans, active transportation master plans, form based codes, market analyses, and many more. During FY'16, many projects that had been funded in previous years were adopted and completed.

As a direct result of the program's success, WFRC promoted a fulltime staffer to manage the program and hired a planner to support program efforts in assisting local communities. Additionally, UDOT and UTA continue to contribute funding and staff resources to specific projects within the program. Leveraging contributions from local communities and transportation partners, the cumulative program investment over the past three years totals approximately \$2.74 million.

**TRANSPORTATION
AND
LAND USE CONNECTION**

	Small Area Plans	24
	Form-Based Codes/Zoning	8
	Active Transportation/ Transportation Master Plans	4
	Complete Streets Policies	4
	Market Analyses	6
	General Plan Updates	3

The cumulative number and type of TLC project deliverables generated in fiscal years 2014, 2015, and 2016.

“The funding through the TLC program has helped to provide vital resources to our community. We have lowered housing costs, improved job access, made efficient use of our existing infrastructure, and provided more choices for how our residents get around. We couldn’t have done it without the TLC program.”

- Francis Lilly, Deputy Planning Director, South Salt Lake City

TIP Public Outreach



The Wasatch Front Regional Council (WFRC) released for public comment the Draft 2017-2022 Transportation Improvement Program (TIP), **totaling more than \$4.3 billion in transportation investments**, which includes road, transit, bicycle, and pedestrian projects.



Over the past year, **30 presentations about the TIP were given to multiple groups**, including technical advisory committees, council of governments, the Transportation Coordinating Committee, the Active Transportation Committee, and the WFRC.



The TIP is updated once a year in close collaboration with the Utah Department of Transportation, the Utah Transit Authority, and cities and counties across the Wasatch Front. **Various representatives were available to answer questions about the projects at open houses.**



Members of the public were invited to learn more about the TIP and comment directly about the proposed projects via an online interactive map available at wfrc.org. This **online interactive map was viewed approximately 1000 times.**



The TIP projects help to increase safety; reduce traffic congestion; provide more choices for how people get around; enhance regional road, transit, and trail connectivity; and improve air quality. **89 comments were received via the online interactive map** regarding these projects.



“What transportation projects do you want along Wasatch Front? Your input is sought” was one of the **four articles released by various media outlets**, including the Salt Lake Tribune, Deseret News, Davis Clipper, and Standard-Examiner.



WEST DAVIS
CORRIDOR



Participate in key transportation-related projects and studies including the Wasatch Front Central Corridor, Mountain Accord, Utah Collaborative Active Transportation Study II, and West Davis Corridor.

WFRC participated in a myriad of high-profile, regionally significant projects this past year. WFRC staff served on the executive board for the [Mountain Accord](#) project, helping to oversee the policy decisions of the project. WFRC also served as a member of the Mountain Accord Management Committee, responsible for the day-to-day decision making and management of the program director.

Upon request by the Mountain Accord Executive Board, WFRC took responsibility as the lead agency to procure the program director for Phase II of the project and a consultant to assist with the short- and long-term transportation solutions in the Cottonwood canyons. In addition, WFRC staff served on several Mountain Accord project technical advisory committees and attended public involvement workshops and open houses.

WFRC worked closely with project partners on the UCATS Phase II project. The project team outlined long-term implementation steps for the initial UCATS Phase I active transportation projects and provided technical engineering memos on specific projects within the MAG and WFRC regions. The technical memos highlight individual projects to provide engineering needs and next steps for implementation. In addition to long-term recommendations and specific project implementation memos, the project provided a needs, roles, and responsibilities analysis to guide future UCATS efforts.

WFRC provided technical support for the [West Davis Corridor Environmental Impact Statement](#). This support included working with the project team to integrate the latest WFRC travel demand model into the environmental analysis, including the latest RTP socio-economic projections, and the integration of the [managed motorways](#) concept.

Further integrate economic development considerations into WFRC programs.

WFRC is home to the WFEDD. Through the EDD, WFRC enhances the quality of life for residents across the Wasatch Front through the implementation of longer range plans and initiatives such as the Wasatch Choice 2050 Vision and RTP, and the CEDS. The WFEDD assists in promoting local and regional economies by leveraging federal funds and implementing a coordinated regional strategy that promotes capital investments, economies of scale, and regional competitiveness. The WFRC encourages prudent investments in transportation planning to ensure fiscally sustainable growth that promotes economic development, innovation, and entrepreneurship.

This year, the WFEDD updated the region's CEDS. Updates included information regarding economic conditions in the five-county region, a list of prioritized economic development projects, performance measures, statistics, and demographic information.

As mentioned previously, the WFEDD also adopted three key strategies to integrate economic development with transportation and land use, including 1) coordinating transportation investments with economic cluster locational and service needs; 2) coordinating transportation investments to improve access to opportunity; and 3) ensuring fiscal sustainability through efficient growth and infrastructure investments. Taken together, these three strategies will help to support growth of the region's economic clusters, improve access to jobs and services that improve upward economic mobility, and encourage the efficient use of existing infrastructure to ensure finite resources go farther.

THREE KEY STRATEGIES

The Wasatch Front Regional Council integrates economic development with transportation and land use using the following strategies.



Coordinate transportation investments with economic cluster locational and service needs.

Addressing locational and service needs ensures that Utah's clusters grow and remain healthy over the longer term.

PROGRESS

- Measure growth of clusters relative to transportation investments
- Measure travel time of goods delivered to clusters
- Measure workforce access to clusters

COLLABORATIVE ACTIONS

- Create a coordinated regional cluster priority map
- Align WFRC programs with cluster needs



Coordinate transportation investments to improve access to opportunity.

Improving access to jobs and services helps individuals be more self-sufficient and facilitates upward economic mobility. Metropolitan areas that promote upward mobility achieve higher economic performance.

PROGRESS

- Measure jobs and educational opportunities within a short car, transit, bike, or walk trip
- Measure access to large job and educational centers
- Measure program funding to improve areas with lower incomes

COLLABORATIVE ACTIONS

- Prioritize projects that support access to opportunity
- Prioritize projects that improve access for lower income households
- Work with local governments to maximize access to opportunity through new development



Ensure fiscal sustainability through efficient growth and infrastructure investments.

Encouraging efficient growth and the use of existing infrastructure makes our resources go farther.

PROGRESS

- Measure center and infill growth
- Measure revenue and cost burden for communities
- Measure travel demand, including driving distances, and use of alternative modes

COLLABORATIVE ACTIONS

- Align programming/funding decisions to utilize existing investments and promote efficient growth
- Work with local governments to encourage efficient growth
- Collaborate to reduce travel demand



Image courtesy of GREENbike.

Assist with implementation of transportation-related air quality strategies.

WFRC staff met with sponsors of urban area STP and CMAQ funded projects to recommend TSM and TDM strategies appropriate for their respective projects. Access management, pedestrian and bicycle facility improvements, transit access, intersection improvements, and traffic signal coordination are examples of the strategies addressed at these meetings.

The WFRC committed about \$11.0 million in CMAQ funds this past year for TSM/TDM projects programmed for 2022. These projects include rideshare programs; signal detection; and capital support for the purchase of new buses for expanded ski bus service, bike share expansion, bike lanes, and new transit centers.

The WFRC committed about \$11.0 million in CMAQ funds. These projects include rideshare programs; signal detection; and capital support for the purchase of new buses for expanded ski bus service, bike share expansion, bike lanes, and new transit centers.

As part of the Congestion Management Process (CMP), WFRC staff completed an analysis of the congestion mitigation impacts of various TSM and TDM strategies for the 2019-2050 RTP development. This process looks at future transportation demand and the extent to which future congestion can be mitigated by TSM and TDM measures. In areas where future congestion forecasts show a need for additional capacity, projects are identified in the CMP. Recommendations are also made to implement TSM and TDM strategies to enhance transportation corridors where additional capacity is warranted to meet future congestion conditions. The recommendations of the CMP were carefully reviewed as part of the RTP development and project prioritization.

WFRC staff has prepared a Congestion Management Report regarding various highway and transit performance measures and transportation system trends. The report includes information on vehicle miles traveled (VMT), VMT per capita, percentage arrival-on-green, transit usage by mode and time of day, and annual transit boardings per capita. All of these efforts help to reduce congestion and improve traffic flow, helping to improve air quality.

During the year, the Air Quality Committee (AQC) was hard at work. The committee toured a local oil refinery; considered the benefits of Tier 3 fuels; and learned about the emission reduction efforts by Rocky Mountain Power, the emission impacts of vehicle cold starts, and the benefits of the Tier 3 vehicle emission standards as presented by local research experts. Representatives from the governor’s Utah Clean Air (UCAIR) Committee and the Utah Clean Air Action Team (CAAT) are now regular attendees to the WFRC AQC. The UDOT TravelWise program and the UTA Rideshare program continue to operate with support from CMAQ funds programmed by WFRC.

In addition, WFRC staff participated in several committees organized by other agencies that are promoting actions to improve air quality, such as the Governor’s UCAIR program and the Utah CAAT. The Regional Council also supported the Clear the Air Challenge led by UCAIR.



Goal Number Four

Strive for organizational excellence, including maximizing employee job satisfaction and performance.

WFRC strives to be an organization that attracts and retains a talented, productive workforce as a means for providing excellent assistance and support to local communities and transportation partners. Maximizing employee job satisfaction and performance is key to this objective.

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During the year, several learning opportunities were available to staff regarding issues that included retirement, work/life balance, health, and personal welfare. Some employees continue to pursue higher education with WFRC support, one receiving a Masters of Public Administration.

WFRC staff are engaged in numerous professional activities on the national, state, and local level. In addition, staff serve in various volunteer and professional capacities that further WFRC's interests, expertise, and reputation in the field. WFRC staff professional memberships and affiliations include:

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



WFRC employees participate in an office wellness walk.



WFRC continues to take actions to maintain long-term financial stability; photo courtesy of Ken Teegardin via Flickr.

Continue to take actions to maintain long-term WFRC financial stability.

For the past twenty-one years, WFRC has received an [Unqualified Audit Opinions](#) with no audit adjustments and no deficiencies noted to management. This year was no exception. The quality of WFRC financial records provides certain assurances to those organizations that provide funding for the programs.

It is important that WFRC not only has sufficient resources to operate for the current fiscal year, but also a sustainable financial plan for the future. Staff routinely evaluates long-term financial projections that include federal funding levels as defined in the FAST Act and other anticipated funding sources.

The staff responsible for financial and accounting services for the organization developed, maintained, and monitored the WFRC budget; maintained all financial records according to professional standards; and ensured the organization had sufficient resources to sustain day-to-day operations.

Update accounting, administrative, and personnel policies and procedures.

The staff who provide administrative support are the lifeblood of the organization. Without them, the important documentation of various committees' actions would not get documented. The administrative team this year provided invaluable assistance in managing this documentation, including meeting agendas, meeting minutes, action items, announcements, etc. for all WFRC committees:

- WFRC
- Regional Growth Committee (RGC)
- Trans Com
- AQC
- ATC
- RGC TAC
- Trans Com TAC
- WFEDD

With the codification of new state financial and accounting requirements, WFRC revised and adopted an [Administrative and Accounting Policies and Procedures Guide](#) that updated the Council's purchasing and procurement policy and the organization's updated internal controls and budgeting procedures. WFRC appointed one staff member as a procurement agent to train other staff members regarding the updated procurement process and guidelines.

Continue organizational development by individual and group, e.g., training, performance planning.

WFRC worked to identify areas for improvement not only for each individual staff member, but also for the various groups within the organization focused on long-term planning, short-term programming, travel demand modeling, geographic information systems, communications, etc. WFRC upgraded the software used to evaluate and monitor employee performance to make it more user-friendly and to reflect the organization's mission, roles, goals, and priorities.

Over the past year, staff had the opportunity to participate in a plethora of local and national trainings, conferences, workshops, and forums. These activities expanded employees' personal and collective knowledge of projects, emerging concepts, and industry best practices. In addition, as a nationally recognized organization, WFRC staff were asked to speak and present at a number of these events.

Make progress in moving WFRC headquarters to a more central, accessible location.

During the past year, WFRC made progress to understand the implications of selling the current property owned by the organization and moving to a more central, accessible location. Locating to an area served by multiple modes of transportation is a top priority for WFRC.

Locating to an area served by multiple modes of transportation is a top priority for WFRC.

Staff met with the Salt Lake City Redevelopment Agency (RDA) and with two developers to discuss [Station Center](#) as a potential relocation site where WFRC would be a tenant in the development. In addition, with UTA planning the construction of a new headquarters at the Salt Lake Intermodal Center, WFRC worked with UTA and the agency's developer to consider a potential shared office space arrangement at that location. Given the myriad of potentially viable sites to accommodate an office relocation, WFRC met with several real estate agents and toured multiple properties.

Conduct strategic planning activities including a review of mission, goals, and programs to ensure WFRC continues to effectively serve the needs of the region.

In October of 2015, the Regional Council adopted a revised mission statement and specific roles for the organization. The Regional Council also adopted [FY'16 Goals and Priorities](#).

With a desire to better understand how the organization is meeting these goals and priorities while fulfilling its mission, staff leadership undertook a robust analysis of the organization's strategic direction. Through a series of internal meetings, staff leadership evaluated all of WFRC's responsibilities, assessing whether staff was spending 1) sufficient time and resources; 2) not enough time and resources; or 3) the right amount of time and resources on each area of responsibility.

The recommendations from senior staff were shared with all of the staff for their review and feedback. All staff members were given an opportunity to comment via an anonymous survey regarding each recommendation. Senior staff then reviewed the feedback and finalized recommendations that are currently being considered for adoption into individual and group performance evaluations. Several recurring themes surfaced, including the need to relate the various areas of responsibility to the WFRC mission and roles, and the need to improve integration of performance measures into WFRC programs. The effort did not find a need to radically restructure any of WFRC's programs, but found valuable areas for refining current efforts. Moving forward, staff will use the outcomes of the strategic direction analysis to focus efforts on near- and mid-term Regional Council priorities.



WFRC employees participate in an office bike to work day.



WFRC employees enjoy a group lunch at a local restaurant.



WASATCH FRONT REGIONAL COUNCIL



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wfrc.org



WasatchFrontRegionalCouncil



@WasatchCouncil



WFRCvideo



Image courtesy of Mateo Utah via Flickr.

