



# Activities and Accomplishments Report

FISCAL YEAR 2018

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The Wasatch Front Regional Council achieved several important milestones this past year and accomplished the goals and priorities adopted by the Council.

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Collaboratively develop long- and short-range plans and programs, and assist local communities to implement those plans.



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Support transportation and related land use and economic development policy-making and projects.

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**Goal Number Three** Strive for organizational excellence.



WASATCH FRONT REGIONAL COUNCIL

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# Executive Summary

Transportation planning in the region is a cooperative effort of local and state agencies. As the designated Metropolitan Planning Organization (MPO) for the Wasatch Front, the Wasatch Front Regional Council (WFRC) is responsible for coordinating this transportation planning process. WFRC achieved several important milestones this past year and accomplished the goals and priorities adopted by the Council.

## Collaboratively develop long- and short- range plans and programs, and assist local communities to implement those plans.

WFRC has a strong track record of collaboratively developing long- and shortrange plans and programs with its transportation partners, local governments, and stakeholders. Additionally, the organization works hand-in-hand with local communities to successfully implement those plans and programs, resulting in a well-functioning multi-modal transportation system, livable communities, a strong economy, and a healthy environment.

In fiscal year 2018, the Wasatch Choice 2050 (WC2050) Vision, a vision for the future of the Wasatch Front region, was endorsed by the Council. Together with locally developed land use planning and zoning, the Regional Transportation Plan (RTP) and the Comprehensive Economic Development Strategy (CEDS) are built under the overarching WC2050 Vision. In fiscal year 2018, significant development of the RTP and CEDS occurred.

In an effort to advance the 2019-2050 RTP, WFRC used innovative performancebased planning and analytical models to develop three scenarios that explored different approaches to transportation and land use investments in fiscal year 2017. Performance measurement helps tie transportation investments to agreedupon goals and objectives. **Through this performance-based approach**, **WFRC seeks to ensure taxpayer dollars are used efficiently to achieve desired outcomes for the region**.

WFRC, in coordination with the Utah Department of Transportation (UDOT), Utah Transit Authority (UTA), Mountainland Association of Governments (MAG), Cache MPO, and Dixie MPO, adopted a state-wide, joint performance-based planning Memorandum of Agreement (MOA), as required by the Fixing America's Surface Transportation (FAST) Act. The MOA outlines provisions for cooperatively developing and sharing transportation performance data, the selection of performance targets, the reporting of performance targets, and asset management data.

In fiscal year 2018, stakeholders evaluated each of the three scenarios and compared their performance using measures developed based on the previously adopted WC2050 goals. Select elements, including transportation projects, strategic centers, and job areas from each of the scenarios were combined into a Draft Vision.



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#### **FISCAL YEAR 2018 GOALS**

### 🗐 Goal Number One

Collaboratively develop longand short-range plans and programs, and assist local communities to implement those plans.

### 🛲 Goal Number Two

Support transportation and related land use and economic development policy-making and projects.

#### $\bigcirc$ **Goal Number Three**

Strive for organizational excellence.



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To achieve the previously adopted regional goals, WFRC developed the following four key strategies which represent the overarching themes in the WC2050 Vision.

- Provide transportation choices.
- Support housing options.
- Preserve open space.
- Link economic development with transportation and housing decisions.

In an effort to review and continue to refine the Draft Vision and 2019-2050 RTP, WFRC went to great lengths to gather community input. Staff created an online visualization tool, in both English and Spanish formats. Through the use of the tool, stakeholders were able to evaluate the Draft Vision and provide feedback on the proposed projects, land use, and economic development areas. WFRC held ten hands-on Vision workshops for each part of the region with transportation partners, key stakeholders, and local elected officials and staff. The agency also hosted a community organization workshop with over 20 organizations within Box Elder, Davis, Salt Lake, and Weber counties that represent minority populations, low-income persons, persons with disabilities, unions, and seniors to solicit public comment regarding their transportation needs.

In April of 2018, the Technical Advisory Committee (TAC) to the Regional Growth Committee (RGC) approved a motion for the RGC to recommend the endorsement of the WC2050 Vision to the Council. Subsequently, the RGC considered the WC2050 Vision and recommended Council approval. In May of 2018, the Council endorsed the Vision, which allowed the staff to move into the phasing component of the planning process.

Utah's transportation agencies are working together to develop the 2019-2050 Utah's Unified Transportation Plan, which identifies needed investments in roadway, transit, and active transportation infrastructure to stay ahead of future growth, as well as maintain existing infrastructure. This will be the fourth iteration of the plan, with each agency using shared growth projections, time horizons, and financial assumptions to assemble complementary and seamlessly integrated regional transportation plans. This significant interagency collaboration helps to ensure taxpayer dollars are used efficiently to meet Utah's priority transportation needs.

Totaling more than \$4 billion in vital transportation funding, the Draft 2019-2024 Transportation Improvement Program (TIP) identifies investments in roadway, transit, and active transportation infrastructure needed in the Salt Lake-West Valley and the Ogden-Layton urbanized areas. Throughout the year, WFRC worked in close collaboration with UDOT, UTA, and cities and counties across the Wasatch Front to develop the TIP, and ultimately help the region meet current transportation needs while simultaneously addressing critical future priorities. Again, WFRC leveraged a variety of innovative communication tools to augment the opportunity for comment, and the public responded.

In fiscal year 2018, the Wasatch Front Economic Development District (WFEDD) continued to further regional economic development activities through the coordination of longer-term planning activities, collaboration and partnerships, and the development of the 2019-2024 CEDS. The CEDS analyzes the region's economic conditions; outlines strengths, weaknesses, opportunities, and challenges; and highlights activities that promote economic vitality. It is part of the region's broader WC2050 Vision for growth and development, and helps link economic development with both transportation and housing decisions.

The Transportation and Land Use Connection (TLC) team continued to work with their partners, Salt Lake County, UDOT, and UTA, to enhance available funding and adopt an updated mission statement and set of goals. The program provides technical assistance to local communities to help them develop implementable local projects that are well coordinated with land use and transportation infrastructure, plan for growth, and achieve their goals. This approach is consistent with the WC2050 Vision, and ultimately helps residents throughout the region enjoy a high quality of life through enhanced mobility, better air quality, and improved economic opportunities. **Over the past five years, the TLC program has worked with communities on 65 projects, including 13 communities in fiscal year 2018.** 

## Support transportation and related land use and economic development policy-making and projects.

In fiscal year 2018, WFRC continued to support transportation and related land use and economic development policy-making and projects. Working directly with the Transportation Governance and Funding Task Force, **WFRC was integrally involved in providing expert advice and information to state legislators as they considered methods to provide optimal governance, funding, and policy for transportation investments**. As a result, <u>Senate Bill</u> (SB) 136: Transportation Governance Amendments passed during the 2018 Legislative Session. The bill is a significant, positive step forward for the future of Utah, as it provides for the efficient use of limited resources, as well as a systematic approach to transportation planning that considers both land use and economic development throughout the state.

In May of 2018, **the Salt Lake Chamber awarded WFRC with the Partner of the Year Award** for demonstrating leadership and partnership, and working proactively with the private sector to advance key business priorities. WFRC works closely with the Salt Lake Chamber and other private-sector organizations and businesses, in addition to its public-sector partners and members.

Throughout fiscal year 2018, WFRC was significantly involved in the planning of, as well as executing day-of activities for, major successful events, including the WC2050 + Mayor's Metro Solutions event. This combined event brought together hundreds of stakeholders from across the region to discuss how to increase access to jobs and educational opportunities through the development of the WC2050 Vision.

Additionally, and in partnership with numerous agencies, cities, and counties, WFRC hosted two simultaneous group bike rides and a family-friendly event to celebrate the completion of the Golden Spoke network. Governor Gary R. Herbert, along with several local and regional leaders, officially recognized the completion of the <u>Golden Spoke</u>, which consists of over 100 miles of safe, separated, and connected multi-use trails at the community celebration event.

WFRC managed the development of and launched a new, easily navigable, responsive, and accessible <u>website</u> to provide technical subject-matter expertise to local governments and other stakeholders.

#### Strive for organizational excellence.

Utilizing legal and other expertise to ensure full compliance, use of best practices, transparency, and prudent use of taxpayer money, WFRC updated its <u>Personnel Policy</u> and its <u>Accounting and Administrative Policy</u>.

Finally, in an effort to continue to strive for organizational excellence, WFRC made significant progress to move its office to a more central and easily accessible location that is served by multiple modes of transportation. The agency ultimately **signed a lease agreement with the Cicero Group for office space in The Gateway**, located in downtown Salt Lake City.

The staff at WFRC appreciate the opportunity to work with its members, collaborate with its partners, assist local communities, and ultimately contribute to a high-quality of life for residents living throughout the Wasatch Front region. **Thank you!** 

#### 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.

We put visions and plans into action.



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WASATCH FRONT REGIONAL COUNCIL

# Goal Number One

Collaboratively develop long- and short-range plans and programs, and assist local communities to implement those plans.

## Work with members, partners, and stakeholders to develop the WC2050 Vision to integrate regional transportation, land use, and economic development.

Wasatch Choice has been a shared regional vision for the Wasatch Front region for over a decade. Building on community values through an extensive public input process, Wasatch Choice establishes a blueprint for growth that supports a well-functioning economy, improves air quality, and enhances Utahns' overall quality of life.

WC2050 updates the existing regional vision and extends its outlook from 2040 to 2050. It better articulates how to make the Vision a reality through recommended implementation strategies. The Vision builds on the dynamic changes happening in local communities throughout the region.

The population along the Wasatch Front will increase significantly in the coming decades. WFRC's work to collaboratively bring local communities, transportation agencies, stakeholder groups, and the public together to proactively plan for the future is vitally important today and for future generations.

In an effort to achieve the regional goals previously adopted in 2016, **WFRC developed the following four key strategies** which represent the overarching themes in the WC2050 Vision.

- **Provide transportation choices:** Help us have real options in how we choose to get around and increase the number of easily reached destinations.
- **Support housing options:** Support housing types and locations that we can both afford and work best for our lives.
- **Preserve open space:** Preserve sufficient and easily accessible open lands that provide us recreational opportunities.
- Link economic development with transportation and housing decisions: Create a synergy between these three key building blocks. Enable shorter and less expensive travel to afford us more time and money. Efficiently utilize infrastructure to save taxpayer dollars. Provide housing options and increase housing affordability. Improve the air we breathe by reducing auto emissions.

Over the past year, WFRC worked diligently to provide subject-matter expertise regarding transportation, land use, and economic development on behalf of local communities in the development of the WC2050 Vision. In an effort to assist communities in their communication efforts with their constituencies, WFRC created original content tailored for a city/county newsletter, mayor's message, website, mass email, and social media posts. This information was then distributed to the communications leads for each city and county in WFRC's region, relevant organizations, and chambers of commerce for dissemination





via their respective communication outlets. Utilizing the existing means through which cities, counties, and organizations already communicate with their residents, members, and businesses helped to significantly amplify WFRC's ability to reach more stakeholders and solicit feedback.

#### Continue to develop the 2019-2050 RTP.

The WC2050 Vision is the future of our area's transportation, land use, and economic development, and is an essential step in the overall planning process and the foundation of the 2019-2050 RTP.

WFRC develops the RTP for the Salt Lake City-West Valley City and Ogden-Layton urbanized areas. The RTP is a fiscally-constrained plan for roadway, transit, and active transportation facility improvements over the next 20-30 years. Developed every four years, the RTP seeks to stays ahead of future growth through proactive planning that integrates multiple transportation modes and enhances the capacity of the overall transportation system. WFRC coordinates closely with UDOT, UTA, cities, and counties to understand the needs of transportation partners and communities.

In fiscal year 2017, WFRC used performance-based planning and analytical models to develop three scenarios that explored different approaches to transportation and land use investments. Each of the three land use and transportation scenarios were designed as viable alternatives to address anticipated growth in population, employment, and travel demand. WFRC reviewed these three scenarios with stakeholders in a variety of outreach efforts, including a series of ten local workshops.

In fiscal year 2018, WFRC, in coordination with its transportation partners, local communities, and stakeholders, analyzed and evaluated each of the three scenarios and compared their performance using measures developed based on the WC2050 goals. Select elements, including transportation projects, strategic centers, and job areas from each of the scenarios, were combined into a Draft Preferred Scenario or Draft Vision. Once projects are selected, they will be prioritized based on when the project is needed and when funding can reasonably be assumed for payment.

WFRC, in coordination with its transportation partners, local communities, and stakeholders, analyzed and evaluated each of the three scenarios and compared their performance using measures developed based on the WC2050 goals. Select elements, including transportation projects, strategic centers, and job areas from each of the scenarios, were combined into a Draft Vision.

WFRC is known nationally as a leader in long-range planning for many reasons, including a robust data-informed approach used to identify where billions of dollars in transportation investments should be spent. The analytics group (modeling, forecasting, and information services) at WFRC continued their track record of ground-breaking work this past year.

In fiscal year 2018, WFRC entered into an innovative multi-agency modeling agreement with MAG and UDOT, and in partnership with UTA, to create a shared joint-agency modeling staff position and funding for contracting with expert advisors. Housed within WFRC's analytics group, the new staff member provides coordination and technical leadership toward ensuring that Utah's regional and statewide travel demand models are developed and maintained with the maximum



potential for integration. Modeling policy and technical advisory committees were also operationalized as stipulated in the multi-agency agreement.

The Travel Demand Model (TDM), used for the 2019-2050 RTP, was recalibrated with significant updates to the model inputs and logic. Additionally, WFRC established 2015 as the base year for the Real Estate Market Model (REMM), which forecasts land use and distribution of households and jobs for the transportation analysis zone (neighborhood-level) geographies in WFRC's region. Updated REMM base year data includes GIS data of local general plan, zoning, and other existing land use constraints; current Department of Workforce Services employment locations categorized by job sector; and land parcel valuations and existing building characteristics.

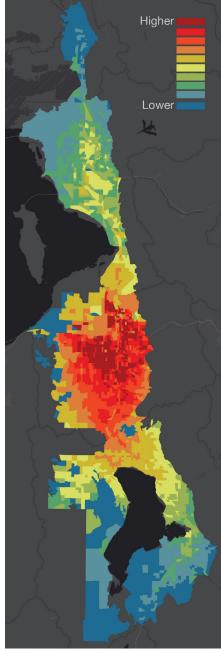
Future land use and socio-economic forecasts for the spatial distribution of population and employment were created for the region through 2050. The resulting output was a key input into the RTP's travel demand model and the RTP project prioritization process. Travel demand logic was enhanced in the regional model and WFRC directly and indirectly supported travel forecasts to analyze numerous infrastructure projects and policy proposals. The REMM and TDM forecasting tools are currently undergoing internal review and will be prepared for local jurisdiction review in the summer of 2018.

While the analytic team's output is crucial to the RTP technical process, WFRC considers stakeholder feedback as an important input as well. WFRC staff devoted significant time toward meeting with regional stakeholders and transportation groups this past year. Additional information regarding the various stakeholders and groups, may be found in the <u>Goal Number Two</u> section.

WFRC held ten hands-on WC2050 Vision workshops for each part of the region with transportation partners, key stakeholders, and local elected officials and staff. The focus of the workshops was to review and continue to refine the WC2050 Draft Vision and 2019-2050 RTP, by gathering local community input. WFRC also asked attendees to affirm their interest in discussing any changes to the Vision as compared to the adopted general plans over the next few years. This provided each of the transportation agencies some assurance that the Vision benefits from a sincere local desire for implementation. Representatives from WFRC, UDOT, UTA, and Envision Utah were on hand to answer any questions.

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WFRC also hosted a community organization workshop with over 20 organizations within Box Elder, Davis, Salt Lake, and Weber counties that represent minority populations, low-income persons, persons with disabilities, unions, and seniors to solicit public comment regarding their transportation needs. The purpose of the workshop was to build upon and continue efforts to receive input from diverse groups across the region to refine the WC2050 Draft Vision and 2019-2050 RTP. Again, representatives from WFRC, UDOT, UTA, and Envision Utah were on hand to answer any questions.



Developed by the analytics group, the workplace accessibility map shows jobhousehold travel proximity, using 2030 automobile commute times.





Transportation partners, key stakeholders, and local elected officials and staff provide input at the WC2050 Vision workshops.

WFRC was significantly involved in the planning of the WC2050 + Mayor's Metro Solutions event, which brought together stakeholders from across the region to discuss how to increase access to jobs and educational opportunities through the development of the WC2050 Vision. Additional information regarding the event may be found in the <u>Goal Number Two</u> section.

WFRC was significantly involved in the planning of the WC2050 + Mayor's Metro Solutions event, which brought together stakeholders from across the region to discuss how to increase access to jobs and educational opportunities through the development of the WC2050 Vision.

The WC2050 + Mayor's Metro Solutions event, held in January, kicked off the formal comment period for the WC2050 Draft Vision and 2019-2050 RTP, which ran through March. In addition to placing public notices in local newspapers, distributing emails to interested people and organizations, and posting information on the website, WFRC generated organic and sponsored social media ads, complete with corresponding graphics, to notify the public of the opportunity to comment via an online engagement tool, in both English and Spanish formats. The English advertisements linked to an engagement tool in English, while the Spanish advertisements linked to an engagement tool in Spanish. The paid social media ads, professionally translated into Spanish, engaged one out of every 200 Spanish-speaking users, and significantly increased the number of views of the Spanish engagement tool.

WFRC is constantly considering innovative ways to engage stakeholders in the planning process. In an effort to refine the WC2050 Draft Vision and successfully obtain stakeholder input, WFRC created its second online visualization tool, in both English and Spanish formats. Through the use of the tool, stakeholders were able to evaluate the Draft Vision and provide feedback on the proposed transportation projects, land use, and economic development areas. Made available during the eight-week public comment period, this tool facilitated unprecedented public engagement, and was covered by major media outlets, including Building Salt Lake, Deseret News, Good4Utah, and The Salt Lake



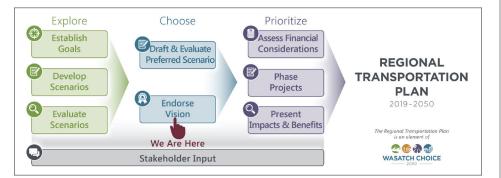
Tribune. Additional information regarding the visualization tool may be found in the Goal Number Two section.

WFRC, in close coordination with UDOT and UTA, reviewed input received from the Vision workshops, extensive stakeholder and outreach meetings, and visualization tool, as well as model outputs from the TDM and REMM. After meeting with the RGC's TACs to review a first draft, the Draft Vision was further refined through iterative internal and external review processes utilizing the feedback received, as well as various forms of data.

#### Endorse the preferred transportation/land use scenario for 2050.

In April of 2018, RGC TAC members approved a motion for the RGC to recommend the endorsement of the WC2050 Vision to the Council. In May of 2018, the RGC considered the WC2050 Vision and recommended approval by the Council. Later that month, the Council endorsed the WC2050 Vision, which allowed the staff to move into the phasing component of the planning process.

In May of 2018, the RGC considered the WC2050 Vision and recommended approval by the Council. Later that month, the Council endorsed the WC2050 Vision, which allowed the staff to move into the phasing component of the planning process.



The Council endorsed the WC2050 Vision as part of the RTP process.

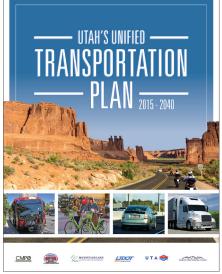
#### Initiate the prioritization of road, transit, and active transportation projects by phase and financial constraints.

During the last half of fiscal year 2018, WFRC reviewed the ten Wasatch Choice goals with transportation partners and local communities to identify relevant performance measures that should be used to evaluate the individual highway, transit, and active transportation projects in terms of need. Scoring methodologies to evaluate and phase individual projects were developed, thoroughly reviewed, and agreed upon by partner agencies and local community planners, and the phasing criteria was set. WFRC compiled a GIS (geographic information systems) database of relevant map-based data to support the evaluation, and coded automated GIS analyses necessary to complete project scoring. Projects for each mode were scored based on a 100-point scale and phased according to need. Initial review of the phased needs has been coordinated with WFRC's transportation partners. The next steps include review of the projects with the local communities at a TAC meeting in the summer of 2018. Financial constraints will then be applied and phases will be adjusted, based on projected revenue for each mode, in fiscal year 2019.



Organic and sponsored social media ads notified English- and Spanish-speaking users of the opportunity to comment on the WC2050 Draft Vision via an online engagement tool, offered in both English and Spanish formats.





Utah's transportation agencies are working together to develop the 2019-2050 version of the Utah's Unified Transportation plan.



WFRC, MAG, UDOT, and UTA, in coordination with the Cache MPO and Dixie MPO, have partnered to update of the 2015-2040 Utah's Unified Transportation Plan Financial Model, with consultant assistance. This work will refresh the financial model for the 2019-2050 RTP and 2019-2050 Utah's Unified Transportation Plan, and include revised financial assumptions, growth rates, revenue sources, and costs.

Additionally, and working closely with UTA and MAG, WFRC is updating the Transit Financial Plan (TFP), UTA's financial model which projects all future costs and revenues from new transit projects. The updated model will better meet the needs of the MPOs and be integrated into Utah's Unified Transportation Plan Financial Model for the 2019-2050 RTP.

## Collaborate with UDOT, UTA, MAG, and Utah's other MPOs to continue to develop the 2019-2050 Utah's Unified Transportation Plan.

Utah's transportation agencies know that planning and implementing transportation improvements cannot happen in a vacuum. Proper planning requires not only coordination, but also collaboration. <u>Utah's Unified</u> <u>Transportation Plan</u>, the first-of-its-kind nationally, is founded upon principles of good stewardship. The plan identifies investments in road, transit, and active transportation infrastructure that are needed across Utah to stay ahead of future growth and take care of infrastructure investments already made. Utah's Unified Transportation Plan does not presume that resources are unlimited. Instead, it carefully prioritizes the most critical construction and maintenance needs, providing a blueprint for continuing a track record of sound leadership and prudent investment.

The state's transportation agencies are working together to develop the 2019-2050 Utah's Unified Transportation Plan. This will be the fourth iteration of the plan, with each agency using shared growth projections, time horizons, and financial assumptions to assemble complementary regional transportation plans that integrate seamlessly. The transportation agencies have created subcommittees dedicated to addressing specific elements, including active transportation, communications, finance, GIS, performance measurement, and safety. Periodic meetings by the Policy and Coordinating Committee were held to determine progress. The 2019-2050 Utah's Unified Transportation Plan is on schedule to be completed by the fall of 2019. This significant interagency collaboration helps to ensure taxpayer dollars are being used efficiently to meet Utah's priority transportation needs.

The state's transportation agencies are working together to develop the 2019-2050 Utah's Unified Transportation Plan. This will be the fourth iteration of the plan, with each agency using shared growth projections, time horizons, and financial assumptions to assemble complementary regional transportation plans that integrate seamlessly.

#### Develop the 2019-2024 TIP.

Totaling more than \$4 billion in vital transportation funding, the Draft 2019-2024 TIP identifies investments in roadway, transit, and active transportation infrastructure needed in the Salt Lake-West Valley and the Ogden-Layton urbanized areas. The Draft 2019-2024 TIP helps the region meet current transportation needs while simultaneously addressing critical future priorities. It is updated every year and identifies projects funded with federal, state, and local resources for the next six years. Major capacity projects in the TIP are selected

from the RTP. Throughout the year, WFRC worked in close collaboration with UDOT, UTA, and cities and counties across the Wasatch Front to develop the Draft 2019-2024 TIP.

With over \$4 billion in transportation infrastructure priorities identified in the TIP, it is important to engage the public meaningfully. WFRC leveraged a variety of innovative communication tools to augment the opportunity for comment, and the public responded.

## With over \$4 billion in transportation infrastructure priorities identified in the TIP, it is important to engage the public meaningfully.

A formal public review and comment period was held for the Draft 2019-2024 TIP and Proposed 2015-2040 RTP Amendment #6 from the end of June through the 4th of August of 2018. WFRC placed public notices in local newspapers, in English and Spanish formats, as well as distributed emails to interested people and groups; posted information on the WFRC website; and generated social media posts, regularly shared by both UDOT and UTA, to notify the public of the opportunity to comment.

Working with UDOT and UTA, WFRC obtained GIS data for the Draft TIP 2019-2024 projects and created an online interactive map in both English and Spanish formats that allowed members of the public to easily access project information and comment directly on the map. Made available during the five-week public comment period and covered by multiple major newspapers in the region, this tool facilitated successful public engagement. All comments submitted to WFRC for consideration will be carefully reviewed prior to the adoption of the 2019-2024 TIP. Additional information regarding the interactive maps may be found in the Goal Number Two section.





#### **OBTENGA MÁS INFORMACIÓN SOBRE LOS PLANES DE INVERSIÓN EN TRANSPORTE PARA SU COMUNIDAD Y REGIÓN.** Deje sus comentarios hasta el 4 de agosto en wfrc.org/TIP20192024ES.

The Spanish version of a mini-flyer distributed to the public via in-person open houses and social media posts. The mini-flyer provided a QR code/link to an online interactive map (translated into Spanish), where users could learn more and provide comments.



Screenshot of the TIP interactive map, which allowed users to easily access project information and provide comments.





Val John Halford, Senior Transportation Planner, WFRC; Bob Pelly, STIP Coordinator, UDOT; and Ben Wuthrich, TIP Coordinator, WFRC; speak with a gentleman at the TIP open house in Ogden.



Ben Wuthrich, TIP Coordinator, WFRC, speaks with a gentleman at the TIP open house in Salt Lake City.



In addition to utilizing online and traditional media, WFRC sponsored two in-person public open houses for the Draft 2019-2024 TIP and Proposed 2015-2040 RTP Amendment #6 in July of 2018. Representatives from WFRC, UDOT, and UTA were available to answer questions about the TIP projects and proposed amendment via the open houses held at the Ogden Intermodal Center and the Salt Lake Central Station. These two locations were strategically selected to meet with people while they were using various forms of transportation to travel.

#### Allocate funding to priority road, transit, and active transportation projects.

During the fall and winter of 2017, WFRC solicited projects and corresponding data for funding through WFRC's Surface Transportation Program (STP), Congestion Mitigation Air Quality (CMAQ) Program, and the Transportation Alternatives Program (TAP). In the spring of 2018, the Transportation Coordinating Committee (Trans Com) and the TACs reviewed the projects and developed recommendations.

As part of the selection process, WFRC scored projects based on approved technical criteria, an on-site field review of each project, and other professional measurements and considerations. The field review enabled staff from WFRC, Federal Highway Administration (FHWA), UDOT, UTA, and local governments to meet with each project sponsor on-site to review the project concept, ask questions, and identify possible concerns or alternative solutions. Once the Council approved the projects, WFRC, in close collaboration with UDOT and UTA, prepared the Draft 2019-2024 TIP for public review and comment.

## Provide funding and technical support to local communities through WFRC programs, including the STP, CMAQ, and TAP.

A top priority for WFRC is to support local communities in the region. WFRC provides tens of millions of dollars directly to cities and counties to help meet their needs. The STP provides funding that may be used for any federal-aid highway, public road bridge, and transit capital projects, as well as intracity and intercity bus terminals and facilities. The annual apportionments for the STP funds are projected to be approximately \$20,020,000 in the Salt Lake-West Valley and \$10,780,000 in the Ogden-Layton urbanized areas through the year 2024. Due to the adjustments brought about by FAST Act, the new transportation authorization bill, and project cost savings, there is an estimated \$30,758,000 in the Salt Lake-West Valley and \$17,437,000 in the Ogden-Layton urbanized areas available for programming in 2024. These funds have been allocated to projects selected through the process previously described.

The CMAQ program funds projects that improve air quality, including public transportation, bicycle or pedestrian facilities, ridesharing, traffic signal coordination, etc. In fiscal year 2018, WFRC funded \$8.4 million worth of projects through the CMAQ program and a robust technical process that considered the air quality cost/benefit of each project. Applications for a total of \$34.7 million were submitted, highlighting a substantial need for transportation investment that improves the region's air quality.

The TAP funds active transportation and non-motorized forms of transportation, including sidewalks, trails, bike lanes, etc. WFRC staff worked closely with local communities to understand their active transportation-related priorities. As a result, WFRC funded future projects such as a new sidewalk near an elementary school and Weber State University in Ogden and a relocated sidewalk and pedestrian crossing in Cottonwood Heights to improve safety.

#### Develop community and economic development plans and strategies.

The WFEDD operates under the auspice of the WFRC and received federal designation as an economic development district from the US Department of Commerce's Economic Development Administration (EDA) in August of 2014.

The WFEDD continues to implement three key strategies into short- and long-range initiatives including the WC2050 Vision, RTP, and CEDS. The three key strategies include the following.

- Support of Utah's economic clusters
- Fiscal sustainability
- Access to opportunities

In fiscal year 2018, the WFEDD worked with internal staff to ensure clusters are considered in the development of performance measures and phasing criteria throughout WFRC's programs. Additionally, the WFEDD continued to promote the importance of centered development, and ultimately fiscal sustainability. The WFEDD garnered the support of the region to include access to opportunities as a regional goal, and therefore is currently working to understand how this strategy can be measured and integrated into the long-range modeling tools.

#### Update the regional CEDS.

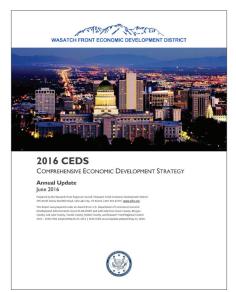
The WFEDD furthers regional economic development activities through coordination of longer-term planning activities, collaboration and partnerships, and the development and implementation of the Wasatch Front region's CEDS. The CEDS analyzes the region's economic conditions; outlines strengths, weaknesses, opportunities, and challenges; and highlights activities that promote economic vitality. It is revised every five-years, as required by the US EDA. Additionally, the CEDS is part of the region's broader WC2050 Vision for growth and development and helps link economic development with transportation and housing decisions.

## The CEDS is part of the region's broader WC2050 Vision for growth and development and helps link economic development with transportation and housing decisions.

WFRC hired a consultant to develop the five-year CEDS. In an effort to better understand the region's economic development goals and needs, as well as update the CEDS, an online survey was developed and distributed to numerous relevant participants. Anticipated completion of the CEDS is in fall of 2018.

## Provide funding and technical support to local communities through WFRC programs, including the TLC Program, Community Development Block Grant, and WFEDD.

In fiscal year 2018, the **TLC program** worked with their funding partners, Salt Lake County, UDOT, and UTA, to enhance available funding and adopt an updated mission statement and set of goals. The program provides technical assistance to local communities to help them achieve their goals and plan for growth. TLC helps communities implement changes to the built environment for a well-functioning transportation system that provides choices to residents to drive, take transit, bike, or walk. The TLC program's approach is consistent with the Wasatch Choice Vision and the program helps residents living throughout the region enjoy a high quality of life through enhanced mobility, better air quality, and improved economic opportunities.



The WFEDD hired a consultant to develop the 2019-2024 version of the CEDS.

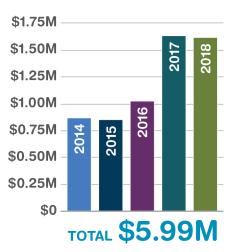


#### MISSION STATEMENT

The Transportation and Land Use Connection supports local governments in their planning efforts, implementing the Wasatch Choice Vision.

#### GOALS

- Maximize the value of investment in public infrastructure.
- Enhance access to opportunity.
- Increase travel options to optimize mobility.
- Create communities with opportunities to live, work, and play.



Cities, counties, and transportation agencies are partnering together to fund implementation-focused planning efforts through the TLC program. The cumulative amount of investment in fiscal years 2014 through 2018 is shown.



TLC program's approach is consistent with the Wasatch Choice Vision and the program helps residents living throughout the region enjoy a high quality of life through enhanced mobility, better air quality, and improved economic opportunities.

The TLC team has worked diligently with their partners to identify additional funding for local communities through the program. The direct impacts of the program efforts to tie transportation, housing, and economic development together are becoming visible on the ground. In fiscal year 2018, over \$1.27 million in funds were requested, which demonstrates the need for and success of the program. Over the past five years, the TLC program has worked with communities on 65 projects. This year, the TLC program funded projects in 13 communities, and included small area and station area plans, transportation/ active transportation master plans and studies, general plan updates, and regional visions. TLC staff is currently updating Perry City's general plans and writing North Salt Lake's form-based zoning for their town center. The program will soon begin working with Plain City on a transportation and trails master plan.

In coordination with the State of Utah's Housing and Community Development Division, WFRC administers the Community Development Block Grant (CDBG) Small Cities Program for Tooele, Weber, and Morgan counties. The purpose of the program is to assist in the development of viable urban communities by providing decent housing and a suitable living environment, principally for persons of low and moderate income. Funding for the program is provided by the US Department of Housing and Urban Development (HUD).

During fiscal year 2018, **WFRC completed the annual update of the region's Consolidated Plan**. To accomplish this task, staff worked closely with member jurisdictions to gain feedback and ensure a better understanding of local needs for the plan update.

Additionally, CDBG staff provided administrative assistance to the region's Regional Review Committee (RRC) to help confirm projects are eligible and meet regional goals and objectives, update the region's rating and ranking criteria and goals, and ensure project funding levels are consistent with the region's appropriation. CDBG staff also worked closely with the RRC and other associations of government to develop proposals for a new allocation method in fiscal year 2019.

The WFEDD undertakes a regional approach to economic development that aligns with the Wasatch Choice Vision, and is supported by its member counties, including Davis, Morgan, Salt Lake, Tooele, and Weber. The WFEDD's mission is to support economic development plans, promote long-term economic competitiveness, and attract federal monies in order to implement local plans. The WFEDD implements its mission through the following six regional economic goals.

- Attract businesses that offer higher wages.
- Retain and expand existing Utah businesses.
- Build on and improve the region's growth centers.
- Encourage entrepreneurship and innovation.
- Increase economic development capacity.
- Maintain and improve our high-quality of life.

This year, the **WFEDD** primarily focused on information sharing, but also participated in project development and ultimately one entity sought inclusion in the CEDS. Morgan County seeks to develop a mixed-use development in Mountain Green. The Village at Trappers Loop development will bring hotels, retail space, professional office space, and grocery stores, as well as commercial and warehouse office space. It will also bring in new single- and multi-family housing. The incremental assessed value of the development is \$128 million dollars and will increase employment by 66 percent, bringing 996 jobs to the county.

## Utilize a performance-based approach for WFRC plans and programs, including measures, targets, and reporting, based on the adopted WC2050 goals.

Through a performance-based approach, WFRC seeks to ensure taxpayer dollars are used efficiently to achieve desired outcomes for the region. Performance measurement helps tie transportation investments to agreed-upon goals and objectives.

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In 2015, with consultant assistance, a team consisting of Utah's MPOs, UDOT, and UTA developed a joint working set of statewide multi-modal transportation measures. These joint measures and their associated goals are used to forecast, track, target, and communicate key aspects of the transportation system. These statewide measures provide the basis for performance measures WFRC uses throughout its programs.

To ensure integration of these performance measures and federal legislation, WFRC refined the WC2050 and 2019-2050 RTP goals and performance measures. The updated RTP goals have informed plan development and provided the basis for measuring and quantifying how effective the 2019-2050 RTP will improve the region's quality of life. The goals and performance measures address accessibility, mobility, state of good repair, fiscal responsibility, safety, economic development, energy, livability, environment, air quality, and equity.

WFRC, in coordination with UDOT, UTA, MAG, Cache MPO, and Dixie MPO, adopted a state-wide, joint performance-based planning agreement, as required by the FAST Act. This MOA is the first in the nation to be completed as a single, unified MOA between state transportation agencies. The MOA outlines provisions for cooperatively developing and sharing transportation performance data, the selection of performance targets, the reporting of performance targets, and asset management data.



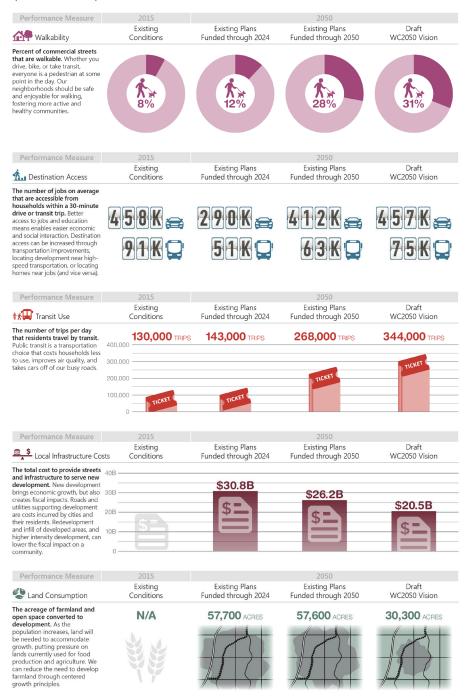
The Village at Trappers Loop development will increase employment by 66 percent, bringing 996 jobs to Morgan County.

#### WC2050 GOALS





In fiscal year 2018, WFRC's long-range planning and analytics groups worked collaboratively to establish analysis and automation methods to make the performance measure process more efficient. Inputs used to develop the criteria included the TDM, REMM, land use and socioeconomic data, and geographic boundaries. WFRC made a significant effort to operationalize access to opportunity measures to better link transportation, land use, and economic development. A performance-based planning system was defined and implemented to phase the Draft 2019-2050 RTP.



A sample of the performance measure infographics developed to gauge how effective the WC2050 Vision meets the regional goals. Each infographic compared existing conditions to three future scenarios, including the WC2050 Vision.



Continuously improve technical capabilities, including integrate bicycle forecasting into modeling; explore and plan for disruptive technologies, including shared, electric, and autonomous vehicles; refresh the Wasatch Choice Toolbox of best practices and performance evaluation tools; and launch the new easily navigable WFRC website with access to enhanced maps and data.

In an effort to continuously improve technical capabilities, additional energy within the current RTP process has been focused on active transportation facilities and projects. To support this heightened emphasis, WFRC completed a GIS dataset of regionally-significant existing and planned on-street bicycle and off-street bicycle/pedestrian facilities. For the first time, this dataset conforms to the GIS road centerlines standard set by the state GIS office, Automated Geographic Reference Center (AGRC). The newly refined bicycle/pedestrian GIS layers will provide a foundation for the planned active transportation utilization model for the region that is expected to be developed in fiscal year 2019.

Disruptive technologies, including shared, connected, electric, and autonomous vehicles, have been explored in the WC2050 process as well as recent planning projects, such as the Wasatch Front Central Corridor Study. Within the WC2050, scenarios have been tested to show how disruptive technologies might affect transportation system effectiveness and land development patterns. The analytics group worked to understand how to address uncertainty within WFRC's models and technical processes. If the future is uncertain, with regard to both autonomous vehicles and other technological shifts, WFRC will seek to inform its members and partners regarding the implications of various ways in which the future might unfold. The dialogue regarding the impact of disruptive technologies will be a key component during the final year of the WC2050 effort and will be a central element of the upcoming planning cycle.

As part of its efforts to continuously improve, WFRC managed the development of a new, easily navigable, responsive, and accessible website to provide technical subject-matter expertise, including enhanced maps and data, to local governments and other stakeholders. Since the launch of the new website, internal discussions have occurred regarding hosting a "Local Tools and Resources" page, which will act as a centralized location to access to partner tools, as well as a refreshed Wasatch Choice Toolbox. Anticipated completion of the website page is in early fiscal year 2019. Additional information regarding the new website may be found in the Goal Number Two section.

> As part of its efforts to continuously improve, WFRC managed the development of a new, easily navigable, responsive, and accessible website to provide technical subject-matter expertise, including enhanced maps and data, to local governments and other stakeholders.



Regional priority bicycle network map, showing the existing (green) and proposed (blue) routes.



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# Goal Number Two

Support transportation and related land use and economic development policy-making and projects.

Provide subject-matter expertise to federal, state, and local officials regarding transportation funding and policies, including the Transportation Governance and Funding Task Force and Utah Life Elevated 2020. Promote outcomes that are consistent with our organizational mission, e.g., planning and funding for multi-modal solutions, ensuring collaboration, maintaining strong local and regional voice in decision-making.

WFRC members and staff made significant contributions this year to support transportation funding and policies at the federal, state, and local levels. Specifically, WFRC made formal presentations regarding transportation to the legislative caucuses for Davis, Salt Lake, and Weber counties, standing transportation committees in the Senate and House, as well as the Transportation Interim Committee and Legislative Task Force on Transportation Governance and Funding. Additionally, WFRC met with members and staff of Utah's congressional delegation, regarding transportation issues and opportunities, the Wasatch Front region's long-range plan and Utah's Unified Transportation Plan, local and federal transportation policy, and other critical transportation needs and issues.

Working directly with the Transportation Governance and Funding Task Force (Task Force), WFRC was integrally involved in providing expert advice and information to state legislators as they considered methods to provide optimal governance, funding, and policy for transportation investments. Additionally, WFRC provided guidance regarding consideration of other factors when making transportation funding decisions, such as land use and economic development.

> Working directly with the Transportation Governance and Funding Task Force, WFRC was integrally involved in providing expert advice and information to state legislators as they considered methods to provide optimal governance, funding, and policy for transportation investments.

As an active participant, WFRC helped to draft a comprehensive and forwardthinking piece of legislation that achieved the recommendations set forth by the Task Force. As a result, <u>SB 136: Transportation Governance Amendments</u> passed during the 2018 Legislative Session. SB 136, co-sponsored by Senator Wayne Harper and Representative Mike Schultz, is a significant, positive step forward for the future of the Wasatch Front region and state. Utah is growing and changing, and with that comes the need to efficiently use resources to provide transportation choices for our communities. SB 136 provides for the efficient use of limited resources, as well as a systematic approach to transportation planning that considers both land use and economic development throughout the state.







LaNiece Davenport, Government Relations Manager, WFRC; Bret Millburn, Commissioner, Davis County and WFRC Vice Chair; and Andrew Gruber, Executive Director, WFRC; attend the ceremonial signing of SB 136 Transportation and Governance Amendments. Photo courtesy of the <u>Utah</u> <u>Transportation Coalition</u>.



SB 136 Transportation and Governance Amendments, prior to Governor Gary R. Herbert's signature. Photo courtesy of the <u>Utah Transportation Coalition</u>.



Following the Task Force meetings, a group of partners, including WFRC, MAG, ULCT, and UAC, developed a statement of transportation legislative priorities and preferences. In early January, the list was provided to Senator Wayne Harper and Representative Mike Schultz. In an effort to assess how the actual outcomes of the session tracked, WFRC reviewed the statement of transportation legislative priorities and preferences, and is extremely pleased that SB 136 very closely matches the priorities expressed. The resulting legislation will positively impact our communities and state for generations to come.

### WFRC was very active in the implementation of many of SB 136's provisions, including the following.

- Local option sales tax: WFRC drafted and promulgated fact sheets for each city in Salt Lake County regarding the "4th Quarter" local option, as well as for Davis, Tooele, and Weber counties, regarding their available "quarters." The fact sheets were used by staff to better understand the sales taxes, including what they are, how they can be used, who can impose them, what the expected revenues are, etc. WFRC created a local option sales tax imposition chart for each county in the region to help staff understand which "quarters" have been imposed, which could still be imposed, deadlines, etc. WFRC also developed potential revenue estimates for each of the cities and counties within the region. This information was used by local governments to better understand the approximate amount of money that would be received by imposing the "quarters." WFRC worked with its partners to draft city resolutions and county ordinances, allowing for a more uniform approach and use of best practices. Additionally, WFRC developed and provided demographic information, including the most recent population figures, to cities who could use the information to better understand imposition protocols. The information was disseminated via the new governmental affairs website page, email outreach to the majority of local governments, and at inperson meetings. Finally, WFRC was invited to many city and county council meetings to answer questions and provide information, and quickly became known as the "experts" regarding the local option sales taxes.
- UTA governance: WFRC participated in the UTA Board of Trustees selection process and worked closely with its northern counties, including Box Elder, Davis, and Weber, to create an open and transparent process that met state and local goals and objectives. WFRC's executive director was asked to participate in the interview process for the northern counties, as well as Salt Lake County, due to his perspective on and experience with regional planning, long-range needs, multi-modalism, and connections with many key players and partners throughout the region and state. WFRC also participated in the UTA Advisory Board member appointment process, offered feedback regarding the process, and will continue to remain engaged throughout.
- **Transportation reinvestment zones (TRZ):** WFRC hired a consultant to better understand the newly created TRZs and how they may be similar to or distinct from current funding and investment opportunities, such as community reinvestment areas. WFRC led an engagement process that included Senator Wayne Harper, local community and economic development professionals, and other interested persons to better understand and vet a white paper created by Zions Bank Public Finance.
- Integration of land use and economic development in transportation planning and programming: WFRC worked with UDOT and other partners to better understand how economic development and land use can be considered in transportation decision making, from planning to

the programming of funds, and including project prioritization criteria and performance measures.

During the legislative session, WFRC worked on numerous key bills that related or had a nexus to transportation. This work included preparing analyses, offering testimony, sharing information with members, and drafting amendments. WFRC's government relations manager updated the <u>bill tracker</u> weekly, as well as distributed legislative emails to WFRC's partners during and after the session. Additionally, WFRC hosted weekly legislative update meetings to provide the opportunity for members and partners to ask questions and share information. Finally, WFRC staff created a <u>governmental affairs</u> website page to continue to provide and promote information sharing. During the interim, WFRC will continue to participate, present, and provide information to the transportation and related legislative committee meetings.

In addition to supporting legislative decision-making, **WFRC was engaged by Governor Gary Herbert's administration on Utah Life Elevated 2020**. This statewide initiative is working to improve the quality of life for all Utahns through achieving measurable objectives by 2020. WFRC worked specifically on the goal of "thriving communities" to promote a pattern of well-planned and dispersed regional centers with a vibrant mix of jobs and affordable market-driven housing choices. This includes increasing access to opportunities for employment, education, and recreation, and developing 1,000-miles of new family-friendly trails and bicycle paths.

In May of 2018, the Salt Lake Chamber awarded WFRC with the 38-15-1 Partner of the Year Award. This award is given to organizations who demonstrate leadership and partnership, and work proactively with the private sector to advance key business priorities. 38-15-1 represents the necessary votes in the 75-member Utah House of Representatives, 29-member Utah State Senate, and support of the Governor of Utah required to enact legislation.

WFRC works closely with the Salt Lake Chamber and other private-sector organizations and businesses, in addition to its public-sector partners and members, to promote good mobility, clean air, a strong economy, and a high-quality of life, now and for generations to come.

In May of 2018, the Salt Lake Chamber awarded WFRC with the 38-15-1 Partner of the Year Award. This award is given to organizations who demonstrate leadership and partnership, and work proactively with the private sector to advance key business priorities.

Participate in regionally significant transportation-related projects and studies including the Central Wasatch Commission, Point of the Mountain Development Commission, Box Elder Transit Analysis, First/Last Mile TIGER Grant, Ogden-Weber State University and Davis-Salt Lake City Bus Rapid Transit, and others.

WFRC participates in regionally significant projects and studies to assist in the identification, definition, and resolution of community challenges of mutual interest and concern in transportation, land use, economic development, and other regional topics. Upon completion, the recommendations from these studies are often incorporated into RTPs, TIPs, and city general plans, as well as act as a resource for the development of final plans for major transportation projects.

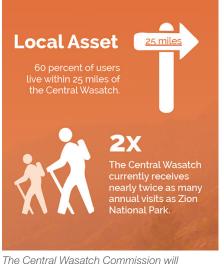


Screenshot of WFRC's bill tracker, updated by WFRC staff weekly.



On behalf of WFRC, Bret Millburn, Commissioner, Davis County and WFRC Vice Chair; LaNiece Davenport, Government Relations Manager, WFRC; Andrew Gruber, Executive Director, WFRC; and Mike Caldwell, Mayor, Ogden and WFRC Chair; accept the Salt Lake Chamber's 38-15-1 Partner of the Year Award.





Ine Central Wasatch Commission Will implement the actions outlined in the Mountain Accord, an agreement to build a lasting plan to preserve the Central Wasatch. Infographic courtesy of <u>mountainaccord.com</u>.



The Point of the Mountain area extends from Sandy to Lehi and is well situated to become an economic powerhouse for a growing hightech economy.



#### **Central Wasatch Commission**

During fiscal year 2018, the Central Wasatch Commission (CWC) was formally established and took on the charter to promote the visions, directives, and principles of the <u>Mountain Accord</u>. As a member of the Executive Board, WFRC participated in the transition of the Mountain Accord to the CWC. The CWC is an interlocal agency and a political subdivision of the State of Utah. It will formalize collaboration and streamline decision-making among the multiple jurisdictions with authorities in the central Wasatch Mountains. The CWC's mission is to implement the actions outlined in the Mountain Accord and continue its tradition of public engagement, transparency, and consensus building. The area of focus will be between I-80 and the Salt Lake County line south of Little Cottonwood Canyon.

During the past year, WFRC and partner agencies developed recommendations, including bylaws, draft budget and financial procedures, staffing opportunities, membership, and options for a stakeholder council. Additionally, WFRC participated in two related and ongoing studies, including an alternatives analysis to analyze transportation options connecting the Salt Lake Valley and Park City/Wasatch Back and an environmental dashboard to provide a comprehensive environmental picture of the Central Wasatch Mountains health and monitoring system.

#### Point of the Mountain Development Commission

The rapidly emerging <u>Point of the Mountain</u> (PotM) area, located in southern Salt Lake and northern Utah counties, is well situated to become a powerful economic generator with an emphasis on growing a high-tech economy. Central to maximizing opportunities in this area is transformation of the Utah State Prison site in Draper into a catalytic development center. The Utah State Legislature created the PotM Development Commission to identify ways to maximize the development and economic opportunities in this area.

WFRC worked closely with the Envision Utah, the PotM Development Commission's lead consultant agency, as well as UDOT, UTA, MAG, and other stakeholders in a three-phase vision development process. Phase One consisted of small group meetings and public workshops, and documented the findings via a report published in May of 2017. In Phase Two, WFRC worked closely with the PotM team to help shape the illustrative vision, which was adopted in early 2018. The team ultimately developed 12 signature elements. WFRC, UDOT, UTA, and MAG conducted a transportation analysis to analyze components of the vision and identify how the essential elements can be incorporated into future planning efforts. Phase Three includes the evaluation of options to fund and finance necessary infrastructure.

#### Box Elder Transit Analysis

The scope for the Box Elder Transit Analysis has been approved and kick-off is expected during the first quarter of fiscal year 2019. The analysis will identify shortand long-term transit needs and priorities, and evaluate potential solutions for residents traveling to, from, and between Brigham City, Willard, and Perry; Logan and the Cache Valley; and Ogden and further south through the Wasatch Front.

#### First/Last Mile TIGER Grant

In 2016, the United States Department of Transportation (USDOT) awarded the region \$20 million through the highly competitive national grant program, Transportation Investment Generating Economic Recovery (TIGER). The <u>TIGER award</u> provided critical funding for active transportation connections to UTA's commuter and light rail systems, improving transit access in 26 cities and six counties. When fully funded and implemented with committed funds

from local communities and transportation partners, the project, <u>First/Last</u> <u>Mile Connections: Improving Community Access to Regional Opportunities</u>, represents \$75.7 million in total investment in active transportation over the fiveyear grant cycle.

In fiscal year 2018, WFRC worked with UTA to move the grant forward to obtain final signature. UTA met with partner agencies and local communities to complete each of the necessary project level details, including scoping, environmental clearance, cost allocations, funding match commitments, and project design. With the help of partners, a consultant team was selected for project design, engineering, and construction. In the spring of 2018, USDOT approved UTA's process and ultimately signed the final TIGER grant agreement. The signing of the award allows UTA to move forward with local communities and the consultant team to begin construction of the projects in the fall of 2018.

#### Golden Spoke

In partnership with numerous agencies, cities, and counties, WFRC hosted two simultaneous group bike rides and a family-friendly event to celebrate the completion of the Golden Spoke network. The <u>Golden Spoke</u> consists of over 100 miles of safe, separated, and connected multi-use trails. Approximately 470 bicyclists, including numerous elected officials, participated in the group rides and/or attended the event. Governor Gary R. Herbert, along with several local and regional leaders, officially recognized the completion of the Golden Spoke network at the community celebration event.

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Clockwise from top left: Jeff Silvestrini, Mayor, Millcreek City and Active Transportation Committee Chair; finishes the ride with Andrew Gruber, Executive Director, WFRC; and Mike Caldwell, Mayor, Ogden City and WFRC Chair; event participants peruse the vendors' booths; Scott Hess, Director of Community and Economic Development, and Jory Johner, Director of Long-Range Planning, finish the ride with other event participants; Governor Gary R. Herbert officially recognizes the completion of the Golden Spoke network.



The First/Last Mile Connections: Improving Community Access to Regional Opportunities online Story Map shows the various projects, organized by city. Image courtesy of <u>rideuta.com</u>.



The Golden Spoke logo, designed by WFRC staff.



Screenshot of KSL.com's broadcast and article regarding the Golden Spoke event and network.





The Ogden Onboard Study will examine the BRT corridor for future TOD opportunities.





#### Ogden-Weber State University Bus Rapid Transit

The Ogden-Weber State University Transit Project Study (2015) identified a locally preferred alternative (LPA) for bus rapid transit (BRT) connecting the Ogden Intermodal Center and downtown Ogden with Weber State University. To support transit-oriented development (TOD) along the corridor in which BRT has been identified, the <u>Ogden BRT Corridor/TOD Study (Ogden Onboard)</u> will examine the BRT corridor for future TOD opportunities, which include the following.

- Preserve a mix of equitable housing;
- Enhance access to essential services;
- Create well-designed and welcoming stops and station areas; and
- Provide improved active transportation connections and greater connectivity to the regional transit system.

The study includes a land use and market analysis, with a final product that will provide direction for investment opportunities by outlining strategies for joint development partnerships for long-term economic development along the corridor. The study is led by UTA, in coordination with the City of Ogden, McKay-Dee Hospital, UDOT, Weber County, Weber State University, and WFRC, and expected completion is in December of 2018.

Project stakeholders have entered into an agreement to utilize Proposition One tax funds from Weber County to complete the initial project work for the BRT project. This includes completion of the environmental assessment and final design and engineering (Ogden-Weber State Transit Corridor Environmental Study Report), as well as a request to enter project development for the FTA's Small Starts Grant Program. UTA anticipates submitting the request to FTA in the fall of 2018. Certain project stakeholders have committed funding for the design and construction of the project. WFRC has programmed a combined \$6.5 million in CMAQ and STP funds. The current project shortfall in local match for the project is \$2 million. However, with the passage of SB 136 and the creation of the Transit Transportation Investment Fund (TTIF) account, there are additional opportunities to compete for funding for the project.

#### Davis-Salt Lake City Bus Rapid Transit

UTA completed the Davis-Salt Lake City Community Connector Study (August 2014), which identified a LPA consisting of BRT from Salt Lake City to the Woods Cross FrontRunner Station. The 12-mile project includes 5.6 miles of dedicated guideway, five center stations, 17 side stations, bicycle/pedestrian improvements, transit signal priority and queue jumping, and enhanced stations with lighting and off-board fare collection.

For next steps, UTA will lead architectural/engineering design work and environmental services for the project and develop a documented categorical exclusion (South Davis-Salt Lake City Community Connector Documented Categorical Exclusion and Advanced Conceptual Engineering). Project stakeholders will include representatives from WFRC, Bountiful, Davis County, North Salt Lake, Salt Lake City, Salt Lake County, and UDOT. The project will lead a public review process, prepare the documented categorical exclusion and required documentation for approvals, maintain records of the decisionmaking process, and prepare preliminary architecture and engineering of fixed guideways, structures, drainage, utility relocations, stations, street reconstruction, and signals. WFRC will conduct travel demand modeling services required for the project. A scope of work has been developed for the project, and the anticipated kick-off date is in the second half of 2018. In addition to the aforementioned projects, WFRC participated in the following studies and projects.

- Future of Commuter Rail Study
- Life on State
- Mountain View/5600 West Corridor Environmental Impact Statement
- Parley's Interchange Environmental Impact Statement
- Real Estate Market Model Improvements
- Redwood Road Multi-modal Transportation Study
- Transit-Oriented Development System Plan
- Unified Plan Financial Model Update
- UTA Core Routes Study
- Wasatch Front Central Corridor Study
- West Davis Corridor Environmental Impact Statement

## Assist with the identification and evaluation of transportation-related air quality strategies.

Good air quality is essential to the quality of life. WFRC understands the impact of vehicle emissions and works tirelessly to mitigate those impacts where possible. On staff is an air quality expert who conducts regular analyses to ensure the RTP and its amendments, as well as the TIP, meet air quality standards and comply with the State Implementation Plan (SIP).

WFRC continues to support the Utah Division of Air Quality (DAQ) to develop the section of the SIP that addresses PM2.5 emissions in the Salt Lake nonattainment area. In addition to the detailed vehicle emission estimates that were provided previously (years 2014, 2017, 2019, 2020, 2023, 2024, and 2026), a vehicle emissions inventory for the year 2016 was prepared. The DAQ will use this new information, along with inputs from other pollution sources, to determine if the Salt Lake area can attain the PM2.5 standard.

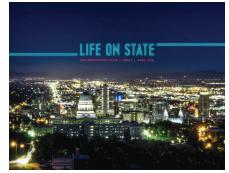
The Interagency Consultation Team (ICT), including representatives from Cache MPO, DAQ, EPA, FHWA, FTA, MAG, UDOT, UTA, and WFRC, held three meetings in fiscal year 2018. The ICT will continue to meet quarterly to consult on air quality issues, such as the revision and approval of the PM10 maintenance plan and the PM2.5 control plan, as well as the review of conformity analysis documents.

WFRC participated in several committees organized by partnering agencies to promote actions to improve air quality, such as U-CAIR and Utah Clean Air Action Team (CAAT). WFRC also collaborated on air quality issues by regularly attending the Utah Air Quality Board meetings.

## Communicate the benefits of implementing the WC2050 Vision and Utah's Unified Transportation Plan.

WFRC staff created and shared content regularly to communicate the benefits of investing in Utah's multi-modal transportation system, as well as implementing the WC2050 Vision and Utah's Unified Transportation Plan.

As part of its efforts to strengthen outreach via online tools, WFRC managed the development of a new, easily navigable, responsive, and accessible website to provide technical subject-matter expertise to local governments and other stakeholders.



Cover of the Life on State Draft Implementation Plan released in April of 2018.





Screenshot of the new "Active Transportation" website page.



Screenshot of the new "Regional Transportation Plan" website page.



Screenshot of the new "In the News" website page.



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In fiscal year 2017, WFRC developed a content inventory/audit of the existing website and determined the content of a future website, as well recognized areas for improvement. During a subsequent phase, WFRC researched and evaluated capabilities and functionalities of WordPress themes and plugins, solutions for syncing staged/live websites, and government requirements for accessibility and limited English proficiency.

In fiscal year 2018, WFRC developed the overall layout and created numerous effective visual communication graphics. The next steps included refreshing and/or developing written content for each website page; managing internal and external website testing; and migrating the staged site to live site, as well as the weekly backup of the live site. The new website was launched in December of 2017.

WFRC successfully leveraged online engagement tools, such as public comment layers on an interactive map, to educate the public and to solicit public comment. For example, working with UDOT and UTA, WFRC obtained GIS data for the Draft TIP 2019-2024 projects and created an online interactive map, in both English and Spanish formats, showcasing the data and an added public comment layer. Staff pitched the TIP information to local reporters to garner media coverage about the tool. Consequently, the interactive maps had over 1000 page views, and garnered over 180 comments.

Additionally, in an effort to refine the WC2050 Draft Vision and successfully obtain stakeholder input, WFRC created its second online visualization tool, in both <u>English</u> and <u>Spanish</u> formats, utilizing the Esri Story Map program. Through the use of the tool, stakeholders were able to evaluate the Draft Vision and provide feedback on the proposed projects, land use, and economic development areas. The Spanish version of the tool was viewed over 500 times and the English version was viewed almost 2,000 times during the public comment period. Again, WFRC received hundreds of public comments via the tools, as well as at the Vision workshops.



In addition to online tools, **WFRC utilized social media and email campaigns to efficiently disseminate information to thousands of stakeholders**. Using <u>Facebook</u>, <u>Twitter</u>, <u>YouTube</u>, and Constant Contact, information regarding WFRC's vision, plans, programs, activities, and events was distributed.

Specifically, in fiscal year 2018, a monthly average of 43 tweets were tweeted, a monthly average of 23,675 impressions were generated, and a total of 202 followers were gained.

In fiscal year 2018, 21 email campaigns were distributed externally and averaged an open rate of 36 percent. This percentage greatly exceeds the government agency or services industry open rate of 23 percent. By strategically combining the use of online engagement tools with social media and email campaigns, WFRC effectively communicated the benefits of implementing the WC2050 Vision and Utah's Unified Transportation Plan, as well as diligently sought feedback and collected meaningful input into the development of the WC2050 Draft Vision and Draft 2018-2023 TIP.

While outreach via social media has its benefits, WFRC understands the importance of working with traditional media outlets to disseminate information. Staff worked to ensure adequate media coverage of WFRC and, during fiscal year 2018, dozens of articles regarding the WC2050 Vision, 2019-2050 RTP, TIP, Task Force, and Golden Spoke Rides and Event, among other topics, appeared in local printed and online newspapers, and several stories were carried on local television channels. WFRC was also featured nationally in articles published by Mass Transit Magazine, My San Antonio, Reddit, San Francisco Chronicle, and US News and World Report.

WFRC was significantly involved in the planning of major partner events, as well as executing day-of activities, including the WC2050 + Mayor's Metro Solutions event. The combined event brought together stakeholders from across the region to discuss how to increase access to jobs and educational opportunities through the development of the WC2050 Vision. Approximately 400 attendees, including community and business leaders, elected officials, planners, economists, developers, architects, engineers, contractors, and academics, participated in the event.

WFRC was significantly involved in the planning of the WC2050 + Mayor's Metro Solutions event. The combined event brought together stakeholders from across the region to discuss how to increase access to jobs and educational opportunities through the development of the Vision.



Andrew Gruber, Executive Director, WFRC, presents the WC2050 Vision at the WC2050 + Mayor's Metro Solutions event.



Screenshot of the WC2050 Draft Vision online visualization tool, which allowed users to evaluate the Draft Vision and provide feedback.



Screenshot of The Salt Lake Tribune's article regarding the WC2050 + Mayor's Metro Solutions event and request for public comment on the Draft Vision.



The WC2050 + Mayor's Metro Solutions event program, created by WFRC staff.



WFRC shared information regarding visions, plans, and programs with hundreds of stakeholders at outreach meetings across the region, including several hosted by the UDOT and UTA. Additionally, WFRC met with several regional stakeholders and transportation groups, including the Utahns for Better Transportation; Property Reserve, Inc.; Farmland Reserve, Inc.; Suburban Land Reserve, Inc.; Salt Lake, Davis, and Weber county chambers of commerce; transportation subcommittees, and The University of Utah Department of City and Metropolitan Planning staff and students. WFRC also met with and presented to local groups, including National Association for the Advancement of Colored People, Salt Lake County Diversity Dinner, Trumpeters Club, Box Elder Planners Association, Salt Lake City Transportation Advisory Committee, American Public Works Association, UTA Transit Academy, Salt Lake County Association of Community Councils, Congress of the New Urbanism, Utah League of Cities and Towns, Utah Association of Counties, Utah Chapter of the American Planning Association, Urban Land Institute, Western Growth Coalition, community action programs, various city councils and planning groups, and secondary school and university classes. Throughout the numerous meetings and presentations, WFRC developed a robust internal process to review, consider, and integrate stakeholder feedback into the WC2050 scenario development process and the Draft 2018-2023 TIP.

WFRC understands the value of annual partner conferences that bring together hundreds of key stakeholders, such as the Utah Chapter of the American Planning Association, Utah League of Cities and Towns, Utah Association of Counties, and UDOT conferences and conventions. With this in mind, WFRC and its partners sponsored an exhibit booth for WC2050 or Utah's Unified Transportation Plan at each conference. The booth included a highly-visible backdrop and utilization of the online interactive maps as a means to interact with conference attendees.



# Goal Number Three

### Strive for organizational excellence.

## Create a work environment that maximizes the job satisfaction, productivity, and retention of an excellent staff.

WFRC is committed to providing a work environment that maximizes the job satisfaction, productivity, and retention of an excellent staff. Staff is encouraged to assist in creating such an environment by contributing to discussion regarding workplace issues, policies, and procedures.

The staff who provide administrative support at WFRC are the lifeblood of the agency. Without them, the important work of WFRC's various committees would not be documented. WFRC has managed this documentation, including meeting agendas and minutes, action items, announcements, etc. for its committees, which include the following.

- Wasatch Front Regional Council
- Active Transportation Committee
- Budget Committee
- Joint Policy Advisory Committee
- Regional Growth Committee
- Regional Growth Committee Technical Advisory Committee
- Transportation Coordinating Committee
- Transportation Coordinating Committee Technical Advisory Committee
- Wasatch Front Economic Development District Strategy Committee

Additionally, WFRC provides administrative assistance and manages similar meeting documentation for external committees, including the following.

- Morgan County-Ogden Valley Rural Planning Organization
- Tooele Valley Rural Planning Organization
- Utah Communications Authority Regional Advisory Committee

The administrative team supports the human resource function. During the year, several learning opportunities were organized regarding issues that included retirement, work/life balance, and health and welfare for the staff. This supported WFRC's goal to attract and retain quality staff members at their highest level of performance.

#### Review and update personnel policies.

During fiscal year 2018, WFRC updated its <u>Personnel Policy</u> and its <u>Accounting</u> and <u>Administrative Policy</u>. The work involved compiling existing policies into one document, organizing and formatting the document, and utilizing legal and other expertise to ensure full compliance, use of best practices, transparency, and prudent use of taxpayer money.

Additionally, two new personnel policies were adopted. This included paid leave for Family Medical Leave Act (FMLA) events to supplement WFRC's existing short-term disability insurance benefit, as well as greater flexibility in the use







Employees participate in "Bike-to-Work Day."



The Utah Public Notice website provides all public notice information in Utah.



Employees partake in a tour of the new office space and its surroundings at The Gateway.



of funeral leave to allow employees to substitute some or all of their available funeral leave to attend a family member with a grave illness. These policies reflect WFRC's desire to support the work/life balance of its staff, and ultimately make WFRC a great place to work.

WFRC updated its Accounting and Administrative Policy. The work involved utilizing legal and other expertise to ensure full compliance, use of best practices, transparency, and prudent use of taxpayer money.

## Refine employee performance evaluation process by enhancing integration of WFRC mission and roles and annual goals.

The employee performance review is an important tool that helps define and communicate WFRC's organizational goals and its mission and roles to staff members. The factors upon which an employee is evaluated provide a clear direction to productivity and professional development. In addition to reviewing and refining the factors with their supervisors twice per year, WFRC staff have developed personal professional development plans and are encouraged to participate in professional development activities.

#### Maintain budget stability and use resources prudently and efficiently. Ensure compliance with applicable laws, regulations, and best practices.

For the past 22 years, WFRC has received unqualified audit opinions with no audit adjustments nor deficiencies noted to management. This year was no exception. The quality of WFRC's financial records provide certain assurances to organizations that make funding available 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 evaluate long-term financial projections that include federal funding levels as defined in the FAST Act and other anticipated funding sources.

New this year is the addition of a compliance administrator. The compliance administrator is an existing staff member who, as part of her responsibilities, ensures that WFRC is in compliance with the requirements of the Federal Audit Clearinghouse, Utah State Auditor's Office, <u>Utah Public Notice</u> website, Utah Transparency, etc.

#### Move WFRC offices to a more central, accessible location.

During the past year, WFRC made significant progress to move its office to a more central and easily accessible location. Locating to an area served by multiple modes of transportation is a top priority. WFRC toured nearly 20 potential sites and ultimately signed a lease agreement with the Cicero Group for space in The Gateway, located in downtown Salt Lake City.

## WFRC made significant progress to move its office to a more central and easily accessible location.

WFRC initiated the process to hire an architect and construction management general contracting (CMGC) contractor, interviewed numerous candidates, and selected Axis Architects and Layton Construction, respectively, to assist. After a detailed review of space needs with the architect, WFRC finalized the design of a space plan. Through this process the Budget Committee was fully engaged in the review of WFRC's options. This included careful analysis and evaluation of the costs and locations of potential properties to lease, as well as the sale of WFRC's current building.



View of the new office space (second floor in foreground) at The Gateway.

The staff at WFRC appreciate the opportunity to work with its members, collaborate with its partners, assist local communities, and ultimately contribute to a high-quality of life for residents living throughout the Wasatch Front region. **Thank you!** 







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