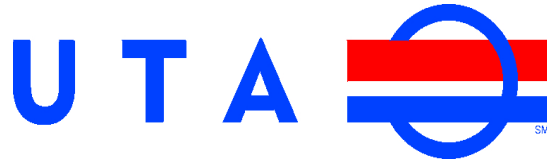


Don't put your safety on hold, just because it's cold.



UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Planning & Long-Term Vision Committee
Agenda Item Coversheet

DATE:	December 5, 2017
CONTACT PERSON:	Charles Henderson, Chair
SUBJECT:	Planning & Long-Term Vision Committee Report approval
BACKGROUND:	The Planning & Long-Term Vision Committee report of the meeting is attached for review and consideration of approval by the committee members
LEGAL REVIEW:	N/A
EXHIBITS:	<ul style="list-style-type: none">• 07-12-17 PLVT Meeting Report – Unapproved



Minutes of the Planning & Long-Term Vision Committee Meeting
of the Board of Trustees of the Utah Transit Authority (UTA)
Wednesday, July 12, 2017
FrontLines Headquarters, 669 West 200 South, Salt Lake City, UT

Committee Members:

Charles Henderson, Chair
Necia Christensen
Cort Ashton

Other Board Members in Attendance:

Jeff Acerson
Robert McKinley
Dannie McConkie
Sherrie Hall Everett

UTA Staff members were available for comment: Jerry Benson, Nichol Bourdeaux, Riana De Villiers, Annette Royle, Andrea Packer, Alisha Garrett, Bob Biles, Lisa Bowman, Laura Hanson, GJ LaBonty, Jayme Blakesley

Welcome

Chair Henderson called the meeting to order at 12:50 pm with three committee members present. Other Trustees were also in attendance.

1. Safety First Minute (Dave Goeres)

Chair Henderson yielded the floor to Dave Goeres, Chief Safety, Security and Technology Officer, for a brief safety message.

2. Consent Agenda Items (Charles Henderson)

- a. Approval of May 10, 2017 Meeting Report – The motion was made by Trustee Christensen to approve the meeting minutes and seconded by Trustee McConkie.

It was noted that Chair Henderson asked that all Trustees present act as active participants in today's committee.

3. 2040 Plan Development (Charles Henderson)

Committee Chair Charles Henderson presented the theme of "Taking Transit Forward: Integrated Mobility 2040" and discussed what that means to the Board, and the power point *Strategic Plan LRPV July Committee Update v5 20170707 was presented* which outlined the work which had been accomplished since the Board Workshop in June. He emphasized that this is a collaborative effort and trustees are working very closely with UTA staff. They are also looking for input from the public on the draft.

Progress to-date which included the pre-work was discussed and the concepts behind what our vision and strategic plan is. These items included input from the appointing authorities, on-line surveys, and site visits for "behind the scenes" glimpses.

An overview of the Workshops in June were reviewed which included the UTA Purpose and Vision, draft Vision Statement, Draft Mission Statement, and areas of focus. On the second day of the workshop, it was

determined that the top three areas of focus to accomplish the purpose and vision included; 1) Funding and Strategic Partnership, 2) Focus on the customer experience, branding and marketing, 3) Understanding and planning for the future. The post-work steps were also outlined in brief detail.

The next steps were reviewed which included items from summer of 2017 to early winter 2018, when the final draft of the 2040 Strategic Plan would be presented to the Board for final approval. Contents of the Strategic Plan were discussed in more detail during the general comments section and the trustees provided input on how they would like the document to look and specifics of some of the wording.

Other questions discussed amongst the group included: 1) Funding & Financing – did we capture what you wanted? 2) Customer Experience – did we capture the right intent? 3) Strategic Partnerships – did we capture the right intent? 4) Planning and Long-Term Visioning – did we capture the right intent? Discussion ensued for these topics. Alisha Garrett will focus in the near-term to incorporate these thoughts into the document.

Trustee Henderson reminded everyone that “out work is not done” and that additional input will be sought from the trustees.

4. No Items were presented for discussion in Closed Session.

5. Action Taken Regarding Matters Discussed in Closed Session (Charles Henderson) - None

6. Liaison, Conference & External Committee Reports (Charles Henderson/Jerry Benson)

7. Input & Date for the Next Committee Meeting (Charles Henderson)

The next meeting is tentatively scheduled for Wednesday, August 9th at 12:30pm.

8. Other Business (Charles Henderson) – None

9. Adjourn. The meeting was adjourned at 2:07 p.m. by motion from Trustee Christensen and Trustee Ashton.

Transcribed by Melanie Penton
Assistant to Nichol Bourdeaux
VP of External Affairs
Utah Transit Authority
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UTAH TRANSIT AUTHORITY BOARD OF TRUSTEES
Agenda Item Coversheet

DATE:	December 5, 2017
TITLE:	2040 Strategic Plan Draft 2 – Final Review
UTA EXECUTIVE/RESPONSIBLE STAFF MEMBER:	Charles Henderson
BACKGROUND:	<p>UTA’s Board of Trustees launched a strategic planning initiative in the spring of 2017. The effort began by seeking feedback from our community stakeholders to inform the forward-looking strategic vision for UTA over the next 20+ years.</p> <p>Since that time the board engaged in various strategic sessions at a board retreat, committee meetings and two full board meetings – all providing input to develop the 2040 Strategic Plan.</p> <p>The Planning & Long-term Vision Committee will be discussing the draft document at their December meeting to offer final edits and forward to the board for final consideration in January 2018.</p> <p>Once approved this plan will form the foundation of the strategic vision for the agency from which annual goals and budget decisions will be made.</p>
PREFERRED ALTERNATIVE:	Recommend approval to the Board as presented (or with edits)
FINANCIAL IMPACT:	N/A
EXHIBITS:	a. 2040 Strategic Plan Draft 2/Final Review

to UNIVERSITY MEDICAL



2040 STRATEGIC PLAN

January 2018



we move people



OUR COMMITMENT

Who We Are

The Utah Transit Authority is a public agency dedicated to providing mobility solutions to our communities and the public we serve. We conduct our work through the lens of service, people and stewardship to ensure access to opportunity for everyone.

Our Vision

We move people.

Our Mission

Provide integrated mobility solutions to service life's connections, improve public health and enhance quality of life.



OUR CHALLENGES



Innovative Mobility

As new, disruptive trends including demographic changes, advancing technologies and evolving economic factors continue to develop, UTA will need to adapt to these trends and anticipate their impacts on our transportation system. There are a multitude of developments surfacing today that including everything from intelligent vehicle technology to alternative fuels to roadways with built-in traffic management

systems. Also requiring consideration is the revolutionary world of mobile technology, which is used by so many people today. Mobile technology continues to offer ease of access to information about modes of travel, trip origin and destinations, and travel times available in any given area. Bike sharing, ridesharing and ride hailing services are just a few of the evolving services that we need to be ready to work with in order to keep today's customers and attract new transit users in the future.



Population Growth and Air Quality

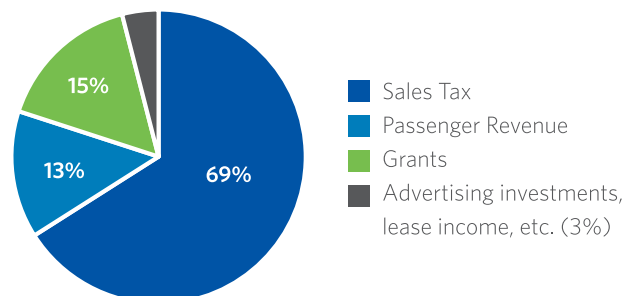
Long-recognized as one of the best places to live in the United States, the Wasatch Front is also one of the fastest-growing regions in the nation. Projections for the year 2050 anticipate nearly 5 million Utah residents, with 85 percent of them living along the Wasatch Front. More people mean more car trips, which means more miles traveled and more vehicle emissions. Our beautiful mountains, healthy lifestyle, vibrant neighborhoods and cultural amenities all contribute to the high quality of life that Utah residents now expect. With ever-growing mobility demands from an exploding population, UTA cannot work alone to meet the needs of transit riders, and we must be an active partner with all of the Wasatch Front's transportation providers and planning entities to find not just transit solutions but transportation solutions.

Access for All

Transportation systems link people to their daily destinations as well as broader opportunities. Access to jobs, education, healthcare and other essential services is often seen as the primary purpose of transportation. UTA and our services are part of a multimodal transportation network that provides reliable and affordable connections and allows people to make the most of the region's many opportunities. We are also setting priorities that directly address the transportation needs of minorities, lower income and disadvantaged individuals in order to support their mobility toward better employment and education prospects.

Sustainable Funding

Many dynamics come to bear on the ability of UTA to maintain steady revenue sources while trying to keep up with increasing service needs and the maintenance and preservation of the system. UTA operations are funded in large part (69 percent of total revenue) by a portion of local sales taxes approved by voters in each county. In order to keep up with the mounting demand associated with an ever-increasing population and flourishing employment landscape, additional revenue sources will need to be identified.



STRATEGIC AREAS OF FOCUS

Customer Experience

DESCRIPTION: UTA will make its customer experience intuitive and predictably accessible and break down barriers to riding so it becomes the transportation service of choice. The agency understands transportation is a key part of people's lives – especially those with limited mobility options – and is committed to providing access to work, school and social activities.

STRATEGY: Deliver safe, reliable, accessible and easy-to-understand mobility solutions that improve quality of life, enhance the user experience and increase access to community and employment resources.

OBJECTIVES:

- Design a visually and immediately recognizable system to enhance the customer experience.
- Develop a positive, user-friendly experience for the customer at any touchpoint in the system, including integrated third party service providers.
- Use groundbreaking technology and data-driven decision making to allocate resources in a way that improves UTA's products, service delivery and passenger experience.



Leadership and Advocacy

DESCRIPTION: UTA is an advocate in improving quality of life and providing exceptional transportation options to those we serve. UTA works side by side with all of our long-standing community partners to offer a variety of mobility solutions to meet growing transportation demands. In order to be able to solve the mobility challenges of the future, community leaders, transportation advocates and the riding public will all need to work together to design and develop inspired, inventive and integrated transit options.

STRATEGY: Become leaders and advocates for our communities by supporting sound public policy and transportation plans that improve quality of life and build strategic partnerships designed to solve mobility challenges.

OBJECTIVES:

- Build relationships with community leaders and transportation advocates to collaboratively identify and address needs, gaps and opportunities for integrated mobility.
- Develop alliances with regional corporate and nonprofit agencies to achieve shared transportation goals and to jointly lead out and identify new services and funding sources.
- Establish a widely-known and accepted UTA value proposition for our communities.



STRATEGIC AREAS OF FOCUS

Access to Opportunity

DESCRIPTION: Historically, ridership has been a goal for transit systems. While ridership is still important, especially over the long-term, new information and analytical tools will allow UTA to focus on access to opportunity. Access to opportunity means the ability to connect people to the important things in life such as employment, education, healthcare, entertainment, and family and friends. UTA is also planning for future transportation needs. This is done by developing short, medium and long-term plans that will provide access along the Wasatch Front and support Utah's growing population into 2040.

STRATEGY: Utilize best analysis and planning tools to design and implement an optimized, multi-modal transit system.

OBJECTIVES:

- Work with Metropolitan Planning Organizations to develop long-range transportation plans that improve access to employment and schools through a well-connected, integrated and multi-modal transit network.
- Partner with local municipalities and UDOT in regional corridor and station planning that supports the Wasatch Choice 2050 vision and pro-actively explore options for long-term transit investments and optimization.
- Develop long-range strategies and short-range pilot projects for integrating evolving technology and alternative transportation options as a means of creating future mobility solutions.
- Launch an Innovative Mobility Solutions group to advance technology and ensure dramatic transportation changes are being incorporated into the local transit system.
- Implement a service plan that takes a forward look at where service and infrastructure need to be in order to provide access to opportunity for our communities.

Innovative Funding

DESCRIPTION: UTA is charged with being good stewards of our resources. Sixty-nine percent of UTA's operation is funded by local option sales taxes that are voter-approved in each county. Future growth projections for the state, and the associated increase in transportation demands, call for additional funding to expand service offerings.

STRATEGY: Identify new and innovative funding strategies while maximizing existing resources in order to grow UTA's service.

OBJECTIVES:

- Develop proactive, assertive strategies to acquire new, sustainable funding sources in addition to existing local sales taxes and grants.
- Design a comprehensive and fiscally-sustainable model for asset management for the purpose of maintaining key infrastructure in a state of good repair.
- Partner with private, public and community partners to identify creative methods for funding additional service and projects.

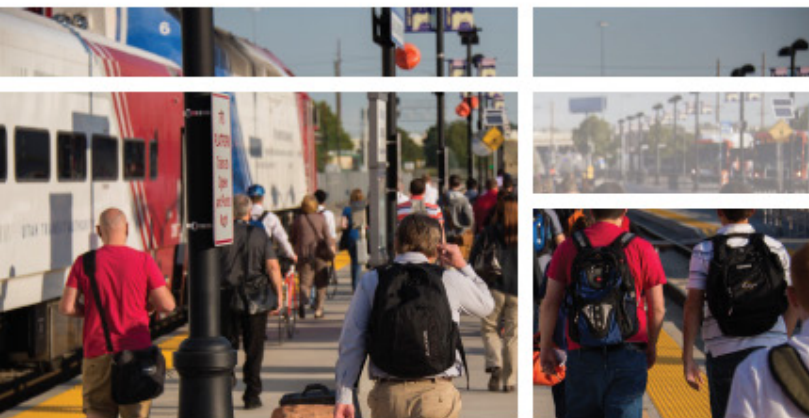
Workforce of the Future

DESCRIPTION: The capacity to achieve our mission is tied intimately to the capability of our workforce. UTA is committed to achieving a high-performing organizational culture where every employee is passionate about serving our customers.

STRATEGY: Promote a culture that fosters dynamic, diverse and engaged employees who are committed to improving their everyday work.

OBJECTIVES:

- Encourage employees in inspired problem solving that is focused on improving the customer experience.
- Shape a workforce of the future by partnering with local entities to build individual capability of employees, which will allow the agency to thrive by unleashing the talent, passion and potential of all our team members.
- Design an employment package that supports effective recruitment and celebrates employees for exceptional performance.



THE FUTURE OF INT

1. Autonomous transit bus system
2. Urban bicycle network
3. Intra-urban light rail
4. Ridesharing apps
5. On-demand dial-a-ride transit service
6. Safe, pedestrian oriented walkways
7. Housing opportunities near employment centers
8. Remote telecommuting
9. Accessible community parks
10. World wide communication access to opportunity
11. Access to outdoor recreational opportunities
12. Large regional employers accessible by transit
13. Drone parcel delivery from regional warehouses (reduced truck traffic on roadways)
14. Regional trail network connected to employment centers
15. Sustainable smart freight technology
16. Autonomous and connected vehicles
17. Integrated alternative energy solutions
18. Uniformly branded wayfinding
19. Inter-county high speed electric commuter trains
20. Inter-state high speed electric heavy rail
21. Connected urban trail network
22. Intra-urban circulators and streetcars
23. Mobile ticketing and electronic fare kiosks
24. Bike sharing
25. Integrated mobility transit hub
26. Multi-modal access to urban grocery stores and fresh food
27. Access to educational opportunities

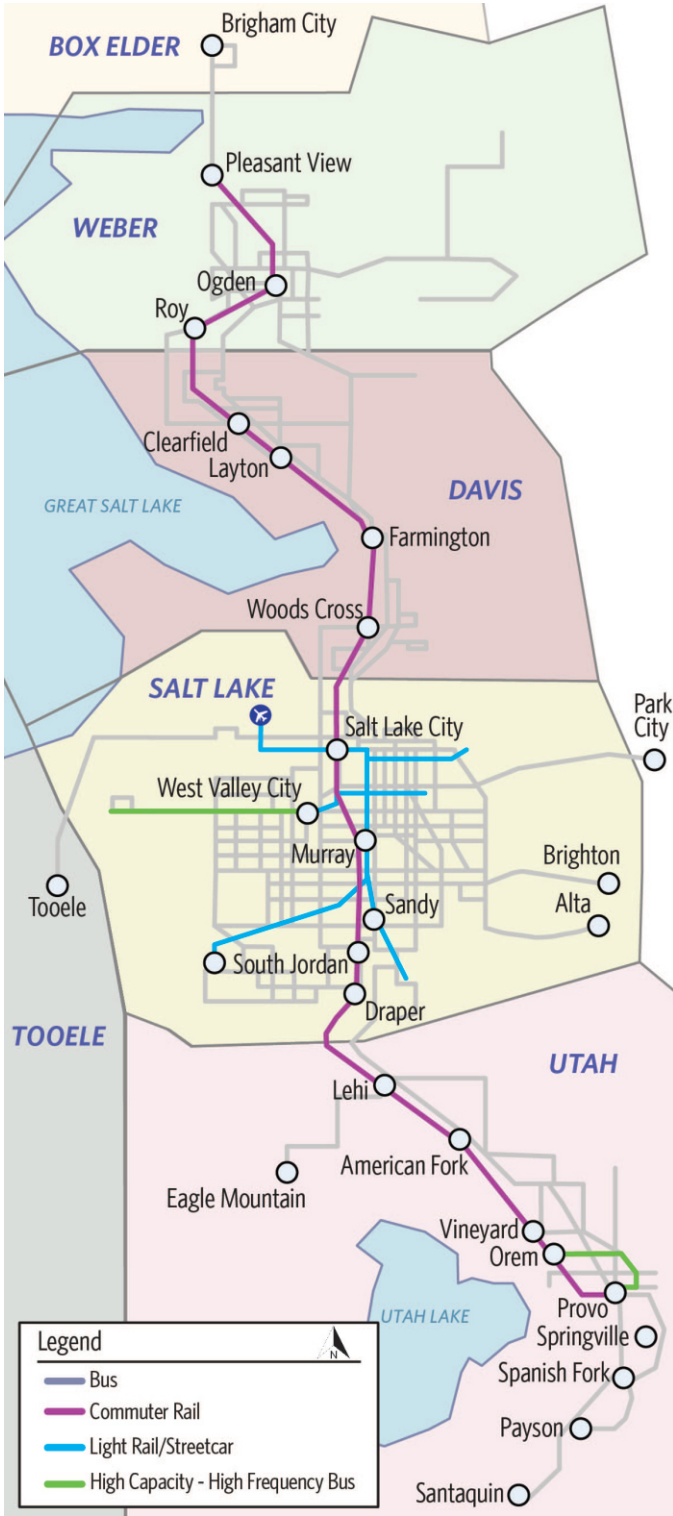


INTEGRATED MOBILITY

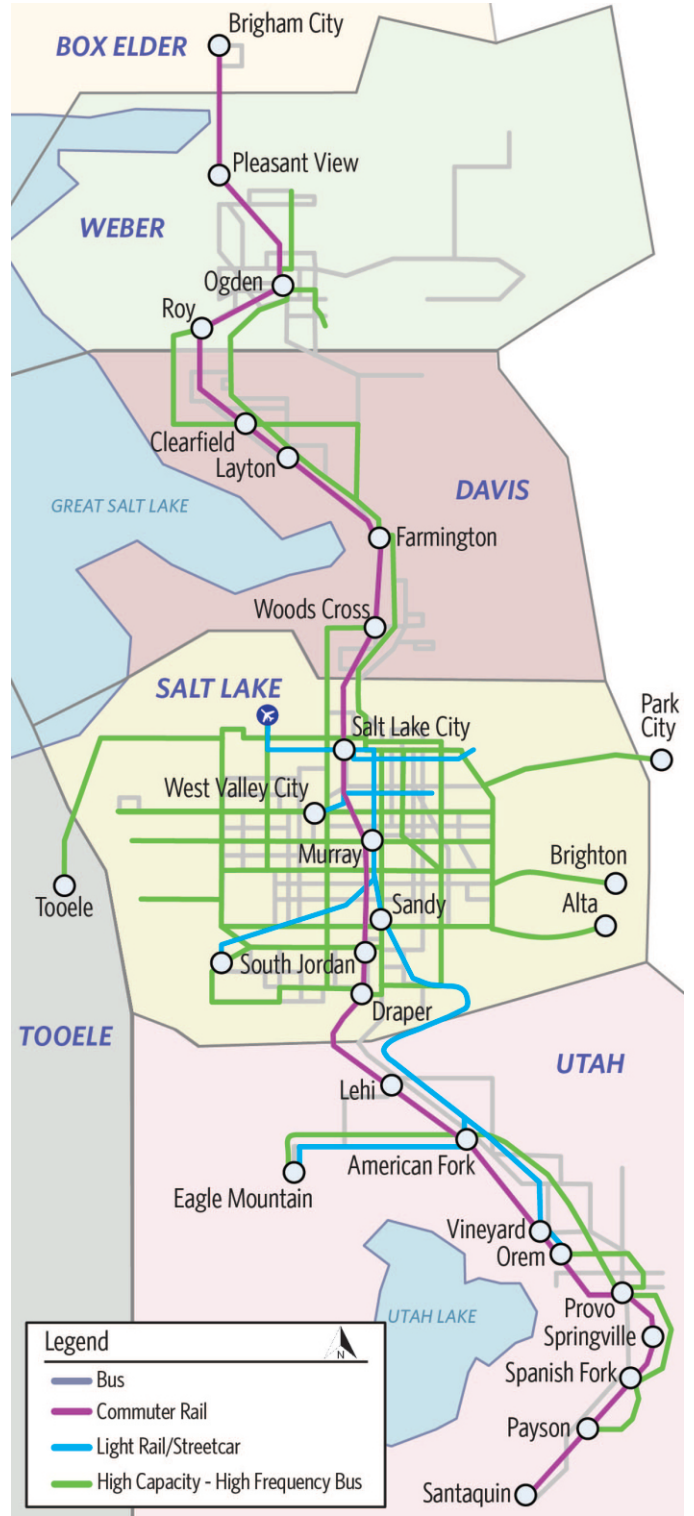


FOCUS ON THE FUTURE

UTA Today



UTA 2040



Source: Wasatch Front Regional Council & Mountainland Association of Governments, 2015-2040 Regional Transportation Plans