

EXECUTIVE SUMMARY

To: Wasatch Front Central Corridor Study Management Team

From: Wasatch Front Central Corridor Study Technical Team

Date: March 2016

Subject: Task 2 Deliverable - Goals and Metrics Documentation

Purpose of this Executive Summary

This document summarizes the process for developing corridor goals and metrics for the Wasatch Front Central Corridor Study (WFCCS). The process included studying community and agency values, refining those values to reflect goal statements, achieving buy-in from all agency partners and executives on the goals, and identifying metrics by which to evaluate the goals. The diagram on the following page outlines the process of achieving consensus on the goals and metrics for the WFCCS. More description is provided following the diagram. In addition, the following materials are attached to this memorandum:

1. Key Person Interview Comments Summary
2. Utah Values Survey (Envision Utah, October 2014)
3. TrendLab Meeting Summary (May 20th, 2015)
4. Matrix of Shared Values
5. Values Assessment Meeting Summary (June 29th, 2015)
6. Executive Agency Briefing (August 28th, 2015)

Wasatch Front Central Corridor Study Goals

The process for establishing the goals is described in the following pages. The goals themselves are listed below. Readers should note that the order of the goals does not indicate their relative priority; all the goals are important.

Corridor Goal Statements

Goal: Improve safety.

Goal: Increase person throughput in the corridor.

Goal: Improve travel time reliability for trips using the corridor.

Goal: Increase regional accessibility to jobs and education, particularly for economically disadvantaged populations.

Goal: Improve air quality.

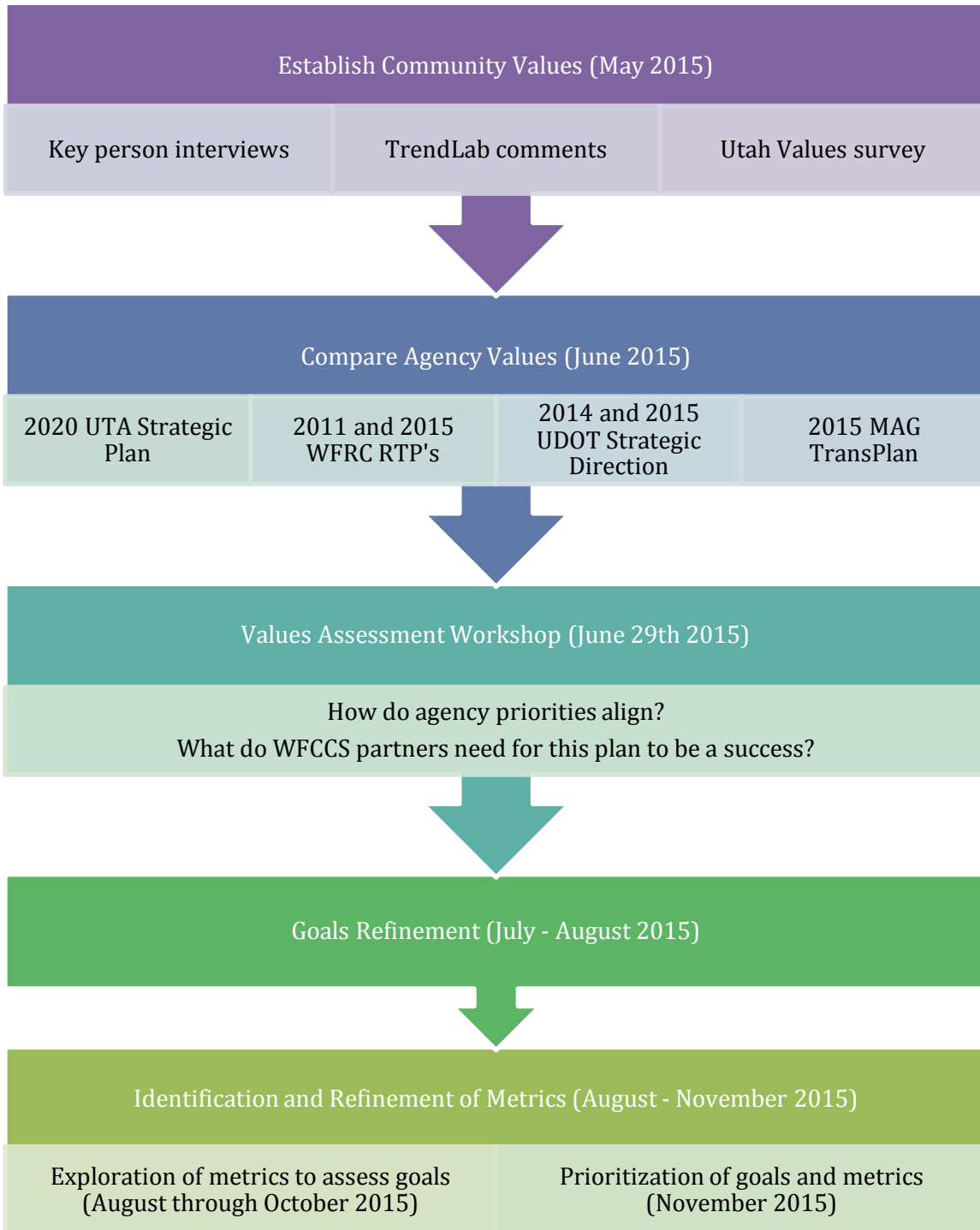
- Goal: Improve economic outcomes while considering both benefits and costs.
- Goal: Reduce direct household transportation costs.
- Goal: Improve mode balance.

Why Establish Corridor-Specific Goals?

The partners of the WFCCS viewed this as an opportunity to create different transportation goals than the agencies had previously focused on as explained below.

- The partners realized that previous efforts that focused on the goals of maintaining congestion and minimizing delay at today's levels were going to be difficult, if not impossible, to achieve in the long run as the Salt Lake area grows.
- The partners understood that new disruptive trends (such as demographic change, new technologies, and economic factors) would likely change how the transportation system functions.
- The partners recognized that this Study was an opportunity to explore goals and metrics that address a wider variety of community needs beyond those traditionally evaluated.

Goals Development Process Diagram



Overview of Goals Development Process

Establish Community Values

The WFCCS team gathered information from several sources to create a foundation of community values for the corridor. This included several sources of information, described below.

- Key person interviews conducted by the WFCCS Communication Team, with key elected officials in selected cities and counties along the corridor. These interviews were conducted in Ogden, Bountiful, Salt Lake City, Murray, Midvale, Sandy, Lehi, Davis County, and Utah County. Interviews focused on what these community leaders wanted to avoid, protect, and create; concerns regarding the success or failure of WFCCS; unique facets of the corridor in their community; and ideas for potential 2050 solutions.
- Feedback gathered from participants at a TrendLab workshop led by the WFCCS technical team. Attendees included technical staff from a variety of disciplines at the four WFCCS partner agencies. The participants provided comments on what to avoid, protect, and create in the corridor, and engaged in discussion on future unknowns and how disruptive trends may affect the corridor. The photo to the right shows the floor maps on which these comments were gathered.
- The Utah Values Survey, released by Envision Utah in 2014. This online survey was completed by 800 Wasatch Front residents, and explored attitudes towards growth in Utah.

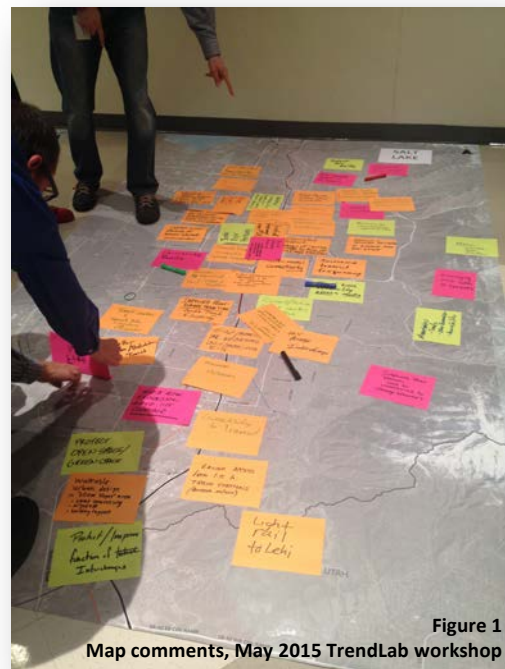


Figure 1
Map comments, May 2015 TrendLab workshop

The key person interview summary, TrendLab workshop summary, and Utah Values survey are all attached to this Executive Summary. The information gleaned by the WFCCS team was summarized and prepared for comparison to the stated agency values.

Compare Agency Values

The WFCCS team used published agency strategic documents to identify stated values for each partner agency, and compare values among agencies. The documents reviewed for this purpose are listed below.

- 2020 UTA Strategic Plan
- 2014 and 2015 UDOT Strategic Direction documents
- 2011 and 2015 (draft) Regional Transportation Plans for Wasatch Front Regional Council
- 2015 TransPlan document published by Mountainland Association of Governments.

The WFCCS developed a matrix identifying the values stated by each agency in its documents, and grouping them by topic (mobility, economics, environment, community, safety, state of good repair, accessibility, and security). The Values Comparison Matrix is attached to this Executive Summary.

Stated agency values were then compared to the community values. This exercise demonstrated some similarities between community values and agency values. These are shown in the graphic below. Bold text in the graphic identifies values considered most important to both community

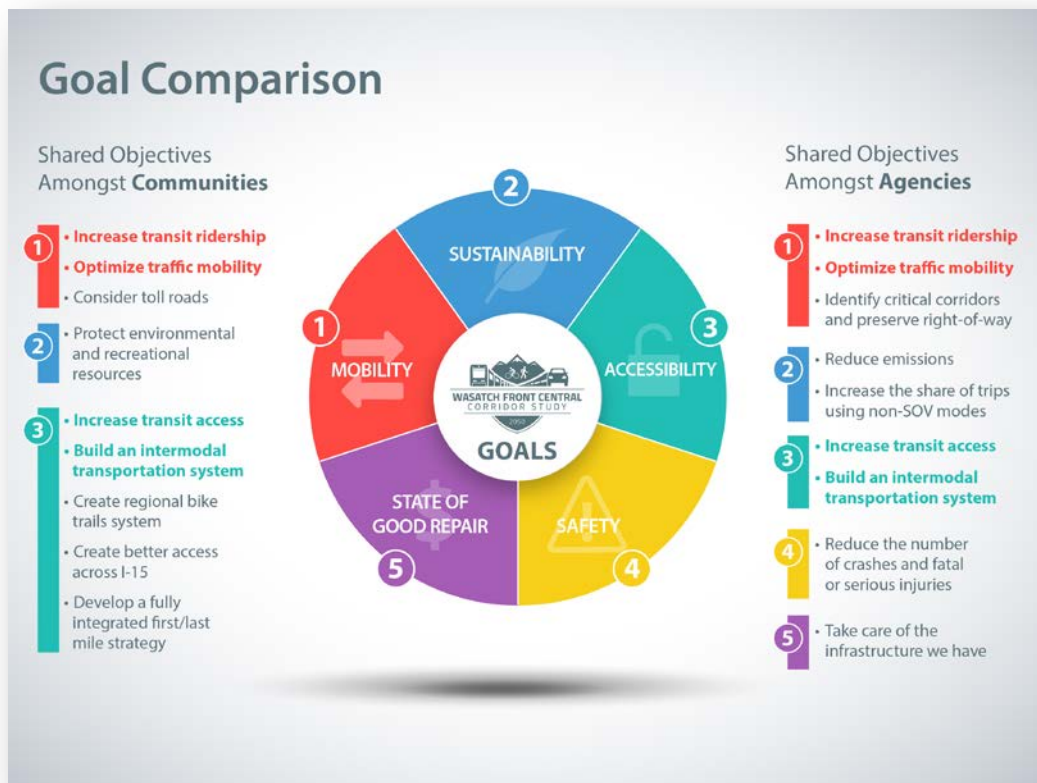


Figure 2: Agency/Community Goals Comparison

members and the transportation agencies. The project team built on this information to begin developing goal statements.

Values Assessment Workshop

The WFCCS team held a Values Assessment Workshop in late June 2015, to review the compared community and agency goals, and begin drafting goal statements for the Corridor. The photo to the right captures some of the discussion from this meeting; meeting minutes from the Values Assessment Workshop are attached to this Executive Summary.

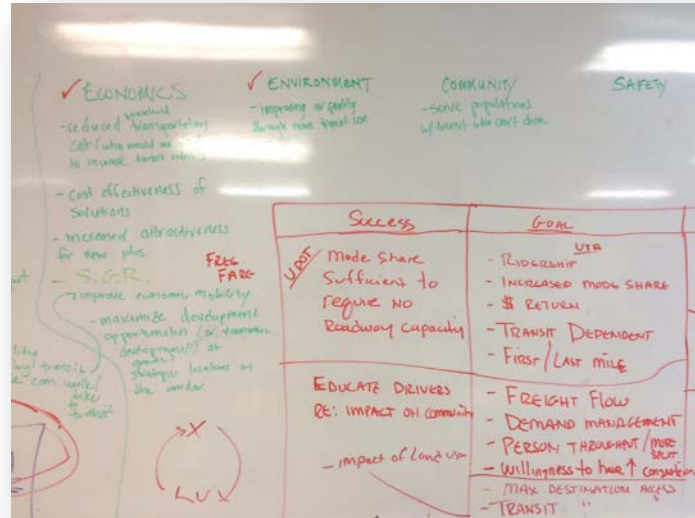


Figure 3: Whiteboard from Values Assessment Workshop

Goals Refinement

During July and August 2015, the WFCCS project team developed goal statements in an iterative process. The resulting goals (provided in the first page of this memorandum, and repeated below) were presented in an Executive Briefing on August 28th 2015 to the agency directors for approval. The directors included Carlos Braceras and Shane Marshall of UDOT, Jerry Benson of UTA, Andrew Jackson of MAG, and Andrew Gruber of WFR. The study purpose and goal statements are provided below. Meeting minutes from the August 28th Executive Briefing are attached to this Executive Summary.

Study Purpose

The Wasatch Front Central Corridor Study will recommend a much-needed plan for 2050 that looks holistically at all modes of transportation and the connectivity between them, including how roads, public transportation, biking and walking can promote choices for getting around. The study will look at innovative solutions to accommodate growth that preserves the region's economic vitality, environmental sustainability, safety, and quality of life for people from all walks of life in our communities. The long-term solutions for the study corridor will need to meet the goal statements below.

Corridor Goal Statements

- Goal: Improve safety.
- Goal: Increase person throughput in the corridor.
- Goal: Improve travel time reliability for trips using the corridor.
- Goal: Increase regional accessibility to jobs and education, particularly for economically disadvantaged populations.
- Goal: Improve air quality.

- Goal: Improve economic outcomes while considering both benefits and costs.
- Goal: Reduce direct household transportation costs.
- Goal: Improve mode balance.

Identification and Refinement of Metrics

The long-term solutions for the Wasatch Front Central Corridor should meet the goals listed above. Upon establishing shared goals, the team identified metrics to use in evaluating the long-term solutions. Metrics can also be viewed as objectives in simplified terms; for instance, an objective of reducing injuries and fatalities is suggested by the “injuries and fatalities” metric under the “improve safety” goal. The metrics associated with each goal were refined from August through November 2015 and are shown in the table below. These metrics will be analyzed for both existing conditions and for each long-term transportation and land use package for 2050 in addition to the “base case” 2050 transportation and land use package.

Table 1: Wasatch Front Central Corridor Goals and Metrics	
Goals	Metrics
Improve safety	Injuries and fatalities
	Percent trips within study area occurring by walking or cycling
Increase person throughput in corridor	Person throughput in peak periods
	Seat utilization by mode in peak periods
Improve travel time reliability for trips using the corridor	Average free flow and reliably congested travel times
	Buffer index
Increase regional accessibility to jobs and education, particularly for economically disadvantaged populations	Area (measured in acres) and average number of jobs accessible within a set driving or transit travel time, including for economically disadvantaged populations
Improve air quality	VMT and air pollutant emissions
	Auto trips that produce cold starts
Improve economic outcomes while considering both benefits and costs	Employment
	Gross regional product
	Personal income
	Ratio of economic benefits to combined cost of construction and long-term operations and maintenance
Reduce direct household transportation costs	Direct household transportation costs
Improve mode balance	Share of households in study area within ½-mile walkshed and 3-mile bikeshed of high-capacity transit
	Non-SOV access mode split to transit stations
	Peak period and daily mode split

Once metrics were refined and agreed upon, the WFCCS team participated in a prioritization exercise to evaluate the relative levels of importance of each goal. This exercise used Decision Lens, an online tool beginning to be applied by UDOT in decision making processes involving multiple individuals. The Decision Lens exercise took place in early November 2015 and included representatives from each of the partner agencies, as well as the consultant leaders of the technical and communication teams. This process requires participants to weigh one goal against another using a numeric scale.

The combined rankings are shown in the graphic below. This indicates that the goal to “improve economic outcomes while considering both benefits and costs” was ranked as the most important to the WFCCS management team, followed by “improve mode balance” and “increase regional accessibility to jobs and education”. This information may be applied when long-term solution packages are fully developed and analyzed, to prioritize those packages that best meet the highest-ranked goals.

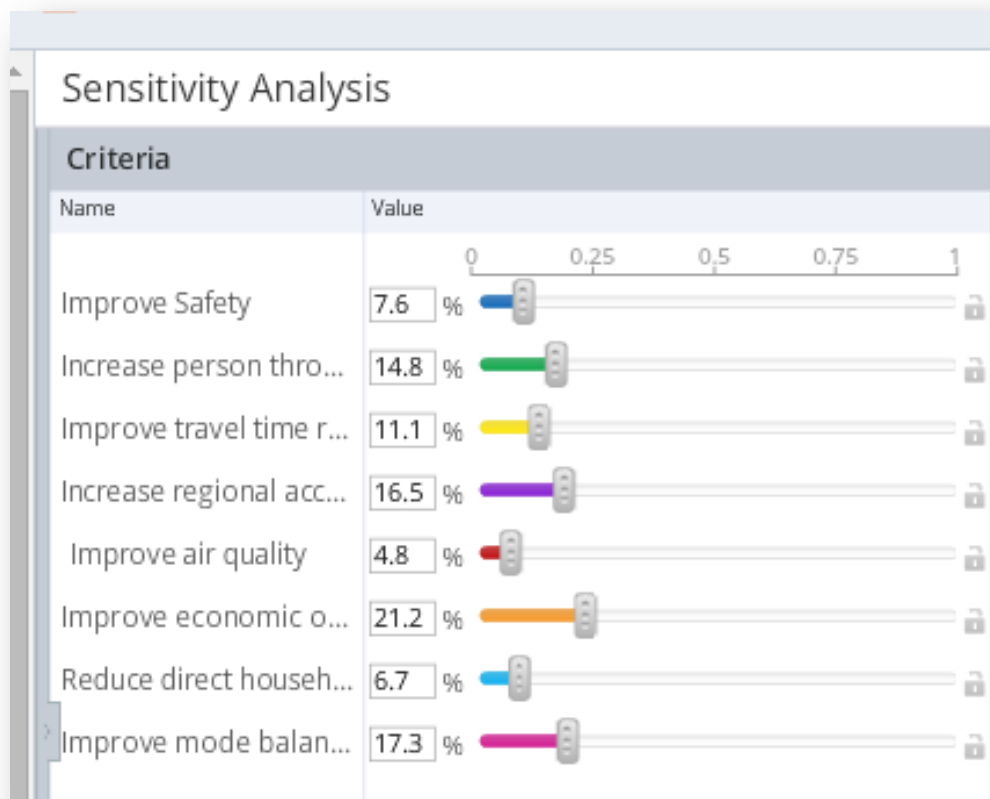


Figure 4: Decision Lens results from group exercise, November 2015

Exhibit 1: Key Person Interview Comments



Exhibit 2: Utah Values Survey (Envision Utah, October 2014)



Exhibit 3: TrendLab Meeting Summary (May 20th, 2015)

Exhibit 4: Matrix of Shared Values



Exhibit 5: Values Assessment Meeting Summary (June 29th, 2015)



Exhibit 6: Executive Agency Briefing (August 28th, 2015)