

2040 STRATEGIC PLAN

January 2018

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.

SERVICE: We meet the travel needs of individuals and enhance community accessibility through safe, reliable, professional, and innovative services.

PEOPLE: We serve and support our employees so they may provide the best possible service to our riders. We also support the greater community by partnering with municipalities and planning organizations to shape our growing cities and counties.

STEWARDSHIP: We are dedicated to impacting the environment in a positive way by providing services that promote improved air quality and conservation of our natural resources. We also make sustainable, responsible decisions about maintaining the transit system in the highest possible state of good repair, and we aim to make the best use of the financial resources entrusted to us by the public.

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



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.

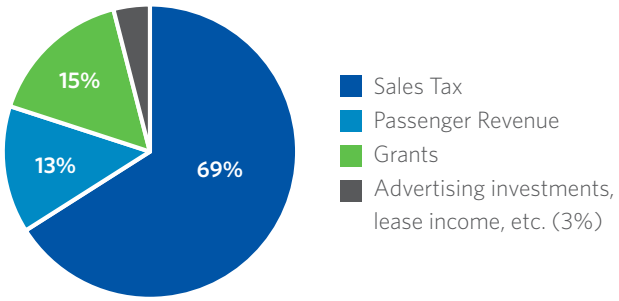
Innovative Mobility



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 the 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 we need to be ready to work with in order to keep today's customers and attract new transit users in the future.

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. Additionally, the agency will continue to 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 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.

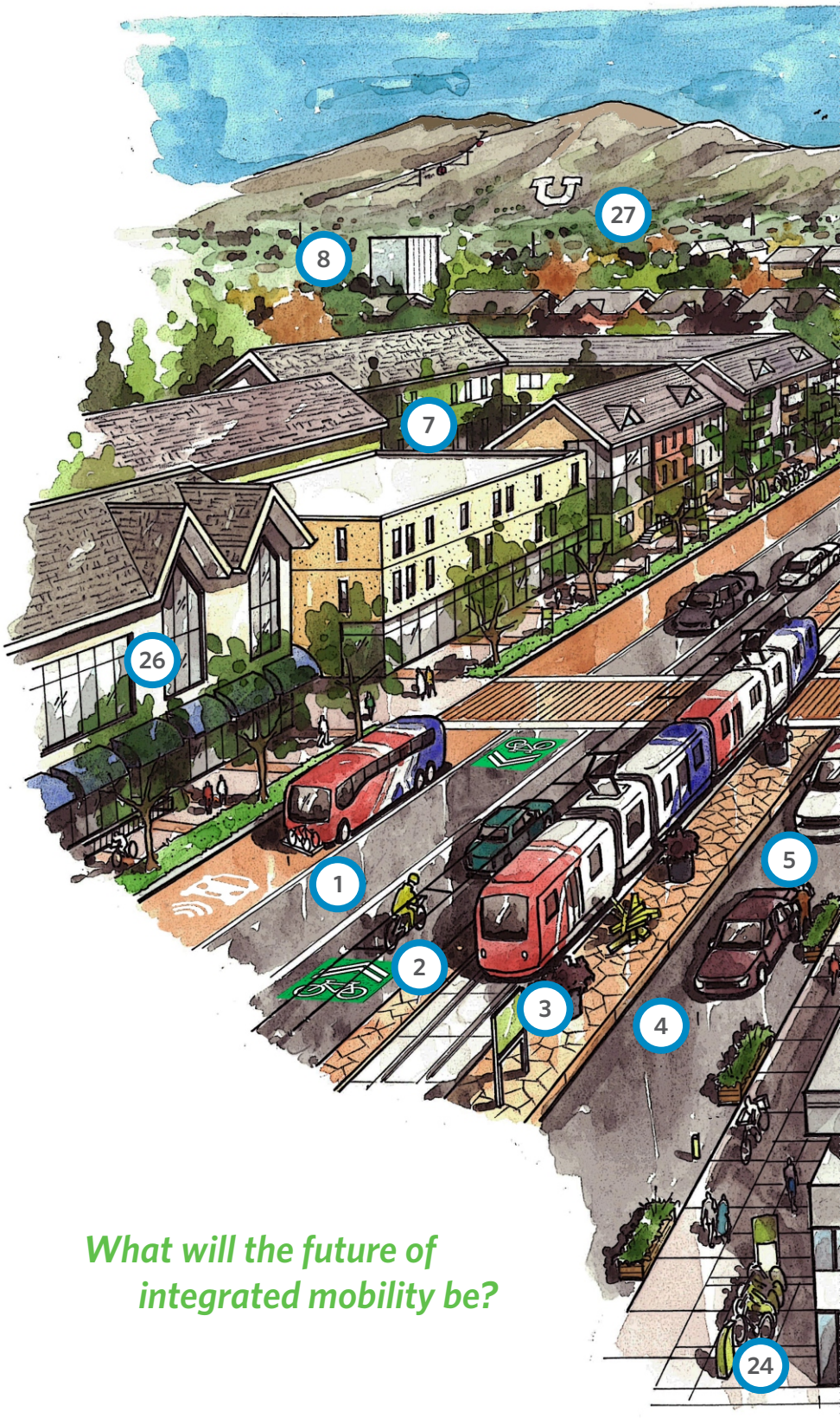
STRATEGY: Continue serving as leaders and advocates for our communities by supporting sound public policy and transportation plans that improve quality of life and build strategic partnerships designed to solve mobility challenges.

OBJECTIVES:

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

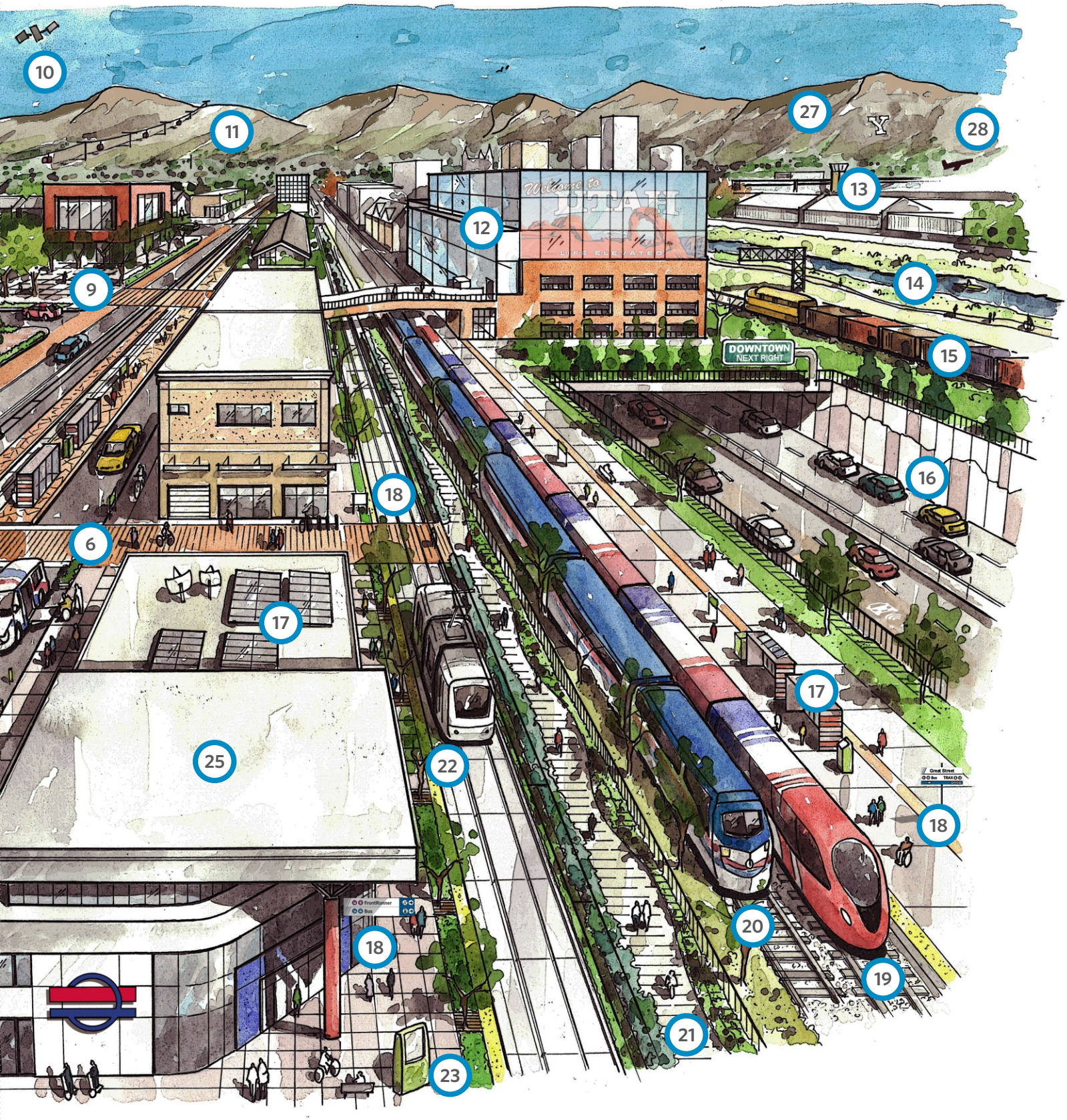
IMAGINE THE

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
28. Access to international air travel



What will the future of integrated mobility be?

POSSIBILITIES



Rendering is a fictional location by Donald Buaku, AICP ©2017

STRATEGIC AREAS OF FOCUS

Access to Opportunity

DESCRIPTION: Historically, ridership has been a goal for transit systems. While increased ridership is important, new information and analytical tools will enable 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 aggressively planning for future transportation needs. This is done by continually refining short, medium and long-term plans that will provide access along the Wasatch Front and support Utah's growing population into 2040.

STRATEGY: Utilize technologically advanced analytics and planning tools to design and implement an optimized, total transit network that connects people to their communities.

OBJECTIVES:

- With regional partners, refine 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.
- Continue to create 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.



Strategic Funding

DESCRIPTION: UTA is charged with being good stewards of public 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 funding strategies while maximizing existing resources in order to optimize service offerings.

OBJECTIVES:

- Utilize 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.
- Continue to collaborate 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 directly 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.

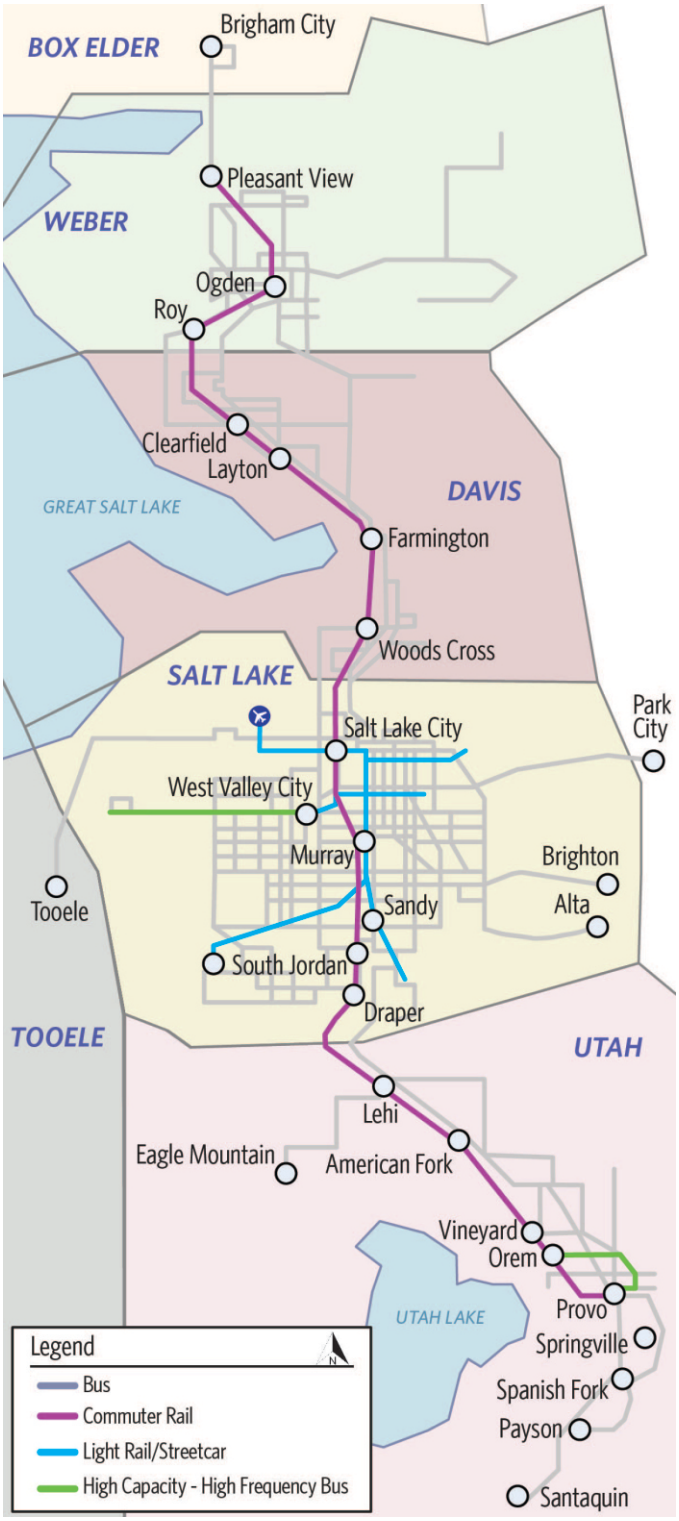
STRATEGY: Promote a culture that fosters a dynamic workforce of diverse and engaged employees who are committed to improving their everyday work.

OBJECTIVES:

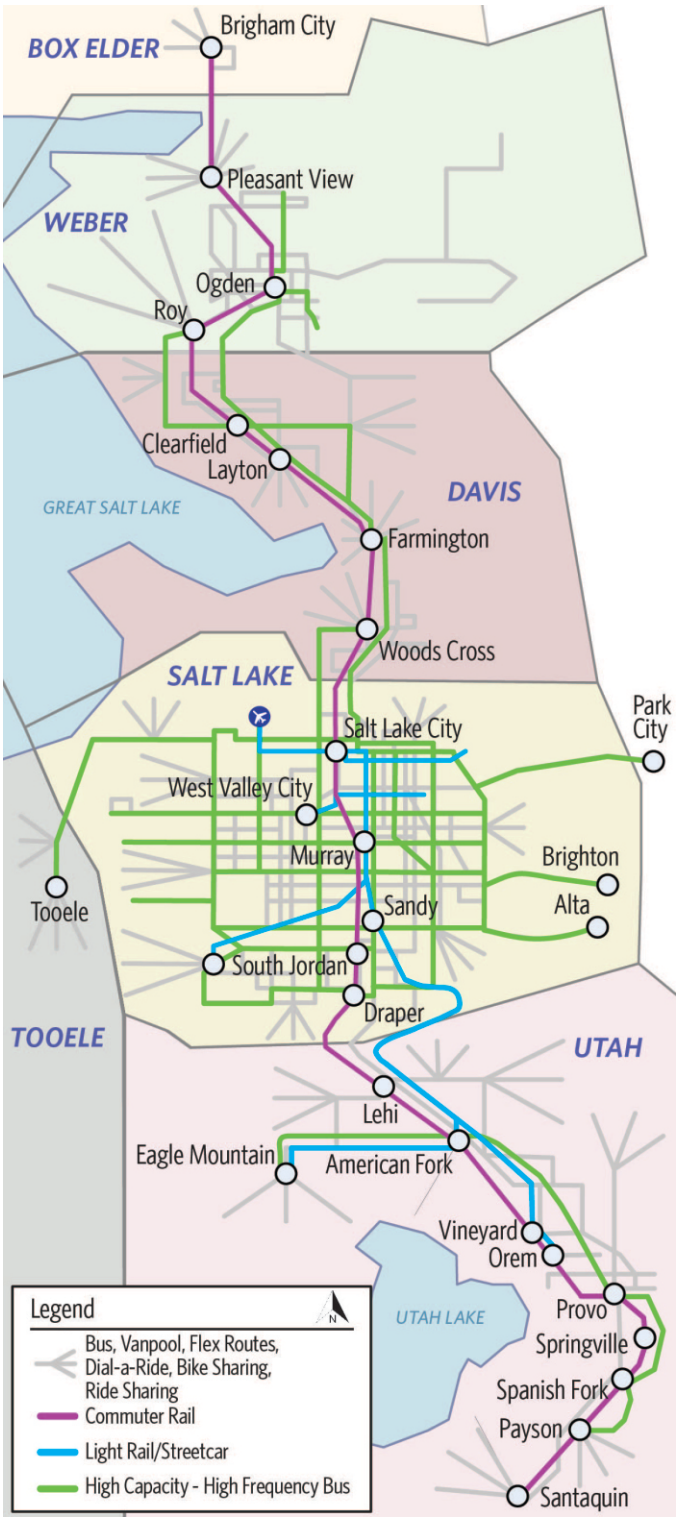
- Inspire employees to be problem solvers focused on improving the customer experience.
- Strengthen our workforce to build individual capability of employees, which will promote the agency to thrive by unleashing the talent, passion and potential of all our team members.
- Offer employment packages that support effective recruitment and retention and celebrate employees for exceptional performance.

FOCUS ON THE FUTURE

UTA Today



UTA 2040



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

UTAH TRANSIT AUTHORITY
669 West 200 South
Salt Lake City, UT 84101