ERIN MENDENHALL
Mayor

DEPARTMENT of **COMMUNITY**
and **NEIGHBORHOODS**
Blake Thomas
Director

CITY COUNCIL TRANSMITTAL

Rachel Otto
rachel otto (Mar 24, 2024 12:41 MDT)

Rachel Otto, Chief of Staff

Date Received: 03/24/2024

Date sent to Council: 03/24/2024

TO: Salt Lake City Council
Victoria Petro, Chair

DATE: 3/19/2024

FROM: Blake Thomas, Director, Department of Community and Neighborhoods

SUBJECT: Citywide Transportation Plan: Connect SLC

STAFF CONTACT: Joe Taylor, Transportation Planner IV, Joe.taylor@slcgov.com, or (801) 535-6679

DOCUMENT TYPE: Ordinance

RECOMMENDATION: Adopt the Citywide Transportation Plan: Connect SLC

BUDGET IMPACT: None

BACKGROUND/DISCUSSION: The Administration has developed the Citywide Transportation Plan: Connect SLC (the Plan) to replace the existing Transportation Master Plan. The Salt Lake City Transportation Master Plan, while a remarkable and progressive document for its time, was adopted in 1996. Much has changed since that time, including transportation planning practices and the zeitgeist of how we think about public rights-of-way. Mobility of goods and services is still of necessity, but it shares space with notions of safety, accessibility, and concerns for the environment.

The policy landscape within Salt Lake City has also changed dramatically since the mid-1990s. Plan Salt Lake (2015) laid out the City's vision, aiming to prepare our city for growth while simultaneously focusing on sustainability and livability. At the root of the vision is quality of life for current and future generations. Specifically, in the realm of transportation, Salt Lake City has adopted a Pedestrian and Bicycle Master Plan (2015) and a Transit Master Plan (2017). These

plans provide a list of projects that the City hopes to accomplish to bring transit and active transportation into parity with our current autocentric landscape.

In this context, Connect SLC (formally the Transportation Master Plan) aims to take the values espoused by the former plans, as well as those we heard from the community during development of the Plan update, and to imbue all transportation projects, initiatives, and day-to-day operations with those values. Much like Plan Salt Lake, Connect SLC is intended to function as a Citywide plan that brings consistency not only to the Transportation Division's work, but also to the City as a whole, recognizing that many divisions and departments of the City touch our transportation system in some way. According to the vision of Connect SLC *"It is our plan, envisioned by the community, to work toward a future where everyone enjoys equitable, affordable, and reliable transportation choices. Connect SLC sets goals to improve health and safety, expand access to opportunities, and improve air quality.*"

KEY MOVES: The Plan lays out eight key moves to advance these values in our transportation network:

1. Authentic and Intentional Engagement
    - Build lasting relationships with community members to empower diverse voices at the planning table.
2. Zero Traffic Deaths
    - Implement a Vision Zero Strategy to improve safety for all.
3. Great Networks for Active Mobility
    - Invest in our active transportation network to improve connections and health outcomes.
4. Transit Friendly Neighborhoods
    - Make transit a competitive and attractive mode of travel in Salt Lake City.
5. Healing the East-West Divide
    - Heal past harms by building trust with the community and reinvesting in Westside neighborhoods.
6. Low Emission Mobility Options
    - Expand transportation options to meet our climate goals and efficiently manage our streets.
7. Places for People
    - Leverage community benefits from private investment to create welcoming community gathering places.
8. Operationalize Complete Streets
    - Design, build, operate, and maintain great streets through effective partnership.

PUBLIC PROCESS: Engagement began with the creation of a Community Advisory Council (CAC). Through a formal application process, we identified nine individuals who would be compensated hourly for their work on the project. The CAC gave ideas directly, helping shape the broader community engagement plan. They also participated in events, edited documents (including the final draft of the Plan), and perhaps most importantly, gave us access to their own networks. With the help of the CAC, we launched a public engagement effort that asked the community what they value most in their transportation system. Results from an online survey

and in-person events conducted at pop-up vaccine clinics were weighted to reflect city demographics, in this case, adjusting for a lack of people 18 and under.

Individuals who live, work, and/or go to school in Salt Lake City identified safety from harm, affordability, reliability, equity, and sustainability as their top transportation values. The project team then took these values and created a large menu of policy options to address them. The policy areas that received the most public support formed the basis of the second round of engagement, detailed below.

A total of 879 (15 in Spanish, 864 in English) people responded to the City's online survey and approximately 60 people participated through in-person outreach. While demographic information was not consistently collected for in-person participants, these events focused on reaching communities who were under-represented in online survey responses, particularly people who live in Salt Lake City's Westside neighborhoods. The full report for the first round of engagement, including geographic and demographic analysis of the respondents, is included in Exhibit 4 of this document.

The second round of engagement took the values identified in the first round and created a menu of policy options that could potentially advance those values. These policy options were explained with both written explanations and visual representations. Participants could vote online for the concepts that best addressed their desires and concerns. Participants were also able to plot points on a map of the city and identify problems or highlight things that worked well.

This process was also conducted at several in-person events where participants could use stickers and post-it notes to vote on the concepts. In-person engagement took place at the following locations:

- Three Creeks Park Dedication
- Northwest Recreation Center (timed to coincide with a soccer tournament)
- Living Traditions Festival
- West High School
- Gail Miller Resource Center
- Spy Hop Block Party
- University Neighborhood Partners/Partners in the Park
- Salt Lake City Homeless Resource Fair (Madsen Park)

Since individuals could vote multiple times and demographic information was not collected, the exact number of individuals responding to the second round of engagement was not collected. However, we received thousands of responses during this round. We had a native Spanish speaker present to help with engagement at some of these events, and the results were significant enough to be highlighted in Key Move 1 of Connect SLC.

After the second round of engagement, staff took two additional internal engagement steps. First, in order to address City representation, we presented the project to the Planning Commission and the City Council for the first time. Recommendations from these entities included focus on the following areas: safety, integration with land use policy, and continued

effort toward complete street programs for critical east-west corridors These comments were integrated into the plan, specifically in Key Moves 2, 5, 7 and 8.

Second, the work was presented to a meeting of City department directors. This work session allowed other departments and divisions to voice any concerns and create space for suggestions on how the Plan could better integrate with other City efforts across departments.

The draft plan was presented to the Planning Commission on November 8, 2023. The Commission unanimously recommended adoption by the City Council with the following text amendment:

"*Section 1.3 be amended to read, Strategy 1.3 facilitates long term dialogue between the City, the local community, and other reginal partners. For Strategy 2.1 to establish a vision zero action plan, to further engage with the community to raise pedestrian safety and awareness about potential collision in the streets in Salt Lake City.*"

Planning Commission (PC) Records

a) PC Agenda of November 8, 2023 (Click to Access)
b) PC Minutes of November 8, 2023 (Click to Access)
c) Planning Commission Staff Report of November 8, 2023 (Click to Access Report)

EXHIBITS:

1) Ordinance adopting Connect SLC: The 2023 Citywide Transportation Plan
2) 1996 Transportation Master Plan (Currently Adopted)
3) Draft Citywide Transportation Plan – Connect SLC
4) Survey Report (First round of public engagement)
5) 2015 Pedestrian and Bicycle Master Plan (Adopted)
6) 2017 Transit Master Plan (Adopted)

EXHIBIT 1:

Ordinance adopting Connect SLC: The 2023 Citywide Transportation Plan

SALT LAKE CITY ORDINANCE
NO. ___ OF 2024

(Ordinance adopting Connect SLC: The 2023 Citywide Transportation Plan)

WHEREAS, pursuant to Utah Code Chapter 10-9a, the Municipal Land Use, Development, and Management Act (the "Act"), on December 7, 2015, the Salt Lake City Council ("City Council") passed Ordinance No. 63 of 2015 to adopt Plan Salt Lake as a general plan; and

WHEREAS, as part of Salt Lake City Corporation's ("City") general plan, on July 19, 1996, the City Council passed Ordinance No. 19 of 1996 adopting the Transportation Master Plan of 1996 (the "1996 Transportation Masterplan") as a guiding document for transportation policy; and

WHEREAS, since its adoption, significant changes in the state of transportation policy and practice, as well as concerns regarding safety, sustainability, mobility preferences, and equity considerations have rendered the adopted 1996 Transportation Master Plan valuable but obsolete; and

WHEREAS, the Salt Lake City Planning Commission held a public hearing on November 8, 2023 to consider recommending adoption of Connect SLC: The 2023 Citywide Transportation Plan (the "2023 Transportation Plan"), as required by the Act; and

WHEREAS, at its November 8, 2023 meeting, the Salt Lake City Planning Commission voted unanimously in favor of forwarding a positive recommendation to the City Council to adopt the 2023 Transportation Plan as provided in Exhibit "A" attached hereto; and

WHEREAS, after holding a public hearing on this matter, the City Council has determined that the adoption of this ordinance is in the City's best interests.

NOW, THEREFORE, be it ordained by the City Council of Salt Lake City, Utah:

1. Adopting Connect SLC: The 2023 Citywide Transportation Plan. That Connect SLC: The 2023 Citywide Transportation Plan attached hereto as Exhibit "A" is hereby adopted to replace the 1996 Transportation Masterplan as part of City's general plan, pursuant to Utah Code Chapter 10-9a.

2. Jurisdiction. That Connect SLC: The 2023 Citywide Transportation Plan shall apply within the City's municipal boundaries to their full extent.

3. Effective Date. This ordinance shall take effect immediately after it has been published in accordance with Utah Code 10-3-711 and recorded in accordance with Utah Code 10-3-713.

Passed by the City Council of Salt Lake City, Utah, this _____ day of _____, 2024.

SALT LAKE CITY COUNCIL

By: _____
Victoria Petro, Chair

ATTEST AND COUNTERSIGN:

_____
CITY RECORDER

Transmitted to Mayor on _____.

Mayor's Action: _____Approved. _____Vetoed.

_____
MAYOR

_____
CITY RECORDER
(SEAL)

Bill No. _____ of 2024
Published: _____.

APPROVED AS TO FORM
Salt Lake City Attorney's Office

Date: March 6, 2024

Sara Montoya
Sara Montoya, Senior City Attorney

EXHIBIT 3:

Connect SLC :The 2023 Citywide Transportation Plan

SLC CONNECT

CITYWIDE TRANSPORTATION PLAN

Salt Lake City · August 2023

DRAFT

As the capital city of Utah, it is important for Salt Lake City to not only recognize the First Nations peoples and the meaningful role they play within our everyday urban fabric, but also to lead out in true partnership with them.

The contributions of the Ute, Paiute, Goshute, Dine'/Navajo, and Shoshoni are immeasurable and we strive as a city to move forward in consultation and true collaborative leadership with our relatives.

—Mayor Mendenhall

Acknowledgments

SALT LAKE CITY

Joe Taylor, Project Manager

Julianne Sabula

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Michael McNamee

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CONSULTANT TEAM

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Avenue Consultants

Shiels Obletz Johnsen

SPECIAL THANKS

West High School

Gail Miller Resource Center

Salt Lake City Public Library

Neighborworks Salt Lake

Neighborhood House

Northwest Rec Center

Contents

1

Our vision

Connect SLC is a 20-year vision for transportation in Salt Lake City.

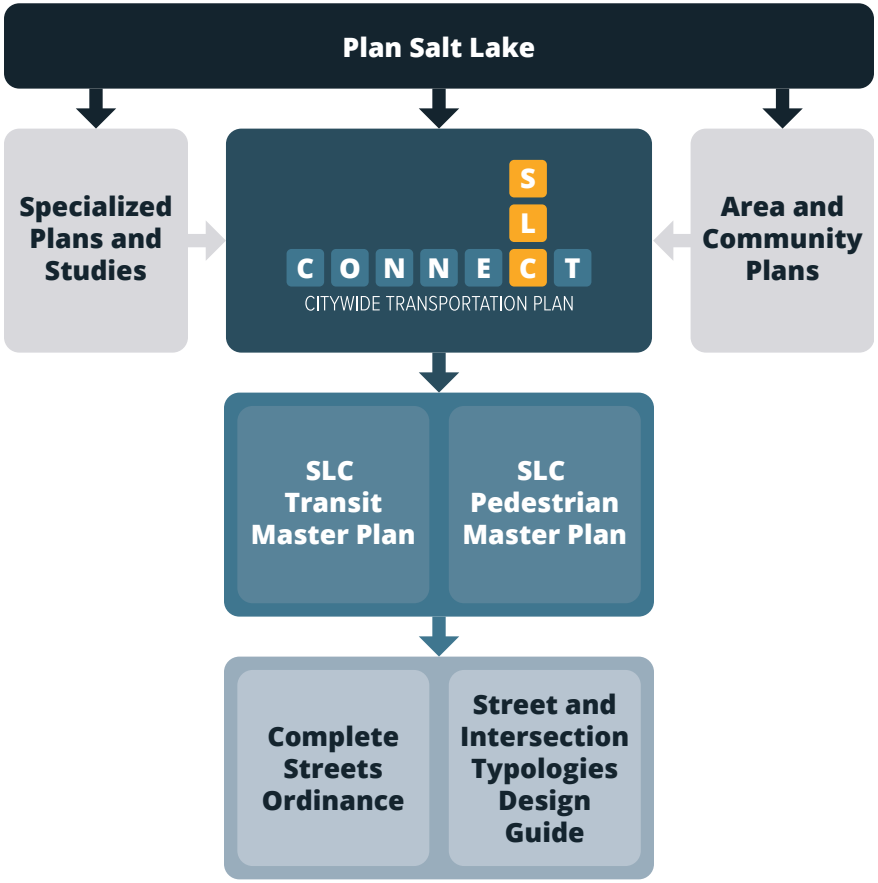
It is our plan, envisioned by the community, to work toward a future where everyone enjoys equitable, affordable, and reliable transportation choices. Connect SLC sets goals to improve health and safety, expand access to opportunities, and improve air quality.

Connect SLC identifies how we move today, what we value, how we want to improve public spaces, and what improvements would make it easier for us to move around Salt Lake City (SLC). Through our transportation programs, policies, and investments, we can directly influence the quality of life for people who live in, work in, and visit our city.

Our streets are not just a means to move people and goods. **They provide space for public life, economic exchange, and community gathering.**

How does Connect SLC relate to other plans?

Connect SLC is rooted in the building blocks of Plan Salt Lake to "Establish and articulate a citywide vision for Salt Lake City." It focuses specifically on the Plan Salt Lake guiding principles of Neighborhoods, Growth, Transportation, Air Quality, Beautiful City, Equity, and Economy.



Project timeline

2021

SUMMER
Select Community Advisory Committee

FALL
Set Community Values, Vision, and Framework
Phase 1 Engagement

2022

WINTER - SUMMER
Develop Key Policies and Programs
Phase 2 Engagement

FALL
Develop the Key Moves

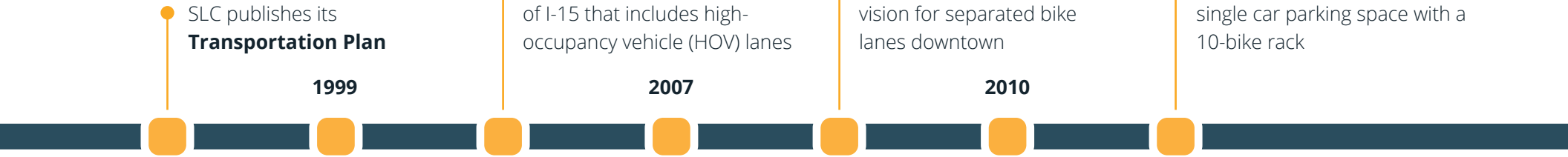
2023

SPRING - SUMMER
Compile the Plan

FALL
Adopt the Plan

What has SLC accomplished since the 1996 Transportation Plan?

Salt Lake City's last citywide transportation plan was completed in 1996. Since that time, our population has grown and our neighboring communities whose residents work and go to school in SLC have also expanded dramatically. We've taken many steps to improve the transportation options available for our growing community.



1996

SLC publishes its **Transportation Plan**

1999

The first **TRAX light rail line** opens from Downtown SLC to Sandy

2002

The **Winter Olympics** leads to an expedited expansion of I-15 that includes high-occupancy vehicle (HOV) lanes

2007

The **Complete Streets Executive Order** requires SLC streets to be designed, operated, and maintained for all modes of traffic, including for people walking and biking, and for travelers of all ages and abilities

2008

FrontRunner commuter rail begins operating from SLC to Ogden

The **Downtown in Motion Master Plan** presents a vision for separated bike lanes downtown

2010

The **Complete Streets Ordinance** codifies the prior Executive Order, ensuring that the policy remains in place

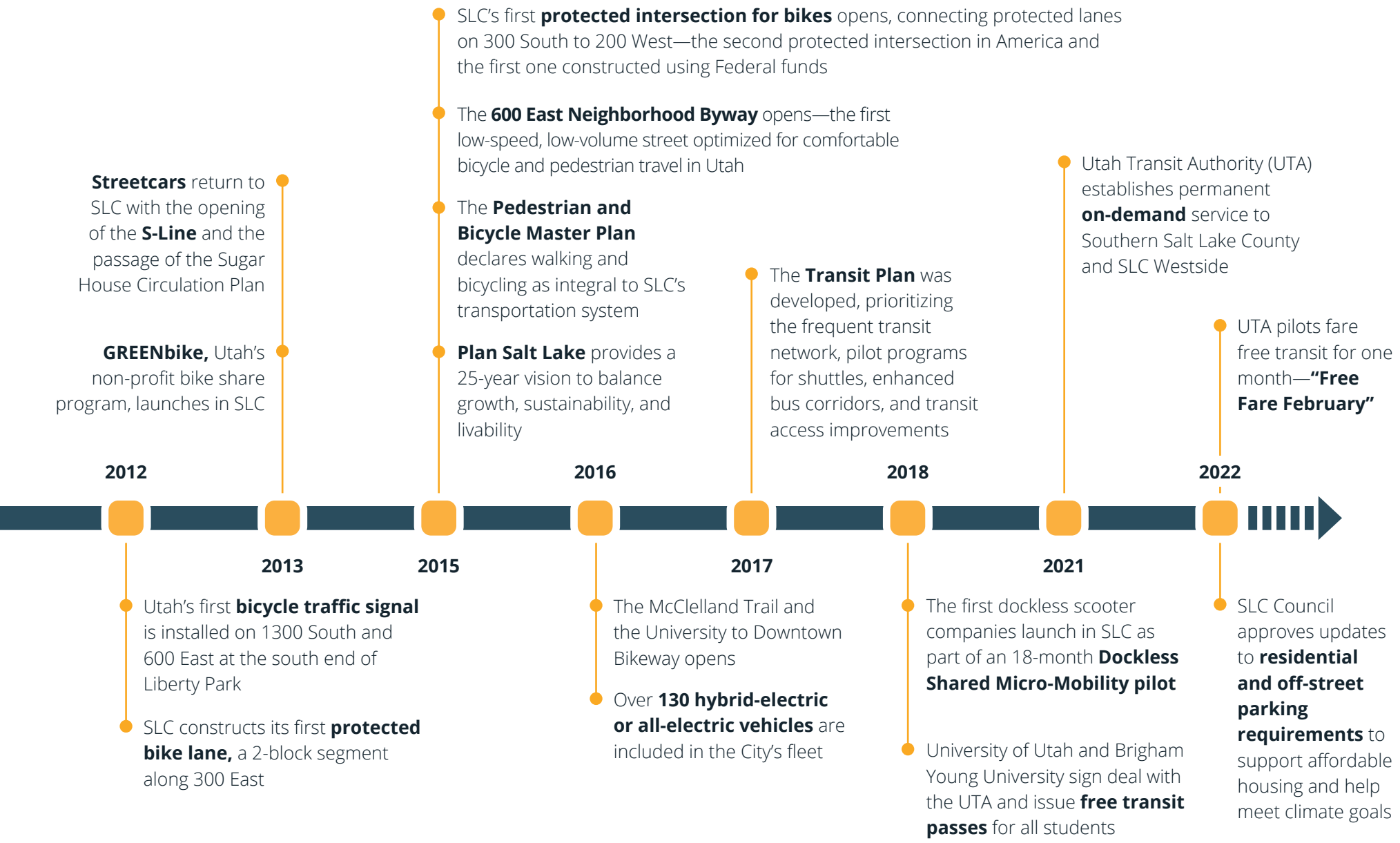
2011

The **North Temple multimodal corridor** opens with bike lanes, wider sidewalks, and the Green Line TRAX serving SLC airport, providing an important multimodal east–west connection

Bike corrals are first added to SLC streets at the request of local businesses, replacing a single car parking space with a 10-bike rack

A western segment of the **9-Line Trail** is constructed along the old 900 South railroad corridor

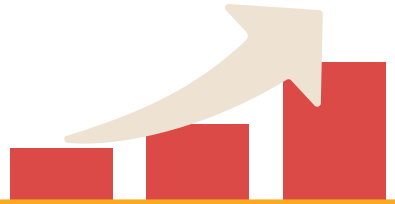
50 miles of new and redesigned bikeways open in SLC—the largest annual expansion in the city's history


2012
Utah's first **bicycle traffic signal** is installed on 1300 South and 600 East at the south end of Liberty Park
SLC constructs its first **protected bike lane,** a 2-block segment along 300 East
2013
Streetcars return to SLC with the opening of the **S-Line** and the passage of the Sugar House Circulation Plan
GREENbike, Utah's non-profit bike share program, launches in SLC
2015
SLC's first **protected intersection for bikes** opens, connecting protected lanes on 300 South to 200 West—the second protected intersection in America and the first one constructed using Federal funds
The **600 East Neighborhood Byway** opens—the first low-speed, low-volume street optimized for comfortable bicycle and pedestrian travel in Utah
The **Pedestrian and Bicycle Master Plan** declares walking and bicycling as integral to SLC's transportation system
Plan Salt Lake provides a 25-year vision to balance growth, sustainability, and livability
2016
The McClelland Trail and the University to Downtown Bikeway opens
Over **130 hybrid-electric or all-electric vehicles** are included in the City's fleet
2017
The **Transit Plan** was developed, prioritizing the frequent transit network, pilot programs for shuttles, enhanced bus corridors, and transit access improvements
2018
The first dockless scooter companies launch in SLC as part of an 18-month **Dockless Shared Micro-Mobility pilot**
University of Utah and Brigham Young University sign deal with the UTA and issue **free transit passes** for all students
2021
Utah Transit Authority (UTA) establishes permanent **on-demand** service to Southern Salt Lake County and SLC Westside
2022
UTA pilots fare free transit for one month—**"Free Fare February"**
SLC Council approves updates to **residential and off-street parking requirements** to support affordable housing and help meet climate goals

What key issues does Connect SLC address?

SLC is one of the fastest growing urban areas in the country.

In 2022, SLC was among the top ten fastest growing cities in the country,[1] growing by 14,000 residents or 7.5% since 2010. An additional 30,000 residents are projected in the next 20 years.[2] The surrounding metropolitan area, including Salt Lake and Tooele Counties, are projected to grow even faster. **A growing population means more demand on our streets, and more people traveling in, around, and out of the city.**



SLC must focus on housing affordability and bringing people closer to destinations.

Our transportation system supports a vibrant downtown core and provides access to businesses throughout SLC. Downtown in Motion was developed to revitalize the core and connect people to transit. Recent housing policy changes also allow for more density by permitting the construction of missing middle housing. When more homes and destinations are closer together, it is easier for people to take transit, walk, and bike to meet their daily needs. **Effective transportation and land use policy is a powerful tool in addressing affordability by bringing residents closer to essential services, healthy food options, and jobs.**

Transportation decisions have divided SLC, hindering Westside neighborhoods.

People living in Westside neighborhoods are disconnected from jobs, recreation, and essential services due to I-15, I-80, freight rail tracks, and other large projects. While investment occurs in the Westside, there has been a lack of outreach to and collaboration with historically marginalized communities, leading to distrust and an inability to address the needs of the community. **Future transportation investments must reflect the voices and needs of people in the Westside neighborhoods.**

There are limited transportation options to combat climate change.

The American Lung Association 2022 State of the Air report card ranks SLC at 20th in the nation for short-term particle pollution,[3] and the US Environmental Protection Agency (EPA) has consistently spotlighted the city for its dangerous levels of pollutants. Ozone pollution is exceptionally high in the region, of which 50% is directly generated by motor vehicles.[4] Transformational changes are needed to reduce greenhouse gas emissions and improve air quality. **Promoting active transportation and increasing use of public transit by expanding transit options are essential to meeting climate goals set forth in the SLC Climate Positive 2040 Resolution.**

Traffic deaths are on the rise.

During the COVID-19 pandemic, motor vehicle traffic declined, but traffic deaths increased. Pedestrian and bicycle traffic fatalities and series injuries have gone up. Utah had a record number of bicycle and vehicle fatalities in 2021.[5] In 2023, SLC committed to eliminating traffic fatalities by joining the Vision Zero Network. **Changes to policy and public infrastructure are critical to protect and ensure the safety of our most vulnerable road users. Addressing safety encourages residents to walk, bike, and roll.**

Travel options are needed for people traveling at all times of day.

Traffic in the morning and evening commute hours has decreased compared to pre-pandemic levels. The COVID-19 pandemic showed that travel for essential services is spread throughout the day. **Future transportation decisions must be inclusive of all travel patterns, not just those of commuters during the typical peak hours.**

Vision

We envision a Salt Lake City where everyone enjoys **equitable, affordable, and reliable transportation choices that support safety, health, and sustainability.**

Our commitment to a more equitable future

Connect SLC centers equity in our transportation planning process, focusing on those who have been negatively impacted by past policies and investments, and highlighting the critical need to address the accessibility, connectivity, and mobility challenges experienced by people and communities who have historically been historically left out of the decision-making process.

Goals

Our goals—articulated through public input and crafted by the project's Community Advisory Committee—inform the Key Moves and associated strategies and actions to achieve them.

Equity

Our transportation system is accessible and welcoming to people with diverse abilities, identities, lived experiences, and language skills. Investments are made to counteract historic and current disparities.

Health and Safety

Our transportation system keeps people safe when they walk, use a wheelchair or other device, bicycle, take transit, and drive. Streets are designed to prevent collisions and support personal health.

Reliable Options

Salt Lake City residents, employees, and visitors have access to a variety of travel options that consistently get them to the places they want to go.

Affordability

People can easily access transportation options that fit their budget and payment methods.

Sustainability

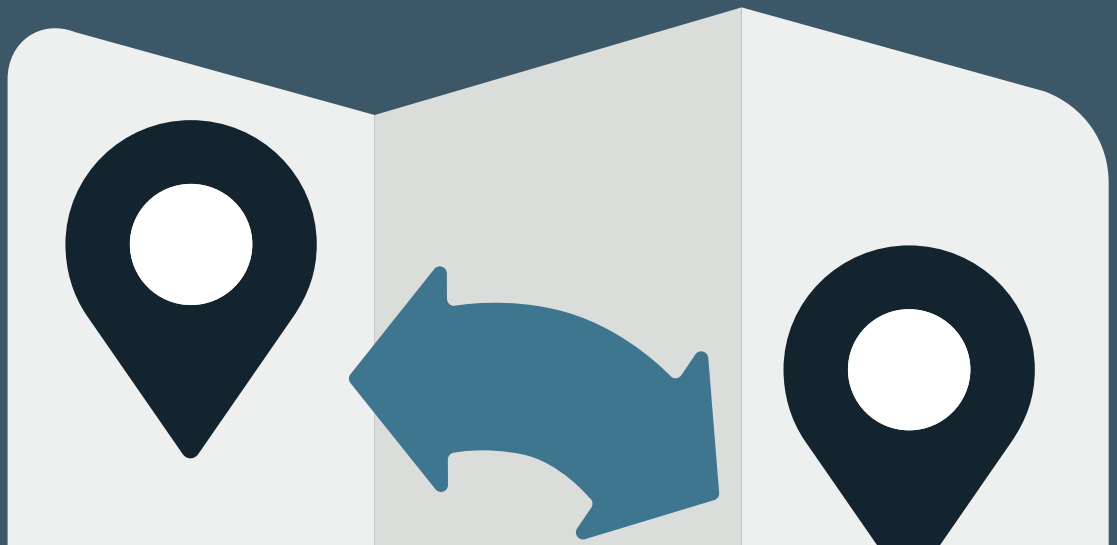
Our transportation system incorporates a range of design solutions, technologies, and mobility options to aggressively reduce air pollution and greenhouse gas emissions caused by vehicle use.

2

Getting around Salt Lake City

We envision a transportation system that is safe and reliable for people walking, rolling, biking, and taking transit. So safe and reliable, in fact, that they are preferred travel options!

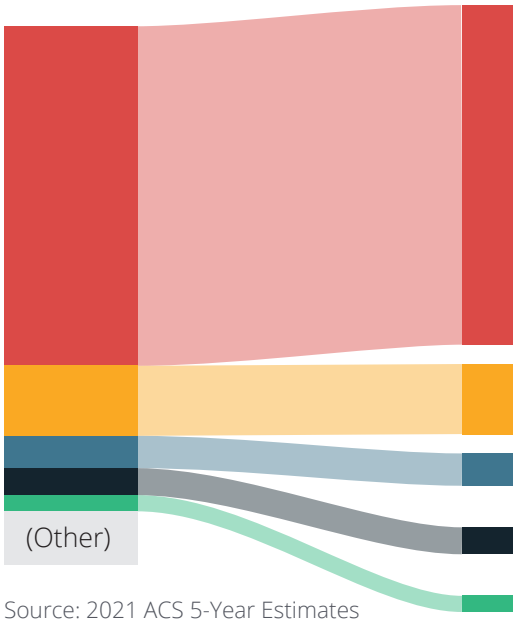
Currently, driving feels to many like the safest and most reliable way to get around, but not everyone can drive and our climate and city can't sustain the impacts of so many vehicle trips. Our transportation system does not fully meet the diverse and varied needs of our community. Whether it's commuting to work, taking a walk to nearby parks, or biking to school, more work is needed to overcome historical barriers for people who navigate the city without personal vehicles.



Getting to work

Most commutes are made by driving alone, putting stress on existing roadways and slowing our progress towards cleaner air.

How do people get to work in SLC?



63%
drive alone to work

13%
typically work from home (significant increase after the COVID-19 pandemic)

6%
take transit, and fewer walk (5%) and bike (3%)

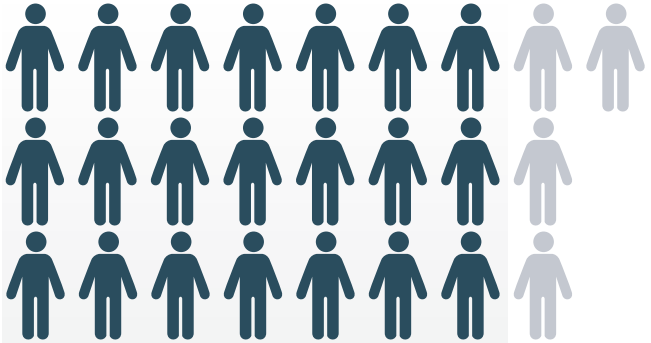
5%

3%

Source: 2021 ACS 5-Year Estimates

250K+

people work within SLC.



83%
live outside SLC city limits and travel into SLC on a regular basis. Providing convenient regional transportation options is key to meeting the needs of longer-distance commuters.

Each person in this graphic represents 10,000 commuters

Source: LEHD Origin-Destination Employment Statistics, 2019

ENGAGEMENT SPOTLIGHT

"The city has an overabundance of on-street parking... We should rethink our use of that space for greater public benefit, like micro-parks, placemaking, transit and pedestrian islands, and bicycle storage."

"Please do a better job of accounting for people who don't drive in cars everywhere they go. Streets seem designed only for drivers, and everyone else seems like an afterthought."

Addressing safety challenges

Pedestrian, bicyclist, and motorcyclist casualties from road-based collisions are rising.

Source: UDOTZeroFatalities Year-to-Year Fatality Dashboard

322 traffic collisions claimed 322 lives in Utah in 2022 ...

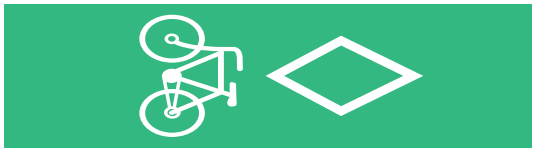
94 ... of which 94 fatalities took place within Salt Lake County ...

12 ... representing an increase of 12 fatalities from 2021

Riding a bike

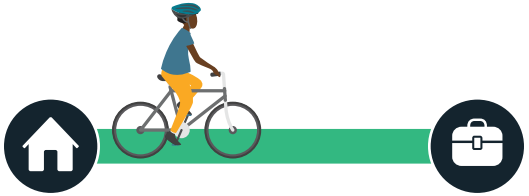
SLC enjoys great access to mountains and nature, with extensive trails outside the urban area. However, getting to these destinations without a private vehicle is challenging.

Demand is rising for an all-ages-and-abilities bicycle network to make bicycling a viable means of reliably getting around the city both for commuters and for recreation.



14%

of streets in SLC have designated bikeway infrastructure.[6] The citywide bicycle network is incomplete, with many gaps that prevent access to existing trails.



3%

of people ride a bike to work,[7] but many others also bike to local stores, restaurants, and services. New projects such as the 9 Line and McClelland trails are helping to build out the 2015 Pedestrian and Bicycle Plan.

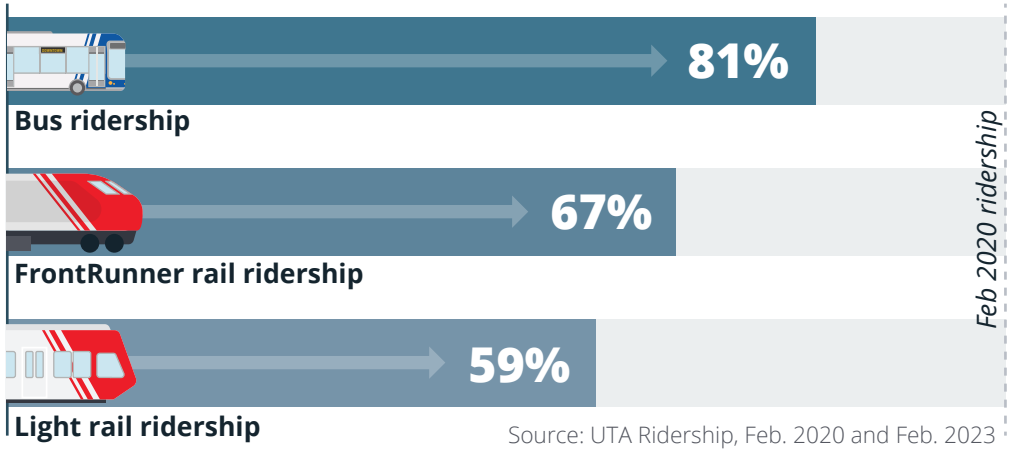
138

miles of shared-use trails across SLC. While this is an invaluable resource, many trails still don't connect safely to places where people live or need to go.

Taking transit

Transit ridership on UTA buses, FrontRunner, and TRAX light rail is well below pre-pandemic level, but people are coming back to transit.[8]

How much has ridership recovered since the pandemic?



Source: UTA Ridership, Feb. 2020 and Feb. 2023

There are new opportunities that inspire hope for transit in SLC:

Ridership on the S-Line Streetcar surpassed pre-pandemic levels in summer 2022, as high-density residential developments are completed along the corridor. This is a testament to the benefit of transit-oriented development.

UTA On Demand saw a 300% increase in ridership in the first year of service, with more than 1,000 rides provided in December 2022.

A long walk around the block

Standard blocks in SLC are twice as long as in most major cities, making it challenging to connect to transit and other destinations without using a personal vehicle.

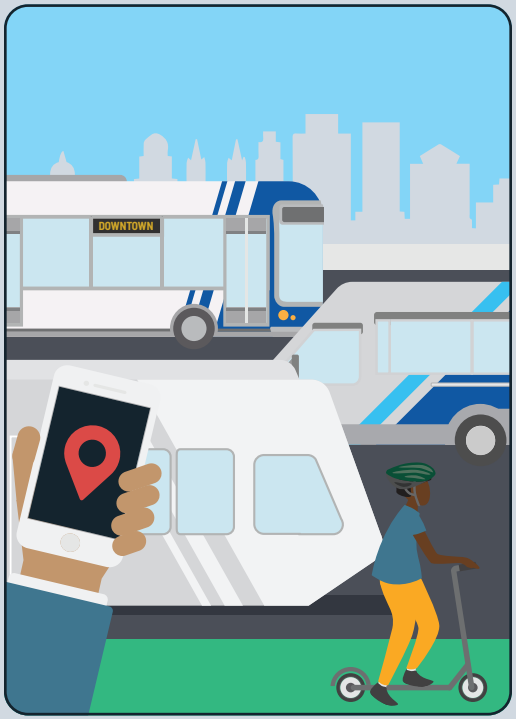
Innovative transportation solutions are adapting to changes in the way we travel

REMOTE AND HYBRID WORK

A shift to remote and hybrid work has transformed how and when we travel.

DEMAND AT ALL TIMES OF DAY

Where traditional transit services remain scheduled to serve peak hour travel, the success of UTA's On Demand and S-Line streetcar show how serving riders at all times of day is more important than ever before.



NEW COMPLEMENTARY OPTIONS

New mobility options will continue to play an important role to complement bus and rail services and provide more options for people in SLC to move around.

3

Community engagement

Connect SLC is a community-driven plan.

It is grounded in ideas from families, youth, seniors, people of color, people with disabilities, people who are unhoused, people who are not fluent in English, and other people who have historically been left out of the conversation.

We connected with people in three ways:

- **A community Advisory Committee**
- Two online **surveys**
- In-person **workshops and conversations** with people at community events

The Connect SLC engagement process sought to understand community values around transportation, identify what people saw as our biggest challenges and issues, and gain insight into key moves that would help address our most pressing needs.

What was the community engagement timeline?

2021

Project Kickoff

- *Launch Project Webpage*
- *Invite applications for the Community Advisory Committee*

Phase 1 Engagement

- *Identify community values for transportation*

2022

Phase 2 Engagement

- *Design big ideas and key moves for transportation*
- *Host SLC Westside Charrette Week*

2023

Final Plan

- *Unveil final Connect SLC Citywide Transportation Plan*

Who is the Community Advisory Committee?

Connect SLC convened a Community Advisory Committee (CAC) to ensure diverse perspectives of the community were represented in shaping the plan. We developed a framework for selecting a representative group of residents, then put out an open call for membership applications. Members were selected based on their diverse skills, experiences, community involvement, and unique transportation perspectives, and were compensated for their time.

The CAC included nine members from the SLC community bringing diverse professional and lived experiences of navigating the transportation network as people of color, people with disabilities, and other underrepresented populations.

The CAC helped shape the plan through meetings and tours covering:

How to effectively engage the community

CAC members provided feedback on the public engagement plan for Connect SLC

Goal setting

CAC members refined plan goals and values, and defined opportunities and challenges facing our transportation system

Key Moves and strategies

The CAC informed solutions and strategies to improve our streets and transportation network

Solutions for east–west connectivity

The CAC walked parts of the city where I-15 and rail tracks divide our neighborhoods and discussed future solutions

City staff also met with CAC members in smaller groups to review plan goals, key moves for the future of transportation, and other critical elements of the draft plan. Throughout the planning process, CAC members played a key role in conducting in-person engagement and outreach directly in their communities.

Phase 1: Transportation Values

Connect SLC engagement began with a focus on understanding what community members valued and how systems for mobility and access influenced our collective ability to achieve those values. Connect SLC vision and goals are drawn from these conversations.

What we did

We collected public feedback on transportation values online and in-person. This effort coincided with the onset of the COVID-19 pandemic, forcing much of our in-person efforts to pivot from their original design.

- An **online survey** was available in English and Spanish and asked respondents to rank what they value in a transportation system.
- An **interactive Community Values Tapestry** activity asked community members to prioritize values in a transportation system during in-person events.

Due to the pandemic, in-person events were limited to pop up vaccine clinics at Westside elementary schools. While the number of responses was smaller than we might have hoped, the people we heard from represent historically underrepresented communities.

939 community members reached through in-person events and online surveys

The Community Values Tapestry was an interactive activity asking the community to share their most important values related to transportation.

What we heard

Values

The community's top values were Reliability, Air Quality and the Environment, Safety, and Affordability. The CAC added Equity as a value.

EQUITY

RELIABILITY

AIR QUALITY AND THE ENVIRONMENT

SAFETY

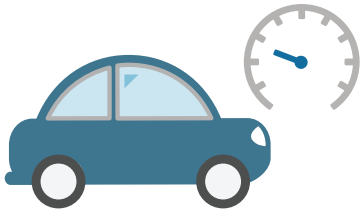
AFFORDABILITY

Outcomes

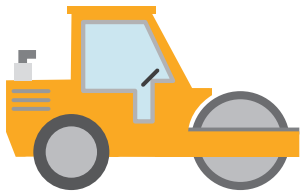
Community members identified the following important outcomes.

Improve zero- and low-emission options (walking, bicycling, transit)

Increase transit frequency and reliability



Reduce traffic speeds



Improve road pavement conditions

Enhance street lighting

Widen sidewalks

Ensure transit is affordable

Phase 2: Big Ideas

The second phase of community engagement presented 14 potential strategies to improve our transportation network and support the Connect SLC vision and values. We called these strategies our "Big Ideas" for transportation.

What we did

Pop-up events

2,479
Interactions

7
Events

The project team and the CAC conducted multiple in-person pop-up events. These events were focused on reaching underrepresented populations, such as unhoused people, youth, and residents of Westside neighborhoods. We asked people to give feedback on the Big Ideas and had a map available for participants to note specific improvements. At least one Spanish-speaking staff member was present at each pop-up. Pop-ups were organized at the following locations and events:

- Gail Miller Resource Center
- Art @ The Confluence
- West High School
- Living Traditions Festival
- Spy Hop
- University Neighborhood Partners
- Northwest Recreation Center

These boards asked the public to weigh in on which ideas to improve transportation in SLC were most important to them. The prevention of traffic deaths, making transportation affordable, expanding transit, and creating public spaces were the four highest rated suggestions of the 14 options shown. Photo: Salt Lake City.

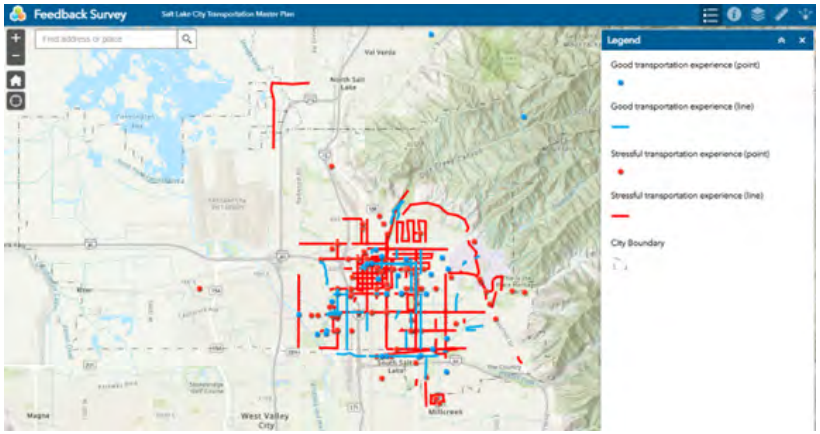
StoryMap

A web-based StoryMap provided in English and Spanish was distributed online to complement the Pop-Up events. The StoryMap included a short description of each Big Idea and allowed people to indicate their level of support. An interactive map allowed participants to place points and draw lines in places where they saw opportunity for transportation improvements.

800+
Visits to the StoryMap

702
StoryMap interactions

120
Points and lines added to the map



Interactive online map survey from StoryMap engagement. Photo: Connect SLC

Westside Connections Charrette Week

The Westside Connections Charrette Week brought together residents, community-based organization leaders, city staff, and agency partner staff to document gaps and identify ideas for transportation and public space improvements between Westside and Eastside neighborhoods. Activities included stakeholder interviews and a facilitated walking tour, or "Walkshop." The Walkshop, which included members of the CAC, provided a first-hand experience of the persistent challenges of Westside transportation infrastructure and barriers crossing I-15 and the railroad tracks.

Local residents and city staff came together for a "walkshop" along major divides between the Westside and Eastside neighborhoods to discuss challenges and opportunities. Photo: Salt Lake City

What we heard

Participants in the Phase 2 online survey and in-person events voiced the strongest support for these five Big Ideas:

- **Price options relative to people's income:** Provide free transit, continue Free Fare February, and expand the existing Free Fare Zone.
- **Grow the city's tree canopy:** Increase the tree canopy in support of climate adaptability.
- **Create more safe places to cross the street:** Improve safety at intersections, crosswalks, and on the streets in general. Fast vehicle speeds and the width of streets make it discouraging and dangerous for people to walk.
- **Support frequent, connected transit:** Provide frequent and connected transit that is a reliable and sustainable alternative to driving. Improve service in Westside neighborhoods and expand transit to run on evenings and weekends. Install improved bus stops that provide shelter.
- **Reconnect neighborhoods:** Reconnect neighborhoods that have been divided by highways. Augment public space and improve connections between neighborhoods for people who walk, roll, and bike.

People also shared their own Big Ideas for transportation.

- **Improve and add protected bike lanes.** Connect existing bike lanes to form a network and separate them from pedestrians and cars to facilitate more bike trips.
- **Enforce and educate for safety.** Enforce lower speed limits. Educate drivers and transit operators to look out for people walking and biking.
- **Prioritize people, not cars.** Design for more density in the city. Decrease dependency on cars to improve air quality, especially on high inversion days. Focus on increasing foot traffic to support local businesses. On wide streets, reallocate space used for cars to space for people—widen sidewalks and add bike lanes.

Internal engagement

The Connect SLC team engaged staff from many City departments that help deliver and manage the City's mobility options. These people bring an important perspective and can represent input from the very many citizens they interact with in their work.

Presentations and check-ins

Progress on the plan was presented to the following internal organizations throughout the process. Feedback was collected and incorporated at every stage.

- Bicycle Advisory Committee
- Accessibility and Disability Commission
- Transportation Advisory Board
- Salt Lake City Planning Commission
- Mayor's Office of Equity and Inclusion
- Salt Lake City Council

Internal City workshops

A series of internal City workshops with staff and Division Directors were conducted to help shape the plan. These workshops were critical to gain buy-in and allow the various divisions that work in the right-of-way to provide critical input to ensure successful implementation of the plan.

"I really enjoyed getting to work with other people in my community who are passionate about improving transportation for everyone. Our meetings were always collaborative and focused on making sure the most underserved members of our community had a voice in the proposed changes. With lots of events and feedback, we were able to create a plan that aims to include all of the diverse groups within SLC."

—Testimonial from CAC member Tessa Nicolaides

4

Aligning transportation with our values

Connect SLC is rooted in our community's values and collective desire to provide equitable access to jobs, schools, housing, parks, and community resources.

Our community values affordable transportation options, clean air and reduced greenhouse gas emissions, and streets that keep everyone—especially our most vulnerable travelers—safe.

Community values shape Connect SLC

From November 2021 through January 2022, Salt Lake City (SLC) conducted an online and in-person citywide survey to understand the public's priorities and values for transportation. This engagement was the foundation for shaping the Connect SLC vision and goals. Five goals emerged, informed by the values we heard from the community:

Equity: Our transportation system is accessible and welcoming to people with diverse abilities, identities, lived experiences, and language skills. Investments are made to counteract historic and current disparities.

Health and Safety: Our transportation system keeps people safe when they walk, use a wheelchair or other device, bicycle, take transit, and drive. Streets are designed to prevent collisions and support personal health.

Reliable Options: Salt Lake City residents, employees, and visitors have access to a variety of travel options that consistently get them to the places they want to go.

Affordability: People can easily access transportation options that fit their budget and payment methods.

Sustainability: Our transportation system incorporates a range of design solutions, technologies, and mobility options to aggressively reduce air pollution and greenhouse gas emissions caused by vehicle use.

Equity

Our transportation system is accessible and welcoming to people with diverse abilities, identities, lived experiences, and language skills. Investments are made to counteract historic and current disparities.

Our challenges

Salt Lake City's Westside neighborhoods are home to the city's greatest concentration of people of color, people with low incomes, young people, people with disabilities, and people who speak English as a second language. Streets, sidewalks, and transportation infrastructure and services in Westside neighborhoods have been shaped by historic disinvestment and many of the most polluting, harmful transportation uses have been located in this area. Westside neighborhoods have more sidewalk gaps, fewer transit options, and fewer bike facilities than other parts of the city. While Westside neighborhoods are some of the most affordable places to live in SLC, residents are at a high risk of displacement.[9] The City must balance new investment with strategies to prevent displacement.

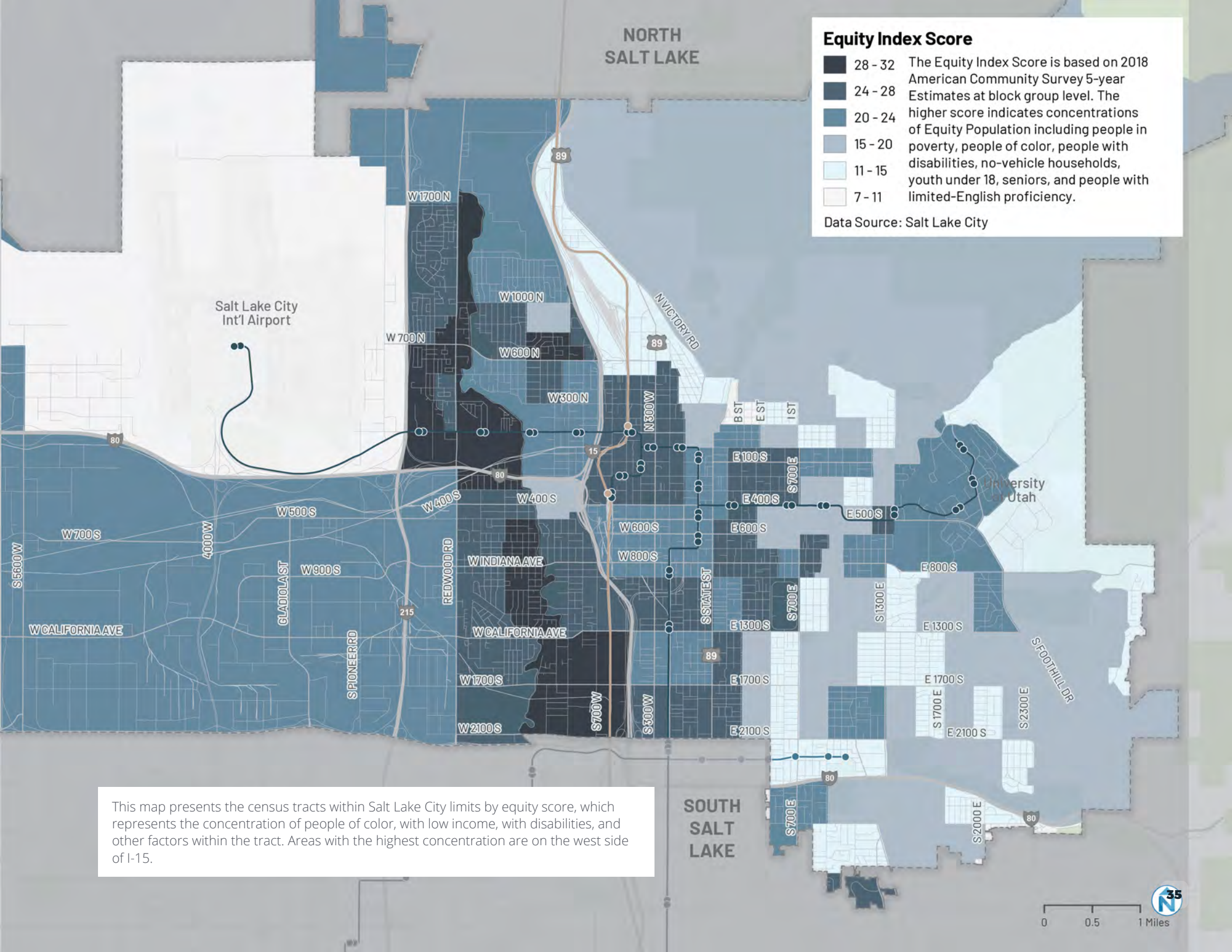
What's in motion?

Salt Lake City has made progress in improving transportation options and facilities for Westside neighborhoods. The reconstruction of 900 South and the 300 North pedestrian and bicycle bridge provide much-needed west-to-east connections. The Westside Transportation Equity Study proposes many equity-driven engagement strategies and transportation projects and the City was awarded a Reconnecting Communities grant in 2023 to help foster east–west connectivity. The City has also recently initiated complementary efforts for equitable food access, housing, and gentrification mitigation.

"Equitable access to the community through transportation, especially for marginalized communities, should be the primary focus of any plan. Focus on making transportation improvements in low-income areas in ways that residents will use and appreciate."

"Me preocupa que el transporte público aumente los precios de la renta y la vivienda. Me gustaría que nuevos proyectos tomen en consideración el impacto económico en las comunidades de bajos ingresos porque no quiero que mi comunidad sea desplazada."

"Everyone should have equal access to the transportation, regardless of ability or disability."



This map presents the census tracts within Salt Lake City limits by equity score, which represents the concentration of people of color, with low income, with disabilities, and other factors within the tract. Areas with the highest concentration are on the west side of I-15.

Health and Safety

Our transportation system keeps people safe when they walk, use a wheelchair or other mobility device, bicycle, take transit, and drive. Streets are designed to prevent collisions and support personal health.

Our challenges

SLC's streets pose a challenge to safety. There were 400 severe and fatal crashes in SLC from 2016-2020; 40% involved someone walking or riding a bicycle. SLC's block lengths and streets widths are twice as long and wide as other major U.S. cities. People are more likely to drive faster when streets are wide, and higher vehicle speeds in crashes involving pedestrians mean a lower chance of survival. Wide streets also mean it takes people longer to cross the street, and they are more exposed to vehicles travelling at high speeds. This risk is even higher for people who move slower due to age or disability.

What's in motion?

Salt Lake City is committed to Vision Zero, the goal of eliminating traffic fatalities and severe injuries. To meet this goal, the City will build on the work of the multi-department Safe Streets Task Force to analyze crashes and identify where future interventions are needed to prevent traffic injuries and deaths. The City has also partnered with the Utah Department of Transportation's Zero Fatalities program for safety education.

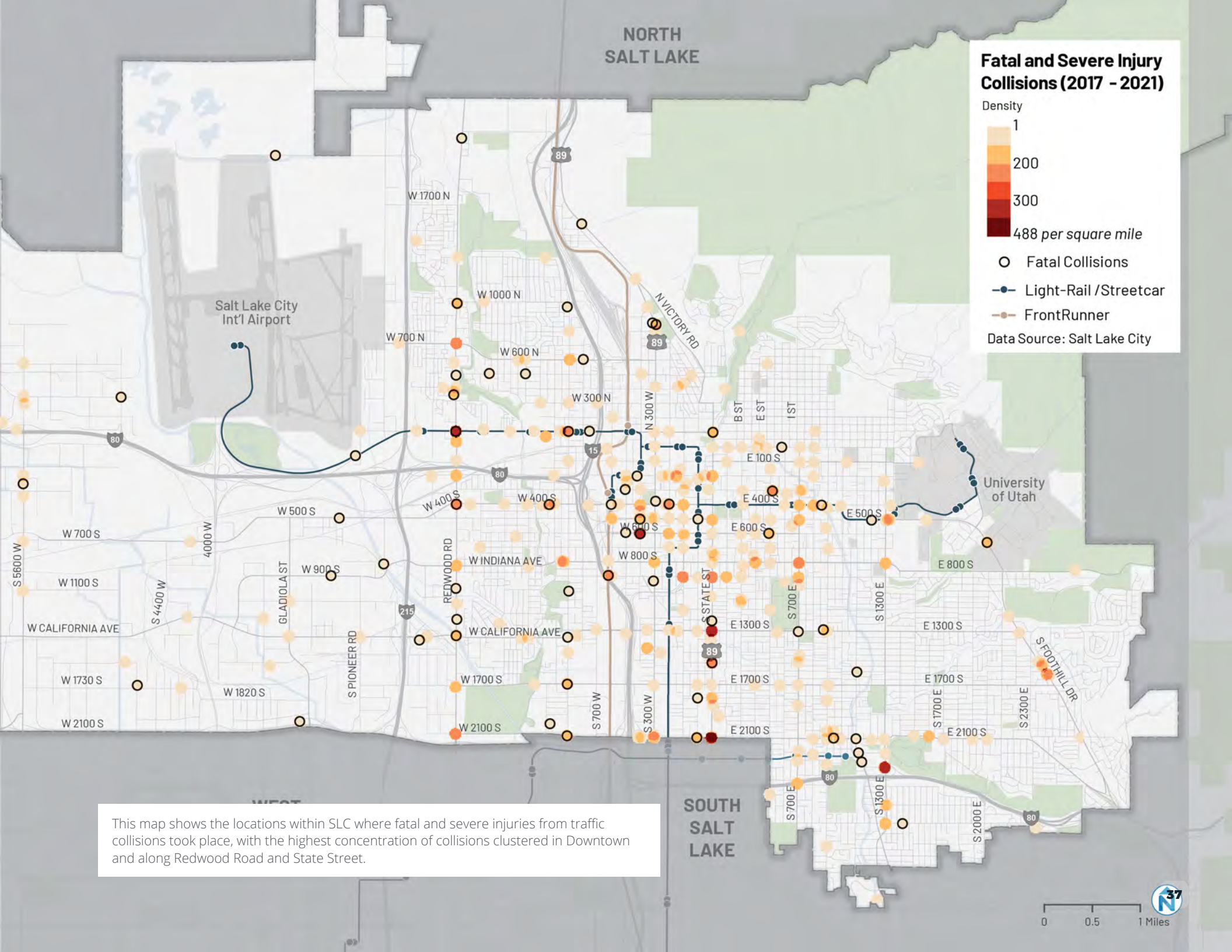
Along with our partners at the Wasatch Front Regional Council (WFRC), SLC is one of six communities to receive a Federal Safe Streets and Roads for All (SS4A) Grant. The grant will allow WFRC to coordinate with the selected communities on the creation of a regional traffic safety action plan. The work will help SLC and its neighbors to generate new and useful ideas and policy for safer streets regionwide.

"Zero transportation related deaths should be the #1 priority."

"I just want protection from the drivers. I'd like to see young and old feel confident moving around their home city on their feet or bicycle without risking their lives."

"I often fear for my safety any time I'm not traveling in a car. This is mostly due to wide roads and unsafe crossings. Cars travel too fast and too close to the sidewalk in many places."

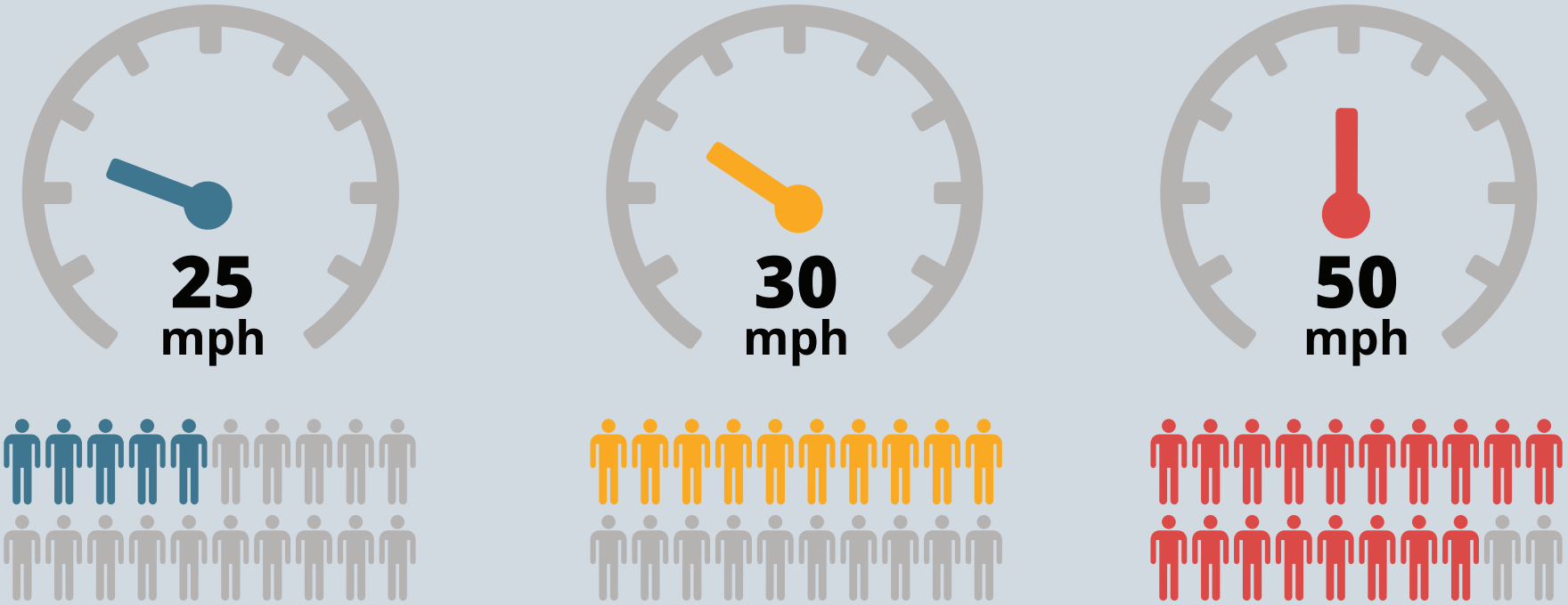
"I would like to bike and walk more; many streets and sidewalks don't make me feel safe."



This map shows the locations within SLC where fatal and severe injuries from traffic collisions took place, with the highest concentration of collisions clustered in Downtown and along Redwood Road and State Street.

Vehicle speed and risk of pedestrian fatality

There is a strong correlation between vehicle speeds and the risk of pedestrian fatality or severe injury.[10] Lower speeds are a key component of improving roadway safety for all.



25%
chance of pedestrian fatality or severe injury

50%
chance of pedestrian fatality or severe injury

90%
chance of pedestrian fatality or severe injury

Reliable Options

Salt Lake City residents, employees, and visitors have access to a variety of travel options that consistently get them to the places they want to go.

Our challenges

A reliable transportation system gets people where they need to go on time and provides a smooth, comfortable experience. If transit comes at unpredictable times, or sidewalks always need maintenance and are covered in snow or debris, then people have a hard time depending on taking transit or walking. In SLC, transit typically takes much longer than driving, buses and trains don't come often enough, and transit stops aren't always close enough to provide a seamless connection.

What's in motion?

Salt Lake City has identified a Frequent Transit Network to target fast, reliable bus service through infrastructure improvements like transit lanes and signal improvements. The City is also working with UTA to build multimodal mobility hubs to connect great walking and biking options to transit service and concentrate amenities like bikeshare, bike parking, and public space.

Affordability

People can easily access transportation options that fit their budget and payment methods.

Our challenges

Housing and transportation are the biggest expenses for most households. Affordability continues to be a primary concern for residents in SLC.[11] On average, housing and transportation costs account for 39% of household spending, and the cost of transportation increases as residents live further away from the central area of SLC.[12] People with low incomes typically cannot afford to live near their workplaces and have longer commutes.[13] For people who are unhoused or living in severe poverty, the costs of car ownership or transit passes can be an obstacle to meeting daily needs.

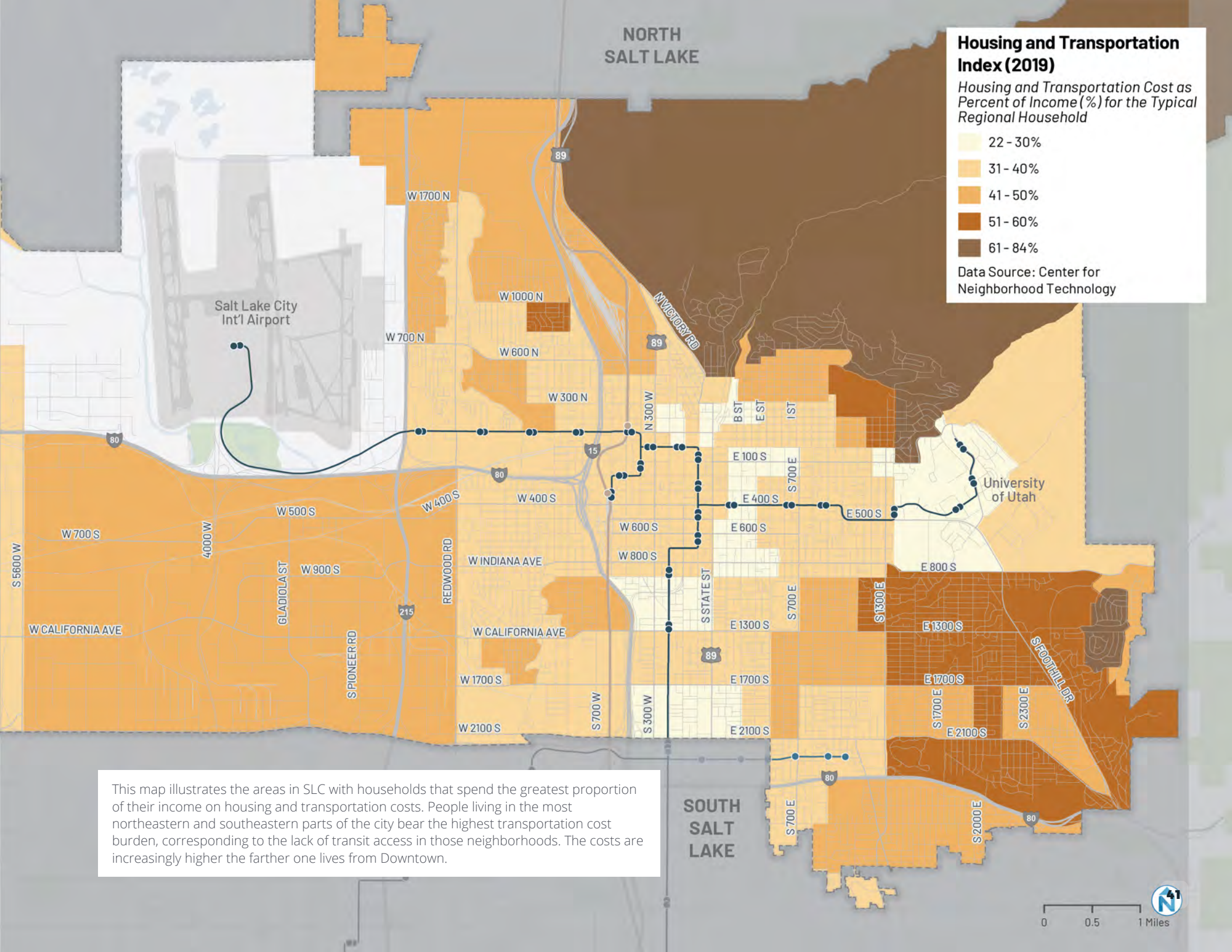
What's in motion?

There are several programs in SLC to support transit affordability:

- **UTA Reduced Fare FAREPAY Card** provides a 50% discount off the public fare to all qualifying seniors, youth, persons with disabilities, and individuals who qualify based on income.
- **Hive Pass Program** is a half-price ($42/mo) pass available to SLC residents.
- **Student Pass Programs** provide passes to students of all ages. All students in the SLC school district and their parents receive free passes. Students, staff, and faculty at the University of Utah and Brigham Young University can access free transit by using their campus ID cards, thanks to a partnership with UTA.
- **Fare Free February** was a pilot in February 2022 where UTA provided free transit for one month to increase ridership and to remove the cost burden of transportation for all Utahns.

Fare Free February was touted as a success with noticeable increases in ridership during the fare free month. The largest increases were observed on Saturdays. Average Saturday ridership in February was up 58.1% over January. Weekday ridership was up 16.2% and Sunday ridership was up 32.5%.[14]

Source: UTA Fare Free February Final Report (2022)



This map illustrates the areas in SLC with households that spend the greatest proportion of their income on housing and transportation costs. People living in the most northeastern and southeastern parts of the city bear the highest transportation cost burden, corresponding to the lack of transit access in those neighborhoods. The costs are increasingly higher the farther one lives from Downtown.

Sustainability

The people of Salt Lake City can use convenient transportation options that help to reduce carbon emissions and improve air quality.

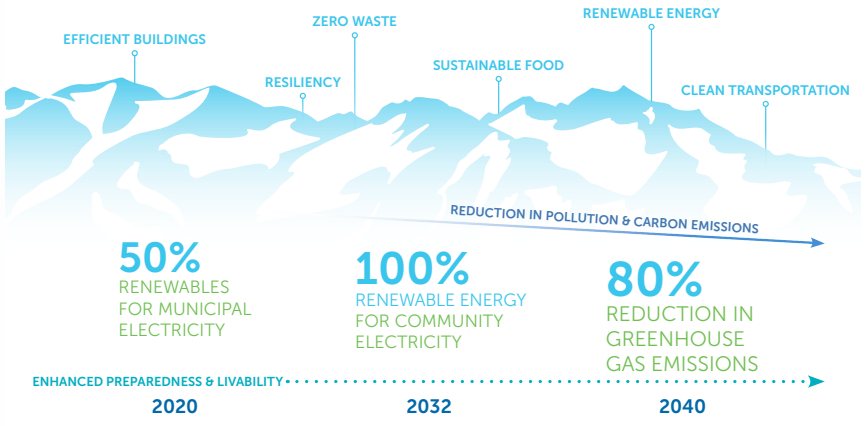
Our challenges

Salt Lake City's air quality is among the worst of any U.S. city. Poor air quality is particularly harmful to children, the elderly, and people with chronic conditions such as heart and lung disease, and disproportionately affects people with lower incomes and people of color. Researchers from the University of Utah found that schools in SLC with predominantly low-income and non-white students were disproportionately exposed to air pollution, even on clean air days.

Motor vehicle emissions are a major contributor to climate change, which has exacerbated the drought conditions that are contributing to rapidly reduced water levels in the Great Salt Lake. The drying lake poses the threat of toxic arsenic-laced dust being blown into the city.

What's in motion?

Salt Lake City's Climate Positive 2040 aims to reduce greenhouse gas emissions by 80% by 2040 and will focus on transportation emissions. The Clean the Air Challenge and Idle Free Utah are two initiatives SLC has in place to encourage more sustainable modes of transportation.



Source: Salt Lake City Climate Positive 2040 (2017)

"Air quality is worsening in Salt Lake City and I want our children to inherit a healthy city."

"Climate change is our biggest threat. I would love to see a more expansive public transport system across different areas in the valley."

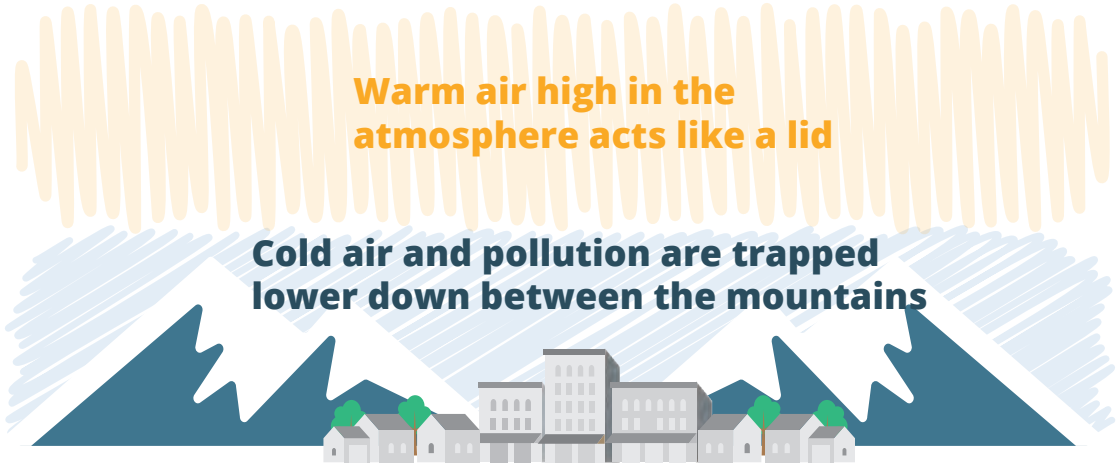
Why is air quality a major problem in Salt Lake City?

Salt Lake City's air quality is among the worst of any U.S. city

#8 for high ozone days

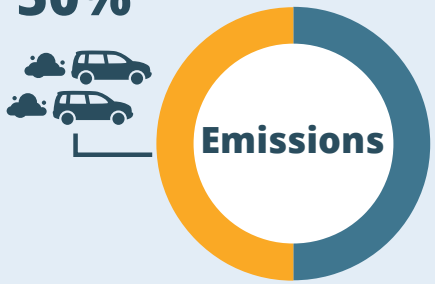
#17 for daily particle pollution

Particulates are high in the winter when the Salt Lake Valley experiences inversions



Ozone is high in the summer

50%



Motor vehicles account for about half of all emissions in Salt Lake City

Improvements in vehicle technology have led to cleaner air

Bad air quality is bad for residents' health

Parts of SLC have a higher rate of asthma than 95% of the nation

Kids and other vulnerable populations are especially impacted

Data Sources: American Lung Association, Utah Department of Environmental Quality, CDC Places

5

Key Moves

Key Moves are how we move to action and achieve our transportation goals

This section describes the eight Connect SLC Key Moves as well as their strategies, actions, and evaluation metrics. The Key Moves are:

Authentic and Intentional Engagement

Zero Traffic Deaths

Great Networks for Active Mobility

Transit Friendly Neighborhoods

Healing the East-West Divide

Low-Emissions Mobility Options

Places for People

Operationalize Complete Streets

Overview of Key Moves, strategies, and actions

KEY MOVE 1

Authentic and Intentional Engagement

Build lasting relationships with community members to empower diverse voices at the planning table.

1.1 Prioritize underserved populations and marginalized voices

Action: Improve staff understanding of the local community by meeting people where they are

Action: Partner with Community-Based Organizations in equity areas and build capacity for public engagement

Action: Center community input and needs in directing future investments for the Westside

1.2 Redefine engagement as an opportunity for co-creation

Action: Give communities agency in planning contexts and empower neighborhood voices in leading outreach efforts

Action: Compensate community participants to value their time and contributions

1.3 Facilitate long-term, ongoing dialogue between the City and the local community

Action: Establish embedded community focus groups or advisory panels

Action: Actively demonstrate the outcomes of community input

Action: Update the engagement guide with a workplan for recurring, collaborative co-creation

KEY MOVE 2

Zero Traffic Deaths

Implement a Vision Zero Strategy to improve safety for all.

2.1 Establish a Vision Zero Action Plan

Action: Convene a Vision Zero working group

Action: Embrace the Safe Systems approach to traffic safety

Action: Analyze crash history and create a plan for action

2.2 Create safer streets

Action: Take advantage of federal funding opportunities

Action: Focus on high-injury corridors and intersections

Action: Reduce vehicle speeds

KEY MOVE 3

Great Networks for Active Mobility

Invest in our active transportation network to improve connections and health outcomes.

3.1 Improve pedestrian safety and connectivity

Action: Designate a Pedestrian Priority Network

Action: Adopt crossing guidelines

Action: Identify the greatest needs for improving active mobility

3.2 Expand low-stress bicycling networks and micromobility options

Action: Implement low-stress facility design

Action: Adopt an equitable shared mobility policy

Action: Improve work zone standards

3.3 Create active spaces

Action: Create slow, shared, and car-free streets

Action: Activate alleys

KEY MOVE 4

Transit Friendly Neighborhoods

Make transit a competitive and attractive mode of travel in Salt Lake City.

4.1 Make transit convenient and reliable

Action: Institutionalize SLC and UTA partnership with a joint taskforce on advancing transit

Action: Expand the city's bus lane and transit signal priority (TSP) network

4.2 Nurture inclusive and welcoming transit spaces

Action: Expand SLC's Downtown Ambassadors program to support and staff transit facilities

Action: Work with UTA to upgrade bus stops in SLC with passenger amenities

Action: Harness technology to modernize major transit facilities and waiting areas

4.3 Enhance the urban context to make transit an attractive option

Action: Establish multimodal mobility hubs in local areas of importance and future growth

Action: Improve access-to-transit infrastructure to complete the city's street network

Action: Use Small Area and Circulation plans to encourage dense development around station areas

KEY MOVE 5

Healing the East-West Divide

Heal past harms by building trust with the community and reinvesting in Westside neighborhoods.

5.1 Develop a community-driven east–west transportation strategy

Action: Elevate voices of communities on the Westside and those most impacted by transportation infrastructure

Action: Center human safety, health, and experience

Action: Craft a community-centric East-West Transportation Strategy that addresses immediate needs and inspires bold action

5.2 Provide safe and reliable connections across the freeway and railroad tracks

Action: Develop fast implementation projects that stitch the east–west divide

Action: Develop bold concepts to repair and build community

Action: Improve transportation options that support safe, affordable east–west travel

5.3 Reclaim spaces to serve community and function at a human scale

Action: Create a program to bring life and community identity to "below the freeway" spaces

Action: Foster local and grassroots efforts to envision remedies and uses for "in between" spaces

Action: Rethink freeway ramps

5.4 Develop equitable, connected neighborhoods where prosperity is shared

Action: Develop complete, inclusive, transit-oriented neighborhoods

Action: Use grade and elevation to create great experiences

KEY MOVE 6

Low-Emissions Mobility Options

Expand transportation options to meet our climate goals and efficiently manage our streets.

6.1 Build awareness and use of transportation options

Action: Hire a transportation options program manager to enhance employer outreach

Action: Expand student and education pass programs

Action: Implement a transportation wallet

Action: Incentivize developers to incorporate transportation demand management (TDM) into the development process

6.2 Manage existing parking supply

Action: Consolidate parking functions under a new parking program

Action: Understand parking utilization and performance

Action: Optimize a single mobile parking application

6.3 Communicate a unified parking strategy and brand

Action: Create an updated parking brand and communications plan

Action: Prioritize clear and consistent wayfinding and signage

Action: Pilot a park-once-and-walk district in Downtown SLC

6.4 Develop a curb management strategy

Action: Conduct a survey for existing curb uses across Salt Lake City

Action: Implement a project to pilot innovative and shared curb uses

Action: Develop Curb Management Guidelines

KEY MOVE 7

Places for People

Leverage community benefits from private investment to create welcoming community gathering places.

7.1 Leverage private investment in high growth areas

Action: Create public realm action plans

Action: Incentivize developers to implement adopted street concept plans

Action: Establish a green street network

7.2 Promote connectivity at the block level to create walkable districts

Action: Value street and alley vacations

Action: Require midblock pathways

KEY MOVE 8

Operationalize Complete Streets

Design, build, operate, and maintain great streets through effective partnership.

8.1 Develop shared goals and accountability for Complete Streets design and management

Action: Integrate Complete Streets into the full project development lifecycle

Action: Structure project development teams to ensure accountability

Action: Establish a Complete Streets Steering Committee

8.2 Develop tools to guide decision-making

Action: Update the Quality Transportation Improvement Program screening tool to align with Connect SLC

Action: Develop data-driven storytelling tools to support Complete Streets assessments

Action: Align capital projects with policies and best practice

8.3 Use street typologies to guide Complete Streets development

Action: Formalize use of the Street and Intersection Typologies Design Guide in project development

Action: Require compliance with the Street and Intersection Typologies Design Guide in the Complete Streets assessment

KEY MOVE 1

Authentic and Intentional Public Engagement

Build lasting relationships and empower diverse community voices to shape transportation decisions.

Centering equity and community voices in decision-making rejuvenates public enthusiasm and trust in the transportation planning process. We continue to build on the active and inclusive engagement started during Connect SLC to shape a future informed by community.

Supporting our values

Equity: Salt Lakers are informed and involved participants in the planning process.

Equity: Solutions for transportation are co-created with the community, not just for the community.

Equity: Salt Lake City residents have trust in the planning process, feel that their voices are actively being heard by decision-makers, and see the results.

Our strategies

1.1 Prioritize underserved populations and marginalized voices

1.2 Redefine engagement as an opportunity for co-creation

1.3 Facilitate long-term, ongoing dialogue between the City and local community

What's happening in SLC?

WHAT WE HEARD

- A lack of trust and relationships has opened a chasm between the community and the agencies that are making transportation decisions.
- SLC has identified best practices for existing engagement practices, but more still needs to be done. The community is looking for more transformative, participatory means of direct engagement with transportation planning.
- Historically underserved communities, particularly those living in Westside neighborhoods, are skeptical that top-down planning decisions will serve their needs.

WHAT WE'RE DOING NOW

- Salt Lake City's Civic Engagement Team has an established Engagement Guide that details best practices, tactics, and checklists on the technical aspects of engagement.
- The Westside Transportation Equity Study is a landmark report that calls out the disparity in transportation infrastructure across different neighborhoods in SLC, highlighting the need for a transformative approach to reengage the Westside.
- The State of Transportation Equity in Utah (Utah Division of Multicultural Affairs) is a 2022 report conducted by the state of Utah, outlining the disparities that exist in transportation access in the state.
- Connect SLC established a process to pay community members to serve on the Community Advisory Committee.

Engagement Spotlight

"Transformation in our approach [to public engagement], rather than more techniques." —SLC Westside Transportation Equity Study

"Our historic and personal biases are far from just. In this process, as in all our work, the goal is to take ownership of the past and strive to do better in the future."—SLC Westside Transportation Equity Study

"Meet people on the street, at bus stops, at grocery stores, and other gathering places to ask for their input." —Community Advisory Committee, Connect SLC

Strategy 1.1: Prioritize underserved populations and marginalized voices

Amplify the voices of communities that have been historically disenfranchised by planning processes and level the playing field in civic participation.

ACTION

Improve staff understanding of the local community by meeting people where they are

Formal public meetings can be a barrier to many people, since they traditionally take place during the evenings when white-collar workers (including planners) are available, while those with varying shift jobs are not. This skews engagement toward those who work during the day and have the time, energy, and resources to attend, while often missing the voices of those directly impacted by changes.

To truly meet our residents where they are means beginning with an understanding of who they are and what challenges they face. Strategies include:

- Tabling at shopping centers, community centers, and places of worship at all hours and on all days of the week.
- Recognizing that not all of our residents speak English well or at all, and won't engage unless they feel confident they will be understood.
- Compensating participants and providing childcare services, recognizing that not everyone has the time and ability to engage meaningfully.

Case Study: NYCDOT Street Ambassador Program (New York, NY)

NYC Department of Transportation's Street Ambassador program engages residents in their communities. The program was launched in 2015 to engage residents around upcoming projects and establish long-term, ongoing connections with the community to increase their understanding of planning concepts and the changes that are possible on city streets.

Best Practice Takeaways:

- Be intentional about seeking out and hearing from marginalized groups.
- Assemble a multi-lingual team ready to engage with residents regardless of English language proficiency.
- Think creatively about where to engage with residents. As well as places like senior centers and libraries, Street Ambassador teams canvass at malls, public beaches, and movie theaters.
- Design the engagement strategy as an entry point into the planning profession, creating pathways to leadership and future opportunities for community members.

NYCDOT Street Ambassadors tabling and meeting community members at a public event booth. Source: NYCDOT

ACTION

Partner with Community-Based Organizations in equity areas and build capacity for public engagement

Partnering with community-based organizations (CBOs) helps to achieve robust community participation and understanding of community needs. SLC should partner with–and pay – a diverse group of CBOs, representing a range of community interests. Planning staff and CBOs should also jointly establish clear roles, goals, and expectations for successful partnerships.

Partnerships with organizations should include a commitment to build capacity. This includes training planning staff to work with CBOs and understand their unique skillsets and ensuring that CBO members have access to resources that explain planning concepts and best practices for partnering with agencies (for example, understanding procurement or how to write a proposal).

ACTION

Center community input and needs in directing future investments for the Westside

The Westside of SLC—segregated from the Eastside by I-15 and at-grade freight rail—has long been disproportionately impacted by inequitable transportation investment, causing long-standing frustration and distrust towards City planning processes.

In 2023, SLC received a federal Reconnecting Communities grant to study options for healing the East-West divide. This is a landmark opportunity to correct and remedy past harms by practicing authentic and intentional community partnerships. Some example strategies include:

- Convening focus groups with people of diverse lived experiences and personal histories.
- Using visual communication and visual preference surveys over text-based information and surveys.
- Allocating sufficient staff time to be responsive to community questions and concerns.

Case Study: Los Angeles Metro Equity Platform & Community Based Organization Partnering Strategy (Los Angeles, CA)

LA Metro (the regional transit provider in Los Angeles, CA), adopted an equity platform in 2018 to define equity for the agency and outline its approach to centering equity in internal and external processes. A key component of the platform is developing and investing in an engagement program oriented to community-based organizations (CBOs). In 2021 the agency released its CBO Partnering Strategy that includes a set of recommendations to improve LA Metro's growing partnerships with community organizations.

Best Practice Takeaways:

- Create accountability and set clear and consistent parameters for partnering with CBOs. Mutually agreed upon scope of work and timeline should be revisited throughout the duration of a project.
- Make room to acknowledge and address any preexisting agency-CBO tensions that may impact collaboration.
- Establish an internal resource library, including sample contracting templates for CBOs.

Local Spotlight: Salt Lake City Westside Transportation Equity Study (2021)

The Westside is home to the highest concentrations of minority populations in SLC and the wider Wasatch Front region. Yet one's transportation options and access in the Westside neighborhoods differ drastically from those in Downtown, the University of Utah, or other neighborhoods to the east of I-15. In a joint effort, SLC, UDOT, and UTA conducted the Westside Transportation Equity Study to identify strategies to engage with and invest in the historically underserved Westside neighborhoods.

Some opportunities from the study include:

- Improve community engagement and direct infrastructure improvements to the Westside.
- Build trust in engagement processes. 48% of residents in Districts 1 and 2 (Westside) are Latinx, but only comprised 7% of respondents to past project surveys.
- Involve the community in actual design processes to improve public confidence in future investments. Opportunities for community co-creation of ideas, projects, and programs hold the most promise for meaningful change and relationship building. Examples of this include bus stop design workshops that took place in the Rose Park neighborhood, where local CBOs worked hand-in-hand with agency staff.

Community members and city staff paint road surfacing as part of a community workshop. Source: Salt Lake City

Strategy 1.2: Redefine engagement as an opportunity for co-creation

Weave community members' participation into the process to collaboratively develop solutions with planning staff.

ACTION

Give communities agency in planning contexts and empower neighborhood voices in leading outreach efforts

A proactive and inclusive approach to community engagement creates opportunities for co-creation. This strategy empowers both government and the public to collaborate in decision-making, jointly designing, planning, and executing project work. A key component of co-creation is centering events designed and led by residents, including bike rides, walk audits, charrettes, and healing spaces. These events cement residents' ownership of the narrative surrounding their communities and the changes they wish to see. City staff should be trained to support and empower local voices to lead in these contexts.

ACTION

Establish a compensation program for direct payment to citizen and community organization participants

Community-based organizations and residents bring valuable time and irreplicable insight to the planning table and should be compensated for their work. Compensation for community member participation is becoming a standard practice nationally, but procurement and contracting procedures can add complicated barriers. SLC should establish clear internal practices around compensation. Partnering with umbrella organizations will help to ensure that organizations and community members are paid fairly and with ease.

Case Study: LADOT Vision Zero dignity-infused community engagement strategy (Los Angeles, CA)

LADOT's Vision Zero Dignity-Infused Community Engagement model takes an expansive and restorative approach to engagement. The model seeks to atone for the negative impacts of past planning practices and to incorporate a wide range of lived experience and perspective in the technical planning process. A Vision Zero project on LA's Avalon Boulevard created an inclusive experience for residents by training them as street team leaders, working with local street vendors to spread awareness and increase participation in neighborhood Vision Zero events, and providing support for community led bike rides.

Best Practice Takeaways:

- Partner with local CBO to stand up a street team that created employment opportunities for residents along the project corridor.
- Meet with local street vendors and residents to disseminate project information in culturally relevant ways.
- Build capacity for residents to lead engagement by hosting bi-weekly trainings.
- Collaborate with neighborhood residents to create culturally relevant programming.

LADOT Livable Streets South LA Vision Zero Community Healing Space. Source: LADOT and VisionZeroLA

Strategy 1.3: Facilitate long-term, ongoing dialogue between the City, the local community and other regional partners

Rebuild community trust by establishing a forum for lasting conversations.

ACTION

Establish embedded community focus groups or advisory panels

The establishment of standing equity cabinets or working groups will help elevate issues and perspectives lived by underserved populations to the planning table.

> "Improve the City's public progress reporting to support public accountability and support transportation investments."
> —Salt Lake City Staff Survey, December 2021

ACTION

Actively demonstrate the outcomes of community input

Transparent communication is key to rebuilding trust between communities and planning staff. Building this transparency includes reporting back to community members after engagement to make it clear that their insights were valued and thoughtfully considered.

A plan for reporting on outcomes should be included at the outset. This means working with partners to determine an appropriate and feasible reporting timeline, as well as the best mechanisms for sharing decisions – e.g., through social media, a formal report, or a series of community meetings.

SLC's Civic Engagement team already makes "closing the loop" a key part of their engagement practice.

ACTION

Update the engagement guide with a workplan for recurring, collaborative co-creation

Salt Lake City's Civic Engagement Team currently maintains an official Engagement Guide, which documents specific tools and best practices for engagement activities. As the authoritative document on public engagement for the City, the Engagement Guide should be expanded to include a wider range of strategies as proposed in this Key Move, including long-term engagement and compensation practices. Codifying how agency staff should identify opportunities for engagement at community locations, walk shops, and other co-creation-based activities will help ensure implementation.

Case Study: SDOT Transportation Equity Workgroup (Seattle, WA)

The Seattle Department of Transportation first convened the Transportation Equity Workgroup in April 2019 with the goal of building trust and accountability between SDOT and historically underinvested communities. The Workgroup is composed of members with expertise in community work, and affiliation with CBOs that represent populations of interest. The Workgroup serves as a steward for the Department's Equity Framework, which seeks to level the playing field and guide equitable decision-making for transportation programs and projects across Seattle.

Workgroup members serve two-year terms, with a 3-month onboarding process and commitment to two meetings per month. Members who complete on-boarding are compensated at $75 per hour for their time, up to 100 hours per year, and are required to sign a memorandum of agreement with the Department.

Best Practice Takeaways:

- Create standing committees that co-create with agency staff to impact official policy.
- Foster capacity building and civic engagement for community members who work at the grassroots level.
- Identify actionable steps for the agency to move forward with.

Source: Barbara Mendez, SDOT

Metrics

- Dollars paid to community-based organizations and community members.
- Comparison of demographic data for survey and in-person outreach events compared to city-wide demographics.
- Geographical distribution of in-person events and survey responses.


9 LINE TRAIL

KEY MOVE 2

Zero Traffic Deaths

Implement a Vision Zero Strategy to improve safety for all.

Every member of our community is safe on our streets and has access to safe, healthy, equitable mobility.

Supporting our values

Equity: We design our transportation system to protect the most vulnerable people.

Health and Safety: Traffic deaths and debilitating injuries are eliminated by 2035.

Sustainability: People can choose transportation options that reduce air pollution and greenhouse gas emissions without fear of losing their lives.

Our strategies

2.1 Establish a Vision Zero Action Plan

2.2 Create safer streets

Photo source: Salt Lake City

What's happening in SLC?

WHAT WE HEARD

- Streets in SLC are not designed to protect people who walk, use wheelchairs, or bicycle.
- High motor vehicle speeds are a major factor in people's perception of safety.
- Additional funding and partnerships are needed to implement key safety improvements.

People enjoy a protected bicycle lane in SLC. Source: Salt Lake City.

WHAT WE'RE DOING NOW

- In 2023, SLC announced its commitment to becoming the first Vision Zero city in Utah. A proclamation by the Mayor set a goal to achieve zero traffic fatalities and serious traffic injuries by 2035.
- The Street and Intersection Typologies Design Guide provides a framework for multimodal street design that considers land use context and mobility needs.
- SLC staff analyze crash history when deciding where to make transportation improvements.
- The City regularly implements proven safety improvements such as:
  - Reducing the number of travel lanes to reduce the 'multiple-threat' problem faced by pedestrians who have to cross multiple lanes of traffic moving in both directions
  - Adding center medians
  - Enhancing pedestrian crossings at unsignalized, signalized, and stop controlled locations

Key Stats

From 2017-2020 there were **46** fatal crashes and **236** serious injury crashes in SLC, an average of **1.5** per week

95 fatal or serious injury crashes involved people walking and **30** involved someone riding a bicycle, over **40%** of the total

Strategy 2.1: Establish a Vision Zero Action Plan to further engage with the community to raise pedestrian safety and awareness about potential collision in the streets in Salt Lake City

Build a strong foundation to eliminate traffic deaths by 2035.

ACTION

Convene a Vision Zero working group

Traffic safety is influenced by many systems, including transportation, law enforcement, land use policy, public health, technology, and communication. To reduce or eliminate traffic deaths and debilitating injuries, communities need to ensure meaningful interagency collaboration. The existing Safe Streets Task Force may be the appropriate place to continue this work; the City should address whether a broader coalition of partners is needed. The Vision Zero Working Group should meet regularly and support consistent communication, coordination, and revisions to the Action Plan over time.

ACTION

Embrace the Safe Systems approach to traffic safety

The Safe Systems approach to preventing traffic deaths and serious injuries represents a shift from a reactive focus on individual behavior to proactively designing systems that accommodate human error. Adopting this approach often requires a culture change within agencies and in the community. Through the Vision Zero Working Group, community engagement, and other venues, policymakers, City staff, and Salt Lakers should be educated to create a culture of shared responsibility.

Engaging with impacted communities

People who are unhoused, older adults, and people who rely on walking are more likely to be killed or seriously injured in crashes.

SLC should seek to understand who is most impacted by crashes locally and engage with community groups and advocates about potential solutions.

ACTION

Analyze crash history and create a plan for action

A Vision Zero Action Plan should analyze historic crash trends and input collected from the public to identify safety needs and priorities. Crash analysis should include the most recent five years of available data and answer the following questions, with a focus on crashes that result in a fatality or serious injury:

- Where do crashes take place?
- Who is most likely to be involved in crashes?
- When do crashes occur?
- Why do crashes occur?
- What types of crashes are most common?

The plan should lay out actionable strategies, assign responsibility, provide an estimate of budget and other resource needs, and provide a framework for monitoring outcomes.

How do the Safe Systems approach and Vision Zero work together?

The Safe Systems approach is a distinct departure from the current paradigm of transportation planning. It recognizes that people will sometimes make mistakes, so the road system and related policies should be designed to ensure those inevitable mistakes do not result in severe injuries or fatalities. Safe Systems is a multidisciplinary approach, bringing together diverse and necessary stakeholders to address this complex problem.

Vision Zero is a strategy to eliminate traffic fatalities and severe injuries on SLC roadways. It is informed by the Safe Systems approach, recognizing that traffic deaths are preventable even if human error is not. It factors in human limitations as part of infrastructural, policy, and planning designs to make streets safe for all ages and abilities. This means that transportation designers and policymakers are expected to improve the roadway environment, policies (such as speed management), and other related systems to lessen the severity of crashes.

Case Study: Vision Zero (Denver, CO)

In 2017, Denver introduced its Vision Zero Action Plan (VZAP) in its commitment to zero traffic-related deaths and serious injuries by 2030. It has five goals: Process & Collaboration, Safe Streets, Safe Speeds, Culture of Safety, and Data & Transparency. The VZAP is effective because it is supported by data for compelling communication to policy makers and the public. It also maps out a High Injury Network (HIN) with Communities of Concern (CoC) to equitably target Vision Zero actions. The VZAP is a collaboration effort between Denver and partners from multiple disciplines, including the Denver Vision Zero Coalition, Denver Health & Hospital Authority and many others.

Source: Vision Zero Action Plan, City and County of Denver

High Injury Network

All Modes

The HIN includes all types of Denver streets, but is mostly multi-lane arterials. It is comprised of the following types of streets:

- 96% arterial streets
- 1% collector streets
- 3% local streets

Source: DPW; DPD

Strategy 2.2: Build and operate safer streets

Implement proven strategies to make streets safer.

ACTION

Take advantage of federal funding opportunities

With a Vision Zero Action Plan in place, SLC will be able to take advantage of funding opportunities such as the federal Safe Streets 4 All grant program to make infrastructure improvements. Wasatch Front Regional Council is developing a regional safety plan and will be a key partner for funding and implementation.

ACTION

Focus on high-injury corridors and intersections

A large proportion of traffic deaths take place on a relatively small number of streets. SLC will see the greatest safety benefit by focusing improvements on the streets and intersections (including rail crossings) where most traffic deaths and serious injuries occur. The Federal Highway Administration collects research and provides guidance on safety measures that are effective in reducing fatalities and serious injuries. SLC should use this resource to select measures that are tailored to the types of crashes that take place at high-injury locations.

ACTION

Reduce vehicle speeds

Higher motor vehicle speeds increase the likelihood that someone will die or suffer a life-altering injury in a crash, particularly when people walking or bicycling are involved. A driver moving at greater speed has reduced peripheral vision and must react more quickly to prevent a crash. For this reason, safe speed is one of the core elements of the safe systems approach to achieving Vision Zero.

Examples of our tools for safer streets

Road diets reallocate the available pavement between curbs to slow speeds by reducing the number of general-purpose motor vehicle lanes, which also allows for bicycle lanes, pedestrian refuge islands, exclusive transit lanes, transit stops, or parking.

Bicycle signal phases provide separate control of bicycle movements at intersections. These separate phases reduce the number of conflicts between turning vehicles and bicycles traveling through the intersection.

Speed humps are an elongated mound in the roadway pavement surface extending across the travel way at a right angle to the traffic flow. Typically 3 inches in height and 12 feet in length, the vertical deflection causes a reduction in prevailing speed along a roadway.

Chicanes are extensions of the curb arranged in an alternating pattern that require cars to oscillate between sides of a roadway.

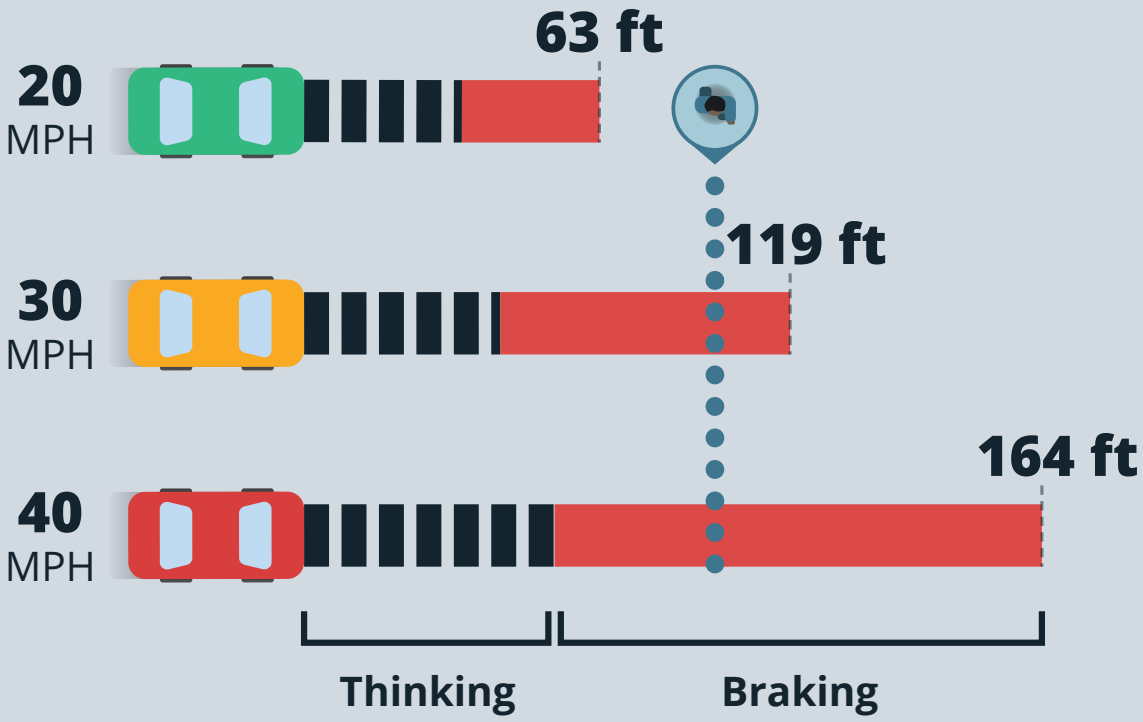
Rectangular Rapid Flashing Beacons combined with pedestrian and/or bicycle warning signs are used at mid-block crossings and at intersections of minor streets with major streets to enhance marked crosswalks.

Curb extensions improve safety because they increase visibility, reduce speed of turning vehicles, encourage pedestrians to cross at designated locations, shorten the crossing distance, and prevent vehicles from parking at corners.

Why speed matters

Reducing vehicle speeds is not just a matter of changing the posted speed limit. The way streets are designed has a big impact on how fast people drive. Wider lanes and greater distances between intersections make people feel comfortable driving faster. Narrower lanes and streets with a diversity of uses like sidewalks, bicycle facilities, parked cars, and transit lanes and stops encourage people to slow down. Signals can also be timed to set the pace of traffic.

SLC has seen success with the Livable Streets traffic calming program for neighborhood streets, but a different approach is needed for the high-speed, high-volume arterials where most traffic deaths occur. The Street Typology Design Guide and a review of City engineering design standards are tools to achieve this.



Metrics

- Change in rate of traffic deaths and serious injuries (all modes) per capita (citywide and at high-injury locations).
- Change in number of traffic deaths and serious injuries for people walking, bicycling, and using personal devices (wheelchairs, skateboards, etc.).
- Change in prevailing vehicle speeds on key corridors representing each of the City's street typologies.

KEY MOVE 3

Great Networks for Active Mobility

Invest in our active transportation network to improve connections and health outcomes.

Active transportation is the mode of choice for shorter trips in Salt Lake City.

Supporting our values

Reliable Options: Connected walking, rolling, and bicycling networks get people to their destinations, whether they travel within their neighborhoods or across town.

Health and Safety: Walkways and bikeways are designed to provide a safe, low-stress experience for all ages and abilities, including older adults, children, and people with disabilities.

Sustainability: More trips are made using zero-emissions transportation modes.

Our strategies

3.1 Improve pedestrian safety and connectivity

3.2 Expand low-stress bicycling networks and micromobility options

3.3 Create active spaces

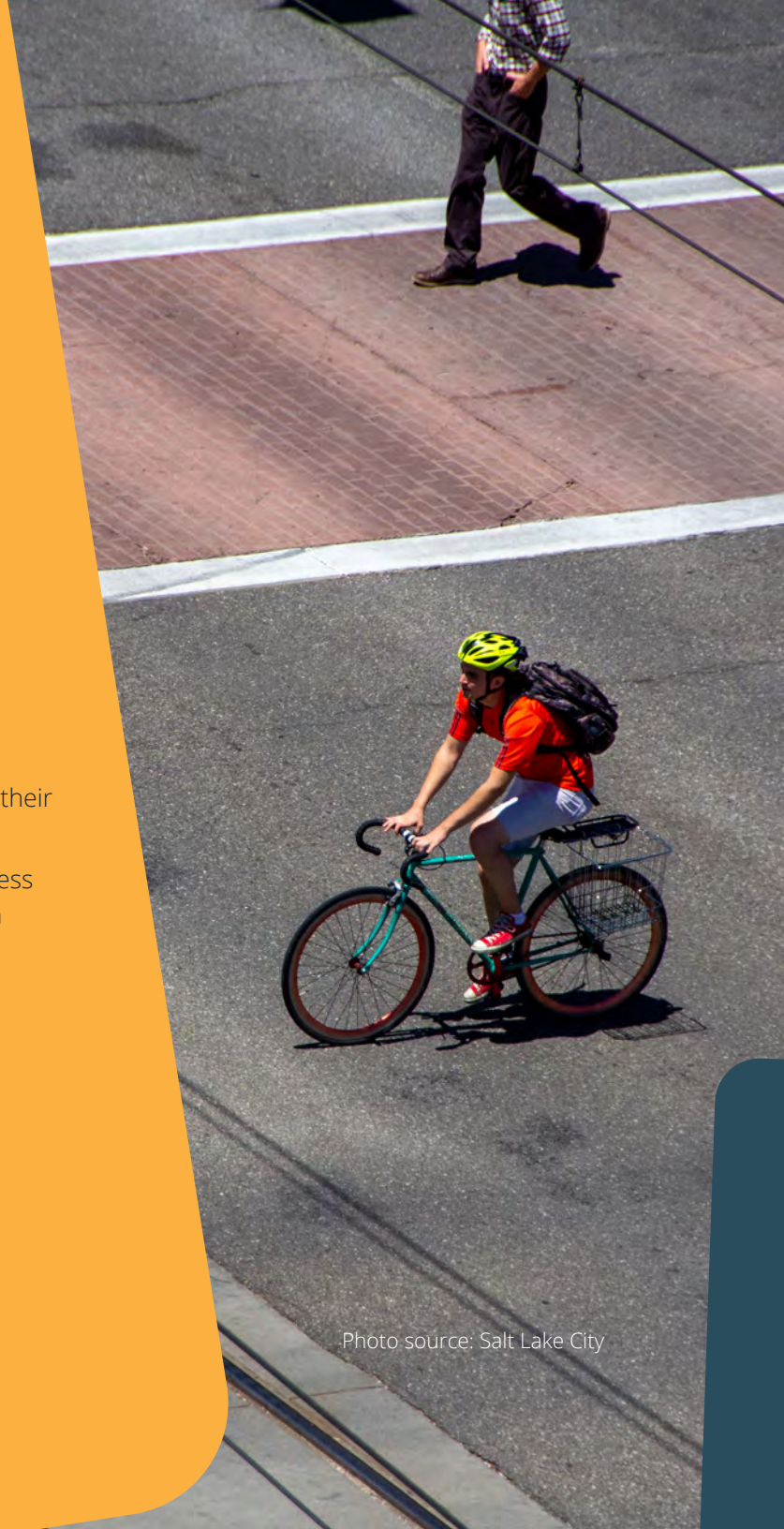


Photo source: Salt Lake City

What's happening in SLC?

WHAT WE HEARD

- Crossing the street is challenging due to long blocks, wide streets, and a lack of pedestrian improvements.
- People walking and bicycling are often forced to go out of their way to find a safe and comfortable route – there is a need to both improve existing facilities and create new connections.
- Emerging mobility, such as shared e-scooters and e-bikes, should be explored to provide more transportation options to more people.

WHAT WE'RE DOING NOW

- Salt Lake City adopted a Pedestrian and Bicycle Master Plan in 2015, which is guiding ongoing projects such as the 9-Line Trail and 300 West reconstruction.
- City staff follow guidelines for pedestrian crossing design based on the speed and width of the road.
- Through the Livable Streets Program, SLC has identified 400 miles of streets for safety improvements, and planning efforts have begun for the top four priority zones, two of which are on the Westside.
- In May 2022, the City Council voted to reduce neighborhood speed limits from 25 mph to 20 mph.
- The City is rebuilding streets like 900 S and 2100 S to be safer and more comfortable for pedestrians and bicyclists.
- The Alleyway Pilot program is rejuvenating alleys for community use.

Key Stats

166 miles of designated on-street bicycle lanes and routes, including **3** miles of protected lanes

The share of Salt Lakers using active transportation to get to work has decreased, from **3.0%** in 2010 to **2.7%** in 2020

Strategy 3.1: Improve pedestrian safety and connectivity

Create guidelines and networks that help people in Salt Lake City connect to key destinations safely.

ACTION

Designate a Pedestrian Priority Network

Salt Lake City should build on the pedestrian priority corridors and neighborhood byways identified in the 2015 Pedestrian and Bicycle Master Plan to designate a citywide network of pedestrian centers and corridors. Designated pedestrian centers and corridors also guide the City in the development of capital improvement projects that make infrastructure improvements where demand for walking and bicycling is greatest.

What are pedestrian centers and corridors?

Pedestrian centers and corridors are places where safety and comfort for people walking and rolling in wheelchairs are enhanced by applying more robust design standards and guidelines, such as wider sidewalks, pedestrian-scale lighting requirements, and crossing spacing maximums (see Crossing Guidelines Action below).

- **Pedestrian centers** are neighborhoods and districts with a high density of residents and/or jobs and a mix of existing and planned land uses that enable short trips between homes and destinations.
- **Pedestrian corridors** provide connections to important destinations such as schools, parks, shopping centers, and transit stops. Corridors can be designated in multiple tiers based on the roadway classification, level of demand, and land use.

In 2023, SLC began construction of the 9-Line Trail that will provide an important east–west connection, linking neighborhoods, business districts, and cultural destinations.

The 9-Line Trail will provide an important east–west connection for people walking and biking. Source: Salt Lake City

ACTION

Adopt crossing guidelines

Pedestrian Crossing Guidelines are policy documents that guide City staff in determining where and how to make crossing improvements. SLC should build on the Downtown Master Plan Mid-Block Walkway Design Guide and the Street and Intersection Typologies Design Guide to create a citywide policy that addresses the location and design of marked crossings. The Guidelines may include:

- A desired crossing spacing maximum for major corridors and centers to ensure that people do not have to go too far out of their way to find a place to cross the street (e.g., marked crossings should be no more than 800 feet apart).
- A decision-making process for determining the exact location for new crossings.
- A toolbox of crossing treatments for both controlled and uncontrolled crossing locations.
- A standardized guide that helps determine the most appropriate pedestrian crossing designs and improvements.

Guidance for locating new marked crossings and selecting the appropriate design treatments is complemented by engineering design standards for crossing elements such as pedestrian refuge islands.

Case Study: Uncontrolled Pedestrian Crossing Guidelines (Denver, CO)

Denver's Uncontrolled Pedestrian Crossing Guidelines provide guidance for installing new marked crossings at locations that do not have a traffic signal or stop sign. When deciding where to locate crossings, staff consider: the distance to the nearest existing marked crossing; the traffic volume of the street; whether the crossing will serve a school, park, or shared-use path; latent pedestrian demand; the volume of pedestrian activity in the area; and design considerations such as ability to install curb ramps and sight distance.

Considering latent demand—where more people would walk and roll if conditions were safer—is an important aspect of the analysis. By looking at population and employment density and connections to destinations (including transit stops), the latent demand analysis elevates locations where people are likely to walk more after an improvement is made. The Guidelines also provide recommended treatments for crossings based on the size, speed, and volume of the roadway.

Roadway Type	Vehicle ADT ≤9,000			Vehicle ADT >9,000 to 15,000			Vehicle ADT ≥15,000		
	≤30 mph	35 mph	40 mph	≤30 mph	35 mph	40 mph	≤30 mph	35 mph	40 mph
2 Lanes (1 lane in each direction)	A 1 2 4 6	A 4 6	B 4 6	A 4 6	A 4 6	C 4 6	B 4 6	B 4 6	C 4 6
3 lanes with raised median / Single lane one-ways (1 lane in each direction)	A 1 2 3 6	A 3 6	B 3 6	B 2 3 6	B 3 6	B 3 6	B 2 3 6	B 3 6	C 3 6
3 lanes w/o raised median (1 lane in each direction with a left-turn lane)	A 1 2 3 4 6	A 3 4 6	C 3 4 6	B 3 4 6	B 3 4 6	C 3 4 6	C 3 4 6	C 3 4 6	C 3 4 6
4+ lanes with raised median (2 or more lanes in each direction)	A 3 5 6	A 3 5 6	C 3 5 6	B 3 5 6	B 3 5 6	C 3 5 6	C 3 5 6	C 3 5 6	C 3 5 6
4+ lanes w/o raised median/ Multilane one-ways (2 or more lanes in each direction)	A 3 4 5 6	B 3 4 5 6	C 3 4 5 6	B 3 4 5 6	B 3 4 5 6	C 3 4 5 6	C 3 4 5 6	C 3 4 5 6	C 3 4 5 6

Geometric Enhancements:

1. Raised Crosswalk
2. In-street pedestrian sign
3. Advanced "yield here to" markings & signage
4. Pedestrian refuge island
5. Road diet
6. Curb Extensions

Level	Treatment
A	Markings & Signing
B	RRFB
C	PHB or Signal

Notes:

Refer to the table instructions on the previous page for more information on how to use this table, such as when exceptions may be required or permitted. Explore geometric enhancements prior to the implementation of the treatment identified in the table.

The recommendations in this table were updated based off of research summarized in the Federal Highway Administration's Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations (FHWA-SA-17-072).

When applying this table at an uncontrolled intersection leg on a signalized corridor, Level A may be upgraded to B with approval of the City Traffic Engineer. Level A may also be upgraded to B if a gap study reveals insufficient gaps to safely cross.

Source: Uncontrolled Pedestrian Crossing Guidelines, City and County of Denver

Case Study: PedPDX Marked Crossing Guidelines (Portland, OR)

PedPDX, the City of Portland's Pedestrian Plan, establishes a desired spacing between marked pedestrian crossings.

The desired spacing varies depending on the type of street and nearby land use. Areas with a higher level of pedestrian activity and demand should have marked crossings approximately every 530 feet (every other block based on Portland's standard block length), while other major streets should have marked crossings about every 800 feet, at minimum. Transit stops should always have a marked crossing within 100 feet, regardless of street classification.

Source: PedPDX Marked Crossing Guidelines, PBOT

ACTION

Identify the greatest needs for improving active mobility

Salt Lake City should carry out a citywide assessment to determine where sidewalks and curb ramps need to be installed or improved. This assessment could help support an Americans with Disabilities Act (ADA) transition plan, with the goal of making all sidewalks and crossings accessible for people with disabilities. To guide where improvements are made first, the City should develop a set of criteria that uses data on equity, safety, and access to destinations. Improvement projects can be organized into implementation phases based on the result of the analysis. Additional funding will likely be needed to support this work.

Strategy 3.2: Expand low-stress bicycling networks and micromobility options

Provide comfortable facilities for people to bike, scoot, and roll.

ACTION

Implement low-stress facility design

Salt Lake City should continue to implement the recommended low-stress bikeway network using facility selection and design guidance from the NACTO Urban Bikeways Design Guide and develop locally-specific neighborhood byway design guidelines, including traffic calming elements and design options for major street crossings. City engineering design standards should be consistent with bike facility design best practices.

ACTION

Adopt an equitable shared mobility policy

Salt Lake City should continue to work with private shared mobility operators to ensure bikes and scooters are deployed in neighborhoods with more low-income residents and people who depend on transit, walking, and biking. Given how quickly offerings are changing, shared mobility agreements and deployment should be reviewed frequently and adapted as new devices and new reservation and payment technologies become available.

ACTION

Improve work zone standards

Temporary or intermittent closures due to construction make travel less safe, reliable, and convenient for people walking and bicycling. Construction that impacts the public right-of-way in SLC is required to have a traffic control plan that includes an ADA-compliant pedestrian path. Requirements for bicycle accommodation in work zones are less clear. SLC should adopt more robust standards and guidelines, putting more resources toward enforcement, and providing training on updated standards to help make sure people have a seamless travel experience during construction.

Case Study: Washington DC Work Zone Policy (Washington DC)

Washington DC's Pedestrian Safety and Work Zone Standard provides preferred methods for safely routing pedestrians and bicyclists through work zones that occupy the public right-of-way. Standards for walkways in work zones include dimensions for flooring and roofs, and ensures walkways have lighting, transit access, and signage, and are ADA compliant. Prioritization of preferred methods for pedestrian protection are based on phase of construction, and generally prioritize the method that is most convenient for pedestrians to use. The standards describe how pedestrian accommodations around work zones may impact the bicycle right-of-way and should be considered in traffic control plans. Training is an essential part of implementing these standards in a traffic control plan.

Strategy 3.3: Create active spaces

Bring our streets to life through street programs and activated alleyways.

ACTION

Create slow, shared, and car-free streets

Salt Lake City should expand the Livable Streets Program to identify candidates for shared curbless or car-free street design and add appropriate design features to the Livable Streets Toolkit. Features could include low-cost, easy-to-implement materials like paint, benches, and planters. Streets should be prioritized based on the City's equity goals and community input.

Case Study: Los Angeles People St Program (Los Angeles, CA)

The Los Angeles People St Program transforms streets into public spaces. The program was created in collaboration with the City of Los Angeles departments of Public Works and City Planning, the Office of Mayor Eric Garcetti, and the Los Angeles County Metropolitan Transportation Authority (Metro). Community groups apply to participate and work with LADOT to design their own projects, choosing from a menu of low-cost materials to create plazas, parklets, and bicycle corrals. Non-profits, business improvement districts, and groups of property owners are examples of eligible community partners. Community partners are responsible for the installation, operation, management, and maintenance of parklets. Projects are permitted for one year with the option to renew the permit.

A new parklet with herbs and community garden plots installed on Motor Avenue in Los Angeles, as part of the People St program. Source: LADOT Livable Streets

ACTION

Activate alleys

The Alleyway Pilot Program partners with neighbors and community councils to improve and maintain alleys. SLC should identify long-term funding to make the program permanent and consider including it as part of an expanded Livable Streets Program. Candidate locations for improvements could be identified in two categories: alleys with potential to be better connections for people walking and bicycling, and alleys with potential to be redesigned as public space. Pursuing and supporting partnerships with neighborhood-based groups to implement and maintain alleys will be crucial to success.

Prioritization criteria should be established, and funding sources identified that align with the functional objectives of a specific alley project (for instance, a green alley could be funded through stormwater management funds whereas active alleys for pedestrians and bicyclists could be funded by non-motorized transportation grants or capital funds).

Metrics

- Change in walking and bicycling mode share.
- Number of new or enhanced pedestrian crossings.
- Change in access to all-ages-and-abilities bicycle facilities (e.g., population within ¼ mile).

KEY MOVE 4

Transit-Friendly Neighborhoods

Make transit a competitive and attractive mode of travel in Salt Lake City.

To face the environmental and mobility challenges of the next 20 years, SLC will support the Utah Transit Authority (UTA) in promoting a safe, reliable, and convenient transit experience.

Supporting our values

Sustainability: Public transit is the preferred way to travel to school and work.

Health and Safety: All people can reliably and affordably get where they need to go by transit.

Sustainability: Station areas are lively urban spaces, designed for people and the communities they belong to.

Reliable Options: People can depend on transit, and the experience of transferring between modes of travel is seamless, safe, and convenient.

Our strategies

4.1 Make transit convenient and reliable

4.2 Nurture inclusive and welcoming transit spaces

4.3 Enhance the urban context to make transit an attractive option

Photo source: Salt Lake City

What's happening in SLC?

WHAT WE HEARD

- Negative perceptions of public transit remain the largest barrier to transit use. Safety, convenience, and reliability of service need to be improved.
- Longer distance commutes and trips into SLC with multiple transfers are difficult to navigate.
- More attractive, inviting urban spaces near transit are needed to support transit ridership.

WHAT WE'RE DOING NOW

- Salt Lake City adopted a Transit Master Plan in 2017, which presents a blueprint for addressing some of the community's greatest concerns around transit.
- The Wasatch Front Regional Council (WFRC) is updating its 2023-2050 Regional Transportation Plan (RTP), which identifies inter-county connectivity and air quality as major transportation priorities. The previous RTP (2019) set aside $5.3 billion for transit-related investments over the next 27 years.
- Utah Transit Authority (UTA) is in the process of updating its 30-year Long-Range Transit Plan (LRTP), which will assess the long-term needs and implementation strategies for systemwide improvements.
- Community led initiatives such as the Rio Grande Plan reflect public desire for transformative transit-oriented spaces.
- Other projects such as the Future of Light Rail Study and the development of high-capacity transit corridors across SLC are underway.

Key stats

5% of commuters in SLC travel by public transit (US Census, 2021 ACS)

Only **17%** of existing bus stops in SLC have a bench or shelter

32% of UTA survey respondents say "inconvenience" is their biggest barrier to riding transit

33% of UTA survey respondents live near TRAX stations, but a third of them don't take transit

Strategy 4.1: Make transit convenient and reliable

Support UTA in making transit a viable and competitive alternative to driving by investing in transit-priority streets.

ACTION

Institutionalize the SLC and UTA partnership with a joint taskforce on advancing transit

SLC and UTA priorities are deeply intertwined. Going beyond an interlocal agreement, a bilateral taskforce can take initiative to establish a transit-centered vision for the city where plans can be accelerated and processes can be coordinated.

"Work with UTA so that TRAX doesn't have to stop at every intersection. That really slows it down and makes it somewhat frustrating to ride."
—Connect SLC community input

ACTION

Expand the City's bus lane and transit signal priority (TSP) network

Across North America, transit priority treatments such as dedicated bus lanes and optimized and prioritized traffic signals have proven to be effective at reducing travel times on transit. The speed and on-time reliability of transit are significant factors that influence a person's travel decisions. Investing in transit priority corridors will help make transit more competitive with driving. SLC can play an innovative role in helping deliver the Frequent Transit Network identified in the SLC Transit Master Plan.

Speed and reliability investments make transit faster

- **San Francisco, CA:** dedicated bus lanes have reduced travel times on local buses by up to 32%. Source: SFMTA Van Ness Blvd project website
- **Austin, TX:** new half-mile bus lane reduced PM peak travel time by 52% across 6 bus routes. Source: CapMetro Streets for Transit Report

ACTION

Explore regional transit connections and fill gaps in the external and intercity travel market

As the region's largest urban center, 83% of people employed in SLC commute from outside the city limits on a regular basis. Given the prevalence of these trips, improving the quality of regional transit connections and exploring opportunities for intercity bus services will ensure critical connections are served and regional auto travel is reduced.

Who benefits from transit priority investments?

A bus-only lane in downtown saves the bus time and keeps it running on schedule...

...which means the bus saves time along the entire route. People outside of downtown benefit from an on-time departure too.

As transit travel times become more competitive with driving, more people take the bus, relieving traffic congestion and improving air quality citywide.

Source: Nelson\Nygaard

Strategy 4.2: Nurture inclusive and welcoming transit spaces

Design transit spaces and experiences that are comfortable, accessible, and human-centered.

ACTION

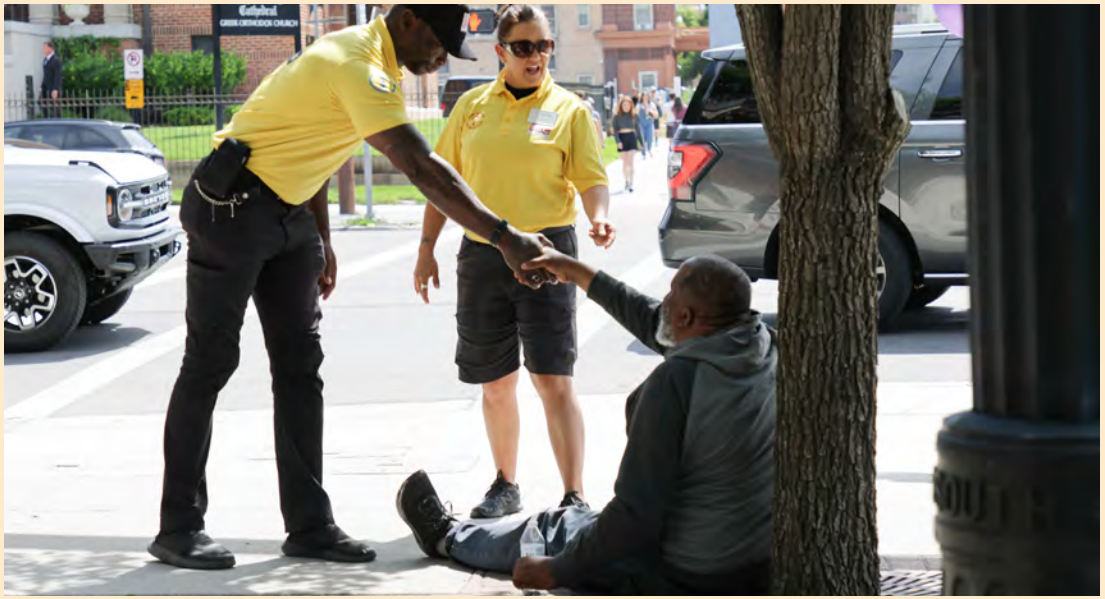
Expand SLC's Downtown Ambassadors program to support and staff transit facilities

Since its inception in 2018, the SLC Downtown Street Ambassadors program has been successful in supporting local residents and businesses as a community safety and wayfinding resource. Ambassadors provide directions, coordinate resources with local agencies, and serve as visible faces of the community. Expanding the program and meeting the needs of transit riders can help alleviate ongoing concerns over safety at bus stops and station areas.

Local Spotlight: Salt Lake City Downtown Ambassador Program

"In 2020, Downtown Ambassadors performed 6,591 wellness checks on individuals in the downtown area, referred 1,448 individuals to shelter and services, and responded 2,859 times to merchants who needed assistance." —SLC City Blog

While UTA is in the process of procuring transit ambassadors for TRAX light rail, coordinating resources between the City and transit agency can provide better coverage and support to riders waiting for buses and trains, and otherwise interacting with transit spaces.



Source: Downtown Alliance

ACTION

Work with UTA to upgrade bus stops in SLC with passenger amenities

Bus stop amenities are not only investments for transit riders. Shelters, benches, street lighting, greenery, and wayfinding signage help to liven the streetscape and public space for everyone. Transit riders depend on a comfortable place to wait and plan their trips, and citywide upgrades at major transit stops can help make riding transit a valued way of life. Stops and stations are the access points where people enter, exit, and interact with the transit system. First impressions matter.

> "Upgrade transit facilities—bus stop shelters would be nice."
> —Connect SLC community input

ACTION

Harness technology to modernize major transit facilities and waiting areas

Real-time bus information screens can help alleviate uncertainty and provide accessible information to those without access to an online smartphone app. Solar powered e-paper displays are being trialed across the world as the energy-efficient, all-weather readable solution to expensive LED screens. Major transit facilities such as rail stations and mobility hubs can benefit from interactive kiosks, electric charging stations, digital bike lockers, and bikeshare stations to maximize convenience.

Example elements of a major transit facility

Strategy 4.3: Enhance the urban context to make transit an attractive option

Tailor the surrounding urban environment to incentivize transit development and usage.

ACTION

Establish multimodal mobility hubs in local areas of importance and future growth

Mobility hubs put people first, emphasizing comfort and safety for riders to transfer between modes of travel. Amenities such as secure bike lockers, e-scooters, and bike share stations make transit more attractive when first- and last-mile trips are more convenient to make. Furthermore, upgrading transit centers and park-and-rides across SLC would be a great first step in reducing car dependency. UDOT currently manages a mobility hub program which falls under the agency's transportation demand management (TDM) efforts. The City can partner with UDOT and UTA to tailor mobility hub solutions within city limits, targeting land uses and developments that are ideal for a density of transportation options.

Case Study: Eastgate Mobility Hub (Bellevue, WA)

The Eastgate Mobility Hub 2025 is a conceptual vision formed from partnerships between King County Metro, the City of Bellevue, Washington Department of Transportation, Sound Transit, and other Eastgate stakeholders. The Eastgate Mobility Hub vision transforms Eastgate Park-and-Ride into an integrated mobility hub connecting nearby employees, students, and passengers with transportation options. In addition to a park-and-ride, the space would host a variety of travel options such as carpool, carshare, bike parking and a micromobility hub. The conceptual pedestrian plaza would have weather protection and public art installation, offering placemaking opportunities that create an enjoyable user experience.

Source: Eastgate Mobility Hub Vision, King County Metro

ACTION

Improve access-to-transit infrastructure to complete the city's street network

For transit to be effective, SLC residents must feel safe and comfortable accessing transit stops and stations from where they live and work. Completing sidewalks and implementing protected bicycle infrastructure and high visibility street crossings around station areas will connect people to transit and make first-/last-mile connections more seamless. Asset inventory of right-of-way infrastructure should include its proximity and utility to transit.

> "Support bus journeys by increasing frequency and providing comfortable pathways to and from bus stops."
> —Community input

ACTION

Use Small Area and Circulation plans to encourage dense development around station areas

The effectiveness of public transit is constrained or enhanced by the land uses surrounding it, and transit-oriented development (TOD) facilitates easy access to jobs and services by concentrating people and employment near major bus and rail facilities. Small Area Plans, Circulation Plans, and Station Area Plans are valuable planning tools that can design a vision for communities that are served by high-capacity transit, tailoring development priorities and uses to the needs of each context. SLC can also further coordinate development review processes to better serve the potential of TOD around station areas.

Metrics

- Change in transit mode share.
- Number of TSP and bus lane treatments installed per year.
- Change in travel time for commuters traveling into SLC.
- Percentage of stops in SLC upgraded with amenities.
- Transit rider satisfaction survey results.

KEY MOVE 5

Healing the East-West Divide

Heal past harms by building trust with the community and reinvesting in Westside neighborhoods.

Salt Lake City provides safe, clear, and dignified linkages and culturally relevant public spaces designed with and for communities who have been most harmed and disadvantaged by past infrastructure. Everyone has access to attainable housing options and essential goods and services using connected networks that promote walking, rolling, bicycling, and transit ridership.

Supporting our values

Sustainability: Westside neighborhoods have access to sustainable transportation options that help improve air quality.

Equity: Transportation improvements are prioritized in areas most in need; policy development, planning, and design efforts center the voices, experiences, and desires of SLC's Westside residents, BIPOC communities, and others who have been harmed or marginalized by transportation investments.

Affordability: Affordable transportation options are available for those who need them.

Health and Safety: Our transportation system provides equal opportunity for safety, health, and overall quality of life for Westside residents.

Reliable Options: People living on the Westside can connect easily to neighborhoods throughout SLC.

Our strategies

5.1 Develop a community-driven east–west transportation strategy

5.2 Provide safe and reliable connections across the freeway and railroad tracks

5.3 Reclaim spaces to serve community and function at a human scale

5.4 Develop equitable, connected neighborhoods where prosperity is shared

What's happening in SLC?

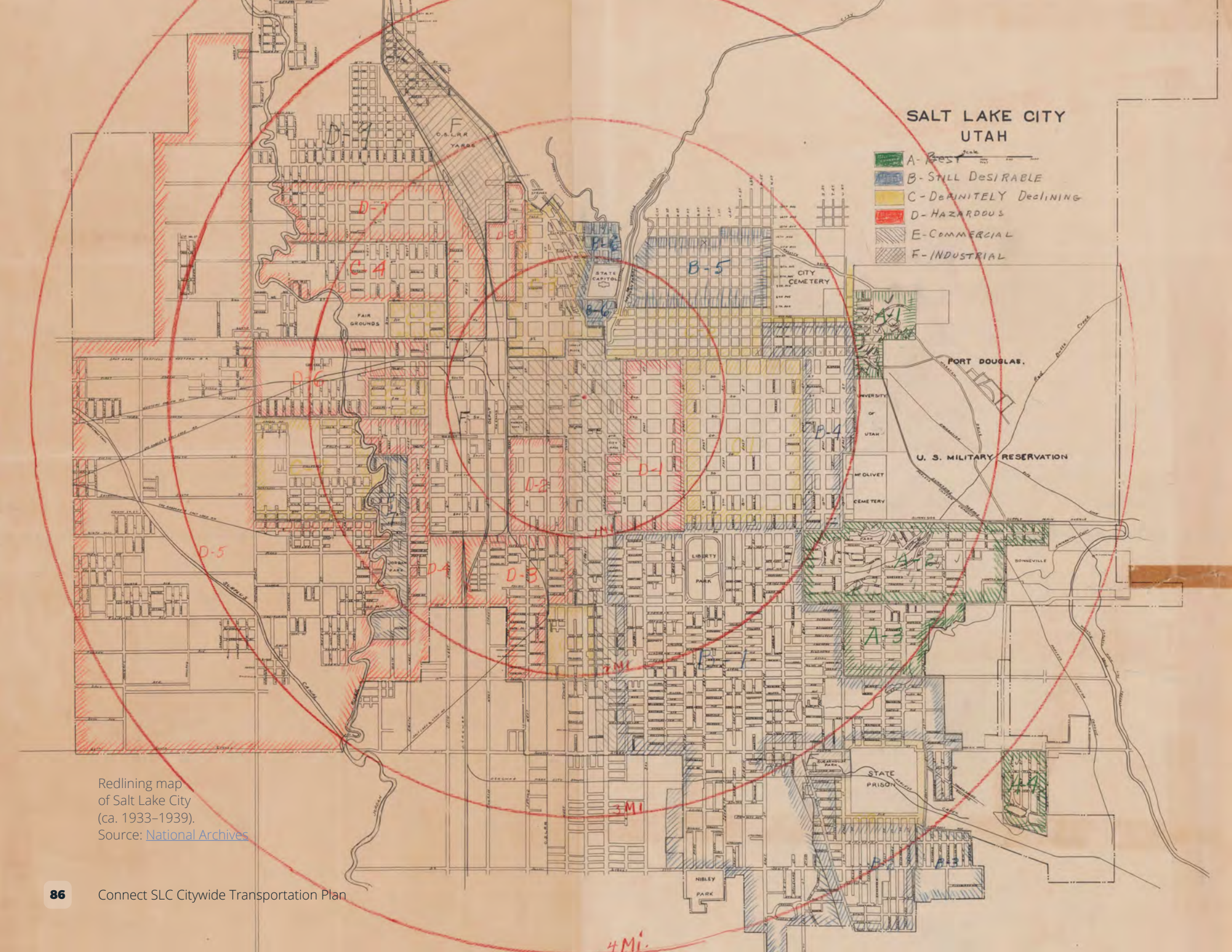
WHAT WE HEARD

- The Westside is a historically redlined area of the city where residents were more likely to be denied mortgages to secure homeownership and build general wealth.
- People living in Westside neighborhoods feel disconnected from Downtown SLC and the Eastside neighborhoods.
- People don't feel safe crossing the east–west divide. People walking and bicycling are exposed to unsafe travel conditions, highway ramps, and unwelcoming environments.
- Significant street and public space investments are needed to close gaps caused by I-15, the Union Pacific railroad tracks, I-215, and S.R 201.
- There is a lack of trust in local government from years of feeling unheard during major transportation decisions that have divided community members from the rest of the city.
- People who live in Westside neighborhoods feel anxiety about being displaced by new residents with higher incomes who are being attracted to the area by increased market-rate housing development and public investments in bike lanes and transit station improvements.

These experiences are reflected by the physical extent and pervasiveness of the infrastructure that creates them.

WHAT WE'RE DOING NOW

- **Recognizing our history:** The 2020 Westside Transportation Equity Study identifies the lack of transportation equity in SLC's Westside neighborhoods. Identifying and documenting historic harm and current inequity in our transportation system is one small step in progressing toward a more just city.
- **Making investments:** Salt Lake City and the Utah Transit Authority (UTA) launched UTA On Demand service on the Westside to provide transportation to neighborhoods that lack fixed transit routes. New Westside routes have been implemented as of August 2022 that are part of the Frequent Transit Network and include upgrades to bus stops, making them more accessible to transit riders of all ages and abilities.
- **Planning a connected future:** The US DOT launched a first-ever program – the Reconnecting Communities Pilot—to reconnect communities that are cut off from opportunity and burdened by past transportation infrastructure decisions. In 2023, SLC was successful in obtaining a $1.9M federal planning grant to continue to work with community partners to heal the City's east–west divide.
- **Critical Connections:** While not yet in process at the time of this plan, the work from the Reconnecting Communities grant should create design-level solutions to the east-west divide co-created with the community.



Redlining map of Salt Lake City (ca. 1933–1939). Source: National Archives

Divided through history

Historic transportation investments bifurcate SLC and perpetuate socio-economic inequities, threaten community cohesion, and are a cause of environmental injustice. The time has come to reverse the community harm caused by these investments and SLC is pursuing this end. To do so, it is important to understand how we arrived at this place.

Bold and human-centric decisions, made with the historic context of past harms in mind, will be needed to change the march of history, which has placed economic gain and mechanization over community, safety, and well-being.

1850s–1860s

SLC's original 660-foot square blocks were platted and built emanating from Temple Square after white settlers arrived.

Late 1870s

A spur of the Transcontinental Railroad was constructed, setting a rail pathway that is in place today.

Late 1800s

Industry takes hold and locates along the Jordan River, polluting it with industrial waste.

1880s–1920

Rapid railway expansion supported industrial growth; by 1910, there were three parallel railroad tracks running in the pathway of Third West.

1939

Redlining maps were drawn, marking Westside neighborhoods undesirable for federally-backed mortgages compared to Eastside neighborhoods.

1960s–1970s

I-15 was constructed, removing several blocks of historic gridded neighborhood streets, homes, and businesses in SLC.

1997–2001

I-15 was expanded, including rebuilding many interchanges and creating many of the current long, auto-centric viaducts that connect east to west across the freeway and railroad tracks.

2023

UDOT evaluated options to further widen I-15 from 400 South in SLC to Farmington. "Good health and connected communities" are among the project's purpose and need statements. History shows that freeway expansions in urban areas benefit those traveling through and from suburban communities at the expense of residents who chose or are forced to live close to the freeway envelope.

The lands of the Salt Lake Valley are the ancestral home of and an important gathering place for the **Ute, Paiute, Goshute, Dine'/Navajo, and Shoshoni people.**

Residents' view on the divide

The Connect SLC project team met members of the Community Advisory Committee (CAC) and walked areas around I-15 and the railroad lines. The team conducted interviews with organizations who serve communities in need and people and communities affected by freeway and railroad corridors.

The community identified **three key challenges:**

Significant investment is needed to close gaps and provide more public space.

Multiple agencies must coordinate to address infrastructure issues.

Local government must center the voices of community members to build trust.

From this process, four key opportunities emerged:

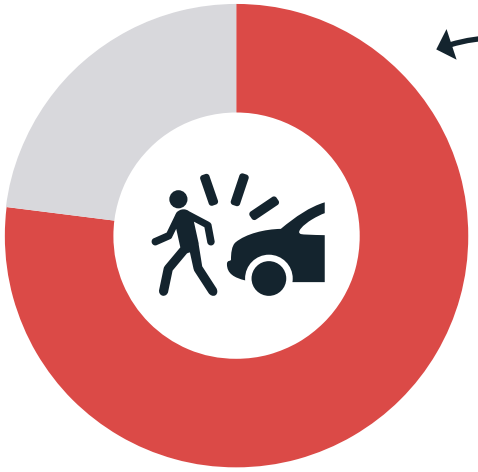
1. Embed equity to produce community-first outcomes.
2. Invest in safe and efficient pathways for people.
3. Retrofit streets and transit facilities to offer dignified and welcoming experiences.
4. Incentivize the development of complete, transit-oriented neighborhoods.

Key stats

36%

The Westside is home to 36% of SLC residents.

Source: US Census ACS 2018 5-Year Estimates (2014-2018)



77%

of fatal crashes in SLC take place on the Westside.

Source: Fatality and Serious Injury Data, Utah Department of Transportation Zero Fatalities

The Westside is younger and more racially, ethnically, and socioeconomically diverse than Salt Lake City as a whole.

55.1%
are non-white, non-Hispanic (34.6% citywide).

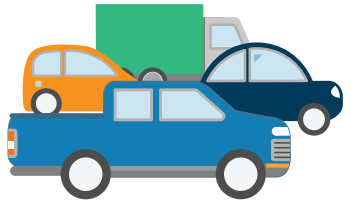
25.8%
living below the poverty level (17.9% citywide).

30.7%
are under 18 years old (19.6% citywide).

22.7%
are persons with disabilities (10.5% citywide).

Source: US Census ACS 2018 5-Year Estimates (2014-2018)

80th percentile



Neighborhoods adjacent to I-15 and I-215 are exposed to more air pollution than the rest of Salt Lake City. When compared to nationwide pollution rates, Westside census tracts rank in the 80th percentile or above for diesel particulate matter and ozone and have a high risk of cancer and asthma.

Source: Environmental Justice Screening Tool, Environmental Protection Agency (EPA)


1800 N
State Capitol
Railyard
ROSE PARK
600 N
300 N
DOWNTOWN SLC
N Temple St
Utah State Fairgrounds
FAIRPARK
Salt Lake Central Station
900 W
1000 W
Jordan River Trail
200 S
400 S
Redwood Rd
800 S
POPLAR GROVE
900 S
Jordan Park
9-Line Trail
1300 S
Auto-centric corridor
Frequent transit corridor
Low-stress walking and bicycling corridor
At-grade railroad crossing
Disconnected street
High collision corridor
Jordan River Trail
1700 S
GLENDALE
WESTSIDE
Google Earth

Existing challenges to the east–west divide

South of the railyard, there are more than 30 locations where the street grid is disconnected due to I-15 and the railroad tracks.

At-grade railroad crossings are active hundreds of times a day, with no published schedule for when freight trains pass through. This causes significant travel delays for everyone who travels on these corridors.

Most through-streets are auto-centric with high traffic volumes and speeds. People walking and bicycling have only two low-stress options. Six of the 11 east-west through-streets are high-crash corridors.

Strategy 5.1: Develop a community-driven East-West Transportation Strategy

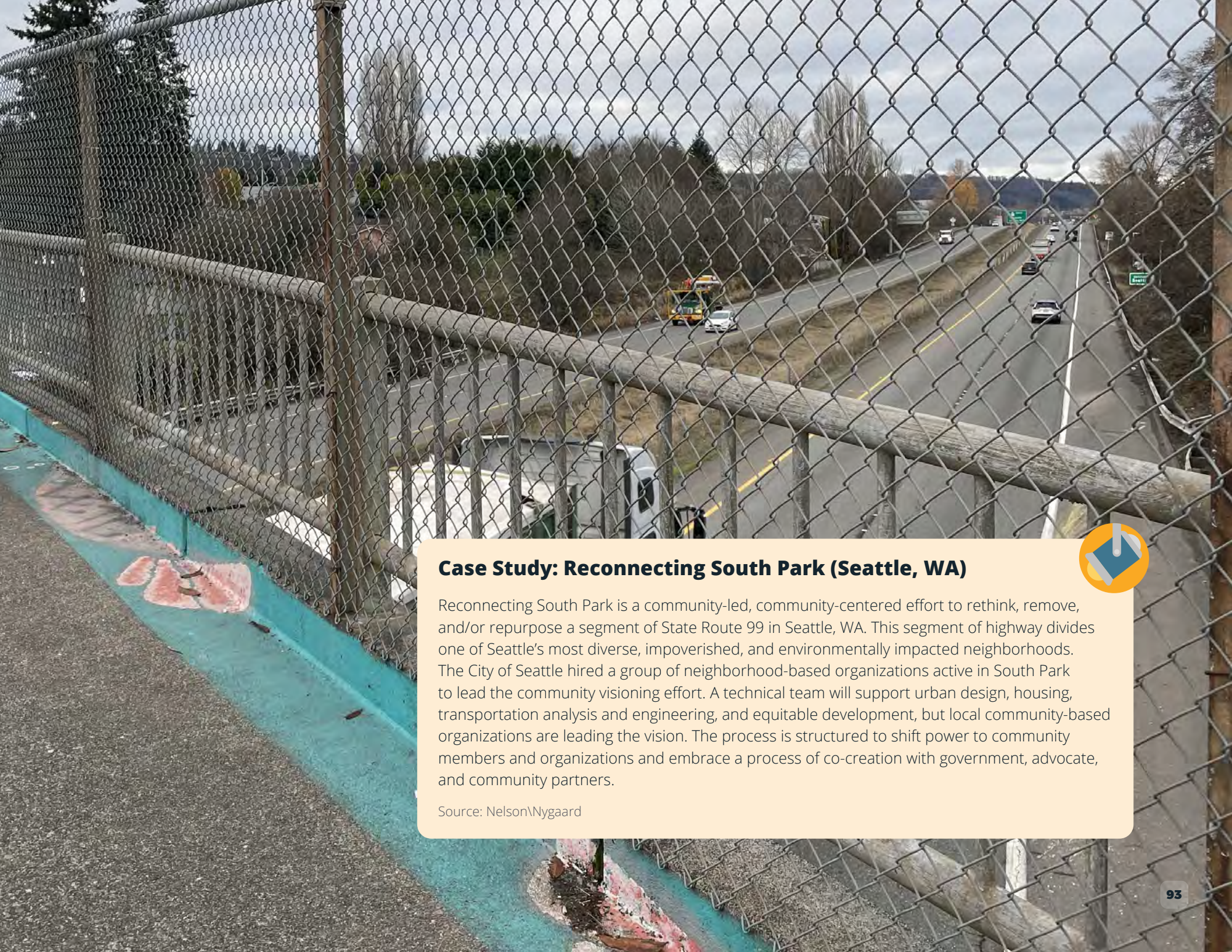
Improve safe east–west connections to knit the city together.

ACTION

Elevate voices of communities on the Westside and those most impacted by transportation infrastructure

The Westside Transportation Equity Study and ongoing efforts reveal the economic impacts and social and environmental harms from I-15 and railroad expansion. SLC has an opportunity to gather as a community, elevate voices, and join in a process of co-creation to break down barriers and create a better city for generations to come.

With City funding dedicated to solving east–west connectivity problems and a grant from the USDOT, SLC is positioned to tackle these problems in a manner that centers equity and the experience of those harmed by previous transportation infrastructure investments. A process that centers equity and human voices will require new structures for planning and community co-creation.



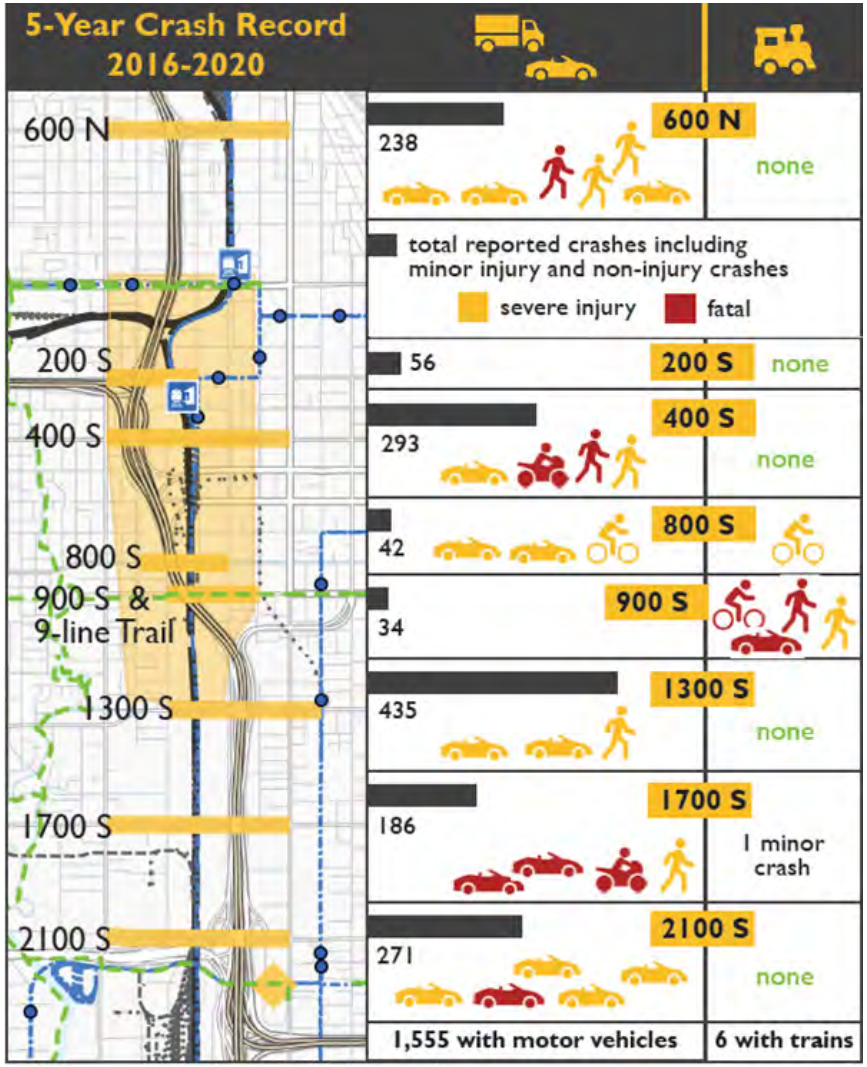
Case Study: Reconnecting South Park (Seattle, WA)

Reconnecting South Park is a community-led, community-centered effort to rethink, remove, and/or repurpose a segment of State Route 99 in Seattle, WA. This segment of highway divides one of Seattle's most diverse, impoverished, and environmentally impacted neighborhoods. The City of Seattle hired a group of neighborhood-based organizations active in South Park to lead the community visioning effort. A technical team will support urban design, housing, transportation analysis and engineering, and equitable development, but local community-based organizations are leading the vision. The process is structured to shift power to community members and organizations and embrace a process of co-creation with government, advocate, and community partners.

Source: Nelson\Nygaard

ACTION

Center human safety, health, and experience



Source: Salt Lake City

The east–west divide plays a pervasive role in dictating cultural, racial, economic, and psychological outcomes for SLC residents. The Connect SLC vision is for a city in which living east or west of the "divide" has no impact on one's education, safety, daily routine, or economic stability.

Safety

Short-term and long-term strategies and projects to improve safety are needed and can provide opportunities to make crossings more welcoming and comfortable, especially for people walking or bicycling.

Health

Numerous environmental health reports show significantly elevated cardiovascular mortality risk, lung cancer, and childhood asthma for people living near heavily traveled freeways. Gaseous and particulate pollutants emitted by fossil fuel-burning vehicles have negative health impacts and have been shown to cause disease and poor health outcomes. Wind directions, wind speed, time of day (level of traffic), and other factors all affect risk of exposure. A 2019 study showed that children living near a highway experienced development delays at two times the national average.

Diesel-powered trains also produce high levels of dangerous air pollutants, making the combination of busy mainline rail lines, rail switching yards, and an interstate highway a community health hazard.

> ***"A 2019 study showed that children living near a highway experienced development delays at two times the national average."***[15]

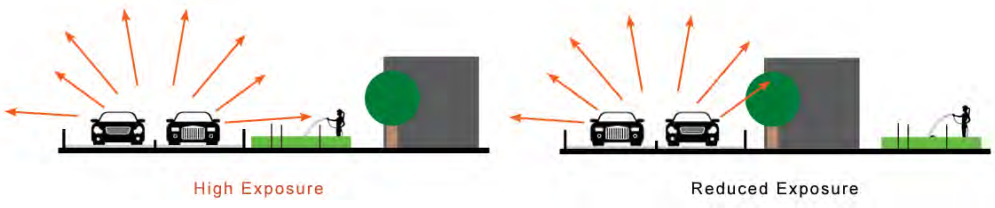
As SLC and its partners at UDOT and in the development community build and redesign spaces around the freeway, there are many tactics that can help to reduce impacts.

Transportation

- Vehicle electrification
- Train electrification
- Travel options and reduction in driving
- High use of transit
- Infrastructure improvements such as filtration systems, sound walls, etc.
- Decking over or tunneling freeways or rail tracks

Urban design and development

- Landscaping barriers
- Land use buffers
- Tree planting
- Urban design treatments that protect people from wind patterns
- Smart location of parks and public spaces
- Building siting and design that affects wind patterns



This graphic from the report Improving Health in Communities Near Highways illustrates how smart development can help shield people in public spaces from airborne particulates. Source: Community Assessment of Freeway Exposure and Health, Tufts University

User Experience

Changing the mentality of crossing under a highway is a tall order. Infrastructure designed to move thousands of vehicles is difficult to bring to a human scale, but many cities have tried with great success. Many of the most successful examples use spaces adjacent to streets to create activated public spaces. These spaces also require active programming, security, and lighting to succeed over the long term.

Case Study: Underpass Park (Toronto, ON)

Toronto's Underpass Park is a great example of a radical transformation of space under an urban freeway that is well used by community members. Community-based programming that delivers public amenities desired by the community and appropriate for the location is essential.

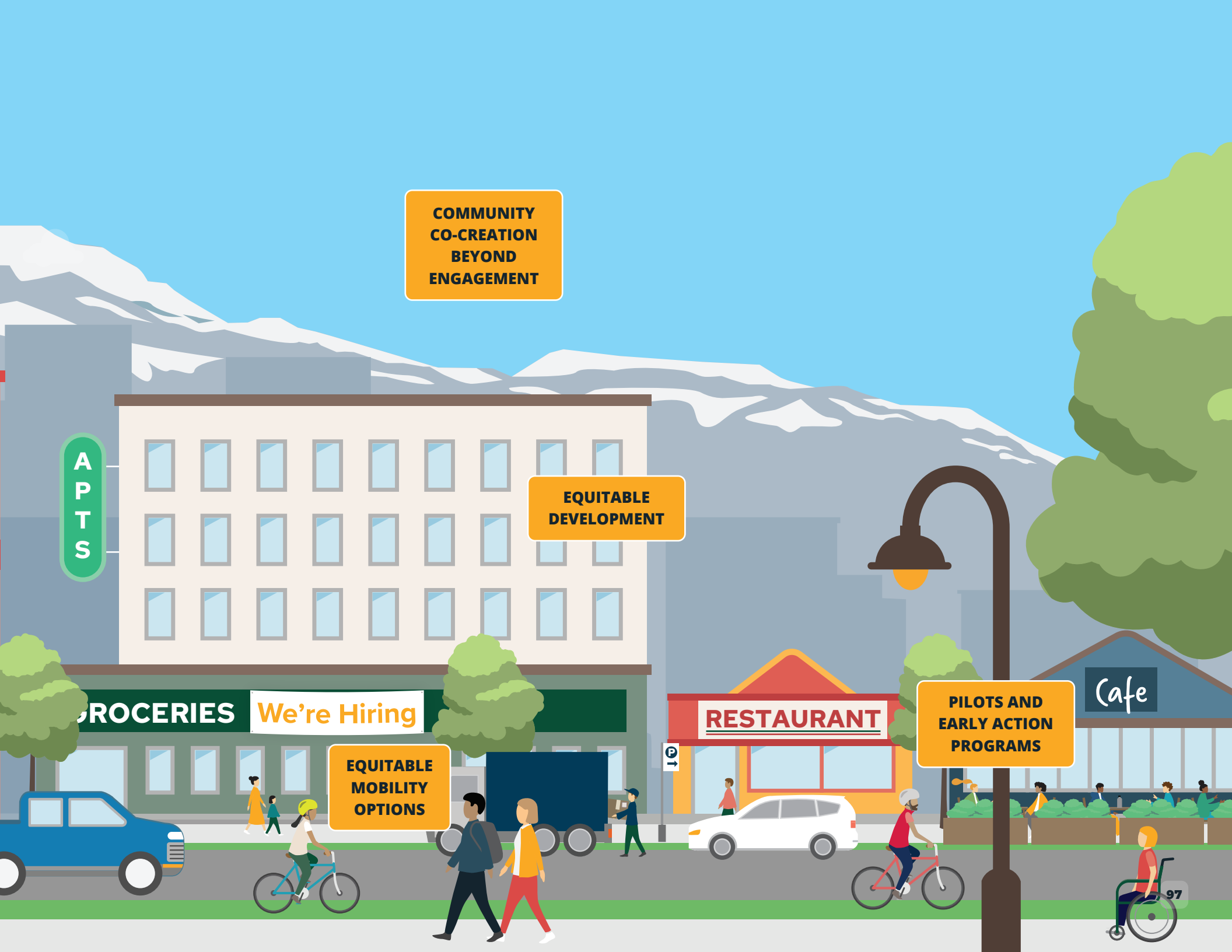
Part of Toronto's Underpass Park includes basketball courts and a skate park next to the concrete support columns. Source: Waterfront Toronto

ACTION

Craft a community-centric East-West Transportation Strategy that addresses immediate needs and inspires bold action

People who travel across and near freeway and railroad corridors in SLC experience both physical and psychological barriers to access destinations like jobs, education, health care, and grocery stores. Safety and travel time challenges have long been documented for Westside communities. The city and its partners should mitigate these barriers by designing, planning, and managing city assets, curbs, streets, and infrastructure to prioritize the safe and efficient movement of people, especially those who are most underserved and marginalized. An East-West Transportation Strategy will identify community-derived strategies that improve access to jobs and services, reduce travel time, make travel more reliable, and solve longstanding safety challenges.

Bold work to rethink how urban freeways and rail infrastructure impact our communities is gaining traction across the United States. However, these efforts remain small and often on the fringe compared to the multibillion-dollar industries that power freeway expansion. Critical efforts to reduce reliance on vehicular mobility require community-driven leadership, bold thinking, and realistic and sequenced implementation programs.


COMMUNITY CO-CREATION BEYOND ENGAGEMENT
EQUITABLE DEVELOPMENT
EQUITABLE MOBILITY OPTIONS
PILOTS AND EARLY ACTION PROGRAMS
APTS
GROCERIES
We're Hiring
RESTAURANT
Cafe
97

Strategy 5.2: Provide safe and reliable connections across the freeway and railroad tracks

Create safe and reliable linkages between Eastside and Westside neighborhoods.

ACTION

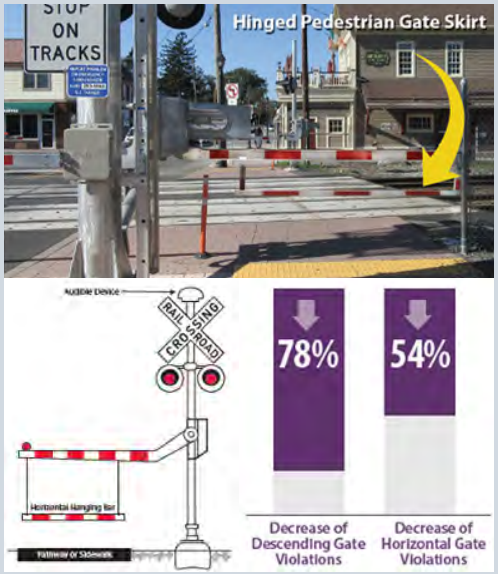
Develop fast implementation projects that stitch the east–west divide

Short-term enhancements help improve the travel time and experience for people living in Westside neighborhoods. These improvements can help to save lives and make crossing safer while larger infrastructure solutions are developed and implemented. These opportunities should focus on the mobility needs of communities experiencing poor safety outcomes and having the greatest needs according to the UDOT Healthy Places Index. Strategies to improve at-grade rail crossings:

- Improve sidewalks and provide curb ramps on all streets leading to at-grade rail crossings.
- Channelize space for vehicles, bicycles, and pedestrians as they approach a crossing gate (e.g., a fixed median with flexible bollard can prevent people from trying to drive under a descending gate).
- Add hinged pedestrian gate skirts at all at-grade pedestrian rail crossings.
- Examine feasibility of installing Accessible Pedestrian Signals at all at-grade rail crossings.
- Improve crossing surfaces where people cross rail tracks at-grade.
- Increase warning time for pedestrians and bicyclists at rail crossings.
- Keep all paint lines and markings fresh and visible (use “Keep Clear” paint markings in track zone).

Pedestrian Gate Skirts

The use of a technology called a Hinged Pedestrian Gate Skirt is effective at reducing risk factors for at-grade pedestrian rail crossings. Combined with enhanced sidewalk infrastructure, the addition of these pedestrian-focused drop arms helps improve safety outcomes.



Hinged Pedestrian Gate Skirts reduce safety concerns for at grade pedestrian rail crossings. Source: USDOT

Salt Lake City should also pursue continued investment in pedestrian- and bicycle-friendly under or overpasses that provide seamless connections and community gathering spaces. These represent larger capital projects and take longer to plan and implement, but a series of grade-separated crossings like the 300 North Bridge can be delivered much more rapidly than major infrastructure projects that require changes to mainline rail tracks or the highway.

300 North Bridge Under Construction (2023). Source: Salt Lake City

ACTION

Develop bold concepts to repair and build community

The impact of the infrastructure that divides the city is both physical and psychological. The sheer size of highway viaducts, looming overpasses, and freight tracks shape a hostile landscape that is, at best, intimidating to people walking and bicycling. People in the Westside neighborhoods feel acutely the sense of disconnection and exclusion from the full offerings of the city.

> "Many times, I feel boxed in on this side of town. It is very common for me to be blocked by a train when I am commuting by bicycle to the granary, Central Ninth, Ball Park, or downtown areas."
> —Connect SLC community input

Opportunities to heal the east–west divide

New Complete Street connections give everyone more options for traveling to and from the Westside. Many existing through-streets are connected to freeway ramps. Creating new street connections provides a safer experience with lower traffic speeds.

New multi-use trails, a bicycle and pedestrian bridge, and enhancements to existing biking and walking facilities provide more comfortable options for vulnerable travelers.

Modernized interchanges and reconfigured highway access ramps improve safety for all modes, create new connections, and open up land for development and public space.

Mobility Hubs bring different travel options together. This includes transit service, shared mobility, and improved connections for people walking and bicycling.


University of Utah
State Capitol
Railyard
600 N
300 N
DOWNTOWN SLC
EAST CENTRAL
Liberty Park
N Temple St
Salt Lake
Central Station
EASTSIDE
BALLPARK
200 S
400 S
R GROVE
Jordan Park
9-Line Trail
900 W
1300 S
ESTSIDE
Jordan River Trail
1700 S
GLENDALE
2100 S
101
New complete street connection
New grade-separated trail connection
Added protection for walking and bicycling
Modernized interchange
Mobility hub
Frequent transit corridor
Potential I-15 cap and train box

Big ideas to heal the east–west divide

The scope and scale of the infrastructure that divides us dictates the need for equally big moves to reconnect our neighborhoods.

BIG IDEA

Bury I-15

I-15 bisects SLC, looming above the street grade and creating a physical and psychological barrier.

What is it?

- Replace the aging I-15 viaduct with a cut-and-cover tunnel in Central Salt Lake City
- Extent could stretch from north of 600 N to south of Ballpark
- Create acres of space for housing, commercial uses, public services, parks, and public space

Inspiration: The replacement of the State Route 99 Viaduct in Seattle with a new highway tunnel has created a generational opportunity to reconnect people with the City's waterfront. Source: Waterfront Seattle

BIG IDEA

Trench the train

Mainline rail tracks are the most disruptive feature of SLC's transportation system and the number one cause of poor reliability for travelers.

What is it?

- Build a train trench along 500 W
- A community vision includes restoration of the Rio Grande Depot to serve as the main passenger rail and transit hub
- Create acres of space for housing, commercial uses, public services, parks, and public space

Inspiration: Cap atop the Reno train trench.
Source: Downtown Reno Partnership

BIG IDEA

Reconsider freeway ramps

I-15 ramp connections to the city are some of the most dangerous places for travelers of all modes and impact development opportunity.

What is it?

- Reconstruct the 600 N interchange to be a safe and viable east-to-west crossing for all modes
- Rebuild 500 S and 600 S to reduce intrusion and impact on the city
- Reconsider the 500 S / 600 S interchange to reconnect the street grid over/under the highway and tracks while providing urban-scale freeway access
- Remove the 900 S ramp to open land for public uses and development in the Ballpark/Central 9th neighborhood where the ramps consume 8+ acres

Seattle's Lid I-5 Study determined that lidding the below-grade sections of the freeway could add 10 acres of public park and 4,500 new housing units, reconnect historic grid streets, and help reduce noise and pollution. Source: WSP/City of Seattle

BIG IDEA

Break the berm

South of 900 S I-15 is constructed largely on a raised berm with very few places to cross through or over.

What is it?

- Add multimodal crossings between 900 S-1300 S, 1300 S–1700 S, and 1700 S–2100 S.
- Use highway elevation and stub streets to create new connections
- Focus on creating safe, well-lit crossings for people walking, rolling, and bicycling
- Create crossings that aren't influenced by high-speed traffic and freeway ramps

Source: Google Streetview

BIG IDEA

Integrate development

Transit-oriented development opportunities are plentiful in Ballpark, the Granary, the Depot District, and Gateway. New privately owned or developed public spaces could include crossings integrated with new buildings, parking, or other development.

What is it?

- Use public and private development projects along the tracks to created activated crossing opportunities
- Leverage redevelopment of the Depot District and Salt Lake Central (UTA) to create public crossings
- Work with TOD partners—including UTA and SLC Redevelopment Authority (RDA)—and private developers to build privately owned public spaces that create community crossings, plazas, and gathering spaces

Inspiration: View of the entrance to a proposed pedestrian crossing of mainline rail tracks from integrated development at Sacramento Valley Station in California. Source: Perkins & Will

At the time of this plan, UDOT was considering another widening of I-15. Without significant mitigation and community-centered design, further expansions to the highway will worsen many conditions described in this chapter. Cities like Boston and Seattle have buried or covered major highways as a strategy to maintain vehicular mobility, while restoring urban fabric. While these approaches add capital cost, the long-term fiscal and community benefits can be overwhelmingly positive, prove to be a major regenerative force, and provide space for cherished public lands and spaces, parks, trails, housing, and other community-centric uses.

Image: The Rose Kennedy Greenway in Boston resulting from the undergrounding of the Central Artery. Source: Rose Kennedy Greenway

ACTION

Improve transportation options that support safe, affordable east–west travel

A critical and cost-effective approach to breaking down east–west travel barriers is through improved travel options. Public transit has several grade-separated crossings of I-15 and the rail tracks, but these lines are not always convenient to access in Westside neighborhoods. Along with improvements to transit (see Key Move 4), creating mobility hubs and providing local services that bring people to them is a critical strategy.

Local Spotlight: North Temple Mobility Hub Project

Salt Lake City's North Temple Mobility Hub Project is an excellent example of how physical design, programming, and digital connectivity can combine to enhance access to east–west TRAX light rail service that is not vulnerable to delay. Mobility hubs should integrate community-desired features such as public spaces, retail, or family-/youth-oriented amenities. Combined with housing and development that meets community needs and levels of affordability, mobility hubs can put more people in easy reach of reliable mobility options.

Mobility hub features identified by the North Temple Study.
Source: Salt Lake City

"Sidewalks under the freeway end abruptly and I am scared drivers won't see me coming."
—Connect SLC community input

Strategy 5.3: Reclaim spaces to serve community and function at a human scale

Reimagine the spaces between to be safe, secure, and supportive of the community.

ACTION

Create a program to bring life and community identity to "below the freeway" spaces

The absence of human scale features, such as lighting, shade, and active frontages around underpasses make people feel uncomfortable, unsafe, and exposed. A program to bring activities and public art below the freeways would help transform people's experiences and bring purpose and community gathering places to life. The Below the Freeway Program could fund things like lighting, skate parks, bicycle pump tracks, and culturally appropriate public art. Partnerships and interagency agreements between SLC and UDOT will be needed to make improvements to the right-of-way around the freeways.

Case Study: Progress Park (San Francisco, CA)

In 2012, a parcel of land under the I-280 on-ramp in the Dogpatch neighborhood of San Francisco was transformed into a park and neighborhood hub. Before the transformation, the land was prone to dumping and inappropriate uses. Neighboring families and residents lobbied for change, and with help from a partnership with Public Works the parcel became Progress Park, a public green space with walking paths and seating, street workout fitness amenities, and a bocce court. Despite being under a freeway, the park hosts a variety of events attended by families, children, and neighborhood residents. Progress Park has no official sources of funding and is maintained entirely by volunteers, demonstrating the tremendous power of a community coming together to create better public spaces.

Source: Green Benefit District

ACTION

Foster local and grassroots efforts to envision remedies and uses for “in-between” spaces

Local leaders in arts, culture, and community organizing can be powerful forces of change. City-supported programs that offer small grants to improve safety, security, and public space can lead to transformative change. SLC should develop a new grant program to encourage neighborhood-driven improvements to existing underpasses and in-between spaces to generate projects that improve these areas and celebrate local community.

In South Boston local artists imagined and brought to life a “Starry Night” sky using LED lights. Initially a temporary installation, the City has agreed to make the improvements permanent. Source: Pharos Controls

ACTION

Rethink freeway ramps

Highway on- and off-ramps consume large amounts of urban real estate, create gaps in walkable, bikeable neighborhood grids, and pose safety risks for people of all modes as vehicles transition from highway to urban driving. All highway expansion projects should carefully consider how key on-and off- ramps interface with the city.

Dallas deconstructed the St Paul ramp from the Woodall Rogers Freeway to develop Klyde Warren Park, which sits on a 1,200 foot-long cap over the depressed freeway. Source: Thomas McConnell via Highline Network

Strategy 5.4: Develop equitable, connected neighborhoods where prosperity is shared

Bring community-supported development and amenities and an enhanced sense of place to the Westside neighborhoods.

ACTION

Develop complete, inclusive, transit-oriented neighborhoods

Westside neighborhoods tend to host far fewer opportunities for jobs, education, recreation, and socialization within reach using existing transit, bicycle, and pedestrian networks than Eastside neighborhoods. The city should explore ways to leverage the ongoing surge in private and public sector development as a pathway to increase affordable housing, culturally appropriate public and open spaces, jobs, and services like grocery stores to reduce the need for people to travel outside their neighborhoods to meet their daily needs.

ACTION

Use grade and elevation to create great experiences

New development provides opportunity to bring public spaces above ground level and create opportunity for pedestrians to cross at-grade rails or roadways without typical intersection conflicts. Almost all of SLC RDA redevelopment districts are adjacent to or cross the east–west divide. As these areas redevelop, the City, the RDA, and development partners should seek opportunities to leverage new development to bridge the divide.

Seattle's Convention Center and Freeway Park was one of the first freeway capping projects in the world and continues to bridge rapidly developing neighborhoods on both sides of I-5. Source: Wikimedia Commons via Planetizen

The "Blox" development in Copenhagen includes a museum, shops, and other public amenities, creating a public space that bridges a highway separating the city from the waterfront. Source: Arup

Metrics

- Travel time reliability east to west compared to north to south.
- Number of safe, protected crossings for all modes between 2100 S and 600 N.
- Change in rate of traffic deaths and serious injuries (all modes) per capita (citywide and at high-injury locations such as in the Westside neighborhoods).
- Change in number of traffic deaths and serious injuries for people walking, bicycling, and using personal devices (wheelchairs, skateboards, etc).
- Percent of income spent on transportation (Housing + Transportation Index).


200 W.
KAHLERT YOUTH MEDIA ARTS CENTER
CHOCO PRONTO
STEAMBOAT STINGER
PUSH BUTTON TO CROSS

KEY MOVE 6

Low Emissions Options

Expand transportation options to meet our climate goals and efficiently manage our streets.

Salt Lake City is able to achieve an 80% reduction in greenhouse gas emissions by 2040 to meet the Climate Positive 2040 goals by offering convenient, low emission transportation and mobility options.

Supporting our values

Equity: Public spaces are reimagined for low- and no-emission travel options, improving mobility and access for all.

Health and Safety: Salt Lake City enjoys cleaner air quality from reduced vehicle emissions.

Affordability: Residents and employees have low-cost alternatives to driving alone.

Our strategies

6.1 Build awareness and use of transportation options

6.2 Manage existing parking supply

6.3 Communicate a unified parking strategy and brand

6.4 Develop a curb management strategy

Photo source: UTA

What's happening in SLC?

WHAT WE HEARD

- Curb space is a finite resource with growing and competing demand from e-deliveries, passenger pick-up and drop-off, dining, electric vehicle charging, on-street parking and parking for bikes and scooters.
- Affordable housing is in short supply, yet the oversupply of parking spaces remains a costly barrier to optimizing use of land.
- Driving remains the dominant way of travel in SLC; alternative travel options are not available or are not well understood.
- While there have been many studies over the past decade recommending changes to SLC's parking, curb usage, and alternative mobility options, implementation has been limited.

WHAT WE'RE DOING NOW

- Ride with Hive is a program that offers a 50% discount to SLC residents to ride buses, TRAX, and the S-Line Streetcar.
- The SLC School District transit pass program offers transit passes to students, faculty, and staff district-wide at no cost, promoting both transit use and improved air quality.
- Smart Trips was a City-sponsored program offering free transit passes, bike gear, and education materials to help people take advantage of transportation options.
- Off-street parking regulations provide parking minimums and maximums based on proximity to transit and land use. In areas with a mix of land uses that are near transit, developers may be exempt from providing a minimum number of vehicle parking spaces.
- The City Permit Parking (CPP) program is SLC's residential permit parking program, managing all day non-resident vehicle parking in and near residential areas.
- The Sidewalk Dining Design Guidelines balance the competing demands for use on public sidewalks and curb space.

Local Spotlight: Climate Positive 2040 Plan

SLC's Climate Positive 2040 Plan outlines strategies to achieve an 80% reduction in Community Greenhouse Gas Emissions by 2040 compared to the 2009 baseline. Transportation-related strategies to achieve the goal include increasing the use of public transit, promoting active transportation, accelerating electric vehicle adoption, and reducing emissions from air travel.

Strategy 6.1: Build awareness and use of transportation options

Promote transportation and mobility options as sustainable and affordable alternatives to driving alone.

ACTION

Hire a transportation options program manager

Providing businesses, employees, and residents with a single source of information for transportation options can simplify communications and facilitate participation in transportation options programs. SLC should hire a transportation options (TO) program manager to lead the creation of a branded centralized website for TO information, as well as strengthen partnerships with TO providers including UTA, GREENbike, and other micromobility options. The program manager should conduct education and outreach with employers to increase awareness and participation in TO programs, reducing car travel and increasing the proportion of people who bike, walk, take transit, and share rides.

ACTION

Expand student and education pass programs

Students from elementary to university are great pioneers of building a transit culture. TO programs catered to school travel greatly support the education system and help meet climate goals. UTA and the SLC School District have recently partnered to offer a one-year pilot program with free transit passes for all K-12 students, while 15 universities and private schools have discounted transit passes negotiated with UTA.

Free or discounted pass programs alone will not systemically get more people on transit. The City should explore complementary strategies to help encourage and promote transportation options. Actions include promoting bus access options to popular afterschool activity centers and recreational destinations, creating a "bike bus" program, and setting up a transit "buddy system" to help new students navigate public transportation together.

ACTION

Implement a transportation wallet

A transportation wallet incentivizes people in areas with good access to transportation options to give up their residential parking permits in exchange for transit passes or other transportation credits. The wallet should include a package of transportation options such as transit passes, bikeshare and micromobility credits, and ridehailing or carshare credits. This does not prohibit the use of a car, but disincentivizes private car ownership to alleviate demand on parking while meeting transportation and emissions goals.

Case Study: PBOT Transportation Wallet (Portland, OR)

The Portland Bureau of Transportation (PBOT) designates parking districts throughout Portland and offers packaged transportation wallets to reduce parking demand and incentivize transportation by all modes within the districts. The transportation wallet includes bundled transportation incentives, including an annual streetcar pass and credit for transit; and bikeshare, scooter, and carshare credits. People living and working in the parking districts can purchase transportation wallets for 87% off the retail cost. Alternatively, they can receive the wallet for free when they trade in an eligible parking permit or if they qualify for TriMet's Low Income Transit Fare.

Source: Portland Transportation Wallet

Case Study: Shift Transportation Options (TO) Program (San Francisco, CA)

San Francisco established Shift, a TO program designed to reduce vehicle miles traveled (VMT) induced by new development by setting a VMT reduction target and implementing TO measures. Targets are set based on proposed land uses and number of accessory parking spaces built. Developers work with the City to select from a menu of TO measures to create a TO plan and achieve the VMT target. Examples include improved pedestrian infrastructure, bicycle facilities, on-site childcare, unbundling of parking costs from housing costs, and parking cash-out. The TO plan is then submitted to the City and included as a condition of approval of the development. Property owners must routinely report on compliance with the TO plan.

Source: Transportation Demand Mnaagement Program, City and County of San Francisco

ACTION

Incentivize developers to incorporate TDM into the development process

Achieving mode shift will take commitment from the development community. SLC can incentivize developers to reduce anticipated traffic impacts and improve multimodal access to and from the site. Examples of incentives can include density bonuses, reductions in parking minimums, and reductions in right-of-way fees. The City should develop an online menu of multimodal strategies and programs for developers to choose from to achieve maximum flexibility in their design while providing the greatest benefit to the City.

Strategy 6.2: Manage existing parking supply

Use a data-driven approach to track and achieve transportation and climate goals.

ACTION

Consolidate parking functions under a new parking program

SLC's parking functions are spread across several City departments. The City should better coordinate parking-related functions under a single parking program and hire a parking program manager. The new program manager should be a seasoned parking professional with experience managing municipal systems of similar complexity and demonstrated understanding of parking's role in an integrated, multimodal transportation system. The parking manager should be responsible for managing public on- and off-street parking facilities, including implementing a robust parking utilization and performance tracking system, optimizing a parking mobile application to improve the parking experience, and implementing a unified brand and wayfinding program. This role should also support developers to draft shared parking agreements.

ACTION

Understand parking utilization and performance

Better parking management requires proper understanding of the utilization and performance of existing parking infrastructure. SLC should develop performance and utilization metrics to understand and manage the city's current on- and off-street parking inventory. This set of metrics should form a parking information database that is maintained by SLC. Parking data from the parking application provides insights on when, where, and how parking is used. A public-private partnership between the City and private parking companies should be formed to share performance and utilization data to improve parking management and price parking effectively throughout the city.

Centralized management and leadership in parking

Salt Lake City last completed a parking management study in 2012. The 2012 study found inadequate coordination among the City's municipal divisions for parking management.

Today, City staff are advocating for improved parking management coordination, performance monitoring, and communication with residents and visitors about parking concerns.

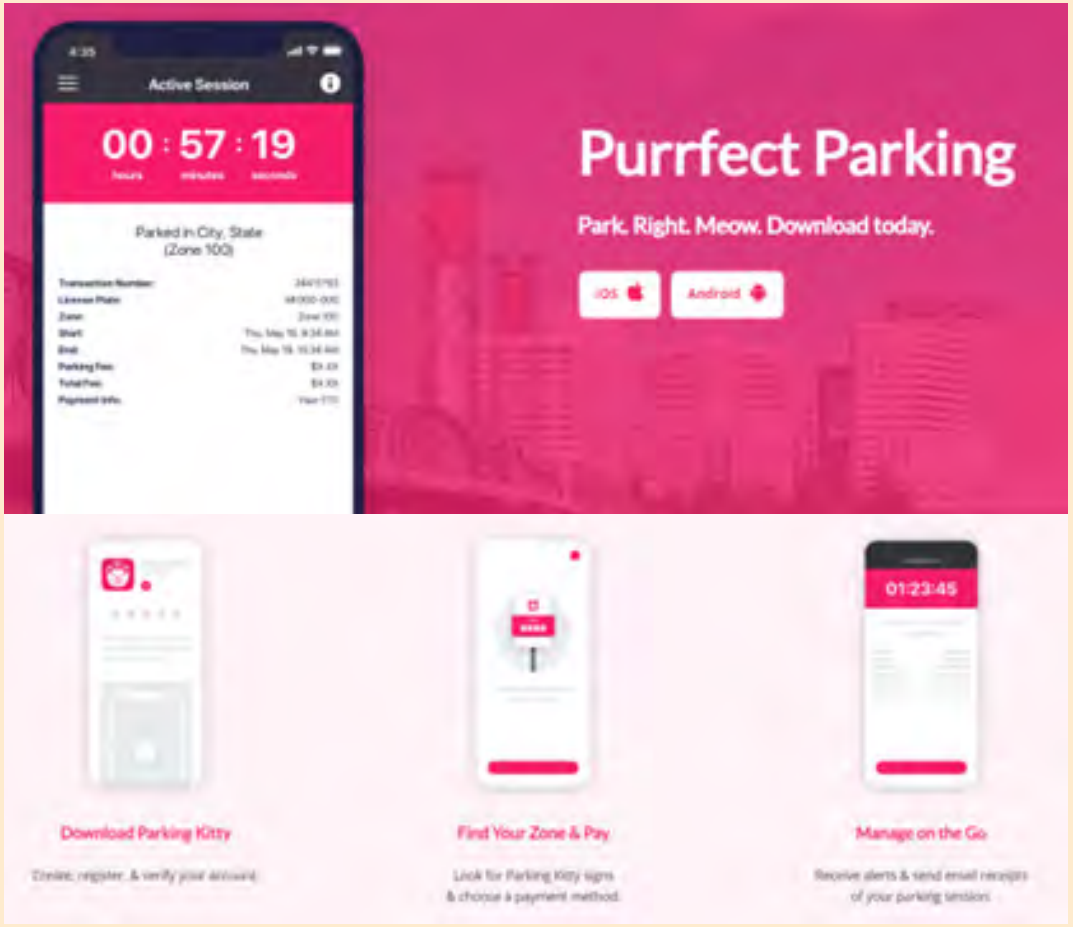
ACTION

Optimize a single mobile parking application

With a mix of public and private parking options throughout SLC, parking cost and availability need to be better communicated. ParkSLC is an existing mobile application intended to help users pay for parking in SLC. Resources should be dedicated to upgrade ParkSLC to be consistent with changes in branding (Strategy 6.3) and tie in with parkingslc.com functions such as finding parking. App operations should be integrated with physical parking infrastructure, including wayfinding and signage, to alleviate frustration with finding and paying for parking.

Case Study: Parking Kitty (Portland, OR)

Parking Kitty is a mobile pay app managed by the City of Portland. It allows patrons to pay and add time to parking sessions directly from their phone and will send reminders when a parking session is almost over. On-street parking and publicly owned parking garages in Portland are marked with Parking Kitty signs and zone numbers to make it easy to pay for parking. Parking Kitty is also available on mobile browsers.



Source: parkingkitty.com, City of Portland

Strategy 6.3: Communicate a unified parking strategy and brand

Provide clear parking guidance to facilitate a park-once experience for those who need to drive.

ACTION

Create an updated parking brand and communications plan

Establishing a brand communicates a consistent, recognizable message. Currently, parkingslc.com offers a wealth of information on where and how to find parking in garages, lots, and on-street. SLC should create a brand—a unified look and feel for all things parking—to support a centralized parking program. An updated website should be the foundation of the brand, in addition to maps, wayfinding and signage, and other communications materials.

ACTION

Prioritize clear and consistent wayfinding and signage

SLC's parking supply is underutilized. In areas where parking is perceived to be limited, such as Downtown SLC, wayfinding should direct people to available parking, facilitate vehicle flow, and make it easy to pay for parking. Wayfinding should also be available for people who walk, roll, and bike. In addition to helping with navigation, signage should display real-time information at lots or garages such as number of available spots, or alternative available parking locations to reduce confusion and frustration.

ACTION

Pilot a park-once-and-walk district in Downtown SLC

A park-once-and-walk district means visitors can park once and access multiple destinations without using a car. Currently, Downtown SLC is part of UTA's Free Fare Zone where TRAX and buses are free. It is also classified as "Transit Context" per the City's parking code, which means businesses can provide minimal off-street parking. SLC should pilot a park-once-and-walk district to reduce traffic, promote shared parking, and improve parking availability for businesses. Revenue from parking in the district should be directly reinvested to upgrade pedestrian infrastructure such as sidewalks, benches, and street trees or fund transportation options programs. Parking revenue can also fund bike parking and other micromobility options.

Case Study: Old Pasadena Parking District (Pasadena, CA)

Old Pasadena is a downtown historic district with more than 200 destinations and attractions for shopping, dining, arts, and entertainment. Visitors can park at on-street metered parking, and revenue from meter parking is used to fund programs to maintain the streetscapes and alley walkways in Old Pasadena. Visitors are encouraged to park at any of the three Park & Walk garages that are centrally located and provide walkable access to the variety of destinations without having to drive. Park & Walk garages are marked on maps with P&W icons and offer hourly and daily pricing so drivers do not have to move their vehicles during their visit.

Source: Old Pasadena Walking Map

Strategy 6.4: Develop a curb management strategy

Modernize curb management practices to meet expanding demands on the curb.

ACTION

Implement a project to pilot innovative and shared curb uses

While there are many possibilities for improved and dynamic curb uses, not all are equally applicable to different contexts. Pilot projects allow the City to conduct trials in a controlled setting and at a smaller scale, illuminating how different stakeholders will respond to the change in curb uses. Conducting pilot projects is also a great way to involve local residents, employers, and the surrounding community in the design process, clearly addressing their needs and concerns.

ACTION

Conduct a survey for existing curb uses across SLC

To better understand the opportunities and challenges of managing curb space, SLC should conduct a comprehensive survey of existing conditions and peer review of best practices. Inventorying existing curb uses will help staff and the public better understand how curb space is being used today and the potential opportunities that exist. Interviews with partner agency staff will also help the City understand how various stakeholders impact curb space and identify the diverse needs and perspectives of curb users from parking to delivery services to bus stop placement.

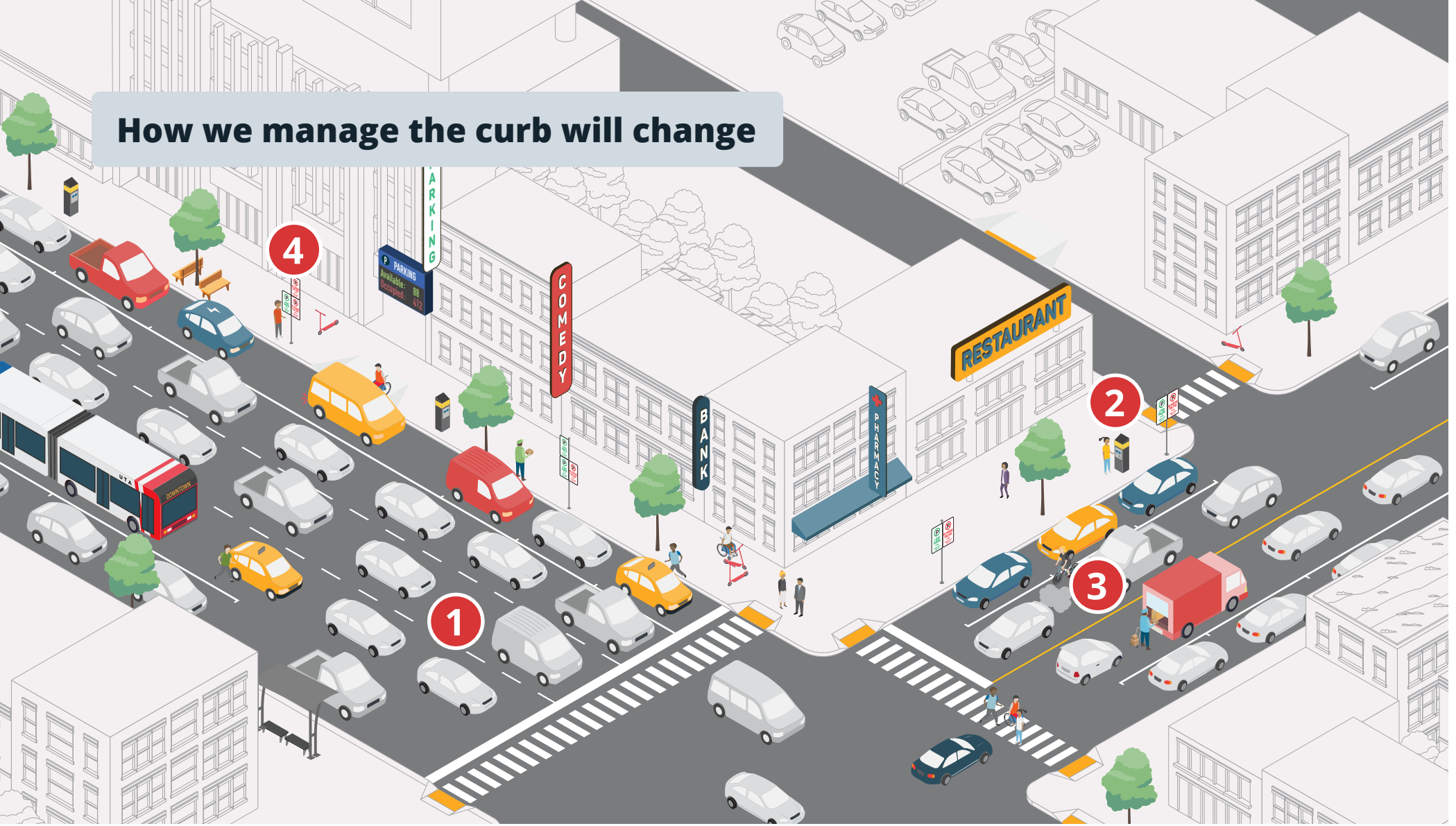
Why manage the curb?

Curbs are one of SLC's largest public assets, playing a multitude of roles within the city—they are a physical barrier between the street and sidewalk, a loading zone for goods and people, a storage facility for parking automobiles and, in some cases, shared mobility devices, and more. Several of these uses compete for space, often resulting in prioritization of parking for single occupancy vehicles over other uses. Use of the curb has a direct and substantial impact on placemaking, especially in high use areas.

A curb management strategy is needed because the curb:

- Is one of our largest public resources
- Has a growing number of demands
- Connects us to transportation options
- Can be a tool to achieve community goals to reduce emissions and encourage people to bike, walk, take transit, and share rides

How we manage the curb will change



Today, the curb is ...

1. Prioritized for cars.
2. Subsidized – even in areas with priced parking, the true cost is not passed on to drivers.
3. At odds with our climate goals.
4. Confusing – it's difficult to understand what is allowed where.

Tomorrow, our curbs should be ...

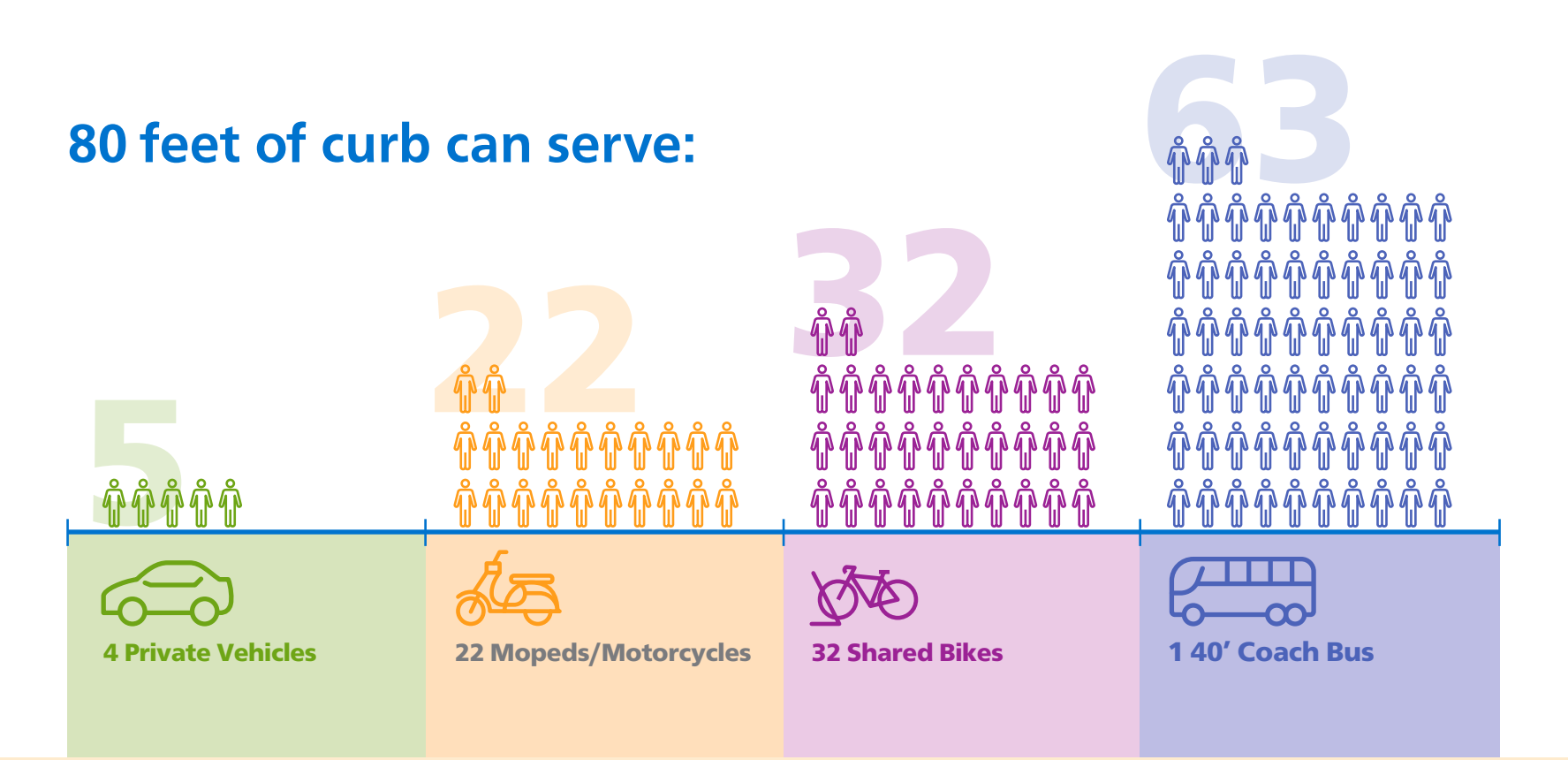
1. Prioritized for shared transportation options like carshare, shuttle, and carpoolers.
2. Supportive of delivery services, ridehail loading, and eventual autonomous vehicles.
3. Priced appropriately to shift people away from private vehicles.
4. Activated for other uses like parklets and dining.

Case Study: SFMTA Curb Management Strategy and Design Guidelines (San Francisco, CA)

Recognizing that curb space is a finite resource, San Francisco Muni published a new framework categorizing the hierarchy of curb functions and presented a list of strategies and policies to overhaul the management of curb space. The Guidelines support planners and engineers in curb zone placement and design as part of SFMTA projects and include guidance on data collection from surveys to video observations.

Some notable recommendations include:

- Standardize curb data inventory
- Develop public communications and information campaigns on parking and loading regulations
- Study pricing to address curb use impacts
- Expand the use of loading zones that vary based on time of day
- Prioritize disability access in curb management



Source: SFMTA Curb Management Strategy

ACTION

Develop Curb Management Guidelines

The above two actions will set up SLC to establish a blueprint for the future, defining how curb space should be prioritized based on the local context, community goals, and current and future demands on urban streets. Based on the curb use inventory and results of the pilot project(s), SLC should create a document that outlines Curb Management Guidelines to help prioritize how curbs are used and managed across the city.

Metrics

- Reduction in Vehicle Miles Traveled (VMT).
- Percentage of curb space not allocated for parking.
- Percentage of parking revenue invested in mobility options.
- Parking performance (occupancy, turnover, violations).
- Awareness of transportation options programs via biennial citywide transportation surveys.

KEY MOVE 7

Places for People

Leverage community benefits from private investment to create welcoming community gathering places.

Tools, incentives, and standards help to leverage private development and create places for people.

Supporting our values

Sustainability: Facilities are built to support people to bike, walk, take transit, and share rides more often.

Equity: Capital funding is distributed equitably by creating priority networks.

Our strategies

7.1 Leverage private investment in high growth areas

7.2 Promote connectivity at the block level to create walkable districts

What we heard

- Homogeneous residential districts put daily destinations farther away, which means trips are longer and people have a hard time biking, walking, and taking transit.
- Long blocks make it challenging for people to connect to destinations.
- Investments—along with new development—are needed to help create attractive public spaces in our communities.

Photo source: Salt Lake City

Strategy 7.1: Leverage private investment in high growth areas

Invest in open and green space to support development and create beautiful public spaces.

ACTION

Create public realm action plans

Public realm action plans in high growth neighborhoods help guide mobility and public space investments. These plans identify opportunities for pocket parks, linear parks, alley revitalization, and land acquisition opportunities to create more open and green space. SLC should reallocate right-of-way (ROW), leverage multi-agency partnerships, and repurpose land acquisition funds to create park-like spaces in the ROW in areas that lack public parks and green space.

ACTION

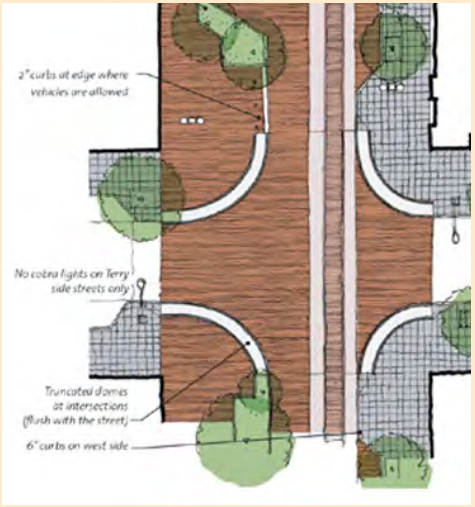
Incentivize developers to implement adopted street concept plans

Street concept plans provide a common vision shared between community members, property owners, developers, and city officials. Multiple property owners typically implement street concept plans over time as parcels on the block redevelop.

Ten percent street concept plans should be developed for signature streets in the areas that have the most potential for transformation. The plans should be formally adopted by the SLC Transportation Department to provide confidence to developers that they have been properly vetted by subject matter experts to reduce their risk in the review process. Incentives to encourage implementation could include density bonuses or a reduction in right-of-way fees during construction.

Case Study: Street Design Concept Plan Program (Seattle, WA)

The City of Seattle's Street Design Concept Plan Program includes formally adopted concept plans for more than a dozen streets, such as Terry Avenue, that have a high potential for new development.



Terry Avenue street concept plan (Seattle, WA). Source: Gustafson Guthrie Nichol Ltd. via Community Design + Architecture

ACTION

Establish a Green Street network

Green Streets are legislated in the land use code and designed to give priority to pedestrian circulation and open space. Discretionary pedestrian improvements on Green Streets enable private development to receive bonus density. The Green Street network should include streets that are conducive to green stormwater infrastructure, including soil infiltration, slopes, and right-of-way availability.

As a first step, SLC has committed to developing a downtown Green Loop to be built over the next 5-10 years, which will feature urban linear parks and urban forests. Expansion to a codified, citywide initiative can transform the public realm and promote healthy, walkable communities across the city.

Key steps to develop a Green Street network include:

- Create a Green Streets GIS layer in the Complete Streets StoryMap.
- Develop interdepartmental agreements to foster partnerships between Department of Public Works and Department of Public Safety.
- Dedicate staff resources to tracking and coordinating with private development to foster partnerships in a timely way.

Case Study: City of Seattle Public Life Program (Seattle, WA)

The Seattle Department of Transportation (SDOT) developed the Public Life Program in 2017 to collect and elevate 'people data' through public life studies to understand how our public spaces are being used and by whom through observational research methods. The results of a public life study provide SDOT with people-centered data to make investment decisions, evaluate designs and interventions, and understand what makes a successful public space.

Vine Street in Seattle, WA. Source: Mike Nakamura, via NACTO

Strategy 7.2: Promote connectivity at the block level to create walkable districts

Enhance connectivity to help people get around easily.

ACTION

Value street and alley vacations

A street or alley vacation is a type of easement in which a public agency transfers the right-of-way of a public street to a private property owner.

Salt Lake City should put a high value on street and alley vacations beyond the appraisal, recognizing that street vacations can limit the permeability of the network for pedestrians over time. Street vacations should be offset with comparable public benefits to the pedestrian and public space network.

ACTION

Require midblock pathways

Salt Lake City has some of the longest blocks in the country, hindering connectivity. To avoid large blocks that exceed 300' in length, SLC should require midblock pathways between or through parcels to achieve more permeability at the block level to encourage walking and to add more visual interest and depth to large scale developments.

Implementation of midblock through connections can also be achieved through public benefits resulting from street and/or alley vacations, incentive programs, and/or cost waivers for right-of-way improvements.

Metrics

- Number of uninterrupted blocks (without midblock crossings) in the city.
- Creation of and progress on Green Streets.

KEY MOVE 8

Operationalize Complete Streets

Design, build, operate, and maintain great streets through effective partnership.

Streets are the lifeblood of our neighborhoods. Their design affects our behaviors and decisions—how safe we feel, where we can or choose to live, how we get around, how easy it is to get to the doctor, whether our kids walk or bike to school, and our physical, environmental, and economic health.

To ensure our streets are designed for the people of Salt Lake, we must foster a cultural shift at the City of Salt Lake to support Complete Streets outcomes from planning to implementation to asset management.

Supporting our values

Sustainability: Our streets and transportation assets are built and maintained to help people travel sustainably.

Equity and Affordability: Investments in transportation ensure safe and reliable travel for everyone in all parts of the city.

Our strategies

8.1 Develop shared goals and accountability for Complete Streets design and management

8.2 Develop tools to guide decision-making

8.3 Use street typologies to guide Complete Streets development

Photo source: Salt Lake City

What's happening in SLC?

WHAT WE HEARD

- There is a lack of coordination across city departments and no centralized role in charge of street projects for their lifetimes.
- Improved coordination between divisions and departments is needed to implement complete street projects (particularly planning, design, utilities, and maintenance).
- Support and partnership are needed to ensure complete street outcomes on UDOT owned streets.
- Chartering and interdepartmental agreements are needed for utility and street tree conflicts and street lighting.

WHAT WE'RE DOING NOW

- The Street and Intersection Typologies Design Guide defines designs for 17 distinct types of streets.
- A Complete Streets Ordinance was adopted in 2010, requiring streets to be designed, operated, and maintained for all modes of travel, including people walking and biking and for travelers of all ages and abilities.
- Complete Streets assessments are completed in the Transportation Division but commitments are often the first thing to fall off when budgets are constrained.

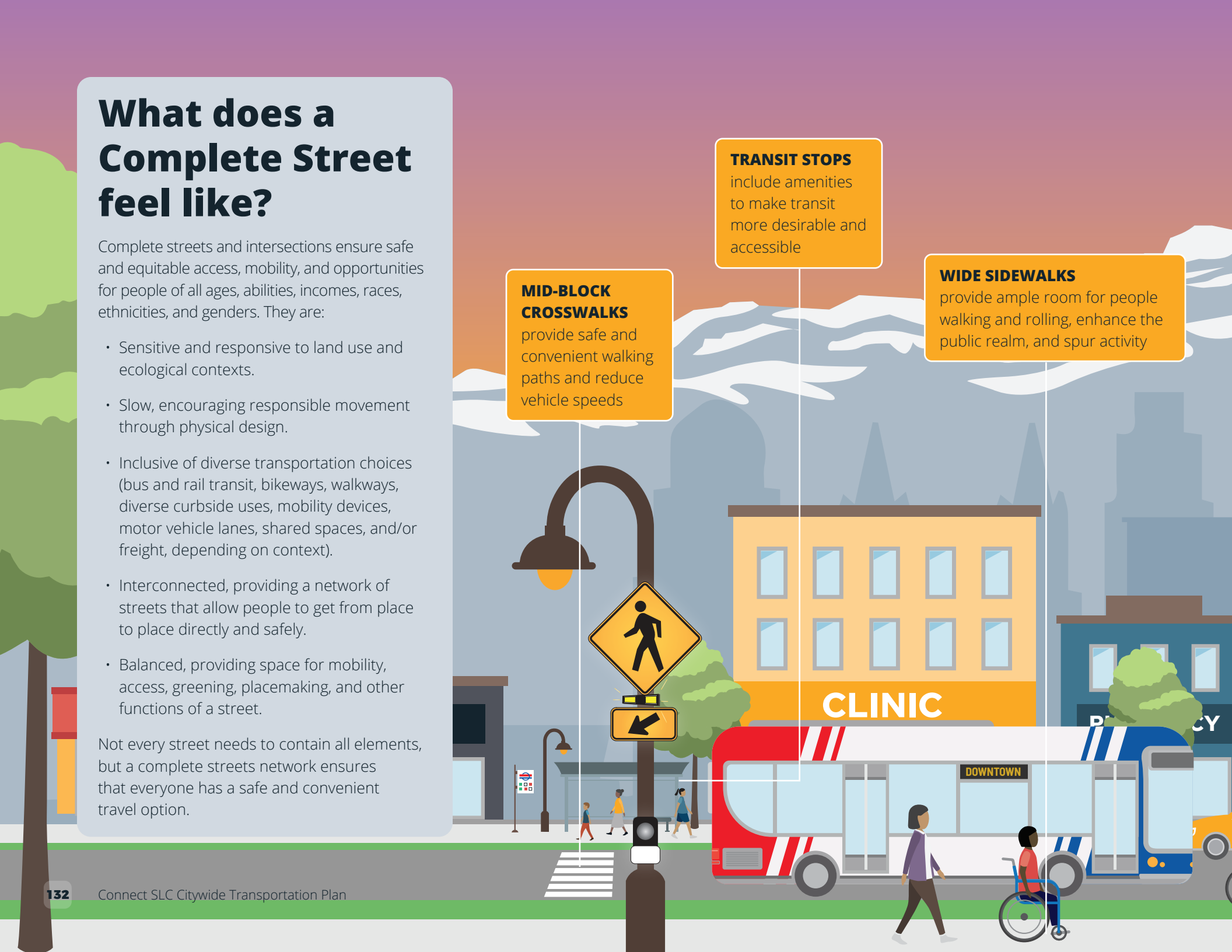
Photo Source: Lance Tyrell via slc.gov

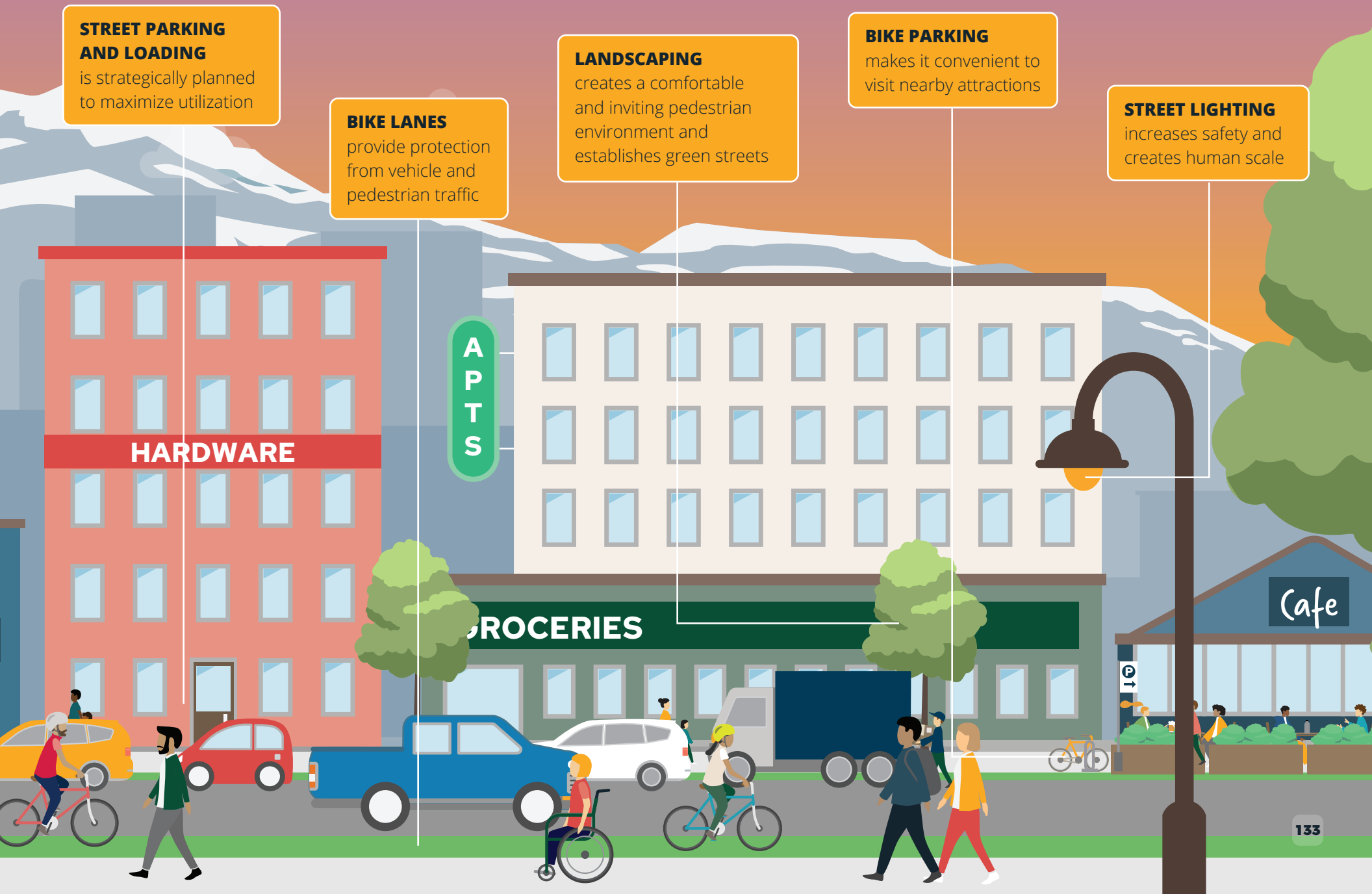
What does a Complete Street feel like?

Complete streets and intersections ensure safe and equitable access, mobility, and opportunities for people of all ages, abilities, incomes, races, ethnicities, and genders. They are:

- Sensitive and responsive to land use and ecological contexts.
- Slow, encouraging responsible movement through physical design.
- Inclusive of diverse transportation choices (bus and rail transit, bikeways, walkways, diverse curbside uses, mobility devices, motor vehicle lanes, shared spaces, and/or freight, depending on context).
- Interconnected, providing a network of streets that allow people to get from place to place directly and safely.
- Balanced, providing space for mobility, access, greening, placemaking, and other functions of a street.

Not every street needs to contain all elements, but a complete streets network ensures that everyone has a safe and convenient travel option.




STREET PARKING AND LOADING
is strategically planned to maximize utilization
BIKE LANES
provide protection from vehicle and pedestrian traffic
LANDSCAPING
creates a comfortable and inviting pedestrian environment and establishes green streets
BIKE PARKING
makes it convenient to visit nearby attractions
STREET LIGHTING
increases safety and creates human scale
HARDWARE
APTS
ROCERIES
Cafe

Strategy 8.1: Develop shared goals and accountability for Complete Streets design and management

Engage a broader multidisciplinary team in project development to ensure consistent, high-quality Complete Streets outcomes.

ACTION

Integrate Complete Streets into the full project development lifecycle

Salt Lake City has an adopted ordinance, leadership support, and staff resources that are dedicated to Complete Streets. For change to infiltrate throughout the organization, the process needs to become decentralized and integrated into how the City plans, develops, designs, manages, and maintains its streets and transportation assets. All departments and divisions involved in these activities should have ownership of Complete Streets outcomes, which are central to the community vision and goals of Connect SLC.

ACTION

Structure project development teams to ensure accountability

City staff with different skills and responsibilities are involved in planning, designing, and implementing street projects. Each has accountability for distinct outcomes and when projects transition between divisions, design outcomes can naturally shift. SLC should engage all accountable parties early and keep everyone engaged throughout the project development, delivery, and maintenance lifecycle to ensure safety, equity, and mobility outcomes are balanced and community inputs are realized.

A Complete Streets Steering Committee (see action at right) can ensure leadership support. At the staff level, creating a project development division (or comparable staff structure) will ensure engagement of all needed subject matter experts early and continually. The case study at right describes a success story for this approach.

ACTION

Establish a Complete Streets Steering Committee

A Complete Streets Steering Committee should be established to provide regular coordination between key department and division leadership and joint accountability for various stages and functions of Complete Street planning, design, delivery, and maintenance. The Committee will also be responsible for making policy and organizational recommendations to ensure effective Complete Streets processes and outcomes, consider and grant exceptions to policy, coordinate funding and budgeting, and create an annual report on Complete Streets efforts in the city. The Committee should include the following members or their appointees:

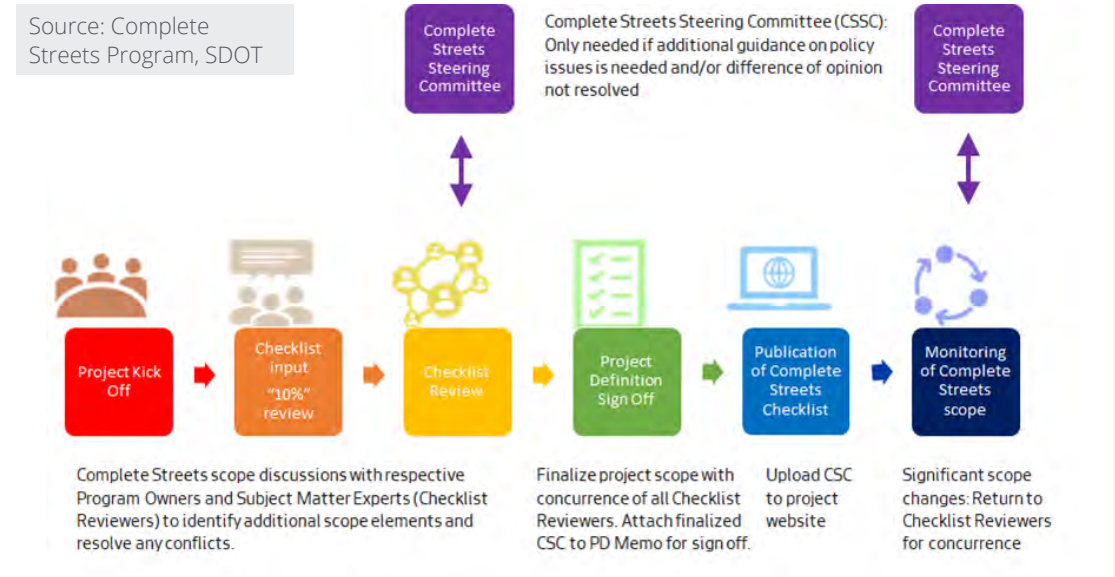
- Transportation Division Director
- Engineering Division Director/City Engineer
- Planning Division Director
- Building Services Director
- Streets Division Director
- Department of Airports Director
- Public Lands Division Director
- Public Utilities Division Director
- Redevelopment Agency Executive Director

Case Study: Complete Streets Program (Seattle, WA)

The Policy and Planning Division of the Seattle Department of Transportation (SDOT) administers the Complete Streets program. Program management includes accountability, tracking, and training to ensure that the framework is in compliance with the legislated mandate and in keeping with best practice. However, the Complete Streets assessment for each capital project is the responsibility of the "project developer," who resides in the Project Development Division. This process requires signing off on the scope of work by a core team of interdisciplinary subject matter experts before a project can advance past 30% design. A project manager in the Capital Projects Division participates in the 0-30% phase (planning and concept design) and continues in the management of later design phases ensuring that the Complete Streets assessment and goals are realized. This process weighs each subject matter expert equally. If there is disagreement at the staff level by any subject matter expert, then the project is escalated to an Executive Steering Committee for final decisions on scope of work and budget.

Prior to the establishment of a Project Development Division, Policy and Planning was responsible for finalizing all Complete Streets assessments for capital projects, in accordance with the Complete Streets ordinance. This resulted in a 'watch dog' role within the organization; Complete Streets outcomes were more sporadic and were often reliant on the good will of the project manager. The organizational changes resulted in institutional change and broader accountability over Complete Streets outcomes.

Source: Complete Streets Program, SDOT



Strategy 8.2: Develop tools to guide decision-making

ACTION

Update the Quality Transportation Improvement Program screening tool to align with Connect SLC

Salt Lake City's Quality Transportation Improvement Program (QTIP) is a tool that uses criteria aligned with City values and priorities—including equity-centered criteria—to inform decision-making about capital project and program priorities. An update of the QTIP tool will align with Connect SLC goals and ensure smaller projects—and those that provide critical connections to areas in need—are better positioned for funding. Recommended updates are provided below:

- **Criteria Review:** Update the existing criteria to align with Connect SLC goals including a review of equity criteria.
- **Safety:** Move away from heat map analysis for severe and fatal crashes so that every incidence is considered.
- **Automated Scoring:** Automate the scoring process to improve the speed at which projects can be scored.
- **Connectivity Metric:** Create a metric to evaluate a project's value with respect to the larger mobility context (e.g., a small completion of a larger trail network that would not otherwise score very highly).

ACTION

Develop data-driven storytelling tools to support Complete Streets assessments

Operationalizing Complete Streets with easy-to-use tools and easy linkages to relevant data is critical to ensure the process is manageable and useful to City staff. Clear communication tools can also ensure equity and safety are centered in the process and staff have clear communication tools when meeting internally and with the public. A GIS StoryMap can serve as a universal tool to walk project managers through the Complete Streets assessment with data sources hyperlinked to each section.

ACTION

Align capital projects with policies and best practice

City staff require data-based protocols and tools to ensure that the policy intent of our Complete Streets Ordinance is implemented through street design and operations. Analytical tools, metrics, and/or thresholds that have historically been used to assess project-level impacts often favor vehicular level of service (LOS) and can make it difficult to implement multimodal transportation projects. SLC should develop tools and policies that can help measure and balance Complete Streets goals.

- Create a Multimodal Level of Service policy to apply to capital projects that establishes acceptable levels of vehicle delay if and when LOS for other modes like biking and transit improves.
- Establish pedestrian and bicycle crossing policies based on system needs and actual use patterns or projections.
- Develop and use a form of preventative modeling to assess safety risks for vulnerable street users instead of using crash data to justify safety improvements – understanding how, why, and where crashes may happen.

Case Study: Vehicular Level of Service Policy Application for Capital Projects (Seattle, WA)

Seattle has robust Complete Streets policies and support from leadership to shift to a sustainable transportation network. However, multimodal capital projects were often evaluated using the same metrics and thresholds as vehicular-based projects. A level of service (LOS) policy was developed to ensure that vehicular delay did not serve as a roadblock to multimodal project implementation. The Complete Streets assessment requires an agreement between the project manager and the traffic engineer to agree on alternative metrics that will be used to assess potential multimodal impacts. (For example, an important metric for a bike project may be the resultant delays to transit.)

Strategy 8.3: Use street typologies to guide Complete Streets development

ACTION

Formalize use of the Street and Intersection Typologies Design Guide in project development

The SLC Street and Intersection Typologies Design Guide provides direction on how street design can shape the city around our values and goals. Its 17 street typologies should be used to guide implementation and inform dimensional standards for street capital projects. The SLC Transportation Division should work with development review teams to ensure the guidelines are used when developers rebuild street frontages or street and alley segments. For example, ensuring pedestrian clear space and greening dimensions as a buffer between sidewalk and travel lanes are met can improve the quality of the pedestrian experience.

ACTION

Require compliance with the Street and Intersection Typologies Design Guide in the Complete Streets assessment

Capital projects should reflect project relevant dimensions of the street type assignment. For instance, if a protected bike lane is proposed, it should match the facility design and corresponding dimensions that are illustrated in the Design Guide. For projects that do not meet the dimensional standards depicted in the Design Guide, a deviation for capital projects should be required as part of the Complete Streets assessment.

Metrics

- Track compliance with the Street and Intersection Typologies Design Guide, particularly the number of deviations granted.
- Track Complete Streets elements added to projects as a result of the interdepartmental process.
- Provide a public facing dashboard where finalized Complete Streets assessments can be viewed.

6

Achieving our vision

Connect SLC is a guide for how we move and connect people, goods, and our community. It is an expression of our collective values and a roadmap for how we work together to achieve our goals as a community.

Achieving the Connect SLC vision requires commitment to creating ongoing community conversations, better organizing our City departments for coordinated project delivery, leveraging partnerships with other organizations, and upholding our commitment to report on key outcomes to hold ourselves accountable.

An ongoing community conversation

Implementation of Connect SLC starts with a commitment to engaging the community in new ways. Connect SLC sets the stage for the City, agency partners, and the community to engage in ongoing conversations to help ensure transportation projects, programs, and investments reflect the needs of—and are co-created with—the community. SLC recognizes that Westside neighborhoods lack transportation equity and have been marginalized by past infrastructure choices. All transportation investments and processes must be led with a racial equity framework, recognizing that racial inequities are deeply ingrained in our processes and often unintentionally perpetuate harm. Leading with racial equity provides the opportunity to proactively integrate racial justice in our decision-making, and ultimately our policies, practices, and institutional culture.

Look back to move forward

This framework will help SLC learn from the past and move toward a more equitable future.

1. Understand the history of racist mobility policies
2. Analyze how communities benefitted or were harmed
3. Acknowledge impacts on mobility access today and the need to change
4. Identify strategies, investments, and programs needed to avoid displacement and continued disinvestment
5. Create a process to report back on key outcomes

Organizing for success

Cities are complex places. We barely think about our travel experience when all goes well, but behind the scenes there is a lot happening to make our travel experiences smooth, safe, and enjoyable and ensure that the thousands of other people traveling simultaneously have the same experience. An integrated transportation system is the result of careful long-term planning, investment, and day-to-day operations that keep people safe, signals on, systems moving, and goods arriving.

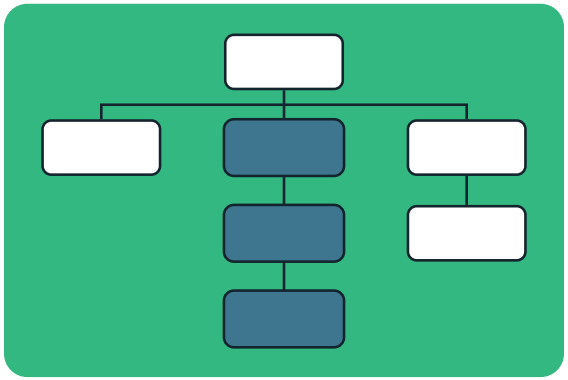
Many SLC departments are working to ensure our travel options are safe, reliable, and effective and that the way we allocate our finite street space aligns with our safety, equity, and climate goals. How these departments work together and manage the many needs of our streets is critical to reaching the aspirations set forth in this plan.

How SLC is structured to deliver Connect SLC

Salt Lake City reorganized its Transportation Division in the Department of Community and Neighborhoods to improve capital project delivery. This was in response to a significant increase in transportation funding starting in 2019. As part of the reorganization, the Transportation Division created new work groups to allow for specialization. Previously, project managers had been expected to lead every element of a project from securing funding through construction. The new structure separates out the general planning work group into three groups: a strategic planning and programming team, a project delivery team, and a safety and analytics team. The Division increased staffing and redefined certain staff roles to better utilize several new sources of capital project funding as well as better organize project prioritization and grant writing efforts.

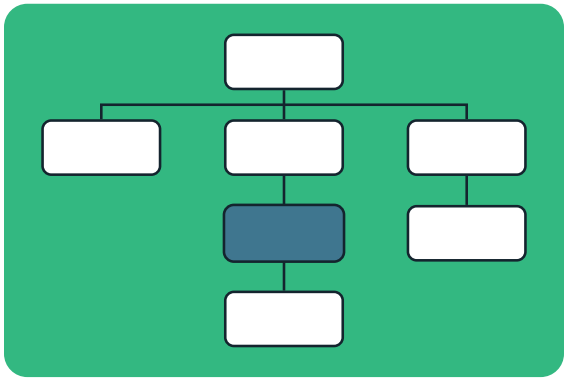
Despite this reorganization, SLC's transportation planning, delivery, and maintenance processes are relatively **diffuse** compared with agencies that have a consolidated department of transportation.

SLC's diffuse structure has pros and cons. The involvement of multiple departments can include a broader set of City leadership in decision-making and can lead to strong partnerships at the leadership level. However, coordination requires time and resources and it can be challenging to ensure the full lifecycle of a project or program is considered from the outset when multiple leaders are responsible for budgeting and staffing.



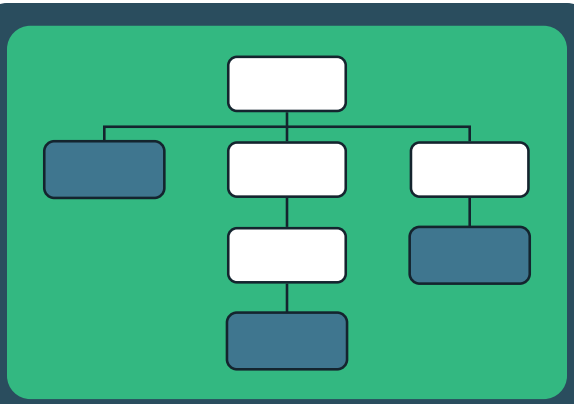
TRANSPORTATION-FOCUSED

All or most transportation functions are in one department that is primarily focused on transportation. Sometimes these departments also have a partner agency (e.g., Engineering, Public Works) that handles certain responsibilities like construction or maintenance.



TRANSPORTATION-INCLUSIVE

All or most transportation functions are in a larger department that is not solely focused on transportation, such as an Engineering Department or a Department of Public Works.



TRANSPORTATION-DIFFUSE

Transportation functions are spread across multiple departments, none of which is solely focused on transportation.

Note: Adapted from NACTO's "Structured for Success" (2022)

Keys to a successful Connect SLC implementation

Keys to success	How Connect SLC moves us forward	What to do next
Clear goals	Articulates our transportation vision and values and the strategies and actions to move the dial	• Create an Action Plan that helps to prioritize what we're doing first, next, and in the future • Maintain strong Director-level coordination
Reliable and recurring funding	Sets a strong vision for our transportation system to support asks for new funding, both locally and from Federal and State partners	• Sustain and develop reliable local funding sources that can support projects and programs needed to meet the Connect SLC vision • Continue to be opportunistic, seeking grant funds and public-private partnerships to achieve the vision
Strong coordination and hand-offs	Documents how to integrate Complete Streets into the full project development lifecycle	• Map project development process/delivery chain • Create a Complete Streets Working Group • Use the Complete Streets process and committee as a delivery tool and approach to ensuring shared commitments are realized • Update project planning and development process to ensure all phases of the project lifecycle are included, all the necessary departments are involved throughout project development, particularly those responsible for operations and maintenance
Commitment to evaluation	Identifies a set of key metrics to track plan progress	• Create an Action Plan that documents how progress will be tracked and communicated to the community • Continue to manage and update the project prioritization process to ensure community goals are being met through the Quality Transportation Improvement Process (QTIP)
Manage change	Identifies resources, staffing, and partnerships to tackle our most serious challenges	• Develop a Vision Zero task force and rapid response team, taking both a structure planning approach and responding immediately to known threats • Develop an East-West Transportation Strategy to address immediate needs and inspire bold action
Investment in staff	Identifies the need to improve staff understanding of the local community Recommends that staff involved in the decision-making are more representative of the community	• Work with local schools, professional organizations, trade unions, and community-based organizations (CBOs) to increase the number of underrepresented populations in vocational professions across the City's departments • Train planning staff to work with CBOs to understand their unique skillsets and ensure that CBO members have access to resources
Strategic communications and community engagement	Provides an engagement framework to co-create with community	• Partner with the Equity and Inclusion team to update SLC's Engagement Guide • Tie equitable engagement to staff and leadership decisions through an Equity Working Group or Cabinet

Note: Keys to success adapted from NACTO's "Structured for Success" (2022)

Joining with our partners

Implementation of Connect SLC will require strong coordination with agency partners, key stakeholders, and community-based organizations.

Engage with our communities

Partner with neighborhoods and Recognized Community Organizations to identify participants for the Equity Working Group.

- Equity and Inclusion Team of Salt Lake City
- Community Outreach Team of Salt Lake City
- Neighborhood and Community Organizations
  - Westside Coalition
  - Community Councils of SLC
  - NeighborWorks Salt Lake City
  - All community-based organizations representing the people of SLC

Improve health and safety

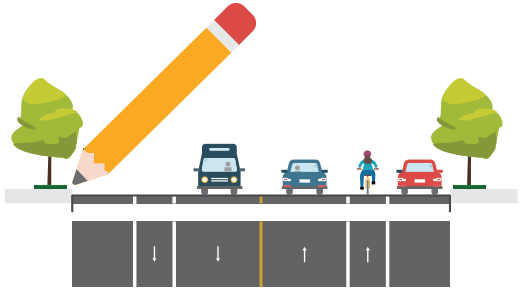
Partner with law enforcement and other public health and safety divisions and organizations to achieve Vision Zero goals.

- Law enforcement
- Salt Lake County Health Department
- SLC Police Pioneer Bike Squad
- SLC Unified School District
- SLC schools, colleges, and universities
- Wasatch Front Regional Council

Provide transportation options and services

Partner with transportation options service providers to improve awareness of options and increase the number of people biking, walking, and taking transit for more trips.

- UTA
- GREENbike
- UDOT TravelWise



Manage the right of way

Partner with right-of-way operators and the divisions that manage public land and utilities to ensure Complete Streets implementation is seamless and safe connections are made.

- SLC Public Utilities Department
- SLC Public Lands Department
- UDOT
- Freight rail operators

Improve our public spaces

Partner with our economic development and tourism partners to enhance our public spaces and attract equitable development.

- Department of Economic Development
- Downtown Alliance
- SLC Redevelopment Agency
- SLC Arts Council
- Visit Salt Lake

Measuring our progress

Connect SLC sets a vision for Salt Lake City's transportation future. But how will we know if we're making progress to achieve the vision? This section outlines the performance measures for Connect SLC—organized by our values outlined in Chapter 4—to help track our progress.

Equity

Our transportation system is accessible and welcoming to people with diverse abilities, identities, lived experiences, and language skills. Investments are made to counteract historic and current disparities.

Health and Safety

Our transportation system keeps people safe when they walk, use a wheelchair or other device, bicycle, take transit, and drive. Streets are designed to prevent collisions and support personal health.

Reliable Options

Salt Lake City residents, employees, and visitors have access to a variety of travel options that consistently get them to the places they want to go.

Affordability

People can easily access transportation options that fit their budget and payment methods.

Sustainability

Our transportation system incorporates a range of design solutions, technologies, and mobility options to aggressively reduce air pollution and greenhouse gas emissions caused by vehicle use.

Our values	Our Key Moves	Our measure	Our metric	Target
Equity	• Key Move 1: Authentic and Intentional Public Engagement	Design engagement to foster co-creation	• Dollars paid to community-based organizations and community members	↗
	• Key Move 1: Authentic and Intentional Public Engagement	Expanded engagement to underserved populations to prioritize marginalized voices	• Comparison of demographic data for survey and in-person outreach events compared to city-wide demographics • Geographical distribution of in-person events and survey responses	N/A
	• Key Move 5: Healing the East-West Divide	Improved safety for people living and working in Westside neighborhoods	• Number of safe, protected crossings for all modes between 2100 S and 600 N	↗
	• Key Move 6: Low Emissions Mobility Options	Improved awareness of transportation options	• Change in awareness of transportation options (from biennial transportation survey)	↗

Our values	Our Key Moves	Our measure	Our metric	Target
Health and Safety	• Key Move 2: Zero Traffic Deaths • Key Move 5: Healing the East-West Divide	Eliminate traffic-related fatalities and reduce serious injuries from traffic collisions	• Change in rate of traffic deaths and serious injuries (all modes) per capita (citywide and at high-injury locations such as in the Westside neighborhoods) • Change in number of traffic deaths and serious injuries for people walking, bicycling, and using personal devices (wheelchairs, skateboards, etc.) • Change in prevailing vehicle speeds on key corridors representing each of the City's street typologies	
	• Key Move 3: Great Networks for Active Mobility	Increase the amount of safe facilities for people walking and biking	• Number of new or enhanced pedestrian crossings • Access to all ages and abilities bicycle facilities (e.g., population within ¼ mile) • Percent of people walking and bicycling for all types of trips	
	• Key Move 4: Transit-Friendly Neighborhoods	Improve the transit rider experience	• Percentage of stops in SLC upgraded with amenities	
Reliable Options	• Key Move 4: Transit-Friendly Neighborhoods • Key Move 6: Low Emissions Mobility Options	Increase the number of transportation options people have available	• Percent of people who take transit for all types of trips (from biennial transportation survey) • Percent of parking revenue reinvested in mobility options	
	• Key Move 4: Transit-Friendly Neighborhoods • Key Move 6: Low Emissions Mobility Options	Enhance reliability of our transportation system	• Person hours of delay	
			• Number of TSP and bus lane treatments installed per year • Transit rider satisfaction survey results (from UTA onboard survey)	
	• Key Move 5: Healing the East-West Divide	Improved reliability to the Westside neighborhoods	• Travel time reliability east to west compared to north to south	
Affordability	• Key Move 4: Transit-Friendly Neighborhoods • Key Move 5: Healing the East-West Divide	Decrease the percent of income spent on transportation	• Percent of income spent on transportation (H+T Index)	
Sustainability	• Key Move 6: Low Emissions Mobility Options	Reduction in transportation-related emissions	• Reduction in VMT	

Endnotes

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