



# COUNCIL STAFF NOTE

CITY COUNCIL of SALT LAKE CITY

**TO:** City Council Members

**FROM: Russell Weeks**  
Senior Policy Analyst

**DATE:** April 12, 2018 at 11:31 PM

**RE: TRANSIT DISCUSSION**

Reminder: [\[\[Insert a link to View the Administration's proposal\]\]](#)

Item Schedule:

Briefing: April 17, 2017

Set Date:

Public Hearing:

Potential Action:

## ISSUE AT-A-GLANCE

***Goal of the briefing: To hear from representatives of Mayor Jacqueline Biskupski's Administration, the Salt Lake City School District, and the Utah Transit Authority about where the City's Transit Master Plan may overlap or intersect with School District and UTA goals.***

The scheduled briefing and discussion is one of the four discussions involving the proposed sales tax increase and potential general obligation bond ballot initiative. The Administration, UTA, and the School District have transmitted information pertaining to the discussion.

Here are other facts germane to the discussion background:

**SB136:** The recent bill which changed the governance structure of UTA also contained a variety of funding options for future transit projects. Here again are the funding options:

- Counties may enact quarter-cent sales tax increases for quarter-cent increases not yet enacted within county borders. Salt Lake County has enacted three of the four quarters. The new law allows county governments to enact the sales tax increase without placing the increase on a referendum ballot, although it remains an option.



- If the Salt Lake County Council were to enact the fourth quarter-cent increase after the bill takes effect on May 8, 2018, Salt Lake County could keep revenue from the entire quarter-cent until June 30, 2019. The county could use the money to pay debt service or “fund regionally significant transportation or transit projects.”
- After June 30, 2019, the quarter-cent would be distributed under the formula proposed in Proposition 1 which failed in 2015. The distribution formula would be .10 percent for cities; .10 percent for a transit district; and .05 percent for the county.
- Starting July 1, 2020, if Salt Lake County has not enacted the quarter-cent increase, each city within the county can enact it. Half the increase within a city’s borders would go to a city that enacts it. Half would go to the transit district for transit within the county. If the county then imposed the increase, any city that first enacted the increase still would keep half the revenue, and the distribution in the remainder of the county would follow the Proposition 1 formula.
- Authority to raise local quarter-cent option sales taxes not enacted by a county or a city by June 30, 2022 expire that day.
- If a county has enacted all four quarter-cent sales tax increases, it is eligible to enact an additional sales tax increase of up to .20-percent. A county can use revenue from the additional increase for public transit district expenses or another entity providing transit services or facilities. The option for the additional increase expires June 30, 2023.

The bill also creates a Transit Transportation Investment Fund for the Legislature to appropriate for public transit capital development project. Funds allocated for projects require at least a 40 percent match from a public transit district or a political subdivision.<sup>1</sup>

Two things should be noted. First, the 40 percent match can be achieved through using local funds or federal funds.<sup>2</sup> Second, a city could develop transit projects without applying for money from the Transit Transportation Investment Fund if it can use its own funds, or in partnership with others to fund projects.

### **Percentage of UTA’s Revenue from Salt Lake City and Salt Lake County**

According to Council staff calculations:

- Since 2009, Salt Lake City’s share of total UTA sales tax revenue has ranged between about 16 percent and 21 percent of the Agency’s total revenue.
- Since 2009, Salt Lake City’s share of total Salt Lake County UTA sales tax revenue has ranged between 24 percent and 28 percent of the County’s total share.
- Since 2009, Salt Lake County’s share (including Salt Lake City) of total UTA sales tax revenue has ranged between 62.5 percent and 65.7 percent.

Council staff has attached two previous staff reports to provide background information for the discussion. For an electronic version of the full plan, the link is:  
[http://www.slcdocs.com/transportation/Plans/SLC\\_TMP\\_FULL\\_FINAL.pdf](http://www.slcdocs.com/transportation/Plans/SLC_TMP_FULL_FINAL.pdf).

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<sup>1</sup> Wasatch Front Regional Council Summary of SB 136.

<sup>2</sup> City Council staff notes, Wasatch Front Regional Council Regional Growth Committee, March 15.

# Transit Master Plan

## Key Moves

To achieve the Transit Master Plan goals and desired community outcomes, the top priorities of the Plan include:

- Implement a frequent transit network (FTN) to provide reliable, efficient, and frequent transit service that takes advantage of the City's strong street network grid. Initial priorities are to enhance evening service on key routes, which will make transit more usable for both work and non-work trips, and to implement frequent service in the 200 S corridor.
- Develop pilot programs and partnerships for employer shuttles and on-demand shared ride services that extend the reach of fixed route service for employment areas or neighborhoods that lack sufficient density or demand to support cost-effective frequent transit service. Implementation of these programs will consider the east and west sides of the city equally and incorporate Federal Transit Administration guidance to ensure equal access for people with disabilities.
- Develop enhanced bus corridors that help transit run faster and more reliably, and offer high quality stop amenities that make riding transit comfortable and attractive. An initial priority is to implement coordinated capital and service improvements on 200 S, a primary east-west transit corridor for bus (and potentially future bus rapid transit and/or streetcar) service between downtown and the University.
- Implement a variety of transit-supportive programs and transit access improvements that overcome barriers to using transit in terms of information, understanding, and access (including pedestrian and bicycle facilities and affordability). Initial plan priorities include developing a highly visible frequent service brand and focusing access improvements, rollout of real-time transit information, and targeted transit marketing programs on corridors that will be prioritized for FTN service enhancements.

(Executive Summary: Page 2)

## Implementing the Transit Master Plan

Achieving the enhanced transit services, facilities, and supportive programs set forth in the Transit Master Plan will require:

- Strengthening the City's partnership with UTA. Implementing the Transit Master Plan will require the City and UTA to continue to build a close partnership. Regular meetings will provide a forum for the two agencies to define their roles related to implementation of the plan, determine the level of local control, and articulate the outcomes of interagency consensus building.
- New local transit funding sources. Funding from a variety of public and private sources will be needed to enhance Salt Lake City's transit system and reflect the vision of the Transit Master Plan. The plan identifies potential funding options including expanding existing sources and developing innovative new sources. Private sector opportunities include sponsoring stops and funding employee shuttle services.

- Establishing new public-private partnerships. Contracting arrangements for residential on-demand services will need to specify when and where the service will be available, and resolve fare payment, equity, accessibility, and technology considerations. The City could encourage private sector participation by expanding the Transit Station Area Zoning District to include the FTN corridors, and factoring additional transit and transit-supportive investments into its point system.
- Coordination between City departments. The plan's recommendations will require support from a variety of City departments—with responsibilities ranging from streets, sidewalks, bicycle facilities, traffic signals, land use, and urban design. Specific early action items will be to standardize design guidance using the NACTO Transit Street Design Guide and to revise the Complete Streets Ordinance to explicitly include transit.
- Adapting to changing circumstances. The plan is a flexible, "living" document and the City can apply its principles to evolving needs. For example, the prison that is planned for the northwest quadrant of the city is a major new land use that will generate transit demand. (Executive Summary: Page 26)

# SUMMARY OF RECOMMENDATIONS – SERVICE IMPROVEMENTS: Pages 2-33 and 2-34

Figure 2-14 Service Improvement Recommendations

| Recommendation Category  | #   | What is the recommendation?   | Why do it?   | Who is responsible?  | When should it happen?*  |
|--|-----|---|--|--|--------------------------|
| <b>Frequent Transit Network (FTN)-Tier 1 Existing/Planned</b>                    | 2.1 | Develop an FTN in a phased approach. Implement high priority corridors for Salt Lake City that are already identified in the UTA Network Study and supported by the Transit Master Plan analysis and outreach.  | Existing corridors in with strong ridership and conditions that will merit FTN status.   | <b>Lead:</b> UTA<br><b>Support:</b> City                     | Near-Term                |
| <b>Frequent Transit Network (FTN)-Tier 1 Transit Master Plan Recommendations</b> | 2.2 | Develop an FTN in a phased approach. Implement highest priority corridors for Salt Lake City beyond those already planned by UTA.   | Tier 1 corridors have conditions now or in the near-term that will merit FTN status.   | <b>Lead:</b> UTA<br><b>Support:</b> City                     | Near-Term to Medium-Term |
| <b>Frequent Transit Network (FTN)-Tier 2 Transit Master Plan Recommendations</b> | 2.3 | Develop an FTN in a phased approach. Implement longer-term priority corridors for Salt Lake City beyond those already planned by UTA.   | Tier 2 corridors are projected to have conditions that merit FTN status in the future. The implementation of the FTN will serve long, direct citywide corridors. | <b>Lead:</b> UTA<br><b>Support:</b> City                     | Long-Term                |
| <b>New Transit Hubs</b>  | 2.4 | Construct additional transit centers in the vicinity of 200 S and 700 E and on the University of Utah campus.   | To support current transit demand and the development of the high-frequency grid network.  | <b>Lead:</b> UTA<br><b>Support:</b> City, University of Utah | Medium-Term              |
| <b>Local Service Network</b>   | 2.5 | As the FTN is implemented, adapt local routes to support the FTN. Maintain a basic or "lifeline" level local service to within ½ mile of most residents (a minimum of 60 minute frequencies for 12 hours per day) or consider an alternative service model. | A complete transit system requires local coverage-oriented routes (or alternative services) that provide connections to the FTN and neighborhood circulation.    | <b>Lead:</b> UTA<br><b>Support:</b> City                     | Ongoing                  |

\* If there for Business and If for Work allow companies to set up a specific business account for their employees to request and pay for rides seamlessly within the

|   |      |  |   |  |           |
|---|------|--|---|--|-----------|
| <b>First-Last Mile Service Strategies</b> | 2.6  | Consider implementing an employer-oriented community shuttle pilot program to serve employment sites in western Salt Lake City.  | Employers beyond the reach of transit in industrial areas can fund a shared shuttle service from major transit stations to help retain and attract employees. Partnerships across multiple employers can be particularly cost effective.  | <b>Lead:</b> UTA<br><b>Support:</b> City, local businesses, employers, University of Utah                            | Near-Term |
| <b>First-Last Mile Service Strategies</b> | 2.7  | Develop pilot programs and/or partnerships with private or non-profit transportation providers, including on-demand ride services companies such as Lyft and Uber, to fill in spatial and temporal gaps in transit service. This includes first-last mile connections generally, shift workers, off-peak entertainment, etc. | Some neighborhoods in Salt Lake City lack sufficient density or demand to justify providing FTN or local service but still have transit needs. Citywide, there are transit needs outside of transit operating hours. On-demand ride services companies can provide a cost-effective demand-responsive service to areas beyond the reach of transit. | <b>Lead:</b> City<br><b>Support:</b> UTA, private or non-profit service providers, on-demand ride services companies | Near-Term |
| <b>First-Last Mile Service Strategies</b> | 2.8  | Conduct outreach to employers in need of last mile connections to educate them on the opportunity to fund last mile trips for their employees using tools like Uber for Business and Lyft for Work <sup>1</sup>  | Employers may be beyond the reach of the FTN in industrial areas, such as western Salt Lake City; by partnering with on-demand ride services companies, employers can facilitate employees taking transit to work   | <b>Lead:</b> City<br><b>Support:</b> On-demand ride services companies, employers                                    | Near-Term |
| <b>First-Last Mile Service Strategies</b> | 2.9  | Foster creation of a Transportation Management Association (TMA) comprising west Salt Lake City employers.   | Such an organization can help the City and UTA develop alternative, multi-employer first-last/mile services in west Salt Lake City.   | <b>Lead:</b> City<br><b>Support:</b> UTA, employers and local businesses   | Near-Term |
| <b>First-Last Mile Service Strategies</b> | 2.10 | Research best practices to ensure equal access for shared rides, regardless of ability.  | Partnerships with shared ride service providers should be structured to ensure equitable access.  | <b>Lead:</b> City<br><b>Support:</b> UTA, private or non-profit service providers                                    | Near-Term |



| Recommendation category | #   | What is the recommendation?  | Why do it?   | Who is responsible?  | When should it happen?*                |
|-------------------------|-----|--|--|--|--|
| Priority Corridors      | 3.1 | Develop design standards for Enhanced Bus and BRT corridors, including branding for vehicles and stations.   | Provides a distinctive identify for high-quality transit services that offer faster, reliable travel times.  | <b>Lead:</b> City<br><b>Support:</b> UTA                     | Near-term                              |
| Priority Corridors      | 3.2 | Engage with City traffic engineering staff to identify the level of transit signal priority that can be provided.  | Develop a TSP standard with staff-level support.   | <b>Lead:</b> City<br><b>Support:</b> n/a                     | Near-term                              |
| Priority Corridors      | 3.3 | Develop a pilot Enhanced Bus corridor project with coordinated frequent service and capital investments. 200 S has been discussed as a potential project.  | Demonstrate the benefits of frequent service and capital improvements in a corridor with near-term readiness.  | <b>Lead:</b> City<br><b>Support:</b> UTA                     | Near-term                              |
| Priority Corridors      | 3.4 | Conduct corridor studies to refine mode, alignment, and other design elements for each corridor.   | Work out detailed concepts for each corridor and engage the public to work through design tradeoffs and secure broad community support.  | <b>Lead:</b> City or UTA (varies)<br><b>Support:</b> n/a     | Near to long-term (varies by corridor) |
| Priority Corridors      | 3.5 | Develop a coordinated approach to implement priority corridors, including coordination with other modal plans, targeting three corridors every two years. Focus initial investments in corridors that do not require major service restructuring or other logistical challenges. | Develop a realistic implementation plan for the Transit Master Plan priority corridors (additional guidance is provided in Chapter 7).   | <b>Lead:</b> City or UTA (varies)<br><b>Support:</b> n/a     | Near-term                              |
| Priority Corridors      | 3.6 | Partner with the University of Utah to develop and/or advance plans for the downtown streetcar connection to the University, and other key transit corridors serving the University, including Foothill Drive and 1300 E.  | Support planned growth and expansion of University facilities, and help the City and University meet goals to reduce single-occupant vehicle trips to one of the major commute destinations in Salt Lake City. | <b>Lead:</b> City<br><b>Support:</b> University of Utah, UTA | Near-term                              |
| Facility Design         | 3.7 | Endorse the NACTO Transit Street Design Guide and incorporate its guidance into design of transit facilities and bicycle and pedestrian access to transit.   | Ensure that facilities are designed consistent with industry best practices.   | <b>Lead:</b> City<br><b>Support:</b> n/a                     | Near-term                              |

\*Near-term = within 2 years; medium-term = 2-5 years; long-term = 5-10 years

Figure 4-1 Pedestrian and Bicycle Access Recommendations

| Recommendation category              | #   | What is the recommendation?  | Why do it?   | Who is responsible?   | When should it happen?* |
|--------------------------------------|-----|--|--|---|-------------------------|
| <b>Mid-Block Crossings</b>           | 4.1 | Per the Salt Lake City Pedestrian and Bicycle Master Plan, create pedestrian and bicycle routes using mid-block crossings and passageways, wide sidewalks, and signage; <sup>1</sup> prioritize mid-block crossings along the Frequent Transit Network; designate neighborhood byways to connect to the FTN  | Blocks are long in Salt Lake City; mid-block crosswalks can help create a more well-connected, fine-grained street network that enables shorter and more direct walking connections, provides greater choice of routes, and is easier to serve with cost-effective transit | <b>Lead:</b> City<br><b>Support:</b> n/a  | Ongoing                 |
| <b>GREENbike Integration</b>         | 4.2 | Treat bike share as an extension of the transit system and prioritize expansion of bike share to provide access and connection to the Frequent Transit Network   | GREENbike has proven to be an important complement to Salt Lake City's transit system, allowing people to take transit and ride the rest of the way by bike  | <b>Lead:</b> GREENbike<br><b>Support:</b> City and UTA                            | Ongoing                 |
| <b>Bike/Transit Integration</b>      | 4.3 | In partnership with the City's Pedestrian and Bicycle Program, designate a well-connected network of multiuse paths; buffered and protected bike lanes; neighborhood byways; and regular bike lanes that provide direct connections to local destinations and the Frequent Transit Network   | Paths of travel to and from transit facilities should be comfortable, safe, and direct to expand the catchment area of transit service   | <b>Lead:</b> City<br><b>Support:</b> n/a  | Ongoing                 |
| <b>Bike Parking at Transit Stops</b> | 4.4 | Per the Salt Lake City Pedestrian and Bicycle Master Plan, encourage installation of bicycle parking spaces, including secure parking, such as bicycle lockers and secure parking areas, at high-demand transit stops <sup>1</sup> Work with UTA to ensure cost for secure bicycle parking is affordable and commensurate with the cost and site footprint of providing a vehicle parking stall. | Bike parking at transit stops and stations allows passengers to easily connect to transit by bike, providing a safe and convenient place for them to park their bike before riding transit   | <b>Lead:</b> City and UTA<br><b>Support:</b> Private sector as development occurs | Near Term               |

<sup>1</sup> Salt Lake City Pedestrian and Bicycle Master Plan (2015).



| Recommendation category                               | #   | What is the recommendation?  | Why do it?  | Who is responsible?                      | When should it happen?* |
|---|-----|--|---|--|-------------------------|
| <b>Bikes on Transit</b>                               | 4.5 | Coordinate with UTA to continue to provide bicycle storage on buses and light rail vehicles and ensure continued accommodation of bicycles on future commuter rail trains <sup>1</sup>   | Ample capacity for bikes on transit vehicles facilitates first and last mile connections by allowing passengers to take their bikes with them | <b>Lead:</b> UTA<br><b>Support:</b> n/a  | Near Term               |
| <b>Safe Routes to Transit Program</b>                 | 4.6 | Establish an ongoing funding program that identifies and constructs bicycle and pedestrian safety improvements along the Frequent Transit Network  | A Safe Routes to Transit program prioritizes safety improvements along the Frequent Transit Network   | <b>Lead:</b> City<br><b>Support:</b> UTA | Medium Term             |
| <b>Complete Streets</b>                               | 4.7 | Strengthen the City's existing Complete Streets Ordinance (per the Salt Lake City Pedestrian and Bicycle Master Plan) by integrating transit   | The City's existing Complete Streets Ordinance does not include transit   | <b>Lead:</b> City<br><b>Support:</b> n/a | Near Term               |
| <b>Stop Siting Near Low Stress and Other Bikeways</b> | 4.8 | Support bike access to transit by including connections to low stress and other bikeways as a criterion for locating bus stops along the FTN, particularly when the transit street lacks a bike facility. Incorporate proximity to connecting bikeways as a design criterion in the City's Bus Stop Guidelines (Design Element #12).   | Locating transit stops near low stress bikeways supports bike/transit integration   | <b>Lead:</b> City<br><b>Support:</b> n/a | Near Term               |
| <b>Bus Stop Accessibility</b>                         | 4.9 | Consider the finer details of accessibility as improvements are implemented. Evaluate best practices in accessibility treatments (using resources such as Center for the Blind, Utah Independent Living Center, Epilepsy Foundation) and update the Bus Stop and Bike Share Design Guidelines accordingly.<br><br>The guidelines should be reviewed by the City's Accessibility Council biannually (every other year, not twice a year) and updated, as appropriate. | Designing transit and pedestrian access facilities for universal access makes the transit system more inclusive and benefits all system users | <b>Lead:</b> City<br><b>Support:</b> UTA | Near Term               |

| Recommendation category | #                                    | What is the recommendation?   | Why do it?  | Who is responsible?  | When should it happen?* |
|-------------------------|--------------------------------------|---|---|--|-------------------------|
| Car Share               | 4.9                                  | Explore the feasibility of implementing a point-to-point car sharing service that allows users to pick up and drop off shared cars within the "home" zone | Car sharing needs to be flexible; point-to-point options, such as Car2Go, allow users to reserve cars up to 30 minutes in advance and drop off cars anywhere within the "home" zone | <b>Lead:</b> City<br><b>Support:</b> Private car share companies | Near term               |
| Park and Rides          | See Recommendation 6.12 in Chapter 6 |   |   |  |                         |

## Transit Information and Legibility: Pages 5-7 and 5-8

| Recommendation category               | #   | What is the recommendation?  | Why do it?   | Who is responsible?                                      | When should it happen?* |
|---------------------------------------|-----|--|--|--|-------------------------|
| <b>Real-Time Information</b>          | 5.1 | Provide real-time information displays at bus stops along the FTN; partner with the business community to help sponsor real-time information signs (see Chapter 6 for Stops and Stations recommendations in Figure 6-3 and Bus Stop Guidelines in Figure 6-4)  | Real-time information allows people to travel without a schedule by letting them know <i>exactly</i> when the next bus will arrive   | <b>Lead:</b> UTA<br><b>Support:</b> City businesses      | Near term               |
| <b>Frequent Transit Network Brand</b> | 5.2 | Establish a frequent transit network (FTN) brand that is highly visible and distinguishable from other service types; brand should expand UTA's existing frequent service branding to include: printed and web/app-friendly maps and schedule information, branded vehicles, and branded stops <sup>1</sup> (see RapidRide side bar) | A unified, unique visual representation of the FTN on the street and in all printed/online materials will help existing passengers understand where frequent transit service is and will build recognition among potential new customers | <b>Lead:</b> UTA<br><b>Support:</b> City                 | Near term               |
| <b>Transit Maps</b>                   | 5.3 | Partner with UTA to add FTN level services to existing maps  | As the FTN is implemented, it will be important to clearly communicate where service is located to existing and potential transit riders, especially in neighborhoods with a high propensity to ride transit                             | <b>Lead:</b> UTA<br><b>Support:</b> City                 | Near term               |
| <b>Wayfinding</b>                     | 5.4 | Implement on-street wayfinding to direct people to transit service; integrate with GREENbike wayfinding and Downtown and Sugar House parking wayfinding initiatives <sup>2</sup>   | On-street wayfinding is an initiative that the City can lead to help people access transit and help passengers connect to other destinations in the community  | <b>Lead:</b> City<br><b>Support:</b> Downtown businesses | Medium term             |

\* It will be important to coordinate with UTA in determining how the FTN brand will be implemented on routes that extend beyond Salt Lake City boundaries

## Education and Outreach: Pages 5-10 and 5-11

Figure 3-2 Education & Outreach Recommendations

| Recommendation category                           | #    | What is the recommendation?  | Why do it?  | Who is responsible?  | When should it happen?* |
|---|------|--|---|--|-------------------------|
| <b>Centralized Transportation Options Program</b> | 5.9  | Establish a transportation options program that provides information, education, and resources to residents, employees, and visitors   | Education and outreach, particularly to employees and schools, can be a powerful way to increase the number of people taking transit  | <b>Lead:</b> City<br><b>Support:</b> Business community                  | Near term               |
| <b>Public Information Campaign</b>                | 5.10 | Expand on UTA's existing public information campaigns to educate Salt Lake City residents, employees, and visitors on the benefits of transit  | Lack of information is often a key barrier to riding transit  | <b>Lead:</b> City<br><b>Support:</b> UTA, employers, neighborhood groups | Near term               |
| <b>Targeted Marketing</b>                         | 5.11 | Continue to develop an individualized marketing/ SmartTrips program that targets neighborhoods along the frequent transit network as service improvements are made; a new resident program is also an effective way to reach residents when the move to the city | Individualized marketing programs are proven to shift travel behavior; aligning targeted marketing with service enhancements leverages transit investments; a new resident targeted marketing program provides information on biking, walking, taking transit, and sharing rides before new travel behaviors are established. | <b>Lead:</b> City<br><b>Support:</b> Neighborhood groups and UTA         | Near term               |
| <b>Business Outreach</b>                          | 5.12 | Develop a SmartTrips for Business program that provides information and resources to Salt Lake City employers related to transit, carpooling, bicycle parking, walking and biking routes, and other transportation options information                           | Cities like Portland, OR, have had great success with their SmartTrips for Business programs; commute trips are often the easiest to influence because they are predictable and often occur during times that auto travel is least attractive due to traffic congestion   | <b>Lead:</b> City<br><b>Support:</b> Large employers, Downtown Alliance  | Medium term             |

| Recommendation category | #    | What is the recommendation?   | Why do it?   | Who is responsible?  | When should it happen?* |
|-------------------------|------|---|--|--|-------------------------|
| <b>Other Outreach</b>   | 5.13 | Engage with other key partners such as tourism organizations, high schools, and the University to educate people about transit options and incentivize use of the transit system. This should include education and outreach to help people access transit trip planners, real-time information, and on-demand ride services on both desktop and mobile devices | Partner with tourism organizations to promote use of transit for visitors starting from the airport; partner with high schools to develop student passes like at West High to get students riding the bus at an early age; partner with universities to include transit information as part of new student orientation; partner with non-profits who work with populations that may not be comfortable with transit technology applications. | <b>Lead:</b> City<br><b>Support:</b> Tourism groups, high schools, universities, and non-profits | Medium term             |

\*Note: Near term = within 2 years; medium term = 2.5 years; long term = 5-10 years

| Recommendation category                         | #   | What is the recommendation?  | Why do it?   | Who is responsible?   | When should it happen?* |
|---|-----|--|--|---|-------------------------|
| <b>Mobility Platforms &amp; Transit Screens</b> | 5.5 | Support development of a mobility platform that pushes real-time transit, rideshare, car share, bike share, Uber and Lyft, and other mobility service data to web and mobile platforms; integrate with the GREENbike app | A comprehensive mobility platform that integrates real-time information for transit, bikeshare, and car share helps people understand the various transportation options available and how they can be linked together to serve their transportation needs               | <b>Lead:</b> App developers<br><b>Support:</b> City and UTA to provide open source data | Medium term             |
|   | 5.6 | Work with private developers to install real-time transit screens at central locations to display mobility platform data   | Transit screens displayed in the lobbies of major employers, hotels, the airport, residential developments, and at local eating establishments help improve awareness of transportation options throughout the community and improve the usability of the transit system | <b>Lead:</b> City<br><b>Support:</b> Developers and businesses                          | Medium term             |

**Figure 5-3 Fare and Pass Program Recommendations**

| Recommendation category               | #    | What is the recommendation?  | Why do it?  | Who is responsible?                      | When should it happen?* |
|---------------------------------------|------|--|---|--|-------------------------|
| <b>HIVE Pass Expansion</b>            | 5.14 | Promote the HIVE Pass Program to get more passes into hands of people who are not currently using transit  | The HIVE Pass Program provides an affordable option for people to ride transit in Salt Lake City  | <b>Lead:</b> City<br><b>Support:</b> UTA | Near term               |
| <b>Fare Affordability</b>             | 5.15 | Explore fare affordability; work with UTA to determine next steps for establishing more affordable fare options for intra-Salt Lake City trips <sup>1</sup>  | The standard \$2.50 fare is high for many Salt Lake City families, especially for short trips within Salt Lake City. This undermines the competitiveness of transit against other transportation options, especially in areas where parking is free; a simpler and more equitable fare system is needed | <b>Lead:</b> UTA<br><b>Support:</b> City | Medium term             |
| <b>Mobile Ticket App</b>              | 5.16 | Work with UTA to develop a mobile ticket app that allows people to download all types of passes on a smart phone <sup>2</sup>  | Mobile ticket applications make it even easier to ride transit by allowing passengers to download tickets on their smart phones at the click of a button – no exact change is needed  | <b>Lead:</b> UTA<br><b>Support:</b> City | Medium term             |
| <b>Integrated Fare Payment System</b> | 5.17 | Work with UTA to develop an integrated fare payment system that allows public transit, bike share, and car share users to use a single ticket or pass and/or launch a multimodal access pass that integrates mobile ticketing and membership for transit, bike share, car share, etc. (see Recommendation 5.8 Integrated Technology Development above) | A truly multimodal transportation system would allow travelers to use a single ticket or payment method for bike share, transit, car share, and parking   | <b>Lead:</b> UTA<br><b>Support:</b> City | Long term               |

<sup>1</sup> UTA's 2020 Strategic Plan highlights the need to "develop new fare products and equitable fare policies."



**Parking Management:** Page 5-16

| Recommendation category                              | #    | What is the recommendation?  | Why do it?   | Who is responsible?                      | When should it happen?* |
|--|------|--|--|--|-------------------------|
| <b>Parking Management Studies</b>                    | 5.18 | Initiate additional parking studies for areas beyond Downtown and Sugar House to support the FTN   | Model new studies on the Salt Lake City Downtown and Sugar House Parking Study                         | <b>Lead:</b> City<br><b>Support:</b> n/a | Near term               |
| <b>Parking Management Oversight and Coordination</b> | 5.19 | Consolidate management of the City's parking functions to improve overall coordination of parking policies, align parking supply with demand, and enhance the convenience and ease-of-use of parking systems | Effectively utilize parking assets and support the City's overall transportation and mode choice goals | <b>Lead:</b> City<br><b>Support:</b> n/a | Near term               |

\*Note: Near term = within 2 years; medium term = 3-5 years; long term = 6-10 years

**Land Use:** Pages 6-7 and 6-8

| Recommendation category | #   | What is the recommendation?  | Why do it?   | Who is responsible?                             | When should it happen?* |
|-------------------------|-----|--|--|---|-------------------------|
| <b>Land Use</b>         | 6.1 | Concentrate and intensify uses along the Frequent Transit Network  | Density is a key driver of transit ridership   | <b>Lead:</b> City<br><b>Support:</b> Developers | Ongoing                 |
|                         | 6.2 | Establish density thresholds that indicate when certain frequency levels are justified (see Chapter 2 Service)   | Density is a key indicator for transit ridership   | <b>Lead:</b> City<br><b>Support:</b> UTA        | Near term               |
|                         | 6.3 | Continue to monitor zoning along the FTN to ensure transit is supported by a mix of uses, adequate densities, parking requirements, and other transit supportive elements <sup>1</sup> | Zoning can help support transit service with mixed use development, streetscape elements, and transit-supportive parking requirements  | <b>Lead:</b> City<br><b>Support:</b> n/a        | Near term               |
|                         | 6.4 | Provide a mix of housing options along the FTN to support housing affordability and diversity  | Providing a mix of housing options along the FTN is critical to affordability and diversity of residents, leading to better, more active public spaces and the creation of an equitable city | <b>Lead:</b> City<br><b>Support:</b> n/a        | Medium term             |

| Recommendation category         | #   | What is the recommendation?   | Why do it?  | Who is responsible?  | When should it happen?* |
|---------------------------------|-----|---|---|--|-------------------------|
| <b>Placemaking &amp; Design</b> | 6.5 | Provide interior block connections, mid-block crossings, and a pedestrian and bicycle network that connects to destinations and transit stops (See Chapter 4 Access, recommendation 4.1)  | A well connected pedestrian and bicycle network supports access to transit  | <b>Lead:</b> City<br><b>Support:</b> n/a                   | Ongoing                 |
|                                 | 6.6 | Direct economic development activities to locate transit-supportive uses, such as cafes, restaurants, shops, etc. along the FTN   | These types of uses contribute to an attractive streetscape   | <b>Lead:</b> City<br><b>Support:</b> Business community    | Near term               |
|                                 | 6.7 | Create community gathering places around transit stops and stations (such as plazas, parklets, squares, or parks), consistent with the City's Parklet Pilot Program Design Guidelines. <sup>2</sup> (See also parklet sidebar)  | Community gathering places near transit make transit a more attractive option   | <b>Lead:</b> City<br><b>Support:</b> Business community    | Ongoing                 |
|                                 | 6.8 | Invest in shade treatments, weather protection, pedestrian-scaled lighting, street furniture, bus shelters, street trees, and public art to enhance the attractiveness and safety of the street environment surrounding the FTN | Provision of these elements makes the street a more attractive and safe place and facilitates access to transit       | <b>Lead:</b> City<br><b>Support:</b> Business community    | Near term               |
| Development Standards           | 6.9 | Integrate transportation demand management (TDM) strategies into the development review process by either requiring or incentivizing TDM Plans for new developments <sup>3</sup>  | TDM plans ensure that transit-supportive programs and infrastructure are implemented as service enhancements are made | <b>Lead:</b> City<br><b>Support:</b> Development community | Medium term             |

<sup>2</sup> Salt Lake City Outdoor Design Guidelines. <sup>3</sup> Parklet Pilot Program. Parklet Pilot Program Design Guidelines. Summer 2012. p. 9 of 30E

| Recommendation category                                | #    | What is the recommendation?   | Why do it?   | Who is responsible?                                 | When should it happen?* |
|--|------|---|--|---|-------------------------|
| <b>Stop and Station Upgrades Along the FTN Network</b> | 6.10 | Stop and station upgrades should be prioritized along the FTN, in alignment with the priority corridors recommended for service upgrades      | Implementing stop enhancements along an entire corridor in conjunction with enhancements to the frequency of transit service and other elements to support a coherent look and feel along a corridor work in concert to allow transit service to be more accessible, comfortable, and attractive | <b>UTA/City Partnership</b>                         | Near term               |
| <b>Transit Shelter Program</b>                         | 6.11 | Initiate a Transit Shelter program that allows a private company to own/maintain transit stops and stations in exchange for advertising space | Transit stops and stations are improved and maintained at no cost to UTA or the City   | <b>Lead:</b> Private company<br><b>Support:</b> UTA | Medium term             |
| <b>Developer Incentives</b>                            | 6.12 | Create incentives for developers to build or improve transit stops as part of the development review process                                  | This program ensures transit stops are built and improved where new development occurs   | <b>Lead:</b> City<br><b>Support:</b> UTA            | Near term               |

## City-UTA Collaboration

The City and UTA have been working in close collaboration throughout development of the Transit Master Plan. Continuing to build on this working relationship, grounded in a mutual commitment to providing high-quality transit service will be critical to carrying out and securing funding for the plan's recommendations.

Several of the key areas identified in the plan where a range of City departments and UTA will need to work together include:

- Jointly develop the 200 S corridor as an initial, pilot branded bus corridor, with coordinated service, capital facility, and transit-supportive improvements
- Develop an approach for improving service on FTN corridors (i.e., where the City would like to prioritize frequent service) that are outside of the UTA Core Network of frequent service routes
- Develop a standardized branding approach for frequent service corridors, including an approach for routes/corridors that extend beyond Salt Lake City
- Prioritize implementation of the next phases of frequent service, enhanced bus, and/or BRT corridors
- Define the parameters for and work to establish partnerships for pilot employer- and residential-oriented shared ride services
- Rollout real-time information and improve pedestrian and bicycle access to transit stops along the FTN and other corridors
- Develop (or support private sector development of) a multimodal trip planner that helps people link seamlessly between modes
- Pursue a potential funding measure to provide funding for transit operations, capital improvements, and supportive programs

The City and UTA will need to define areas of mutual agreement and areas that will require joint decision-making. While some of these areas can be anticipated, most importantly the City and UTA will need to adapt to changing circumstances throughout the life of the plan, and address issues and concerns as they emerge.

### Implementation and Funding -- Key Transit Master Plan Strategy Areas: Pages 7-1 and 7-2

Salt Lake City Transit Master Plan strategies fall into four basic categories. Within each strategy area, the City and UTA should look to implement relatively quick “wins” that are achievable given current funding levels, make the transit system more usable, and demonstrate the benefits of faster, more reliable, and frequent service that operates all day every day.

♣ Implement a frequent transit network to provide reliable, efficient, and frequent transit service all day every day that takes advantage of the City’s strong street network grid. The FTN would be implemented through enhanced or new fixed-route service, including longer hours of operation on weekdays and on weekends, increased frequency, service on new corridors, and route extensions to more directly serve key destinations. Initial priorities include:

– “Buying up” evening service on key routes. One of the most significant gaps in transit service is on weekday evenings (see Appendix A, State of the System Report, Figures 4-5 and 4-11). Providing service longer into the evenings makes transit more usable for both work and non-work trips. (The concept of buying up service is described below.)

– Implementing frequent service in the 200 S corridor, in coordination with capital improvements (see below for more detail).

♣ Develop pilot programs and partnerships for employer shuttles and ondemand ride services that extend the reach of fixed route service for employment areas or neighborhoods that lack sufficient density or demand to support cost-effective frequent transit service.

♣ Develop enhanced bus corridors that help transit run faster and more reliably and offer high quality stop amenities that make riding transit comfortable and attractive. An initial priority is to implement more frequent service and capital improvements on 200 S, a primary east-west transit corridor for bus (and potentially future bus rapid transit and/or streetcar) service between downtown and the University. The City and UTA have already partnered to enhance stops on 200S and UTA provides a relatively high level of service (15-minute weekday service from about 6 am to 8 pm). Enhancing service and facilities on this corridor is a key step in implementing a grid transit network since it enables convenient transfers from routes serving north-south transit corridors.

♣ Implement a variety of transit-supportive programs and transit access improvements that overcome barriers to using transit in terms of information, understanding, and access (including pedestrian and bicycle facilities and affordability). Initial plan priorities include: Developing a highly visible frequent service brand and focusing access improvements, rollout of real-time transit information, and targeted transit marketing programs on corridors that will be prioritized for FTN service



# COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

**TO:** City Council Members

**FROM:** Russell Weeks  
Senior Policy Analyst

**DATE:** December 5, 2017

**RE: TRANSIT MASTER PLAN FINAL ISSUES CHECK**

Item Schedule:

Briefing: December 5, 2017

Set Date:

Public Hearing:

Potential Action: December  
5, 2017

## ISSUE AT-A-GLANCE

***Goal of the briefing: To provide any further direction to the Transportation Division on language in the proposed Transit Master Plan.***

Council staff prepared this report as a quick check with the City Council to see if language prepared by the Transportation Division comports with the Council's comments and straw poll after a briefing on the *Transit Master Plan* on November 14. The City Council may formally consider a motion to adopt an ordinance adopting the *Transit Master Plan* at the Council's formal meeting December 5.

This report will focus largely on the language pertaining to a framework for a potential streetcar network, including the previously adopted alignment for an S-Line extension. A concern was raised with Council staff about the potential extent and detail of a streetcar framework.

This report includes material transmitted to the City Council for a November 28 work session briefing. Council staff has included the material to allow for brevity. The November 28 discussion was postponed due to the volume of work scheduled for that night. Council staff also has included the November 14 City Council staff report on this issue for further background.

A red-lined legislative copy of the proposed master plan may be available by December 5.





It might be noted that the *Transit Master Plan* focuses largely on initiating a “frequent transit network” of buses along arterial traffic corridors. The network would involve having buses run more frequently and for more hours than they currently run.

## **POLICY QUESTIONS AND ITEMS**

1. At the November 14 briefing, the City Council added seven items to the proposed Transit Master Plan:
  - Ensure that the plan includes language allowing for flexibility as the Northwest Quadrant develops.
  - Ensure the Foothill Cultural District is included in references to circulation in that part of the City.
  - In the *Key Moves* section ... and the *Executive Summary* state explicitly that employer shuttles and on-demand ride services will be made equally available on the east and west sides of the City.
  - Include adequate access to the International Center.
  - Encourage UTA to extend TRAX operating hours at the Salt Lake City International Airport and operation of FrontRunner on Sundays.
  - Add “affordable” to an objective of Goal No. 3 in the *Transit Master Plan* so the first bulleted sentence reads: “Provide reliable, efficient, frequent and affordable transit service.”<sup>1</sup>
  - The Transportation Division has included short responses to the six items above on pages 2 and 3 of the November 20 Administration transmittal.
2. The seventh item involved a City Council straw poll that said, the Council wanted “to have a potential street car framework included in the *Transit Master Plan* and have routes identified as potential street car routes, should funding become available.”<sup>2</sup>
3. The Division’s response to the straw poll was twofold. First, the response described the *Transit Master Plan* as a “mode neutral plan” that, however, “recommends corridors where capital investments would be most successful, including the corridor identified for downtown streetcar.” The plan “also provides information about how/whether the prior Downtown transit analysis fits into the transit network.” Second, the response proposes to “reinsert references to the S-Line (maps and text) consistent with the prior draft plan. The response also proposes to add language to the plan’s *Capital* chapter that says:
  - “While the plan is mode neutral, an interest in what a streetcar network would look like was one motivating factor for the City Council in funding this plan. The capital investment corridors with connection to existing rail corridors identified herein provide a framework for a potential streetcar network.”
  - The response also proposes to include language that says the streetcar network is consistent with what is shown in the current Wasatch Front Regional Council’s *Regional Transportation Plan*. Inclusion in the plan is a requirement of federal funding programs.
4. One reason for the City Council’s straw poll to include a streetcar framework that included the S-Line was that references to the S-Line were not included the draft *Transit Plan* prepared for the initial City Council briefing on August 8.
5. Another reason, made by City Council Member Charlie Luke, was to have the City Council on record as supporting a framework for a potential streetcar system in the City, so that if funding for streetcars became available, the City would “not have to restart something.”<sup>3</sup> That included streets identified as bus routes that could become streetcar lines under future conditions. He said specifics of a downtown

streetcar line or an S-Line extension were not critical to the *Transit Master Plan* because the plan was intended to be broad and less detailed than specific studies.<sup>4</sup>

6. Questions for the City Council are: Does the Division's response to the November 14 straw poll meet the City Council's intent? How broad or detailed should the streetcar framework be? Should the City Council limit the framework to the identification of potential streetcar corridors or include broad language emphasizing important connections while not emphasizing specific routes? Important connections would include the east and west sides of downtown; the University of Utah and downtown, and Sugar House to areas served by that commercial and residential center, including the University of Utah.

## **ADDITIONAL & BACKGROUND INFORMATION**

According to the *Transit Master Plan* version for the August 8 briefing, the plan did not directly include future light rail improvements or routes "because they emerged from local or regional plans that have already conducted a detailed study to refine the preferred transit mode for the corridor."<sup>5</sup> However, in the capital investment section the study listed rail projects as "additional projects supported by Salt Lake City." They include:

**"TRAX improvements including the Black Line** and other downtown network enhancements. These enhancements would resolve capacity issues necessary to enable direct TRAX service between the Airport and the University, two of Salt Lake City's major travel demand generators."

**"Downtown Streetcar connecting to the University of Utah.** The *Transit Master Plan* corridor analysis supports transit investments in a downtown streetcar including a connection to the University. The analysis showed strong demand for east-west travel between Downtown and the University of Utah. The locally preferred alternative includes portions of 200 S (west of W Temple Street), 100 S, and S Temple Street. An additional consideration for the project could include coordination with the plan's recommendation to develop a transit center in the vicinity of 200 S. and 500 E."<sup>6</sup> (It might be noted that other parts of the plan place a potential transit center near the intersection of 200 South and 700 East streets.)

The master plan also references the S-Line in Sugar House. According to the proposed plan, extending the line was: "Included as an element of the 900 E corridor in the *Transit Master Plan* corridor evaluation. The 900 E corridor is part of the FTN (frequent transit network) and is also included in the *Transit Master Plan* capital recommendations for Enhanced Bus. The plan will support evolving capital recommendations from the Sugar House Streetcar project that would improve utility of the line, e.g., an extension to 1700 S (consistent with *Regional Transportation Plan*) with a connection to the 900 E FTN corridor. A future extension along 900 E could connect to TRAX service at 400 S."<sup>7</sup>

It might be noted that three transportation options the Wasatch Front Regional Council presented to the City Council on July 25, 2017, as potential components of the next *Regional Transportation Plan* in 2019 include:

- **Option 1** – Streetcar project on 200/100 South streets; bus rapid transit on State Street and 1300 East Street.
- **Option 2** – TRAX Black Line (airport to University of Utah direct, alleviating the bottleneck at 400 South Street); S-Line extension on Highland Drive to Holladay City Center.
- **Option 3** – Frequent, direct bus service that utilizes Salt Lake City's gridded street network; S-Line extension north to connect to TRAX Red Line.

The Wasatch Front Regional Council is preparing a final version of the new Regional Transportation Plan and will seek public comment on the plan in 2018.

## **PERTINENT STREETCAR DATES**

**2008 – July 22:** City Council adopts Joint Resolution No. 33 of 2008. The resolution endorses and approves construction of a rail fixed-guideway system on the Sugar House Corridor in Salt Lake City and South Salt Lake. The system becomes the S-Line streetcar line.

**November 6:** City Council adopts *Downtown in Motion Plan*. The plan addresses future transit. One short-term goal (2007-2010) is: “Study additional streetcar access to downtown from neighborhoods not served directly by TRAX.”<sup>8</sup> One medium-term goal (2011-2020) is: Build streetcar line(s) to neighborhoods where high-density development is planned.<sup>9</sup>

**2010 – October 8:** A study for Salt Lake City Redevelopment Agency by HDR Inc., and Fehr & Peers recommends the 200 South Street corridor for a streetcar alignment serving the Central Business District. “This option provides the greatest opportunity to serve potential downtown ridership and destinations with the least constraint,” according to the report.<sup>10</sup>

**2013 – May 7:** City Council adopts motion designating a future extension for the Sugar House portion of the S Line as a locally preferred alternative. The extension included traveling eastbound on Simpson Avenue to Highland Drive, turning northbound on Highland Drive, continuing northbound on 1100 East Street and terminating at 1700 South Street. The motion included language that said, “... with the understanding that, as with any major project, community impacts will be evaluated, and the project will not proceed unless the impacts are not significant and can be mitigated.”<sup>11</sup>

**June 8:** City Council allocates \$250,000 for a city-wide transit master plan.

**December 8:** S-Line begins operating.

**2014 – July 23/September 2:** Transportation Division briefs City Council on alternatives analysis for downtown streetcar. Alternatives analysis supports a route containing the following elements:

- A streetcar line starting at 500 East South Temple
- Traveling southbound to 100 South Street
- Turning eastbound along 100 South to west Temple Street
- Turning southbound to 200 South Street
- Turning westbound on 200 South until connecting with existing TRAX lines at 400 West Street.

Reasoning for the recommendation is “Upon more detailed analysis of ridership potential, the team determined that 100 South would produce more daily riders than 200 South. 100 South is more productive because of better transfers, better overall transit coverage, and it is closer to a concentration of higher density and transit dependent housing, especially on State Street.”<sup>12</sup>

City Council determines to wait until *Transit Master Plan* is completed before addressing alternatives analysis study.

**2015 – June 2:** City Council adopts Resolution No. 18 of 2015 pledging support of a required local match if the Utah Transit Authority is awarded a federal grant to extend the S streetcar line. The proposed route would extend the S Line along Simpson Avenue to Highland Drive, then turn northbound to 2100 South, then return Southbound to Sugar Mountain Drive, then turn westbound to connect to the existing line.<sup>13</sup>

**October 29:** City officials notified that UTA would not be awarded the federal grant.<sup>14</sup> Staff may consider whether to restate what is already included in the Administration’s transmittal.

**2016 – May 24:** City Council adopts Ordinance No. 22 of 2016. The ordinance adopts the *Downtown Community Plan* to replace the **Downtown Master Plan** and *Gateway Specific Plan*. The *Community Plan* includes the following language:

“The purpose of a Downtown Streetcar is to provide a direct rail transit connection between Salt Lake City Central Station and major downtown destination that meets current and future transit demand, provides additional transfer option for bus, Front Runner and TRAX riders and provides improved transit connection between downtown and the University of Utah. ... 100 South offers the highest ridership numbers and better bicycle integration.”<sup>15</sup>

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- <sup>1</sup> *Transit Master Plan*, Page 1-3.
- <sup>2</sup> Videotape, Salt Lake City Council Work Session, November 14, 2017.
- <sup>3</sup> Videotape, Salt Lake City Council Work Session, November 14, 2017.
- <sup>4</sup> Videotape, Salt Lake City Council Work Session, November 14, 2017.
- <sup>5</sup> *Transit Master Plan*, Page 3-11.
- <sup>6</sup> *Transit Master Plan*, Pages 3-11 and 12
- <sup>7</sup> *Transit Master Plan*, Page 3-17.
- <sup>8</sup> Downtown in Motion, Page 22.
- <sup>9</sup> Downtown in Motion, Page 22.
- <sup>10</sup> *Salt Lake City Downtown Streetcar Synopsis Report*, HDR/Fehr & Peers, October 8, 2010, Page 4.
- <sup>11</sup> City Council meeting minutes, May 7, 2013.
- <sup>12</sup> Administration Transmittal letter, Eric Shaw, June 23, 2014, Page 5.
- <sup>13</sup> City Council meeting minutes, June 2, 2015.
- <sup>14</sup> *Sugar House streetcar extension passed over for federal funds*, October 29, 2015, *The Salt Lake Tribune*, Chris Smart.
- <sup>15</sup> *Downtown Community Plan*, May 24, 2016, Page 82.



# COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

**TO:** City Council Members

**FROM:** Russell Weeks  
Senior Policy Analyst

**DATE:** April 12, 2018 at 11:31 PM

**RE: TRANSIT MASTER PLAN**

Reminder: [\[\[Insert a link to View the Administration's proposal\]\]](#)

Item Schedule:

Briefing: November 14, 2017

Set Date:

Public Hearing:

Potential Action: To Be  
Determined

## ISSUE AT-A-GLANCE

### ***Goal of the briefing:***

There are two goals. First, the November 14 work session probably is the last time the City Council will discuss the proposed master plan before it formally acts on it. Second, at the August 8, 2017, briefing Transportation Division staff said they planned to prepare a final revised plan that would incorporate changes suggested by the public; City Council direction on prior studies and adopted plans pertaining to street cars; and other changes based on evolving plans for areas such as the Mountain View Corridor and the Northwest Quadrant.<sup>1</sup>

This report's format will be:

- A list of key points based on the two public hearings in September and October, presentations and discussions on August 8, the proposed master plan, and previous City Council staff reports.
- A section of balancing tests aimed at aiding City Council discussion.
- A standard *Additional Background and Information* section – including the 2013 *City Council Philosophy Statement on Transportation and Mobility* and on *Neighborhood Quality of Life* – that may help inform discussion and consideration of issues.



## **KEY POINTS**

The proposed master plan is a “strategy and prioritization effort” to make transit investments “most critical to Salt Lake City residents,” according to consultant Tom Brennan of Nelson/Nygaard Consulting Associates which helped draft the proposed plan. The plan is a fluid document that is not intended as a network route service plan or a capital investment plan for specific areas, Mr. Brennan said at the August 8 briefing.<sup>2</sup> That was reinforced in discussion later in the briefing when a Transportation Division presenter described the proposed master plan as intended to be “mode neutral,” allowing the implementation either of rail or buses in transit corridors.<sup>3</sup>

At the briefing, Transportation Division presenters listed potential revisions to the proposed master plan. The potential revisions:

- Council direction regarding prior studies and adopted plans pertaining to streetcars<sup>4</sup>
- Incorporate Pedestrian and Bicycle Master Plan recommendations
- Change the language of goal 5 from “vulnerable” to “underserved”
- Incorporate general references to safety and security
- Add Mountain View Corridor transit component on 5600 West
- Add Depot District Clean Fuels Tech Center
- Review references to the City’s Northwest Quadrant for flexibility

Council Members also said they would like to see the proposed future route for the S Line and a “streetcar framework” that might be used to help inform future potential federal transportation grants.<sup>5</sup> The framework also could delineate what transportation corridors are conducive to using buses and what corridors are conducive to using streetcars, according to Council Members.<sup>6</sup>

Public comment appears to support the proposed master plan, in particular implementing the “Frequent Transit Network” which is the plan’s focal point.<sup>7</sup> A majority of speakers at City Council public hearings on September 19 and October 3 spoke in support of the plan. Most people spoke in support of implementing the Frequent Transit Network before making other transit investments.

## **BALANCING TESTS**

This section contains balancing tests for three major items contained in the proposed master plan or raised in the August 8 briefing – the Frequent Transit Network, financing proposed master plan elements, and including more about streetcars in the plan. The Frequent Transit Network includes two subsets of how policy and zoning might affect neighborhoods. The balancing tests will be first listed as a group, and then listed individually with information germane to Council Member discussion.

Council staff would like to thank consultant and former City Deputy Planning Director Pat Comarell for outlining a values-based approach to considering public issues. According to Ms. Comarell:

“Although it is desirable to base policy decisions on a great deal of information and reasoned conclusions, often there are many unknowns, and conclusions require making value judgments.

Just as often, those value judgments must be made when several values important to the community are in conflict. Each of these values may be worthy on its own, but when it conflicts with other needs, difficult choices must be made and a balance reached. The key is to determine where the ‘balance’ between these values lies.”



| Balancing Tests   |   |
|---|---|
| ... Maximizing the accessibility, affordability, and reliability of transportation options into and around the City   | Cutting service in some areas to concentrate service on a frequent transit network.   |
| “As the population of Salt Lake City and the region increases, land use design decisions should reflect the intention to better accommodate all modes of transportation and focus on the movement of people.” | “Quality of Life in neighborhoods is dependent on access to a wide variety of housing types for all income levels, and is enhanced by a balance and network of uses and services ...” |
| Zoning land to accommodate transportation functions for future growth.  | The effect changing zoning might have on neighborhoods.   |
| Developing the transit network incrementally based on UTA’s available funds.  | Finding additional funds to speed up implementing the network on a larger scale.  |
| Interest in implementing transit quickly to improve service to a growing population at lower capital and operating costs than a streetcar system.   | The value of streetcars to future city development.   |

### **FREQUENT TRANSIT NETWORK**

|   |   |
|---|---|
| We support maximizing the accessibility, affordability, and reliability of transportation options into and around the City ... <sup>8</sup> | Cut service in some areas to concentrate service on a frequent transit network. |
|---|---|

The plan proposes to develop a series of transit routes along arterial streets over 20 years. Along the corridors, transit service, mostly bus service, would operate at 15-minute frequencies between 6 a.m. and 7 p.m. Monday through Saturday, and at half-hour intervals between roughly 7 p.m. and midnight. Sunday transit service would operate at half-hour intervals between 7 a.m. and 7 p.m.<sup>9</sup>

The proposed plan divides the corridors into Tier 1 and Tier 2 groupings to implement the Frequent Transit Network. Tier 1 corridors would be implemented first. (Please see Attachment: *Frequent Transit Network Vision: Tier 1 and Tier 2*.)

It might be noted that routes in some neighborhoods where people might likely use transit if it was available are in the Tier 2 category.<sup>10</sup> Local transit service is designed to connect neighborhoods and employment areas to a Frequent Transit Network, but the local City network is not a key focus of the *Transit Master Plan* because “the City’s limited resources will be focused on the development of the FTN.”<sup>11</sup> According to the proposed plan, the City could support UTA in maintaining “a basic or ‘lifeline’” level local service to within one-half mile of most residents. The service level is defined a minimum one-hour frequency for 12 hours a day.<sup>12</sup>

At the August 8 meeting UTA Chief Executive Officer Jerry Benson identified priority east-west transit routes as 600 North, 400 South and 900 South and 1300 South streets.<sup>13</sup> Here are the corridors that the master plan proposes the Frequent Transit Network be implemented first (Plan’s comments included):

- **200 S.** – “performed strongly in the Transit Master Plan analysis and is recommended as a primary east-west transit corridor for bus (and potentially future bus rapid transit and/or streetcar) service between downtown and the University.”
- **State Street, 500 E, 900 E, and 1300 E.** – “Combined with existing TRAX service in the 200 W corridor, frequent bus service on State Street, 500 E, 900 E, and 1300 E would provide north-south connections with approximately half-mile spacing between southern city limits and downtown, as far east as the University of Utah.”
- **North and South Temple Streets** – “also performed strongly in the *Transit Master Plan* analysis, and in conjunction with frequent service on 200 S and existing TRAX service in the 400 S corridor, would provide quarter-mile spacing for frequent service through downtown.”

- **2100S/2100E.** – “This east-west and north-south corridor (currently served by Route 21), provides a connection between the Central Pointe TRAX Station and the University along the southern and eastern edges of the frequent grid.”
- **Redwood Road** – “While it lacks the density of other corridors, Redwood Road is an important, continuous street for transit in west Salt Lake City. It would run along the western edge of the recommended Salt Lake City FTN and would be linked with additional east-west FTN corridors.”
- **Foothill Drive** – “Current land use patterns and accessibility are challenging to serve effectively with local transit service. This corridor is recommended as an Enhanced Bus corridor including treatments to optimize transit travel in congested peak periods.”<sup>14</sup>

The network would be based on Salt Lake City’s existing street grid, UTA’s existing light rail, streetcar, and bus system, and components of UTA’s proposed core bus network that are depicted in the 2013 *UTA Network Study*. North-South bus routes depicted in the UTA network study are routes on North State Street, 500 East Streets, 900 East Street, Highland Drive/1300 East Street, 2100 East Street, and Foothill Drive. East-West routes depicted in the 2013 network study are 2100 South, 100 South, and North and South Temple streets.<sup>15</sup>

UTA has not yet designated a core route service but is scheduled to finish a study of core routes in 2018 and implement core route service in 2019.<sup>16</sup>

UTA already operates 15-minute-frequency bus service on Redwood Road (Route 217); 200 South Street (Route 2); 2100 South and 2100 East streets (Route 21); State Street North (Route 200); 500 East Street (Route 205); 900 East Street (Route 209); and Highland Drive and 1300 East Street (Route 220). Current bus service on the routes appear to closely follow the UTA’s Network Study’s core service network. The length of the routes and service frequency also mirror the concept of a Frequent Transit Network.

According to the proposed *Transit Master Plan*: “The FTN is designed to serve long, direct citywide corridors. This includes TRAX light rail, Bus Rapid Transit, and other frequent bus modes that are oriented to serve longer-distance trips and have a longer spacing between stops.”<sup>17</sup>

One tool the master plan proposes to use to gauge an area’s readiness for the kind of transit operated there. The formula is based on transit industry standards. The formula:

- Operate light rail in areas where there are 12 to 24 or more households per acre and/or 16 to 32 or more jobs per acre.
- Operate Bus Rapid Transit in areas where there are 10 to 15 households per acre and/or 12 to 20 jobs per acre.
- Operate buses every 15 minutes in areas where there are 10 to 12 households per acre and/or 12 to 16 jobs per acre.
- Operate buses every 30 minutes in areas where there are 6 to 10 households per acre and/or 8 to 12 jobs per acre.
- Operate buses every hour in areas where there are 3 to 6 households per acre and/or less than 4 jobs per acre.<sup>18</sup>

## **ZONING TO SUPPORT TRANSIT**

|   |   |
|---|---|
| “As the population of Salt Lake City and the region increases, land use design decisions should reflect the intention to better accommodate all modes of transportation and focus on the movement of people.” <sup>19</sup> | “Quality of Life in neighborhoods is dependent on access to a wide variety of housing types for all income levels, and is enhanced by a balance and network of uses and services ...” <sup>20</sup> |
| Zoning land to accommodate transportation functions or future growth.   | The effect changing zoning would have on neighborhoods.   |

The proposed plan does not recommend specific zoning for transit corridors but, zoning is listed among the principles to prioritize capital improvements and address “corridor land use (such as such as density and street connectivity) that supports a particular mode or level of investment.”<sup>21</sup>

A case in point involves zoning along 200 South and 700 East streets. The proposed master plan identifies 200 South Street as a place where a Frequent Transit Network should be implemented first, and recommends as a location for a secondary transit station a place somewhere in the vicinity of where 200 South and 700 East streets intersect. The proposed master plan does not include detail on the location, size and capacity of a secondary transit station.<sup>22</sup> A concept of a proposed facility prepared as part of a grant application for federal funds to help build a transit station shows a structure that appears to span both sides of within a street right of way. *(Please see attached graphic.)* Zoning along 200 South Street, mostly multi-family residential, residential office, and one area zoned as “Community Business” does not allow a bus, a bus line station, or a terminal as a permitted use or a conditional use, according to the land use tables in *City Code* 21A.33.030. It might be noted that the application did not receive federal funds.<sup>23</sup>

The City’s authority, particularly the City Council’s authority, to change land use zoning is one of two major factors, Mr. Brennen said, the City has to influence the future of transit. The City’s ownership of streets on behalf of the public is the second factor, he said.

Zoning along transit corridors also might be a potential way to spread equitable housing. The City has supported construction of a variety of affordable- and market-rate housing on North Temple Street, a street zoned as a transportation mixed-use area. Affordable housing is part of three projects on 400 South Street including redeveloping the Barnes Bank property on 400 South 300 East Streets. Four Hundred South is an area zoned as a transportation urban center. In addition, the City Council in June 2016 adopted amendments to the *Sugar House Master Plan* to allow an extra 15 feet on the maximum building height on buildings in areas zoned as Form-Based Sugar House Core “for residential uses if a minimum of 10 percent of the units are affordable housing.”<sup>24</sup>

## **FINANCING THE TRANSIT NETWORK**

|  |  |
|--|--|
| Developing the transit network incrementally based on UTA’s available funds. | Finding additional funds to speed up implementing the network on a larger scale. |
|--|--|

Part of the August 8 discussion among City Council members was implementing more of the plan on proposed transit corridors so increased service would be apparent to the public. UTA Chief Executive Officer Jerry Benson estimated that it would take about \$1 million a year to operate corridors with 15-minute service end to end, all day. He suggesting picking one route – a “high value” route and working with the City to find financial resources to create an example of a city and UTA working together to fashion a route with effective transit service.<sup>25</sup> The *Transit Master Plan* recommends a high level of capital investment on State Street, 100 South, and 200 South, as initial phases followed by moderate investment on Tier 1 corridors and then Tier 2 corridors over 20 years.<sup>26</sup> *(Please see attachment Corridors for Capital Investment.)*

The cost for UTA to operate local bus routes in Salt Lake City in 2014 was about \$16 million.<sup>27</sup> Implementing the plan completely in about 20 years, may cost an additional \$7.7 million a year in operating costs.<sup>28</sup> One option to move the Frequent Transit Network forward is to have Salt Lake City pay UTA to increase bus frequency or span of service on a route.<sup>29</sup> The City would have to identify a revenue source to accomplish the option.

For areas of the City that do not receive transit service, one option would involve the City or UTA or both in negotiating with a ride-sharing service such as Uber or Lyft to provide service to transit stops. The plan estimates the annual cost net cost to Salt Lake City would be roughly \$500,000 to \$900,000.<sup>30</sup> The City would have to identify a revenue source to accomplish the option. The plan also describes an option where employers in industrial areas could fund a shared shuttle service to and from major transit stations.<sup>31</sup>

## **THE ROLE OF STREETCARS**

|  |   |
|--|---|
| Interest in implementing transit quickly to provide improved service to a growing population at lower capital and operating costs than a streetcar system. | The value of streetcars to future city development. |
|--|---|

It should be noted that to City Council staff's knowledge there is no money at present in Salt Lake City's or the Redevelopment Agency of Salt Lake City's budgets allocated for streetcar projects.

Although some discussion at the August 8 meeting involved the absence of a streetcar system in the *Transit Master Plan*, the plan includes some aspects of streetcars and a streetcar system.

According to the proposed master plan, "The existing light rail and streetcar system already provides frequent service."<sup>32</sup> The master plan is intended to "build off this core network by identifying a high-frequency grid comprised of both rail and bus service."<sup>33</sup> Again, one goal of the *Transit Master Plan* is to foster a network that is "a stable, relatively unchanging part of the transit system so that riders can rely on it as they do the TRAX system."<sup>34</sup>

The proposed master plan did not directly include future light rail improvements or routes "because they emerged from local or regional plans that have already conducted a detailed study to refine the preferred transit mode for the corridor."<sup>35</sup> However, in the capital investment section the study listed rail projects as "additional projects supported by Salt Lake City." They include:

**"TRAX improvements including the Black Line** and other downtown network enhancements. These enhancements would resolve capacity issues necessary to enable direct TRAX service between the Airport and the University, two of Salt Lake City's major travel demand generators."

**"Downtown Streetcar connecting to the University of Utah.** The *Transit Master Plan* corridor analysis supports transit investments in a downtown streetcar including a connection to the University. The analysis showed strong demand for east-west travel between Downtown and the University of Utah. The locally preferred alternative includes portions of 200 S (west of W Temple Street), 100 S, and S Temple Street. An additional consideration for the project could include coordination with the plan's recommendation to develop a transit center in the vicinity of 200 S. and 500 E. (sic)"<sup>36</sup>

**This document was truncated here because it was created in the Evaluation Mode.**

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<sup>1</sup> Videotape, Salt Lake City Council work session, August 8, 2017, 3:38.

<sup>2</sup> Videotape, work session, 1:41-1:46.

<sup>3</sup> Videotape, work session, 3:02.

<sup>4</sup> Videotape, work session, 3:35-3:38.

<sup>5</sup> Videotape, work session, 2:27-2:28; 3:04-3:05

<sup>6</sup> Videotape, work session, 3:04-3:05

<sup>7</sup> Transit Master Plan, Page 2-1.

<sup>8</sup> *City Council Philosophy Statement Priority: Transportation and Mobility 2013*

<sup>9</sup> *Transit Master Plan Executive Summary*, Page 14

<sup>10</sup> Here are the Tier 1 and Tier 2 routes identified in the master plan: **Tier 1:** North-south streets Redwood Road, 300 West Street to 400 South Street, State Street, and 500 East, 900 East, 1300 East, 2100 East; east-west streets include 600 North Street, Sixth Avenue, North and South Temple streets, 200 South Street, California Avenue and 900 South Street and 2100 South Street. **Tier 2:** 1000 North Street, 900 West to North Temple Street, 900 West Street between 400 South and California Avenue, Indiana Avenue between Redwood Road and 900 West, Emery Street, 900 South Street between 900 West and 300 West streets, 1300 South Street between Main and 2100 East streets, and 1700 South Street between State and 1500 East streets, and 1500 East Street between 1700 South and 1300 South streets.

<sup>11</sup> *Transit Master Plan*, Page 2-18.

<sup>12</sup> *Transit Master Plan*, Page 2-18.

<sup>13</sup> Videotape, work session, 3:27-3:33.

<sup>14</sup> *Transit Master Plan*, Page 3-11.

<sup>15</sup> *UTA Network Study Next Tier Program Final Report*, Lochner Co., June 13, 2013, Page 47.

<sup>16</sup> Discussion, Christopher Chesnut, UTA senior manager of integrated service planning, July 28.

<sup>17</sup> *Transit Master Plan*, Page 2-18.

<sup>18</sup> *Transit Master Plan*, Page 6-4.

<sup>19</sup> *City Council Philosophy Statement Priority: Transportation and Mobility 2013*

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<sup>20</sup> *City Council Philosophy Statement Priority: Neighborhood Quality of Life*

<sup>21</sup> *Transit Master Plan*, Page 3-1.

<sup>22</sup> Email, Julianne Sabula, November 8, 2017.

<sup>23</sup> Presentation to Transportation Advisory Board, November 6, 2017.

<sup>24</sup> Salt Lake City Council Minutes, June 7, 2016.

<sup>25</sup> Videotape, work session, 3:27-3:33.

<sup>26</sup> *Transit Master Plan*, Graphic, Page 3-13.

<sup>27</sup> *Transit Master Plan*, Page 7-21.

<sup>28</sup> *Transit Master Plan*, Page 7-4.

<sup>29</sup> *Transit Master Plan*, Page 7-3.

<sup>30</sup> *Transit Master Plan*, Page 7-7.

<sup>31</sup> *Transit Master Plan Executive Summary*, Pages 16 and 17.

<sup>32</sup> *Transit Master Plan*, Page 2-1.

<sup>33</sup> *Transit Master Plan*, Page 2-1.

<sup>34</sup> *Transit Master Plan*, Page 2-3.

<sup>35</sup> *Transit Master Plan*, Page 3-11.

<sup>36</sup> *Transit Master Plan*, Pages 3-11 and 12



## CITY COUNCIL TRANSMITTAL

  
Patrick Leary, Chief of Staff

Date Received: April 6, 2018  
Date sent to Council: April 10, 2018

**TO:** Salt Lake City Council  
Erin Mendenhall, Chair

**DATE:** April 6, 2018

**FROM:** Mike Reberg, Community & Neighborhoods Director 

**SUBJECT:** Transit Master Plan Implementation

**STAFF CONTACT:** Julianne Sabula, Transit Program Manager, (801) 535-6678,  
julianne.sabula@slcgov.com

**DOCUMENT TYPE:** Information Only

**RECOMMENDATION:** Consider proposed implementation steps and provide feedback in conjunction with UTA's briefing materials

**BUDGET IMPACT:** None

**BACKGROUND/DISCUSSION:** On December 5, 2017 City Council approved the City's first ever Transit Master Plan. The plan identifies key moves and implementation steps that should be tackled first, to lay the groundwork and launch the Plan.

As the Council considers the ways in which transit could be supported by the Funding Our Future initiative, UTA has been invited to talk about the partnership with Salt Lake City to implement the Transit Master Plan. The Transportation Division has been working to develop the specifics of how new funding sources would be used, and this transmittal provides supplemental information about what City staff is doing to develop the programs, policies, plans and partnerships needed for successful implementation of the plan.

Key Moves identified in the Plan include initial implementation of the Frequent Transit Network (FTN), development of alternative service models for lower-density residential and employment areas, making capital investments in key corridors, and improving transit access and affordability. In particular, the 200 South corridor is called out because it is instrumental in the expansion of span and frequency of other FTN routes and making connections more direct. The Implementation Chapter identifies steps the



City needs to take as we advance the plan, including strengthening our partnership with UTA, identifying new funding sources, establishing new public-private partnerships, coordinating between City Departments, and adapting to changing needs.

The City has already been working to identify new funding, and if new sources are approved, staff is currently preparing to initiate implementation in the following ways.

#### *Implement the FTN*

UTA and Transportation have been working closely to develop on-the-ground network scenarios, identify service-supportive needs, and understand projected costs. For instance, some scenarios will require additional vehicles, while others could be implemented during the time it takes to procure those vehicles. All scenarios require space for bus operators to take breaks, turn the buses around, and make connections with other routes. In addition to working with UTA, Transportation is working with the University of Utah to participate in a study identifying needs for one or more transit hubs to serve main campus, Health Sciences, Research Park, the V.A. and the Foothill Cultural district. In addition to an East Downtown Transit Hub, at least one hub will be needed in the University area for the frequent network to function well.

#### *Develop Alternative Service Models*

Transportation has recently requested information from the private sector to better understand how we can form public-private partnerships to provide on-demand shared ride services. The City has already researched models being planned and deployed across the nation, and is narrowing in on what will work best in our particular market. Transportation has been working with Research Park and UDOT as they explore transportation demand strategies and the potential development of a Transportation Management Association that would implement those strategies. Economic Development has been working closely with Transportation and businesses in the City's West Side industrial areas to similarly develop strategies appropriate to that area's needs.

#### *Develop Enhanced Bus Corridors*

Salt Lake City streets are entirely within City control, and are therefore opportunities to create a vastly improved environment for transit and its riders. Transportation has already been working closely with UTA on bus stop improvements throughout the City, and Engineering has implemented stop improvements along its corridor projects. The City is also working with the development community to capitalize on opportunities to make improvements together in a more coordinated way. This could expand to include a transit mall and an in-street transit hub along 200 South, where stop improvements have already supported significant ridership increases. Corridor branding, maps and better information, if implemented along with service increases, will make the system more visible, comfortable and intuitive to riders, while making transit streets a better place for all users and supporting economic development.

#### *Improving Transit Access and Affordability*

Bicycle and pedestrian access to transit make the difference between whether the system can and will be used. In addition to stop improvements, the City is making sidewalk connections to stops, and will be updating the Bus Stop and Bike Share Design Guidelines to better incorporate accessible design elements in consultation with the SLC Accessibility Council and UTA's Committee on Accessible Transportation (CAT) Committee. Transportation is also exploring ways to expand fare and pass

programs to put passes in more pockets and make transit more affordable. Outreach will be a key element of ensuring transit changes work for the neighborhoods in which routes operate.

As these activities move forward, the City will track performance according to tangible metrics as identified in the Master Plan, gathering data, evaluating and adapting strategies along the way. Transportation has ongoing coordination with other City Departments/Divisions to ensure that the Transit Plan is mutually supportive with Growing SLC and economic development opportunities, as these things are inextricably connected and are tied to the City's ability to continue to be a livable, equitable place.

**PUBLIC PROCESS:** None

**EXHIBITS:** None



## SALT LAKE CITY SPONSORED TRANSIT SERVICE SCENARIOS

Prepared for

Salt Lake City Council Work Session  
April 17, 2018

### Background

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The Salt Lake City Council adopted the Salt Lake City Transit Master Plan on December 5, 2017. The Utah Transit Authority is appreciative of the offer to work closely with City staff in the development of this plan and we look forward to the opportunity to partner with the City on its implementation.

The “Key Moves” of Salt Lake City Transit Master Plan include:

- Implement a Frequent Transit Network (FTN)
- Develop alternative service models
- Develop enhanced bus corridors
- Improve transit access and affordability

In discussions with the Mayor, City **Administration** and Council members these recommendations are reinforced with specific priorities for future transit and mobility services in the City. These include:

- Focus on West-East connections
- Connect all four corners of the City
- Better serve west side residents attending East and Highland High schools
- Explore new innovations in mobility services – partnerships with transportation network companies (TNC) and transportation management associations (TMA)
- Pilot new technologies – electric buses and connected autonomous vehicle pilots and smart streets

The Salt Lake City Council and Mayors Office have expressed interest in exploring an agreement with the Utah Transit Authority to sponsor additional transit service, above and beyond what is currently provided within the Salt Lake City boundaries, to begin implementation of the newly adopted Transit Master Plan.

In response, the Utah Transit Authority has worked closely with City staff to explore bus service planning scenarios. These scenarios are designed to respond to the City’s priorities, as well as addressing feedback from additional community partners including the Salt Lake School District, the University of Utah, and the current riders of the UTA system.

UTA and City staff have developed three possible **Scenarios** for implementation of the Transit Master Plan, which are outlined below. It is important to understand, these **scenarios** are preliminary in nature and will need further evaluation to solidify final capital and service costs.

These scenarios all include:

- **FTN Corridors**
  - Fifteen minute frequency or better
  - Early and late hours of service:
    - 5:00 am to midnight on weekdays and Saturdays
    - 7:00 am to 7:00 pm on Sundays
  - Exploration with City staff to pilot new technologies for electric, connected, shared, and/or autonomous transit vehicles on key corridors.
- **Continued Local Bus Service**
  - Basic “life-line” service to provide access for the most vulnerable of our community and meet regulatory requirements of Title VI of the Civil Rights Act.
  - Exploration with City staff to serve these areas with innovative mobility solutions as they become available as Federal regulations allow.
- **Capital Investments**
  - Facilitation to begin strategically-located transit centers, starting with a 200 South “Transit Mall” where several routes and mobility services are **collocated**.
  - Enhanced bus stops, signage and rider amenities along FTN corridors (included in the SLC **Administration** investment portion)



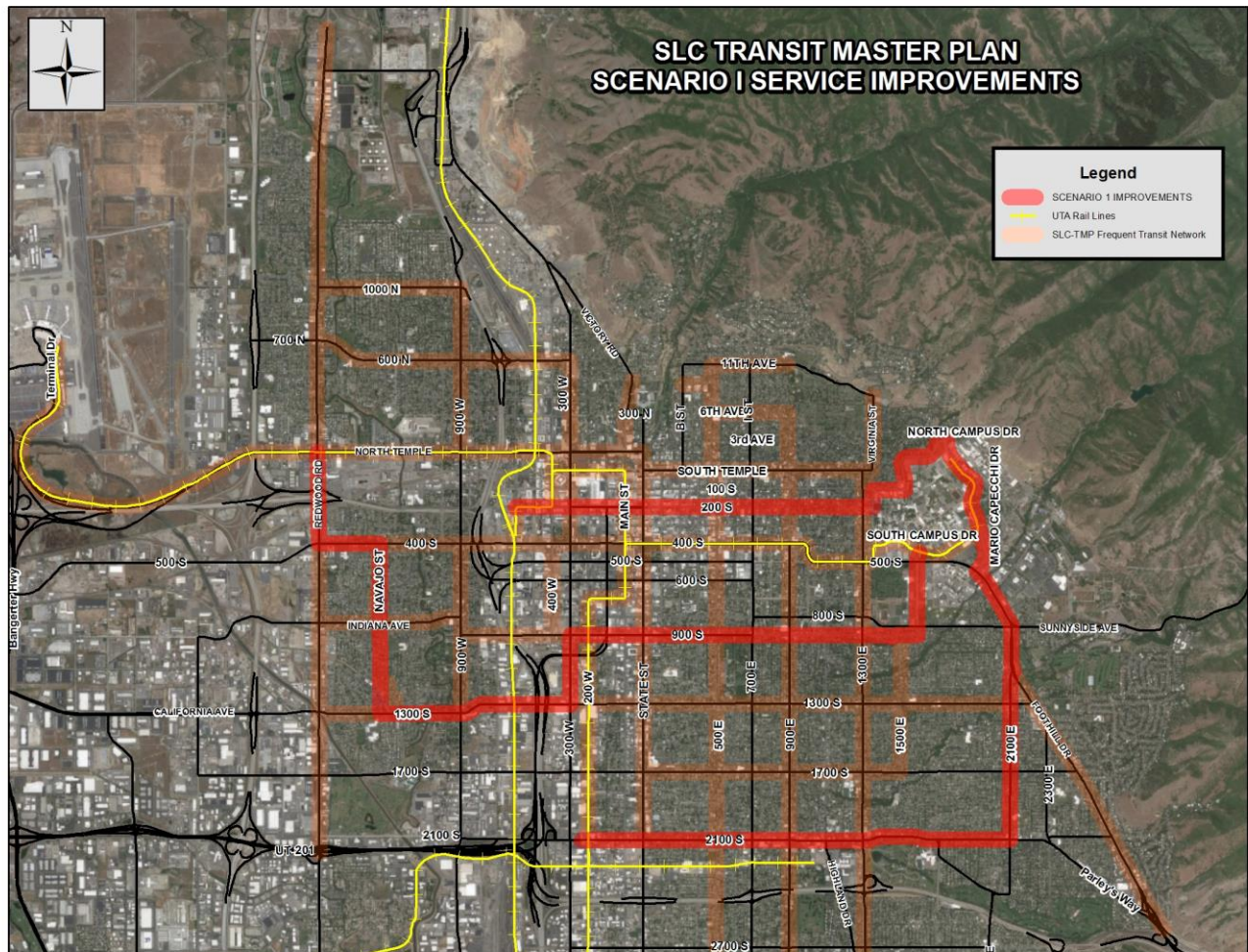


## SCENARIO I – Initial West-East Connections

|  |   |
|--|---|
| Salt Lake City allocation:   | \$8,000,000 annually  |
| UTA Transit Service:   | \$4,800,000 (60% of total) - \$3,600,000 fixed route, \$1,200,000 paratransit |
| Other Investments:   | \$3,200,000 (40% of total)  |
| These include innovative mobility solutions, capital investments, transit marketing, administration, fare program expansion, and bus vehicle leasing (eight additional buses leased at \$40,600 each). |   |

| Scenario I - Service Focus |                       |
|----------------------------|-----------------------|
| West-East Connections      | Poplar Grove/Glendale |
| Downtown                   | University of Utah    |
| East High School           |                       |

| Scenario I - FTN Network Implementation |                       |
|---|-----------------------|
| East-West Corridors                     | North-South Corridors |
| 200 South                               | Redwood Road          |
| 900 South (415% increase in service)    | Navajo St             |
| 1300 South                              | 2100 East             |
| 2100 South                              |                       |



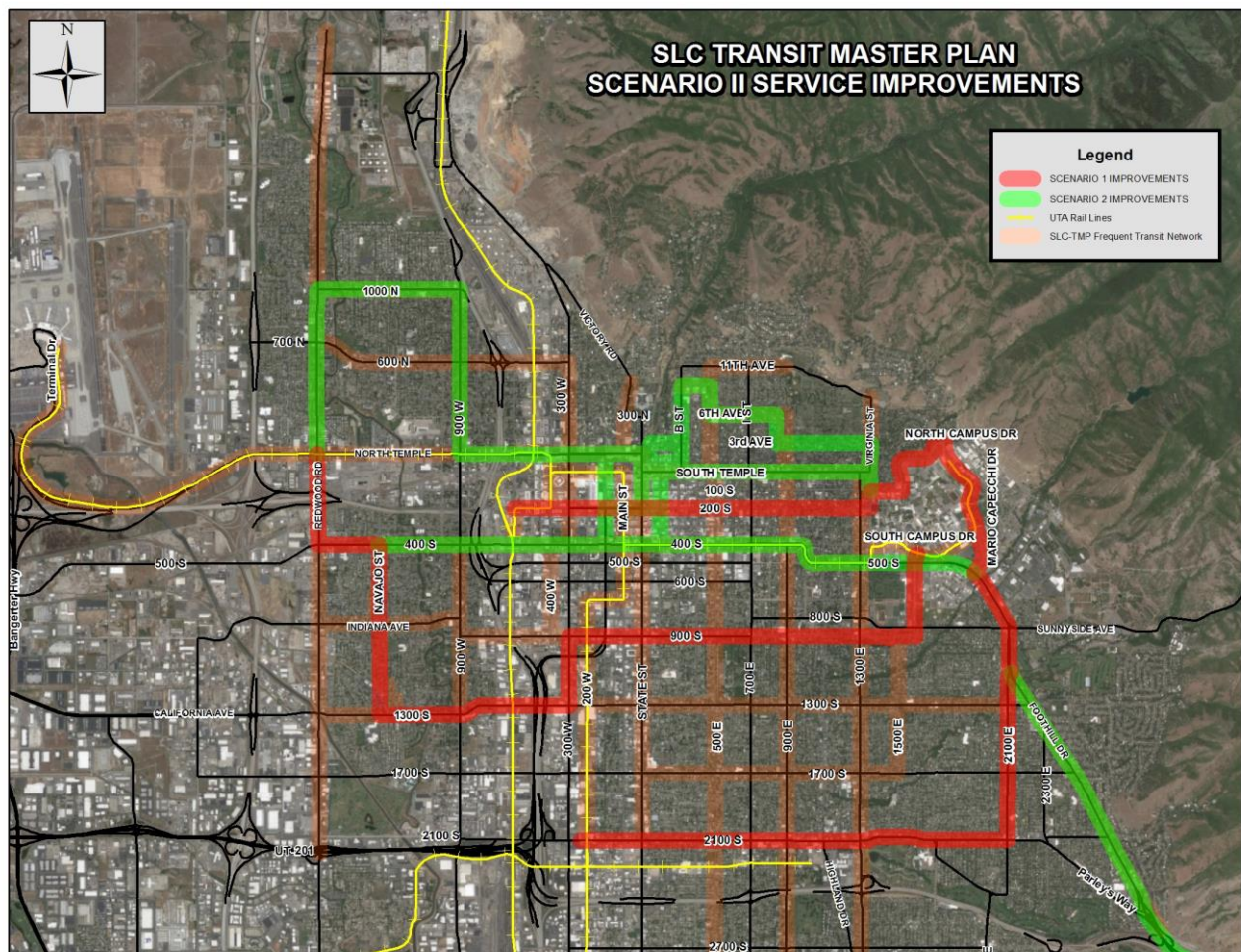


## SCENARIO II – More Robust West-East Connections

Salt Lake City allocation: \$12,000,000 annually  
 UTA Transit Service: \$7,200,000 (60% of total) - \$5,400,000 fixed route, \$1,800,000 paratransit  
 Other Investments: \$4,800,000 (40% of total)  
 These include innovative mobility solutions, capital investments, transit marketing, administration, fare program expansion, and bus vehicle leasing (12 additional buses leased at \$40,600 each).

| Scenario II - Service Focus      |                    |
|----------------------------------|--------------------|
| Additional West-East connections | University of Utah |
| Rose Park                        | Downtown           |
| Poplar Grove/Glendale            | East High School   |
| Foothill                         |                    |

| Scenario II - FTN Network Implementation |                    |                       |
|--|--------------------|-----------------------|
| East-West Corridors                      |                    | North-South Corridors |
| 200 South                                | 1000 North         | Redwood Road          |
| 900 South                                | North/South Temple | Navajo St             |
| 1300 South                               | 400 South          | 2100 East             |
| 2100 South                               |                    | Foothill Boulevard    |
|  |                    | Redwood Road          |

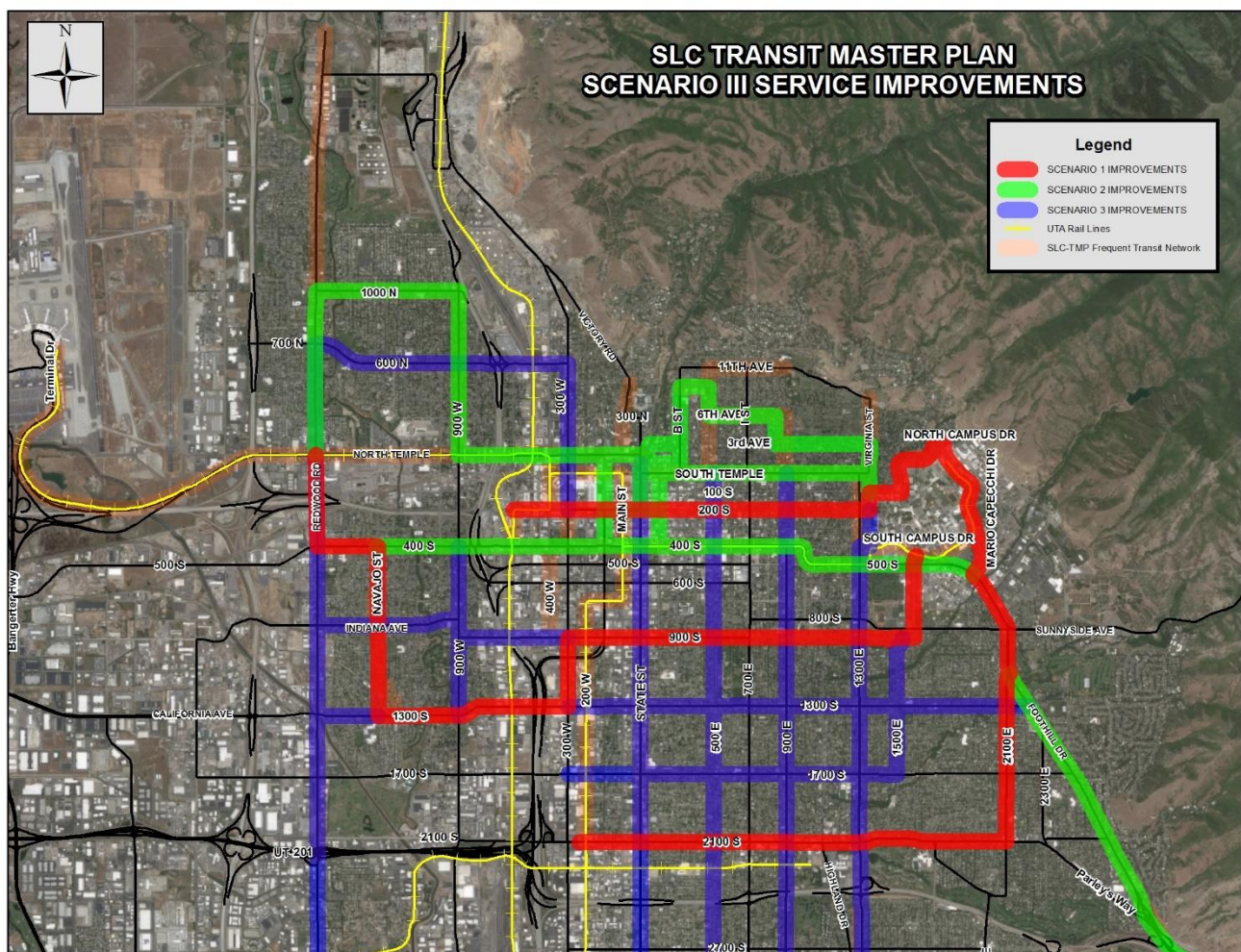




|                                   |   |
|-----------------------------------|---|
| <b>Salt Lake City allocation:</b> | \$16,000,000 annually   |
| <b>UTA Transit Service:</b>       | \$9,600,000 (60% of total) - \$7,200,000 fixed route, \$2,400,000 paratransit   |
| <b>Other Investments:</b>         | \$6,400,000 (40% of total)<br>These include innovative mobility solutions, capital investments, transit marketing, administration, fare program expansion, and bus vehicle leasing annually (16 additional buses leased at \$40,600 each) |

| Scenario III - Service Focus |                                |
|------------------------------|--------------------------------|
| Rose Park                    | North-South Connections        |
| Poplar Grove/Glendale        | Robust West-East connections   |
| Central City                 | University of Utah             |
| Sugarhouse                   | Downtown                       |
| Foothill                     | East and Highland High Schools |

| Scenario III - FTN Network Implementation |            |                       |           |
|---|------------|-----------------------|-----------|
| West-East Corridors                       |            | North-South Corridors |           |
| 1000 North                                | 400 South  | Redwood Road          | 900 East  |
| 600 North                                 | 1300 South | Navajo St             | 500 East  |
| North/South Temple                        | 1700 South | 900 West              | 1300 East |
| 200 South                                 | 2100 South | 300 West              | 2100 East |
| 900 South                                 |            | Foothill Boulevard    |           |



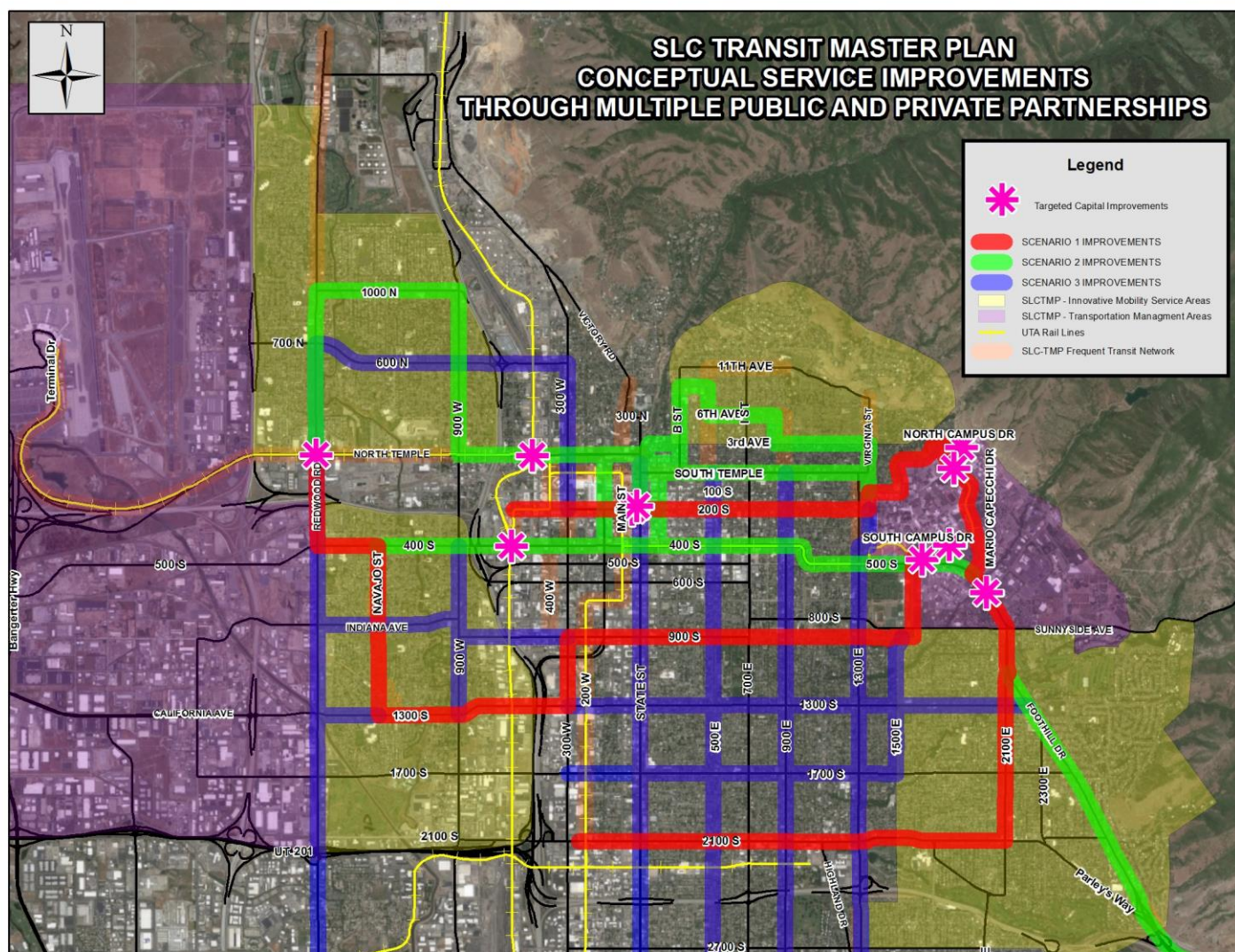


## Conceptual Master Plan Implementation with Public and Private Partnerships

The full implementation of the Salt Lake City Transit Master Plan involves several components beyond additional fixed route transit service. These include: capital investments at bus stops and in the pedestrian environment, partnerships with private employers and transportation network companies (such as Uber or Lyft), FTN corridor branding and marketing, and expansion of fare programs such as the Hive Pass.

Below is a conceptual vision for implementation of the master plan, including areas largely served with new innovative partnerships, and targeted capital investments at strategic locations within the city.

UTA looks forward to partnering with the City, and the larger community (University of Utah, Salt Lake School District, Westside industrial businesses, etc.) to help achieve this ambitious vision for the future.



#### Highland General Education Routes

|     |    |
|-----|----|
| 516 | 55 |
| 517 | 41 |
| 518 | 32 |
| 519 | 28 |
| 520 | 44 |
| 521 | 34 |
| 522 | 44 |
| 523 | 38 |
| 524 | 50 |

#### Highland Special Education Routes

|     |   |
|-----|---|
| 607 | 6 |
| 608 | 8 |
| 609 | 6 |
| 610 | 6 |
| 611 | 9 |
| 612 | 7 |
| 613 | 5 |

#### East General Education Routes

|     |    |
|-----|----|
| 501 | 41 |
| 502 | 55 |
| 503 | 51 |
| 504 | 40 |
| 505 | 36 |
| 507 | 40 |
| 508 | 56 |
| 509 | 55 |
| 510 | 39 |
| 511 | 49 |
| 512 | 47 |
| 513 | 43 |
| 514 | 48 |
| 515 | 53 |

#### East Special Education Routes

|     |    |
|-----|----|
| 601 | 11 |
| 602 | 11 |
| 603 | 8  |
| 604 | 8  |
| 605 | 5  |
| 631 | 6  |

#### West General Education Routes

|     |    |
|-----|----|
| 526 | 38 |
| 527 | 25 |
| 528 | 50 |
| 529 | 47 |
| 530 | 50 |
| 531 | 49 |
| 532 | 54 |
| 533 | 46 |
| 534 | 43 |
| 535 | 45 |

#### West Special Education Routes

|     |         |
|-----|---------|
| 615 | 6       |
| 616 | 8       |
| 617 | (1wc) 4 |
| 618 | (1wc) 4 |
| 625 | (2wc) 4 |
| 634 | 6       |
| 635 | 8       |
| 637 | 5       |
| 639 | 5       |

**Salt Lake City School District Unique Transit Card Use\***

| Month     | Unique<br>Cards<br>Used |
|-----------|-------------------------|
| September | 340                     |
| October   | 354                     |
| November  | 327                     |
| December  | 306                     |
| January   | 330                     |
| February  | 327                     |
| March     | 330                     |

\*Courtesy Salt Lake City School District