

Economic Development

**Mayor-Elect
Erin Mendenhall**
SALT LAKE CITY

Economic Development Transition Subcommittee

December 20, 2019

Dear Mayor-Elect Mendenhall,

Thank you for the opportunity to be involved in your Mayoral transition. Included in this transition memorandum are an executive summary, a brief review of our methodology, a comprehensive first term plan organized around three focus areas, and a conclusion recommending City-wide action.

We have enjoyed this process and consider ourselves allies in Salt Lake City's efforts to be more equitable and inclusive, to improve our environmental sustainability, and to undertake bold efforts to improve our beautiful Capital City's character and identity. We believe that the recommendations set forth herein will fulfill those objectives by capitalizing on Salt Lake City's momentum and unlocking its economic promise. We appreciate the opportunity to share our ideas and suggestions and we look forward to continuing to support your administration.

Sincerely,

Silvia Castro, Co-Chair, Suazo Business Center
Theresa Foxley, Co-Chair, Economic Development Corporation of Utah
LaNiece Davenport, Wasatch Front Regional Council
Sheila Rappazzo Yorkin, Westminster College
Edward Bennett, Suazo Business Center
Blake Thomas, Salt Lake County
Phil Winston, Altus Development Group
Shawn Milne, Tooele County Commission
Ana Valdemoros, Square Kitchen, Argentina's Best Empanadas, Salt Lake City Council

Executive Summary
100 Day Action Items

Following extensive feedback from a variety of community members, community organizations, employers, small business owners, and development partners, we recommend that Salt Lake City prioritize three Economic Development Areas of Focus. For each of these areas we suggest a number of 100 Day Action Items that will improve the state of the City’s economic development efforts. Those Focus Areas and 100 Day Action Items are summarized below. A more comprehensive plan with additional commentary and longer-term action items is set forth in the full memorandum.

Action Item	Ordinance Change	Budgetary Impact	Executive	Utah State Legislature
Focus Area 1: Embrace Tech Lake City				
Create a Tech Industry Roundtable Chaired by Mayor Mendenhall	No	No	Yes	No
Create a Development Roundtable to Increase the Amount of Available Real Estate for Tech Companies in the City	No	No	Yes	No
Transition the Economic Development Loan Fund from the Department of Community and Neighborhoods to the Economic Development Department	Yes	No	Yes	No
Focus Area 2: The West Side of I-15: Create and Off-ramp for Investment				
Overhaul West Side Master Plan and Zoning	Yes	No	Yes	No
Evaluate Use of RDA Tools on West Side of I-15	No	No	Yes	Possibly
Focus Area 3: Salt Lake City’s Story: Brand, Districts, Art				
Catalyze Business Districts	Yes	Yes	Yes	No
Public Art: Streamline and Coordinate City-Wide Arts Initiatives	Yes	Yes	Yes	No

I. Methodology.

Mayor-Elect Mendenhall charged the Transition Steering Committee to be inclusive in this process; therefore, we created opportunities for meaningful dialogue with the broadest and most diverse group of stakeholders, experts, and community members as possible. Our methodology included forming a subcommittee, communicating with City staff (current and past), communicating with the Transportation, Technology, and Geographic Equity Co-Chairs, and hosting three roundtables with development partners, employers, small businesses, and community groups. One of the three roundtables was hosted in Spanish.

Staff (current and past) interviewed:

- Ben Kolendar; Acting Director, Economic Development Department
- Vicki Bennett; Director, Sustainability Department
- Mary Beth Thompson; Chief Financial Officer
- Laura Briefer; Director, Public Utilities
- Danny Walz; Chief Operating Officer, Salt Lake City Redevelopment Agency
- Marcia White; Director, Community and Neighborhood Development
- Felicia Baca; Director, Salt Lake City Arts Council
- Orion Goff; Director, Building Services
- Jennifer McGrath; Deputy Director, Community and Neighborhood Development
- Jennifer Madrigal, Landlord/Tenant Licensing and Consumer Protection Coordinator
- Lisa McCarver; Director, Revenue and Collections
- Nick Norris; Director, Planning Division
- Debbie Lyons; Deputy Director, Sustainability Department
- Lara Fritts; Past Director, Economic Development Department
- Jill Remington Love; Past Director, Department of Community and Economic Development

A list of roundtable attendees is provided in an attachment hereto.

The Subcommittee also reviewed the following publications and reports:

- 1) Economic Development Department 2019 Annual Report
- 2) Salt Lake City Strategic Economic Development Plan 2017-2020
- 3) Department of Community and Neighborhoods 2019 Mayoral Transition Team Briefing
- 4) "A Plan to Elevate Utah's Economic Success," Governor's Office of Economic Development
- 5) Accredited Economic Development Organization Accreditation Report for Salt Lake City, Economic Development Department, May 2019.

II. Key Opportunities.

Stakeholders expressed great enthusiasm for Salt Lake City. The contributors to this process universally want our city to become a more equitable and economically vibrant place to live, work, and play. As shared in the Executive Summary, we have identified three focus areas that the City’s Economic Development Department can prioritize, in addition to short- and long-term action items to achieve the goals set forth therein.

1. Embrace “Tech Lake City”
2. The West Side of I-15: Create an Off-ramp for Investment
3. Salt Lake Stories: Brand, Districts, Arts

The following table represents some of the most common themes represented in our SWOT discussions with the subcommittee, roundtables, and staff:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ● Quality of life (e.g., arts and culture, proximity to outdoor recreation, mobility) ● Transit and transportation center of the region <ul style="list-style-type: none"> ○ Multi-billion dollar airport expansion ● “SLC” is Utah’s brand ● Diversity (both population and economy) ● Culture of volunteerism, philanthropy, and giving ● Culture of industry and entrepreneurship ● Higher education opportunities ● Momentum 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Lack of interdepartmental and intergovernmental communication and collaboration <ul style="list-style-type: none"> ○ Strained City/State relationship ○ Strained City Council and Administration relationship ● Customer service ● Lack of clear direction <ul style="list-style-type: none"> ○ “Who’s the Boss?” ● Outdated City codes and processes ● East and West inequity (e.g., zoning, transportation/transit, public/private investment, job opportunities, representation, safety, education, housing, commercial opportunities) ● Air quality ● Communication/outreach with diverse populations <ul style="list-style-type: none"> ○ Lack of translation services/bilingual staff ● Aggressive panhandling
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Capitalize on unique competitive advantages to develop both Tech and Life Sciences ecosystems ● Strengthen/Clarify brand ● Improve City’s character by embracing and developing Business and Cultural Districts ● West Side tax base expansion, new business starts, and workforce 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ● Growing inequity and lack of affordability <ul style="list-style-type: none"> ○ Concern over family flight from the City ○ Housing affordability ○ Child care ● Shifting population and business growth to areas outside of the City (i.e., City losing % of statewide

<p>development</p> <ul style="list-style-type: none"> ● Lead state and region on key issues such as sustainability, equity, air quality, and affordability ● International hub ● Embracing City’s diversity through better education, communication, staffing practices, and City services/vendor practices ● Develop best practices for working with diverse populations in an equitable manner ● Home to two of the State’s most promising Opportunity Zones 	<p>nighttime population, threat of continued agglomeration of industry outside the City, and loss of small business)</p> <ul style="list-style-type: none"> ● Super-regional and global competition from other mid-sized cities
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Based on this feedback, we propose the following recommendations for a 100 Day and First Term Plan.

III. Focus Areas.

Note: Each of our focus areas assume that the City's overall economic development goals are to foster business development, job growth, and tax base expansion that aligns with the City's equity, inclusion, and sustainability values.

A. Focus Area 1: **Embrace "Tech Lake City"**

Although a separate committee was formed to address the Tech Ecosystem through this transition process, we wanted to add a "+1" to its efforts and provide some additional recommendations specifically related to the Economic Development and development processes that are an impediment to tech development in the City. The State of Utah has six focus sectors, including Information Technology (IT) and Life Sciences. The IT and Software Development industry sector has grown by 53% since 2009 and has a location quotient of 1.46. Depending on the industry NAICS codes measured, IT is the state of Utah's largest focus sector with 84,639 employees, adding more than 16,000 jobs since 2014. Only the Life Sciences industry has had a higher percentage of growth over the past 10 years. Given Salt Lake City's economic assets, it is particularly well poised to capitalize on software and IT, biotech, and subsets of the tech sector, such as fintech and e-commerce.

Current impediments to developing a Tech Ecosystem in Salt Lake City:

1. Talent/Connectivity: There is a perception that tech companies in Utah need to be located toward the Point of the Mountain to access the Utah County and Salt Lake County labor pools. However, with the regional transit and transportation nodes in Salt Lake City, in addition to the largest public education institutions, the City is ripe to capture and retain existing and new talent and to develop a pipeline of new startup businesses. There are two immediate things a Mayoral administration can do to increase talent and industry connectivity in the City:
 - a. *Connection*
 - i. Mayor-Elect Mendenhall may consider holding regular industry roundtables that increase connectivity between the City and the industry stakeholders, including education and venture partners. Establishing a regular feedback venue and creating accountability for follow-up using City resources could provide the institutional support necessary to attract and retain technology companies and technologists in the City.
 1. Requires time commitment of the Mayor and City staff.
 2. **100 Day Action Item**
 - b. *Transit and Mobility*
 - i. Currently only Salt Lake City residents are eligible for Hive Passes. The Mayor-Elect may consider making Hive Passes available as a business development tool to get more tech talent into the City in a sustainable way.
 1. Requires funding and partnerships.

2. 100 Day Action Item

- ii. The City should consider incentivizing the development of Tech Real Estate and focusing its economic development recruitment and business development around areas well-served by transit.

1. First Term Action Item

- 2. Real Estate: A lack of available real estate in Salt Lake City has led to tech sector expansion outside the City and outside of the state of Utah. Appended to this memo is a list of tech projects over the last three years that considered Salt Lake City for an expansion opportunity but either elected not to expand or expanded elsewhere. In many instances, these companies cited a lack of available real estate as a primary decision factor in dropping Salt Lake City from consideration. The City has a reputation of being one of the most challenging places in the State to develop real estate. This is of particular concern as Salt Lake City has one of the best potential offerings to those tech businesses that prefer to operate in diverse, inclusive, urban environments. A Mayor can turn the tide of this reputation and reality by using her schedule and budget to support a friendlier process.
 - a. We recommend that Mayor-Elect Mendenhall establish a Development Roundtable that includes private developers, small business representatives, and all relevant Department Heads as *Ex Officio* members to advise the Mayor on issues of business development, retention, and growth.
 - i. One of the first action items at the roundtables should be a top-to-bottom development process review: **100 Day Action Item**
 - 1. This includes an analysis of the City's current project management technology (Accela).
 - 2. It should also include a review of zoning and permitting ordinances. It is our understanding from City staff that a comprehensive review of this nature has not occurred since 1995.
 - 3. Consider self-certification for permitting for small business owners.
 - 4. Consider prioritizing permit review by City priority, rather than by the order in which applications are submitted.
 - a. Priority items could include: sustainable development, tech development, affordable housing, and new business starts on the West Side of I-15.
 - 5. The City should consider setting a goal of having all qualifying permits issued within 90 days of submission.
 - ii. **100 Day Action Item**
 - b. Create a "Guaranteed Permit" Program for Developers
 - i. Several developers have expressed an interest in paying additional permitting fees in exchange for a guaranteed permit review period. A special purpose fund could be created to capture these additional fees and the excess funding could be used to offer similar "fast track" permitting to accomplish City-wide development objectives, such as West Side business permits, small or disadvantaged business licensing, or affordable housing.

- ii. **First Term Action Item**
 - iii. **Requires City Ordinance**
- 3. Tools: CRA and EDLF
 - a. A common tool used to attract and retain technology companies are “project-specific Community Reinvestment Project Areas (CRAs).” The City has tied its own hands on recruiting new tech (and other) businesses into the City by limiting project-specific CRAs to be used only in instances where the business already operates in the City. Therefore, companies that do not have an existing presence in the City are ineligible for significant incentives. We recommend this policy be expanded to allow for business recruitment. The parameters to qualify for tax increment funding should be clear, should relate back to the City’s defined objectives of tech development, sustainability, West Side growth, and should allow for both retention and recruitment opportunities. **100 Day Action Item**
 - i. Requires RDA policy change. No budget impact as it captures and rebates new revenue.
 - b. The Economic Development Loan Fund (EDLF) is housed in the Department of Community and Housing. This appears to be a lasting vestige of the separation of Community and Neighborhoods from Economic Development and the creation of the latter department at the outset of the Biskupski Administration. We recommend that the EDLF be moved into the Economic Development Department. The EDLF should be used in a focused manner to provide loans and credit enhancements for hiring, technology acquisition, and real estate development. The Business Development division of the Economic Development Department collects information from and advocates for Salt Lake City businesses but is limited in its actual financial tools. The City may also consider using the EDLF as credit enhancement for tech tenants in Salt Lake City. Our development and lending community would be more likely to enter into leases with similar terms to regional competitors if the tenant had additional creditworthiness. **100 Day Action Item.**
 - i. Requires Code change and resource allocation between CAN and EDD.

B. Focus Area 2: **The West Side of I-15: Create an Off-ramp for Investment**

Concern over the West Side, East Side economic divide was a constant theme among subcommittee members and roundtable participants. The City has a few tools in its kit that can be deployed and sharpened to create an “Off-ramp for Investment” on the West Side of I-15. Of the 16,769 business licenses in the City, only 3,866 are on the West side of I-15 (or 23% of overall City licenses). We recommend the City do goal setting around West Side business creation. For example, the City could set a goal of 4,500 business licenses on the West Side of Salt Lake City by 2025: a “45 by ‘25” goal. However, to meet such a goal the City will need to ensure there is place to operate, people to hire, and business planning and financial assistance from the City to support these newly created businesses.

1. Land Use

- a. The current West Side zoning is largely single family residential and industrial (see Figure 2 in Appendix). We recommend the Mayor-Elect start her development code review referenced in Section III.A.2 on the West Side of I-15. The code could be updated to allow for other commercial uses that are complementary to existing uses, that would be an amenity to current residents, and that enable commercial development and investment. **Start within 100 Days. Complete within first year.**
- b. We also recommend that there be a “fast track” development process West of I-15 for business uses that align with the Mayor’s equity, inclusion, and sustainability goals. This process could be underwritten by the Guaranteed Permitting program referenced in Section III.A.2. **First Term initiative.**

2. Redevelopment Tools

- a. Of the eight active redevelopment project areas in the City, only two are west of I-15. The North Temple URA (expiring in two years) and the Northwest Quadrant CRA. The City needs to deploy every tool it has available, including tax increment financing, on the West Side. There are proposed changes to state law that would allow RDAs to become an independent taxing entity and operate within the entire municipal boundary (not just the existing project area boundaries). Such a structure may allow for community development that is not regional in nature or project-specific and could therefore benefit areas such as the West Side that lack a commercial base from which to organize around. The City should seriously consider whether this would provide a net benefit in its neighborhood and economic development efforts and whether or not it should be a legislative priority for the City in the 2020 General Session of the Utah State Legislature. **100 Day Action Item**

3. Northwest Quadrant

- a. This memo cannot address the West Side of I-15 without acknowledging the pending lawsuit over the governance and taxation issues related to the creation of the Utah Inland Port Authority. Regardless of how those issues are resolved, we recommend the City partner with all invested stakeholders to ensure the development is leading edge with respect to the City’s social and environmental goals. The focus may be on the following priorities:
 - i. Incentivize sustainability
 1. C-PACE financing for onsite energy and water efficiency installation and upgrades
 2. Electric and autonomous vehicle research and deployment
 3. Renewable energy to power the operations of the site
 4. Low impact water users and storm and waste-water collection
 - ii. Strengthen partnerships with the Salt Lake City School District, Salt Lake Community College, and local nonprofits to create pathways for success for Salt Lake City residents seeking job and career opportunities in advanced manufacturing and e-commerce
 - iii. Small business development

1. Create a glide path for small Salt Lake City businesses to act as vendors to larger logistics companies and manufacturers in the region
 2. Expand small business resource centers to ensure local supply chains are best able to compete for Inland Port work
 - iv. Community Spaces
 1. Consider how community spaces may be incorporated into development plans that allow for onsite job training and business resource content delivery
4. Mobility
- a. The West Side of Salt Lake City, just like all other areas of the City, should consider transportation infrastructure when evaluating land use and economic development. Freeway interchanges and rail transit stations have more economic development potential, and for the residents of the City and region, development in these locations enables residents and workers to more easily reach other destinations. This ability to interact, or have access to opportunities, is linked with more efficient businesses and better socio-economic upward mobility.
 - i. North Temple, west of downtown, features locations that are underutilized and have significant potential access to opportunities both by transit and by automobile. Utilizing these strategic locations would have positive economic and social benefits that would ripple throughout the City and region.
5. Spanish Speaking Resources To Support West Side Business Development
- a. The American Consumer Survey five-year data released on December 19, 2019 indicates that approximately 35 percent of Salt Lake City was part of the minority population in the 2014-2018 estimate window, with Hispanic/Latino at 21.6 percent. Much of our diverse population resides on the West Side of I-15. Data from a 2016 Small Business Administration release indicates minorities own 10.8 percent of Utah businesses, while the minority population represents a much higher percent of our overall population.
 - b. To address this opportunity in economic development, the City should prioritize:
 - i. Partnering with local nonprofits that help develop primarily Spanish-speaking Utah businesses. Provide a competitive grant for organizations to better serve this population within Salt Lake City, with measured outcomes, including the number of businesses started, jobs created, and sales revenue created.
 1. **First Term Initiative. Will require funding.**
 - ii. Create a grant program for small, West-Side business owners expanding or relocating that will lower the impact of business costs and encourage job creation and targeted area growth. The City of Austin has a model to explore as a benchmark.¹ **First Term Initiative. Will require funding.**

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http://www.austintexas.gov/sites/default/files/files/Chapter_380_Business_Expansion_Program_2018_Final_Update.pdf

C. Focus Area 3: **Salt Lake City's Story**

1. Branding

- a. At our initial Subcommittee kickoff meeting, the Mayor-Elect expressed that Salt Lake City's brand belies how multi-dimensional our City is. Many of our roundtable participants expressed a similar view: Salt Lake City's Brand is misunderstood, both within the state and outside the state. However, the quality of this place is evident to those who have recently traveled to Salt Lake City or that have some other relevant exposure to the City. The City should increase its marketing efforts to deepen brand awareness and capitalize on its growing brand equity.
 - i. The City may consider resourcing a stand-alone brand exploration and business marketing initiative; however, we feel that there is an existing entity through which the City could consider a partnership. Salt Lake County is the largest single funding partner to Visit Salt Lake (VSL). VSL has historically been focused on marketing the County-owned assets of the Salt Palace Convention Center and other county facilities. However, VSL has recently undertaken a "Blueprint Salt Lake" effort. There could be a value added partnership between Salt Lake City and VSL in using the blueprint to enhance SLC's brand within the tourism, convention, and business audiences.

1. **Budget impact. First Term Action Item.**

- b. Create a platform for small business owners to tell their story - this could become a function of the Economic Development Department in partnership with local organizations to increase diffusion.
 - i. **First Term Action Item.**
- c. Take the SLC story global. International business development is an area of interest for Utah State elected officials and expanded international programming could help with intergovernmental collaboration. The City could add value during diplomatic visits, could help shape trading agendas, and could seek to find additional international events that it can co-host with the State of Utah (the United Nations 68th Conference having been successful).
 - i. **First Term Action Item.**

2. Districts

- a. 9th and 9th, Sugarhouse, 15th and 15th, the "CBD," "So-Ho", the Gaslamp District, SoMa. What do all of these neighborhoods have in common? They each have a unique focus, character, and identity. We recommend the City organize around business district. In addition to enhancing the City's character and identity, catalyzing business districts will create an effective communication channel between the City elected leaders, staff and the represented business districts. A formalized Business District would be akin to a Community Council whose focus is on business issues.
 - i. The Mayor Elect may evaluate whether the Business Districts could form a "congress" to replace the currently constituted Business Advisory

Board, which is rigidly structured in Code and lacks clear purpose and direction.

ii. **First Term Action Item.**

- b. Change of use - we recommend allowing the EDLF and RDA funding to help business owners changing use enhancing the character of the neighborhood by offsetting costs of increased impact. **100 Day Action Item**
- c. Districts should be organic and authentic to the neighborhood. The CBD may continue to be the “Wallstreet of the West.” The 400 West Corridor may be the BioTech corridor. However, we recommend that the City consider where there is already potential for an **Arts District, a Tech District** and a **“B-Hive City”** (a district for Benefit Corps (“B Corps”)).
 - i. **First Term Action Item.**
- d. Consider how City-owned spaces can be the cornerstone of any given district.
 - i. **First Term Action Item.**

3. Art

- a. Public Art can be used to catalyze and crystallize the unique brand and character of City or districts within it. The City would benefit from an overarching Arts strategy. There are a number of different art initiatives out of the Mayor’s office, the RDA, the airport, public utilities, and the Arts Council. These efforts could be enhanced through inter-departmental coordination. We recommend having the head of the Arts Council serve as both Executive Director of the Arts Council and as special advisor to the Mayor to help coordinate all activities.
 - i. **100 Day Action Item**
- b. The Arts Council is in the midst of a Strategic Plan update. The Arts Council has pivoted its programming and as a result is losing ZAP Tier 1 funding due to shrinking earned income. The pivot is beneficial to the City overall but should be studied as it will require city funding to stabilize the Arts Council’s operating revenue.
 - i. The structure of the Arts Council and its funding streams should be evaluated within the **first year** of the Administration.

IV. Conclusion.

Thank you for the opportunity to engage with our community in formulating this memorandum. Salt Lake City's future is bright, and we look forward to collaborating with all invested stakeholders to help make Mayor-Elect Mendenhall's vision a reality.

In addition to the economic development issues we have analyzed, we have also gleaned some information on city-wide matters that we would like to highlight for your information and action.

- 1) A lack of communication and collaboration is holding the City back from unlocking its full potential. The Mayor will set the tone on collaboration and we recommend that there be a City-wide focus on increased communication and collaboration both within the City and outside the City with statewide partners, NGOs, and other governmental and public entities. It is our understanding that another transition committee will recommend that there be a Task Force on this issue. Although it is out-of-scope for us, we believe the City's Economic Development efforts would benefit from such an initiative.
- 2) We have learned that the City's annual budgeting process is not structured in a way that allows for inter-departmental collaboration or City-wide prioritization. We recommend that the budgeting process be evaluated to allow for more interdepartmental transparency to facilitate collaboration on City-wide goals.
- 3) We walked away from our interviews with City staff highly impressed with their dedication to their roles, their vision, and their planning. We appreciate that many City employees committed significant time to ensuring this process was successful and we would be remiss if we did not acknowledge their contributions to the City and to this report. Several divisions we interviewed are in the midst of updating their Strategic Plans and we recommend that those planning processes continue with some additional direction from the Mayor's Office.

Thank you again for this tremendous opportunity. Please know that through this process you have created a team that is committed to the City and the success of Mayor-Elect Mendenhall's administration. We would happily continue to give of our time to consult, advise, and otherwise contribute to these efforts on an ongoing basis.

Appendix: Roundtable participant lists, Salt Lake City lost projects, West Side of I-15 Zoning Map

Attachment 1 – Roundtable Participant Lists

Monday, December 2, 2:00pm - 3:30pm at EDCUtah

Theresa Foxley; Co-Chair, Economic Development Corporation of Utah
Silvia Castro; Co-Chair, Suazo Business Center
Celina Milner; Office of Diversity
Shawn Newel; Industry Supply
Scott Evans; Pago Restaurant Group
Bill Coker; Red Iguana
Dee Brewer; Downtown Alliance
Nadia Letey; CBRE
Vlada Yaremenko; Economic Development Corporation of Utah
Ashley Trejo; Economic Development Corporation of Utah
Jonathon Bates; Executive Director, Real Estate Administration for the University of Utah
Sheila Rappazzo Yorkin; Westminster College
Blake Thomas; Salt Lake County
Alex Adema; DPS Skis
Jason Barlow; Gallagher Insurance
Nigel Swaby; Swaby Real Estate
Michael Flynn; Economic Development Corporation of Utah
Edward Bennett; Suazo Business Center

Wednesday, December 4, 10:00am - 11:30am at EDCUtah

Theresa Foxley; Co-Chair, Economic Development Corporation of Utah
Rachel Otto; Salt Lake City Corporation
Edward Bennett; Suazo Business Center
Jorge Fierro; Rico's
Ari Bruening; Envision Utah
Ann Marie Wallace; Women's Business Center
Tracey Dean; LGBTQ Chamber of Commerce
Hoang Nguyen; Sapa Investment Group
Max Esari; Sapa Investment Group
Ashley Trejo; Economic Development Corporation of Utah
Marcello Rikli; Nostalgia Cafe
Tim Rikli; Nostalgia Café
Peter Callister; Salt Lake Community College
Arthur Woodbury; Woodbury Corporation
Heather Kirkby; Recursion Pharmaceuticals
Justin Belliveau; River District Chamber of Commerce
Jessica Thesing; Mean Mugs Pottery

Miles Hansen; World Trade Center Utah
Linda Wardell; City Creek Center
Juan Becerra; Church of Jesus Christ of Latter-Day Saints
Michael Flynn; Economic Development Corporation of Utah
Fatima Dirie; Refugee Liaison SLC

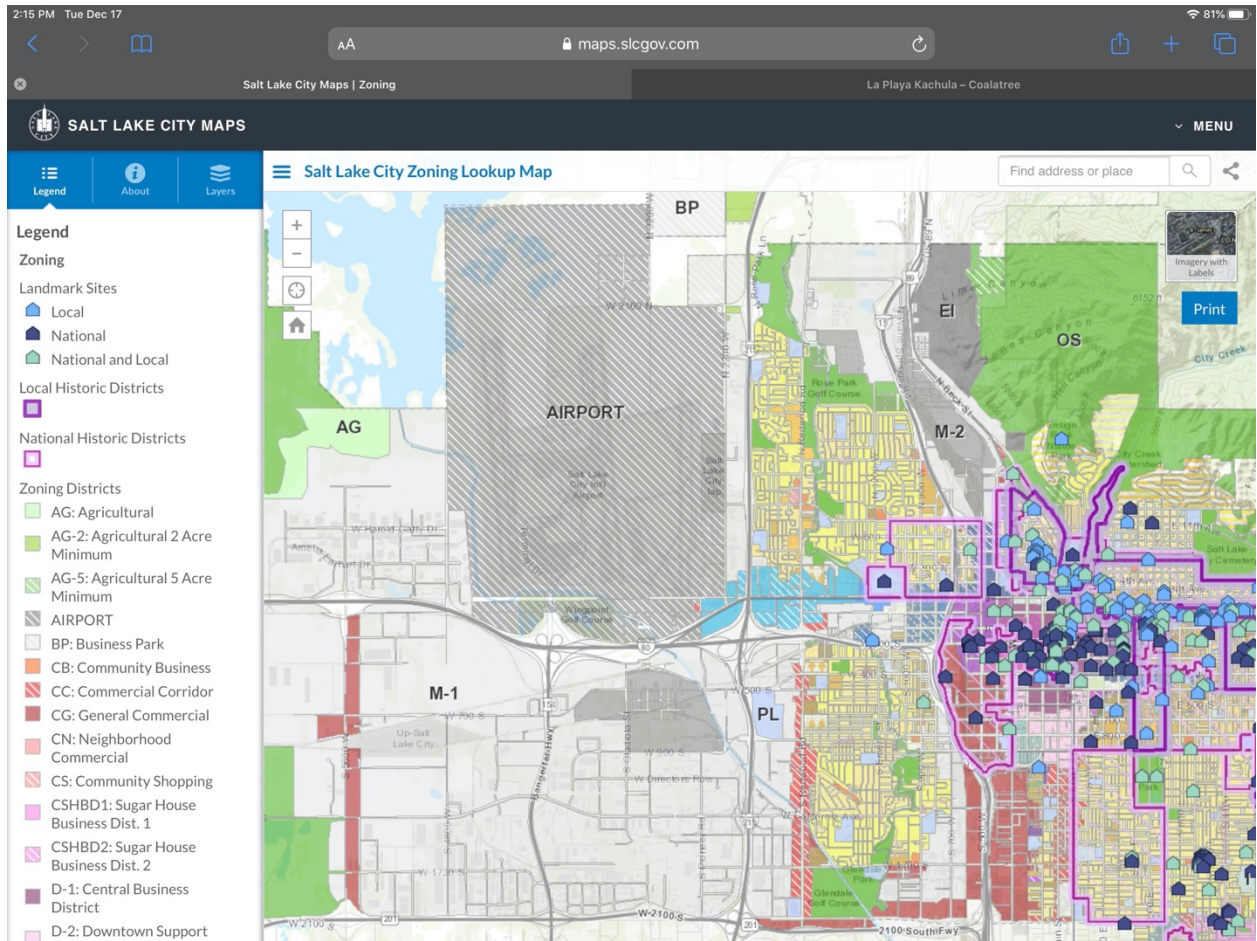
Tuesday, December 10, 10:00am - 11:30am at Suazo Business Center (Spanish-Speaking)

Silvia Castro; Co-Chair, Suazo Business Center
Theresa Foxley; Co-Chair, Economic Development Corporation of Utah
Jose Borjon; Consul General of Mexico
Alfonso Brito; Santo Taco, and PCS Metro locations
Rossina Lake; RC2 Communications
Jeannette Villalta; JVM Diversity Consulting
Marco Muñoz; Spanish Media Freelancer
Marlon Morales; US Bank
Phil Winston; Altus Development Group
Jacob Brace; Google Fiber
Marcelo Bayon; Taco Fest
Alfonso Ayala; Zynergia
Celina Milner; Salt Lake City Corporation
Nubia Peña; State of Utah, Division of Multicultural Affairs
Analia Valdemoros; Argentina's Best Empanadas, Square Kitchen and SLC Councilwoman
Antonella Packard; Suazo Business Center and LULAC (League of United Latin American Citizens)
Edward Bennett; Suazo Business Center
Stephanie Pack; Economic Development Corporation of Utah
Alex Wagstaff; Economic Development Corporation of Utah

Figure 1: Salt Lake City/State of Utah Lost and Dropped Projects in the Last Three Years

Project Name	Jobs	Square Feet	Location	Date Closed	Lost & Dropped	Metric	Value
Big Swing	550	40,000	Davis County; Salt Lake County; Tooele County; Utah County; Weber County	11/15/19	Lost	Total Sq Ft	3,112,750
League	1500	300,000	Salt Lake County; Utah County	11/15/19	Lost		
Closer	600	75,000	Salt Lake County	9/3/19	Lost		
Spin SSG	370	64,750	Salt Lake County	9/3/19	Lost		
Optimus 2017	800	150,000	Statewide	8/29/19	Dropped		
Sky	50	10,000	Salt Lake County; Utah County	8/28/19	Dropped		
Sustain 2	50	9,500	Salt Lake County; Utah County	8/28/19	Dropped		
Chapel	300	60,000	Davis County; Salt Lake County; Utah County	8/6/19	Lost		
Scoop	15	3,000	Davis County; Salt Lake County; Utah County; Weber County	8/6/19	Dropped		
Magnolia	100	10,000	Salt Lake County; Utah County	8/5/19	Dropped		
Bar	2,000	100,000	Statewide	7/29/19	Dropped		
20/20	200	45,000	Davis County; Salt Lake County; Utah County; Weber County	5/15/19	Dropped		
Neve	150	30,000	Salt Lake County	5/6/19	Dropped		
Hemlock	1000	195,000	Salt Lake County; Utah County	4/10/19	Lost		
Box	300	15,000	Salt Lake County; Utah County	1/29/19	Lost		
Corona	500	87,500	Davis County; Salt Lake County; Utah County; Weber County	1/29/19	Dropped		
Humphreys	100	19,000	Davis County; Salt Lake County; Utah County; Weber County	1/18/19	Lost		
Sheldon	20	3,500	Salt Lake County; Utah County	11/15/18	Lost		
Droid	95	50,000	Salt Lake County	8/21/18	Dropped		
Bombay	20	4,000	Davis County; Salt Lake County; Utah County	7/9/18	Lost		
Banana	200	35,000	Davis County; Salt Lake County; Utah County; Weber County	5/29/18	Dropped		
Homestead	100	50,000	Davis County; Salt Lake County; Summit County; Utah County; Weber County	5/15/18	Lost		
Rushes	350	62,500	Davis County; Salt Lake County; Utah County; Weber County	5/15/18	Lost		
Operation DS9	300	8,500	Salt Lake County; Utah County	5/11/18	Lost		
Pole	500	75,000	Salt Lake County	5/7/18	Dropped		
Sustain	10	1,500	Salt Lake County; Utah County; Weber County	5/7/18	Dropped		
Knocks	200	100,000	Salt Lake County; Utah County	5/3/18	Dropped		
Flow	1,000	200,000	Salt Lake County; Utah County	4/11/18	Lost		
DDS	150	26,250	Salt Lake County; Utah County	3/29/18	Lost		
Empire	300	52,500	Salt Lake County; Utah County	2/21/18	Dropped		
Cirrus	100	16,000	Salt Lake County; Utah County	1/23/18	Lost		
Foresight	50	8,000	Salt Lake County	1/22/18	Lost		
Stop Circuit	100	17,500	Statewide	1/22/18	Dropped		
Dial	100	15,000	Statewide	1/5/18	Dropped		
Greenbacks	1,000	25,000	Salt Lake County; Utah County	1/5/18	Dropped		
Infuse	500	100,000	Salt Lake County; Utah County	1/5/18	Dropped		
Alexa	50	9,000	Salt Lake County; Utah County	12/12/17	Dropped		
Code	75	12,000	Salt Lake County	12/2/17	Dropped		
Phoenix 2017	550	80,000	Salt Lake County; Utah County	12/2/17	Lost		
Panther	250	37,500	Davis County; Salt Lake County; Tooele County; Utah County; Weber County	11/30/17	Lost		
Armstrong	300	20,000	Salt Lake County	10/30/17	Lost		
Dancer	50	10,000	Davis County; Salt Lake County; Summit County; Utah County; Weber County	8/23/17	Dropped		
Do Good	100	20,000	Davis County; Salt Lake County; Utah County; Weber County	8/22/17	Dropped		
Denmark	150	26,250	Davis County; Salt Lake County; Utah County; Weber County	8/17/17	Dropped		
Barley	1,500	262,500	Davis County; Salt Lake County; Utah County; Weber County	7/28/17	Lost		
Hart	50	10,000	Davis County; Salt Lake County; Weber County	7/26/17	Dropped		
Legacy	20	3,000	Davis County; Salt Lake County; Weber County	7/13/17	Lost		
Coyotes	100	18,500	Salt Lake County; Utah County	4/17/17	Lost		
Gladius	1,000	200,000	Salt Lake County	12/2/16	Dropped		
Arch	200	30,000	Salt Lake County	8/4/16	Dropped		
Empire	20	10,000	Salt Lake County; Utah County	5/31/16	Dropped		
Celtic	2,000	300,000	Davis County; Salt Lake County; Utah County; Weber County	4/29/16	Dropped		

Figure 2: SLC Zoning Map West of I-15 Zoning



Environmental Sustainability

I. Methodology

Based on the timeframe and scope of work requested by the Mayor-elect's transition team, we determined that the most inclusive path forward would be two-fold; 1) to provide an on-line questionnaire to receive ideas and information from interested stakeholders, and 2) to host two in-person meetings (the meetings were held at the Glendale Public Library on December 6th and 10th for an hour and a half each) to encourage idea sharing and conversation around environment and sustainability. The ideas and information generated from these two processes has been captured in a spreadsheet as well as in an itemized document organized by subject (see Supplementary Documents, page 20). We synthesized the information gathered into the proposed actions in this document.

To assure an inclusive process with as much participation as possible, we identified and engaged stakeholders by starting with the list provided by the Mayor-elect's transition team and added others by including key individuals from active NGO groups in the environmental and sustainability space as well as other interested stakeholders. Additionally, we reached out to other transition subgroups leaders and asked them to share the on-line survey with individuals they thought would be interested or who could potentially add perspective on the environment and sustainability - particularly as it may impact or be impacted by equity and diversity. Additionally, our communication to all stakeholders included an invitation for them to share with other interested parties.

We had approximately 30 respondents fill out the questionnaire and/or provide additional information through attachments. Feedback included general information on priorities for sustainability and the environment as well as specific recommendations for programs, policy changes and legislation. We used the information gathered through the questionnaire to inform and supplement ideas that were presented and discussed through the in person meetings to develop the recommendations below. As noted above, all information gathered is linked at the end of this document (see Supplementary Documents, page 20).

There was good participation in both in-person meetings (~20 people) and robust discussion on each issue. Our hope was to facilitate as much participation and inclusion of all ideas in each meeting. To accomplish this, we provided four topics; air quality/climate change,

water, waste, and land. After introductions, sticky notes were dispersed and each person was asked to spend 15 minutes placing key actions and/or solutions on flip charts for each issue. We then broke into smaller groups for discussion and prioritization of solutions/actions. Finally the stakeholders came back together and had a group discussion on priorities under each issue to find consensus. All ideas were retained, and this report includes all of the solutions presented by attendees, including those not recommended as priorities.

The solutions and actions identified through the questionnaire and in-person meetings are the basis for the recommendations below.

II. Key Opportunities

Mayor-elect Mendenhall has an unprecedented opportunity to make a real impact on the liveability and resilience of the City. We encourage her to take bold actions on climate change -- with national and international attention on climate change, and the reality that Salt Lake City will likely experience some severe effects, the mayor should use this transition period to move the city forward on climate change mitigation and carbon drawdown (sequestration) actions. This work will be most effective if grounded in geographic, racial and economic equity, and offers the opportunity to repair degraded ecosystems and build stronger human and natural communities.

While the city should continue to actively pursue technological strategies to address climate change by reducing emissions, such as improved mass-transit, more EV charging stations, and clean fleet vehicles, **a major opportunity for the City is to pursue solutions that restore and support our City's living systems; these systems naturally store and utilize greenhouse gases (drawdown), filter and store water, recycle waste products and provide numerous other ecological services.** These solutions not only provide environmental benefits, but they can address social inequities, be levers of economic development, and promote social well-being. Ultimately, these efforts will be necessary to help our city to adapt and/or mitigate the worst impacts of climate change. In this work, Mayor-elect Mendenhall should maintain and increase the City's participation with national organizations working on climate resilience

as well as increase the City's commitment to being a resource and leader on these issues for surrounding communities and the state.

III. Short-term Goals

A. Action 1: Request a substantive review of city regulations, policies and practices for sustainable practices, including current and potential carbon drawdown efforts. Ask each City Department to conduct a deep review of current practices and give them a sustainability rating and, if appropriate, make recommendations for possible changes to achieve the city's long-standing sustainability goals of emission reductions for air quality and climate, waste minimization and water conservation. The review of the regulations, policies and practices and a timeline for implementing changes to bring them into consistency with the City's sustainability goals should be finalized and reported to the Administration within 3 months of the Mayor-elect's inauguration. This idea was generated by the many comments and discussion around real or perceived practices by the city that contradict the goals of a sustainable city. Examples would include watering policies (time of day and quantity) on city properties, use of fertilizers and pesticides, idling city vehicles, lighting policies, etc. Because ecosystems, including urban ones, cross departmental boundaries, this analysis should also identify areas to work across departments to achieve more audacious goals of ecosystem health and resilience. To be clear, the recommendation is that the Mayor-elect's administration continue to expand sustainability rules, policies and practices. This recommendation is an immediate place to start to achieve fast results as those short and long term strategies are developed.

1. Does recommendation improve inclusivity/equitability in the city?

Yes, this would impact issues city-wide and likely would be more beneficial in areas that have been more neglected based on lack of prioritization and investment.

2. Does this recommendation consider sustainability/environmental stewardship?

Yes, this is one action that could achieve large-scale changes in every area of city management.

3. Does this recommendation help shape the character of the city for the better?

The city should be a model of sustainable policies, programs and practices, not only for our residents but also for visitors and the country at large. We cannot ask our community to do the work of sustainability without the city doing it at high standards. As the largest city in the state, Salt Lake City has been a leader in many of these efforts and should continue to do so in the future.

B. Action 2: Create the position of Chief Resilience Officer (CRO) that reports directly to the Mayor. These values should run throughout city government and actions between departments need to be coordinated, with the city viewed as a whole system. This will not happen unless there is a high-level person tasked with these goals who has the authority to implement changes and has real-time access to the Mayor. We recommend that the Mayor's office use information from and/or join the efforts of the Urban Drawdown Initiative (<https://urbandrawdown.solutions/>), the Carbon Neutral Cities Alliance (<https://carbonneutralcities.org/>) and the 100 Resilient Cities (<https://www.100resilientcities.org/>) in this work.

- 1. Does recommendation improve inclusivity/equitability in the city?** Yes, through coordination of policies and actions throughout departments that serve the city - all neighborhoods will be treated more equitably and as part of a larger whole.
- 2. Does this recommendation consider sustainability/environmental stewardship?** By having a person charged with thinking about the city as a whole system, focus can be on systemic relationships and interactions, aiming to support the resilience and health of the whole city. The CRO can work to foster diversity and redundancies that protect our city from the worst effects of climate change at multiple scales, with attention to the quality of connections as well as resource and information flows in the system.
- 3. Does this recommendation help shape the character of the city for the better?** Yes, it makes a clear statement about the priorities of the administration, creates accountability and improves coordination, while creating a better future for the residents of our city.

C. Action 3: Appoint an Environmental Justice Advisory Board to advise the CRO. The primary objective of the Board will be to assure that sustainability policy and practice consider equity and ancillary impacts on affordability. The Board should represent the racial and ethnic diversity of the city including indigenous communities, and include subject matter experts on water, air quality, climate change, land use and waste as well as representation from highly impacted sectors of the city. In addition to providing guidance to the CRO, the Board should develop a plan and timeline for addressing pressing environmental issues, including those surrounding development of the Inland Port and assuring that the city becomes a national leader in sustainability.

1. **Does this recommendation improve inclusivity/equity in the city?** Yes, creation of the Board should enhance accountability to inclusivity and equity. Additionally, we recommend a diverse Board with representation from areas of the city most impacted by environmental stressors.
2. **Does this recommendation consider sustainability/environmental stewardship?** Yes, stewardship should be a key element in the plan. By including the communities most impacted by environmental issues in the decision making processes, the Mayor's office can ensure that the solutions not only address the environmental concerns but consider social and economic well-being of the City's residents.
3. **Does this recommendation help shape the character of the city for the better?** The goal of the recommendation is to assure that Salt Lake City becomes known for being on the cutting edge of sustainable ideas and practices, grounded in equity and inclusion.

D. Action 4: Secure general budget funding for this work. Currently, funding for Sustainability efforts of the City comes initially as a tax on things to force better behavior - such as tipping fees for waste collection, rather than from a line in the general budget. As behavior shifts, the funding resources must shift as well. The City's budget must reflect sustainability goals and funds saved from addressing the externalized costs and impacts.

- 1. Does this recommendation improve inclusivity/equitability in the city?** This work cannot continue, let alone be more transformative, without consistent and predictable funding. However, if not done thoughtfully, funding sustainability efforts could disproportionately impact low-income residents of our community, since flat fees or taxes can represent a larger portion of their available funds. The Mayor's office should work with City Council to pursue funding with this in mind. The CRO and Environmental Justice Advisory Board will be key to making this happen.
- 2. Does this recommendation consider sustainability/environmental stewardship?** As stated previously, the City's role in sustainability and environmental stewardship cannot continue, let alone be more transformative, without consistent and predictable funding.
- 3. Does this recommendation help shape the character of the city for the better?**
A city's values are reflected in our budget, not only to our residents but also to people and organizations outside of Salt Lake City. Funding this work through the general fund sends a clear signal that a healthy community is fundamental to who we are as a city.

IV. Long-term Goal & Objectives

A. The Mayor-elect should pursue and support solutions that restore and support our City's living systems and support social well-being. These efforts should target the following areas:

1. Land: The City should manage lands in a manner that considers and addresses climate change impacts and implement practices that assist in drawing down carbon. These efforts should ensure effective carbon sequestration; restore water quality and quantity; enhance connectivity to trails, open space and parks; and support urban agriculture and food security for all parts of the city.

Actions:

Living Systems and Open Space

- Conduct an audit of living systems and open-spaces - land-based and aquatic - that can sequester carbon in ways that enhance ecological, social, and economic well-being.

- Develop a green infrastructure/carbon drawdown master plan that supports and expands equitable and regenerative carbon drawdown, including:
 - More large and micro open spaces (not just grass, support existing functioning ecosystems and restore degraded ones)
 - Goal of safe access to green space within .5 miles of home for all SLC residents
 - Change zoning to require some publicly accessible planted open space in high-rise parcels or green roofs
 - Tree and other plantings program guided by carbon sequestration and habitat creation as a goals
 - Emphasis on low-income communities with siting requirements to ensure maximum ecosystems services, as well as social and economic well-being
 - Must include plan and funding for maintenance
 - Recreation assets like biking/hiking
 - Bioswales and other water storage/filtration from natural or built infrastructure
- Pass an open space/recreation bond that recognizes the modern-day needs of SLC residents
- Develop a plan to promote these policies and leverage political influence of the City to work with other Wasatch Front municipalities and other stakeholders to support community-based carbon drawdown actions and economies

1. Does this recommendation improve inclusivity/equitability in the city?

Many SLC residents live in the city because of the access to the mountains and other ecosystems in and adjacent to the city. Yet, many other residents do not have easy access to these same ecosystems and, in fact, suffer from lower environmental quality and health because of it. By supporting and enhancing the living ecosystems of our whole city, we have the opportunity to bring access to all residents of our city, while improving the quality of the environment and human health.

2. Does this recommendation consider sustainability/environmental stewardship?

We hope that this recommendation helps the city to move beyond just sustaining the environment to a place of regeneration and resilience that benefits the entire city and future generations.

3. Does this recommendation help shape the character of the city for the better?

Many cities have sustainability programs that continue to work to reduce emissions and mitigate environmental impacts. Few cities, however, have focused their efforts on supporting and restoring the natural systems of the city that have evolved to naturally store and utilize greenhouse gases (drawdown), filter and store water, recycle waste products and provide numerous other ecological services. Salt Lake City can be a state

and regional leader in these efforts and develop collaborative relationships with adjacent municipalities and rural partners to further these efforts.

Land used for Parking

- Utilize city planning, zoning enforcement of transit oriented design (TOD) to:
 - Limit parking requirements at developments
 - Remove existing parking or support parking rates that are punitive - free parking is regressive
 - Utilize transportation demand management
 - Adopt currently-proposed updates to city's parking ordinance
 - Elevate living systems, bike and pedestrian friendly design in place of more parking

1. Does this recommendation improve inclusivity/equitability in the city?

If parking lots are reduced or converted into multi-functional spaces, this has the potential to improve equitability in the city, particularly in neighborhoods where acres of

pavement exceed green spaces and healthy ecosystems. However, if the City reduces parking without improving living systems or supporting active transportation, then these actions could disproportionately impact some folks in our community more than others.

2. Does this recommendation consider sustainability/environmental stewardship?

Until parking in the city is less convenient and inexpensive, visitors to and residents of the city will not be encouraged to use alternative means of transportation, so our vehicle emissions will be reduced. Using land for parking that could otherwise serve as a community meeting space, garden, wildlife habitat, or other purpose, is not sustainable, nor does it steward our resources.

3. Does this recommendation help shape the character of the city for the better?

No one lives or visits Salt Lake City for our parking lots. If these efforts create vibrant, healthy environments, with active transportation for residents and visitors alike, then the character of our city could be markedly improved.

Urban Agriculture for Carbon Drawdown and Food security

- Support and expand community gardens and other food producing spaces (aggregate green spaces like parks, parking strips, etc.) that sequester carbon and support community food security
- Support SLC fruitshare to use existing fruit trees to promote food security and carbon drawdown

- Use existing small farms grant to establish food distribution nodes in food deserts Rose Park and Glendale
- Require developers to include garden space and fruit trees in new developments
- Encourage fresh produce markets and grocery stores to build in neighborhoods with limited access
- Fund and work with the state and with local developers to support the development of a year-round public market to increase the amount and diversity of food available to Salt Lake residents year-round and provide a sustainable and stable venue for farmers to sell products.
- Create an "Office of Urban Agriculture and Food Equity"
- Sign the Sustainable Food Resolution (see Supplementary Documents, page 20)

1. Does this recommendation improve inclusivity/equitability in the city?

Expanding access to food producing spaces and food itself can fundamentally improve equitability in our city, since food is critical to social and economic well-being. Food production can also be a place for sharing and celebrating our City's cultural diversity and help preserve the foodways of people who have been marginalized in our city.

2. Does this recommendation consider sustainability/environmental stewardship?

Healthy agroecosystems can be a critical resource for drawing down carbon, protecting water resources and fostering biodiversity in the city.

3. Does this recommendation help shape the character of the city for the better?

Community gardens and other food producing spaces can add aesthetic value to the city, while also being spaces for community building and celebration of cultures and traditions. Access to fresh produce for all of our City's residence should be a characteristic we celebrate and share.

City Planning and Development

- Acknowledge, address, and mitigate environmental racism in urban planning and development. Fill the chairs that have been empty for too long.
- Support safe, walkable communities for people of all color and class, around affordable housing
- Incentivize rooftop gardens in new and existing developments
- Support higher density zoning that includes open, green spaces and connectivity to the City trails, reducing concrete and adding vegetation where possible
- Support office and other commercial space design, and develop programs that beyond our current energy focus, to look at ways to improve indoor air quality, improve water quality, add natural light, introduce more indoor plants, encourage helpful designs to facilitate less sedentary work days for residents.

- Amend the City code to prevent billboard leases from being renewed and/or investigate with the City Attorney if these leases can be broken. We have a backdrop of world class mountains. With cleaner air, beautiful xeriscaped residences and businesses, healthier sustainable locally produced foods and less massive ugly billboards, the city can show off its incredible beauty.

1. Does this recommendation improve inclusivity/equitability in the city?

With the input of the Environmental Justice Advisory Board, the Mayor’s office can support innovations in our city that improve inclusivity and equitability in the city through intentional zoning and other city planning structures.

2. Does this recommendation consider sustainability/environmental stewardship? Yes.

By addressing the environmental issues that impact marginalized members of our community, we will inherently be improving the quality of our city for everyone.

3. Does this recommendation help shape the character of the city for the better?

City planning, guided by the input of our residents, can shape our City’s character by reflecting the values of the city and meeting the needs of those who live here.

Regional Land Use

- The Mayor should engage directly and actively with Central Wasatch Commission
- Support wasatch canyons transportation improvement with public input
- Lead out on a region-wide management and planning effort for the foothills, with actual management structure of the lands given the multiple jurisdictions and interest groups.
- Support protection of America's Red Rock Wilderness

1. Does this recommendation improve inclusivity/equitability in the city?

Regional planning efforts can improve the inclusivity and equitability of the city, particularly if they enhance access to resources and ecosystems for communities who have been historically marginalized.

2. Does this recommendation consider sustainability/environmental stewardship?

These regional planning efforts are important to environmental stewardship, as they protect aquatic ecosystems and wild landscapes, while reducing impacts of transportation and recreation.

3. Does this recommendation help shape the character of the city for the better?

These efforts shape the character of our City by protecting and enhancing the surrounding landscapes and ecosystems. Leveraging the social and political capital of the City can also increase support for these efforts on a national level.

2. Water - The City should manage water in a manner that considers and addresses climate change impacts and should implement practices that restore water quality and water quantity for human and wild ecosystems in all parts of the city. Areas with older and underserved infrastructure should be prioritized.

Actions:

Existing Infrastructure Upgrades

- Replace water infrastructure to ensure that all new infrastructure is designed and built to withstand earthquakes and other natural disasters

- 1. **Does this recommendation improve inclusivity/equitability in the city?** Yes, the emphasis is on assuring that all parts of the City are addressed and treated equitably. There is clearly a question of resources and timing. However, equity should be considered when decisions on upgrades are made.
- 2. **Does this recommendation consider sustainability/environmental stewardship?** Yes
- 3. **Does this recommendation help shape the character of the city for the better?** Water infrastructure is an “invisible” amenity until it fails to work adequately. While it may not shape character, a strong and reliable system provides the backbone of a successful city.

Sustainable Water Infrastructure

- Work with City Council to pass an ordinance for porous parking lot 1st w/ water capture
- Work with City Council to pass an ordinance for only efficient fixtures and appliances on retail shelves in the city
- Incentivize developers to incorporate water conservation measures in new buildings
 - Gray water systems
 - Low water/high carbon capture landscapes
 - Capture rainwater
 - Low flow fixtures
- Incentivize parking lot conversion to gardens
- Limit grass cover on properties, including city properties, while maximizing carbon drawdown through appropriate vegetation and water use
 - The City & County Building (Mayor’s office) should be landscaped to model this type of landscape
- Develop a plan to transition from sod to landscapes that provide habitats and water wise

- 1. Does this recommendation improve inclusivity/equitability in the city?** Efforts to improve water infrastructure can improve equitability in the city, particularly if they begin in the City facilities and offices. Not only can the City model sustainable water use practices, but the city can leverage their financial capitol to make these practices and more sustainable alternatives more affordable for all city residents.
- 2. Does this recommendation consider sustainability/environmental stewardship?** Water infrastructure is critical to environmental stewardship not only to improve the quality and quantity of water itself, but also in the efforts to drawdown Greenhouse gases and other emissions.
- 3. Does this recommendation help shape the character of the city for the better?** Like upgrading existing infrastructure, some of these efforts may be less visible to residents and visitors even though they have important ecosystem impacts (i.e. porous pavement). However, other efforts can create vibrant landscapes and gardens that enhance the character and reflect the values of the City.

Water Source Protection (Local, Regional, State)

- Inventory water quality history trends
- Reduce water waste on city property
- Regulate and reduce the sale and use of chemical pesticides and herbicides within the city - start with the city parks and property, banning the use of these on all city parks and playgrounds, school grounds, and other public spaces.
- Maintain involvement with Central Wasatch Commission
 - Engage directly and actively in this endeavor. (The Mayor-elect is a member of the Central Wasatch Commission as mayor, like 8 other local-elected officials in and around the Central Wasatch Mountains.) Everyone in Salt Lake City and much of the Salt Lake Valley are affected by decisions in the Central Wasatch Mountains. The Mayor's efforts will protect and include all persons living in the City.
- Conduct a 360 view on SLC water supply and governance, examining how the City should and will integrate into broader policy decisions on water that are slated to impact Salt Lake City residents.
- Work with City Council to pass an ordinance for water capture to 2500 gallons for commercial properties
- Support 2020 State water banking legislation
- Foster better coordination with other Wasatch Front municipalities
- Increase education and assistance for residents on water conservation practices

1. **Does this recommendation improve inclusivity/equitability in the city?** The actions proposed in this section should be taken at a City-wide level. So, while inclusivity and equity are not the focus, this recommendation should be equally beneficial to all residents .
2. **Does this recommendation consider sustainability/environmental stewardship?** Yes
3. **Does this recommendation help shape the character of the city for the better?** Yes, many of these actions, specifically taking holistic view of supply and governance, will give water conservation and use additional visibility and elevate the conservation.

Jordan River Corridor Protection and Enhancement

- Support efforts to restore the ecological and hydrological functions of the river and adjacent riparian area
1. **Does this recommendation improve inclusivity/equitability in the city?**
As a predominant feature of the City's westside, restoration of the Jordan River has the potential to bring numerous benefits to neighborhoods and residents that have historically been marginalized. To be effective, and increase equitability, this effort must include community members from neighborhoods along the river.
 2. **Does this recommendation consider sustainability/environmental stewardship?** The Jordan River and its tributaries are critical to the carbon drawdown and habitat improvement efforts of the city.
 3. **Does this recommendation help shape the character of the city for the better?**
A restored Jordan River corridor should be a celebrated feature of our city.

Great Salt Lake/Bear River

- Support efforts to protect and promote environmental value and services provided by GSL
 - Specifically, address impact of dust on snow melt (more rapid) and "Lake Effect" precipitation (less snowfall)
 - Oppose Bear River Development
 - Support legislation that grants GSL personhood and rights
1. **Does this recommendation improve inclusivity/equitability in the city?**
This effort does not focus specifically on historically marginalized communities. However, a healthier GSL ecosystem can help our community to be more resilient and reduce the worst impacts of climate change. Some of those impacts are likely to affect marginalized communities more because of geography, access to resources, and other confounding factors. Protecting and improving the Lake ecosystem can indirectly improve equitability in the city.

2. Does this recommendation consider sustainability/environmental stewardship?

As the largest waterbody in our region, Great Salt Lake ecosystem is a critical habitat for local and migratory wildlife, worthy of increased stewardship. Additionally, maintaining lake water levels will be critical to protect our air quality and water supply, while also reducing atmospheric carbon.

3. Does this recommendation help shape the character of the city for the better?

Great Salt Lake is an iconic natural feature that draws people from all over the world and gives our City its name. It seems unthinkable that we would not work to protect this critical feature of our landscape.

3. Waste - The City should manage waste in a manner that considers and addresses climate change impacts and implement practices that eliminates waste in all parts of the city, with the goal of becoming a Zero Waste City. In these efforts the City should ensure equity in pricing, access to alternatives and economic development opportunities, while working to prevent inequities of illegal dumping.

Actions:

Reduce waste

- Understand history of waste and problem solve for future
- Change packaging regulations to reduce municipal solid waste
- Work with City Council to pass an ordinance to ban single use plastics -- in all city owned facilities and create incentives for other companies to do the same
- Work with City Council to pass an ordinance to ban junk mail and phone books
- Investigate policies to charge for waste pickup by weight and/or pickup every other week
- Re-evaluate haul away program (is it working to meet goals?)
- Support SLC fruitshare to eliminate waste and reduce methane pollution from rotting fruit
- Support a Sustainable food waste resolution (attached)
- Measure, track and report all waste at source
- Support economic development for recycling providers
- Work with City Council to pass an ordinance to reduce NOx emissions from trucks at gravel pits with yearly certification
- Support state or federal legislation that places the responsibility of the life of products on the manufacturers of those products rather than the individuals like they do in Germany, which has greatly increased their repair/recycling capabilities.

1. Does this recommendation improve inclusivity/equitability in the city?

Efforts to reduce waste can improve equitability in the city, particularly if they begin in the City facilities and offices. Not only can the City model waste reduction practices, but the city can leverage their financial capitol to make waste reduction practices and more sustainable alternatives more affordable for all city residents.

2. Does this recommendation consider sustainability/environmental stewardship?

Stewardship is at the heart of this effort.

3. Does this recommendation help shape the character of the city for the better?

Cities that model waste reduction practices can shape the lives of residents and visitors in ways that transform personal behavior even when folks leave the city.

Reuse materials

- Identify material resources that are aggregated in the urban area—organic materials, biomass—that can be utilized to catalyze or augment carbon drawdown activities found in audit of living systems and open-spaces mentioned in **Land** section above.
- Enforce/increase current waste ordinances
 - Construction waste ordinance (deconstruction)
 - Curbside recycling
- Increase composting options and education
- Develop and implement an urban wood re-utilization program with the City Forestry Division and incentivize efforts with tree services in the City
- Support economic development for reuse providers
- Investigate opportunities to utilize the anaerobic digester in South Davis or build one in Salt Lake City

1. Does this recommendation improve inclusivity/equitability in the city?

Carbon drawdown efforts and living systems restoration present economic opportunities (such as material reuse and recycling businesses) and opportunities to improve the social well-being (through safe and healthy green spaces), particularly for areas of our city that have been neglected. However, they must be done with the community, not for or to the community, otherwise the risks of gentrification and further marginalization of people may increase.

2. Does this recommendation consider sustainability/environmental stewardship?

Reuse of materials is essential to environmental stewardship.

3. Does this recommendation help shape the character of the city for the better?

These efforts can shape the character of our city by helping to develop and support

beautiful green spaces, along with unique businesses centered on creative reuse. Additionally, the economic benefits of materials reuse rather than disposal can free-up resources that can be used to address other needs of the City.

B) The Mayor-elect should actively support and incentivize technology-based solutions that reduce emissions and/or pull down carbon or other harmful air emissions from the environment.

Actions:

Point Source Issues

- Work to pass state legislation to strengthen regulations and oversight of fugitive dust
- Work with the state Division of Air Quality and Salt Lake County to address compliance of air quality regulations over weekends for refineries, sand and gravel operations, idling and burning
- Promote a City ordinance to ban gas powered yard machinery like lawn mowers, leaf blowers and snow blowers
- Promote a City ordinance to ban the use of two-stroke engines generally and prohibit their use in city operations
- Work with the state Division of Air Quality to pass stronger regulations for restaurants, breweries, coffee roasters and other small sources currently not regulated
- The City should work with the state Division of Air Quality to study and develop an urban emissions regulatory program or incentive program targeting minor source methane emissions

1. **Does this recommendation improve inclusivity/equitability in the city?** Yes, many of the facilities (large and small) that have point source emissions are in areas of the City that are less affluent, more urban and closer to large transportation corridors with greater vehicle emissions. City focus on point source emissions will have an immediate impact on air quality in these areas.
2. **Does this recommendation consider sustainability/environmental stewardship?** Yes
3. **Does this recommendation help shape the character of the city for the better?** Yes. As the City develops relationships, communications and an ethic around regulating emissions where we live, the character of the city will improve.

Vehicles:

- Promote state Legislation that creates incentives for large fleets to upgrade to 0 or low emission vehicles

- Enforce anti-idling ordinance in drive-throughs and eliminate exemptions for non-critical government workers
 - Invest City funds in anti-idling, clean car education (“20’s plenty”)
 - Work with City Council to pass a City ordinance regulating emissions of Food Trucks Idling and the use of “dirty” generators should be eliminated
 - Increased enforcement of speed limits as a tool for reducing neighborhood emissions
 - Convert City fleet to all electric with solar charging stations and solar panels on city facilities to repower fleet
 - Develop and implement a strategy that results in visitors (daily business commuters, visitors, etc.) participating in sustainable behaviors (so the burden doesn't fall upon residents only - for instance residents can reduce their vehicle use but on a daily basis our population doubles and if most of that happens with commuter traffic, then our progress is limited)
 - Work with the University to Increase cost for parking at Univ Research Park
1. **Does this recommendation improve inclusivity/equitability in the city?** Yes, this is a City-wide initiative and should provide larger relief to areas that are more impacted by transportation.
 2. **Does this recommendation consider sustainability/environmental stewardship?** Yes
 3. **Does this recommendation help shape the character of the city for the better?** Yes, vehicles remain the largest source of emissions, so having strong policies and enforcement will impact the ethic of the City.

Transportation

- Update City transportation plan with more aggressive air quality goals and metrics
 - Re-engage with fixed-rail infrastructure planning and funding
 - Westside of SLC to downtown via 400 S, 800/900S and 1300S
 - Northern side of U campus to Avenues and downtown
 - 900S Trax to Sugarhouse/extend streetcar
 - Trax from Sandy to South Temple on 700 East
 - Support Bus Rapid Transit (BRT) in underserved areas of the City (Beck Street and 300 West)
 - Plan and Invest in Complete Streets
 - Safe and accessible sidewalks
 - Traffic calming infrastructure
 - Connected separated active transportation routes
 - Work with UTA to provide Hive passess

- Create a comprehensive EV charging station plan and policy and incentives to build out necessary infrastructure
 - Support state legislation to keep large trucks from utilizing Legacy Parkway
 - Work with other cities and Salt Lake County to create an off road inventory and emission control program for heavy commercial vehicles. Loaders, dump trucks, haulers and other commercial off road vehicles are a significant source of pollution and currently no emission standards are in place and there is not an emission inventory
1. **Does this recommendation improve inclusivity/equitability in the city?** Yes, the Transportation Plan should connect the entire City.
 2. **Does this recommendation consider sustainability/environmental stewardship?** Yes, this is a “crossover” area where the City function of transportation planning is being integrated into pollution control measures.
 3. **Does this recommendation help shape the character of the city for the better?** Yes

Buildings

- Support state Legislation requiring adoption of the most current building code standards
 - Support State Legislation and City Ordinance to expand the PACE program and other incentives that provide innovative solutions for low emission buildings
 - Put in place clean contracting standards for buildings permitted by the City
 - Enhance focus on eliminating emissions from City buildings
 - Continue to prioritize budget and resources for the retrofitting and improved energy efficiency in current City Building
 - Require net zero buildings for new construction (above LEED standards)
 - Retrofit old buildings
1. **Does this recommendation improve inclusivity/equitability in the city?** It can if an emphasis placed on ensuring equity for how all retrofits and new development is treated
 2. **Does this recommendation consider sustainability/environmental stewardship?** Yes
 3. **Does this recommendation help shape the character of the city for the better?** Yes

Renewable Energy

- Pass a Resolution at the City Council to have net- 100% clean energy by 2023 and develop a Plan for accomplishing this goal in an equitable manner, considering the following strategies:

- Work toward a **municipal-owned renewable power company**. Rocky Mountain Power does not share the same goals or timeline as the residents of Salt Lake when it comes to 100% renewable.
 - Support state legislation creating a Regional Transmission Organization (RTO) to allow the City greater access to energy markets
 - Create space for the City to be innovative in technology and partnerships
 - Micro-grid technology incentives
 - Rooftop solar and home/business storage incentives
 - Public / private partnership to create a pumped storage initiatives
 - Act as a regional and national leader in renewable development based on serving the needs of all residents equally
 - Pro-actively lead the implement HB411
 - Engage in Docket at the Public Service Commission for HB411 to assure competition and fair rates
 - Engage in and drive procurement process through Rocky Mountain Power for sustainable renewable energy projects and best pricing for residents
 - Work with UCE and UT Climate Action Network to expand EmPower SLC to achieve equity and justice-focused climate solutions that improve economic opportunity and reduce cost for low-income residents
1. **Does this recommendation improve inclusivity/equitability in the city?** Yes, it should result in clean energy and lower more predictable energy prices
 2. **Does this recommendation consider sustainability/environmental stewardship?** Yes
 3. **Does this recommendation help shape the character of the city for the better?** Yes, it would make Salt Lake City a leader nationally and internationally on clean energy policy.

V. Conclusion

In conclusion, the Mayor-elect has every opportunity and a wide base of support to move Salt Lake City to the forefront of environment and sustainability leadership both regionally and nationally. Our biggest take-away is that while the City has a long history of strong environmental and sustainability work - **it remains behind the curve of what is possible**. We urge Mayor-elect Mendenhall to take a new look, listen to new ideas and empower the community to participate in moving the proposed actions forward.

Supplementary documents

[Stakeholder Contacts](#)

[Stakeholder Survey](#)

[Stakeholder Survey Responses](#)

[Discussion Meeting Participants](#)

Feedback sent as attachments

[Brian Hutchinson](#)

[HEAL Utah](#)

[SL Public Utilities](#)

[Sustainable Food Resolution](#)

Equity, Inclusion, And Belonging & Geographic Equity

Mayor-Elect Erin Mendenhall

SALT LAKE CITY

EQUITY, INCLUSION, AND BELONGING & GEOGRAPHIC EQUITY TRANSITION TEAMS JOINT MEMORANDUM

We congratulate and commend Mayor-Elect Mendenhall and her leadership team for their intentional design of prompting every committee to address equity and inclusion in their recommendations and overall goals. Living in the daily practice of interrogating policies and processes that produce unjust and inequitable community divides requires thoughtful and strategic front end work. To that end, we encourage Mayor-Elect Mendenhall to build in equity-minded practices from hiring a team that demonstrates a commitment to a diverse representation to continuing to listen to and be guided by a broad representation of community members.

This memorandum reflects the collaborative efforts of the two subcommittees focused on equity and inclusion. Immediately following the steering committee, we determined that we would be most effective by working together to collect community input. Utilizing Community Based Research (CBR) methods, the data collected reflects thoughtful and hopeful community voices address various overarching themes, particularly the effect of rising costs of living in the City and the growing gentrification on everyday services, and a climate to thrive. Worries and concerns about the impact of affordability are symptomatic of decade's long economic and political inequities.

The first 100 day goals emphasize assessment and audits to benchmark goals and create measures of transparent accountability. Included in this document is an appendix that highlights numerous topics and the comments associated with them.

The co-chairs stress the importance of a follow up meeting to think through definitions, starting points and opportunities, and more importantly, relay the sentiment of desired engagement and change. We stress the importance of transparency and follow up with community members that provided feedback and participated in this process. We believe that Mayor-Elect Mendenhall and her leadership have an opportunity to change the practice of engagement with underserved communities from the beginning and set a tone for being honest and accessible, even when there are painful but needed areas for improvement and growth.

METHODOLOGY

Questions and Process

We employed a critical community engagement framework to inform our methodology. We began by asking 100 people what questions and processes we should use. The target group consisted of academics from various fields, nonprofit leaders, city staff, diverse community leaders, and community engagement practitioners. Their feedback was coded and themes emerged. The themes developed into internal city, and external community questions. The questions were then prioritized by the sub-committee chairs. In addition, to questions the feedback guided us to develop three ways to capture data, a roundtable discussion, community open house, and city staff interviews.

The Roundtable Discussion was a gathering of key leaders that are respected and informed about the diverse needs of the SLC's communities. It is important to note that the majority of participants were women of color. The forum gathered data in small groups and in a large group discussion. We gathered data from every participant.

The Community Open House was hosted at the Marmalade Library from 3:00-6:30 PM. 8 volunteers were trained and conducted one on one interviews in English and / or Spanish. The questions were open ended which allowed participants to offer higher quality data.

Supplemental Key Interviews were also conducted with lawmakers, nonprofits, and community groups. This step was necessary to capture groups that didn't attend the forum or the open house. For example, we hosted an evening with Pacific Islanders to share their unique perspective on the city.

City Staff Interviews were conducted with heads of eight departments and key staff. The majority of the questions focused on equity ranging from the internal needs to the external engagement. There are clear infrastructural challenges that both perpetuate real barriers towards creating inclusivity and feed misperceptions of inequity, exacerbating tensions between those who seek greater City responsibility and those who believe they are doing what is asked of them. Setting strategic directions and goals will better align practice with outcome.

Processing the Data from all the interviews was coded based on keywords, phrases, and ideas that were used in each interview. The codes allowed us to cluster the data based on commonalities. Also, in some cases we only heard from a small group or only one person from a specific community; we took special care not to let their input get lost by weighting their

responses. After combining all the data clear themes emerged which guided our outcomes for this report.

Joint Statement Outcome

This memo identifies numerous overlapping immediate key opportunities within the broader context of equity and inclusion. In the long term goals the authors chose to keep overlapping recommendations both as a point of emphasis and to broaden the scope of potential success.

IMMEDIATE KEY OPPORTUNITIES

1. Acknowledge and focus on political, social, and economic realities and perceptions of west and east side inequities. Listen to the voices collected in this process.
2. Know your starting point .Conduct an equity audit of City policies, practices, and processes.
3. Model who you want to become. Lay groundwork for a strategic plan with a focus on equity and inclusion. Creating a plan allows for departments and affiliated commissions to align goals and set direction (e.g. the Human Rights Commission and the Equity office).

GEOGRAPHIC EQUITY RECOMMENDATIONS

In order to thoughtfully recommend short and long-term priorities for Geographic Equity for the incoming Mayoral administration, our sub-committee needed to unpack and define this complex concept to guide our process. We used a framework influenced by both the social determinants of health and urban planning fields to inform our questions and the recommendations provided in this transition memo.

DEFINITION

Geographic Equity considers community factors in the social and physical environment that impact overall wellbeing. For example, this can be found in an institution's priority to support and improve infrastructure in some zip codes versus others, availability or lack of housing, language services, food environments, physically active and welcoming spaces, art and cultural opportunities, transit options and environmental hazards, as well as social segregation.¹ This is further found in social patterns of engagement with public service agencies including healthcare, law enforcement, and systems of education.²

The following recommendations were inspired by a series of engagements including: one on one interviews, a community leader roundtable that prioritized and centered voices from the margins, and an open house that invited wide community input. We also conducted individual interviews with city staff that serve under the current administration to better understand longstanding practices, policies, and department priorities. We further considered both internal and external processes that influence the disparities that exist and uniquely impact the wellbeing of underserved Salt Lake City residents.

SHORT-TERM RECOMMENDATIONS: TO BE COMPLETED WITHIN THE FIRST 100 DAYS

1. DIVERSITY IN LEADERSHIP

A consistent request shared from the various platforms we engaged in to gather feedback and community input was for the administration to diversify representation in positions of leadership and power. This included the cabinet, city council, commissions, and committees, and the city's management staff. Salt Lake City is amongst the most

¹ Mary Evelyn Northridge, Lance Freeman, *Urban Planning and Health Equity*, US National Library of Medicine National Institutes of Health, found at

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3126931/>

² *Id.*

diverse cities in Utah and yet those in executive decision-making roles do not represent the 40 % of the city's multicultural residents. The lack of diverse perspectives and thoughts in positions of influence deeply affects policies developed and implemented by the administration. Suggested and adopted policies rarely have community input and fail to consider unique concerns and needs of marginalized populations. In addition, these practices exacerbate detrimental social conditions that disenfranchised communities experience daily and create further social isolation, lack of civic participation, and continued distrust in systems of government.

- a.** To ensure progress in this area, an assessment of the current makeup of the city's leadership would be critical to track progress and improvement in the HIRING, RETENTION, and PROMOTION of diverse staff and management.
- b.** We also recommend that candidates be recruited from various communities and that the hiring committee consider lived experience and depth of knowledge versus traditional qualifications. Requiring advanced degrees for all management positions tends to eliminate a large pool of applicants from the very beginning.
- c.** Community input should be a part of hiring key staff members that are required as part of their role and responsibility for the city and on behalf of the administration, to engage with and solicit feedback from Salt Lake City residents.

2. BASELINE & MEASURING PROGRESS

To effectively measure progress and impact around disparity, access, and equitable distribution of resources, opportunities, and services, the incoming administration should establish a citywide baseline to understand the health, success, and areas of need for Salt Lake. This process can be prioritized and developed within the first 3-6 months. It is anticipated that this practice would evolve throughout the course of the administration to improve the data collected in order to tell a more comprehensive and inclusive story of Salt Lake. We recommend the following steps to support the creation of this process:

- a. Neighborhood Indicator and Mapping Index**
 - i.** Develop a map using available data systems with overlays based on basic needs such as food markets, affordable housing, and transportation. Additional information such as art and cultural opportunities, pre-K

through 12th grade schools, mental wellness and health clinics, and credentialed childcare options would also need to be included to better understand geographic gaps in services and resources in Salt Lake City.

- ii. Identify multicultural language patterns in Salt Lake City to understand the greatest needs around language accessibility based on where the population resides.
- iii. Identify patterns of accessibility concerns in the city (i.e., accessible pedestrian signals, sidewalks, and street light audit)
- iv. Compare Salt Lake budget distribution to the gaps found in the mapping index.
- v. Reprioritize the new administration funding to address and strive towards reducing and eliminating inequity.
- vi. Ensure funding for language accessibility to increase engagement and participation with all of Salt Lake City residents. Each department should have money allocated and reserved for translation and interpretation services, including ASL and assistance for people with visual impairments within the first 100 days of the administration.

3. SALT LAKE CITY EQUITY PLAN

As cities and regions seek to build intercultural healing and redress historic underinvestment in structurally minoritized and oppressed communities, citywide equity plans can help bring an explicit racial and ethnic demographic lens to funding decisions and distribution of resources and services.³ Centering equity as an administration priority means that the values, policies, and practices that are proposed will ensure that all people — including but not limited to those who have been historically underrepresented based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion — are represented in the development of policy and the fair distribution of programmatic,

³ *Building a Cultural Equity Plan*, Policy Link, found at <https://www.policylink.org/our-work/community/arts-culture/plan>

financial, and informational resources.⁴ In order to accomplish this task we recommend the following steps.

- a.** Begin by undertaking a comprehensive assessment that considers both internal and external assets that strengthen economies, facilitate deeper social cohesion, and support the vibrancy of communities by focusing on what makes them so great in the first place.⁵
- b.** The Equity plan should be used in tandem with the mapping index to identify needs and set objectives and goals that close the gaps and address disparity.
- c.** The Equity plan should also center the perspective of historically resilient communities and invite input when setting priorities. This would create a greater process of transparency, accountability, and ensure that those most impacted by policies can inform decision makers on what the greatest needs are for their communities.
- d.** The equity plan should seek to reverse economic disinvestment to ensure healthy and thriving communities where people feel a sense of belonging.
- e.** This plan should further include a formal internal coordination and training experience to support inter-department cohesion around the meaning and significance of equity.
- f.** Shared meaning of equity should be reflected in each individual department's mission and vision for service delivery. This should be first modeled, adopted, and implemented by the administration to set a clear tone that this will be a core priority moving forward.

4. INTERNAL & EXTERNAL ACCOUNTABILITY

The first 100 days will be critical for the administration to demonstrate that their intentions and commitment to improving the quality of life for all residents, but specifically those who have gone underserved. We recommend a series of processes for transparency and accountability that would encourage community members to feel heard, valued and included.

⁴ *Id.*

⁵ *Id.*

a. Human Rights Commission

The commission's purpose should be given additional weight and be used as the administration's advisory board that helps inform high impact and high-level initiatives, ensuring that underrepresented communities would not be affected in disparate ways (i.e., Homeless shelter placements, inland port, funding opportunities for new service location)

b. Transition Team Follow-Up

The sub-committees that provided recommendations for equitable management of resources and priorities should be invited at the 3, 6, and 12-month mark to discuss how suggestions were adopted and implemented.

c. Public Forums on the Westside

A 6-month and 12-month report should be presented to community members during a series of open forums hosted on the Westside of Salt Lake. This should highlight the equity plan, discuss priorities for the next 4 years, and be honest about the progress and areas of opportunities. Community input should be obtained and considered when crafting next steps.

LONG-TERM RECOMMENDATIONS: TO BE COMPLETED WITHIN THE NEXT 4 YEARS

1. TRANSFORM CULTURE OF ENGAGEMENT

A consistent request shared from community members was the need to change the culture and practice of engagement between Salt Lake City administration, service providers, and city representatives and its residents. This requires deep and intentional healing work between the government and those they serve. We acknowledge that this lift is heavy and change will not come overnight. However, the implementation of this recommendation would create long-lasting and meaningful impact on our most underserved communities. We recommend the following steps to begin this work that should be viewed as a legacy initiative.

a. Challenge and Change the Narrative

The Westside community is culturally vibrant and yet the narrative is rooted in disempowered and fractured frames that further perpetuate lack of economically, socially, and holistically advantageous opportunities for our residents. We recommend strategies that elevate and counter the narrative to rebrand this area. This could be done by incentivizing businesses and developers to create opportunities and hold culturally enriching events on the Westside to drive the economy and expose people to the beauty and potential of this community.

b. Protect Westside Communities from Gentrification

Rebranding and revitalizing efforts have to ensure that people who live in these areas and are long standing residents are not pushed out due to housing increase, forced displacement and gentrification. Plans to beautify and increase accessibility for historically underserved areas in Salt Lake City should mitigate against rising costs, which further reduce affordable housing options and also threaten social networks and longstanding amenities.

- i. The city should create and adopt an anti-gentrification plan or anti-displacement policies and strategies within their development priorities. This would ensure that low-income residents as well as senior homeowners are protected and have sufficient options that do not include relocating.

c. Training

Create a robust orientation and training practice around diversity, inclusion, and belonging for city officials, employees, councilmembers, and administration. This would require a commitment to on-going experiential and facilitated experiences with experts on topics that would increase capacity to work with underserved and underrepresented communities. This program should prioritize developing empathy, civility, acceptance, shared power dynamics, privilege, abundant mentality, bystander skills, and the ability to have difficult conversations when acknowledging historical oppression, racism, and structural violence.

- i. This was repeatedly requested for those in public service and public safety roles, with a consistent emphasis on law enforcement.

- ii. Concerns about *hyper-policing, racial profiling,* and targeted engagement with youth of color in schools was resoundingly shared as a form of violence that needed to be addressed immediately.
- iii. A need for review and revision around current police practices should be prioritized in this legacy initiative to change the way communities of color and law enforcement have historically engaged with one another. Explore community-policing practices that are not rooted in suppression and oppression of specific areas that often tend to be low-income and racially and ethnically diverse.
- iv. Changing the manner in which city employees and public service officials engage with historically harmed communities will also be critical in addressing the deeply ingrained fear that our residents from immigrant and undocumented communities live with. This fear has created significant barriers for residents who need to access public services such as health clinics, law enforcement, schools, court, and government assistance but choose not to due to our national and local climate around immigration.

d. Empowered and Welcoming Spaces

Create intentional and targeted experiences where underrepresented communities and residents can safely access city hall and the administration. Traditional engagement at city hall and between residents and the administration was described as inaccessible. Thoughtful strategy to increase empowered and welcoming spaces need to be prioritized. This would further help heal and build trust with community members when they are openly and warmly invited to participate.

- i. Strategy around community engagement outside of official spaces are often the most meaningful experiences and can be the most successful in creating trust between government officials and residents. We suggest that the incoming administration commit to meeting people in community spaces that are frequented and considered staple locations for social cohesion for underrepresented residents.

2. ENHANCED PHYSICAL AND SOCIAL ENVIRONMENTS

In order to ensure a fairer distribution of community aspects that enhance physical and social environment, the administration should consider legacy improvements in the following areas:

a. Transportation

Increase connection across the city via transit options, specifically from East to West communities. A large part of the city's workforce resides on the Westside and yet limited and accessible options exist for residents to travel between other parts of Salt Lake. The incoming administration should fund and prioritize projects in the budget that will consider the gaps in transit routes that would help increase access to core services found on the Eastside and can potentially open opportunities for employment and social connectedness.

- i. FREE FARE zones should extend further west of downtown and should be refigured to include areas where the household income is near the poverty line.

b. Healthcare

Accessibility to community-based health facilities and mental wellness providers that are culturally responsive.

- i. Funding should be supported for Promotoras and Community Health Workers who are the most trusted advocates and engage with communities in holistic ways by doing home visits, providing education in faith spaces, schools, and non-traditional spaces where the community convenes.

c. Education

Support the creation and funding of quality pre-k through 12th grade systems of education that encourage social connection, opportunities for civic development in our emerging youth leaders, and have practices rooted in restorative justice to decrease the likelihood that youth will be exposed to juvenile justice system involvement.

- i. There is currently no high school in Glendale or Rose Park and youth have to travel to different parts of the city to access their education. High schools are critical spaces for community meetings and social gatherings. These spaces also inspire a sense of pride for parents and families in these communities when graduations occur and special ceremonies highlight our emerging leaders from culturally diverse and vibrant backgrounds.

d. Housing and Shelter

Accessibility and affordability of safe housing and shelter options for low-income, elderly and people experiencing temporary and chronic homelessness.

- i. Everyone needs safe, decent, stable housing but this need is particularly critical for some of the most vulnerable people in our community. For people with chronic health conditions, mental health needs, people with disabilities, elderly and aging populations, low-income, those with histories of trauma, and those experiencing other struggles — housing instability increases the likelihood of continued crisis and social isolation. A safe home can create a sense of belonging and provide people with the opportunity to prioritize other barriers for well-being.
- ii. Transition shelters with drop-in services can also provide those experiencing chronic homelessness with a space to have their privacy protected when accessing basic hygiene needs. We must consider how our work centers and prioritizes the humanity of the most vulnerable and how we can increase treating those we serve with dignity and respect.

e. Leisure and Beautification Efforts

Prioritize funding for art and cultural engagement, tree planting, recreation centers, parks and other open spaces in close proximity to home, work, and school that engender physical activity and social engagement on the Westside and other underserved communities.

EQUITY, INCLUSION, AND BELONGING

DEFINITIONS

While we offer broad definitions of equity, inclusion, and belonging, we want to be clear that the actions of all three are in play everywhere, regardless of one's awareness. Simply stated: Inclusion is the act of creating environments in which any individual or group can feel welcomed, respected, supported, and valued. Equity is striving to identify and eliminate barriers that have prevented the full participation of marginalized groups. Belonging requires a willingness to change.

SHORT-TERM RECOMMENDATIONS: TO BE COMPLETED WITHIN THE FIRST 100 DAYS

Action 1:

Assess transportation needs and opportunities.

- Develop and implement processes for inclusive community input.

Action 2:

Create listening opportunities for artist communities. Three recommended listening formats are a private group conversation, a panel event, and a dedicated press conference.

- Provide gender-neutral bathrooms at any City event, including arts related events.
- Inventory arts and cultural spaces, especially youth of color, to inform decisions and actions.

Action 3:

Expand invitations to diverse populations. There are multiple identity populations who need to be considered when creating public events.

- Increase resources for members with accessibility needs to attend meetings.
- Provide more resources in languages other than English.

Action 4:

Utilize existing data and request reports to benchmark current trends from budget allocation to hiring pools and actual hires.

Action 5:

Facilitate and invite youth engagement.

- Determine potential processes for creating youth councils and inviting youth voice to inform and support the Mendenhall administration.

LONG-TERM RECOMMENDATIONS: TO BE COMPLETED WITHIN THE NEXT 4 YEARS

1. Leadership Development. Intentional and scaled equity and inclusion training.
 - a. Training extends beyond the “one shot” solution. Continued training that includes a scaled progression increases the opportunities for more diverse hires and changes the cultural environment in which people thrive.
 - b. Define equity, diversity, and inclusion goals. Message the significance of belonging.

2. Arts Community

Recommendations in this timeframe focused on actions that will improve equity, inclusion, and belonging through funding and promotion. Funding is viewed to benefit all efforts related to equity in arts. Promotion leverages extensive existing Utah talent and satisfies the hunger of this talent has “to be seen”, especially on a dedicated stage. Priority concrete steps of funding and promotion are:

- a. Double funding of Arts, Culture, and Events Fund and allow funding categories beyond events. Engage artists in fundraising, including corporate outreach.
 - i. Continue funding and growth of jazz festival with authentic leadership.
 - ii. Create and incentivize more venues open to more artists.
- b. Dedicate a Salt Lake City budget to the arts.
- c. Emphasize arts in schools and afterschool programs. Collaborate with successful tech efforts – e.g., extend Science, Technology, Engineering and Math (STEM) to Science, Technology, Engineering, Arts and Math (STEAM) models.

3. Human Resources

- a. Review and update job descriptions to remove gendered language, unnecessary education requirements, and include equity language.
 - i. Work with 3rd party consultant to accomplish this goal.

- b. Conduct an independent, 3rd party audit of equity opportunities and challenges citywide.
- c. Review and update existing training videos and create/procure content that aligns with equity, inclusion, diversity, and belonging best practices.
- d. Consider asking each employee, once they've had the opportunity to learn more about equity, inclusion, and belonging to identify 3-5 goals/outcomes related to equity that can be included in their annual performance plans.

4. Integration of Equity and Allied Programs within City Government

- a. Create a home for an Equity, Inclusion, and Belonging program that is funded to serve all city departments and has the authority to do so.
- b. Consider adding the Community Engagement Team to this office/department.
- c. Create an Internal Communications team that supports the Community Engagement and Equity teams.
- d. Adequately fund, train, and give authority to these programs to support all internal staff and projects.
- e. Create a database of community organizations with contacts for these teams to use to engage equitably with all members of the community. Work with Liz Buehler to implement this idea.

5. Create a Culture of Equity, Inclusion, and Belonging Within SLC Government

- a. Work with Human Rights Commission as a partner, convener, and expert for all efforts to build equity, inclusion, and belonging.
- b. Include PD and Fire as equal participants to all other city departments in this work.
- c. Continue the work that David Litvack was doing to develop equity indicators. Have each department and office develop theirs and post them on their websites.
- d. Create a common definition of equity that can be included in all department missions, visions, and values.
- e. Build equity into the budgeting process. This can include participatory budgeting activities with the public, but at the very least budgets should include narrative language and indicators that transparently address disparities in equity across the city.
- f. Celebrate and highlight the equity work the city is already doing.
 - i. Use paid and social media to share stories.
 - ii. Include equity updates in presentations to community councils, city council, and other community organizations.
- g. Work with GARE to train department heads and cabinet level staff.

- h. Create an Equity Ambassador program with staff that can be specially trained to serve as internal consultants to city departments on equity, inclusion, and belonging issues. These folks should come from all kinds of backgrounds and be willing/have the capacity to take on these “other duties as assigned.” Offer an incentive to these folks, whether extra conference travel, additional pay, days off, etc.
- i. Develop a public facing website that is the number one place to find information about equity in SLC government.
 - i. At some point this website could include a dashboard with equity indicators across the city.
 - ii. Build a GIS map with layers specific to city efforts, for example CAN is putting together a budget map that tracks spending by community.
 - iii. Include a layer of information about social determinants of health.
 - iv. In coordination with city staff and community, develop a list of reading materials, resources, and action items to help build knowledge about equity, inclusion, and building.
- j. Develop a 100-Day Equity Kickoff Plan that lays out a framework for public participation and city efforts to further work on addressing equity.
 - i. Consider using Arts, Youth, and Governance as places to begin as the Equity, Inclusion, and Belonging Subcommittee has convened committees and has input available for these areas.
- k. Include equity in all procurement ordinances and request that it be included, as relevant/appropriate, in all RFP proposals. Work with Supreet Gill in Sustainability on implementing this.
- l. Ask HRC/Mayor’s Office to convene an annual, city-wide facilitated dialogue that is developed in coordination with community groups. Give these groups resources to reserve rooms, procure catering, develop questions, and find facilitators. IAP2 Intermountain has a toolkit that can be updated and given to communities to accomplish this.
- m. Partner with Salt Lake City Public Library System to develop an equity speaker series showcasing the work of local community organizations and advocates.

6. Equity Officer Position

- a. Work with the Sustainability Office and CAN, specifically Nole Walkingshaw, to discuss their ideas for this position. Both groups are doing equity work and this position can leverage those efforts to get early wins.

- b. Work with the Human Rights Commission to convene a community process to set goals and outcomes for the position and, at the very least, define how this position should work with and interface with the community.
- c. Consider allowing the public to provide input about the qualifications and/or selection of this position.
- d. Hold a panel discussion or facilitated dialogue with top candidates for the position that is open to the public. Allow the public to submit their own questions.
- e. Create a plan that can be provided to community groups before the position is hired about how they can expect to work with the position and lay out a process for engagement in the first 100 days.

CONCLUSION

The voices, sentiment, and recommendations for action reflect the collection of voices from a wide cast of networks and recommended stakeholders. It is only a glimpse into the hope of what is possible when we are willing to interrogate our everyday practices and assumptions about our leadership values and actions. We hope that among the many action oriented policies and practices named, that Mayor-Elect Mendenhall will step into this moment with the vision that she embraced that set us out to be model of City government led by equity and inclusion.

APPENDIX

The following data is summary that was collected in one on one interviews, the community leader roundtable, and the open house. The participants' responses were coded and then clustered with similar comments. Those comments were then assigned an overarching theme that defined their clusters.

THEMES

Westside Emphasis

- Environmental Racism: The inversion disproportionately impacts low income people of color which are concentrated in westside neighborhoods. This is based on location and the fact that low income people don't have the means to escape air pollutants as easily.
 - Inland port will exasperate this issue
- Economic opportunities and generators
- Policing needs to be based in community policing best practices not on surveillance and military tactics
 - Review racial profiling
- Inland port will disproportionately impact westside communities
- Beatification master plan for the westside
- Transportation plan connecting Glendale to Rosepark
- There is an enormous gap in mental health services
- Lack of access to affordable food
- There is a need for a High School in Glendale
- Mendenhall's tree pledge should concentrate in westside communities
- Since Operation Rio Grand to the closing of the downtown Road Home Shelter occurred there has been an increase of unsheltered people on North Temple below 300 West and in the Glendale area . This has resulted in an increase of predators preying on unsheltered and vulnerable people. Their is request to conduct an impact study and develop remedies
- Perception of higher level of sex offenders living in westside commuities which can cause famillies to feel unsafe.

Representation

- Lack of diversity in positions of power at the city including the cabinet, departments, as well as police and fire departments
- The city needs to include community in hiring key staff that are engaging with the community
- More diverse representation on city boards and commissions
- Preservation of cultures. For example, using new practices of race and queer ecologies on city designs.
 - Having cultural art, buildings, language, design infused into city-scapes
- Indicators that measure neighborhood and localized social health inequities/ disparities and then use that data to inform department budgets
- Every city department needs an equity plan that reflects their hiring, promotion, and retention practices.
- The city should develop signature priorities on equities based on geography
- Scapegoating and tokenism are relevant during campaign season and when there are cultural weeks or when there are racial incidents.

Community Engagement

- Use critical community engagement best practices to empower communities to identify problems and help solve them
- City needs to respond to community needs based on how those communities define success
- Every City Department needs an equity budget and engage the community on how to use it.
- A new diversity and inclusion training program for all city employees that is developed by both best practices and includes community input especially from marginalized communities.
- Find ways incentive civic engagement to increase participation
- Have more working groups that solicit community feedback and coordinate across departments. There seems to be city redundancy which is causing community confusion of whom to engage with and share their valuable input and concerns.
- The Mayor should host initiative to bring together organizations working on inclusion
- Better accessibility to insure better participation in city projects
- When inviting community to share their concerns there needs to be an emphasis on making the space friendly and welcoming. Government is intimidating!

- Community councils don't reflect the communities they serve. This process needs to be revamped
- Keep having community forums on the topic of inclusion and equity
- All community facing city employees need to develop trust with the communities they serve
- Work along side and incentives organizations that are already doing inclusion/equity work
- Creating spaces for protests and demonstrations
- When someone who does not know how to access the appropriate channel of government tries to engage they are discouraged when they don't know what to say or who to say it to. They suggest city employees are trained to get the community member connected to the right person in a swift and friendly way.
- Different cultural groups have different needs and ways of gathering which requires the city to develop nuance ways to reach each community.

Policing

- How to respond to social issues opposed to criminalizing and penalizing people. For example, there are increases in infractions for people that are experiencing homeless opposed to tackling the determinants that are causing the infractions.
- Police need to embrace a restorative justice framework
- Identify and reduce racial profiling
- Police officers need to authentically know the communities they are serving.
 - Rookies are more likely to use force than experienced officers in westside communities

Transportation

- Better throughways from West to East
- No nature trails to connecting the East to West
- Emphasis on mobility
- Free fair zoned concentrating in areas of poverty
- Transportation plan from West to East and from Glendale to Rose Park

Education

- The school district is losing kids because of affordable housing
- Lack of diverse representation on education boards from college to public school

- Work closely with undocumented students to help them navigate the school system K-College-workforce
- Better collaboration between city and school district
- Salt Lake City School district needs to be audited for equity and inclusion
- More pre-k education opportunities
- Affordable adult education opportunities
- The education continuum relies on a lot of partnerships. These partnerships need to be consistently convened and nurtured
- Increase in mentors
- Lack of access to affordable youth sports
- Gifted public school programs are hurting marginalized students. The programs are challenging to access, they create hierarchy in schools, divide communities, and are elitist
- The school to prison pipeline feels very relevant for communities of color. When their children are put into the system for infractions they stay in the system longer than than white children which results in increasing their chances to stay in the system. A new approach to working with youth that doesn't result in them having to be in the system in the first place.
- Parents want to know if students that fall through the cracks or are really falling behind are getting the level of support they need to get back on track. They want know if wrap around services are being provided to help the student on multiple levels (mental health, physical health, tutoring, transportation, harassment, spiritual needs, etc)

Affordability

- Develop a plan to reduce gentrification.
- More affordable housing
 - Affordable housing for single family dwellings (this is connected to why the school district is not growing)
- Affordable pre-K education and care
- Lobby for the state to raise the minimum wage to 15.00 an hour
- Day passes at rec centers are \$6.00+ for a day pass and that is too expensive for low income people
- Their needs to be rent control and tenant rights
- Hep organize cultural groups come together to identify collective ways to buy property in order to preserve their livelihoods

Accessibility

- Continue and strengthen the disability council
- Hire more people with disabilities
- Eliminate taxes on share riding
- The e-scooters are problematic for people with physical disabilities because they block sidewalks
- More events for people with disabilities
- Use audio descriptions for events
- Public computers need to be disability friendly
- Sundance Film festival does not offer audio descriptions
- More language services
- A sidewalk and street lighting audit
- Public libraries need to increase their ability to accommodate English Language Learners
- Homeless shelters need to be placed where people without homes gather
- Public park bathrooms are closed in the winter which decrease park use.
- Review the red tape to put on a community event. It has become cumbersome for small nonprofits and community organizers

Healthcare

- Review the locations of community health clinics and build them in health deserts
- Increase transportation to health clinics
- More culturally responsive health care and mental health providers
- More accessible and affordable mental health options
- More dental care in low income communities

Social Determinants Of Health

- Increase children visiting parks, nature, and playtime (recess is eliminated on smog days)
- More business on the west side so people have more access to the basics.
- Preservation of cultures
- Identify food deserts in SLC
- Develop a map with overlays based on basic needs such as food, shelter, transportation, mental health clinics, health clinics so the city can see the geographic gaps in services.
- Extended support for refugees after federal support runs out
- Increase air quality

- Develop a plan for undocumented people to navigate our systems especially when SSI and personal information is required
- Increase nutritious and affordable food for children when school is not in session
- Spaces for leisure and privacy for those experiencing homelessness
- Leverage Dr. Pam Perlich’s demographic data on SLC to inform outcomes and where to concentrate resources. <https://gardner.utah.edu/demographics/special-topics/salt-lake-city/>

Miscellaneous

- A part of Redwood Road is slated to be named after late senator Pete Suazo. These signs have not been put up.
- Change the Human Rights Ordinance to fund them to do bigger projects

SPECIAL THANKS

We would like to extend our deepest gratitude to those who participated during the open community forum, completed the on-line surveys, and attended the roundtable discussion. These community leaders and members invested time and energy with a desire to inform Mayor-Elect Mendall’s administration to better serve the underserved and underrepresented communities in Salt Lake City. This memo would not have been possible without their support.

ROUNDTABLE PARTICIPANTS

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Glenn Bailey ▪ Luna Banuri ▪ Silvia Castro ▪ Ashley Cleveland ▪ Samantha Eldridge ▪ Bryce Garner ▪ Jenny Hor ▪ Jean Irwin ▪ Claudia Loayza | <ul style="list-style-type: none"> ▪ Jem Locquiao ▪ Laís Martínez ▪ Celina Milner ▪ Asha Parekh ▪ Pam Perlich ▪ Fernando Rivero ▪ Samah Safiullah ▪ Julie Sieving ▪ Crystal Young-Otterstrom |
|--|---|

ROUNDTABLE FACILITATORS

- Kilo Zamora
- Stacey Adams
- Nubia Peña
- Rozanna Benally-Sagg

Homeless Services

Mayor-Elect Erin Mendenhall Subgroup on Homeless Services

Near-term and Long-term Homelessness Intervention Strategy Brief

December 20, 2019

Dear Mayor-Elect Mendenhall,

On behalf of our entire Subgroup on Homeless Services, we want to thank you for the proactive, inclusive and collaborative effort that you have put forward to approach this new chapter in Salt Lake City as the incoming Mayor.

As the Co-Chairs of this Subgroup we were incredibly impressed with the response and engagement that we had from our Subgroup members and although we had a very large committee, all of the members provided important representation and feedback in a respectful, positive and helpful manner. In order to give you a better overview of the recommendations and thoughts that we received, we have also included an organized listing of the group's input in the Appendix of this document, which will serve as an important repository of our collective thinking as it relates to this challenging issue.

When we began, we highlighted the point that homelessness impacts everyone in our community and the importance of each person in that community, both those experiencing homelessness, the general public and visitors, and the businesses throughout the city. We consciously worked to address the myriad challenges and we strived to attain balanced, executable and measurable recommendations that strike a balance between individual rights, enforcement, humanity and respect. We believe that we achieved this goal both in our interactions with one another as well as our 100 day and short and long-term recommendations to you and your administration.

We wish you our very best and hope for your success and stand ready to continue in our engagement with you as you endeavor to lead our City into the future.

With sincere thanks to you and each member of the Subgroup on Homeless Services,

Spencer P. Eccles and Brittney Nystrom

Co-Chairs Subgroup on Homeless Services

NOTE: special thanks and recognition to Mindy Vail, Dayton Kilian, and Michael Parker for their assistance.

Spencer P. Eccles	(Co-Chair)	The Cynosure Group	Christine Ivory	Ivory Homes
Brittney Nystrom	(Co-Chair)	ACLU of Utah	Michael Parker	Ivory Homes
Palmer DePaulis		Utah Council on Conflict Resolution	Bernie Hart	Understanding Us (Library Square area)
Bill Tibbits		Crossroads Urban Center	Marita Hart	Understanding Us (Library Square area)
Gail Miller		Larry H. Miller Family (Jay Francis)	David Litvack	Deputy Chief of Staff - Mayor's Office
Mikelle Moore		Intermountain Healthcare	Jon Pierpont	DWS, Exec. Director- (Nate McDonald)
Sandra Hollins		Representative - State Legislature	Linda Wardell	City Creek Center
Kathy Bray		Volunteers of America	Preston Cochran	Shelter the Homeless Committee, Exec.Dir.
Amy Hawkins		Community Council for Ballpark area	Rick Foster	Church of Jesus Christ of Latter-Day Saints
Jean Welch Hill		Dir. of Govt. Relations - Catholic Diocese of SLC	Katherine Fife	SLCo/SL Coalition to end Homelessness
Pamela Atkinson		Advocate, Humanitarian, Pamela's Place	Ari Bruening	Envision Utah, Pres. and COO
Mike Brown		SLC Police Chief	Matt/Tony Caputo	Caputos
Rich Mauro		Public Defender	Michael Parker	Ivory Homes, VP Public Affairs
Randy Shumway		Cicero Group	Damien Patton	Banjo - Technology
Kilian Dayton		Cicero Group	Shaleane Gee	Zions Bank, VP Community Development

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Across the State of Utah, many are impacted by homelessness, and rates of chronic homelessness are rising. The latest Point-In-Time count for Utah revealed that a total of 2,876 persons are experiencing homelessness – of which 512 are experiencing chronic homelessness. Considering that 66% of those experiencing homelessness in Utah are concentrated within the Salt Lake City Continuum of Care, our local community efforts to address homelessness are of great significance. Already in our city, many stakeholders and services providers are working tirelessly to provide support and solutions. To optimize these efforts, a system-wide, strategic, and human-centered approach needs to be adopted; however, such an approach must prioritize actions that both relieve hardships now *and* prevents future occurrences of homelessness and housing instability.

Objectives

- Eliminate human suffering associated with homelessness
- Eliminate the key elements that perpetuate homelessness
- Create a safe and inviting city

Questions to Address

1. How do our short- and long-term recommendations improve inclusivity and equitability in the City?
 - Our recommendations, if adopted, would include and value the voice of people experiencing homelessness in decisions made about them. Additionally, we recommend acknowledging and overcoming barriers and biases that historically exclude and marginalize people. Access to homeless services and housing must be intentionally inclusive of people living with mental illness, criminal records, addictions, and disabilities.
2. How do our short- and long-term recommendations help shape the character/identity of the City for the better?
 - All residents of Salt Lake City should feel like they belong here. We recommend planning and delivering services to people experiencing homelessness in a way that the impacted community and all stakeholders feel included and heard. Ending human suffering associated with homelessness is an issue we believe can unite all residents of the City.

Recommendations for the First 100 Days

Below are select hypothesis-driven efforts that can be enacted quickly and swiftly. Robust ongoing measurement and evaluation – with a culture of willing recalibration based on what is learned as we collectively implement these approaches – is strongly recommended.

1. Be a leader in the ongoing discussion

- a. **Coordinate / Collaborate:** As the Capitol City, it is imperative that the City is not only a stakeholder, but also a leader in the effort to address our homelessness issues. There are too many distinct silos trying to support our most vulnerable populations. We need to improve the coordination and collaboration and provide leadership in critical conversations and

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ongoing reforms to reduce the human suffering associated with homelessness. We recommend a person or group be tasked to coordinate the City's efforts on an ongoing basis. This group should coordinate the application of best practices; advocate for clients and service providers to government bodies, service providers, healthcare providers, and apartment managers; catalog state-, county-, and privately-funded efforts; coordinate between providers; and oversee any independent measurement and evaluation. We also recommend reconvening the subgroups of the Transition Team at the 100-day mark of the Administration to revisit recommendations and gauge progress.

- b. Work with Existing Groups:** There are many ways to work with current unified efforts. We recommend high amounts of collaboration between the mayor's office and existing groups that are making progress in the space, including the Salt Lake Valley Coalition to End Homelessness (SLVCEH) and the State Homeless Coordinating Committee.
- c. Inform:** With so many resources and providers available, even those of us who have been involved in this discussion for years are learning of new services or resources available to help individuals experiencing homelessness. All the services in the county should be mapped, summarized, and communicated both to stakeholders and those experiencing homelessness or utilizing the resources.

ACTIONS:

- Lead and collaborate with key stake holders in the development and application of best practices to support the State's homeless population. Align siloed organizations that support the homeless.
- Assign a person to oversee a group to coordinate the City's ongoing efforts to combat homelessness. This group should coordinate the application of best practices; advocate for clients and service providers, healthcare providers, and apartment managers; catalog state-, county-, and privately funded resources; coordinate between providers; and oversee independent measurement and evaluation.
- Increase collaboration between the mayor's office and key stakeholders (e.g. Salt Lake Valley Coalition to End Homelessness and the State Homeless Coordinating Committee).
- Develop a strategic communications plan to foster public support using human interest stories to educate citizens.
- Inform: Identify, summarize, map and communicate/share lists of all resources and services available to better serve the homeless.

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- Reconvene the subgroups of the Transition Team at the 100-day mark of the Administration to revisit recommendations and gauge progress.

2. Improve access to transportation and other services

- Immediate Needs for the Winter Months:** We're approaching the winter months in a period of significant transition. The emergency shelter system has been overhauled, and we know from prior years that January is the month in which the highest number of people require services and shelter. To address these immediate needs, we recommend:
 - i. Planning for a low-barrier emergency shelter available through the winter months
 - ii. Reviewing other capacity constraints, including serving the mentally ill, service-resistant populations
 - iii. Expanding the Downtown Ambassadors and Park Rangers programs
- Transportation:** A lack of transportation should never be an obstacle for accessing a shelter, services, or employment. The distributed Resource Center model has increased the need for reliable transportation, pedestrian infrastructure, and accessibility to the new centers. The solution needs to be safe, reliable, and accommodating, and it needs to be possible for people to bring their belongings with them. The city should coordinate with other groups providing these services to ensure people can access the resources and services they need when they need them. Where needed and feasible, explore creative solutions that deliver services to the people versus taking the people to the services. In addition, the city should develop creative solutions in partnering with both public and private resources to fill gaps in transportation services.
- Transition Services:** Ensuring that homelessness is rare, brief and non-recurring requires a targeted approach to specific populations that are transitioning from the criminal justice system and mental-health systems back into society. There should be increased access to family mediation, emergency funds, friend/family outreach, legal advice and representation, transportation needs, disability services, linguistic barriers, and other proven, and much needed interventions. Look at efforts currently underway to connect all stakeholders working to assist someone re-entering society and avoid returning to homelessness or incarceration (e.g., the work of the Salt Lake Legal Defender Association). Assess effectiveness and apply solutions toward longer-term outcomes.
- Become Data-Driven:** Identify and implement a technology solution that will help un-silo the city's data and make it understandable and actionable. The solution should aggregate data from hospitals (e.g., available mental health and addiction treatment beds), transportation providers, service provider availability (e.g., available resource center beds), government bodies, and private groups. In addition to helping with the transportation and

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services components listed above, it could be used to augment case work and improve planning efforts.

ACTIONS:

- Plan for a low-barrier emergency shelter available through the winter months.
- Review other capacity constraints, including serving the mentally ill, service-resistant populations
- Expand the Downtown Ambassador and Park Ranger programs.
- Increase safe, reliable, and accommodating transportation options (e.g. UTA's Flextrans, donated vans, volunteer drivers) including options for transporting pets and belongings—consider public private partnerships.
- Expand/develop solutions for on-site case management/services—deliver the services to the people versus taking the people to the services.
- Enhance support of those exiting correctional or inpatient facilities by increasing access to; family mediation, emergency funds, friend/family outreach, legal advice (e.g. Salt Lake Legal Defender) and representation, transportation, disability services, and linguistic barriers to reduce recidivism.
- Identify and implement a technology solution that will help un-silo the city's data and make it understandable and actionable. The solution should aggregate data from hospitals (e.g., available mental health and addiction treatment beds), transportation providers, service provider availability (e.g., available resource center beds), government bodies, and private groups.
- Implement a technology solution to augment case work and improve planning efforts.

3. Ensure safety and consistency in laws and how they're enforced

- a. **Policy, Statute, and Ordinance Review:** Review and Catalog the civil and criminal statutes, regulations, and ordinances and policies regarding or impacting homelessness (e.g., camping, etc.). Following the review, make recommendations as needed, for changes to ensure that laws and regulations have continuity and are compassionate, earnest, and protect the interests of the entire community, ensuring that homelessness is rare, brief and non-recurring and that Salt Lake City remains a safe and inviting city.

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- b. Law Enforcement:** Homelessness is not a crime, and support services should be the tip of the spear in the fight against homelessness rather than law enforcement. However, law enforcement plays a crucial role in ensuring the safety and well-being of all of Salt Lake City's residents, and the expansive flow of illegal substances is overwhelming well-intentioned people who yearn to recover. We suggest coupling law enforcement interaction with an opportunity to access services, continuing the drug courts, expanding the expungement efforts, and continuing to aid law enforcement to obstruct the flow of illegal substances while providing a pathway and an incentive for all involved to rehabilitate with a clean break. An increased emphasis on and prioritization of training our law enforcement community, volunteers and other stake holders regarding the real-world implementation of policies, statutes, and ordinances is critical and additional budget allocations if needed must be considered.
- c. Diversion:** Diversion efforts toward accessing services in lieu of criminal consequences have been proven to effectively help people experiencing homelessness. Engage law enforcement officers and other critical stakeholders to evaluate current efforts to identify alternative ways to expand diversion.

ACTIONS:

- Review and Catalog the civil and criminal statutes, regulations, and ordinances and policies regarding or impacting homelessness (e.g., camping, etc.).
 - Following the review, make recommendations as needed, for changes to ensure that laws and regulations have continuity and are compassionate, earnest, and protect the interests of the entire community.
- Couple law enforcement interaction with opportunities to better access services including continuing the drug courts, expanding the expungement efforts, and aiding law enforcement to obstruct the flow of illegal substances while providing a pathway and an incentive for all involved to rehabilitate with a clean break.
- Expand diversion alternatives toward services versus criminal consequences (e.g. Replicating Church of Jesus Christ of Latter-day Saints Transitional Services Office model, etc.).
 - Engage law enforcement officers and other critical stakeholders to evaluate current efforts to identify alternative ways to expand diversion.

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Long-term Efforts

While the above efforts will be a step in the right direction, to truly achieve a paradigm shift in the way Utah addresses the challenge of homelessness, Salt Lake City needs to lead the homelessness discussion for the state.

- 1. Increase Housing:** Nobody can exit the cycle of homelessness unless there's somewhere for them to exit. The mayor-elect campaigned on increasing SRO housing, and we recommend following through on this important need. Increasing the availability and the preservation of low-income housing and alternative shelters to bolster prevention efforts as well as increase success rates of all the services provided to people experiencing homelessness. Evaluate creative and feasible solutions to mitigate criminal record barriers to accessing housing. Additionally, there needs to be a solution for long-term care of those with mental illnesses, along with the necessary medical services and case workers. This SRO housing and other deeply subsidized housing units need to be distributed with an acknowledgment to geographical equity so as not to create concentrated 'SRO districts' that have the potential to recreate the safety issues currently existing in areas of the city that host concentrations of low-budget motels.
- 2. Review current efforts:** Perform a comprehensive system evaluation with end-to-end journey mapping of homelessness that identifies Utah-specific causal mechanisms and strategic intervention spots, as well as an objective provider assessment to drive a revised governance and funding structure that emphasizes strong ongoing measurement and evaluation around a set of rigorous, collaboratively-defined, meaningful outcomes. Additionally, stakeholders need to clearly identify high-impact opportunities that can be optimally scaled and funded to drive improvement in outcomes.
- 3. Increase Coordination and Collaboration:** With many state, city, and county leadership parties across the state, there isn't a clear leader in the fight against homelessness, which is why there's such a void in coordinating the best care in the most effective ways. We recommend the Salt Lake City take that leadership position, in conjunction with the Governor. Hold an annual leadership summit for all city and county mayors in Utah. This event should identify and agree upon specific and actionable outcomes and measurable key results. People experiencing homelessness and leaders from the non-profit, business and philanthropy sectors should be given an opportunity to participate. Progress toward the Mayor's objectives must be regularly reviewed and communicated to the public to ensure accountability toward their accomplishment. There also needs to be increased coordination between how police forces across the state treat individuals experiencing homelessness. Salt Lake City has become a "treatment hub"—the mayor should work with local and state leaders to share that responsibility across the state to enable people experiencing homelessness to remain where they are and therefore, maintain a support network and access services near friends and family.
- 4. Bolster Prevention Efforts:** There are a number of things the city can do to prevent individuals from facing homelessness. In addition to the thoughtful recommendations provided by the housing group, we recommend ongoing funding and support for efforts that address intergenerational poverty, drug addiction, and mental health issues. As an example, the Department of Workforce

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Services has a framework for addressing intergenerational poverty that can be applied to the city. In addition to efforts to treat those currently experiencing homelessness, the city should work to reduce the number of people who require homeless services.

- 5. Engage with People Experiencing Homelessness:** The city should elicit feedback, possibly through surveys or focus groups, where both qualitative and quantitative information can be used to drive decisions. There needs to be a forum for those who are currently experiencing homelessness to have their voices heard. There also should be some mechanism for representation within that community. This could be a neighborhood council or other similar group. We recommend working with other groups who are making progress in this area and creating a feedback system that will bolster trust, increase communication, and ensure that the city's efforts are effectively meeting the needs of one of our most vulnerable populations.

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APPENDIX

-----Sub-group Recommendations Received and Discussed-----

First 100 days and up to the first year Actionable Items/Goal(s):

- **Erin's campaign plan for homelessness**
 - *Work with stakeholders to develop a plan for the winter months*
 - *Expand Downtown Ambassadors and Park Ranger programs*
 - *Reduce no-fault evictions by strengthening tenants' rights ordinances, increasing landlord compliance related to fair treatment of tenants*
 - *Increase the number of single room occupancy (SRO) housing units*

- **Leadership**
 - Dedicated resource within administration to coordinate city wide efforts related to homelessness
 - Coordinate with State and surrounding cities and counties

- **Coordinate between Silos**
 - Identify all factions working towards homeless rehabilitation
 - Align all homelessness services to maximize benefits
 - Utilize technology to increase and improve real time coordination of services related to homelessness
 - Create a united front with the goal to help and solve homelessness
 - Identify who "owns" the emergency shelter overflow and affordable housing issue
 - Help Resource Center operators agree on a unified funding strategy to support ongoing operations for the new resource center model.
 - Support and integrate the city's homeless goals with the county wide coordinating committee on homeless issues and the state homeless task force.
 - Improve governance, coordination and resource allocation of all entities actively servicing the homeless population to best achieve collective impact.

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- **Create processes for ongoing decision-making**
 - Ensure continued representation of the city on the Salt Lake Valley Coalition to End Homelessness and its core function groups, especially a police representative on the Legal Rights and Safety group and someone on Housing and Crisis Response groups.
 - Acknowledge that people experiencing homelessness are stakeholders in policy decisions and consult with them directly whenever possible alongside other stakeholders.
 - Review the work that has already been done to address this issue and coordinate efforts with it
 - Engage in sufficient outreach to the homeless population to ensure everyone has a bed and is able to access services
 - Establish a longer-term vision by engaging a wide variety of stakeholders and understanding the data. What data do we currently have to understand the root of the problem? Do we know what solutions work? What data needs to be gathered?
 - Set in place a regulation that requires proof that any program Salt Lake City funds has data to support suggested effectiveness. If a program has been used elsewhere, require documentation that the program reduced homelessness.
 - If the program seeking funding is a trial program, or is a program without supporting data, that it be required to have a method in place for measuring and reporting impact.
 - Set up an independent audit group that oversees the effectiveness of all programs. This committee should consist of non-service providers and include four people living in the Resource Centers.

- **Engage appropriately with Law Enforcement**
 - Perform a comprehensive review of all ordinances and policies related to homelessness, vagrancy, panhandling and camping.
 - Institute regular police force training to ensure all members of the force are addressing homeless individuals in the same, trauma-informed manner and have access to updated information about services available.
 - Avoid pushing people experiencing homelessness through the criminal justice system as a requirement to access services. This punitive approach is costly and creates additional obstacles that can derail self-determination and self-sufficiency.
 - Evaluate law enforcement policies to ensure they are protective of people experiencing homelessness's rights to privacy, equal treatment, and Constitutional protections.

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- Help the police maintain lawfulness and safety in the Rio Grande district and throughout the city
 - Reevaluate parking enforcement and ordinances near areas with increased criminal activity, including the north and west sides of Pioneer Park
 - Improve safety and the perception of safety by increasing the amount of downtown activity (residents, students, families, etc. on the street), ensuring the downtown library doesn't become a quasi-homeless shelter, preventing the Jordan River from becoming a place for camping and crime, etc.
- **Create and Maintain Programs / Infrastructure**
 - Dedicate RDA resources to the preservation of natural occurring affordable housing.
 - Adopt a policy for “service enriched” housing
 - Transitional housing paired with 24/7 medical or psychiatric support onsite
 - An alternative to jail/emergency rooms for individuals with issues that aren't quite extensive enough to qualify for permanent supported housing
 - Establish a safe camping area for those who are not ready to seek a shelter bed or housing. The area should have bathrooms and handwashing stations.
 - Complete and maintain pedestrian pathways to and from each resource center
 - Stay the course with the current dispersed services model
 - Continue Downtown Alliance's Downtown Ambassador Program
 - Identify what the right approach is to providing support for those individuals suffering from mental illness who are shelter/service resistant.
 - Improve communications about how to access the resource centers for the homeless
 - Immediately build/remodel about 600 SROs for those moving through the resource centers
 - Improve transportation options across jurisdictions to the SSL men's shelter.
- **Technology Solutions**

Develop a technology tool/APP that connects givers and receivers. The APP would educate givers about homelessness and how to apply their resources (e.g. time, money or commodities) to the need. The APP would also allow those experiencing homeless to share their needs and find resources to meet their needs

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- An APP could include:

- **Giver**

- Where are Salt Lake's homeless?
- Where can I volunteer
- Is it safe to volunteer?
- Where do I donate commodities?
- Who do I donate money to and how?
- Is it better for me to give to a panhandler or a shelter?
- How do I employ a homeless person?

- **Receiver**

- I need a ride (Uber/UTA Flex Trans)
- My DWS
- I need a blanket or hygiene kit
- I need clothing
- Where can I get food?
- Where can I get medical care?
- Where is a shelter
- How do I enroll my child in school?
- How do I get my child to school?
- How do I access my case worker?
- Who is my case worker (bishop, road home, therapist, job coach trainer, DWS worker, CAP employee, 4th Street Clinic, law enforcement etc.)?

Longer-term Goals / Considerations:

- Work to reduce no-fault evictions by strengthening tenants' rights ordinances, increasing landlord compliance related to fair treatment of tenants (per Mayor-Elect Mendenhall's campaign platform)
- Consider a mental health resource center
- Increase the number of low-cost rooms (exit areas) for people exiting homelessness

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- Build consensus with partners about the housing stock needed to make the new homeless services model work effectively and begin working with those partners to build that housing stock
- Work with state and local partners complete the construction of the first 800 housing units identified as priorities by the Coalition
- Create and maintain housing (temporary, transitional, and permanent)
- Increase the number of case workers
- Increase in services to provide adequate resources for the mentally ill and those with addiction
- Construct or remodel at least 2000 units of permanent supportive, SROs and deeply subsidized housing units for those moving from the resource centers out into the community. The only way the resource center model can work is to move people into housing, otherwise the new system will be overloaded and the resource centers will be forced to become warehousing centers.

Housing

Mayor-Elect Erin Mendenhall

S A L T L A K E C I T Y

Transition Team Housing Subgroup Memorandum

- I. **Methodology.** Briefly describe your methodology (e.g., who did you include? did you conduct interviews, roundtables, divide into smaller focus groups?).

The group was comprised of a variety of housing experts with varied experience in housing development, financing, and policy.

Mike Akerlow - Community Development Corporation of Utah	Steve Erickson – Advocate / Crossroad Urban Center
Claudia O’Grady – Utah Housing Corporation	Dan Nackerman - Salt Lake City Housing Authority
Weston Clark – Salt Lake County	Lily Gray – National Development Council
Wendy Leonelli - Zions Bank	Michael Lohr - Goldman Sachs
Maria Garciaz – Neighborworks	Dan Lofgren - Cowboy Partners
Andrew Johnston - VOA and SLC Council	Janice Kimball – Housing Connect
Marion Willey – Utah Nonprofit Housing Corporation	John Montgomery- Rocky Mountain Community Reinvestment Corporation
Janice Kimball – Housing Connect	James Wood – Kem C. Gardner Policy Institute
Ryan Hackett – Western Region Housing Corporation	Marci Milligan – Lotus Chris Parker – Giv Group

In order to capture a wide variety of voices, the co-chairs had one-on-one conversations with Salt Lake City staff, committee members, the homelessness subgroup, and housing generalists throughout the community. The process by which policies were identified and selected happened primarily through group dialogue. This was further refined through iterative feedback, a prioritization survey, and a final consensus exercise.

- II. **Key Opportunities.** Briefly describe the big takeaways. What are the key opportunities and/or biggest challenges your group identified?

The opportunities identified as having the highest-net-impact among the subgroup consistently returned to two primary rolls the City plays in addressing housing affordability and supply:

- 1) As a principal determiner of what land within its jurisdiction can be used for, the process by which it may be used, and, to a certain degree, the cost at

which that use may begin and continue, Salt Lake City has a substantial effect on housing production and quality. Aligning various city codes, branches, and departments around a unified vision would have outsized impacts for the city.

- 2) As a substantial holder of monetary and real assets, the City has greater impact on housing than just policy making. Opportunities may exist to increase the efficiency and renewability of these scarce resources.

*An attached matrix (Exhibit A) outlines the main policies that were identified and discussed in detail. It looks to outline the perceived ease, alignment, policy category, and committee priority for the various recommendations.

III. Short-Term Goals

1. **Pilot a short-term-life-event perpetual loan fund for low income families.**

The most humane, lowest cost way to combat homelessness is to help prevent it in the first place. This proposed fund is intended to bring property managers, tenants, and nonprofits together to help prevent evictions caused by short-term, non-systemic life events. Highlights of the proposed fund are listed below.

Methods for implementation and considerations:

1. Low interest (<4%), mid-term (12-24 months) loans would be administered by a nonprofit organization with a financial services background*.
2. Eligibility profiles for the program would be developed by said nonprofit with an eye toward ensuring the funds go to those who have been, and could be, financially stable but for a short-term life event.
3. An initial City funding amount of \$250,000 could serve as a loan loss reserve for \$750,000 in revolving loans.
4. These funds would be extremely easy to apply for and wouldn't require a resident to leave their building. Tenants would be notified of the program at the same time a 3-day Pay-or-Vacate is served, and any funds would be deposited directly to pay outstanding rent.
5. Tenants would receive pro-bono financial counseling and planning services as a part of the program.

*If the Mayor-elect deems it prudent/necessary to conduct an RFP for the financial-services nonprofit, this goal may be best included in the long-term category. If an RFP is not deemed necessary, we'd recommend AAA Fair Credit Foundation as the provider given how well the program dovetails with other services they offer. They have been contacted and expressed interest.

2. **Review and modernize outdated code to better achieve the goals of today**

A city's zoning code may be its most direct and impactful relationship with the quality, amount, and appropriateness of its housing stock. And yet, many cities' ordinances read as a hodgepodge of various ideas from various decades that had evolving and sometimes conflicting ideas of what their city's needs might be in the future. Modernizing and unifying Salt Lake

City's code to fit today's realities would have an immediate, sizable effect on its housing stock and greatly increase the amount of time SLC planning staff has to spend on planning vs. administrative activities. Unfortunately, that same labyrinthine code is occupying virtually all of the planning staff's time with the paperwork and process it requires. Simply put, they can't write a more efficient code because the inefficiency of the current code is taking all their time.

While updating any zoning ordinance clearly would be a long-term goal, providing capacity to do so would be a powerful first step. Announcing the intent to add two full-time planning positions or to fund a contract with a code-consulting firm would be the first step in one of the more deeply impactful things a mayor can do to address a long-term housing shortage.

Methods for implementation and considerations:

1. Streamline and increase cohesion within the code by doing one of the following:
 - a. Fund a third-party consultant to focus on the modernization of zoning and priority codes. The scope should anticipate code changes that:
 - i. Streamline the number and type of decisions that need to go before the commission, council, and/or upper level planning staff.
 - ii. Align the code to the current needs of the city.
 - iii. Increase the quality and longevity of buildings constructed within the city.
 - iv. Increase unity of purpose between departments within the city
 - b. Add two FTE to planning and one FTE to building services to help handle the current workload.
 - i. This will allow senior-level staff the time needed to rewrite the code.
2. Conduct an audit of 4-year staffing and funding needs. This audit may be done in-house or by a third-party consultant and focus on:
 - a. The efficiency of current city processes
 - b. Whether staffing levels at various divisions are sufficient for a city of this size
 - c. Whether the pay scale of staff is sufficient to attract and keep talent
 - i. This analysis should include where talent is generally lost to, including non-planning divisions within this and other cities.
3. **Create ordinance that, by 2023, requires all new buildings that use city money to be all-electric, emission-free structures.**

At some point, we have to stop funding the problem. Aligning the City's housing and sustainability initiatives ensures our community can grow without further degrading our airshed. Setting the compliance date (2023) to align with when the City is committing to offset 100% of its own emissions will allow developers sufficient runway to modify their habits without requiring them to redesign/delay their current projects.

Methods for implementation and considerations:

- a. Replace the City's current LEED requirement for city-funded buildings with an emission-free building requirement.
- b. Consider adding incentives to help transition the industry.
- c. Consider a parallel ordinance that targets water usage. This could include a requirement and/or incentives for low-flow fixtures and landscaping.

IV. Long-Term Goals

1. Create a Strategic Plan for use of city-owned vacant and underutilized land

Methods for implementation and considerations:

1. Identify a long-term land acquisition strategy. Examples include the acquisition of tax defaulted or seized property, land in the path of gentrification, and/or nuisance properties within the City.
2. Explore the possibility of partnering in a public benefit corporation.
3. Start a conversation with landholders adjacent to city-owned property to create a collaborative opportunity to maximize public land.
4. Finalize inventory and appraisal of City-owned land.

2. Identify new ways of partnering with the private sector to provide more affordable housing.

Methods for implementation and considerations:

1. Explore more direct partnerships with financial institutions to reduce the cost of construction and/or promote the preservation of housing.
2. Create a PILOT mechanism, in coordination with the County, that leverages the City's unique tax-exempt status.
3. Consider financing the construction and/or purchase of ADU's.
4. Explore and support the creation of a significant housing manufacturing facility within the state/city.

3. Co-Create a unified plan for housing throughout the city

Methods for implementation and considerations:

1. There have been significant changes in funding sources and organizational structure within the city. There needs to be one vision and one unified point of contact for various housing issues and programs.
2. Clearly delineate the roles and responsibilities of the principal housing and land divisions within the city (RDA, HAND, RE). If possible, streamline access to funding and information across departments.

4. Establish an ongoing housing advisory group tasked with fleshing out best practices for housing finance and methodologies.

Methods for implementation and considerations

1. Invite members to join the advisory committee and establish a clean path of communication between the group and staff.

5. Prioritize and strategically implement “Growing SLC”

Methods for implementation and considerations:

1. The City’s current housing plan has many relevant and necessary solutions. Focus needs to be placed on the pieces that generate the most impact and ensure every department is invested in its outcome. The transition group identified the following highlights:
 - i. Funding for resident services
 - ii. Inclusionary zoning
 - iii. Housing loss mitigation and demolition
 - iv. Density bonuses
 - v. Parking
 - vi. Support for supportive projects that aren’t necessarily formerly-homeless projects
2. Consider partnering with entities already doing compliance work (UHC, RMCRC, etc.) to inform enforcement mechanisms for the City.

5. Conduct a data-driven process review on the current permitting system in order to better understand where bottlenecks may be occurring within the system.

Methods for implementation and considerations:

1. The review should be conducted by a third party using clear data and validated community experience. This data should include processes beyond the first review. It will be critical that the review is inclusive of both community and internal experiences, perceptions, and culture.
2. The policy could result in the creation of an ombudsmen or clear project-level decision makers. Any position creation should be tied to a clear matrix of measurable improvements. Such improvements could include time till permit, decisiveness, customer experience, and alignment with city priorities.

6. Set ordinance parameters around housing preservation and retention

Methods for implementation and considerations:

1. We have considerable naturally occurring affordable housing that is disappearing. There is a need for different strategies for different income levels (60% AMI and below, 60-80% AMI, and 80% AMI and above).

- a. Aggregate available tracking and data models for relevant properties.
Create a reliable inventory of housing types and affordability levels.
2. Gather data related to the impact that investor-owned, single-family properties have and their relationship to neighborhoods. This should also include specific emphasis on non-owner-occupied peer-to-peer rentals.
3. There is a need for financing, and capital pools, for aging LIHTC projects and naturally-occurring affordable housing.
4. Solidify a clear policy that supports the creation and maintenance of PSH
 - a. Partner with the State of Utah to create alternative models for voucher funding. This should focus on the hardest to house.
 - i. Create local funding that could supplement federal programs.
 - ii. Pilot a model that uses a voucher-to-feasibility model vs. automatically using the fair market rent maximum.
5. Alternative Housing Models
 - a. Amend the ordinance barring 3 unrelated parties from living together.
 - b. Expand the places SRO's are allowed provided they go through an increased level of review.

7. Pro-active engagement and education strategy around housing issues

Methods for implementation and considerations:

1. Consider an outreach strategy to discuss density, expected growth, and impact of both with the community. This would serve as a way to dialogue about challenging issues facing communities such as parking, density, and neighborhood amenities.
2. Create a meaningful, digital way to include community perspective and long-term impact into neighborhood planning exercises.

Tech Ecosystem

Dear Mayor-Elect Erin Mendenhall,

Thank you for this opportunity to present our committee's collective 100-day actionable recommendations for Salt Lake's City's burgeoning Tech community.

Elected officials have three main levers of power to achieve their agenda:

- Setting budget priorities
- Allocation of time in their daily schedule
- The bully pulpit and power to convene

The key to achieving the 100 days goal set out in this document will be how the Mayor-elect exercises these tools.

Over the course of the last few weeks, various leaders in the Tech sector met to formulate the accompanying pages of challenges and recommendations. These recommendations allow for yourself and additional city officials to see an attainable future inclusive of all tech sectors, growth positive strategies, and to highlight the continued importance Tech is to our city.

Collectively, we identified the challenges this community faces into three distinct sectors that include;

1. Tech (including robotics, defense, and aerospace)
2. Biotech
3. E-Commerce

These three sectors define the Salt Lake City tech ecosystem landscape and provide areas of opportunity within each. Because the Tech industry is a diverse group of skilled individuals and innovative companies, each with often differentiating needs, these categories help to define the ecosystem thoroughly.

Once our challenges were established, we formulated collective solutions that touch each sector and will provide a clear map for positive change. Many of these solutions are easy wins with high efficiency and minimal resource drain or requirement.

We look forward to staying engaged with you and your administration and thank you for the opportunity to present our findings.

Sincerely,

Committee Members;

Jared Bauer
Clint Betts (Committee Co-Chair)
Troy D'Ambrosio (Committee Co-Chair)
Jim Dreyfous
Margo Geirgiadis
Stephen Hess

Arian Lewis
Ken Madsen
Blake McClary
John Melichi
Rachel Otto
Tyler Ploeger

Steve Price (Committee Co-Chair)
Katie Romney
Ron Ross
Ally Seeley
Juliette Tennert
Cyndi Tetro
Jason Winkler

THE GENERAL CONSENSUS

Issue: Lack of City Focus and Strategy on Tech

Solution:

1. Mayor's Tech Council

- a. Co-Chaired by the Mayor and a Public Representative, inclusive of up to 10 CEOs/Founders, with rotating Vice-Chair from the City Council
- a. Identify outcomes & metrics to measure and guide future actions
- b. Supported by 2 dedicated city employees
 - i. One Biotech Focused
 - ii. One Tech Focused (Small & Big)
- c. Create an SLC Tech Ambassador Program
- d. Create a 'Landing Pad' Strategy for Tech in SLC
 - i. Create a program targeted to assimilating new employees (geared towards singles and their partners). With a focus on cultural opportunities, lifestyle benefits, the food and beverage scene, the vibe of the city and what they can achieve here
 - ii. Create a strategy to increase flow between Northern California and SLC

Issue: General Misunderstanding of SLC, including cultural diversity and positive environment to build a startup (inclusive of tech) in this city

Solution:

2. New SLC Tech Messaging & Branding

- a. Develop a new tech-focused messaging & branding for SLC
- b. Airport presence showcasing SLC startups
- c. Mayor's attendance at public openings and events allowing for engagement directly with tech companies
- d. Mayor's Tech Series - hosting top tier out-of-state tech CEOs/Founders to visit SLC, to speak to the ecosystem (panel, speaker event, etc.) & discuss growth opportunities in SLC

Issue: Lack of clarity and focus on where to grow, can you truly grow a big tech company in SLC?

Solution:

3. RDA Development Strategy - Tech Growth by Nodes (zones)

- a. Create a Tech SLC 'Growth Map' to show Tech companies how they can grow from 1 - 5,000 employees in SLC
- b. Create an RDA / Tech plan
- c. Biotech District established in the Marmalade District
- d. Establish Tech in Granary to Gateway neighborhoods

Issue: Cost and Transportation for Startups

Solution:

4. UTA/TRAX Startup Pricing

- a. Critical for Startups to gain better access to public transport
- b. Positive impact on traffic, increased use of public transport and air quality

STATE OF AFFAIRS

Tech continues to be a mainstay of the city of Salt Lake City but also the state of Utah. In the below sections, we list our current challenges.

A. ADDRESSING BIOTECH

Biotech Statistics (state-wide)

- 42,831 direct jobs, average compensation \$86,396 (46% higher than the average for all Utah industries)
- Every direct Biotech job supports 2 more jobs => 130,439 total jobs associated with the industry (almost 7% of all Utah Jobs)
- The industry supports just under 8% of Utah's GDP (\$13.0B)

Salt Lake City and the state of Utah are known nationally as a leader in the Biotech field. This sector is ripe for action to the following needs:

Opening City Interfacing

- Open and authentic communication between the city and Biotech leaders
- A city official that has a Biotech background and can "speak our language."

Organized Clustering or Corridor

- Affordable rent, short proximity to local universities, downtown, and the I-15 corridor
- Increased cross-company collaboration, leverage communication for innovation

The Spread of Public Knowledge

- Opportunity to educate the citizens of SLC and beyond on the local biotech industry
- Showcase our innovations, history, current market, recruitment and beyond

B. ADDRESSING TECH (including general tech, robotics, defense, and aerospace)

Tech Statistics (statewide)

- 118,621 direct jobs, average compensation \$106,100 (over 80% higher than in other industries)
- Direct jobs support an additional 191,000 jobs outside of the tech industry => over 310,000 total jobs
- 1 in 7 jobs is in or supported by the Tech sector
- Industry supports 18% of Utah GDP (\$29.7B)
- 4.9% average annual job growth in the tech sector of the past 10 years barely second to Washington (5.0%) almost double California pace (2.6%)
- Industry generates at least \$475 M in net state and local tax revenue annually

The Tech industry in Salt Lake City continues to grow, and with its growth, new challenges arise. Below are our findings.

Group Rider Pool with UTA

- The process for obtaining a rider partnership with UTA is challenging and has a low success rate for smaller companies/organizations

Growth Map for Companies

- Challenging to have a plan for how to go from 1 – 5,000
- This is a make or break it moment, and we need guidance

'Landing Pad' for Existing Companies

- How to make it known that companies should move offices here
- Ease of employee assimilation and understanding of the positives of SLC

'Launch' Pad for New Companies

- Why you should start your company here

C. ADDRESSING E-COMMERCE

E-Commerce Statistics (nationwide)

- E-Commerce retail sales accounted for 11.2% of all retail sales in the U.S. in the third quarter of 2019,
- Up from 10% in the same period last year,
- Up from 6.6% in the same period 5 years ago

Defining E-Commerce:

- The E-Commerce market encompasses the sale of physical goods, via a digital channel, to a private end user/consumer (B2C). Equally as large as the B2C economy is the rapidly expanding B2B economy where industries, companies, the healthcare system, government, military, etc. connect online to goods and products.
- Consumers connect through a user interface (front end) and the back end (programming and data), which runs the front-end technology. By connecting to the supply chain through road, rail, air, and sea, customers are linked to products that are manufactured and then warehoused in distribution hubs throughout the US.
- Based upon delivery zip code, B2C purchasers are assessed sales tax, unless physical "Nexus" exists (both a physical presence of the retailer in the State of Utah and of the purchaser). Taxes are then assessed and apportioned at the State level.

The SLC E-Commerce Market

Salt Lake City, and in particular the Northwest Quadrant, is the B2C and B2B distribution hub of the Mountain Time Zone (excluding Phoenix). This is an E-Commerce market size of 32 million consumers, all within an eleven-hour drive time from Salt Lake City. The B2C and B2B ecosystem requires a tech connected ecosystem. Salt Lake City has this and also provides a growing technology sector, broadband network, transportation infrastructure and an advanced logistics/supply chain.

The manufacturing sector, from base manufacturing to advanced manufacturing (including advanced material, aerospace defense, and life science) is a technologically advanced industry that is oftentimes unrecognized and scattered along the Wasatch Front. The economic base multiplier is an important job generator in Salt Lake City.

83% of Utah's jobs are in Provo/Orem, SLC and Ogden-Clearfield MSAs. 399,000 people live and work in Salt Lake County, which is 47% of the workforce jobs in Utah. 178,000 people commute to work in Salt Lake County every day. 115,000 people that live in Utah County work in Utah County. 50,000 people commute into Utah County to work every day and 74,000 Utah County residents commute out of Utah County to work every day. I-15 is the transportation artery for the tech sector and related businesses.

The Utah Inland Port Authority (UIPA) is positioning the State as a global technology leader in promoting smart logistics, creating a green sustainable supply chain, attracting research and investment, and emerging as a national thought leader in the rapidly expanding tech-mobility industry.

UIPA has a unique, generational opportunity, to create a state-of-the-art logistics system of high-efficiency, zero or near-zero emissions operations focused around:

1. Improving economic opportunity
2. Advancing environmental sustainability
3. Enhancing community trust
4. Operational excellence
5. Integrating with the rapidly expanding e-commerce tech ecosystem in the B2C and B2B economy

An enhanced opportunity is the emergence of Utah becoming a global research and development center, providing a competitive advantage for the State to attract investment and development of technology centers. Overall, UIPA is positioned to improve reliability, increase efficiency, reduce costs and improve air shed quality. All to be completed via cutting edge technological advancements in the statewide logistics system; moving Utah from the crossroads of the west to the crossroads of the world.

Challenges:

The NWQ of SLC is a major Wasatch Front employment center with E-Commerce at the center, all driving the e-commerce technology ecosystem. Currently, there is very little mass transit to the employment centers that retain 200,000 + Wasatch Front residents.

- Transportation infrastructure congestion causes significant traffic delays for the trucking industry and limits the logistics reach of the 11-hour drive time, also contributing to our poor air quality. The city, county, and state need to continue to invest in transportation and related infrastructure.
- Lack of talent at all levels in the employment stack.
- The time required to open a business, especially new construction, renovation and office build-out is a substantial deterrent to doing business in Salt Lake City. Additionally, the requirements to renovate older buildings for the tech sector, creative and related businesses can be a barrier to building out the tech sector economy in buildings that are desirable (hip, creative and cool) to the tech workforce.

SOLUTIONS FOR ALL TECH

We found that many of our individual challenges are also shared; therefore, our recommended solutions provide advancement for all. We hope to continue to stay engaged and aid in pushing the below actions forward.

Mayoral Public Appearances

- Attendance of office and business openings, announcements, large celebrations, etc.
 - Former Mayor John Curtis of Provo, and Mayor Michael Hancock of Denver are known for the legendary and passionate ‘hands-on’ support of the tech and business sector in their cities
- Transparent relationship and accessible culture with the Mayor and City Hall officials

Mayor’s Tech Council including Two Dedicated ‘City Tech’ and Economic Development Officials

- Co-Chaired by the Mayor and a public representative, a City Council Member as Vice Chair
- One ‘empowered’ official focused on small business and one ‘empowered’ official focused on medium to large business in tech sectors
- Each of these individuals must be able to “speak our language” of tech
- Act as liaisons between the city and private sector businesses
- Ability to help in welcoming companies, the next stages of growth, the search for appropriate office space, etc.
- Effective in shoring up gaps in communication

Branded Airport Campaigns

- Annually, the Salt Lake City International Airport sees 27 million people, with 15% originating locally (this figure is growing 5-7% per year)
- Passengers who travel through SLC International Airport are greeted by the outdoors, ski industry and five National Parks (red rock country)
- Reposition Salt Lake City and Utah as a rapidly growing Tech community, which hosted the 2002 Winter Olympic Games, is an immediate and available branding board
- Branding should be included in the airport’s main terminal plaza area in the south concourse on the two (2) dynamic screens as well as other areas in the south concourse and the tunnel that connects the south concourse to the north concourse
- Branding efforts would enlighten both business visitors and residents alike in emphasizing social impact, high wages, lifesaving products, and enduring employers
- Leveraging this viewership opportunity to tell the rich history and prominent stand Tech currently has in the Salt Lake Valley

Node Corridors

- Identify, focus, brand and market areas of the city that have room for growth, those that are prime for redevelopment, and incent the development of tech sector economy districts
- E-Commerce works on a hub (SLC) and spoke (MST) logistics ecosystem. The Tech and Biotech sectors work on an anchor (INDUSTRY, KILN, Labs at Northgate, Seaholm Power Plant - Austin, Station F - Paris) and district/corridor ecosystem
- Give companies a place to be around one another and make things happen
- Provide amenities and buildings specific to their needs
- Marmalade District is already taking shape for Biotech organizations

‘Landing Pad’ and ‘Launch Pad’ Strategy

- Demonstration to current business owners and startups how SLC can easily be your home
- Give guidance on growing your company from 1 – 5,000 in SLC (‘Growth Map’)

- Create a program targeted to assimilating new employees (geared towards singles and their partners). With a focus on cultural opportunities, lifestyle benefits, the food and beverage scene, the vibe of the city and what they can achieve here
- Establish UTA group pricing for small and mid-sized companies
- Provide the view of ease of access between SLC and the CA coast

Focus on Growing Existing Employment Sections

- Approximately 80% of the Utah workforce population live and work in Salt Lake, Utah, Weber and Davis Counties
- There are four large employment areas along the Wasatch Front; SLC CBD, SLC NWQ, Hill Airforce Base, Silicon Slopes Corridor centered in Lehi
- Two of the four of these 'employment centers' are located in SLC and can be the epicenter of the tech ecosystem focus in the new administration

Transportation

**SALT LAKE CITY MAYOR-ELECT MENDENHALL
TRANSPORTATION TRANSITION SUBCOMMITTEE MEMORANDUM**

Memo Organization

1. Subcommittee members and methodology (page 2)
2. Key issues and opportunities for Salt Lake City transportation (page 3)
3. Short-term (first 100 days) goals/recommendations (page 9)
4. Longer-term (four years) goals/recommendations (page 13)
5. Appendices (page 27)

Executive Summary

As Utah's capitol city and hub for government, culture, and business, Salt Lake City has unique challenges and opportunities in transportation. In policy and in city administration, transportation cannot be viewed in isolation. Transportation is inextricably linked with and therefore must be considered in conjunction with land use, housing, economic development, air quality, and equity.

Key issues in SLC transportation (page 3):

1. The City continues to grow and evolve as a regional destination and needs plans and processes that match the current reality and beyond (page 3).
2. Public transit needs to be more useful to more people (page 4).
3. The City has major east/west transportation barriers (page 5).
4. Walking and biking should be more attractive travel options (page 6).
5. The Inland Port presents tremendous opportunities and challenges (page 7).
6. The transportation industry is undergoing disruptive technological change (page 7).

Short-term (first 100 days) goals/recommendations (page 9):

1. Form a task force to develop a strategy to restructure internal departments and processes to remove barriers and streamline decision-making (page 9).
2. Expand transit affordability and accessibility by initiating a "tickets for transit" program (page 10).
3. Engage with regional partners on sustainability priorities, through collaborative venues such as Wasatch Front Regional Council, the Utah League of Cities & Towns, and others (page 11).

Longer-term (four years) goals/recommendations (page 13):

1. Develop a comprehensive vision for transportation, including supporting documents, policies, and procedures (page 14).
2. Increase public transit ridership and access through capital improvements, operational investment, transit-supportive land use, and travel demand management policies (page 17).
3. Encourage more walking and bicycling in and around the City (page 20).
4. Engage on Inland Port transportation issues to ensure the best outcomes (page 23).
5. Accelerate progress towards cleaner / electrified transportation system (page 25).

1. Subcommittee members and methodology

Subcommittee members:

- Co-Chair, Andrew Gruber, Executive Director, Wasatch Front Regional Council
- Co-Chair: Jim Olson, President, Utah Jazz
- Tony Allred, Salt Lake City Firefighters, Office Director
- Nathan Anderson, Senior Director of Public Affairs, Union Pacific Railroad
- Carlton Christenson, Board Chair, Utah Transit Authority
- Cameron Diehl, Executive Director, Utah League of Cities & Towns
- Reid Ewing, Professor, University of Utah
- Jon Larsen, Transportation Director, Salt Lake City
- Daniel Mendoza, Pulmonary Division, Atmospheric Sciences, University of Utah
- Teri Newell, Deputy Director, Utah Department of Transportation
- Helen Peters, Transportation Program Manager, Salt Lake County
- Andrew Riggle, Policy Director, Disability Law Center
- Angela Romero, Utah House of Representatives
- Nicole Tatom, Associate Director Commuter Services, University of Utah
- Maria Vyas, Senior Associate, Fehr & Peers
- Bill Wyatt, Director of Airports, Salt Lake City Airport

Methodology:

- a. *Subcommittee formation*: the subcommittee co-chairs invited transportation industry and community stakeholders to participate, incorporating recommendations from the transition team. All subcommittee members were informed of the purpose and timeline, as well as the direction to consider inclusivity, equitability, sustainability, and character of the City.
- b. *Initial brainstorm*: all subcommittee members were asked – in writing and at committee meeting 1 – to identify key issues/opportunities for SLC transportation. (See [appendix A](#) for an image of the results of meeting 1.)
- c. *Development of comprehensive list of issues and ideas*: Jon Larsen and Maria Vyas assembled a comprehensive listing of potential issues and ideas, based on committee input and incorporating the Mendenhall campaign transportation policy memo (see [appendix B](#) for campaign policy memo). At meeting 2 and through a survey, subcommittee members prioritized the ideas both for short term (100 days) and longer term (4 years).
- d. *Discussion with other transition committees*: Several conversations were held to solicit input from other stakeholders and subcommittees.
- e. *Development of transition memo and refinement of recommendations*: based on the feedback received, a preliminary transition memo was developed. At subcommittee meeting 3, the recommendations were further prioritized and refined and grouped into short-term, longer-term, and supplemental recommendations. The recommendations were fleshed out with further consideration given to (i) impact on inclusivity, equitability, sustainability, and character of the City, and (ii) strategies or steps for implementation. The memo was reviewed and finalized at meeting 4.

2. Key issues and opportunities

Preface

This subcommittee believes that transportation should not be viewed in isolation but as part of the larger built environment. People generally do not travel for the sake of travel itself, but to engage in some activity at the destination. Thus, land use and transportation are inextricably linked to one another. Compact, mixed use, pedestrian-friendly development reduces the need for so much travel by automobile, and thus reduces the external costs (such as air pollution and fatal crashes) of the automobile. Yet, transportation and land use are typically separated in their own administrative silos, including in Salt Lake City government.

This document, as commissioned by the new mayoral administration, focuses on transportation issues, goals, measures, and recommendations. But these topics must be viewed in the larger context of city design, and in the larger context of city administration. An overriding goal and recommendation of this subcommittee is to better coordinate land use and transportation. Other transition subcommittees, such as on housing, may address some of the necessary links, but land use is more than housing, and we believe that many of the goals of our subcommittee can be realized through changes in zoning, subdivision regulations, urban design guidelines, and tax policy.

Issue Statement 1: Salt Lake City continues to be a hub of regional growth, in a state known for extremely high growth rates. As the City grows and changes at a rapid pace, City plans and structures need to be updated as well. Salt Lake City has a history of visionary planning, but several key plans are incomplete or outdated. In addition, there is a need for periodic updates to City structures and processes to ensure that the City is making the most of available resources to deliver the highest quality services and infrastructure projects.

- What are some of the challenges that could be holding Salt Lake City back from keeping up with its dynamic growth and change?
 - Salt Lake City has not produced a transportation master plan in more than two decades.
 - The City struggles to spend all of the impact fees that come in due to the number of constraints placed on those fees. In addition, the Impact Fee Facility Plan is outdated.
 - Salt Lake City has had some notable success with procuring grants, but could be positioned to take even better advantage of regional, state, and federal sources of transportation funding. This could include funding grants that directly benefit City projects, as well as regional projects that are built and operated by partner agencies.
 - Transportation functions are scattered across different divisions and departments, sometimes with competing interests and emphasis areas.

Without clear direction from the top, divisions and departments compete for resources instead of collaborating on City-wide goals.

- The current budgeting process doesn't encourage or reward inter-departmental collaboration.

Issue Statement 2: Salt Lake City is a major regional destination, doubling its population daily with the influx of commuters from around the Wasatch Front. Simultaneously, Salt Lake City's public transit network is a valuable but underutilized community asset and we are not fully tapping into its potential to address traffic congestion and air quality issues. Moreover, it is inaccessible to some potential users, whether due to geography, cost, or other factors. Salt Lake City needs to have a balanced transportation system, where driving, transit, biking, and walking are viable choices for more residents and visitors.

- Why do some struggle to access or use transit?
 - A perception (or reality) of unreliable bus transit makes this a less feasible choice for people.
 - Transit passes are unaffordable to some low-income residents, and the cost can deter people from a range of income levels from using transit (especially if they fail to consider the hidden costs of driving a private vehicle). Moreover, many residents are unaware of the Hive pass.
 - More transit service is needed on nights and weekends to support a range of activities.
 - In many cases, the buses don't come frequently enough, making the wait times too long to make the bus a competitive and viable option.
 - Service to the airport is limited to the TRAX Green line, which has limited time spans and can't accommodate employees (16,000 people work at the airport) or travelers who need to travel to/from the airport very early or late in the day.
 - Many bus stops lack adequate seating, cover from weather, shade from the sun, and accommodations for those with mobility challenges.
 - Residents in portions of the City, particularly on the west side, lack equity of access to transit, and to the range of employment, education, economic, and social opportunities that can be reached via transit.
 - The connection on public transit from FrontRunner to the University of Utah is inefficient.
- What is limiting our ability to fully tap into transit as a community resource?
 - Many of the costs of driving alone are hidden or sunk costs, leaving little incentive to explore other modes of travel. Our region has yet to fully explore pricing incentives and disincentives to encourage the public to travel more mindfully. An example of this is the abundance of inexpensive, easily available parking in the downtown core.

- While Salt Lake City has led the State in the planning and implementation of transit oriented development, this remains an area with tremendous untapped potential. The long-term success of the transportation system relies as much on good land use planning as anything else.
- Transit travel time is often not competitive with driving, and can take significantly longer for residents to get from Point A to Point B within the city.

Issue Statement 3: Transportation contributes to an east-west divide between the halves of Salt Lake City, with major transportation facilities acting as barriers that people struggle to cross. Moreover, the ability for people in different areas of the city to access opportunities for jobs, education, and other key destinations is unevenly divided across the city.

- What are the barriers?
 - State Street, I-15, rail tracks, and rail yards all act as transportation-related barriers to east-west travel. While I-15 and rail facilities are more tangible barriers, facilities such as State Street and 700 East create psychological barriers in the public's mind due to the unpleasant experience of crossing them on foot.
- What problems do people face in relation to these barriers?
 - People have limited opportunities to cross these barriers. People who are walking or bicycling experience this in a far more acute way: a person who is driving and whose passage is blocked by a freight train can often turn around and find another route. Pedestrians and cyclists often have no choice but to wait it out; some people have been known to take safety risks and attempt to pass through or under freight vehicles.
 - Opportunities to cross I-15 are fairly limited, and interchange crossings can be particularly difficult for pedestrians and bicyclists to navigate. For people walking and bicycling, the exposure is greater due to long crossing distances and high traffic volumes and speeds, they are often less visible due to lighting conditions, and many roadway interchanges (particularly older ones) are not designed with pedestrian safety at the forefront.
- What is the distribution of access to opportunities in Salt Lake City?
 - A basic purpose of our transportation system is to efficiently connect residents to activities and destinations. Access to opportunities, also referred to as accessibility or ATO, is a way to measure how well people can connect to basic needs and amenities.
 - Access to opportunities is unevenly distributed within Salt Lake City. In particular, residents of the west side of the City generally have lower access to job opportunities by using transit than in other areas of the City. And west-side communities have a higher concentration of low-income and/or minority households than other parts of the City. See Appendix C

for maps and information on ATO in SLC. See WFRC website for more information about ATO: wfrc.org/maps-data/access-to-opportunities/

Issue Statement 4: Salt Lake City currently has relatively few people who primarily walk or bike to their destinations, but there are a wide variety of opportunities to make public city spaces more friendly and safe for people who want to walk or bike.

- What are some of the challenges and opportunities for making Salt Lake City friendlier for walking and bicycling?
 - There is underutilized right-of-way, such as alleyways and along or on top of canals that can be used to enhance the urban trail network.
 - The west side has some particular pedestrian and bicycle challenges, such as extra wide streets, rail tracks, industrial areas, and lack of GreenBike stations.
 - The city lacks a comprehensive strategy for dealing with new modes of micromobility such as electric scooters, ebikes, e-skateboards, and as-yet-unknown modes of transportation.
 - Well-designed street lighting is lacking in areas throughout the city.
 - Speeding is a challenge city-wide. Slower speeds have a direct correlation with safety, particularly for vulnerable street users, such as pedestrians and cyclists. The city hasn't had an official traffic calming program since 2003.
 - The city lacks a cohesive transportation safety policy.
 - Salt Lake City's blocks are known for their ample size, which is especially challenging for pedestrians. A frequent issue related to the block size is the need for mid-block crossings, whether that means a person needs to cross the street between signalized intersections or a person wants to pass through the middle of a block without having to walk all the way around it.
 - Many streets throughout the city lack the urban design qualities that make walking desirable. This includes landscaping, urban forestry, public art, and interactive ground-floor land uses.
- What conflicts are experienced while trying to make Salt Lake City better for walking and bicycling?
 - Fire Department operations representatives, charged with the protection of the public safety, have expressed concern about some street design that may impede response times and operations. The Fire Department has noted that some street designs can place fire trucks outside the desired range of access and put the public at risk. The good news is that the state of the practice for multi-modal street design is evolving quickly. There is an opportunity to explore design options that improve safety and convenience for cyclists (and scooters), pedestrians, buses, etc., while still addressing Fire Department concerns.

- The city currently has no guidance or policy on which modes of transportation should be prioritized in which locations. The default has historically been to prioritize space and time for people in private vehicles.
- The city structure and processes make it challenging to coordinate construction and maintenance needs. This can result in problems relating to upkeep or even having the resources to pay for maintenance for multi-modal elements of streets.

Issue Statement 5: The Inland Port represents an enormous economic opportunity to Salt Lake City and the region, and also presents unique transportation needs and challenges to overcome.

- What are the potential challenges associated with the Inland Port?
 - The Inland Port is located far from the reach of Salt Lake City's public transit network and in a part of the city where the roadway grid is much less defined. At the same time, a significant amount of job growth is expected at the Port, without a supply of housing to counterbalance the demand for travel. This means that the people who will eventually work at the Inland Port will generally need to commute to the site from elsewhere, and will have a limited number of routes, freeway interchanges, and modes of transportation to get to and from the site. This will impact traffic congestion in the area and contribute to regional air quality problems.
- What issues does the city need to be prepared to confront at the Inland Port?
 - Sustainability
 - Utilization of rail over truck freight
 - Creating real job growth on the west side
 - Addressing citizen perceptions that the area's infrastructure maintained by the city is in disrepair and continues to decline (ravelling, potholes, sidewalk displacement, sidewalk surface spalling/chipping, etc.)
 - Community disruption related to Inland Port construction projects.

Issue Statement 6: Transportation has entered a cycle of disruptive change that affects transportation options, the technology that we use, and the fuels that power the system. Salt Lake City needs to be prepared to handle the opportunities and challenges that will come with this disruption, and in fact has an opportunity to be a leader in this arena.

- What changes should be prepared for?
 - Transportation networking companies (TNC's) such as Uber and Lyft can make travel more accessible for some people who currently aren't able to drive, but can also reduce the attractiveness of the transit system. Salt

Lake City needs to be prepared to address the potential risks to transit ridership and the potential increase in travel (and associated air quality emissions) that may come from the increase in accessibility. Coverage from TNCs can be part of a broader strategy in allocating and prioritizing transit service, as long as due consideration is given to costs and fares. An additional concern with TNCs is that they are usually not set up to accommodate people with wheelchairs or other mobility assistance devices.

- Connected and autonomous vehicles are under exploration by many agencies around the country (and the globe), with implications for infrastructure and communication needs, roadway design, system efficiency and user safety. This is a continually-evolving conversation and Salt Lake City should be engaging with its regional transportation partners to stay informed.
- Electric vehicles can be a key part of the solution to reduce greenhouse gas emissions and improve regional air quality. This will require public infrastructure in Salt Lake City for charging stations and the power grid improvements to support them.
- Electrification can apply to the public transit network as well, both in terms of electric buses and electrification of region-wide transit resources like the FrontRunner commuter rail system.
- Small electric vehicles are proliferating in the City and around the country, such as stand-up and sit-down scooters and ebikes. These are owned by individuals or available for check-out by vendors through apps. These mobility options need to be integrated within the larger transportation system.

3. Short-term goals

The short-term goals for the first 100 days are intended to put in place programs and procedures that will promote equity, inclusivity, and sustainability. These programs and procedures will make it easier for city departments to approve and fund priority projects, make transit more affordable to more residents, reduce vehicle trips into the downtown area, and set the stage for regional collaboration on quality of life issues.

Short Term Goal #1: Form a task force to develop a strategy to restructure internal departments and processes to remove barriers and streamline decision-making.

Form an internal task force to review city processes, focused on coordinating efforts with Transportation, Planning, Engineering, Streets, and other City departments as needed, and in consultation with business and community leaders and stakeholders. The review should identify what will be needed to ensure that the City's administrative structure encourages growth in desired locations in the City, supports that growth with a robust transportation network, and aligns the City's budget priorities across all departments to make sure that bicycle, pedestrian, and transit needs are accommodated in construction project budgets. The review should also examine how land use and transportation decision-making processes are tied together, to ensure that the City's land use vision is appropriately supported by the transportation infrastructure.

By the end of the first 100 days, announce the results of this internal review and create a centralized administrative position that consolidates transportation-related decision-making processes. The individual in this position will be expected to provide clear direction on citywide policies to create and maintain a safe, accessible, and equitable transportation network.

Internal restructuring would make decision-making processes more efficient and responsive to residents' needs. It could allow for faster approval of construction projects, and a more coordinated approach to including Complete Streets components in those projects. Making Salt Lake City's streets more inclusive of all modes of transportation promotes equity through creating more (and better) spaces for people who rely on walking, bicycling, and transit to meet their daily travel needs. It also promotes sustainability and environmental stewardship by encouraging more fuel- and space-efficient modes of transportation, potentially decreasing vehicle emissions and their contributions to poor air quality.

Implementation: This goal could be implemented with relative ease, as it involves processes and resources internal to the city. Some changes resulting from the review may require ordinance changes and potentially modest budget adjustments.

Short Term Goal #1 supports two of the Longer-Term Goals:

- It supports Longer Term Goal #1, Develop a Comprehensive Vision for Transportation, because it will improve coordination and collaboration between

City divisions and departments on transportation issues, and set the stage for revamping the budget process to encourage and reward inter-departmental collaboration.

- It supports Longer Term Goal #3, Encourage More Walking and Bicycling, because it will support interdisciplinary efforts among multiple divisions and departments to develop updated and effective design standards for bicycle facilities and more livable streets.

Short Term Goal #2: Expand transit accessibility and affordability by initiating a “tickets for transit” program.

Take immediate steps to make transit more affordable and accessible to Salt Lake City residents and visitors. Within the first 100 days, convene key stakeholders to develop a “tickets for transit” program that would allow event attendees to use their ticket stub as a transit pass. There are people regularly flowing into downtown to fill the more than 50,000 seats in the major venues, in addition to convention attendees at the Salt Palace. This is a prime travel market that would benefit from a pass program. The University of Utah offers an excellent model for this program, where football game attendees are able to use their game tickets as a transit pass and the University subsidizes the cost to UTA.

Before the end of the first 100 days, begin a pilot program with partners such as the UTA, Utah Jazz, Salt Lake County, and the Church of Jesus Christ of Latter-day Saints, in order to reach a large number of potential transit riders quickly. This program can eventually be rolled out to other events such as the Utah Arts Festival, Twilight Concert Series, and other ticketed events in downtown.

Also within the first 100 days, work with internal departments to create a procedure to include “tickets for transit” components in event permits issued by the City.

To better serve Salt Lake City residents who struggle to afford transit passes, create a pilot program in cooperation with UTA within the first 100 days to expand transit subsidies further for Salt Lake City’s low-income residents, and set a threshold for eligibility for the additionally reduced passes.

Expanding transit affordability and accessibility promotes equity and inclusivity by giving more transportation choices to Salt Lake City’s low-income residents. It would make cultural and recreational events more accessible to lower-income Utahns. It promotes sustainability and environmental stewardship by encouraging a higher percentage of visitors to downtown to take transit to events, thereby reducing vehicle emissions.

Implementation: Implementing this goal would require commitment of resources by the City, UTA, and/or participating entities to subsidize the free fares. Collaboration and negotiation among the parties would be needed to establish the terms. Joint efforts to publicize the opportunity would help the effort to be successful.

Short Term Goal #2 supports the following Longer-Term Goals:

- It supports Longer Term Goal #2, Increase Public Transit Ridership and Access, because it will expand the transit pass programs to Salt Lake City's most transit-dependent residents.
- It also supports Longer Term Goal #2 because by engaging some of downtown Salt Lake City's largest event traffic generators in the "tickets for transit" program, it sets the stage for future discussions for additional trip-reducing strategies and the formation of a Traffic Management Association (TMA).

Short Term Goal #3: Engage with regional partners on sustainability priorities, through collaborative venues such as Wasatch Front Regional Council, the Utah League of Cities & Towns, and others.

The new Salt Lake City mayoral administration should immediately set a tone and establish the intention to operate in a collaborative manner. This can be done by engaging fully with regional partners such as Wasatch Front Regional Council, the Utah League of Cities and Towns, the Salt Lake Conference of Mayors and Council of Governments, and Salt Lake County to set shared transportation, sustainability, and air quality priorities, and advocate for federal and regional funding for transportation projects.

The establishment of shared priorities will likely take longer than 100 days, but within the first 100 days the administration could announce the intention to collaborate with leaders throughout the region on important issues that affect quality of life for everyone. At the end of 100 days, shared announcements could be made as to shared priorities or progress made, e.g., working with other municipalities on Inland Port, transit funding, project-specific plans.

Engaging with regional partners on sustainability priorities is an opportunity to be inclusive by improving quality of life for people of all ages, abilities, and backgrounds, whether they live inside or outside Salt Lake City. It will set the tone for the character of the City to be a good partner and leader within the county, region, and state, not an island apart.

Implementation: This goal will not require additional resources to implement, but it will require a commitment to collaborate and potentially compromise with other communities and partners outside of the City.

Short Term Goal #3 supports several of the Longer-Term Goals:

- It supports Longer-Term Goal #2, Increase Public Transit Ridership and Access, because it sets the stage for collaboration on regional transit challenges such as:
 - Finding ways to encourage commuters from other cities in the region to travel into Salt Lake City via transit rather than driving;
 - Expanding transit options and connections to the Salt Lake City International Airport;
 - Making transit passes more affordable to riders throughout the region; and

- Expanding rail service and accessibility.
- It supports Longer-Term Goal #4, Engage on Inland Port Transportation Issues, because freight travel to the Inland Port will affect multiple communities throughout the region, and other communities also have opportunities to provide supporting infrastructure and services.
- It supports Longer-Term Goal #5, Accelerate Progress Towards Electrifying the Transportation System, by engaging with UTA and Rocky Mountain Power to electrify bus routes, and provide supporting power infrastructure.

4. Longer-term goals

This section outlines five goals that could be substantially accomplished within the next four years, and would lay the groundwork for future success beyond that.

The following table provides a summary of the goals, the key action items, and the key issues (from section 2 of this memo) addressed by the goals and actions.

Longer-Term Goals	Action Items	Key Issues Addressed
1) Develop a comprehensive vision for transportation, including supporting documents, policies, and procedures	<ul style="list-style-type: none"> ● Update Transportation Master Plan ● Become a Vision Zero City ● Bring City structure into alignment with goals ● “One City” budgeting approach ● Update Impact Fee Facility Plan 	1) The City continues to grow and evolve and needs plans and processes that match the current reality and beyond.
2) Increase public transit ridership and access through capital improvements, operational investment, transit-supportive land use, and travel demand management policies	<ul style="list-style-type: none"> ● Invest in safer, more comfortable bus stops ● Finish implementation of Phase 1 east/west bus routes ● Improve access to the Airport ● Set up Transportation Management Associations ● Work with regional partners to expand access to affordable pass programs ● Pursue additional funding opportunities ● Analyze opportunities / barriers to transit use 	2) Public transit needs to be more useful to more people 3) The City has major east/west transportation barriers
3) Encourage more walking and bicycling in and around the City	<ul style="list-style-type: none"> ● Mitigate barriers to east/west active transportation ● Improve intersection pedestrian safety ● Expand street tree program ● Experiment with pedestrian and transit malls ● Build the next generation of 	4) Walking and biking should be more attractive travel options 3) The City has major east/west transportation barriers

	<ul style="list-style-type: none"> protected bike lanes ● Integrate Safe Routes to School into City plans ● Reintroduce traffic calming program as “Liveable Streets” ● Create street types that integrate land use and transportation ● Kickoff “Take a Walk SLC” campaign 	
4) Engage on Inland Port transportation Issues to ensure the best outcomes	<ul style="list-style-type: none"> ● Leverage state investment ● Plan for and implement well-connected street network 	5) The Inland Port presents tremendous opportunities and challenges
5) Accelerate progress towards cleaner / electrified transportation system	<ul style="list-style-type: none"> ● Begin electrification of UTA bus fleet ● Promote public and private investment in electric vehicle charging infrastructure ● Promote use of Tier 3 fuel 	6) The transportation industry is in the midst of disruptive technological change

The following provides details on the goals and the key action items.

Longer-Term Goal #1: Develop a comprehensive vision for transportation, including supporting documents, policies, and procedures.

This goal addresses Issue Statement 1 related to the need to update Transportation Master Plan, clearly set high-level objectives, and ensure that the City structure supports those plans and objectives.

The following table outlines action items to help create a strong, unified transportation vision for the City. Also indicated are items that could potentially be announced, but not implemented in the first 100 days.

Action Item	Description	Implementation
(a) Create a Transportation Master Plan that	Develop a Transportation Master Plan that supports and integrates the 2015 Pedestrian and Bicycle Master Plan and the 2017 Transit Master Plan.	Can be implemented within existing City structure and

<p>provides bold transportation policy direction (100 day announcement)</p>	<p>Include clear data-driven policy objectives in the master plan that prioritize sustainability and the needs of the most vulnerable users. Examples of key topic areas include parking policy, integration with land use planning, integration of travel modes, prioritization of public space for different travel modes, and guidelines to inform decisions regarding trade-offs when there are conflicting goals.</p> <p>The Transportation Master Plan needs to include performance measures related to the identified goals and metrics, and the city should measure how well the transportation system is performing based on those goals and metrics.</p> <p>The future vision and goals for transportation need to integrate with Salt Lake City’s desired land use pattern to ensure that streets complement the neighborhoods around them.</p> <p>The Transportation Master Plan should be coordinated with the Wasatch Choice 2050 regional vision.</p>	<p>budget. Resources have already been committed to this effort. Enhanced coordination with land use may require internal process modifications.</p>
<p>(b) Become a Vision Zero city (100 day announcement)</p>	<p>Provide a clear, unifying safety goal that cuts across departments. Incorporate safety into all aspects of the transportation system from planning, design, and construction to maintenance, operations, and enforcement. This action item supports the goals for improving interdepartmental coordination, as well as improving the walk and bike experience within the City.</p> <p>Key Elements of a Vision Zero City are:</p> <ol style="list-style-type: none"> 1) Clear goal of eliminating traffic fatalities and serious injuries 2) Public commitment to Vision Zero 3) Plan in place with commitment from Mayor to implement 4) Key City departments (not just Transportation) are engaged 	<p>Could be accomplished largely within city departments and with existing resources.</p>
<p>(c) Make structural and/or organization</p>	<p>Improve coordination between City divisions and departments on transportation issues. This includes design, construction, maintenance and operations, as well as better coordination with land use</p>	<p>Modification of structure could be accomplished with existing</p>

<p>al changes to align decision making, budget decisions, and goals across departments and divisions</p>	<p>decisions. Create a structure that rewards collaboration and sharing. Transportation functions are scattered across different divisions and departments. Explore opportunities for consolidating some of the transportation functions.</p> <p>Consideration should be given to hiring a third party to evaluate the transportation structure within the City.</p>	<p>resources, but may require some ordinance changes.</p>
<p>(d) Revamp the budgeting process to encourage strategic decision making and encourage departments to work together towards common goals</p>	<p>The City needs a budgeting process the encourages and rewards inter-departmental collaboration. Revamp the budget process to create a “One City” approach that is more strategic, finds efficiencies through better sharing of resources, while still encouraging a high level of budgetary stewardship and accountability for each division and department.</p> <p>Consideration should be given to hiring a third party to evaluate the budgeting process and make recommendations for improvements.</p>	<p>Modification of structure and process could be accomplished with existing resources, but may require some ordinance changes.</p>
<p>(e) Complete Impact Fee Facility Plan (100 day announcement)</p>	<p>Prioritize and adopt the completion of the Impact Fee Facility Plan and collaborate with other cities on strategies for addressing constraints on impact fees currently in place due to state statute.</p> <p>Expand definition of “capacity” to include active transportation projects, exclusive bus lanes, first/last mile facilities, and other infrastructure that increases bicycle/pedestrian capacity or transit capacity.</p>	<p>Could be done with existing city resources, but would require ordinance changes, and there would be significant interest from external stakeholders, including developers. Changes in State statute may be necessary to fully address this issue.</p>

Improving Inclusivity/Equitability in the City

These initiatives provide the opportunity to create a framework for intentional, data-driven decision making, targeted at improving inclusivity and equitability in the City. Improved transportation provides improved access to opportunity for all residents, particularly those who need it most. Research has shown a strong tie between a transportation system that provides access to opportunity and upward economic mobility. It’s hard to end intergenerational poverty if those who are trying to take advantage of opportunities can’t travel to them.

Sustainability/Environmental Stewardship Considerations

These initiatives provide the opportunity to create a framework for intentional, data-driven decision making, targeted at improving sustainability and environmental stewardship in the City.

Shaping the Character of the City for the Better

Transportation investments literally change the shape of the City, often for generations. Aligning planning, goals, policies, and structures within the City will result in decision making and outcomes that better align with high-level goals.

Longer-Term Goal #2: Increase public transit ridership and access through capital improvements, operational investment, transit-supportive land use, and travel demand management policies

This goal addresses issue statements 2 and 3 related to the need for improved public transportation and mitigating barriers to east/west travel in the City.

The following table outlines action items that will help meet the goal of improving public transit in the City.

Action Item	Description	Implementation
(a) Make capital investments that prioritize needs of vulnerable users (100 day announcement)	Set an ambitious timeline to bring all stops along Frequent Transit Network (FTN) Routes up to best design practices for people with limited mobility. Ensure that these stops feel safe to a range of transit users, particularly the most vulnerable. In particular, improve accessibility at transit stops to ensure they incorporate best design practices for people with limited mobility, and capitalize on opportunities to provide transit-supportive land use on FTN Routes and surrounding TRAX stations.	The plan to make these improvements is in place, and the funding stream (through Funding our Future) is available. Coordinate with UTA.
(b) Finish implementati	Continue partnership with UTA to add two new east/west bus routes to the Rose Park area, as well	The plan to make these

<p>on of Phase 1 Funding our Future transit service enhancements (emphasize east/west connections)</p>	<p>as bringing the new Route 4 up to Frequent Transit Network standards.</p> <p>Move forward with “Trips to Transit” on-demand ride service in key areas of the City. Ensure that this service accommodates the needs of all users.</p>	<p>improvements is in place, and the funding stream (through Funding our Future) is available. May require Council action.</p>
<p>(c) Improve public transportation to the airport</p>	<p>Work with UTA and the SLC International Airport to create a comprehensive strategy to add options and extend the hours of service to the airport.</p>	<p>Additional capital and operations funding required. Cooperate with UTA, and encourage employers to provide transit passes.</p>
<p>(d) Set up Transportation Management Associations in key areas of the City</p>	<p>Transportation management associations (TMAs) work with business and other stakeholders to use travel demand management strategies to encourage non-single-occupant vehicle travel. For example, parking policies can have a large impact on travel behavior. Work is already underway to establish a TMA at Research Park, and potentially the Inland Port area, but there is a need for others, particularly in the downtown area.</p>	<p>This has already been initiated internally. Resources available through Funding our Future.</p>
<p>(e) Work with regional partners to expand access to affordable pass programs</p>	<p>Currently, Salt Lake City has a partnership with UTA for the HIVE Pass, which allows City residents to obtain a half-price transit pass. There are about 2,000 active users. For this program to reach its full potential, it needs to be expanded in scope geographically, be made less of a burden on the City administratively, and be made even more affordable. There are numerous conversations happening regionally on this topic, and now is a good time to bring more partners to the table and revamp this pass program.</p>	<p>This would benefit from rebranding / marketing, and coordination with other partners such as other cities and UTA to support the program</p>
<p>(f) Pursue additional federal,</p>	<p>- As the region’s hub, the City is impacted by the transportation system well beyond its borders. The City is a destination for visitors from around the</p>	<p>Collaboration with other parties required.</p>

<p>state, and regional funding for transportation investment.</p>	<p>region, state and beyond. And it is the region's economic hub, nearly doubling in size from weekday commuters.</p> <ul style="list-style-type: none"> - The City should coordinate with regional and state partners to pursue additional transportation investment, particularly in regional transit service. Improvements should be made to FrontRunner commuter rail service to enhance its capacity, speed, and reliability, and reduce its environmental impact. - The City should also pursue federal grants and county funds for road, transit, and active transportation projects. 	
<p>g) Evaluate potential to serve key regional destinations w/enhanced transit</p>	<p>The City, in collaboration with UTA and WFRC, should evaluate the potential to serve key city destinations with enhanced transit, and assess the barriers that exist to people using existing transit service to reach those destinations.</p>	<p>Low cost for further analysis.</p>

Improving Inclusivity/Equitability in the City

Improved bus service, particularly in historically underprivileged neighborhoods, directly benefits those who now have access to more economic and other opportunities. Transit is lower cost for users than car ownership and driving. Approaches should be designed with consideration to needs of disabled users.

Sustainability/Environmental Stewardship Considerations

The better the public transportation system operates, the more people will use it, resulting in fewer single-occupant vehicle trips. This reduces traffic congestion and air emissions.

Shaping the Character of the City for the Better

Public transit trips typically begin and end on foot. The result is more people walking and socializing. Transit access promotes economic activity.

Longer-Term Goal #3: Encourage more Walking and Bicycling in and Around the City

This goal addresses Issue Statements 3 and 4 related to the need to make the City more friendly for walking and biking, as well as mitigating barriers to east/west travel in the City.

The following table outlines action items that will help meet the goal of being a highly walkable and bikable city.

Action Item	Description	Implementation
(a) Improve east/west pedestrian and bicycle crossings at physical barriers	Improve crossings over major barriers such as the railroad, large roadway facilities, highways. Example projects include: <ul style="list-style-type: none"> ● Finishing the 300 North pedestrian and bicycle bridge over the RR tracks. ● Working with UDOT to enhance pedestrian and bicycle crossings at interchanges, such as 400 South, 600 North, and 1300 South. ● Add pedestrian and bicycle bridges over RR tracks at other key locations, such as 900 South. 	High cost for capital projects. Seek funding from roadway owners (UDOT, county) and grants.
(b) Improve intersection pedestrian safety, including at mid-block crossings	Develop and implement a variety of projects that improve comfort and safety for people on foot, such as: <ul style="list-style-type: none"> ● Identify the top 25 most dangerous crosswalks (including mid-block crossings) and invest in safety upgrades. ● Add longer pedestrian crossing times at traffic signals. ● Elimination of “right turn on red” in key intersections/areas of the City. 	Modest additional city resources needed for design and capital improvements.
(c) Expands the street tree program	Line streets with trees in order to meet the 1,000 trees per year goal, increasing comfort, safety, and air quality along streets, in close collaboration with communities.	Relatively low cost, but ongoing maintenance is a consideration. Engage and

		coordinate with local communities and neighborhoods.
(d) Experiment with pedestrian and transit malls	Experiment with the creation of pedestrian and transit malls, starting with temporary closures for weekends or events. Start with Main Street from South Temple to 400 South.	Low cost, but requires high logistical coordination, and potential pushback from drivers.
(e) Build the next generation of protected bike lanes	Develop an interdisciplinary task force to learn from designs implemented by Salt Lake City, as well as the quickly evolving national standards to develop practical and effective design standards for protected bike lanes. These updated design standards should be developed with extensive feedback from the Fire Department, persons with mobility impairments, the aging population, etc.	Low cost. Potential pushback to additional bike lanes.
(f) Integrate Safe Routes to School Program into City planning and capital projects (100 day announcement)	<p>Safe Routes to School is a federally funded program that provides money for sidewalks, crosswalk enhancements, etc. on identified walking routes to schools. Each school is required to produce a plan with safe walking routes to school. However, these plans are not well known and are not well integrated with City plans and projects.</p> <p>This action item is aimed to integrate these plans into planning decisions to maximize the benefit of City investments in walking safety and improve coordination between the City and the School District(s).</p> <p>Focusing on Safe Routes to School routes also integrates well with the Vision Zero goal.</p>	The city could apply for additional funding to enhance the program. The work to implement would be internal, other than publicity.

	<p>SRTS could be better publicized and encouraged as part of a broader “SLC walks” effort. Local committees could be encouraged to form in each school.</p>	
<p>(g) Reintroduce the traffic calming program as a Livable Streets program</p>	<p>One of the most common complaints that the Transportation Division receives is speeding on residential streets. The previous traffic calming program was discontinued in 2003 due to budget constraints and the controversial nature of some traffic calming devices. A revamped program with a more holistic approach and a neighborhood-level implementation strategy has the potential to succeed. This should include a review of street design and speed - are our streets correctly designed for appropriate speeds? Public Safety (Police and Fire) need to be included in the conversations to ensure that their needs are still met.</p>	<p>Modest funding for capital improvements would be needed. There could also be neighborhood resistance to slowing auto speeds.</p>
<p>(h) Create street types that integrate land use and transportation</p>	<p>Adopt and implement the street typologies currently under development, which unify land use types and desired street typologies to ensure that public travel spaces appropriately reflect the characteristics of the land uses around them.</p>	<p>Internal design and implementation.</p>
<p>(i) Define “walkability” and kick off “Take a Walk SLC”</p>	<p>SLC could define standards for neighborhood walkability.</p> <p>SLC could establish a public outreach campaign in the Spring/Summer to encourage walking and biking. This campaign could tie together various other recommendations and policies in this section.</p>	<p>Significant coordination and outreach but limited cost.</p>

Improving Inclusivity/Equitability in the City

Walking is the original – and lowest cost and healthiest – mode of transportation. Experience has shown that people with a wide variety of ages and abilities will bike if safe and comfortable infrastructure is provided. Walking and biking are also a more social mode of travel than driving, resulting in more opportunities for social interaction and cohesion.

Sustainability/Environmental Stewardship Considerations

Walking and bicycling are the most sustainable modes of travel, resulting in no air emissions. They also improve health outcomes.

Shaping the Character of the City for the Better

The most beautiful and loved streets in the world are walkable streets, built around the needs of humans first. A more walkable Salt Lake City is one that will be healthier, more social, and even more loved.

Longer-Term Goal #4: Engage on Inland Port transportation issues to ensure the best outcomes.

This goal addresses issue statement 5 related to the need to mitigate impacts of the Inland Port.

The following table outlines action items to help ensure that the transportation system in the Inland Port area maximizes benefits and opportunities for the City and region, while minimizing air quality and other negative outcomes.

Action Item	Description	Implementation
(a) Leverage state investment as much as possible	Partner with the State of Utah to explore opportunities to shift freight from trucks onto short-line rail, thereby reducing freight impacts on state and local roadways and shifting travel to a more fuel-efficient mode of transportation. Enlist the help of regional and state partners to evaluate opportunities to expand logistical hubs in the Provo or Ogden areas, or other parts of the region.	Low cost to city; significant collaboration and negotiation with external stakeholders.
(b) Take action now to create the most appropriate transportation network	Establish an overlay zone for the Inland Port, creating a development agreement by which developers must abide as construction takes place. Development agreements can dictate betterment requirements such as roadway improvements, multi-modal facilities, sustainable stormwater management practices, and other agreements.	Significant cost for capital improvements. Significant coordination needed with stakeholders.

<p>and programs in the Inland Port, and mitigate its impacts on area residents</p>	<p>Consider establishing an “Eco-District”, a national designation (similar to a LEED designation) that requires adherence to sustainable design standards for certification (see more about the program at www.ecodistricts.org).</p> <p>Create an Inland Port Transportation Management Association, tasked with managing transportation demand into and out of the Port, and with collaborating with regional transportation partners to find sustainable solutions for employees’ (and others’) travel needs to and from the Port. This should include exploration of public transit options that can cost-effectively serve the Inland Port, which is likely to have work shifts starting and ending outside UTA’s normal bus service hours.</p> <p>Adopt freight restrictions on City streets leading to the Inland Port, and designate specific freight routes that must be used to access the Port. Create a monitoring and enforcement program to ensure that drivers are obeying the restrictions, and partner with UDOT and the Utah Highway Patrol to help educate, increase awareness, and conduct enforcement activities.</p> <p>Create a staffed, well-lit rest area within the Inland Port where truck drivers can safely rest and recharge. Drivers need places where they rest comfortably and are able to meet resting-time requirements between shifts. Without a safe place within the Port property, they will try to find locations in neighborhoods where there is enough foot traffic and people around to ensure their safety.</p> <p>Revisit parking minimums for the Inland Port area. Current parking requirements for industrial uses may result in significant overparking in the Inland Port, which in turn creates larger stormwater runoff that needs to be accommodated in the utility infrastructure.</p>	<p>Enforcement of policies once put in place.</p>
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The Inland Port represents job opportunities in a range of income levels and could benefit many Salt Lake City residents, and needs to be accessible via transit to ensure that all residents can reach those opportunities. Planning ahead for the impact of freight helps to protect Salt Lake City’s west-side neighborhoods from the unwanted impacts of freight traffic and truck parking.

Sustainability/Environmental Stewardship Considerations

Engaging in the development of the Inland Port is critical to ensure that construction happens as sustainably as possible. There are tools that the City can tap into and create to be the best environmental stewards that we can be, but these tools and processes can take time to develop and timing will be of the essence. Encouraging more rail and less truck freight has a lower environmental impact. Providing transit options for workers to access the Port will limit auto-dependent travel.

Shaping the Character of the City for the Better

The Inland Port represents a large piece of Salt Lake City’s undeveloped land. By proactively engaging in the development approval process, Salt Lake City can create an important regional and national transportation hub that provides employment opportunities to residents and mitigates environmental impacts as much as possible.

Longer-Term Goal #5: Accelerate progress towards cleaner and electrified transportation system

This goal addresses issue statement 6 related to the need to leverage emerging technologies to meet the City’s goals.

The following table outlines action items that will help meet the goal of improving public transit in the City.

Action Item	Description	Implementation
(a) Work with UTA to make meaningful progress to electrify the bus fleet	Work with UTA and Rocky Mountain Power to electrify at least two bus routes by 2024. Likely Route 2 and one other route.	High capital cost to convert bus fleet. Coordination with UTA required.
(b) Identify and remove barriers for public and private investment	Specific action items include the following: <ul style="list-style-type: none"> ● Convene a task force of industry experts ● Work with Rocky Mountain Power to identify needed upgrades to the grid ● Look for opportunity to leverage City property and assets 	Costs for RMP to provide connectivity. Costs for public entities for installation on

<p>in electric vehicle charging infrastructure</p>		<p>public property.</p>
<p>(c) Promote Tier 3 Fuel availability (<i>100 day announcement</i>)</p>	<p>SLC has the opportunity to be a leader in encouraging the use of Tier 3 fuels by promoting and making the public aware of where those fuels are sold, in collaboration with other public and private stakeholders.</p> <p>Work with the State to promote/require “Tier 3 Fuel Available Here” be prominently displayed at all gas stations and kept current to fuel inventory and start installing signage.</p>	<p>Low cost. High collaboration needed with private stakeholders, e.g. gas stations, state, and other cities.</p>

Improving Inclusivity/Equitability in the City

Poor air quality disproportionately impacts historically lower-income neighborhoods. These initiatives will result in cleaner air, particularly in these lower-elevation neighborhoods.

Sustainability/Environmental Stewardship Considerations

Electrifying the public and private vehicle fleets has the potential to significantly reduce localized air pollution and reduce the City’s carbon footprint.

Shaping the Character of the City for the Better

City pride from a cleaner transportation system. Need to be careful that space allocated for EV charging doesn’t negatively impact walking and biking environment.

7. Appendices.

- A. Initial issues and ideas brainstorm results
- B. Mendenhall campaign policy paper on transportation
- C. Access to Opportunities maps for Salt Lake City
- D. Supplemental goals for consideration

Appendix A: Initial issues and ideas brainstorm results

ISSUES

11-26-19

Transit - reliability

- airport access - bus + Trax hours
- inaffordability for low income
- evening + weekend not enough service
- subpar bustops
- west side bus

TOD-LU enhancement +

Accountability for use of funds (dashboard?)

SLC - is destination city (intercity + intracity)

- Regional hub

Parking - abundance of surface parking

- impact on land use

Alternative trans - scooters/bike/etc

E-W access - not enough options for bike/ped, esp. I-15

- west-side equity

Safety - auto/bike/ped; speeds - visibility

- public safety limited access from centered parking
- crossing big blocks

Balance options for driving/transit/etc.

Walkability - street scape amenities lacking

IDEAS

- models from other areas?

11-26-19

More traffic calming / protected bike lanes + intersections

Urban design guidelines

- More trees - Improved street lighting (up front capital cost)

- ~~Site~~ Building locations

- Parking - development incentives/policy for parking

More shared parking / longer-term parking to allow other means of getting around

Transp + fire working together / trans + planning | trans spread across areas

Transit - dedicated bus lanes / efficiency of operations

- "tickets for transit" - electrification of fleet - sports, culture, spiritual, education

SLC as destination - electric busses - City leadership - lodes

- Airport-UTA develop comprehensive transit strategy

- 5600 w express bus - regional funding for transit

Safety

- more safe routes to school programs

NWQ

Rail grade separations

- Electric car charging in public areas

Communications/marketing/maps/war-finding

- Preplan for electric fleet

Delay policy for auto

- Regional leadership

Transportation Master Plan + policy review

R.U.C / private

Bike/ped - what is "walkability" / FALM

Mayor's award for sustainability

Zoning - more mixed use = reduced driving

BMP etc.

Appendix B: Mendenhall campaign policy paper on transportation



POLICY PLAN

Repair the city's roads and expand access to transportation options

Erin will make it easier and more affordable to get around our city

Transportation is critical to quality of life for residents across Salt Lake City, both economically and physically. Whether it's because of dangerous potholes, limited reach and frequency of public transit, or unsafe bike lanes, traveling through our city shouldn't feel like navigating an obstacle course. Getting around Salt Lake City should be easy and affordable.

With dramatic population growth all along the Wasatch Front and major economic growth in Salt Lake City, we cannot afford to wait for incremental improvements to our public transit system. For the sake of our air, our economy, and our residents' cost of living, we need a dramatic shift in the availability and affordability of public transit.

Compounding the urgency: Too many of our neighbors face rising rents and economic insecurity. Transportation is the second largest category on a household budget, equating to an average 20 percent of monthly expenses. We need to lower that cost for Salt Lake City residents.

Fixing our roads and prioritizing infrastructure makes environmental, social, and business sense for Salt Lake City. As mayor, Erin will also make transit more convenient and affordable for residents or commuters, helping them leave their cars at home and take public transportation, walk, or use bikes or scooters more frequently.

A RECORD OF RESULTS

As a city councilwoman, Erin has focused on improving roads, transportation and city infrastructure. During her six years of service to the city, Erin:

- Doubled the number of workers fixing our city's streets. They're out on our roads now and by next year, we'll have fixed twice the miles of roadway as we did last year;
- Led the charge for the \$87 million bond for the Funding Our Future initiative;
- Expanded bus routes to give Salt Lake City residents a less expensive option for getting around the city, to make the system more geographically equitable, and to get more cars off our crowded streets. Three new routes came online in August 2019;
- Worked to expand our unique system of bike and pedestrian trails, particularly the McClelland Trail, Folsom Trail, 9-Line and three pedestrian bridges to present more residents opportunities to help be a part of solutions that clean our air and save on their transportation bills; and
- Secured the County Transportation Option to bring in millions annually for road maintenance.

GROWTH SHOULD PAY FOR GROWTH

Taxpayer dollars are an important tool for growing our city, but they should not be all that is paying for all the growth our city is facing. Without assistance from other types of funding such as impact fees or federal funding, our taxpayer dollars are stretched too thin. Erin will work aggressively to increase outside funding streams like federal grants and county transportation grants for infrastructure, so we can repair our roads and grow mobility options.

As mayor, Erin will:

Invest Impact Fees back into our community

When developers build projects in Salt Lake City, they pay "impact fees" to help defray the city's costs for the additional parks, roads, and city services needed because of the project. The city has a period of six years to invest those fees before they expire. During the current administration, \$3.2 million in impact fees have been returned to developers because the administration lacked a plan to invest them. This is a huge missed opportunity. The City Council even allocated funding so the administration to update the required Impact Fee Facility Plan, but the administration still has not completed the work and dollars continue to be returned to developers.

The city needs a mayor who will work to invest impact fees back into our community, where they belong. As mayor, Erin will prioritize updates to the impact fee process and work with the City Council to ensure we are using those dollars wisely.

Create the first strategic plan for transportation infrastructure in decades

Salt Lake City has not produced Transportation Master Plan for more than two decades. We need a plan that keeps up with the robust commercial and residential growth that both the city and region are experiencing. Such an update could bolster the city's recent Transit Master Plan, leveraging mutual priorities to expand our multi-modal transportation needs. Undertaking any new master-planning process requires financial and talent resources, extensive community and stakeholder outreach, and a political willingness to not only adopt, but implement the plan. As mayor, Erin will build and begin implementing a new transportation master plan that ensures today's investments build a better future.

Aggressively pursue federal grants for road projects

When the city is able to partner effectively with the federal government, we can invest grant dollars into road improvement projects and leave taxpayer dollars to be spent on other priorities. Salt Lake City loses out on federal grant funding because we aren't using the tools we have to win federal dollars at our nation's capital. As mayor, Erin will use those tools to advocate aggressively for federal funding that will help us build Salt Lake City and implement our transportation needs.

Access new county funding for road improvements

New Salt Lake County Transportation Sales Tax dollars are an incredible opportunity for cities like Salt Lake, with strong transit and bicycle master plans, to receive grants for building projects. The city recently received over 3 million dollars from this grant to build out sections of the 9-Line Trail, greatly leveraging our own local investment. As mayor, Erin will ensure that Salt Lake City is taking every opportunity to submit strong applications for future grants that will help us implement our master plans.

IMPROVE PUBLIC TRANSPORTATION

As mayor, Erin will:

As chair of the City Council, Erin targeted our new routes for expansion based on equity, not only on ridership. As mayor, Erin will work with city resources and partnerships to expand our circulator bus system and will continue to focus new routes and shared mobility options in areas of the city that have traditionally not received adequate investment.

Better bus infrastructure for all residents

Salt Lake City has many public transit stops in dire need of upgrade. Too many bus stops lack adequate seating, cover from the weather, shade from the summer sun, accommodation for those with mobility challenges, or even trash cans. As Mayor, Erin will ensure that the city is taking the lead on cultivating an environment that encourages people to use public transit. If the number of public transit users is going to increase, the city has a responsibility to change the culture of transit use, which starts with ensuring that riders are safe and can get to their destination without being impacted by weather or accessibility challenges.

Expand access to the Hive Pass

Public transportation is a great way to move to, from, and around Salt Lake City, yet there are many barriers to increasing ridership. Public transportation is expensive and when faced with the choice of paying for transit or driving to work, many Salt Lake residents chose to drive to save time and money. Salt Lake City not only needs to continue subsidizing the cost of public transit for residents through the Hive pass, we need to increase awareness and expand our public education efforts. Erin will work to increase education and awareness to all Salt Lake residents about the Hive pass program to encourage more transit users and create cleaner air.

The city also needs to work with businesses and develop partners in transit. There are 200,000 people commuting in and out of the city to work each week, providing the city an opportunity to partner with businesses to extend the Hive pass to commuters. As mayor, Erin will work with the UTA and businesses to get more commuters out of their cars and using public transportation.

Move toward electric busses

As our city grows and the need to clean our airshed only intensifies with a changing climate, we must be bold and chart the most prudent course. This means moving to an electric bus system sooner than later, and that work must begin now. We have an opportunity to begin taking steps now to add electric busses to our fleet and moving toward an all-electric bus system.

BETTER BIKE AND PEDESTRIAN FRIENDLY INFRASTRUCTURE

Salt Lake City is often criticized for not being very walkable, yet we have so many opportunities to increase access to trails, walkable and bikeable pathways, and alleyways. Expanding urban trails and alleyways goes beyond walkability — this infrastructure helps make it more affordable and accessible to move around the city. Salt Lake City is experiencing rapid growth and we need a mayor who can find creative ways to increase all types of non-automobile transit throughout the city. Better roadways, trails and alleyways are a great place to start.

As mayor, Erin will:

Increase urban trails and alleyways

Urban trails such as the Jordan River Parkway or the McClelland Trail offer residents more options for commuting and exercise, as well as a unique way to see our city. Developing urban trails makes Salt Lake City more walkable and helps to highlight our unique beauty.

Our alleyways are an underutilized community-connectivity asset and should be a priority as we grow as they create pedestrian and bike thoroughfares away from cars. Alleyway improvements don't necessarily mean a big price tag; other mid-sized cities have taken creative and collaborative approaches to beautify these oft-forgotten arteries. As mayor, Erin will explore ways to increase trail connections and improve alleyways that will allow residents in all areas to engage in active transportation as we build a healthy and vibrant Salt Lake City.

Further, our trail systems must be equitable and not limited to East Side communities. The expansion of trails in East Side neighborhoods have increased walkability, public transit ridership, and created more access to outdoor fun for residents in those neighborhoods. As mayor, Erin will build the Folsom Trail and work to expand the West Side's 9-line, not only to connect the East and West sides of our city, but to provide equitable access to outdoor recreation, transit, and walkable communities.

Better access to bicycles and bike parking

By introducing the Green Bike program, expanding the Hive Pass to include Green Bikes, and increasing the number of bike lanes throughout the city, Salt Lake has made major advancements to bicycle infrastructure. However, we still have work to do. Erin will ensure the Green Bike program is equitable and accessible across our city. The city also needs more safe places for cyclists to lock their bikes as they commute around the city. Salt Lake City can have better bike parking at transportation and economic hubs. As mayor, Erin, a regular bike rider, herself, will work to make it easier for businesses to request bike racks and shorten the time for permitting and installation.

Expand access to bicycles

It's one thing to make bike commuting more attractive with better infrastructure, but it's another thing to help make biking more possible. The city can take an active role in helping low-income residents own and maintain safe, properly-functioning bicycles, with safety lights and helmets. As chair of the City Council, Erin worked closely with organizations helping people to afford commuting by bike, and as mayor, those partnerships will deepen. Erin will help residents of Salt Lake City play a more active role in our shared efforts to clean our air, reduce traffic, and create a culture of active and cost-effective transportation.

Appendix C: Access to Opportunities maps for Salt Lake City

Access to opportunities, also referred to as accessibility or ATO, is a way to measure how well people can connect to basic needs and amenities including jobs, schools, grocery and other retail, parks, community centers, recreation, and entertainment. Broadly, ATO metrics quantify how well the current and future transportation system works with land use (e.g., location of housing, jobs, education) to help our economy thrive. More directly, increased accessibility can have significant impacts on community livability as well as individual mobility and, therein, self-determination and the ability to ascend the socioeconomic ladder.

Access to Opportunities

For each traffic analysis zone (TAZ), colors indicate household accessibility to jobs, within a typical transit commute, relative to the average score for Salt Lake City.

Map labels indicate the number of jobs accessible to each TAZ's households within a typical transit commute (ex. 84K = 84,000 jobs).

ATO methodology:
<https://bit.ly/2QR19gO>

Vulnerable Communities

WFRC uses the term "Vulnerable Communities" to identify areas, at the Census block group level, that have any combination of the following:

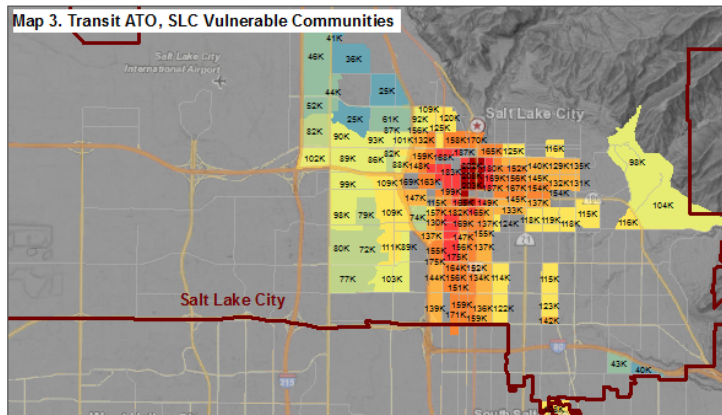
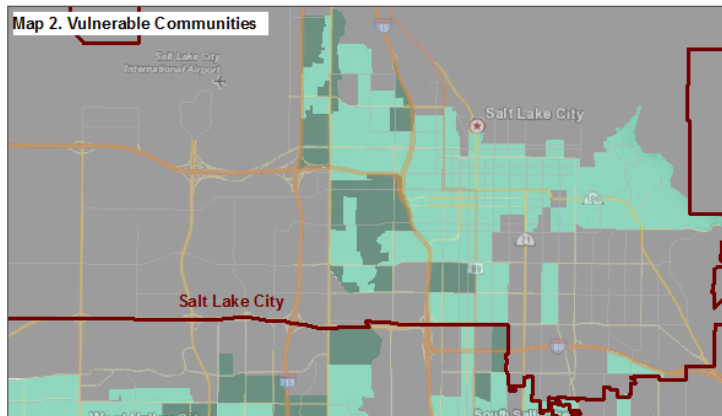
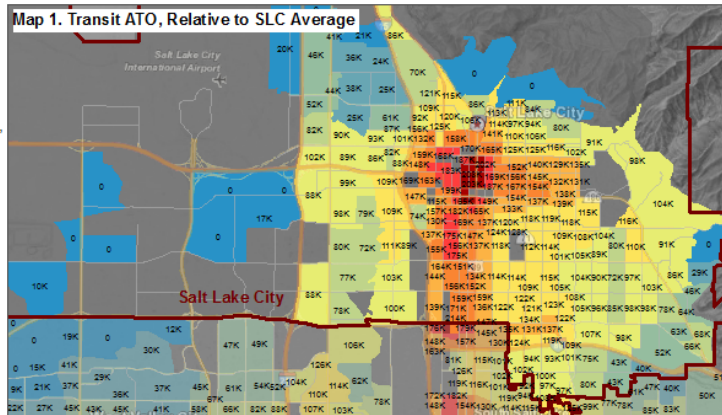
- greater than 25 percent low-income
- greater than 40 percent minority populations
- greater than 10 percent zero-car households.

The values listed are 1 standard deviation above the regional average. The term 'Most Vulnerable' indicates areas where one of the three categories is 2 standard deviations above average.

Legends

- Maps 1 & 3**
- Transit Access to Jobs**
 % of SLC Average (2019)
- > 180%
 - 160% to 180%
 - 140% to 160%
 - 120% to 140%
 - Average to 100%
 - 80% to Average
 - 60% to 80%
 - 40% to 60%
 - 20% to 40%
 - < 20%
 - SLC-HH19

- Map 2**
- Vulnerable Communities**
- Most Vulnerable
 - Vulnerable



Appendix D: Supplemental goals and ideas for consideration

1. Transit:

- a. Extend free fare transit south to 900 S, east to University and west to Airport (contingent on U of U and Airport providing Eco passes to employees).
- b. Add FrontRunner to the Hive Pass, and expand awareness and education for the Hive Pass.
- c. Use value capture (e.g., Transportation Reinvestment Zone – TRZ) to fund a free transit privilege within SLC. This could be mobile app-based so riders would still virtually tap-on/off.
- d. Consider “nudge” techniques to encourage residents to sign up for the Hive Pass (make it the default on vehicle registrations, school registrations, utility bills, etc.).
- e. Negotiate a better price from UTA if the City is able to significantly increase the number of pass holders, and have UTA take over the administration of the pass.
- f. Create dedicated bus lanes with transit signal priority to improve efficiency, travel time and reliability.
- g. Support the 5600 West express bus project.
- h. Add weekend express ski bus service from downtown with potential pickup at East or Highland parking lots.
- i. Transit priority routes with signal priority, bus pads in-stream to reduce pulling out, priority lanes, charging ports for scooters at bus stops.

2. Bike/ped:

- a. Update pedestrian-scale wayfinding maps/signage in downtown areas.
- b. Initiate the GREENbike vision and strategic plan – GREENbike needs to be more nimble and inclusive of other technologies. Extend GREENbike to U of U, Poplar Grove, Rosepark, and Sugar House.
- c. Set timeline for enforcing existing SLC sidewalk upkeep requirements, for businesses and residential owners, with fines. Invigorate 50/50 sidewalk repair cost share for residents (and budget for this appropriately).
- d. Revamp the bike parking program, and provide more places for people to safely secure their bikes around the City. Streamline the process for businesses to request bike racks and get them permitted and installed.
- e. Build out the Neighborhood Byway network.

- f. Think through funding of O+M for trails projects to ensure their long-term quality. Consider feasibility of using alleys (mostly a privately owned resource) to promote more walkability and connectivity.
3. Street design/safety:
 - a. Create a fund to be able to contract out specialized street maintenance needs, such as repainting green bike lanes.
 - b. Prioritize better maintenance of roads on the west side.
 - c. Build more pedestrian refuge islands to help with crossing wide streets.
4. Plans/policies:
 - a. Work with Council to adopt the Streetlight Master Plan (currently underway).
 - b. Work with Council to adopt the Complete Street ordinance (currently underway).
 - c. Work with Council to adopt the Street and Intersection Typology Design Guide (currently underway)..
 - d. Update the urban design guidelines
5. Area-specific plans/projects
 - a. Full implementation (or committed funding) for the Foothill Trails Master Plan.
 - b. Finish 9 Line.
 - c. Update, then implement Sugar House Circulation Plan.
 - d. Implement 500 South/600 South Gateways.
 - e. Implement Life on State (first three-block phase is underway).
6. Develop new standards on how to deal with micromobility options, or follow national best practices on design for micromobility. Introduce camera-enforced tickets for sidewalk scooting.
7. Explore policy tools such as a road user charge (in coordination with UDOT), which would more directly connect an individual's use of the roadway system to the fees that they pay for that use, and develop incentives to get people to change their travel behavior.
8. Launch a campaign for residents to use the existing SLC Mobile platform to crowdsource a fuller list of street and sidewalk infrastructure issues including those that impact cyclists, wheelchairs, strollers, etc.
9. Retrofit wide roads to accommodate multiple modes, and create a tool to gauge whether road diets are feasible based on technical data.
10. Initiate a plan to address growth in app-based ride hailing services and to prepare for connected/autonomous vehicles, including:
 - a. Efforts to encourage ride sharing, sustainability, and equity
 - b. Data sourcing and sharing

- c. Coordination with state and regional agencies on planning and infrastructure needs
 - d. Communications infrastructure (infrastructure speaking to the cars, helping them speak to each other)
 - e. Curb management and interactions with on-street parking, transit, and bicycling.
11. Establish an all-electric city fleet (for vehicles used more than four hours per day).
 12. Work with UP and SLG&W railroads to ensure all yard-service locomotives are as clean as possible.
 13. Adopt policies for TNCs on access/service for riders with disabilities esp. Wheelchairs.