

ERIN MENDENHALL  
Mayor



DEPARTMENT of COMMUNITY  
and NEIGHBORHOODS  
Jennifer McGrath  
Interim Director

## CITY COUNCIL TRANSMITTAL

  
Lisa Shaffer, Chief Administrative Officer

Date Received: July 11, 2020  
Date sent to Council: July 15, 2020

TO: Salt Lake City Council  
Chris Wharton, Chair

DATE:

FROM: Jennifer McGrath, Interim Director, Department of Community & Neighborhoods

  
Jennifer McGrath (Jul 8, 2020 13:19 MDT)

SUBJECT: Transportation Project Prioritization and the Quality Transportation Improvement Program (QTIP)

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

DOCUMENT TYPE: Information Only

RECOMMENDATION: Council is requested to provide questions and feedback on the Transportation Division's new technical screening process that supports project prioritization.

### BUDGET IMPACT:

While this transmittal does not include a request for funds, it provides information requested by Council with regard to the allocation of \$6,930,585 in Transportation-specific FY 2021 County Quarter-Cent Sales Tax funds, as authorized by Salt Lake County and distributed to the City by the state tax commission.

BACKGROUND/DISCUSSION: On June 16, City Council adopted this year's budget, with a policy contingency that Salt Lake City's share of Transportation Funding from Salt Lake County Quarter-Cent Sales Tax be placed in a holding account (see Exhibit 1). The contingency funding is more commonly referred to as "the County fourth quarter" because it is the fourth quarter-cent sales tax that contributes significantly to transportation at the local and regional level and is distributed to Salt Lake County, to UTA, and to cities within Salt Lake County. Council requested a briefing about the process for selecting and vetting projects, including considerations of equitable distribution.

The Transportation Division has recently initiated a process to define a Quality Transportation Improvement Program (QTIP), which will outline a short-term list of projects that are desired to be studied, designed, and constructed in the next 2-5 years -- including a public engagement process at each step. The Council's budget policy contingency indicates that the Council could consider a legislative intent on this topic if desired. Herein the Transportation Division provides information on the background of project selection; the new conditions motivating a more robust, transparent process; an overview of the project prioritization methodology; and how it fits into the overall development of the QTIP.

### ***Background of Project Selection***

The core of project selection lies in the Council-adopted master plans of the City. Master plans specific to Transportation are developed by the Transportation Division, vetted through a public process, reviewed by the Planning Commission, and adopted by the City Council. These master plans are then implemented in collaboration with a variety of City divisions and departments, such as Engineering, Streets, Parks & Public Lands, the RDA, Public Utilities, and others, as well as with external agencies, such as UTA, Salt Lake County, UDOT and neighboring municipalities.

In the past, decision-making regarding the recommendation of specific projects for funding have traditionally occurred on an independent basis by each of these entities, with as-needed coordination, sometimes as late as mid-way through the design process and well after funding decisions have been made. The vetting process differed depending upon the priorities, criteria, and professional judgement of each division, and did not always consider whether another construction project from another division or department might be planned for the same year. While the process worked reasonably well, it did at times lead to rushed planning, longer construction disruptions to neighborhoods, and unforeseen delays, among other impacts. Furthermore, at least some of the prioritization process was complaint-driven, and complaints overwhelmingly originate from higher-income neighborhoods with disproportionately white populations.

### ***New Conditions***

Beginning in 2018, several new state and local funding sources for transportation began to emerge, such as the State Transit Transportation Investment Fund (TTIF); State Transportation Investment Fund for Active Transportation (TIF Active); Funding Our Future (Streets Bond and city sales tax for transit, streets, public safety, and housing); and County fourth quarter fund. These, in addition to the existing, ongoing, and periodic opportunities for grant funding through federal, state, regional and foundation sources, have created a situation in which Salt Lake City has a significantly larger volume and variety of funded projects, and in which the City is extremely well-positioned to successfully add projects to our program. Additionally, the types of projects have changed considerably. As described during presentations on last year's budget, we have very quickly moved from small-scale projects -- such as the resurfacing of a two-block cul-de-sac -- to projects of a variety of sizes, including large, once-in-a-lifetime projects -- such as the transformative reconstruction of 300 West.

At the same time, the Council's policy directives through Master Plans and the Complete Streets Ordinance have increasingly asked for transformation of our city streets. Whereas historically streets were reconstructed or resurfaced with minor changes, the Transportation Division in collaboration with other city agencies, is asked increasingly to transform streets into multi-modal corridors; prioritize walking and transit; consider placemaking in street designs; create safer pedestrian and bicycle crossings; and incorporate street-side trails for walking and bicycling.

With this tremendous opportunity has come the expectation and responsibility to transparently demonstrate the ways in which projects are selected, and to ensure that equity is paramount. Transportation staff did this in a less formal way through the development of a proposed project list for Funding Our Future. For example, the division considered The Streets Division's candidate streets for "best first" maintenance alongside Engineering's candidate streets for "worst first" reconstruction to piece together corridors that pair with recommendations in City master plans.

Moving forward, early identification of opportunities to phase these projects in accord with planned upgrades to underground utilities, approved redevelopment, and other City projects will allow staff to maximize resources, minimize community disruption, and yield more positive outcomes. In addition, projects could be programmed for construction according the level of anticipated changes to the street and corresponding time needed for planning and civic engagement. Upon completion of the bond list, it was apparent that this process would ideally be formalized, documented, and integrated into the City's ongoing "teeing up" of meritorious projects.

Because Transportation projects take several years to carry from a master plan through to implementation, it is standard industry practice to conduct prioritization processes in order to develop a five- to six-year (or more) program of projects that is consistent with long-range plans. For example, the Utah Department of Transportation develops the Statewide Transportation Improvement Program (STIP - <https://www.udot.utah.gov/connect/about-us/commission/stip/>) based on various regional plans, such as the Wasatch Front Regional Council's Regional Transportation Plan (<https://wfrc.org/vision-plans/regional-transportation-plan/2019-2050-regional-transportation-plan/>). In the future, Salt Lake City's QTIP will extend further into the future, to identify projects in a similar five- to six-year horizon.

### ***Overview of Project Prioritization Methodology***

As a starting point, Transportation staff reviewed the visions, goals, principles, initiatives, and targets identified in Plan Salt Lake, the Pedestrian and Bicycle Master Plan, the Transit Master Plan, and the Transportation Master Plan. Staff then distilled commonalities into key themes from which measurable, geographic information system (GIS) based criteria could be developed. *See exhibit 2 for the master plan compilation of themes.*

These themes are represented in the prioritization process as four categories: Safety, Sustainability, Good Governance, and Equity. Council was briefed in May on these same themes as foundational to the scope of work for the update to the City's Transportation Master Plan. The themes are described, and their associated criteria are listed below.

## Safety

Projects increase the safety of the mobility system for all users. Special attention is paid to those projects that increase safety in areas of high collision occurrence, especially those that were severe or fatal and those involving a pedestrian or bicyclist.

Priority criteria include:

- Within an area of high crash incidence
- Within an area of high severe or fatal crash incidence
- Within an area of high pedestrian/bicycle crash incidence

## Sustainability

Sustainability in this case refers to the ability of transportation projects to facilitate use of those modes that improve air quality. Connection to a transit, bicycle or pedestrian facility or an increase in ease, comfort or frequency of those modes denote a sustainability improvement.

Priority criteria include

- Implementation of the Transit Master Plan or Pedestrian and Bicycle Master Plan
- Intersection with elements of the Transit Master Plan
- Intersection with elements of the Pedestrian and Bicycle Master Plan
- Intersection with areas of high “transit propensity index”
- Intersection with areas scoring highly in the WFRC “commute source intensity<sup>1</sup>”

## Governance

Governance is predicated on the idea that wise fiscal use of resources in the planning and implementation of transportation projects maximizes their benefit to the citizen. Those projects that are done in conjunction with another department’s projects or plans. Much of the governance score is centered around the idea of a “dig once” approach to minimize construction impacts.

Priority criteria include

- Project occurs on an Engineering work candidate street, with increased score for worse pavement condition
- Project occurs concurrent with a public utilities project
- Project is in a redevelopment agency area
- Project is included in another division’s plan

## Equity

Equity measures ensure that transportation projects are conducted without undue emphasis in any area or benefit towards any specific group.

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<sup>1</sup> <https://data.wfrc.org/datasets/commute-source-intensity?geometry=-116.064%2C39.906%2C-107.720%2C41.365>

Priority criteria include

- Areas of concentrated low-income households
- Areas of concentrated zero car households
- Intersection with WFRM Access to Opportunity<sup>2</sup> areas

Projects are mapped with overlays of these criteria, and Transportation staff built a tool using GIS software to calculate scores based on points associated with the number of criteria met by the project. Because projects differ greatly in scale – for instance, a new signal and intersection treatment will, by virtue of limited geographic reach, score less well than a two-mile corridor transformation, projects are scored in categories against projects of similar scale and reach.

### ***Overall QTIP Process***

The GIS-based approach has several characteristics that show promise for evaluating transportation projects. It provides a dispassionate forum where many projects can be evaluated on multiple criteria relatively quickly. The GIS process allows all projects to be scored under the same criteria regardless of where they originated or who supports them.

This exact strength may also be a weakness, or at least limits its ability to be a silver bullet for developing a multi-year program of projects. The scoring process intentionally does not factor in political will or economic pressure. At times, projects that are not in the top scoring echelon will come to the forefront because of outside pressure, or vice-versa. This is not necessarily a bad thing. First, the process must be responsive to new information, for instance, a serious injury crash may elevate a project on the list. Second, the prioritization process is limited due to the quantitative nature of its criteria, third, community input needs to be considered in the prioritization. Therefore, qualitative criteria and professional judgement from across City departments must be factored into the technical evaluation process. Below is a list of factors that are taken into consideration:

- Participation and/or driving processes of other city departments/divisions – including health- and safety-related state-of-good repair.
  - Deep potholes and systemic failing pavement
  - Stormwater/flooding
  - Water and sewer services
  - Parks needs assessment and focus on linear, active uses
- Project readiness:
  - In the next few years, many projects are already initiated and will therefore not be delayed due to prioritization ranking under the new methodology.
  - In future years, the prioritization methodology can guide initiation of new projects.
  - Occasionally a project may be initiated, for a study or concept, that the community discussion yields an outcome that the project is not ready to move to implementation. One recent example is the Foothill Drive Implementation

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<sup>2</sup> <https://data.wfrc.org/datasets/access-to-opportunity-work-related-taz-based?geometry=-116.068%2C40.025%2C-107.724%2C41.481>



Strategy, which had proposed widening Foothill Drive to improve multi-modal facilities while continuing to facilitate motor-vehicle flow. Further technical analysis of impacts, combined with broad community concern resulted in a decision to not move forward with that process.

- Selection of projects in general proportion to available resources:
  - Budget – in any one year, the city has capacity for some big projects and some smaller but high-impact projects.
  - Staff - similarly, staff capacity augmented by consultants will drive the number and scale of projects that can be taken on at one time.
  - Social capital/community – it is only possible for staff, elected officials, and residents to take on so many discussions at one time. We can become oversaturated, which could lead to lower participation by the community.
  - Funding Constraints – Outside funding such as grants, each have criteria for how they can be used. The result is that some projects move up on the priority list because of funding availability.
- Community development Strengths, Weaknesses, Opportunities, and Threats
  - Particularly relevant to developing areas – Ballpark, Granary, 300 West Corridor, etc.
  - Designated WFRC Wasatch Choice Centers

Bringing qualitative criteria, professional judgement, and community input into the process requires a thorough vetting process. The vetting process must follow an annual cycle to maximize opportunities to leverage annual opportunities for external funding. Experience has shown that having a prioritized list not only helps the City to be better prepared for maximizing grant opportunities, it also ensures that grant applications are for projects of strategic importance. This vetting process will require an ongoing dialogue throughout the year, and it should include input from the community/community councils, the Transportation Advisory Board, the Bicycle Advisory Committee, various City departments and divisions, the Mayor's Office, and the City Council.

It should be noted that this year's funding request was largely determined prior to the development of the QTIP process and was instead built on the bond list, preliminary analysis from the early development of the QTIP process, projects that were selected for study or design in past years, and so on. These were included in the information submitted to the Finance Department during the budget development by the Transportation Division, which is listed in Exhibit 3, *Fourth Quarter Funding Recommended Allocation*. By developing a QTIP process, Transportation is not proposing the alteration of the current schedule for bond and CIP projects that were programmed through other such processes, but rather, that moving forward, the City phases in and refines the QTIP process in order to increase transparency, to allow time for the appropriate studies to be conducted, and to demonstrate objective merits as funding is pursued for future projects.

**PUBLIC PROCESS:** Extensive input from the public shaped the master plans from which the list of candidate transportation projects are drawn, as well as the hearing processes for last year's budget and the outreach conducted during the Funding Our Future initiative. Public engagement for the QTIP process in future annual rounds will include open suggestions for projects to be

considered from community/community councils, the Transportation Advisory Board, the Bicycle Advisory Committee, various City departments and divisions, the Mayor's Office and the City Council.

## **EXHIBITS**

- 1) City Budget Ordinance with Contingencies ADOPTED
- 2) SLC Master Plan Goals Summary
- 3) Fourth Quarter Funding Recommended Allocation
- 4) Graphic of the QTIP Process

SALT LAKE CITY ORDINANCE

No. \_\_\_\_\_ of 2020

(Adopting the City budget, excluding the budget for the Library Fund which is separately adopted, and the employment staffing document of Salt Lake City, Utah for fiscal year 2020-2021)

PREAMBLE

Pursuant to the provisions of Section 10-6-111 of the Utah Code, the City Budget Officer prepared and filed with the City Council a tentative budget in proper form for all funds for which budgets are required by said law, including tentative budgets for the general fund, the library fund, special revenue funds, debt service funds and the capital improvements funds for fiscal year 2020-2021. The tentative budget was accompanied by a budget message as required by law.

That tentative budget was adopted by the City Council, in Resolution No. 7 of 2020, on May 5, 2020.

Section 10-6-118 of the Utah Code requires that before the 30<sup>th</sup> day of June of each fiscal year, or September 1, in case of a property tax increase under Sections 59-2-919 through 59-2-923 of the Utah Code, the governing body shall, by resolution or ordinance, adopt a budget for the ensuing fiscal year for each fund for which a budget is required.

The City budget officer has prepared a budget, in proper form, for all funds for which budgets are required by law. Section 2.52.020 of the Salt Lake City Code states in part that employment staffing documents shall be adopted as an element of the City's budget, or otherwise, as the City Council may require. Three copies of such documents have been filed for use and examination of the public in the Office of the City Recorder whose permanent office is located at 451 South State Street, Room 415, Salt Lake City, UT 84111 but which office is temporarily located at 349 South 200 East, Salt Lake City, UT 84111.



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

SECTION 1. PURPOSE. The purpose of this ordinance is to adopt a budget, except the budget for the Library Fund which is separately adopted, for fiscal year 2020-2021, and to adopt the employment staffing documents. All conditions precedent to the adoption of the budget, which includes the employment staffing documents, have been accomplished.

SECTION 2. ADOPTION OF BUDGET. The budget attached hereto and made a part of this Ordinance, shall be, and the same hereby is adopted as the budget of the City, excluding the budget for the Library Fund which is separately adopted, for the fiscal year beginning July 1, 2020 and ending June 30, 2021, in accordance with the requirements of Sections 10-6-105, 10-6-118 and 59-2-923 of the Utah Code, subject to the conditions set forth herein. The budget is subject to the approval of the Mayor and reconsideration of the City Council pursuant to Section 10-3b-204 of the Utah Code.

SECTION 3. EXHIBITS INCORPORATED BY REFERENCE. The following exhibits are incorporated by reference in the budget for fiscal year 2019-2020 and adopted as an element of the budget:

- A. The Key Changes for All Funds, labeled "Council Adopted June\_\_\_\_\_, 2020";
- B. The employment Staffing Document, labeled "Council Adopted June\_\_\_\_\_, 2020"; and
- C. The Motion Sheet, labeled "Council Adopted June\_\_\_\_\_, 2020."

SECTION 4. BUDGET CONTINGENCIES. The following contingencies apply to the budget adopted for fiscal year 2020-2021:

- A **Police Department Contingency.** On June 12, the Council straw polled support of a five-part concept. The associated budget contingency is listed below.
  - a. **Create a Non-Departmental Budget Holding Account.** Allocation of \$2.8 million from the FY21 Police Department budget to a Non-Departmental holding account, with funding contingent on pending future discussions on the roles of the Police Department in engaging with communities of color and underserved communities and addressing systemic racism. This discussion must occur in the next six months and include recommendations from the new City Commission on Racial Equity in Policing for the Administration and Council to review and enact. An additional holding account would

include \$322,800 from previously budgeted funds for training, the use of which will be determined with the advice of the Commission and may include training or something else.

B **Community Investment Holding Account.** A holding account is established with \$996,159 in general fund monies freed up by North Temple Viaduct debt service payments from the RDA and \$672,979 in funds from various CIP accounts older than three years, with allocation contingent on future Council and Administration discussion (to occur in the next six months), and input from a new City commission on policing equity, about how to reinvest these dollars in communities of color and underserved communities.

C **Holding Account for Transportation Funding from the County.** Allocation of project-related funds from the County Quarter-Cent Sales Tax (\$6,930,585) is contingent on the Administration briefing the Council on plans for a redesigned CIP process. In addition, Council will engage in policy conversations about how the specific projects proposed in the forthcoming Quality Transportation Improvement Plan (QTIP), as proposed by the Transportation Division, were selected and vetted, and how they would be implemented throughout the City on an equitable basis. The Council could consider a legislative intent on this topic as well.

D. **Housing Contingencies – (Funding our Future Sales Tax Funding and Other Funding).**

The Council intends to continue its in-depth policy discussion surrounding all aspects of housing.

a. **Updated Funding Our Future Contingency for Housing:** Funding Our Future sales tax funds for all expenditures within the Housing category may be spent only through a transparent, open, competitive program for deploying the funds through loans, grants, or funding allocations. The program shall include at a minimum:

i. Clarification with the Finance Department and City Attorney’s Office on whether the deployment of funds is a grant program or a contract with a service provider, and confirmation that a transparent procurement process is followed for all deployment of funds, including:

1. **formal public notice** by the Administration of the parameters of the program and funding amounts,

2. a reasonable public notice time period of at least 14 days,
3. equal opportunity for any organization to submit an application for the funding and be considered,
4. evaluation of applications using objective, explicit criteria consistent with the City's other grant programs (if the deployment of funds is a grant),
5. unless the Council creates minimums or exceptions, formal submission of the Mayor's recommendations to the City Council and all applications and formal decision making by the City Council in a public meeting.

b. **Contingency for All Funding Associated with Housing.** All funding associated with all City housing programs and housing development is contingent on the Council receiving and passing a City housing ordinance. This ordinance shall state that no funds for housing programs or housing developments, regardless of source and type (pass-throughs, loans, or grants), may be expended without a transparent competitive process for deploying the funds. The ordinance will require the process to include at a minimum:

- i. Clarification with the Finance Department and City Attorney's Office on whether the deployment of funds is a grant program or a contract with a service provider, and confirmation that a transparent procurement process is followed for all deployment of funds, including:
  1. formal public notice by the Administration of the parameters of the program and funding,
  2. a reasonable public notice time-period of at least 14 days,
  3. equal opportunity for any organization to submit an application for the funding and be considered,
  4. evaluation of applications using objective and explicit criteria consistent with the City's other grant programs,
  5. unless the Council creates minimums or exceptions, formal submission of the Mayor's recommendations to the City Council and formal decision making by the City Council in a public meeting.

6. Under no circumstances will funding be committed by the Administration absent approval of the funding to a grantee by the City Council.

c. **Contingency for Housing Trust Fund.** All funding associated with the City's Housing Trust Fund, including all financials (income statement and balance sheet) will be moved from the City's CAN Department to the Redevelopment Agency upon the following occurring:

1. Council considering and adopting a budget amendment moving the entire Housing Trust Fund to the Redevelopment Agency; and
2. Council considering and adopting a revised Housing Trust Fund ordinance updating the Housing Trust Fund program to be administered by the Redevelopment Agency.

E. **Continued Contingency for All Funding Our Future -- Sales Tax Funds.** The Council approves Funding Our Future sales tax revenue appropriations with the following conditions:

a. **Expenditure of Funding Our Future Sales Tax Funds.** Funding our Future funds may not be expended unless the department or division expending the funds complies with:

- i. Utah Fiscal Procedures Act
- ii. The City's Procurement Code and Rules
- iii. Written verification from the City Attorney and City Finance Director that proper legal and financial procedures have been followed.

b. **Other Funding Our Future Budget Contingencies.**

- i. The Administration providing a written semiannual spending, implementation and outcomes report on each of the four critical need areas.
- ii. Tracking funding for Fleet provided through the Funding our Future tax separately to ensure it is spent only on public safety (police, fire, dispatch).
- iii. The Administration spending funds in the four critical need areas as adopted in the attached key changes spreadsheet.
- iv. The Administration bringing back to the Council any proposed adjustments to the adopted budget in a budget amendment for re-appropriation before changes are made.

- v. The Administration maintaining and regularly updating a publicly available dashboard reflecting revenues received and actual uses.
- vi. In FY21 and all future funding requests, providing a label denoting which line items are funded with this Funding Our Future sales tax funds.
- vii. For all positions added, the Administration shall submit an annual written review along with the Mayor's Recommended Budget to ensure that each position continues to serve the critical need areas and, if a Council work session briefing is scheduled, provide a presentation of the report.

SECTION 5. EMPLOYMENT STAFFING. The employment staffing documents, three copies of which are filed for use and examination in the Office of the City Recorder, are hereby adopted as an element of the budget, pursuant to Section 2.52.020 of the Salt Lake City Code.

SECTION 6. FILING OF BUDGET. The City Budget Officer is hereby authorized and directed to certify and file copies of said budget with the State Auditor as required by Section 10-6-118 of the Utah Code.

SECTION 7. PUBLIC INSPECTION. The City Budget Officer is hereby authorized and directed to certify and file copies of the budget in the office of said Budget Officer and in the Office of the City Recorder whose permanent office is located at 451 South State Street, Room 415, Salt Lake City, UT 84111 but which office is temporarily located at 349 South 200 East, Salt Lake City, UT 84111, which budget shall be available for public inspection during regular business hours as required by Section 10-6-119 of the Utah Code.

SECTION 8. EFFECTIVE DATE. This Ordinance shall be deemed effective on July 1, 2020.

Passed by the City Council of Salt Lake City, Utah, this\_\_\_\_day of June, 2020.

\_\_\_\_\_  
CHAIRPERSON

Transmitted to the Mayor on\_\_\_\_\_.

Mayor's Action: \_\_\_\_\_ Approved. \_\_\_\_\_ Vetoed.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
Cindy Lou Trishman, City Recorder

Salt Lake City Attorney's Office  
Approved As To Form

\_\_\_\_\_  
Katherine Lewis  
City Attorney

(SEAL)

Bill No. \_\_\_\_\_ of 2020.

Published: \_\_\_\_\_.



# SALT LAKE CITY TRANSPORTATION VISION, GOALS AND GUIDING PRINCIPLES

## *IN A NUTSHELL: Themes Across Master Plans*

- People/quality of life/neighborhoods
- Air quality/environment/**sustainability**/nature
- **Equity**/access/affordability
- Thriving economy/responsible growth
- Relationship to land use
- **Safety**/security/health
- Convenience/comfort/choices/connectivity
- Transparency/public engagement/education
- **Good governance** captures several elements above, such as transparency, connectivity, public engagement, relationship to land use, and responsible growth

## **PLAN SALT LAKE (2015)**

### **Guiding Principles**

1/ **Neighborhoods** that provide a safe environment, opportunity for social interaction, and services needed for the wellbeing of the community therein.

2/ **Growing responsibly** while providing people with choices about where they live, how they live, and how they get around.

3/ Access to a wide variety of **housing** types for all income levels throughout the City, providing the basic human need for safety and responding to changing demographics.

4/ **A transportation and mobility network that is safe, accessible, reliable, affordable, and sustainable, providing real choices and connecting people with places.**

5/ **Air that is healthy and clean.**

6/ Minimize our impact on the **natural environment**.

7/ Protecting the natural environment while providing access and opportunities to **recreate and enjoy nature**.

8/ A beautiful city that is **people focused**.

9/ Maintaining places that provide a foundation for the City to **affirm our past**.

10/ Vibrant, diverse, and accessible **artistic and cultural resources** that showcase the community's long standing commitment to a strong creative culture.

11/ Ensure access to all City amenities for all citizens while **treating everyone equitably** with fairness, justice, and respect.

12/ A **balanced economy** that produces quality jobs and fosters an environment for commerce, local business, and industry to thrive.

**13/ A local government that is collaborative, responsive, and transparent.**

### **Transportation and Mobility Targets**

1/ Public Transit within 1/4 mile of all homes.

2/ Reduce single occupancy auto trips.

3/ Decrease pedestrian, bike, and auto accidents [crashes].

### **Transportation and Mobility Initiatives**

1. Create a complete circulation network and ensure convenient equitable access to a variety of transportation options by:
  - Having a public transit stop within 1/4 mile of all residents.
  - Expanding pedestrian and bicycle networks and facilities in all areas of the City.
  - Providing incentives for the use of transit.
  - Increase the frequency and service hours of transit in neighborhoods.
  - Enhancing the regional transportation network.
  - Creating a system of connections so that residents may easily access employment, goods and services, neighborhood amenities, and housing.
2. Prioritize connecting residents to neighborhood, community, regional, and recreation nodes by improved routes for walking, biking and transit.
3. Prioritize connecting nodes located throughout the City to each other with improved walking, biking and transit.
4. Reduce automobile dependency and single occupancy vehicle trips.
5. Make walking and cycling viable, safe, and convenient transportation options in all areas of the City.
6. Prioritize maintenance of existing infrastructure (enhancing quality of life, safety, sustainability, and mobility).
7. Encourage transit-oriented development (TOD).
8. Support and enhance the Salt Lake International Airport as a regional and international amenity (including freight).
9. Collaborate with regional partners to relieve congestion and enhance rights-of-way for alternative modes of transportation.
10. Enhance rights-of-way to join, rather than segregate, adjacent neighborhoods.
11. Incorporate green infrastructure into our rights of-way and transportation network.
12. Incorporate pedestrian oriented elements, including street trees, pedestrian scale lighting, signage, and embedded art, into our rights-of-way and transportation networks.

**Transportation-Related Targets and Initiatives Tied to Plan Salt Lake Guiding Principles** (only direct references to transport are included)

1/ Neighborhoods: Improve the usefulness of public rights-of-way as usable public space.

2/ Growth: Locate new development in areas with existing infrastructure and amenities, such as transit and transportation corridors. Provide access to opportunities for a healthy lifestyle (including parks, trails, recreation, and healthy food).

3/ Housing: Promote high density residential in area served by transit.

5/ Air Quality: **Reduce emissions.** Increase mode-share for public transit, cycling, walking, and carpooling. Minimize impact of car emissions.

6/ Natural Environment: [Transport not addressed. TMP could add our sustainable infrastructure initiative and use of NACTO Urban Street Stormwater Guide.]

7/ Parks & Recreation: **Increase miles of Trails.** Enhance trail and open space connectivity through improved visual and physical connections. Protect and enhance existing parks, recreational facilities, and trails allowing for modifications to enhance usability and promote activity. Integrate artistic elements into parks, urban trails, and other urban public spaces.

8/ Beautiful City: **Pedestrian oriented design standards incorporated into all zoning districts that allow residential uses.** Promote and expand the City's street lighting program throughout the City. Promote increased connectivity through mid-block connections. Reinforce the development of a connected green network of urban open spaces and forest that accommodates active transportation and provides contact with nature.

9/ Preservation: Encourage the incorporation of historic elements into buildings, landscapes, public spaces, streetscapes, neighborhoods, and districts where appropriate.

10/ Arts & Culture: **Imbedded art in all city infrastructure projects.**

11/ Equity: **Decrease combined cost of housing and transportation.** [There is a lot of room for the TMP to make policy recommendations so that this target is supported by transportation-specific initiatives.]

12/ Economy: Support the redevelopment of Salt Lake City International Airport. [There is a lot of room here for transport-related initiatives.]

13/ Government: [Transport not directly addressed. Permitting is mentioned and relevant. Note that transparency and participation are currently less accessible to transit dependent citizens; most transit stops running before formal Council meetings begin.]

**TRANSPORTATION MASTER PLAN (1996)**

**Guiding Principles**

1/ Salt Lake City's transportation system will support and encourage the viability and quality of life of its residential and business neighborhoods.

2/ Salt Lake City will encourage a multi-modal transportation system. Dependence on the automobile as our primary mode of transportation will be reduced by emphasizing other modes. The transportation system will be designed to move people, not just automobiles.

3/ Salt Lake City will take a leading role in addressing regional land use issues affecting Salt Lake City and their link to transportation impacts along the Wasatch Front.

4/ Salt Lake City will consider the impact of various transportation modes on the environment and the community.

5/ Salt Lake City will develop funding mechanisms which are equitable and adequate to meet the capital and operational needs of the transportation system.

6/ Salt Lake City will educate citizens about transportation issues and impacts, and encourage public involvement in the decision-making process.

## **Initiatives**

### **1: Regional Planning**

1.1. Salt Lake City will take the lead in addressing regional transportation issues.

1.2 Salt Lake City will encourage other political jurisdictions and transportation service providers to adopt transportation and land use policies compatible with this Master Plan.

### **2: Land Use**

2.1 Salt Lake City will preserve and enhance residential communities within the City which allow residents to live, work and play in the same area.

2.2 Salt Lake City will explore opportunities to increase residential and destination densities at major bus and rail transit nodes along transit corridors.

2.3. Salt Lake City will promote development that is transit, pedestrian and bicycle friendly.

2.4 Salt Lake City will encourage growth in the Northwest Quadrant along existing and planned transportation corridors.

### **3: Street System**

3.1 Arterials are the major traffic carrying streets in the City. In order to encourage commuter traffic to use arterial streets rather than local and collector streets, the carrying capacity of arterial must be maintained. The grid system of arterial streets will be maintained as much as possible, while recognizing adjacent land use needs.

3.2 Collectors are designed to collect traffic to and from local streets and carry it to and from the arterials. Collectors should not be used for carrying non-locally generated commuter traffic through a neighborhood.

3.3. Traffic calming strategies will be used to slow traffic and discourage commuter through traffic on collector and local streets. Strategies such as street closures and diverters will be used as a last resort and not without a thorough study of the impacts on the surrounding street system.

3.4 Barriers such as railroads and freeways restrict access within and across neighborhoods. These barriers will be minimized by providing as many crossings as possible.

3.5 Additional traffic signal coordination will be implemented where practical.

3.6 A transportation safety program will be maintained to identify and eliminate high accident sites.

#### 4: Transportation Demand Management

4.1 Salt Lake City will encourage citizens and employers to utilize TDM activities.

#### 5: Parking

5.1. Salt Lake City will lower the maximum allowable parking requirements in the downtown area, in conjunction with implementation of trip reduction strategies, to reduce employee parking demand.

5.2. Salt Lake City will evaluate ways to make the available parking in the central business district more consumer friendly.

5.3. Residential neighborhoods will be protected from the negative impact of overflow parking from adjacent land uses.

#### 6: Public Transportation

6.1 Salt Lake City strongly supports measures that increase the convenience of transit usage.

6.2 Salt Lake City strongly supports the construction and operation of a light rail transit system.

6.3 Salt Lake City strongly supports employer programs to encourage transit use.

6.4 Salt Lake City will evaluate opportunities to improve transit service through improvements to the street system.

#### 7: Bicycles

7.1. Salt Lake City will review and enhance the City's master planned network of bikeways.

7.2. Salt Lake City will upgrade as many existing Class III routes to Class II or Class I routes as possible. New class III routes will not be implemented unless necessary to connect other Class II or Class I routes.

7.3. Salt Lake City will encourage use of bicycles as an alternate form of transportation for commuting and recreational purposes.

7.4. Salt Lake City will strive to enhance bicycle safety and maintain bike routes with regular sweeping, removal of obstacles, resurfacing, and enforcement of parking regulations adjacent to bike lanes.

#### 8: Pedestrians

8.1. Salt Lake City will make walking more attractive as an alternative transportation mode for short trips, by creating a friendly walking environment, increasing pedestrian access in residential and commercial areas, and improving safety.

8.2. Salt Lake City will develop and implement strategies to facilitate and enforce safe pedestrian crossings of major streets.

8.3 Salt Lake City will assist the school district in developing and maintaining safe school walking routes.

## 9: Freight Rail

9.1 Salt Lake City supports and encourages the consolidation of freight railroad lines in the west downtown area.

9.2 Salt Lake City supports the western relocation of the railroad mainlines out of the existing residential and commercial areas.

## 10: Funding

10.1. Salt Lake City will evaluate and implement funding strategies which assist in influencing the transportation decisions of the users.

10.2. The costs of improvements for mitigating the negative impacts of traffic will be shared by those creating the impact and those receiving the benefit.

10.3. The effects of our transportation policies and programs will be evaluated to minimize the negative impact on the economic viability of the business community.

10.4. Funding generated by transportation fees and strategies to control parking, should be separated from the City's General Fund and spent solely on transportation related improvements.

## 11: Air Quality

11.1. Salt Lake City will implement transportation related policies that are aimed at improving air quality.

11.2. Salt Lake City will cooperate and work with other government agencies in the urbanized area to eliminate the non-attainment status for all pollutants in a reasonable time frame and maintain attainment status.

## 12: Education

12.1. Salt Lake City will develop and implement programs to inform the public about transportation issues.

## ***PEDESTRIAN AND BICYCLE MASTER PLAN (2015)***

### **Vision**

Walking and bicycling in SLC will be safe, convenient, comfortable, and viable transportation options that connect people to places, foster recreational and economic development opportunities, improve personal health and the environment, and elevate quality of life.

### **Principles**

Access for all

Personal health

Economic health



## Air quality

### Goals

1/ Integration: Integrate walking and bicycling into community planning to enhance livability, health, transportation, the environment, and economic development.

2/ Network: Develop a safe, comfortable, and attractive walking and bicycling network that connects people of all ages, abilities, and neighborhoods to the places they want to go.

3/ Maintenance: Maintain the walking and bicycling system year-round.

4/ Programs: Promote the safety and attractiveness of walking and bicycling through education, encouragement, and enforcement programs.

5/ Transit Connections: Integrate pedestrian and bicycle facilities with transit routes, stations, and stops.

### ***TRANSIT MASTER PLAN (2017)***

### Goals

1/ Improve air quality

- Reduce vehicle miles traveled per capita.

2/ Increase the number of people riding transit

- Make transit useful for more types of trips.
- Improve competitiveness of transit with auto travel.

3/ Provide a safe and comfortable waiting experience.

- Improve bicycle and pedestrian access to transit.
- Improve the transit waiting experience and universal accessibility of stops and stations.

4/ Provide a complete transit system that supports a transit lifestyle

- Provide reliable, efficient, and frequent transit service
- Maintain stable service on the core transit network
- Provide service on the core transit network during the evening and on weekends
- Provide information and maps that make the transit system easy to understand

5/ Provide access to opportunity for vulnerable populations

- Design a transit network that supports access to jobs, education, daily needs, and services for transit dependent populations
- Provide affordable transit options, particularly for low-income households

6/ Create economically vibrant, livable places that support use of transit

- Align transit investments with transit-supportive land use policies and development

- Catalyze economic development and jobs in Salt Lake City by providing effective transit service that employers, businesses, and the development community can depend upon

## 4th Quarter Funding Recommended Allocation

Line Item (Amount)	Amount	Description/Projects
<i>FY20 Fund Balance</i>		
Urban trails FY20 fund balance	\$800,000	9-Line and Folsom trails
Multi-Modal intersection and traffic signal upgrades FY20 fund balance	\$500,000	Upgrading and replacing outdated or worn out traffic signals, enhancements for improved bus operations, multi-modal safety enhancements, roundabouts, radar detection, etc.
Neighborhood Street Safety and Livability FY20 fund balance	\$270,000	Street livability projects focused primarily within neighborhoods. It is anticipated that most, if not all of these funds will go to enhancements on 500 North.
600 North/1000 North Bus Service Start-up Investments	\$1,534,945	Bus stops, transit signal upgrades, crosswalks, pedestrian safety, first/last mile enhancements, in preparation for frequent transit service upgrades
<i>FY21 Requests (excluding personnel)</i>		
Urban Trails	\$1,767,000	Planning, engineering, and construction of key urban trails; maintenance of recently constructed trails. Projects are likely to include 400 South Viaduct Trail; Surplus Canal Trail; key eastern segments of 9-Line Trail; Jordan River Trail connections; and studies leading to trail construction, including alleyway trail feasibility study; Red Butte Creek Trail concept/study; and 9-Line / 600 West RR crossing concept/study. Proposed projects have support from Trails & Natural Lands Division, with which Transportation has an active and ongoing collaboration on trails.
Complete Streets Reconstruction	\$500,000	Supplements bond projects, possibly could include reconstruction of 300 South (West Temple to Main St.) as a model for an improved design for a downtown separated bikeway.
Corridor Transformations	\$1,100,000	Infrastructure additions to corridors NOT planned for or in need of reconstruction – to include transit, pedestrian, and bicycle signal enhancements; neighborhood byways; pedestrian and bicycle crossing signals; enhanced medians; curb bulbouts; radar detection. Corridor-based complete streets changes to signing, striping and wayfinding. Possible examples include Main St., 200 East and other corridors on the Downtown Green Loop, 1000 West.
Alleyway Maintenance / Repaving	\$200,000	Projects to be selected by a prioritization process including metrics of good governance (e.g., pavement condition), equity (e.g., low-income areas), and sustainability (e.g., air quality).
Trail Maintenance	\$200,000	Maintenance of recently constructed trails. These funds would likely be transferred to the Trails and Natural Lands Division, who developed the cost estimate for the maintenance.
Maintenance of Multi-Modal Infrastructure*	\$300,000	Specialized maintenance of infrastructure such as enhanced crosswalks, bike lanes, bike racks, colored pavement including downtown green bike lanes, bus shelters, enhanced medians: Snow plowing, striping, signals, signage, delineators, etc.
Community engagement	\$58,640	Consultant assistance to supplement staff resources as needed.
Total	\$7,230,585	

*\*Included Adopted June 2020 Budget*

# Salt Lake City Transportation Quality Transportation Improvement Program

## Transportation Project Origins

City Master Plans

Infrastructure/ Asset Condition

Public Requests

Regional Transportation Plan

Safety and Crash Assessment

## QTIP Process



## Prioritized Project List

### QTIP Process

- Input and collaboration from other City departments, TAB, and Council
- Alignment with City master plans
- Data-driven screening of equity, sustainability, good governance, and safety
- Professional judgment
- Project readiness and resource availability
- Community opportunities and threats
- Capital projects will go through CIP after QTIP process



# Transmittal- QTIP

Final Audit Report

2020-07-10

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