



MEMORANDUM

PLANNING DIVISION
COMMUNITY & ECONOMIC DEVELOPMENT

To: Salt Lake City Planning Commission
From: Nick Britton, Senior Planner
Date: April 23, 2014
Re: West Salt Lake Master Plan Implementation Schedule

Attached you will find the final draft of the Implementation chapter of the *West Salt Lake Master Plan*. Each implementation strategy is given a value based on four dimensions: staff time, finances, implementation time and community involvement. Projects that may have significant ongoing costs, such as maintenance, are also identified. This schedule was put together with the help of representatives from other city departments and divisions.

The master plan draft that was reviewed and recommended for approval by the Planning Commission on March 12 contained the same list of action items. This implementation system is different than ones the Planning Division has used in the past and it is a helpful demonstration of the total costs of master plan implementation and the various roles in the process.

Thank you.



IMPLEMENTATION

MOVING FORWARD

Four Resources

The various strategies identified within the “Moving Forward” section of each chapter of the *West Salt Lake Master Plan* are summarized below. This section provides the necessary tools for Salt Lake City to allocate its resources in a responsible and effective manner that will turn the vision of the master plan into reality. In addition, the Implementation chapter provides the basis for monitoring the master plan's effectiveness and determining when changes should be made to certain elements of the plan.

Each strategy is given a “score” based on four resources: staff time, finances, time and community resources. The score is a relative gauge of that strategy's requirements for those resources and has no specific meaning or value on its own. The four pieces of the scale are symbolized as follows:

Ongoing	Low	Medium	High
● ○ ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ○ ● ○

Each of these means something different based on the resource. It is important to understand the meanings within the context of the resource.

Staff is simply the amount of time or number of staff people required for Salt Lake City staff to accomplish the given strategy. For example:

- *Low*: These are projects that can be managed by a small number of staff members and do not require full allocation of their regular work hours.
- *Medium*: These projects are ones that may require a team of staff, often from multiple departments or divisions, and last for several months and possibly a year.
- *High*: These are projects that require a large number of staff members from multiple departments or divisions and are expected to require multiple years to accomplish.
- *Ongoing*: Ongoing projects are those that are completed by staff members as part of their day-to-day activities.



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Finances are the costs associated with the project whether it is managed by the city or other public entity or by a private developer. The more expensive a project is, the more likely it is that there will be multiple funding sources and other financial issues that may make a project more difficult to implement.

- **Low:** Low-cost projects are those that require little to no special allocation of funds and can typically be completed within the departments' existing budget. On the private sector side, these are projects that are relatively simple and require no public dollars.
- **Medium:** These are projects that may require some funding that is not ordinarily part of a department's budget. Private projects may require multiple funding sources due to the scale of the proposal and the private financing is dependent upon the lending environment at the time. Private projects at this scale may be supplemented by public funding from specific funding sources, loan programs or other grants if available.
- **High:** These projects require a large sum of money that is specifically funded from a variety of sources such as the city's general fund, bonding, Community Development Block Grants or other grants. Private financing is often complex and requires a number of investors. Public dollars are often used to supplement private financing.
- **Ongoing:** Projects with ongoing funding are those that come from a combination of application and permit fees or are part of a department's normal budget. **An action item that has a circular arrow (↻) has significant ongoing maintenance costs associated with it that could exceed the initial costs.**

Time refers to the amount of time a project may take based on all the factors involved in it coming to fruition.

- **Low:** The time involved with these projects is usually short and extend from required public processes, such as hearings with the Planning Commission or City Council, and permitting and business licensing. Typically, these projects take less than a year but may take longer if additional public involvement is necessary or desired.
- **Medium:** Projects on a medium time scale take two or three years to complete due to the public involvement required and the need for coordination between multiple parties, organizations or developers. They may require more than one meeting before the Planning Commission, City Council or RDA Board. Permitting is also more variable for these projects and has a greater impact on the length of time needed for the project.
- **High:** Projects such as these take a long time to implement due to their size, complexity and potential public processes. Such projects often require coordination between several agencies, such as Salt Lake City, UDOT, UTA and property owners. It is possible that projects at this scale require action from the state legislature. Additionally, they may require lengthy permitting and construction schedules.
- **Ongoing:** Ongoing projects are those that are not generally tied to a specific timeline but are completed through standard permitting or licensing approvals. This may also include monitoring of implementation strategies and programmatic functions related to implementation of other strategies.

The last dimension of each strategy is the **community**. This refers to the efforts of those who live, work or run a business in West Salt Lake. It can also include residents elsewhere in Salt Lake City that visit West Salt Lake or take advantage of its assets. The scale of each strategy or project is a measure of the time, coordination and other factors based within the community.

- **Low:** Projects like these generally involve one or two stakeholders and require little coordination.



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- *Medium*: For implementation projects such as these, the stakeholder list is larger than “low” level projects and often includes more than neighboring property owner. Other stakeholders could include business owners and community organizations.
- *High*: Projects at this level may include hundreds of people with various interests in the project. Stakeholders would likely include residents, property owners, business owners, community organizations and possibly representatives of local, regional, state or federal government agencies.
- *Ongoing*: Ongoing implementation strategies and projects are those on an ongoing time scale are those that are either “by right” (i.e., require no public process or hearings) or need only administrative approvals. They typically impact a very small area or involve only one or two property owners and need little to no coordination with other parties.

Implementation Matrix

Below is a summary of the implementation strategies found in each chapter and the scale of each in terms of the four resources identified above.

Opportunities					
A.1	Consider the Westside Coordination Group a fundamental implementation tool for the <i>West Salt Lake Master Plan</i> .	Staff	Finances	Time	Community
A.1.a	Identification and Coordination. The Salt Lake City Community and Economic Development Department should continue its support and coordination of the Westside Coordination Group into the foreseeable future. The group should be tasked with using the <i>West Salt Lake Master Plan</i> (and other applicable community and subject plans) as the framework for identification of redevelopment opportunities in the community and coordination of implementation activities.	● ○ ○ ○ ○	● ○ ○ ○ ○	● ○ ○ ○ ○	● ○ ○ ○ ○
A.1.b	Metrics. The Westside Coordination Group should develop metrics as a means of evaluating and assessing the effectiveness of this master plan and ensure that these metrics provide the basis for monitoring the growth of West Salt Lake.	● ○ ○ ○ ○	● ○ ○ ○ ○	● ○ ○ ○ ○	● ○ ○ ○ ○
A.1.c	Evaluation and Assessment. The West Side Coordination Group should also make one of its objectives the ongoing evaluation and assessment of the <i>West Salt Lake Master Plan</i> 's implementation. The Planning Division should use the West Side Coordination Group as one of several gauges for the plan's effectiveness in achieving the vision set forth in the document and as a source for necessary adjustments and modifications to the plan further down the road.	● ○ ○ ○ ○	● ○ ○ ○ ○	● ○ ○ ○ ○	● ○ ○ ○ ○

Ongoing	Low	Medium	High
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Neighborhoods					
B.1	Determine unique and compatible ways to add incremental density through infill development.	Staff	Finances	Time	Community
B.1.a	Infill Development. All new infill development, whether single-, two- or multi-family residential, should adhere to the prevailing development pattern in the immediate area. Some design elements that are used to increase density, such as height and bulk, can be made compatible through appropriate architectural and landscaping techniques.	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
B.1.b	Special Single-Family Allowances. The Salt Lake City Planning Division should explore regulatory options for permitting unique, single-family residential development within the existing single-family zoning districts. Examples of special single-family developments include small-lot, detached, single-family residential units on parcels that are currently considered too small for development and attached single-family residential units.	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
B.1.c	Multi-Family Infill Allowances. The Salt Lake City Planning Division should explore regulatory options for allowing two- or multi-family development on lots that are zoned for only single-family where appropriate. Appropriate cases include lots that have unique shapes or where the impact on adjacent properties would be negligible due to the unique properties of the parcels. Appropriate review and approval processes should apply in these cases. Regulations such as these can help add even a small amount of additional density without impacting the prevailing single-family character of West Salt Lake and potentially introduce unique housing types and designs to the community or the city.	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
B.1.d	New Development. New residential and commercial development that is adjacent to established single-family neighborhoods should be buffered with landscaping and side or rear yard setbacks based upon the distance between the proposed building and the existing buildings.	● ○ ○ ○ ○	● ○ ○ ● ○ ○	● ○ ○ ○ ○	○ ○ ○ ● ○ ○
B.1.e	Accessory Dwelling Units. Salt Lake City should expand the geographic area where accessory dwelling units are permitted to include the single-family districts in West Salt Lake. Application of the accessory dwelling unit ordinance in this community would provide opportunities for additional density and a wider variety of housing choices without impacting the predominant development pattern.	● ○ ○ ○ ○	● ○ ○ ○ ○	○ ○ ○ ● ○ ○	○ ○ ○ ○ ●

Ongoing	Low	Medium	High
● ○ ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ○ ● ○

B.2	Find sustainable options for underutilized lands within these stable, single-family neighborhoods.	Staff	Finances	Time	Community
B.2.a	Big Blocks. With the help of property owners and potential developers, Salt Lake City should identify underutilized or unmaintained areas within large residential blocks in West Salt Lake. These mid-block areas should be targeted for development through flexible zoning and design standards.	○ ○ ● ○	○ ○ ● ○	○ ○ ○ ●	○ ○ ○ ●
B.2.b	Urban Agriculture. Between existing city resources and private urban agriculture organizations, a community-wide information network should be established to explain the requirements and regulations for farming on private lots with the goal of increasing fruit and vegetable consumption, decreasing the food desert in West Salt Lake and encouraging more sustainable use of private vacant lands.	○ ○ ● ○	○ ○ ● ○	● ○ ○ ○	● ○ ○ ○

Nodes					
C.1	Create a more conducive environment for redevelopment at neighborhood nodes.	Staff	Finances	Time	Community
C.1.a	Low-Intensity Mixed Use Development. The Salt Lake City Planning Division shall analyze its existing zoning districts to determine what zoning changes will provide the most flexibility for low-intensity mixed use development around identified neighborhood nodes. Building heights at residential nodes should be limited to 35 feet or three stories without density limitations provided the other development regulations are met. The goal should be between ten and 25 units per acre. Residential uses should not be required as part of the development but encouraged with other incentives.	● ● ○ ○	○ ● ○ ○	○ ○ ● ○	● ○ ○ ○
C.1.b	The Pedestrian Experience. The pedestrian experience around neighborhood nodes should be one of the focal points of redevelopment and capital improvements in West Salt Lake. The city and community should prioritize projects at the identified intersections in this plan through the Capital Improvement Plan, such as decorative crosswalks, signage and wayfinding programs, intersection bulbouts where space permits, public artwork, street trees and similar types of improvements. Street lighting should be emphasized at intersections and be scaled to the pedestrian level. Ongoing recording and comparative analysis of pedestrian-vehicle conflict data (e.g., pedestrian-vehicle collisions, accidents and moving violations) should be used to inform future projects at neighborhood nodes.	○ ○ ○ ●	● ○ ○ ●	● ○ ○ ○	○ ○ ● ○

Ongoing	Low	Medium	High
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C.1	(continued)	Staff	Finances	Time	Community
C.1.c	Local Business Expansion. The Salt Lake City Economic Development Division should focus its local business development efforts to make existing and potential business owners aware of the benefits of being located at neighborhood nodes. These nodes should be highlighted as potential locations for relocation or establishment of those businesses.	●○○○	○○●○	●○○○	●○○○
C.1.d ↻	900 South and 900 West. The intersection of 900 South and 900 West should be the focus of a special redevelopment program to realize the potential of, and take advantage of, community interest in this neighborhood node, despite the limitations.	○○○●	●○○○	○○●○	●○○○
	<i>The Southwest Corner:</i> The existing businesses on the southwest corner should be incorporated and made the anchors of a larger and more cohesive development.	○○●○	○○●○	○○●○	○○●○
	<i>Sunday Anderson Senior Center:</i> The city should work with Salt Lake County to find a unique way to expand the role of the Sunday Anderson Senior Center in the node's growth, possibly through expansion into a larger development with complementary neighborhood uses.	○○●○	○○●○	○○●○	○○●○
	<i>Billboard Relocation:</i> Salt Lake City should work with the property owner and billboard owner of the billboards on the northwest corner of the property to find a more appropriate and mutually beneficial location.	○○○●	○○○●	○○○●	○○●○
C.1.e	Glendale Plaza. Salt Lake City's Planning Division should find a suitable way to encourage multi-family infill development at the intersection of Navajo Street and Glendale Drive to encourage additional commercial development that complements the existing commercial, institutional and residential development at the intersection. Keeping in mind the failure of the previous Glendale Plaza commercial development, the focus should be on residential development here. There should be flexibility with regard to height, parking and landscaping due to the nature of the intersection and the development pattern.	○●○○	○●○○	○○●○	○○●○

Ongoing	Low	Medium	High
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C.2	Create a more flexible regulatory environment for redevelopment at community nodes.	Staff	Finances	Time	Community
C.2.a	Maximize Use of Property. Allow property owners at the identified community nodes to take full advantage of their properties to add density and commercial intensity to the area. A certain percentage of residential development should be required for developments over a certain size and the density benchmarks should be between 25 to 50 dwelling units per acre. Developers should be encouraged to aim for three to four stories in height, provided appropriate buffering and landscaping can make the new development compatible with any surrounding single-family development. Parking should be required for all uses, but it should be located behind or to the side of buildings and shared parking should be strongly encouraged to maximize developable space.	○○●○○	○○○○●	○○○○●	●○○○○
C.2.b	Pedestrians, Bicyclists and Vehicles. Because community nodes rely on pedestrian, bicycle and vehicle activity to survive, a balance between the three should be the goal for capital improvements at these intersections. Parking lots should always be located behind or to the side of buildings and entrances to parking lots should be on side streets if possible. Street lighting should be designed to minimize the potential for incidents between pedestrians, bicyclists and vehicles, and traffic calming devices such as medians, bulbouts or planters should be used where possible.	○○●○○	○○○○●	○○●○○	○●○○○
C.2.c	Wayfinding and Orientation. The Community and Economic Development Department should consider a pilot program for wayfinding and orientation between the identified community nodes in West Salt Lake. Due to the layout of nodes in West Salt Lake and the need to encourage healthier activities such as walking and bicycling in the community, the program should establish a “tour of the community” that informs residents and visitors of the distances between nodes and assets in the area and makes use of the Jordan River Parkway and the 9 Line.	●○○○○	○○●○○	○○●○○	○●○○○
C.3	Create a foundation for the development of regional nodes in West Salt Lake.	Staff	Finances	Time	Community
C.3.a	Removing Barriers and Recruitment. The Salt Lake City Planning Division and the Economic Development Division should work together to identify the zoning regulations that may be barriers to creating regional nodes in West Salt Lake. The Economic Development Division should use the flexibility in development at regional nodes as a recruitment tool for large commercial, institutional or office park development.	○○●○○	○○●○○	○○●○○	○○●○○


Ongoing	Low	Medium	High
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C.3	(continued)	Staff	Finances	Time	Community
C.3.b	<p>High Density Residential and Multi-Use Development. The Planning Division should put in place a zoning district (or districts) at the identified regional nodes that has no density limitations and flexible height regulations to encourage high density residential development and compact, multi-use development. The ideal densities at nodes such as Redwood Road and 1700 South and Redwood Road and 2100 South should be between 75 and 100 dwelling units per acre. At Redwood Road and 400 South and at 900 West and 1700 South, densities between 50 to 75 dwelling units per acre are more reasonable.</p>	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ○ ● ○	○ ○ ● ○ ○
C.4	Continue to support the development of recreation nodes in West Salt Lake.	Staff	Finances	Time	Community
C.4.a	<p>Infrastructure Maintenance and Improvement. As part of other goals and strategies in this plan, and because of the unique recreational assets in West Salt Lake, funding for ongoing maintenance and improvement of its recreational infrastructure should be one of the priorities of the city. The intersections between the trails and streets should be considered an opportunity for creating public spaces and highlighting the city’s ongoing emphasis on recreation and public art.</p>	● ○ ● ○ ○ ○	● ○ ○ ○ ● ○	● ○ ○ ○ ○ ○	○ ○ ● ○ ○ ○
C.5	Build and maintain and active, multi-modal network between West Salt Lake’s nodes and nodes outside the community.	Staff	Finances	Time	Community
C.5.a	<p>Strengthening the Transit Network. As part of the citywide transit plan, connections between West Salt Lake and the rest of the city should be carefully considered. The potential for additional transit in West Salt Lake should be analyzed in light of the physical barriers surrounding the community, the lack of reliable internal transit and connections to existing transit outside the community and the need for equitable distribution of transit for all city residents.</p> <p><i>Bus Service:</i> Salt Lake City should encourage the Utah Transit Authority to improve the overall reliability and quality of bus service in West Salt Lake and make efforts to improve the quality and accessibility of bus stops in the community.</p> <p><i>Rail Service:</i> As part of Salt Lake City’s citywide transit master plan, the role of rail service—especially streetcar—in West Salt Lake should be reviewed and the city should consider how it can be used to strengthen the east west connections between West Salt Lake and downtown.</p>	○ ○ ○ ● ○	○ ○ ○ ● ○	● ○ ○ ○ ○ ○	○ ● ○ ○ ○ ○
		○ ○ ● ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
		○ ○ ○ ● ○	○ ○ ○ ● ○	○ ○ ○ ● ○	○ ○ ○ ● ○

Ongoing	Low	Medium	High
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IMPLEMENTATION

C.5	(continued)	Staff	Finances	Time	Community
C.5.b 	The 900 South East-West Connection. Using the 9 Line corridor as a template, Salt Lake City should explore ways to highlight the connection between West Salt Lake's 900 South and 900 West intersection and the 9th & 9th neighborhood node at 900 East. Thematic design elements such as pavement markings, signage or special road signs, for example, should be part of the connection.	● ○ ● ○	● ○ ● ○	○ ○ ● ○	○ ○ ● ○

Redwood Road					
D.1	Keep the entire Redwood Road corridor in mind while encouraging redevelopment.	Staff	Finances	Time	Community
D.1.a	The Big Picture. Even though Redwood Road is a patchwork of development opportunities, Salt Lake City should always consider the entire corridor when planning and engineering improvements. Not only is Redwood Road important to the community, but it is also a city and regional asset. The intersections on Redwood Road are important, but there is a lot of land in between the intersections. Those areas require infrastructure improvements as well. Keeping the big picture in mind is also important because there are redevelopment limitations on each side of the road, but both sides of the road need to be cohesive. Additionally, roads are public spaces by their very nature, so Redwood Road is likely the biggest public space in West Salt Lake. Consistent design treatment is a fundamental way to make all 2.75 miles of Redwood Road pleasant and inviting for everyone.	○ ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●
D.1.b 	Emphasize the Intersections. Redwood Road has major intersections at regular intervals and those intersections should be highlighted and emphasized to signify their roles as gateways into the neighborhoods. The Indiana Avenue intersection in particular requires attention because building heights are unlikely to play a role in its emphasis.	○ ● ○ ○	● ○ ● ○	● ○ ○ ○	○ ● ○ ○
D.1.c	Highlight the 9 Line. The intersection of the 9 Line and Redwood Road should be highlighted to bring visibility to the trail crossing and emphasize the importance of the trail. The full extent of this should be developed in the 9 Line Corridor Plan. Salt Lake City should also consider purchasing the property that abuts the 9 Line on its southern edge to establish a new public space. Alternately, the city could employ incentives or other means of encouraging development of that lot to activate the space along the trail and make it safer.	○ ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●

Ongoing	Low	Medium	High
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IMPLEMENTATION

D.2	Encourage residential and commercial redevelopment along the east side of Redwood Road.	Staff	Finances	Time	Community
D.2.a	<p>300 South to the Surplus Canal. The Planning Division should establish a zoning district on the east side of Redwood Road between 300 South and the Surplus Canal that permits heights up to at least 50 feet to achieve residential densities of 20 to 50 units per acre. Developments in this area should be required to provide a residential component if they exceed 35 feet (or three stories) and residential development should be encouraged via parking reductions and other incentives. The zoning district should heavily regulate buffering between Redwood Road development and the adjacent single-family development by focusing on techniques such as setbacks, variable height limits and landscaping. This will ensure compatible development at the intersection of Redwood Road with Indiana Avenue, where proximity of single-family development is an issue.</p>	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
D.2.b	<p>The Surplus Canal to 2100 South. The Planning Division should rezone the properties along Redwood Road between the Surplus Canal and 2100 South to a district that permits multi-family residential, commercial and office uses with flexibility in terms of height and site design. If density limits are put in place, they should be upwards of 50 to 100 units per acre.</p>	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
D.3	Encourage major redevelopment of the west side of Redwood Road.	Staff	Finances	Time	Community
D.3.a	<p>The West Side of Redwood Road. The mix of zoning districts along Redwood Road’s west side, currently, general-to-heavy commercial and light manufacturing, should be eliminated. In its place, two less intense zoning districts should be put in place. Property adjacent to Redwood Road should be zoned for less intense commercial land uses through a zone that requires a more coordinated and measured approach to development than the one found there now. There should be a focus on building and site design to make new construction more compatible with the desired multi-modal use of the corridor. This new zoning district should restrict the heavy commercial uses allowed there now, but welcome large commercial developments or ones that can operate free of nuisances. The remaining properties between Redwood Road and I-215 should be rezoned for business or industrial park style development. The Planning Division should consider establishing a new zoning district that allows for some of the lower-intensity industrial uses that can be designed to be compatible with commercial development.</p>	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○	○ ○ ○ ● ○

Ongoing	Low	Medium	High
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D.3 (continued)		Staff	Finances	Time	Community
D.3.b	Entertainment Zone. The Community and Economic Development Department should focus on bringing family-oriented entertainment facilities to a location on Redwood Road. Such a complex could be part of a larger commercial or office development and serve as a catalytic site for development on both sides of Redwood Road.	○ ○ ● ○ ○	○ ○ ● ○ ○	○ ○ ○ ● ○	○ ○ ● ○ ○
D.4 Recognize Redwood Road's role as a gateway into Salt Lake City, the West Salt Lake community and its neighborhood.		Staff	Finances	Time	Community
D.4.a	400 South Gateway. Salt Lake City should invest in infrastructure and landscaping improvements where Redwood Road enters the West Salt Lake community at 400 South. The gateway should, at minimum, feature landscaping, public artwork and signage welcoming travelers to the community, to Salt Lake City or to both. Gateway landscaping treatments should be designed with the city's sustainability goals in mind. The scale of the gateway should reflect the fact that this is a gateway for Salt Lake City residents to the north and for visitors first entering Salt Lake City from I-80 and the airport.	○ ○ ○ ● ○	● ○ ● ○ ○	○ ○ ● ○ ○	○ ○ ○ ● ○
D.4.b	2100 South Gateway. Salt Lake City should invest in infrastructure and landscaping improvements at the point where Redwood Road enters the West Salt Lake community at 2100 South. The gateway should, at minimum, feature landscaping, public artwork and signage welcoming travelers to the community or to Salt Lake City or to both. Gateway landscaping treatments should be designed with the city's sustainability goals in mind. The scale of the gateway should reflect the fact that this is a gateway for residents from other cities to the south and for visitors entering the city from Highway 201.	○ ○ ○ ● ○	● ○ ● ○ ○	○ ○ ● ○ ○	○ ○ ○ ● ○
D.5 Transform Redwood Road from an automobile-dominated thoroughfare to a corridor that balances all types of transportation.		Staff	Finances	Time	Community
D.5.a	Sidewalks, Crosswalks and Bicycle Facilities. Salt Lake City should reinforce the sidewalk and bicycle improvements installed by UDOT along Redwood Road with additional improvements of the sidewalk and crosswalk infrastructure around major intersections. Pedestrian refuges should also be used as part of crosswalks across Redwood Road at all major intersections.	○ ○ ○ ● ○	● ○ ○ ○ ●	○ ○ ○ ● ○	○ ○ ○ ● ○

Ongoing	Low	Medium	High
● ○ ○ ○	○ ● ○ ○	○ ○ ● ○	○ ○ ○ ●

D.5	(continued)	Staff	Finances	Time	Community
D.5.b	Bus Rapid Transit. Salt Lake City should focus efforts on realizing the proposed bus rapid transit (BRT) route on Redwood Road, as identified in the 2011-2040 Wasatch Front Regional Transportation Plan, as redevelopment necessitates direct and efficient travel to both Redwood Road employment centers (from outside the community) and those downtown, at the University of Utah and at Research Park. BRT on Redwood Road within Salt Lake City should, at minimum, feature dedicated rights-of-way for buses with stations similar to those found at light rail stations.	○ ○ ○ ●	● ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●
D.5.c	Light Rail Transit or Streetcar. As a potential long-term project, Salt Lake City should consider the feasibility of a light rail or streetcar route on Redwood Road.	○ ○ ○ ●	● ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●

The Jordan River

E.1	Establish more connections between the Jordan River Parkway and the community.	Staff	Finances	Time	Community
E.1.a	The Missing Link. All efforts to finalize and construct the missing section of the Jordan River Parkway between 200 South and North Temple should be made. Completion of the trail will provide West Salt Lake residents with direct bicycle and pedestrian access between the neighborhood and community nodes on 900 West and the Fairpark TRAX station.	○ ○ ○ ●	○ ○ ○ ●	○ ○ ● ○	○ ● ○ ○
E.1.b	Wayfinding. Salt Lake City and community members should work together to develop a uniquely designed wayfinding system linking the Jordan River Parkway with other community assets such as the Sorenson Multicultural and Unity Center, the Chapman Library and forthcoming Glendale Library and the community's schools. The wayfinding system should utilize clear and simple imagery and colors that make it accessible and welcoming for all trail users.	○ ○ ○ ●	● ○ ○ ●	○ ○ ● ○	○ ● ○ ○
E.2	Support the Jordan River's ecological health.	Staff	Finances	Time	Community
E.2.a	Plant and Animal Habitats. Salt Lake City should continue its efforts to maintain existing native plant species throughout the Jordan River corridor while looking for new opportunities to expand the reach of the species' habitats. Additionally, the city should continue to work with other cities and regional organizations to restore and protect wetlands and other wildlife habitats and to further improve the river's water quality.	○ ○ ○ ●	● ○ ○ ●	○ ○ ○ ●	● ○ ○ ●
E.2.b	Undeveloped Land. A thorough ecological evaluation of undeveloped parcels adjacent to the Jordan River should be conducted to determine the most appropriate use of each parcel.	○ ○ ● ○	○ ○ ○ ●	○ ○ ○ ●	● ○ ○ ○

Ongoing	Low	Medium	High
● ○ ○ ○	○ ● ○ ○	○ ○ ● ○	○ ○ ○ ●

E.2	(continued)	Staff	Finances	Time	Community
E.2.c	Corridor Encroachments. The city should identify encroachments into the Jordan River corridor from adjacent private properties and work with property owners to correct current encroachments and prevent future ones. Analysis of the effectiveness of the existing Riparian Corridor Overlay Zone since its creation may also provide direction on potential changes or additions to the overlay district.	○ ○ ● ○	○ ○ ● ○	○ ○ ○ ●	○ ○ ○ ●
E.3	Celebrate the Jordan River.	Staff	Finances	Time	Community
E.3.a	The River District. Salt Lake City's Department of Community and Economic Development should continue its work with residents, businesses owners and community organizations along the Jordan River to establish the "River District" as a unifying theme between Glendale and Poplar Grove.	○ ○ ● ○	○ ○ ● ○	○ ○ ○ ●	● ○ ○ ●
E.3.b	Community-Driven Implementation. Salt Lake City and West Salt Lake community members should together create a more collaborative environment to discuss ways in which residents and stakeholders can implement the <i>West Salt Lake Master Plan</i> . Barriers that discourage community-driven projects should be identified and removed.	○ ○ ● ○	○ ○ ● ○	○ ○ ● ○	● ○ ○ ○
E.3.c	Market the River. Salt Lake City should create a marketing program to highlight the Jordan River and its history, the recreational and educational opportunities it offers and its importance to the city.	○ ○ ● ○	○ ○ ● ○	● ○ ● ○	● ○ ○ ○
E.3.d	Urban Design. The city should create and implement an urban design system that utilizes river-related imagery and themes for infrastructure, street and sidewalk treatments, wayfinding and public artwork. This design system should be used primarily at or around nodes that are or will be tied to the Jordan River such as 900 West and 900 South or 900 West and California Avenue.	○ ○ ● ○	● ○ ○ ●	● ○ ○ ○	● ○ ○ ○
E.3.e	River Crossings. At the points where 400 South, Indiana Avenue and California Avenue cross the Jordan River, unique treatments including monument signs and landscaping should be installed to bring attention to the river and the bridge. At all other crossings, Salt Lake City should consider less expensive treatments that still identify the Jordan River.	○ ○ ● ○	● ○ ● ○	○ ○ ○ ●	○ ● ○ ○

Ongoing	Low	Medium	High
● ○ ○ ○	○ ● ○ ○	○ ○ ● ○	○ ○ ○ ●

E.4 Expand recreational opportunities on the Jordan River.		Staff	Finances	Time	Community
E.4.a	900 West Access. Salt Lake City should acquire property on 900 West near 1300 South for the purpose of creating a new access point for the Jordan River.	○ ○ ● ○	○ ○ ○ ●	○ ○ ○ ●	○ ○ ● ○
E.4.b	Canoe and Kayaks. New canoe and kayak access facilities should be added to the river and opportunities for more river recreation activities should be pursued. Boating on the river should be considered a fundamental means of raising awareness of the river's educational, ecological and cultural importance to the community, city and region.	○ ○ ○ ●	○ ○ ● ○	○ ○ ● ○	○ ○ ● ○
E.4.c	Boating Impacts. The impact on boating along the Jordan River should be a primary consideration for all future infrastructure projects along or within the river corridor. Additionally, Salt Lake City should take advantage of any opportunities to remove existing barriers when they are presented.	○ ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●	○ ○ ● ○
E.5 Make the Jordan River safer for everyone.		Staff	Finances	Time	Community
E.5.a	Community Policing. Residents should be encouraged to participate in the Salt Lake City Police Department's SLCPD Volunteer Corps and the Community-Oriented Policing Program.	○ ○ ● ○	○ ○ ● ○	● ○ ○ ○	○ ○ ○ ●
E.5.b	Trail Lighting. The Salt Lake City Parks and Public Lands Division should install light fixtures in parks and open spaces that are more resistant to vandalism. Ensure these light fixtures are context-sensitive and sited to maximize light at high traffic areas, narrow corridors and road crossings while reducing spillover into the sensitive habitat areas.	○ ○ ● ○	● ○ ● ○	○ ○ ● ○	○ ● ○ ○
E.5.c	Parallel Trails. Consider installation of an additional trail made of a durable non-asphalt material where there is room for the addition. Alternately, pavement striping that separates the uses can be added to the existing trail. Each options can provide safer conditions for different types of users (such as seniors or families with children as opposed to bicyclists, runners or skateboarders).	○ ○ ○ ●	● ○ ○ ●	○ ○ ● ○	○ ● ○ ○

Ongoing	Low	Medium	High
● ○ ○ ○	○ ● ○ ○	○ ○ ● ○	○ ○ ○ ●

The Surplus Canal					
F.1	Protect the Surplus Canal corridor.	Staff	Finances	Time	Community
F.1.a	Canal Corridor Encroachments. The city should identify encroachments into the Jordan River corridor from adjacent private properties and work with property owners to correct the situation and prevent future encroachments.	○ ○ ● ○	○ ○ ● ○	● ○ ○ ○	● ○ ○ ○
F.2	Establish the Surplus Canal Trail.	Staff	Finances	Time	Community
F.2.a	Short-term Trail Improvements. The Salt Lake City Transportation Division, in conjunction with Salt Lake County, should establish a Surplus Canal Trail with wayfinding signage. This first phase of the trail would be on the existing surface and in the existing right-of-way to let people know of its existence as future improvements are planned, funded and designed.	● ○ ○ ○	○ ○ ○ ○	● ○ ○ ○	● ○ ○ ○
F.2.b	Long-term Trail Improvements. The final phase of the Surplus Canal Trail should be constructed to provide full access to both pedestrians and bicyclists and provides a connection between the Jordan River at 2100 South to the Airport Trail. Finalization of the trail will require land acquisition to ensure the trail is constructed properly. The trail corridor should include a full wayfinding system and appropriate lighting along the trail and at intersections.	○ ○ ○ ●	● ○ ○ ●	○ ○ ○ ●	● ○ ○ ○
F.3	Create a unique walking and bicycling experience along the Surplus Canal Trail.	Staff	Finances	Time	Community
F.3.a	The Trail Experience. The Surplus Canal Trail should be designed as a multigenerational recreational asset that is accessible and usable by all residents. It should be designed to cater to both pedestrians and bicyclists and to recreational and commuter usage.	○ ○ ● ○	○ ○ ● ○	○ ○ ● ○	● ○ ○ ○
F.3.b	Industrial Trail Design. The Surplus Canal Trail should be designed to take advantage of its unique location and should highlight the industrial nature of the corridor, especially west of Redwood Road. The trail's designers should address this through materials used for signage, interpretive markers that tell the history of the area and in artwork along fences or at intersections.	○ ● ○ ○	○ ● ○ ○	○ ● ○ ○	● ○ ○ ○
F.3.c	Public Spaces. The Parks and Public Lands Division should find ways to incorporate passive recreational spots along the Surplus Canal Trail to provide public spaces where people can gather. These spaces should be designed to take advantage of the surroundings and be inclusive to all trail users.	○ ○ ● ○	● ○ ● ○	○ ○ ● ○	● ○ ○ ○
F.3.d	Rowing Facilities. The Parks and Public Lands Division, in conjunction with Salt Lake County, should explore the opportunity of creating a small summer recreation center to complement the existing, temporary rowing facilities in place at Indiana Avenue and the Surplus Canal.	○ ○ ○ ●	● ○ ○ ●	○ ○ ○ ●	● ○ ○ ○

Ongoing	Low	Medium	High
● ○ ○ ○	○ ● ○ ○	○ ○ ● ○	○ ○ ○ ●

Industrial Districts					
G.1	Explore ways to redevelop the 700 West industrial corridor.	Staff	Finances	Time	Community
G.1.a	Permitted Uses. The Planning Division should comprehensively review the uses that are permitted in the current light manufacturing zoning district and determine if a new zone—an industrial park district, for example—may be more appropriate. A new district should more specifically regulate building and site design and should completely prohibit any uses that produce noxious odors, fumes or other discharge or other uses that rely heavily on outdoor storage.	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
G.1.b	Mixed Use Infill. The Planning Division should consider permitting residential and commercial infill on vacant parcels in the corridor. Any infill development with a residential component shall be contingent upon environmental review. Height and bulk regulations for infill development should be as flexible as they are for other uses in the zoning district in order to achieve high density development (50 or more dwelling units per acre).	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
G.1.c	Curb and Gutter. Salt Lake City should install curbs and gutter on all streets in the 700 West corridor where such improvements do not exist.	○ ● ○ ○ ○	○ ○ ○ ○ ●	○ ○ ● ○ ○	○ ● ○ ○ ○
G.1.d	Streetscape Changes. The Transportation Division should consider modifications to the streets on 700 West and 800 West in order to buffer the existing industrial uses from the residential land uses to the west. Narrow landscaped medians or large trees on the west side of 700 West are other possibilities.	○ ● ○ ○ ○	○ ○ ○ ○ ●	○ ○ ● ○ ○	○ ● ○ ○ ○
G.2	Improve the 1700 South streetscape while encouraging redevelopment of the industrial area between 1700 South and 2100 South.	Staff	Finances	Time	Community
G.2.a	The 1700 South Streetscape. The Salt Lake Planning Division should utilize commercial zoning along 1700 South that prohibits heavy or industrial-style land uses while encouraging the kind of retail and service uses and residential densities typically found at a regional node.	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ● ○ ○
G.2.b	1700 South to 2100 South. Properties south of the 1700 South streetscape properties should be zoned to encourage an industrial park style of development similar to the one recommended for the areas west of Redwood Road and throughout the 700 West corridor.	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ○ ○ ○ ●

Ongoing	Low	Medium	High
● ○ ○ ○	○ ● ○ ○	○ ○ ● ○	○ ○ ○ ●

G.2	(continued)	Staff	Finances	Time	Community
G.2.c	The Jordan River. Salt Lake City should monitor industrial land uses on the east side of the Jordan River to ensure that all encroachments into the riparian corridor are removed and that future expansion or redevelopment of these industrial properties mitigates any current issues. Analysis of how the existing Riparian Corridor Overlay Zone has been used may also provide insight into its effectiveness and what types of changes may be necessary to further protect the corridor from encroachments.	○ ● ○ ○ ○	○ ● ○ ○ ○	○ ○ ● ○ ○	○ ● ○ ○ ○
G.3	Mitigate the impacts of the 700 West corridor on West Salt Lake's east-west corridor.	Staff	Finances	Time	Community
G.3.a	Urban Design Treatments. Salt Lake City should work with community residents and stakeholders to develop an urban design system for the gateways at 800 South, 900 South and 1300 South to reduce the visual and psychological impact that the current development pattern has on visitors to the community. Potential designs should utilize the interstate viaduct as a method of repurposing this barrier into a welcoming feature.	○ ○ ● ○ ○	● ○ ○ ○ ●	○ ○ ○ ○ ●	○ ○ ○ ○ ●
G.3.b	Active Spaces. Salt Lake City's Parks and Public Lands Division should work with other city departments and the Utah Department of Transportation to find unique ways to stimulate city properties near the community's gateway areas with public spaces that encourage activity and positive uses.	○ ○ ● ○ ○	● ○ ○ ○ ●	○ ○ ● ○ ○	○ ● ○ ○ ○

Public Spaces					
H.1	Consider the safety of public spaces one of the primary elements of a public space.	Staff	Finances	Time	Community
H.1.a	The Jordan River. The Salt Lake City Transportation and Parks and Public Lands divisions should coordinate efforts to ensure that the Jordan River and Jordan River Parkway are safe public spaces for all residents. Sharp or blind turns, undesirable overgrown brush and inadequate lighting systems should be removed or reconfigured and changes to the design of the trail should be made to encourage multigenerational and family use.	○ ○ ○ ○ ●	● ○ ○ ○ ●	● ○ ○ ● ○ ○	● ○ ○ ● ○ ○
H.1.b	Reclaiming Marginal Public Spaces. Public spaces that are not used or used inappropriately should be improved through the establishment of new public spaces or reconfiguration of existing spaces. Marginal spaces include vacant public properties, secluded sections of parks and dark and poorly-designed streets. The city should actively work with the community to identify and reclaim these spaces to avoid ongoing problems with them.	● ○ ○ ● ○ ○	● ○ ○ ● ○ ○	● ○ ○ ● ○ ○	● ○ ○ ● ○ ○

Ongoing	Low	Medium	High
● ○ ○ ○	○ ● ○ ○	○ ○ ● ○	○ ○ ○ ●

H.2	Highlight West Salt Lake's diverse community and honor the city's commitment to diversity through public spaces.	<i>Staff</i>	<i>Finances</i>	<i>Time</i>	<i>Community</i>
H.2.a ↻	Public Art Galleries. The Salt Lake City Arts Council should determine the best way to facilitate a program that encourages the creation and implementation of public artwork in public spaces throughout West Salt Lake.	○ ○ ○ ● ○	● ○ ○ ● ○	○ ○ ○ ● ○	○ ○ ○ ● ○
H.2.b	Park Stewardship. Salt Lake City should consider allowing more direct community involvement in the programming, design and maintenance of parks to encourage stewardship among residents and potentially defray the labor costs of park maintenance.	○ ● ○ ○ ○	○ ○ ○ ● ○	○ ● ○ ○ ○	○ ○ ○ ○ ●
H.3	Expand the opportunities for recreation through the addition of new facilities in existing parks.	<i>Staff</i>	<i>Finances</i>	<i>Time</i>	<i>Community</i>
H.3.a ↻	New Facilities. The Salt Lake City Planning and Parks and Public Lands divisions should work with the community to identify recreational needs in West Salt Lake and determine potential locations for those needs. Opportunities already identified by the community include splash pads, a public, outdoor swimming pool and additional fields for activities such as soccer matches.	○ ○ ○ ● ○	● ○ ○ ○ ●	○ ○ ○ ● ○	○ ○ ○ ○ ●
H.4	Establish new public spaces in West Salt Lake with the addition of new pocket parks.	<i>Staff</i>	<i>Finances</i>	<i>Time</i>	<i>Community</i>
H.4.a ↻	New Pocket Parks. Identify potential locations for new pocket parks in parts of the community that are farthest from current parks. Focus should be placed in areas of the community that are currently underserved by parks, such as the western edge of the community.	○ ○ ○ ● ○	● ○ ○ ● ○	○ ○ ○ ○ ●	● ○ ○ ○ ○
H.4.b	Funding Options. Salt Lake City's Housing and Neighborhood Development Division should work with residents and stakeholders to identify sources of funding for the creation and maintenance of pocket parks.	○ ● ○ ○ ○	○ ○ ○ ○ ●	○ ○ ○ ○ ●	○ ○ ○ ○ ●
H.5	Educate residents about urban agriculture and encourage it within the community.	<i>Staff</i>	<i>Finances</i>	<i>Time</i>	<i>Community</i>
H.5.a	Expand Existing Resources. Salt Lake City should actively and consistently highlight the educational programs at the Sorenson campus regarding urban agriculture and consider the expansion of the center's existing community garden.	○ ● ○ ○ ○	○ ○ ○ ● ○	○ ○ ○ ● ○	○ ○ ○ ● ○
H.5.b ↻	Community Gardens in Public Spaces. The Salt Lake City Parks and Public Lands Division should identify the most appropriate spaces in West Salt Lake for community gardens or orchards and work with other departments to establish a resource-sharing program.	○ ○ ○ ● ○	● ○ ○ ● ○	○ ○ ○ ● ○	○ ○ ○ ○ ●

<i>Ongoing</i>	<i>Low</i>	<i>Medium</i>	<i>High</i>
● ○ ○ ○	○ ● ○ ○	○ ○ ○ ●	○ ○ ○ ●